Village of
# Little Chute

# AGENDA

## REGULAR BOARD MEETING

PLACE: Little Chute Village Hall
DATE: Wednesday, November 4, 2015
TIME: 6:00 p.m.

**REGULAR ORDER OF BUSINESS**

A. Invocation
B. Pledge of Allegiance to the Flag
C. Roll call of Trustees
D. Roll call of Officers and Department Heads
E. Public Appearance for Items Not on the Agenda

F. Discussion—Municipal Services Building

G. Discussion—2016 Budget

H. Discussion/Action – Agreement with Little Chute Diamond Club, Inc.

I. Department and Officers Progress Reports

J. Disbursement List

K. Call for Unfinished Business

L. Items for Future Agendas

M. Closed Session:
19.85(1)(e) Wis. Stats. Deliberations or negotiations on the purchase of public properties, investing of public funds or conducting other specific public business when competitive or bargaining reasons require a closed session. *Bargaining/Negotiations*

N. Return to Open Session

O. Discussion/Possible Action—Development Agreement with J&G Real Estate Holdings, LLC.

P. Adjournment

Requests from persons with disabilities who need assistance to participate in this meeting or hearing should be made with as much advance notice as possible to the Clerk's Office at 108 West Main Street, (920) 423-3852, email: Laurie@littlechutewi.org

Prepared: October 30, 2015

# Municipal Service Building Project Delivery

| Event | Date | ✓ | Responsibility | Go/No Go |
|---|---|---|---|---|
| RFP Released | 1/15/16 | | ADM/DPW | |
| RFP's Due | 2/1/2016 | | ADM | |
| RFP Review/Interview/Selection | 2/21/2016 | | ADM/DPW | |
| Award Contract | 2/24/2016 | | Board | |
| Needs Assessment/Design | 3/15/2016 - 5/1/2016 | | Village Staff | |
| Design Development/Grading/Utility Plans | 5/1/2016 – 6/15/2016 | | DPW/Eng/DPRF | |
| Grading and Utility Bid Package | 6/15/2016 – 6/30/2016 | | DPW/Eng/DPRF | |
| Award Grading and Utility Work | 7/7/2016 | | Board | |
| Design and Development of Building Package | 10/1/2016-01/15/2017 | | DPW/Eng/DPRF | |
| Bid Building Packages | 1/15/2017 – 2/1/2017 | | DPW/Eng/DPRF | |
| Award Building Packages | 2/8/2017 | | Board | |
| Start Construction | 2/22/2017 | | DPW/Eng/DPRF | |
| Complete Building Construction | 8/10/2017 | | DPW/Eng/DPRF | |
| Village DPW/DPRF Move | 8/10/2017 – 10/1/2017 | | Village Staff | |
| Municipal Services Building Occupied | 10/1/2017 | | Village Staff | |

# *Primer on*
# PROJECT DELIVERY

Second Edition

**Developed by the Joint Committee of**

**The American Institute of Architects**

**The Associated General Contractors of America**

# Primer on Project Delivery
## Second Edition

Published jointly in 2011 by

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and

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## Introduction

To help architects and contractors achieve quality projects that fulfill owner expectations and are delivered on time and on budget, The American Institute of Architects (AIA) and The Associated General Contractors of America (AGC) formed a task force to produce this second edition of the *Primer on Project Delivery*. Intended to improve understanding for the mutual benefit of owners and the design and construction community, it is primarily addressed to owners who are unfamiliar with the various ways of procuring design and construction services. The AIA and AGC recognize that many viable project delivery methods are available, so the primer is not meant to endorse any one delivery method over another.

At present, there are no industry-wide accepted definitions of project delivery methods and many groups, organizations, and individuals have developed their own. In so doing, they have often used different characteristics to define the delivery methods. The result has been a multiplicity of definitions, none of which is entirely right or entirely wrong. This primer offers basic definitions to help owners better understand their options.

The main criteria for measuring the success of any project delivery method are cost, quality, time, safety and how the project ultimately meets its intended purpose. However, responsibilities for meeting these criteria vary by method. Each delivery method offers a different level of risk to the owner.

**The goals of this publication are:**

1. *To develop a set of definitions for the four primary delivery methods—Design-Bid-Build, Design-Build, Construction Management at-Risk, and Integrated Project Delivery.*

2. *To create definitions broad enough that all hybrids fall within the four primary delivery methods mentioned above.*

3. *To encourage consensus on a set of defining characteristics for each delivery method.* Defining characteristics define a delivery method. Typical characteristics may be common to a delivery method, but are not required to define it.

4. *To provide the industry with a set of definitions that others can use as a baseline.* The design and construction industry has lacked standard definitions for so long that industry-wide consensus will not be reached quickly. Therefore, the goal of this primer is to provide a baseline against which people can reconcile their own set of definitions.

**Note:** Some states have laws that establish delivery methods and associated responsibilities. Check with your architect or contractor for assistance in reconciling differences within your state. AGC's Construction State Law Matrix™ (www.agc.org/slm) and AIA's Project Delivery Statute Matrix (http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aias078880.pdf) are also useful resources for locating information on state laws affecting public or private construction projects.

### Risk Tolerance and the Project Delivery Decision

Risk Tolerance regarding the choice of project delivery methods can be defined as the extent to which an organization chooses to risk experiencing a less favorable outcome in the pursuit of a more favorable outcome (*adapted from the International Standards Organization (ISO)).*

All things being equal, most organizations prefer paths where risk is consistent with their tolerance. This idea of risk is completely applicable to the decision regarding project delivery methods and can be seen as one of the factors why there is reluctance to implement certain project delivery models.

New project delivery methods have a structure focused on collaboration, while at the same time eliminating the adversarial nature of traditional models. This is appealing to some owners. There are several ways these collaborative models can be structured from mergers, to hires, to partnerships on a project by project basis.

Whether the various disciplines of design and construction management are provided in-house or whether there is some sort of partnering relationship established; collaborative project teams must provide the necessary leadership to deliver on an owner's expectations of cost and quality, while taking on the risk inherent in all design and construction projects.

This task force worked to reach consensus on how projects are delivered and to ensure that the language used is method-neutral. There was considerable discussion of the terms used to describe the four primary delivery methods discussed in this primer. The task force recognized that delivery and management terms such as "CM-adviser," "CM-agent," "program management" and "turnkey" are appropriate in some situations, as are terms that describe variations of some delivery methods, such as "bridging" as a variation of Design-Build. However, use of these terms is not in keeping with the goal of creating definitions broad enough to include all hybrids of the four primary project delivery methods.

The task force participants learned from this experience, and hope that others will also benefit from the information contained in this document.

## Key Considerations

### Delivery vs. Management

Before defining the project delivery methods, it is important to distinguish between the delivery and management aspects of project delivery. "Delivery" refers to the method for assigning responsibility to an organization or an individual for providing design and construction services. "Management" refers to the means for coordinating the process of design and construction (planning, staffing, organizing, budgeting, scheduling, and monitoring).

For example, CM at-Risk is a project delivery method and CM-adviser is a form of project management. While this difference in leadership may appear subtle, it is nonetheless important to the understanding of the different delivery methods. Assignment of contractual responsibility is a key concept for differentiating project delivery methods. Considering outsourcing of such responsibility and administration is an option that owners may want to address in any project.

## Technology

Building Information Modeling (BIM) is a software tool that can be used with any of the project delivery methods discussed in this document. Because it is relatively new in the marketplace, there has been confusion that BIM is reserved exclusively for use with IPD projects. This is not the case. BIM is a technological choice that allows the IPD process to work most effectively, but is not a defining characteristic of that delivery method. BIM is a technology tool that is well suited for IPD projects because a collaborative delivery process paired with a technological catalyst creates a shared database of information available to all members of the team at the same time. This early access to information is the fuel that drives the successful outcome of a project. All team members utilize their specific area of expertise to inform the project design, make value-added decisions, and thereby advance the outcome. Still, BIM can be used with any of the delivery methods described in this primer.

## Selection Procedures

How the owner selects the primary service providers has a significant effect on the project delivery method and resulting contractual relationships.

The selection is usually based on price, qualifications, or a combination of the two. When qualifications or qualifications *and* price serve as the basis for selection, it is common to use a Request for Qualifications (RFQ), a Request for Proposals (RFP), and interviews to review bidders. Each of these methods of gathering information reveals important aspects of the bidders' qualifications. Typically, more than one provider is contacted to supply information to encourage the opportunity for comparison and optimum selection.

The following are commonly used approaches for selecting a design and construction team:

### Contractor Procurement Options:

**Direct Negotiation** – The contractor is selected based on reputation, experience and/or past performance. The fee and/or total cost is negotiated between the contractor and the owner.

**Qualifications Based Selection (QBS)** – The contractor is selected on the basis of demonstrated competence and qualifications only. The owner shall not request or consider fees, price, man-hours or any other cost information as part of the selection process.

**Best Value: Fees** – The contractor's final selection is based on some weighting of a combination of qualifications and fees (possibly including general conditions).

**Best Value: Total Cost** – The contractor's final selection is based on some weighting of the total cost and other criteria such as qualifications.

**Low Bid** – The contractor's final selection is based solely on lowest total cost.

### Architect Procurement Options:

**Direct Negotiation** – The architect is selected based on reputation, experience, and/or past performance. The fee is negotiated between the architect and the owner.

**Qualifications Based Selection (QBS)** – The architect is selected on the basis of demonstrated competence and qualifications only. The owner shall not request or consider fees, price, man-hours or any other cost information as part of the selection process.

**Best Value: Fees** – The architect final selection is based on some weighting of a combination of qualifications and fees.

**Low Fee** – The architect final selection is based solely on lowest fee.

### Accelerated Delivery

In some projects, owners may have an additional requirement to occupy the building or space as soon as possible. In these instances, architects and contractors will agree to terms which require an accelerated project delivery process or "fast-track". Fast-track projects can appear in any of the delivery methods discussed in this document but are most likely to be seen in CM at-Risk, Design-Build, and IPD. The schedule will require the architect to issue portions of the drawing set (e.g., foundation plans, structural steel, etc.) to the contractor for bid/pricing and construction before the project's design is fully complete. The benefit to the owner is a shorter schedule; however, the downside is that some design elements are locked in early making changes in scope later in the design phases difficult and costly.

## Delivery Method Definitions

### Introduction

In recent years, various delivery methods have been created or gained renewed popularity to address owners' concerns with finger pointing, cost overruns, and increasing project complexity. These delivery methods include Design-Build, Construction Management at-Risk, and Integrated Project Delivery. The sections below provide an overview of each of these project delivery methods with defining and typical characteristics for each. Owners should be aware that each project delivery method should include the development of carefully crafted contracts defining the roles of the players appropriate to that methodology.

### Design-Bid-Build (DBB)

This method involves three roles in the project delivery process—owner, architect, and contractor—in traditionally separate contracts. "Traditional" is frequently used to describe the Design-Bid-Build method, which typically involves competitively bid, lump sum construction contracts that are based on complete and prescriptive contract documents prepared by architects. These documents generally include drawings, specifications, and supporting information. The phases of work are usually conducted in linear sequence. The owner contracts with an architect for design, uses the design documents produced by the architect to secure competitive bids from contractors; and, based on an accepted bid, contracts with a contractor for construction of the building.

For most of the 20th century, public work was routinely built using the Design-Bid-Build delivery method. This has included competitive bidding among general contractors, performance bonds, and employment of various other statutory requirements to protect taxpayer investments. Much private work has also been performed for a lump sum figure, in the belief that the marketplace ensures economic discipline and yields the lowest cost. It should be noted that this may not be the lowest cost for the project, but it represents the lowest cost associated with the design documents prepared for the project before actual construction begins.

In many instances private organizations with large constituencies, such as churches and schools, use project delivery methods with sealed bids and formal procedures similar to procedures for public projects.

The following *defining characteristics* identify Design-Bid-Build:

- Three prime players—owner, designer, contractor
- Two separate contracts—owner-designer, owner-contractor
- Final contractor selection is based on Low Bid or Best Value: Total Cost

*Typical characteristics* of the Design-Bid-Build approach include the following:

- Three phases—design, bid, build. These phases may be linear or overlapping if a project is fast-tracked or bid-out to multiple prime contractors.
- Well-established and broadly documented roles
- Contract documents that are typically completed in a single package before construction begins, requiring construction-related decisions in advance of actual execution
- Construction planning based on completed documents
- Complete specifications that produce clear quality standards
- Configuration and details of finished product agreed to by all parties before construction begins

**Construction Management at-Risk (CM at-Risk)**

Construction Management at-Risk (CM at-Risk) approaches involve a construction manager who takes on the risk of building a project. The architect is hired under a separate contract. The construction manager oversees project management and building technology issues, in which they typically have particular background and expertise. Such management services may include preparation of cost models, advice on the time and cost consequences of design and construction decisions, scheduling, cost control, coordination of construction contract negotiations and awards, timely purchasing of critical materials and long-lead-time items, and coordination of construction activities.

In CM at-Risk, the construction entity, after providing preconstruction services during the design phase, takes on the financial obligation for construction under a specified cost agreement. The construction manager frequently provides a Guaranteed Maximum Price (GMP). CM at-Risk is sometimes referred to as CM/GC because the construction entity becomes a general contractor (GC) through the at-risk agreement.

The term "at-risk" is often a source of confusion. Sometimes it refers to the fact that the contractor holds the trade contracts and takes the performance risk for construction. In other contexts, the term is tied to the existence of a cost guarantee or GMP. Because the term "at-risk" has two distinct meanings, it is important to understand how it is being used in a particular situation. The definition used for CM at-Risk in this document is based primarily on the fact that the construction manager holds the trade contracts and takes the performance risk. The eventual establishment of a guaranteed maximum price is typical of CM at-Risk project delivery, but it is not a defining characteristic of the delivery method in this case.

When a GMP is used, the CM at-Risk approach is flexible as to when the construction price becomes fixed. As a result, the timing for agreeing to a GMP varies by project. Considerations of risk should include an evaluation of the amount of design information available, the amount of contingency included, and the owner's willingness to share in the risk of cost overruns.

The CM at-Risk contracts with trade contractors who perform their portion of the construction. These entities are contractually bound only to the CM at-Risk. It should be noted that there is no contractual relationship between the designer and the CM at-Risk.

The following *defining characteristics* identify CM at-Risk:

- Three prime players—owner, architect, CM at-Risk
- Two separate contracts—owner to architect, owner to CM at-Risk
- Final provider selection based on Qualifications Based Selection or Best Value: Fees

*Typical characteristics* of the CM at-Risk approach include the following:

- Hiring of the CM at-Risk during the design phase
- Clear quality standards produced by the contract's prescriptive specifications
- Establishment of a guaranteed maximum price

*Other characteristics* that may be seen in the CM at-Risk approach include the following:

- Overlapping phases—design and build
- Preconstruction services offered by the architect, CM or contractor (such as constructability review, bid climate, and bid management)

Construction Management at-Risk is also known by the designations CM at-Risk, CMAR, CM@R, CMc, CM/GC and GC/CM.

**Design-Build (DB)**

Design-Build has gained popularity in recent years in both the private and public sectors. The primary reason for this interest in Design-Build as a viable project delivery option is the owner's desire for a single source of responsibility for design and construction. In the Design-Build approach to project delivery, the owner contracts with a single entity, the design-build entity, for both design and construction. The design-build entity can be led by an architect or a contractor and can consist of any number of people. As with CM at-Risk, the timing of agreement on a GMP varies with each project.

The following *defining characteristics* identify Design-Build:

- Two prime players—owner, design-build entity
- One contract—owner to design-build entity

*Typical characteristics* of the Design-Build approach include the following:

- Final design-builder selection may be based on any of the following: Direct Negotiation, Qualifications Based Selection, Best Value: Fees or Total Project Cost, or Low Bid.
- Project-by-project basis for establishing and documenting roles
- Continuous execution of design and construction
- Overlapping phases—design and build
- Some construction-related decisions after the start of the project
- Overall project planning and scheduling by the design-build entity prior to mobilization (made possible by the single point of responsibility)

*Other characteristics* that may be seen in the Design-Build approach include the following:

- Preconstruction services offered by the architect, CM or contractor (such as constructability review, bid climate, and bid management)

**Integrated Project Delivery (IPD)**

In today's project atmosphere one could argue the delivery of traditional design and construction services has devolved into an adversarial process resulting in inefficiency, mistrust, and commoditization of services among owners, architects, contractors, subcontractors, and suppliers, each with their agendas, silos, and preferred outcomes built into the project delivery process. However, today's buildings are complex machines requiring the expertise of many professionals to complete. As a response to this unintentional paradox, the industry has begun to look to more collaborative, non-traditional delivery systems to facilitate better communication, reduce/share risk, increase profits, and provide a positive experience for project owners. Integrated Project Delivery (IPD) is one of these collaborative systems.

IPD is conceptually based on a collaborative arrangement of the major project stakeholders early in the process, implemented in an environment of "best-for-project thinking" and shared risk and reward. This collaboration of stakeholders works to define project issues at the outset, helping to identify conflicts, establish performance criteria, minimize waste, increase efficiency, and maximize the scope achieved for limited project budgets. The ultimate goal is to create a project environment that produces a positive outcome for all stakeholders. Although not exclusive to the IPD delivery method, multi-party agreements can include incentive clauses based on the idea of shared savings among the project team.

Both the AIA and AGC define Integrated Project Delivery as a delivery method based on the idea of collaboration.

> **Integrated Project Delivery (IPD):**
> IPD is a method of project delivery distinguished by a contractual arrangement among a minimum of the owner, constructor and design professional that aligns business interests of all parties. IPD motivates collaboration throughout the design and construction process, tying stakeholder success to project success, and embodies the following contractual and behavioral principles:
>
> **Contractual Principles**
> Key Participants Bound Together as Equals
> Shared Financial Risk and Reward Based on Project Outcome
> Liability Waivers between Key Participants
> Fiscal Transparency between Key Participants
> Early Involvement of Key Participants
> Jointly Developed Project Target Criteria
> Collaborative Decision Making
>
> **Behavioral Principles**
> Mutual Respect and Trust
> Willingness to Collaborate
> Open Communication

It is important to note that some projects are being delivered in a hybrid approach when integrated practices or philosophies are applied to more traditional delivery approaches such as CM at-Risk, Design-Build or Design-Bid-Build (where the owner is not party to a multi-party contract). In addition to not having a multi-party contract, this IPD hybrid is characterized by "traditional" transactional CM at-Risk or Design-Build contracts, some limited risk-sharing , and some application of IPD principles.

The following *defining characteristic* identifies IPD:

- A contractual arrangement among multiple parties including, at a minimum, the owner, the architect and the contractor

*Typical characteristics* of the IPD approach include the following:

- Shared risk and reward
- Continuous execution of design and construction
- A minimum of three prime players—owner, architect, contractor
- Some construction-related decisions after the start of the project
- Overall project planning and scheduling collaboratively by the entire team
- Selection of the architect and contractor team is typically accomplished through Direct Negotiation, Qualifications Based Selection or Best Value: Fees.

*Other characteristics* that may be seen in the IPD approach include the following:

- Overlapping phases—design and build
- Preconstruction services offered by the architect, CM or contractor (such as constructability review, bid climate, and bid management)

## Conclusion

There are a myriad of choices for both project delivery methods and professional services selection types. The downside of this myriad of choices is that confusion is inevitable. The good news is these alternatives offer the parties involved more flexibility to select the best process for a particular project. The decision about which delivery method to choose has become increasingly complex as different methods of project delivery have been developed.

This primer attempts to address the lack of standard industry definitions for project delivery by sharing a baseline set of definitions. For example, the rise of IPD in the industry, including the many different ways it is defined, adds to the list of project delivery options without a standard definition. As the industry moves forward, it will be increasingly more important to have common definitions of project delivery options.

The definitions proposed in this primer do not represent any one individual opinion but rather are definitions that appear to be most consistent with those currently being used in the industry and reflect the evolution of the terminology and the slight shifts in industry consensus. Perhaps one day, if everyone is able to reconcile to the same templates, we will be one step closer to having standard industry terminology. For now, being more realistic, we are not expecting to have a common vocabulary in which everyone uses the same words but instead to reach the point at which we all understand one another's vocabulary.

## Resources

### General

AGC Project Delivery Website. The Associated General Contractors of America.

Best Practices for Use of Best Value Selections. The Associated General Contractors of America and The National Association of State Facilities Administrators. 2008.

Project Delivery Systems for Construction-3rd Edition. Michael E. Kenig. The Associated General Contractors of America. 2011.

Qualifications Based Selection of Contractors. The Associated General Contractors of America. 2009.

The Architect's Handbook of Professional Practice-14th Edition. The American Institute of Architects. Joseph A. Demkin, AIA, ed. New York: John Wiley & Sons Inc. 2008.

### Construction Management at-Risk (CM at-Risk)

CM At-Risk State-by-State Map. The Associated General Contractors of America. 2010.

CM/GC Guidelines for Public Owners-2nd Edition. The Associated General Contractors of America and The National Association of State Facilities Administrators. 2007.

### Design-Build (DB)

AIA/AGC Design-Build Teaming Checklist. The American Institute of Architects and The Associated General Contractors of America. 1999.

AIA/AGC Recommended Guidelines for Procurement of Design-Build Projects in the Public Sector. The American Institute of Architects and The Associated General Contractors of America. 1995.

The Architect's Guide to Design-Build Services. The American Institute of Architects. G. William Quatman, FAIA, and Ranjit (Randy) Dhar, FRAIC, eds. Hoboken, N.J. John Wiley & Sons Inc. 2003.

### Integrated Project Delivery (IPD)

3xPT - Integrated Project Delivery: First Principles for Owners and Teams. The American Institute of Architects, The Associated General Contractors of America and The Construction Users Roundtable. 2008.

Experiences in Collaboration: On the Path to IPD. The American Institute of Architects and The American Institute of Architects California Council. 2009.

Integrated Project Delivery: 2010 Case Studies. The American Institute of Architects and The American Institute of Architects California Council. 2010.

Integrated Project Delivery: A Guide. The American Institute of Architects. 2008.

Integrated Project Delivery for Public and Private Owners. National Association of State Facilities Administrators, Construction Owners Association of America, APPA: The Association of Higher Education Facilities Officers, Associated General Contractors of America and American Institute of Architects (AIA). 2010.

IPD Case Studies. The American Institute of Architects, AIA Minnesota and the University of Minnesota, School of Architecture. 2011

## List of Industry Contracts

*The following chart lists the key contracts and forms for the delivery models discussed in this document. Please refer to the following websites for a complete list of contracts and related documents as well as current updates:* www.consensusdocs.org and www.aia.org/contractdocs. *Note that AIA-developed contracts begin with either A, B or C, and AGC-endorsed contracts begin with ConsensusDOCS®.*

**Design-Bid-Build (DBB)**

A101™–2007, Standard Form of Agreement Between Owner and Contractor where the basis of payment is a Stipulated Sum

A102™–2007, Standard Form of Agreement Between Owner and Contractor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price

A103™–2007, Standard Form of Agreement Between Owner and Contractor where the basis of payment is the Cost of the Work Plus a Fee without a Guaranteed Maximum Price

A105™–2007, Standard Form of Agreement Between Owner and Contractor for a Residential or Small Commercial Project (including general conditions)

A107™–2007, Standard Form of Agreement Between Owner and Contractor for a Project of Limited Scope (including general conditions)

A201™–2007, General Conditions of the Contract for Construction

B101™–2007, Standard Form of Agreement Between Owner and Architect

B103™–2007, Standard Form of Agreement Between Owner and Architect for a Large or Complex Project

B104™–2007, Standard Form of Agreement Between Owner and Architect for a Project of Limited Scope

B105™–2007, Standard Form of Agreement Between Owner and Architect for a Residential or Small Commercial Project

ConsensusDOCS 200 Owner-Contractor Agreement & General Conditions—Lump Sum

ConsensusDOCS 205 Short Form Owner-Contractor Agreement & General Conditions—Lump Sum

ConsensusDOCS 235 Short Form Owner-Contractor Agreement & General Conditions—Cost of Work

ConsensusDOCS 240 Owner-Architect/Engineer Agreement

ConsensusDOCS 245 Short Form Owner-Architect/Engineer Agreement

**Construction Management at-Risk (CM at-Risk)**
A133™–2009, Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price

A134™–2009, Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee without a Guarantee Maximum Price

B103™–2007, Standard Form of Agreement Between Owner and Architect for a Large or Complex Project

A201™–2007, General Conditions of the Contract for Construction

ConsensusDOCS 500 Owner-Construction Manager Agreement & General Conditions—GMP with option for Preconstruction Services

ConsensusDOCS 510 Owner-Construction Manager Agreement & General Conditions—Cost of Work with option for Preconstruction Services

**Design-Build (DB)**
A141™–2004, Agreement Between Owner and Design-Builder

A142™–2004, Agreement Between Design-Builder and Contractor

B142™–2004, Agreement Between Owner and Consultant where the Owner contemplates using the design-build method of project delivery

B143™–2004, Standard Form of Agreement Between Design-Builder and Architect

ConsensusDOCS 400 Preliminary Owner-Design-Builder Agreement

ConsensusDOCS 410 Owner-Design-Builder Agreement & General Conditions—Cost Plus with GMP

ConsensusDOCS 415 Owner-Design-Builder Agreement & General Conditions—Lump Sum

**Integrated Project Delivery (IPD)**
C191™–2009, Standard Form Multi-Party Agreement for Integrated Project Delivery

A195™–2008, Standard Form of Agreement Between Owner and Contractor for Integrated Project Delivery

A295™–2008, General Conditions of the Contract for Integrated Project Delivery + B195™–2008, Standard Form of Agreement Between Owner and Architect for Integrated Project Delivery

B195™-2008, Standard Form of Agreement Between Owner and Architect for Integrated Project Delivery

C195™–2008, Standard Form Single Purpose Entity Agreement for Integrated Project Delivery

C196™-2008, Standard Form of Agreement Between Single Purpose Entity and Owner for Integrated Project Delivery

C197™-2008, Standard Form of Agreement Between Single Purpose Entity and Non-Owner Member for Integrated Project Delivery

C198™2010, Standard Form of Agreement Between Single Purpose Entity and Consultant for Integrated Project Delivery

C199™2010, Standard Form of Agreement Between Single Purpose Entity and Contractor for Integrated Project Delivery

ConsensusDOCS 300 Collaborative Agreement (Multi-Party Agreement)

**Qualification Forms**

A305™–1986, Contractor's Qualification Statement

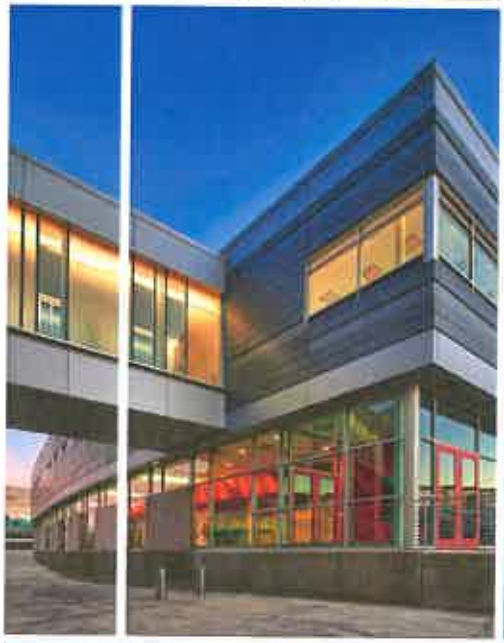
B305™–1993, Architect's Qualification Statement

ConsensusDOCS 221 Contractor's Statement of Qualifications for a Specific Project

ConsensusDOCS 222 Architect/Engineer's Statement of Qualifications for a Specific Project

ConsensusDOCS 721 Subcontractor's Statement of Qualifications for a Specific Project

# QBS Wisconsin



# QBS Manual

## Qualifications-Based Selection: When Quality & Value Matter

For Architectural & Engineering Services

qbswi.org

# Table of Contents

# Introduction

When an owner of a facility undertakes a project requiring architectural or engineering (A/E) services, the owner faces one of the most important decisions for the success of the project—the selection of a professional A/E firm. This decision influences the success of every project element; from site selection, cost estimating, aesthetics, plans and specifications, construction observation to efficient operation and maintenance.

**The Qualifications-Based Selection (QBS) process provides an objective and commonsense approach to selecting the highest qualified professional A/E firm for your project.**

Federal agencies, most states and many local units of government select professional A/E firms using a QBS process. This is because QBS has proved to be the most effective means of getting expected results.

The American Council of Engineering Companies of Wisconsin (ACEC WI) and American Institute of Architects (AIA) Wisconsin provide this QBS Manual and additional FREE assistance to owners as a public service.

## The Wisconsin QBS Manual is provided as a public service by:

ACEC Wisconsin

**American Council of Engineering Companies of Wisconsin**
*Designing and Protecting Wisconsin's Future with Professional Engineering Solutions*
3 South Pinckney Street, Suite 800
Madison, WI 53703
608-257-9223 | acecwi@acecwi.org | www.acecwi.org

AIA Wisconsin

**AIA Wisconsin**
*A Society of The American Institute of Architects*
321 South Hamilton Street
Madison, WI 53703
608-257-8477 | aiaw@aiaw.org | www.aiaw.org

**Visit www.qbswi.org for additional information and resources.**

# The QBS Process

## 1 Planning

- Describe your project needs and goals
- Identify your selection committee
- Establish a schedule for selection
- Establish selection criteria
- Compile a list of Architecture/Engineering (A/E) firms
- Prepare a request for Statements of Qualifications (SOQ)
- Distribute the SOQ requests

## 2 Selection

- Evaluate SOQs
- If you are able to make a decision based on SOQ, you may proceed to step 3, negotiation
- Establish a short list of A/E firms
- Inform all A/E firms of selection results
- Arrange a site tour
- Utilize Interview Evaluation Form
- Conduct interviews and rank firms
- Inform short-listed A/E firms of selection results

## 3 Negotiation

- Discuss approach, schedule and resources with highest ranked firm
- Negotiate services, terms and fees

# Frequently Asked Questions

## What is QBS?

QBS stands for "qualifications-based selection." It is a process that helps you select the highest qualified A/E firm. The process focuses on A/E firms' qualifications and competence in relation to the scope and particular needs of your project. The QBS process is:

- Straightforward,
- Easy to implement,
- Objective and fair, and
- A well-documented and defensible process.

## Why use QBS?

- QBS provides an objective, step-by-step process that allows you to select the highest qualified A/E firm based on qualifications specific to the needs of your project.
- QBS develops a successful and cooperative relationship between you and the A/E firm.
- QBS benefits both you and the A/E firm by saving time and money.
- QBS gets the A/E firm onboard early enough to improve project planning, minimize total project costs and enhance efficiency and effectiveness.

## Who uses QBS?

Since 1972, with passage of the Brooks Act, the federal government requires QBS for its A/E services procurement.

State of Wisconsin agencies require the use of the QBS process to select A/E firms.

QBS is endorsed and promoted by the American Public Works Association.

QBS is recommended by the American Bar Association in their model procurement codes and is currently used by most states, numerous localities and private owners.

The following organizations support and promote the QBS process:

- American Bar Association
- American Council of Engineering Companies
- American Council of Engineering Companies of Wisconsin
- American Institute of Architects
- American Institute of Architects Wisconsin
- American Public Works Association
- Federal Highway Administration
- League of Wisconsin Municipalities
- National Society of Professional Engineers
- United States Army Corps of Engineers
- Wisconsin Department of Natural Resources
- Wisconsin Department of Transportation
- Wisconsin Division of Facilities Development
- Wisconsin Rural Water Association
- Wisconsin Towns Association

## Can public agencies use QBS?

Yes. In fact, if federal funds are involved in your project, a QBS process is required for selecting your A/E firm.

# Frequently Asked Questions

## How much time will QBS take?

Depending on the project and the number of decision-makers, it can take from one week to five months. Two to three months is common.

## Is there help to implement the QBS process?

Yes. There are QBS documents available from the ACEC WI and AIA Wisconsin offices and websites. As a public service, a free QBS facilitator will be provided for one-on-one assistance.

Resources available:

- www.qbswi.org
- www.acecwi.org
- www.aiaw.org

## What is a QBS facilitator?

A QBS facilitator is a person who works with you to develop an appropriate selection process tailored for your specific project.

## What does a QBS facilitator cost?

QBS facilitation is FREE.

Contact ACEC WI or AIA Wisconsin as early in the planning process/protocol as possible for information and assistance.

## What can a QBS facilitator do?

- Meet with your board, committees, staff and other groups to provide QBS selection information.
- Help customize QBS materials to meet your project's special needs.
- Provide guidance and answer questions throughout the selection process.
- Provide resources, such as directories of architecture and consulting engineer firms.

## What won't a QBS facilitator do?

- Recommend any individual firm.
- Evaluate or critique any individual firm.
- Participate in the interview process or contract negotiations between you and the selected firm.
- Provide estimates for A/E services or construction costs.

# Testimonials

"The Qualifications Based Selection (QBS) process, in my opinion, offers a much better opportunity to screen consultants for projects that demand 'out-of-the-box' thinking. Those projects best suited for QBS usually require a thorough understanding of the community's special needs or desires, and a unique approach to accomplishing those goals. The approach must be one that can demonstrate an award winning design, yet be cost effective and sustainable. QBS process allows consultants to showcase past successes on similar type projects, while also providing the client a vision of how their project can be the next one that raises the bar for all consultants to reach when submitting proposals. At the end of day, nearly all consultants can provide design plans for the project, but few can turn a design into an award-winning project. Most of these improvements are a once in a generation opportunity, and **QBS gives the client the opportunity to make a once in generation improvement.**"

John C. Rooney, PE
City Engineer and Asst. Commissioner of Public Works
City of Racine

"QBS is a proven procurement method that emphasizes quality throughout the evaluation and product selection process. **Communities that utilize QBS report their long-term costs are lower** because of this emphasis."

Jerry Deschane
Executive Director
League of Wisconsin Municipalities

# QBS Process Documents

## 1 Planning



## 2 Selection



## 3 Negotiation

# Preliminary Scope of Services



The preliminary scope of services provides a description of your project needs and goals. A properly defined and clearly communicated scope of services saves time, money and effort for both you and the A/E firms. Given the appropriate information, firms can tailor their Statements of Qualifications directly to your project's requirements, providing you with a more uniform basis for your evaluation.

1. _____ owner/client _____ project

2. _____ location

3. _____ owner/client representative _____ phone

**TIP: Limit contact to one person and include appropriate contact information.**

4. Other involved groups (e.g., boards, committees, citizen groups).

5. Description of available and relevant studies, surveys and preliminary feasibility of work.

*Preliminary Scope of Services Form Continues*

# Preliminary Scope of Services



6. Project description: intended size, function, capacity and general requirements (e.g., preliminary design/studies demolition, renovation, new construction, sustainability, waste management, energy, land use and site selection considerations).

7. Timeline:

Award of A/E contract _____

Commencement of design work _____

Beginning of construction _____

Planned project completion _____

8. Description of A/E selection process.

# Schedule of Activities

To keep your selection process running smoothly, set a schedule. An established time frame prevents misunderstandings and last-minute surprises that could delay the process.

The following schedule has been established by:

_____
owner/client

for _____
project

| Date | Description |
|---|---|
| _____ | Identify a selection committee. |
| | **TIP:** A good selection committee mix includes individuals who are decision makers, have technical experience and at least one board/council member. Provide all selection committee members with a copy of the QBS Manual. |
| _____ | Develop a preliminary scope of services and project description. |
| _____ | Identify interested and potential firms. |
| _____ | Mail requests for Statement of Qualifications (SOQs). |
| _____ | SOQ due date. |
| | **TIP:** Allow a minimum of two weeks for firms to submit their material. |
| _____ | Review references and develop a short-list of firms to interview. |
| _____ | Notify short-listed firms of the pre-interview tour date, the interview date and the interview criteria. |
| _____ | Notify all other firms of short-listed firms and express appreciation for their time and interest. |
| _____ | Tour facility/site at _____ (time) at _____ (location). |
| | **TIP:** Schedule tours at least 10 days before the interview date for preparation. |
| _____ | Interview short-listed firms. |
| _____ | Review SOQs and interview notes. Rank firms. |
| _____ | Notify all firms interviewed of the results and express appreciation for their involvement. |
| _____ | Negotiate and execute a contract with the selected firm. |
| _____ | Arrange for any post-selection requirements, such as public hearings. |

# Qualifications Evaluation Criteria

General suggestions:

- Document all selection proceedings in the event questions arise.
- Establish a policy that you will not consider SOQs submitted after the deadline.
- Check references before you meet to determine your short list. You should check references other than those suggested by the firm. (Reference Check Form pg 15-16)
- A short list is usually sufficient.

project _____

A/E Firm _____

The criteria below represent general criteria for rating firms. Add to this list, depending on project needs (e.g. environmental experience if the project has extraordinary environmental concerns). Weight each category if certain categories are more important to the project than others by adjusting the Best Possible Rating for each criteria.

| Qualifications Evaluation Form | | |
|---|---|---|
| **Criteria** | **Best Possible Rating** | **Rating** |
| 1. Project interest and understanding | | |
| 2. Firm's history | | |
| 3. Firm's ability and expertise | | |
| 4. Assigned personnel | | |
| 5. Related project experience | | |
| 6. Reference check | | |
| **Total** | | |

# Request for Statements of Qualifications



Once you have formulated your project's scope, invite potential firms to submit their Statements of Qualifications (SOQs). When requesting SOQs, remember that firms' responses can be lengthy and will require careful review. Keep this in mind when deciding how many firms you will contact. You can find potential firms by contacting facility owners who have completed projects similar to yours. ACEC WI and AIA Wisconsin also provide member directories. Allow at least 14 days for firms to submit their SOQ.

TO: _____
list all firms in alphabetical order

FROM: _____
owner/client representative

_____
owner/client representative

RE: Request for Statement of Qualifications (SOQ)

Your firm is invited to submit a Statement of Qualifications (SOQ) to become eligible for an interview for A/E services for:

_____
project

Attached to this memo are the following:

1. A list of information and materials that you should include with your Statement of Qualifications.
   *See QBS Manual page 14*

2. A Preliminary Scope of Services.
   *See QBS Manual Forms page 9-10*

3. A Schedule of Activities for the selection process.
   *See QBS Manual Forms page 11*

We will arrange a tour of the facility/site, if appropriate, for firms selected for an interview. Forward your Statement of Qualifications to the following address, to be received no later than _____ (time) on _____ (date).

TO: _____
name

_____
address

# Request for Statements of Qualifications



**Statement of Qualifications Information and Materials**

1. Firm name, contact person, address, email and telephone number.
2. A **one-page statement** of interest and qualifications for this project.
3. A **brief** (maximum two-page) project understanding description. Include any concerns regarding permits, schedule, site, etc.
4. Discussion of firm's specific abilities and expertise to provide the required professional services and qualifications related to project requirements, including project management skills and methodology to monitor project budgets.
5. Key personnel proposed as project team members, including resumes. Clearly identify subconsultants, if proposed, with similar information.
6. Descriptions of recent and related projects completed by the firm.
7. References of other owners for which the firm has provided similar professional services. Reference information **must** include:
    a. Name of owner
    b. Project name
    c. Brief description of firm's involvement
    d. Contact person
    e. Email
    f. Address
    g. Telephone number
    h. Firm's key personnel assigned to referenced project
    i. Project completion date

# Reference Check Form



References checked for: _____
A/E firm

_____
owner

_____
address

_____
project referenced

_____
phone

_____
person contacted

What was your project? _____

When was it completed? _____

What did the firm do for you (e.g., design work, construction phase services, project budget, studies, other?

_____

_____

_____

Who was the staff person assigned to the project? _____

# Reference Check Form



| Rate the Following | Rating 1-5 (5 = highest) | Comments |
|---|---|---|
| Quality of key personnel | | |
| Timeliness | | |
| Budget control | | |
| Communication | | |
| Creativity | | |
| | | |
| | | |
| | | |
| **Total** | | |

**TIP: Other categories can be added by the selection committee.**

# Qualifications Evaluation

Use this form to compile the evaluation results of all SOQs. Enter the grand total for each firm as recorded by individual reviewers.

| Evaluation Summary Table | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Firms | | | | | |
| | | A | B | C | D | E | F |
| Reviewers | 1 | | | | | | |
| | 2 | | | | | | |
| | 3 | | | | | | |
| | 4 | | | | | | |
| | 5 | | | | | | |
| | 6 | | | | | | |
| | 7 | | | | | | |
| | 8 | | | | | | |
| Total | | | | | | | |

# Short List Highest Qualifed A/E Firms

To finalize your short list, rank the firms' SOQs and select the top firms for your short list. A short list of three firms is usually sufficient. Notify all firms of your decision.

1. Notify the firms that you have selected for your short list. Your project's size and complexity will determine whether you will conduct subsequent interviews in person or by telephone. If you decide to interview in person, the short-listed firms will need the following information:

   - The date, place and time of the interviews.
   - The date of the tour(s), when appropriate, of the facility/site.
   - A list of the project issues, the interview criteria and an explanation of the scoring and selection process.
   - List any feasibility studies, project program or other background information that will be made available to all short-listed firms.
   - A sample memo you may send to short-listed firms is on page 19.

2. **Notify the firms you did not select for further consideration.** The A/E firms devote considerable time and expense in preparing their SOQs and deserve recognition for their efforts. Personal contacts will help to preserve good relations with the firms you have not selected. A sample memo thanking participating firms for their interest is on page 20.

# Memo to Short-Listed Firms

TO: _____
list, in alphabetical order, all firms you plan to interview

FROM: _____
owner/client representative

RE: Interview Schedule and Requirements

Congratulations. Your firm has been short-listed for consideration to provide professional services for _____.
project

Each firm will have 45 minutes to present its qualifications and to answer questions. The interviewers will schedule 15 minutes between interviews for informal discussion of information presented during the preceding interview. After the interviews, the interviewers will rank the firms according to their competence and compatibility for the project. The firm deemed highest qualified will then enter into negotiations for a contract to provide the necessary services. If contract terms cannot be reached, the firm ranked second will be invited in for contract negotiations.

Interviews will be held on _____ (date) at _____ (location).

The order and times of the interviews are:

| | |
|---|---|
| _____ firm A | _____ time |
| _____ firm B | _____ time |
| _____ firm C | _____ time |

We have arranged a tour of the facility/site for _____.
date and time

Please have your firm's representative contact _____,
owner/client reprsentative

committing to attendance for the tour and interview.

The committee anticipates making a decision and notifying short-listed firms of final rankings by _____.
date

# Memo to Firms Not Selected for Interview

TO: _____
list, in alphabetical order, all firms you have not selected for an interview

FROM: _____
owner/client representative

RE: Status of Selection Process for _____
project

The _____ appreciates your interest in our project.
committee/group

After careful consideration, we have decided to interview the following firms:

*List short-listed firms in alpabetical order*

Although your firm was not short-listed, we appreciate your interest in our project and the resources spent preparing your Statement of Qualifications.

# Providing a Tour of the Site/Facility

**TIP: On major or complex projects, a tour of the project facility or site can be an important part of the selection process. Tours provide interested firms with the opportunity to obtain firsthand information on the proposed project and to have their questions answered.**

Schedule tours at least ten days before the interview date to allow firms enough time to incorporate any new information into their presentations.

You should provide a group tour for short-listed firms only. However, whether to offer tours to all interested firms or only to short-listed firms depends on the project requirements. A group tour that includes all interested firms can save time and avoid bias but discussion under these conditions may be somewhat limited.

If a group tour is not feasible then one-on-one tours may be appropriate, with your representative meeting with firm representatives one firm at a time.

For one-on-one tours, the following is suggested:

- Schedule all tours for one date.
- Limit times for each tour to be consistent for each firm (e.g., one hour for each short-listed firm).
- Ensure that the owner's representative is the only "owner's voice" on the tour to prevent possible conflicting information. Also, the owner's representative should strive to answer similar questions from each of the firms with the same information.
- Consider published FAQ document to be available after the tour.

# Interviews

Interviewing the short-listed firms gives you the opportunity to compare each firm's creative approach to the project as well as its interpretation and understanding of the project requirements.

## The Interview Environment

The room for the interview should be comfortable, have good acoustics, a screen for electronic visuals and be large enough to accommodate the expected number of people. You should provide a separate area for firms waiting to be interviewed.

## Interview Guidelines

1. All interviewed firms should have an equal opportunity to prepare their presentation and equal access to all pertinent information. Send all firms the criteria/questions to be used for the interview scoring.

2. Schedule all interviews on the same day. This saves time and enables the committee to compare all firms while the information is fresh in their minds. The same interviewers should be present at all of the interviews. This will also result in consistent interview scoring.

3. Schedule 45 minutes for each presentation and 15 minutes between interviews. This will allow ample time for the presentation, the question and answer period and discussion of the presentation among the selection committee members.

4. Request that the firm's project manager and key personnel (no more than 5) attend the interview.

5. Let all firms know when the selection decision will be made and when they will hear from you.

6. A sample Interview Evaluation Form is provided on page 23. You may develop other versions of this form, depending on your project's complexity.

7. Each interviewer should evaluate each firm and record his/her score on separate forms. The chair of the committee will then compile the individual score sheets. See sample Selection Committee Score Sheet on page 24.

# Interview Evaluation Form

The individual Interview Evaluation Form is an effective tool for rating, ranking and ultimately selecting a qualified and compatible firm. This tool also provides a well-documented record of your selection process.

Project: _____

Firm: _____

Rate each firm using the categories listed below. Depending on your needs, you may wish to weight the categories by determining different Best Possible Ratings for each one. Develop a rating system in advance that your group is comfortable with. You may tailor categories as appropriate to your project.

| Interview Evaluation Form | | | |
|---|---|---|---|
| **Category** | | **Best Possible Rating** | **Firm Rating** |
| 1. | **Project requirements**<br>Firm's analysis, preparation and interest level | | |
| 2. | **Design approach/methodology**<br>Firm's or individual's creativity | | |
| 3. | **Key personnel and roles**<br>Qualifications and professional skills of key individuals | | |
| 4. | **Previous experience of firm**<br>Related projects | | |
| 5. | **Resources and abilities**<br>Quality and importance of support services | | |
| 6. | **Project management**<br>Project cost controls, construction observation, conflict resolution and schedule control | | |
| 7. | **Responsiveness to owners' concerns**<br>Firm's ability to communicate and form successful working relationships | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |
| | **Total** | | |

**TIP: Other categories/criteria can be added by the selection committee.**

# Selection Committee Score Sheet

**The chairperson should use this form to compile all of the individual evaluation scores. Enter the total for each firm as recorded by the individual reviewers.**

| Selection Committee Score Sheet | | Firm | | |
|---|---|---|---|---|
| | | A | B | C |
| Interviewers | 1 | | | |
| | 2 | | | |
| | 3 | | | |
| | 4 | | | |
| | 5 | | | |
| | 6 | | | |
| | 7 | | | |
| | 8 | | | |
| Combined Total | | | | |

# Memo to Interviewed Firms

TO: _____
list, in alphabetical order, all interviewed

FROM: _____
owner/client representative

RE: Status of Selection Process for _____
project

The _____ has completed the selection process for
owner/client representative

professional services for _____.
project

Our objective was to select the highest qualified firm to perform this service.

We have entered into contract negotiations with _____.
firm

On behalf of _____'s selection committee, I would like to
owner/client representative

express our appreciation for your time, effort and interest spent on our behalf.

Sincerely,

_____
Selection Committee Chair Signature

# Negotiate Scope of Services, Terms and Compensation

**As soon as possible, after an A/E firm is selected, begin detailed discussions on the A/E agreement for professional services. This gives you the opportunity to refine your goals, project requirements (scope of services), fees and expectations of the selected firm.**

From this point on, you and the selected firm will work as a team. You should discuss the project in detail with the selected firm so that you both have a good understanding of what the project entails and what services the firm is to provide. For a major project, these discussions might require several meetings. The result of your discussions — a detailed scope of services — is the foundation of your agreement.

When you have agreed on the scope of services, the A/E firm will develop a detailed fee proposal, which will serve as the basis for your fee negotiations. Common fee proposals include:

- lump sum
- percent of construction costs
- hourly rate basis
- cost plus fixed fee
- combination of above

If the proposed fee exceeds your budget, the firm can suggest modifications to the scope of services. At this time, the firm's project manager will also explain the possible ramifications of any changes to the original scope of services.

In the unlikely event that you and the selected firm are unable to reach an agreement on the scope of services and/or compensation, you should terminate discussions and begin negotiations with the second-ranked firm.

A written agreement between you and the A/E firm is important to ensure that both parties have the same expectations and understanding of the project requirements, responsibilities, scope of services and compensation. The firm may recommend using a standard form of agreement developed by either The American Institute of Architects (AIA) or the Engineers Joint Contract Document Committee (EJCDC). These standard contract documents are widely used and accepted because they are time-tested and reflect the consensus of opinion among organizations representing facility owners, attorneys, insurance industry and contractors, as well as engineers and architects. These AIA and EJCDC standard agreements are part of a coordinated family of contract documents, which is important and beneficial to the owner. For example, if you use AIA contract documents, you will know that the provisions contained in the agreement with your A/E firm will be consistent and coordinated with the provisions contained in the contract with a contractor for the construction of your project.

It is advisable to involve legal counsel when finalizing the agreement and its subsequent

# Debriefing

After receiving the "Memo to Interviewed Firms" the unsuccessful firms will likely attempt to contact the Selection Committee to obtain more information regarding why their firm was not selected for the project. The following is a list of typical questions that you should be prepared to answer. This feedback can be valuable to the firms as they pursue future projects and acknowledges the time and effort they expended in pursuing your project.

1. Do you have suggestions that might lead to a more favorable ranking the next time?
2. What elements of our proposal/presentation were not as strong as the other proposals/presentations?
3. How did you feel about the related experience of our team members?
4. Did we communicate the services we intended to provide?
5. How did our response to your questions compare with the other firms?
6. What was our score and what was the top firm's score? Would you be able to provide a summary score sheet to demonstrate the evaluation differences?
7. What were the major criteria used in the selection?
8. Did you contact references?
9. Were there any other reasons why we weren't selected?

# Organizations Supporting QBS

**Qualifications-Based Selection (QBS) is supported and endorsed by the following state and national organizations:**

- American Bar Association (ABA)
- American Council of Engineering Companies (ACEC)
- American Council of Engineering Companies of Wisconsin (ACEC WI)
- American Institute of Architects (AIA)
- American Institute of Architects Wisconsin (AIAW)
- American Public Works Association (APWA)
- Federal Highway Administration (FHWA)
- League of Wisconsin Municipalities
- National Society of Professional Engineers (NSPE)
- United States Army Corps of Engineers (USACOE)
- Wisconsin Department of Natural Resources (WisDNR)
- Wisconsin Department of Transportation (WisDOT)
- Wisconsin Division of Facilities Development (DFD/WisDOA)
- Wisconsin Rural Water Association (WRWA)
- Wisconsin Towns Association

## The Wisconsin QBS Manual is provided as a public service by:

ACEC Wisconsin

**American Council of Engineering Companies of Wisconsin**
*Designing and Protecting Wisconsin's Future with Professional Engineering Solutions*
3 South Pinckney Street, Suite 800
Madison, WI 53703
608-257-9223 | acecwi@acecwi.org | www.acecwi.org

AIA Wisconsin

**AIA Wisconsin**
*A Society of The American Institute of Architects*
321 South Hamilton Street
Madison, WI 53703
608-257-8477 | aiaw@aiaw.org | www.aiaw.org

**Visit www.qbswi.org for additional information and resources.**

# BALL DIAMOND PROJECT AGREEMENT

The parties to this Agreement are the Village of Little Chute (herein "Village") and Little Chute Diamond Club, Inc. (herein "Diamond Club"). The Village and Diamond Club may be referred to herein individually as "party" or collectively as "parties".

**WHEREAS**, The Village and Diamond Club have worked cooperatively for many years in connection with construction, repair and maintenance of ball diamonds in Village parks; and

**WHEREAS**, there is now a planned project to reconfigure ball diamonds in Legion Park ("Ball Diamond Project"), the entire cost of which Diamond Club is willing to assume and pay for all labor and materials associated therewith;

**THEREFORE,** the Village and Diamond Club hereby agree to the following terms and conditions:

## TERMS AND CONDITIONS

1. **Reationship of Parties**. The Village and Diamond Club have been at all times in the past, and will continue to be at all times associated with this Agreement, independent contractors and neither is the agent or principal of the other.

2. **Purpose**. The purpose of this Agreement is for the Village to give permission to the Diamond Club to undertake the redesign, construction and installation of ball diamonds in Legion Park at the sole and exclusive expense of Diamond Club.

3. **Description of Project**. The Ball Diamond Project essentially consists of the following features:
   a. Moving Diamond #3 to align with the other fields.
   b. Developing and constructing Diamond #4 in the southwest corner or Legion Park.
   c. Developing and constructing a new concession/viewing shelter in the middle of Legion Park.

4. **Approval of Design and Specifications**. Before commencement of work on the Ball Diamond Project all plans and specifications shall be submitted to and approved by the Village Board of Trustees after first being reviewed by the Village Parks Department.

5. **Costs and Expenses**. All costs and expenses for the Ball Diamond Project shall be the exclusive cost and responsibility of the Diamond Club which costs and expenditures are hereby deemed donations/gifts to the Village.

6. **Required Insurance/Additional Insured**. The Diamond Club, and all contractors retained by the Diamond Club to work on the Ball Diamond Project, shall carry workers compensation insurance as required by Wisconsin law, general liability insurance with per claim and aggregate limits of at least $1,000,000 and auto liability insurance with per claim and aggregate limits or at least $1,000,000. Such certificates shall name the Village as an additional insured for general liability and auto liability coverages. All such insurance carriers shall be licensed to issue insurance in the State of Wisconsin.

7. **Village Ownership**. All work and improvements associated with the Ball Diamond Project, including but not limited to permanent materials, supplies, fixtures and amenities placed on Village park property, and on easements granted to the Village by either the Little Chute Area School District or any other grantor, will be owned by the Village. The Diamond Club retains no ownership rights to any land, improvements, fixtures or materials associated with the Ball Diamond Project.

8. **Amendments**. This Easement may be modified, amended, or terminated by mutual agreement, in writing, approved by the Village Board of Trustees and Diamond Club.

9. **Complete Agreement**. This constitutes the complete agreement between the parties and there have been no other oral or written representations, warranties, or agreements upon which any party hereto has relied.

10. **Parties Bound.** This Agreement shall be binding on the parties hereto and their respective heirs, successors and assigns.

Dated this _____ day of October, 2015.

LITTLE CHUTE DIAMOND CLUB, INC.

BY:_____

_____(Print Name)

Authorized Representative/Title

Dated this _____ day of October, 2015.

VILLAGE OF LITTLE CHUTE

BY:_____

Michael Vanden Berg, Village President

BY:_____

Laurie Decker, Village Clerk

# DISBURSEMENT LIST - NOVEMBER 4, 2015

| | |
|---|---|
| Payroll & Payroll Liabilities | **$167,816.02** |
| Prepaid Invoices (2 pages) October 16, 2015 | **$39,310.74** |
| Prepaid Invoices (3 pages) October 23, 2015 | **$4,919.81** |
| Prepaid Invoices (1 page) October 26, 2015 | **$754.83** |
| Prepaid Invoices (1 page) October 29, 2015 | **$1,250.00** |

Utility Commission

**CURRENT ITEMS**

| | |
|---|---|
| Bills List November 4, 2015 | **$270,486.28** |
| **Total Payroll, Prepaid & Invoices** | **$484,537.68** |

The above payments are recommended for approval:

Rejected:_____

_____

Approved November 4, 2015

_____
Michael R Vanden Berg, Village President

_____
Laurie Decker, Clerk

Report Criteria:
Invoice Detail.Voided = {=} FALSE

| Invoice | Type | Description | Total Cost | Terms | 1099 | PO Number | GL Account |
|---|---|---|---|---|---|---|---|
| **COMPASS MINERALS AMERICA (4500)** | | | | | | | |
| 71374194 | Invoi | BULK COARSE UNTREATED ROCK | 2,003.97 | Open | Non | | 620-53634-224 |
| 71378737 | Invoi | BULK COARSE UNTREATED ROCK | 2,139.59 | Open | Non | | 620-53634-224 |
| 71378738 | Invoi | BULK COARSE UNTREATED ROCK | 1,915.29 | Open | Non | | 620-53634-224 |
| 71378739 | Invoi | BULK COARSE UNTREATED ROCK | 1,928.33 | Open | Non | | 620-53634-224 |
| 71381544 | Invoi | BULK COARSE UNTREATED ROCK | 1,917.03 | Open | Non | | 620-53634-224 |
| 71383581 | Invoi | BULK COARSE UNTREATED ROCK | 1,917.90 | Open | Non | | 620-53634-224 |
| 71386124 | Invoi | BULK COARSE UNTREATED ROCK | 2,145.68 | Open | Non | | 620-53634-224 |
| **Total COMPASS MINERALS AMERICA (4500):** | | | **13,967.79** | | | | |
| **DARBOY CLUB (166)** | | | | | | | |
| 101115 | Invoi | FOOTBALL BANQUET | 3,060.50 | Open | Non | | 101-55460-211 |
| **Total DARBOY CLUB (166):** | | | **3,060.50** | | | | |
| **DONALD HIETPAS & SONS INC. (209)** | | | | | | | |
| 081215 | Invoi | MOVED HYD-MILL ST | 1,982.63 | Open | Non | | 620-53644-254 |
| 082015 | Invoi | INSTALL NEW LINE FROM WELL TO SALT TANK | 1,972.02 | Open | Non | | 620-53644-250 |
| **Total DONALD HIETPAS & SONS INC. (209):** | | | **3,954.65** | | | | |
| **FASTENAL COMPANY (3461)** | | | | | | | |
| WIKIM194253 | Invoi | VACUUM BREAKER | 1,100.00 | Open | Non | | 620-53644-255 |
| **Total FASTENAL COMPANY (3461):** | | | **1,100.00** | | | | |
| **FERGUSON ENTERPRISES INC #448 #1020 (2046)** | | | | | | | |
| 2360446 | Invoi | THRD 2PC FP BV LL/2 PIPE CMPD/WLD NIP TBE/PI | 110.28 | Open | Non | | 620-53634-255 |
| **Total FERGUSON ENTERPRISES INC #448 #1020 (2046):** | | | **110.28** | | | | |
| **FERGUSON WATERWORKS #1476 (221)** | | | | | | | |
| 0181379 | Invoi | 10x24 SS REP CLMP | 336.90 | Open | Non | | 620-53644-251 |
| **Total FERGUSON WATERWORKS #1476 (221):** | | | **336.90** | | | | |
| **HACH COMPANY (1885)** | | | | | | | |
| 9552266 | Invoi | VIEWING TUBE W/5 & 20ML MARK | 29.79 | Open | Non | | 620-53644-204 |
| **Total HACH COMPANY (1885):** | | | **29.79** | | | | |
| **HAWKINS INC (1918)** | | | | | | | |
| 3772831 RI | Invoi | BLEACH/ALKALI/AZONE/SODIUM SILICATE | 644.80 | Open | Non | | 620-53634-214 |
| 3772831 RI | Invoi | BLEACH/ALKALI/AZONE/SODIUM SILICATE | 1,527.38 | Open | Non | | 620-53634-220 |
| 3778079 RI | Invoi | AZONE & SODIUM SILICATE | 578.00 | Open | Non | | 620-53634-214 |
| 3778079 RI | Invoi | AZONE & SODIUM SILICATE | 1,504.35 | Open | Non | | 620-53634-220 |
| 3783688 RI | Invoi | AZONE & SODIUM SILICATE | 483.50 | Open | Non | | 620-53634-214 |
| 3783688 RI | Invoi | AZONE & SODIUM SILICATE | 1,527.38 | Open | Non | | 620-53634-220 |
| **Total HAWKINS INC (1918):** | | | **6,265.41** | | | | |
| **MILLIMAN (3464)** | | | | | | | |
| 0038LCH90/TSB/89 | Invoi | GASB 45 ACTUARIAL REPORT | 2,500.00 | Open | Non | | 101-51780-204 |

| Invoice | Type | Description | Total Cost | Terms | 1099 | PO Number | GL Account |
|---|---|---|---|---|---|---|---|
| Total MILLIMAN (3464): | | | 2,500.00 | | | | |
| STRUCTURES UNLIMITED LLC (4642) | | | | | | | |
| 2015-120 | Invoi | 50% OF NEW TEMP SALT STORAGE | 6,766.00 | Open | Non | | 460-53460-306 |
| Total STRUCTURES UNLIMITED LLC (4642): | | | 6,766.00 | | | | |
| TIME WARNER CABLE (89) | | | | | | | |
| 607032901 10/15 | Invoi | OCT/NOV CHARGES | 68.66 | Open | Non | | 620-53924-203 |
| 607032901 9/15 | Invoi | SEP/OCT CHARGES | 61.16 | Open | Non | | 620-53924-203 |
| Total TIME WARNER CABLE (89): | | | 129.82 | | | | |
| USA BLUEBOOK (1117) | | | | | | | |
| 747347 | Invoi | BUSHING/Z-BALL VALVES/SWIVEL ADAPTER | 340.29 | Open | Non | | 620-53634-255 |
| Total USA BLUEBOOK (1117): | | | 340.29 | | | | |
| VERIZON WIRELESS (3606) | | | | | | | |
| 9752706090 | Invoi | AUG/SEP SERVICE | 359.31 | Open | Non | | 101-53310-203 |
| Total VERIZON WIRELESS (3606): | | | 359.31 | | | | |
| WCPPA (3738) | | | | | | | |
| 2015-CONF035 | Invoi | TRAINING-WEISNICHT & LAMBIE | 390.00 | Open | Non | | 207-52120-201 |
| Total WCPPA (3738): | | | 390.00 | | | | |
| Grand Totals: | | | 39,310.74 | | | | |

Report GL Period Summary

| | |
|---|---|
| Vendor number hash: | 62196 |
| Vendor number hash - split: | 67950 |
| Total number of invoices: | 24 |
| Total number of transactions: | 27 |

| Terms Description | Invoice Amount | Net Invoice Amount |
|---|---|---|
| Open Terms | 39,310.74 | 39,310.74 |
| Grand Totals: | 39,310.74 | 39,310.74 |

Report Criteria:
Invoice Detail.Voided = {=} FALSE

Report Criteria:
Invoice Detail.Voided = {=} FALSE

| Invoice | Type | Description | Total Cost | Terms | 1099 | PO Number | GL Account |
|---|---|---|---|---|---|---|---|
| AT& T (409) | | | | | | | |
| 920788738110 | Invoi | OCT-NOV SERVICE | 13.61 | Open | Non | | 207-52120-203 |
| 920788738110 | Invoi | OCT-NOV SERVICE | 27.22 | Open | Non | | 101-53310-203 |
| 920788738110 | Invoi | OCT-NOV SERVICE | 13.61 | Open | Non | | 204-55420-203 |
| 920788738110 | Invoi | OCT-NOV SERVICE | 13.61 | Open | Non | | 101-53310-203 |
| 920788738110 | Invoi | OCT-NOV SERVICE | 27.22 | Open | Non | | 101-53310-203 |
| 920788738110 | Invoi | OCT-NOV SERVICE | 54.44 | Open | Non | | 620-53924-203 |
| 920788738110 | Invoi | OCT-NOV SERVICE | 27.21 | Open | Non | | 101-53310-203 |
| Total AT& T (409): | | | 176.92 | | | | |
| BAKERS OUTLET (2537) | | | | | | | |
| 739835 | Invoi | COOKIES FOR OPEN HOUSE | 34.87 | Open | Non | | 101-52200-225 |
| Total BAKERS OUTLET (2537): | | | 34.87 | | | | |
| FIRE APPARATUS & EQUIPMENT (3138) | | | | | | | |
| 14687 | Invoi | TRUCK 3621 | 404.95 | Open | Non | | 101-52200-205 |
| Total FIRE APPARATUS & EQUIPMENT (3138): | | | 404.95 | | | | |
| LARRY'S PIGGLY WIGGLY (259) | | | | | | | |
| 105-011787 | Invoi | FOOD/BEVERAGES | 119.97 | Open | Non | | 101-52200-211 |
| 105-219453 | Invoi | CONDIMENTS | 8.68 | Open | Non | | 101-52200-211 |
| 105-224653 | Invoi | FOOD/BEVERAGES | 41.28 | Open | Non | | 101-52200-211 |
| 105-228084 | Invoi | FOOD/BEVERAGES | 102.76 | Open | Non | | 101-52200-211 |
| 105-230193 | Invoi | FOOD/BEVERAGES | 25.69 | Open | Non | | 101-52200-211 |
| 105-241323 | Invoi | FOOD/BEVERAGES | 6.38 | Open | Non | | 101-52200-211 |
| Total LARRY'S PIGGLY WIGGLY (259): | | | 304.76 | | | | |
| LEE'S CONTRACTING/FABRICATING (271) | | | | | | | |
| 19349 | Invoi | BURN PAN | 134.00 | Open | Non | | 101-52200-225 |
| Total LEE'S CONTRACTING/FABRICATING (271): | | | 134.00 | | | | |
| NEWS PUBLISHING CO INC (857) | | | | | | | |
| 00311119 | Invoi | OPEN HOUSE AD | 103.60 | Open | Non | | 101-52200-207 |
| Total NEWS PUBLISHING CO INC (857): | | | 103.60 | | | | |
| PAUL CONWAY SHIELDS (3828) | | | | | | | |
| 0371831-IN | Invoi | HYDRAULIC FLUID/DECALS/AKMUS MAINTENANC | 495.00 | Open | Non | | 101-52200-205 |
| Total PAUL CONWAY SHIELDS (3828): | | | 495.00 | | | | |
| REYNEBEAU FLORAL INC (322) | | | | | | | |
| 80228 | Invoi | PLANT/STONE/EASEL | 91.00 | Open | Non | | 101-52200-219 |
| Total REYNEBEAU FLORAL INC (322): | | | 91.00 | | | | |
| STAPLES ADVANTAGE (3472) | | | | | | | |
| 3280260809 | Invoi | TONER/OFFICE SUPPLIES | 527.30 | Open | Non | | 207-52120-206 |

| Invoice | Type | Description | Total Cost | Terms | 1099 | PO Number | GL Account |
|---|---|---|---|---|---|---|---|
| Total STAPLES ADVANTAGE (3472): | | | 527.30 | | | | |
| STUMPF MOTOR COMPANY INC (360) | | | | | | | |
| 75244 | Invoi | AUTO PARTS | 7.68 | Open | Non | | 207-52120-247 |
| Total STUMPF MOTOR COMPANY INC (360): | | | 7.68 | | | | |
| UNIFORM SHOPPE (434) | | | | | | | |
| 247328 | Invoi | MISCELLANEOUS UNIFORM | 86.85 | Open | Non | | 207-52120-212 |
| Total UNIFORM SHOPPE (434): | | | 86.85 | | | | |
| VALLEY LIQUOR (1239) | | | | | | | |
| 583718 | Invoi | CUPS | 21.00 | Open | Non | | 101-52200-211 |
| 584642 | Invoi | BEVERAGES | 115.95 | Open | Non | | 101-52200-211 |
| 585783 | Invoi | BEVERAGES | 115.95 | Open | Non | | 101-52200-211 |
| Total VALLEY LIQUOR (1239): | | | 252.90 | | | | |
| VERIZON WIRELESS (3606) | | | | | | | |
| 9753485838 | Invoi | SEP/OCT SERVICE | 589.49 | Open | Non | | 101-52200-203 |
| Total VERIZON WIRELESS (3606): | | | 589.49 | | | | |
| WE ENERGIES (2788) | | | | | | | |
| 4494800612 10 | Invoi | 1940 BUCHANAN ST | 41.08 | Open | Non | | 101-53310-249 |
| 4494800612 10 | Invoi | DOYLE POOL | 27.20 | Open | Non | | 204-55420-249 |
| 4494800612 10 | Invoi | 200 E MCKINLEY ST-FVMPD | 30.56 | Open | Non | | 207-52120-249 |
| 4494800612 10 | Invoi | 200 E MCKINLEY ST-FIRE DEPT | 20.38 | Open | Non | | 101-52250-249 |
| 4494800612 10 | Invoi | 920 WASHINGTON ST | 8.93 | Open | Non | | 620-53624-249 |
| 4494800612 10 | Invoi | PLANT #1 WILSON | 10.56 | Open | Non | | 620-53624-249 |
| 4494800612 10 | Invoi | PLANT #2 JEFFERSON | 3.17 | Open | Non | | 620-53624-249 |
| 4494800612 10 | Invoi | CIVIC CENTER | 184.52 | Open | Non | | 206-55110-249 |
| 4494800612 10 | Invoi | WELL #4 PUMPHOUSE | 12.69 | Open | Non | | 620-53624-249 |
| 4494800612 10 | Invoi | STREET LIGHTS | 1,065.36 | Open | Non | | 101-53300-249 |
| 4494800612 10 | Invoi | PUMP STATION | 80.09 | Open | Non | | 620-53624-249 |
| 4494800612 10 | Invoi | 108 W MAIN ST | 225.95 | Open | Non | | 101-51650-249 |
| Total WE ENERGIES (2788): | | | 1,710.49 | | | | |
| Grand Totals: | | | 4,919.81 | | | | |

Report GL Period Summary

| | |
|---|---|
| Vendor number hash: | 27293 |
| Vendor number hash - split: | 60415 |
| Total number of invoices: | 21 |
| Total number of transactions: | 38 |

| Terms Description | Invoice Amount | Net Invoice Amount |
|---|---|---|
| Open Terms | 4,919.81 | 4,919.81 |

| Terms Description | Invoice Amount | Net Invoice Amount |
|---|---|---|
| Grand Totals: | 4,919.81 | 4,919.81 |

Report Criteria:
Invoice Detail.Voided = {=} FALSE

Report Criteria:
Invoice Detail.Voided = {=} FALSE

| Invoice | Type | Description | Total Cost | Terms | 1099 | PO Number | GL Account |
|---|---|---|---|---|---|---|---|
| AT&T (4444) | | | | | | | |
| 128699607 10/15 | Invoi | OCT-NOV | 64.05 | Open | Non | | 204-55420-203 |
| Total AT&T (4444): | | | 64.05 | | | | |
| MARCO INC (3910) | | | | | | | |
| 17689921 | Invoi | MONTHLY COPIER LEASE | 594.19 | Open | Non | | 207-52120-207 |
| Total MARCO INC (3910): | | | 594.19 | | | | |
| TIME WARNER CABLE (89) | | | | | | | |
| 705900401 11/15 | Invoi | OCT/NOV CHARGES | 96.59 | Open | Non | | 101-52200-203 |
| Total TIME WARNER CABLE (89): | | | 96.59 | | | | |
| Grand Totals: | | | 754.83 | | | | |

Report GL Period Summary

| | |
|---|---|
| Vendor number hash: | 8443 |
| Vendor number hash - split: | 8443 |
| Total number of invoices: | 3 |
| Total number of transactions: | 3 |

| Terms Description | Invoice Amount | Net Invoice Amount |
|---|---|---|
| Open Terms | 754.83 | 754.83 |
| Grand Totals: | 754.83 | 754.83 |

Report Criteria:
Invoice Detail.Voided = {=} FALSE

| Invoice | Type | Description | Total Cost | Terms | 1099 | PO Number | GL Account |
|---|---|---|---|---|---|---|---|
| LITTLE CHUTE STORAGE CENTER (4645) | | | | | | | |
| NOV 2015 | Invoi | SPACE# C3 DEPOSIT | 625.00 | Open | Non | | 460-53460-239 |
| NOV 2015 | Invoi | SPACE# C3 RENT | 625.00 | Open | Non | | 460-53460-239 |
| Total LITTLE CHUTE STORAGE CENTER (4645): | | | 1,250.00 | | | | |
| Grand Totals: | | | 1,250.00 | | | | |

Report GL Period Summary

| | |
|---|---|
| Vendor number hash: | 4645 |
| Vendor number hash - split: | 9290 |
| Total number of invoices: | 1 |
| Total number of transactions: | 2 |

| Terms Description | Invoice Amount | Net Invoice Amount |
|---|---|---|
| Open Terms | 1,250.00 | 1,250.00 |
| Grand Totals: | 1,250.00 | 1,250.00 |

Report Criteria:
Invoice Detail.Voided = {=} FALSE

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| **ACC PLANNED SERVICE INC** | | | |
| 15422 | HEATING/THERMOSTAT ISSUES-LIBRARY | 128.75 | 206-55110-245 |
| Total ACC PLANNED SERVICE INC: | | 128.75 | |
| **AIRGAS USA LLC** | | | |
| 9044356151 | OXYGEN & ARGON | 174.44 | 101-53330-218 |
| 9930614761 | ACETYLENE & OXYGEN & ARGON | 45.65 | 101-53330-218 |
| Total AIRGAS USA LLC: | | 220.09 | |
| **AMPLITEL TECHNOLOGIES** | | | |
| 6315 | ENGINEER WORKSTATION | 3,118.35 | 404-57324-302 |
| Total AMPLITEL TECHNOLOGIES: | | 3,118.35 | |
| **APWA** | | | |
| 669726 | MEMBERSHIP-M JANSSEN | 194.00 | 101-53100-208 |
| Total APWA: | | 194.00 | |
| **ASSOCIATED APPRAISAL CONSULT** | | | |
| 4102 | ASSESSMENT SERVICES | 1,208.33 | 101-51530-204 |
| Total ASSOCIATED APPRAISAL CONSULT: | | 1,208.33 | |
| **BOUCHER, BRADY T** | | | |
| 103419 | UNIFORM ALLOWANCE | 12.00 | 207-52120-212 |
| Total BOUCHER, BRADY T: | | 12.00 | |
| **BRUCE MUNICIPAL EQUIP INC.** | | | |
| 4150090 | 65-GAL POLYCARTS | 2,973.96 | 201-53620-221 |
| Total BRUCE MUNICIPAL EQUIP INC.: | | 2,973.96 | |
| **CADRE** | | | |
| 159489 | 10/11 - 10/17/15 CYNTHIA CHAMPEAU | 92.60 | 610-53614-204 |
| 159489 | 10/11 - 10/17/15 CYNTHIA CHAMPEAU | 92.60 | 620-53924-204 |
| 159489 | 10/11 - 10/17/15 CYNTHIA CHAMPEAU | 92.60 | 630-53444-204 |
| 159489 | 10/11 - 10/17/15 CYNTHIA CHAMPEAU | 185.20 | 452-57331-204 |
| 159489 | 10/11 - 10/17/15 CYNTHIA CHAMPEAU | 463.00 | 101-53300-204 |
| 159780 | 10/18 - 10/24/15 CYNTHIA CHAMPEAU | 93.47 | 610-53614-204 |
| 159780 | 10/18 - 10/24/15 CYNTHIA CHAMPEAU | 93.47 | 620-53924-204 |
| 159780 | 10/18 - 10/24/15 CYNTHIA CHAMPEAU | 93.47 | 630-53444-204 |
| 159780 | 10/18 - 10/24/15 CYNTHIA CHAMPEAU | 186.93 | 452-57331-204 |
| 159780 | 10/18 - 10/24/15 CYNTHIA CHAMPEAU | 467.34 | 101-53300-204 |
| Total CADRE: | | 1,860.68 | |
| **CDW GOVERNMENT INC** | | | |
| 10018417 | NUANCE POWER PDF ADV | 199.34 | 101-51410-208 |

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| Total CDW GOVERNMENT INC: | | 199.34 | |
| COMPLETE OFFICE OF WISCONSIN | | | |
| 427682 | HANGING FOLDERS | 54.78 | 101-51440-227 |
| 433514 | DIRECTIONAL SIGNS | 189.40 | 101-51680-206 |
| Total COMPLETE OFFICE OF WISCONSIN: | | 244.18 | |
| DE WITT, MEGHAN | | | |
| 102215 | C-STARS INSTRUCTOR PAY | 1,499.16 | 101-34413 |
| Total DE WITT, MEGHAN: | | 1,499.16 | |
| DENNIS BAHCALL RUBBER CO INC | | | |
| 717805-001 | TRUCK #7 | 234.46 | 101-53330-225 |
| Total DENNIS BAHCALL RUBBER CO INC: | | 234.46 | |
| DERRICKS, MARLENE | | | |
| 102215 | OUTAGAMIE CO TAX ROLL TRAINING | 16.10 | 101-51420-202 |
| Total DERRICKS, MARLENE: | | 16.10 | |
| DONALD HIETPAS & SONS INC. | | | |
| L000191400759 CT | BUCHANAN STORM SEWER INTERCEPTOR | 63,455.35 | 630-50234-263 |
| L000191400759 CT | BUCHANAN STORM SEWER INTERCEPTOR | 55,600.00 | 610-50234-263 |
| L000191400759 CT | BUCHANAN STORM SEWER INTERCEPTOR | 48,480.00 | 620-50234-263 |
| Total DONALD HIETPAS & SONS INC.: | | 167,535.35 | |
| EAGLE GRAPHICS LLC | | | |
| 103344 | FVMPD LETTERHEAD | 172.50 | 207-52120-207 |
| Total EAGLE GRAPHICS LLC: | | 172.50 | |
| ENGINEERING NEWS RECORD | | | |
| 968925 2015 | SUBSCRIPTION RENEWAL | 79.95 | 101-53100-208 |
| Total ENGINEERING NEWS RECORD: | | 79.95 | |
| G&K SERVICES | | | |
| 1011319005 | TOWELS, MOPS, ETC | 38.02 | 206-55110-243 |
| 1011319005 | TOWELS, MOPS, ETC | 38.02 | 101-51650-243 |
| Total G&K SERVICES: | | 76.04 | |
| GLOUDEMANS, KATY | | | |
| 102315 | MUNICIPAL COURT CLERK SEMINAR | 30.25 | 101-51680-201 |
| Total GLOUDEMANS, KATY: | | 30.25 | |
| GOLD CROSS AMBULANCE INC | | | |
| 0031482-IN | LITHIUM BATTERY | 49.99 | 207-52120-218 |
| Total GOLD CROSS AMBULANCE INC: | | 49.99 | |

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| **GRIESBACH READY-MIX LLC** | | | |
| 3338 | CONCRETE SIDEWALK REHAB-MAIN ST | 268.50 | 101-53300-218 |
| ORDER 5179 | CONCRETE-HEESAKKER PARK | 231.00 | 101-55200-242 |
| **Total GRIESBACH READY-MIX LLC:** | | 499.50 | |
| **HERRLING CLARK LAW FIRM LTD** | | | |
| 131-10Q Q3/2015 | 3Q MUNICIPAL MATTERS | 5,890.50 | 101-51110-262 |
| 131-10Q Q3/2015 | 3Q REIMBURSABLES | 175.00 | 101-51110-262 |
| 131-33Q Q3/2015 | TID #5-DEVELOPER INCENTIVE | 2,555.00 | 415-57500-262 |
| 131-34Q Q3/2015 | BAUMGART PROPERTY | 1,215.00 | 630-53644-262 |
| 131-39Q Q3/2015 | CROSSWINDS | 140.00 | 414-57400-262 |
| 131-44Q Q3/2015 | PROPERTY ACQ-MADISON ST | 280.00 | 101-51110-262 |
| 131-45Q Q3/2015 | LEE'S POTENTIAL ACQUISITION | 315.00 | 101-51110-262 |
| 132-01M Q3/2015 | 3Q TRAFFIC MATTERS | 8,667.52 | 101-51670-262 |
| **Total HERRLING CLARK LAW FIRM LTD:** | | 19,238.02 | |
| **HOME DEPOT CREDIT SERVICES** | | | |
| 6080531 | ORANGE HAND CLEANER/TOILET CLEANER | 15.72 | 101-53330-218 |
| **Total HOME DEPOT CREDIT SERVICES:** | | 15.72 | |
| **HYDROCLEAN EQUIPMENT** | | | |
| IN00005131 | SHOP POWER WASHER | 192.15 | 101-53310-242 |
| **Total HYDROCLEAN EQUIPMENT:** | | 192.15 | |
| **JANSEN, JOE** | | | |
| 102515 | SAFETY BOOTS | 125.00 | 101-53310-213 |
| **Total JANSEN, JOE:** | | 125.00 | |
| **JOE'S POWER CENTER** | | | |
| 166422 | FUEL PUMP FOR MOWER | 29.95 | 206-55110-245 |
| 166422 | FUEL PUMP FOR MOWER | 29.95 | 101-51650-245 |
| 166422 | FUEL PUMP FOR MOWER | 29.95 | 207-52120-245 |
| 166422 | FUEL PUMP FOR MOWER | 29.95 | 101-52250-245 |
| 167044 | 15W40 OIL | 14.85 | 206-55110-242 |
| **Total JOE'S POWER CENTER:** | | 134.65 | |
| **JX ENTERPRISES INC** | | | |
| D-252810077 | TRUCK #32 | 55.23 | 101-53330-225 |
| D-252810077 | TRUCK #32 | 100.20 | 101-53330-204 |
| D-252820094 | TRUCK #6 | 71.44 | 101-53330-225 |
| **Total JX ENTERPRISES INC:** | | 226.87 | |
| **KAMPS LANDSCAPE SERVICE** | | | |
| 101415 | STUMP GRINDING-CIVIC CENTER | 65.00 | 206-55110-243 |
| **Total KAMPS LANDSCAPE SERVICE:** | | 65.00 | |
| **KAUKAUNA UTILITIES** | | | |
| 162120-00 10/15 | BALLFIELD DPI/SHED LIGHTS | 227.70 | 101-55200-249 |
| 162129-01 10/15 | DOYLE PARK POOL/RESTROOMS | 178.12 | 101-55200-249 |

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| 162129-01 10/15 | DOYLE PARK POOL/RESTROOMS | 178.12 | 204-55420-249 |
| 162129-01 10/15 | DOYLE PARK POOL/RESTROOMS | 178.11 | 620-53634-249 |
| 162130-03 10/15 | DOYLE PARK DPI RESTROOMS | 63.08 | 101-55200-249 |
| 162140-00 10/15 | DOYLE PARK STAGE | 79.93 | 101-55200-249 |
| 162145-00 10/15 | DOYLE PARK BALLFIELD DP2 LIGHT | 63.92 | 101-55200-249 |
| 162231-01 10/15 | HEESAKKER PARK TRAIL | 47.17 | 101-55200-249 |
| 200888-01 10/15 | SECURITY LIGHT | 12.61 | 101-53300-249 |
| 201096-01 10/15 | SIGNALS/GRAND & MAIN | 35.05 | 101-53300-249 |
| 201632-00 10/15 | HERITAGE PARK | 122.49 | 101-55200-249 |
| 201741-00 10/15 | COMMUNITY BRIDGE LIGHTING | 257.71 | 101-53300-249 |
| 211595-01 10/15 | SIGNALS/MAIN & MADISON | 32.02 | 101-53300-249 |
| 211702-00 10/15 | VILLAGE HALL PLAZA | 8.23 | 101-51650-249 |
| 211900-01 10/15 | CIVIC CENTER | 2,258.41 | 206-55110-249 |
| 212051-00 10/15 | STREET LIGHTING | 9,784.07 | 101-53300-249 |
| 212052-00 10/15 | VILLAGE HALL | 1,252.08 | 101-51650-249 |
| 220103-00 10/15 | LEGION PARK SPRINKLER | 33.78 | 101-55200-249 |
| 220140-02 10/15 | SAFETY CENTER-FVMPD | 1,175.10 | 207-52120-249 |
| 220140-02 10/15 | SAFETY CENTER-FIRE DEPT | 691.86 | 101-52250-249 |
| 220401-00 10/15 | PUMP STATION JEFFERSON ST | 1,246.55 | 620-53624-249 |
| 222850-00 10/15 | LEGION PARK RESTROOMS | 297.68 | 101-55200-249 |
| 250140-00 10/15 | VAN LIESHOUT PARK | 242.69 | 101-55200-249 |
| 250141-00 10/15 | VAN LIESHOUT PARK CONCESSIONS | 11.03 | 101-55200-249 |
| 250142-00 10/15 | VAN LIESHOUT BALLFIELD | 29.98 | 101-55200-249 |
| 253081-00 10/15 | VAN LIESHOUT PARK SECURITY LIGHT | 61.14 | 101-55200-249 |
| 260080-00 10/15 | SIGNALS/NORTH & BUCHANAN | 26.93 | 101-53300-249 |
| 260767-00 10/15 | 1940 BUCHANAN ST | 1,305.98 | 101-53310-249 |
| 260902-02 10/15 | #4 WELL EVERGREEN DR | 4,204.06 | 620-53624-249 |
| 261121-02 10/15 | 900 RANDOLPH DR | 165.71 | 460-53460-249 |
| 261328-00 10/15 | PATRIOT DR FLAG POLE | 26.49 | 101-53300-249 |
| 262080-08 10/15 | 3609 FREEDOM RD-WATER/SEWER | 7.00 | 630-53441-249 |
| 262812-00 10/15 | SIGNALS/NE CORNER N & ELM | 71.82 | 101-53300-249 |
| 281570-00 10/15 | LINCOLN AVE E HEESAKKER PARK | 129.42 | 101-55200-249 |
| 282005-01 10/15 | HEESAKKER PARK RESTROOM | 63.29 | 101-55200-249 |
| 282179-01 10/15 | 1800 STEPHEN ST STORM | 279.52 | 630-53441-249 |
| 282181-00 10/15 | STEPHEN ST SIGN | 50.22 | 101-53300-249 |
| 282182-00 10/15 | STEPHEN ST TOWER/LIGHTING | 20.00 | 620-53624-249 |
| 282182-00 10/15 | STEPHEN ST TOWER/LIGHTING | 197.41 | 101-53300-249 |
| 282915-00 10/15 | #3 WELL WASHINGTON ST | 3,200.42 | 620-53624-249 |
| 730265-05 10/15 | 3609 FREEDOM RD-ELECTRIC | 10.01 | 630-53441-249 |
| Total KAUKAUNA UTILITIES: | | 28,326.91 | |
| KELLER | | | |
| 32337 | SITE ANALYSIS-KAREN DR & LEE'S | 5,200.00 | 452-50931-261 |
| Total KELLER: | | 5,200.00 | |
| KERBERROSE SC | | | |
| 92856 | 2014 AUDIT-FINAL PAYMENT | 15,730.00 | 101-51420-204 |
| 92856 | CAFR PRINTING | 330.00 | 101-51420-227 |
| Total KERBERROSE SC: | | 16,060.00 | |
| KERRY'S VROOM SERVICE INC | | | |
| 8164 | OIL CHANGE | 48.04 | 207-52120-247 |
| 8165 | TRANSMISSION FLUID | 11.66 | 207-52120-247 |
| 8170 | OIL CHANGE/MOUNT&BALANCE TIRE/HEAD LAM | 147.19 | 207-52120-247 |

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| 8173 | OIL CHANGE/AIR FILTER | 80.85 | 207-52120-247 |
| Total KERRY'S VROOM SERVICE INC: | | 287.74 | |
| LAPPEN SECURITY PRODUCTS INC | | | |
| LSPQ32238 | UPDATED SOFTWARE-SERVER & WORKSTATION | 85.00 | 207-52120-205 |
| Total LAPPEN SECURITY PRODUCTS INC: | | 85.00 | |
| MATTHEWS COMMERCIAL TIRE | | | |
| 56003 | TRUCK #32 | 19.00 | 101-53330-204 |
| 56003 | TRUCK #32 | 734.53 | 101-53330-225 |
| Total MATTHEWS COMMERCIAL TIRE: | | 753.53 | |
| MCC INC | | | |
| 69806 | E-1 9.5 MM RAS | 178.28 | 620-53644-218 |
| 69806 | E-1 9.5 MM RAS | 59.42 | 610-53612-218 |
| 71679 | SCREENINGS @ PARKS | 20.17 | 101-55200-242 |
| Total MCC INC: | | 257.87 | |
| MENARDS - APPLETON EAST | | | |
| 84055 | RECYCLE BASKET/WASTEBASKET/SAND IN A TU | 38.57 | 101-51650-242 |
| 84055 | FUEL STABILIZER/RAKE METAL HEAD | 8.74 | 206-55110-242 |
| 84055 | FUEL STABILIZER/RAKE METAL HEAD | 8.73 | 207-52120-242 |
| Total MENARDS - APPLETON EAST: | | 56.04 | |
| MOES, JAMES E | | | |
| 102315 | WDAC FALL SUMMIT | 160.20 | 101-51530-201 |
| Total MOES, JAMES E: | | 160.20 | |
| PACKER CITY INT'L TRUCKS | | | |
| X103019587:01 | TRUCK #10 | 83.96 | 101-53330-225 |
| X103019660:01 | TRUCK #10 | 45.16 | 101-53330-225 |
| Total PACKER CITY INT'L TRUCKS: | | 129.12 | |
| PEPSI-COLA | | | |
| 69756607 | BEVERAGES | 112.80 | 101-52200-211 |
| Total PEPSI-COLA: | | 112.80 | |
| PERFORMANCE HOT RODS LLC | | | |
| 904 | TRUCK #11 | 40.00 | 101-53330-225 |
| Total PERFORMANCE HOT RODS LLC: | | 40.00 | |
| PLESHEK OUTDOOR POWER | | | |
| 65799 | SPARK PLUGS | 44.00 | 101-52200-205 |
| Total PLESHEK OUTDOOR POWER: | | 44.00 | |
| PSYCHOLOGIE CLINIQUE SC | | | |
| 101415 | PSYCHOLOGICAL ASSESSMENT OF CANDIDATE | 450.00 | 207-52120-225 |

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| Total PSYCHOLOGIE CLINIQUE SC: | | 450.00 | |
| QUILL CORPORATION | | | |
| 8521533 | MARKERS/PROGRAM LABELS | 72.92 | 101-55300-218 |
| Total QUILL CORPORATION: | | 72.92 | |
| RRR-APPLETON LLC | | | |
| NOV 2015 | NOV 2015 RENT | 6,583.00 | 460-53460-239 |
| Total RRR-APPLETON LLC: | | 6,583.00 | |
| SAVE-A-LOT | | | |
| 100515 | NAPKINS | 2.98 | 101-52200-218 |
| Total SAVE-A-LOT: | | 2.98 | |
| SERVICE MOTOR COMPANY | | | |
| IV61711 | PARTS FOR #42 | 141.39 | 101-53330-225 |
| Total SERVICE MOTOR COMPANY: | | 141.39 | |
| STAPLES ADVANTAGE | | | |
| 3281378787 | HANGING FOLDERS | 38.93 | 101-51440-206 |
| 3281378788 | OFFICE SUPPLIES | 43.96 | 101-53310-206 |
| Total STAPLES ADVANTAGE: | | 82.89 | |
| STRUCTURES UNLIMITED LLC | | | |
| 3095 | FINAL PAYMENT-NEW TEMP SALT STORAGE | 8,972.00 | 460-53460-306 |
| Total STRUCTURES UNLIMITED LLC: | | 8,972.00 | |
| TAPCO | | | |
| I505652 | SIGNAL PREVENTATIVE MAINTENANCE | 800.00 | 101-53300-204 |
| Total TAPCO: | | 800.00 | |
| THE SPRINKLER CO INC | | | |
| 65872 | WINTERIZE PARK SPRINKLERS | 695.00 | 101-55200-204 |
| Total THE SPRINKLER CO INC: | | 695.00 | |
| VERBRUGGEN, CASEY | | | |
| 102815 | WEDDING GIFT | 90.00 | 101-52200-219 |
| Total VERBRUGGEN, CASEY: | | 90.00 | |
| VERIPIC INC | | | |
| 31729-3 2016 | 2016 MAINTENANCE AGREEMENT | 680.00 | 207-52120-218 |
| Total VERIPIC INC: | | 680.00 | |
| WE ENERGIES | | | |
| 2296773989 11/15 | 900 RANDOLPH DR | 52.50 | 460-53460-249 |

| Invoice | Description | Total Cost | GL Account |
|---|---|---|---|
| Total WE ENERGIES: | | 52.50 | |
| Grand Totals: | | 270,486.28 | |

Report GL Period Summary

| | |
|---|---|
| Vendor number hash: | 135100 |
| Vendor number hash - split: | 182412 |
| Total number of invoices: | 106 |
| Total number of transactions: | 131 |

| Terms Description | Invoice Amount | Net Invoice Amount |
|---|---|---|
| Open Terms | 270,486.28 | 270,486.28 |
| Grand Totals: | 270,486.28 | 270,486.28 |

Report Criteria:
Invoice Detail.Voided = {=} FALSE