



# UNION COUNTY IMPROVEMENT AUTHORITY

1499 US Highway One, North, 3<sup>rd</sup> Floor  
Rahway, New Jersey, 07065  
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(732) 382-9400 (732) 382-5862 fax

Resolution No. 55-2017

Date: August 2, 2017

## RESOLUTION OF THE UNION COUNTY IMPROVEMENT AUTHORITY APPROVING AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH COLLIER'S INTERNATIONAL IN CONNECTION WITH STRATEGIC FACILITY PLANNING SERVICES

APPROVED AS TO FORM:  
Lisa M. da Silva, RMC  
Clerk of the Authority

APPROVED AS TO SUFFICIENCY OF FUNDS  
☒ YES ☐ NO ☐ NONE REQUIRED  
UNION COUNTY IMPROVEMENT AUTHORITY

*Lisa M. da Silva*

*Blw. B. line*

	PRESENT	ABSENT	AYE	NAY	ABSTAIN	MOTION	SECOND
<i>Bornstad, Treasurer</i>	✓		✓				
<i>D'Elia</i>	✓		✓			✓	
<i>Hockaday</i>	✓		✓				
<i>Huff</i>		✓					
<i>Lattimore</i>	✓		✓				✓
<i>Salerno, Secretary</i>		✓					
<i>Szpond</i>	✓		✓				
<i>Rountree, Vice Chairwoman</i>	✓		✓				
<i>Scutari, Chairman</i>	✓		✓				

**RESOLUTION OF THE UNION COUNTY IMPROVEMENT AUTHORITY  
APPROVING AN AMENDMENT TO THE PROFESSIONAL SERVICES  
CONTRACT WITH COLLIERS INTERNATIONAL IN CONNECTION WITH  
STRATEGIC FACILITY PLANNING SERVICES**

**WHEREAS**, the Union County Improvement Authority (the “Authority”) has been duly created by an Ordinance of the Board of Chosen Freeholders (the “Freeholders”) of the County of Union, State of New Jersey (the “County”) duly adopted as a public body corporate and politic of the State of New Jersey pursuant to and in accordance with the County Improvement Authorities Law, constituting Chapter 183 of the Pamphlet Laws of 1960 of the State, and the acts amendatory thereof and supplemental thereto (the “Act”); and

**WHEREAS**, the Freeholders reviewed and approved a shared services agreement (the “Shared Services Agreement”) between the County and the Authority for the purposes of conducting a Space Utilization Study (“Study”) on behalf of the County and to prepare the County’s Strategic Planning Services Report (“Report”); and

**WHEREAS**, on or about October 19, 2015, the County and the Authority executed the Agreement; and

**WHEREAS**, pursuant to Resolution 2016-620, the Freeholders approved an amendment to the Shared Services Agreement authorizing the County to provide the Authority with an amount not to exceed \$70,000 to engage the services of a professional consultant to perform real estate consulting and other professional services related to the Study; and

**WHEREAS**, on or about August 3, 2016, the County and the Authority executed the Amended Agreement; and

**WHEREAS**, at the request of the Authority, on October 4, 2016, Colliers International (“Colliers”) submitted a proposal to perform work required by the Authority for an amount not to exceed \$70,000 pursuant to its proposal; and

**WHEREAS**, on October 5, 2016, pursuant to Resolution 95-2016 the Authority awarded Colliers a non-fair and open Contract and authorized the Executive Director to execute a Contract between the Authority and Colliers in accordance with the Proposal; and

**WHEREAS**, at the request of the Authority, on June 12, 2017 Collier submitted a proposal to perform work required by the Authority in Phase 2 of this project for an amount not to exceed \$137,000.00 pursuant to its proposal, a copy of which is attached hereto as **Exhibit A**; and

**WHEREAS**, the Authority has reviewed Colliers June 12, 2017 Proposal and now desires to amend the Colliers October 23, 2016 Contract and hereby authorizes the Executive Director to execute an amended Contract between the Authority and Colliers in accordance with the Proposal, a copy of which is attached hereto as **Exhibit A**.

**NOW THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the Authority as follows:

1. The foregoing recitals are incorporated herein as if set forth at length; and
2. The Executive Director is hereby authorized and directed to execute an amended Contract between the Authority and Colliers to perform Phase 2 activities, and to perform real estate consulting and other professional services related to the Phase 2 Study for an amount not to exceed \$137,000.00 in accordance with Colliers June 12, 2017 Proposal, a copy of which is attached hereto as **Exhibit A**; and
3. The Executive Director is hereby authorized and directed to take any and all actions necessary to execute the Contract; and
4. The Executive Director is hereby authorized to take any and all actions necessary to implement the Contract; and
5. This resolution shall take effect immediately.

UNION COUNTY IMPROVEMENT AUTHORITY

Addendum to Colliers International October 23, 2016 Contract

UCIA: Union County Improvement Authority  
1499 Route 1 and 9 North  
Rahway, New Jersey 08512  
Attention: Daniel P. Sullivan, Executive Director

CONTRACTOR:

Colliers International  
160 Federal Street, Floor 11  
Boston, Massachusetts 02110  
Attention : Martha A. O'Mara, Executive Managing Director

Date of Contract: October 23, 2016

- A) Paragraph 1. Scope of Service shall be amended to include the June 12, 2017 Colliers Proposal which shall be annexed to the October 23, 2016 Contract as **Exhibit B** and made a part thereof, which shall now read as follows:
1. Scope of Service. Colliers hereby agrees to perform Real Estate consulting, architectural and other professional services for the purposes of conducting a Space Utilization Study ( "Study") on behalf of the County and to prepare the County's Strategic Planning Services Report ( "Report") ( collectively the "Services") and shall include, but not be limited to, those services set forth in the Proposal, a copy of which is attached hereto as **Exhibit A** and the June 12, 2017 Proposal for Phase 2, a copy of which is attached hereto as **Exhibit B**, both of which are made a part hereof.
- B) Paragraph 4. Compensation. Shall be amended to include the June 12, 2017 Proposal and fee schedule set forth in **Exhibit B**, in an additional amount not to exceed \$137,000.00 for Phase 2 of the project which shall now read as follows:
4. Compensation. The Authority shall compensate Colliers for the Services in accordance with the fee schedule set forth in **Exhibit A**, attached hereto in an amount not to exceed \$70,000. The Authority shall also compensate Colliers for the amended Services in accordance with the fee schedule set forth in **Exhibit B**, attached hereto in an amount not to exceed \$137,000 for Phase 2 of this project.

C) In all other respects, the Contract remains the same. In case of conflict between any of the provisions of this Addendum and of the Contract, the provisions of this Addendum shall control.

IN WITNESS WHEREOF, the parties have signed this Addendum as of the date of the Contract.

ATTEST:

UNION COUNTY IMPROVEMENT  
AUTHORITY

\_\_\_\_\_  
Lisa M. da Silva, Clerk

By: \_\_\_\_\_  
Daniel P. Sullivan, Executive Director

WITNESS:

COLLIERS INTERNATIONAL  
CONTRACTOR

\_\_\_\_\_

By: \_\_\_\_\_  
Martha A. O'Mara, Executive Managing Director



160 Federal Street  
Floor 11  
Boston, MA 02110  
Tel: 617-330-8000

Martha A O'Mara PhD, CRE  
Executive Managing Director  
617-216-3999

June 12, 2017

Ms. Linda D. Stender  
Deputy Director/Project Manager  
Union County Improvement Authority  
1499 US Highway One, North  
3rd Floor  
Rahway, New Jersey 07065

Dear Ms. Stender,

We are pleased to present this draft Scope of Work and project budget to The Union County Improvement Authority to amend the County's Strategic Planning Services Report to include Phase 2 activities in support of the recommendations surrounding the Old Jail as outlined in the Strategic Plan.

Next phase activities as outlined in the plan include multiple activities as listed below. Our proposed scope covers those elements where Colliers' experience, combined with the knowledge gained from the first phase of work, will provide the Union County Improvement Authority the ability to build on work already completed. Additionally, we have focused on the activities specifically related to renovation of the Old Jail.

#### Colliers proposed scope of activities

##### **1. Study of material and supplies storage**

In order to renovate and repurpose the Old Jail for higher & better use, many of the materials currently stored will need to be removed. This study will inventory the materials currently stored, estimate the space required for storage going forward, and recommend storage alternatives.

##### **2. Initial Adjacency and Programming for Probation**

Building upon the high-level requirements established in the initial phase, this study will develop additional detail around adjacency requirements and space needs for the Probation groups proposed for Old Jail occupancy. This will serve as direction to the architect when the County enters the Schematic Design phase of the project.

Scope of Work and Project Budgets for these two work streams are attached starting on page 3. Our qualifications and team resumes start on page 6.

Once the County has a better understanding of future parking needs in the courthouse complex area, Colliers can also provide a conditions assessment of the Old Detention Center if it is determined that additional parking is needed.

**Additional Phase 2 activities**

We recommend the Improvement Authority procure services locally for the following:

**3. Completion of a hazardous material survey for the Old Jail**

The estimated cost of a survey for the unoccupied areas of the Old Jail is between \$50-\$70,000. We understand the County has existing contracts in place with local contractors with this capability.

**4. Structural survey of Old Detention Center**

Renovating the Old Jail to office use will increase the demand for parking in the Courthouse Complex area. Along with the conditions assessment, a structural survey will allow the County to evaluate the feasibility of adding additional floors, and thus capacity to the structure. We understand the County has existing contracts in place with local contractors with this capability.

**5. Parking audit and demand planning**

The county is currently undertaking a parking audit. That audit should serve as the starting point for an impact study by a local transportation and parking consultant of the impact of relocating approximately an additional 160 employees to the Courthouse Complex, as well as visitors to the Probation department.

**6. Document retention and handling**

In order to minimize the area occupied by paper documents, the county and vicinage will need to maximize usage of the existing archiving contract and consider expanding electronic document management services to meet needs not currently addressed. The current archiving contractor, as well as other contractors who may have bid on the recently awarded contract, should be a resource for completing such a survey.

These six activities will ultimately serve as the basis for design of the renovation.

We look forward to continuing to work with the Union County Improvement Authority to further continued progress toward renovation of the Old Jail.

Sincerely,



Martha A O'Mara PhD, CRE

### **1. Materials and Supply Storage Scope of work**

In order to renovate and repurpose the Old Jail for higher & better use, Union County Improvement Authority requires a study of material storage requirements. In order to address that need, Colliers proposes the following scope of work to inventory the current product held in storage, recommend optimized storage alternatives for required items, and recommend an inventory management system.

The objectives of the project include:

- Understand and document the amount and types of storage space required.
- Execute a full inventory of product that has value for the department and input this into a database by product type and user.
- Develop recommendations to support streamlining the retrieval and put-away of goods.
- Identify options for future storage based upon material, size and retention requirements.
- Develop storage recommendations for inventory items, based on customer needs, including proximity and frequency of use
- Propose a disposal strategy for items which have no or little future value
- Recommend an inventory policy to apply going forward to secure accurate inventory placement and efficient retrieval and put-away of goods.

Methodology:

#### **1. Initial Assessment**

There will be an initial on-site assessment of items in storage at the Old Jail/Annex (approximately 56,000 sf of total 116,000 sf) and Motor Vehicles Building (approximately 5,000 sf of total 50,000 sf building) carried out by relevant stakeholders and Colliers' Supply Chain and Logistics Consulting Practice members. This stage requires participation by County stakeholders and is estimated to require one day on site. Once an initial assessment is made, Colliers will create inventory subcategories and spreadsheets to support the physical inventory process.

#### **2. Inventory**

A team of eight (8) local contractors will be required for a one (1) week period full-time to perform the count of all product to be inventoried. These temporary workers can be hired from local resources. Before this inventory, we will need all non-essential items and non-inventory items tagged and identified to get an accurate understanding of the quantity and volume of materials that will be retained and inputted into our inventory control system.

- Colliers will review the storage requirements by subcategory, grouping similar items, based on internal customer requirements together.
- Colliers will catalog all product to be inventoried into an electronic database, including item name, quantity, size, weight and end user.

#### **3. Analysis and Recommendations**

Upon completion of the inventory process, Colliers will analyze the final count of items by subcategory.

- Based on this analysis, Colliers will produce recommendations as to both better and optimal methods of storage for the products. There may be several divergent recommendations dependent upon the best use of space and time.
- Colliers will also provide recommendations of an inventory system and policies to maintain proper controls for both retention of items as well as stricter controls of inventory management, which should help tremendously reduce the exposure for loss or theft.

This project will take approximately four (4) weeks to complete with a budget of \$58,000. This rate includes all labor costs for Colliers support team as well as contract labor force and materials for performing the physical



inventory portion of the assignment. Travel is not included in this rate, but will be billed in accordance with Colliers' travel policy and will not exceed 10% of the consulting budget.

## **2. Initial Adjacency and Programming Study for Probation**

Building upon the high-level requirements established in the initial phase, this study will develop additional detail around adjacency requirements and space needs for the Probation groups proposed for Old Jail occupancy. We understand there are approximately 8 vicinage groups at the current location, including HR, Finance, CASA, Family Court and Civil Court teams, as well as several groups within Probation including Juvenile Supervision, Adult Supervision and Child Support.

The objectives for the project include:

- Establish a baseline of information that can be used in future planning and design for the Probation group.
- Document the number of occupants and clients, as well as activities and equipment that the new space will need to house.
- Establish area requirements by department including both individual work space and client-facing workspace.
- Document adjacency requirements and restrictions by department.
- Provide a functional brief of requirements based upon clearly defined objectives, work processes, and objective data, to inform the schematic design phase of the renovation project.

### **Methodology:**

#### **1. Project Initiation**

As part of the kickoff for the project, Colliers will present case studies of comparable projects to provide participants with examples of how comparable spaces have been provided in other locations. This can include specific projects if requested by the County or Vicinage. Additionally, we will provide an overview of the process and objectives to the stakeholders. A discussion of the current and aspirational organizational culture will also be included.

#### **2. Initial Questionnaire**

Colliers will create, distribute, and collate results of an electronic space questionnaire. The questionnaire will go to the leadership of each of the occupant groups and will capture key details including number of staff, number of clients or visitors, equipment required, technology used, activity occurring within the space, functional affinities, adjacency restrictions, and any special requirements.

Additionally, we will review existing plans and walk through current space to establish the current space usage by group.

#### **3. User Needs Interviews**

Upon completion of the questionnaires, Colliers will conduct interviews with leadership representatives of up to 10 user groups to review the results of the questionnaire, current occupancy and potential future space needs.

#### **4. Review of Findings**

The final report will be in PowerPoint format and will serve as a basis for design of future facilities. It will document staffing and activity expectations and include area requirements, public access requirements, adjacency requirements or restrictions, and detail any additional special requirements for each group.

This project will take approximately six (6) weeks to complete with a budget of \$79,000. Travel is not included in this rate, but will be billed in accordance with Colliers' travel policy and will not exceed 10% of the consulting budget.



## Martha A. O'Mara, PhD, CRE

EXECUTIVE MANAGING DIRECTOR

HEAD OF CONSULTING

CORPORATE SOLUTIONS | Americas

Martha.OMara@colliers.com

### EDUCATION AND QUALIFICATIONS

Ph.D. in Organizational Behavior;  
Harvard Business School &  
Harvard's Graduate School of  
Arts and Sciences

MA and MBA Harvard University

BA University of California, Irvine

### CONTACT DETAILS

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160 Federal Street  
11<sup>th</sup> Floor  
Boston, MA  
02110

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### AREA OF EXPERTISE

Martha O'Mara is Executive Managing Director, Head of Consulting, Corporate Solutions | Americas. She joined Colliers when the company acquired her firm, Corporate Portfolio Analytics, a commercial real estate advisory firm that served major occupiers of real estate on the strategic management of their real estate portfolios.

Dr. O'Mara has advised on the long-range strategy of nearly two billion square feet of commercial occupancy for some of the largest corporate portfolios in the US and globally, including financial, professional services, and technology companies, as well as governmental agencies. These clients include over one-third of the largest 40 corporate office portfolios in the Fortune 100 and over 70% of the USA GSA portfolio.

As a member of the Corporate Solutions leadership, Dr. O'Mara and her team provide clients industry leading advisory services in the disciplines of management consulting, portfolio optimization and location strategy.

### ACCOMPLISHMENTS

Dr. O'Mara is widely considered a leading authority on the integration of corporate real estate planning with business strategic planning.

Her book, **Strategy and Place: Managing Corporate Real Estate and Facilities for Competitive Advantage** was published in 1999 by The Free Press.

### ACCOMPLISHMENTS (CONTINUED)

She currently serves on the Alumni Advisory Board for the Harvard Real Estate Academic Initiative. She has taught executive education classes at Harvard Business School and the Harvard Graduate School of Design, the Center for Real Estate at the Massachusetts Institute of Technology and for KIINKO, a Finnish real estate education institute.

### BUSINESS AND EDUCATIONAL BACKGROUND

Earlier in her career Dr. O'Mara helped develop the Advanced Management Development Program in Real Estate, an innovative senior management development program, at the Harvard University Graduate School of Design. From 1989 to 1998 she was a full-time Assistant Professor at the Harvard GSD and taught real estate finance and development, location strategy, doctoral research methods and design studios on urban development.

She was designated a Counselor of Real Estate in 2006.



## Thea Hahn

MANAGING DIRECTOR

CORPORATE SOLUTIONS | Americas

Thea.Hahn@colliers.com

### EDUCATION AND QUALIFICATIONS

Masters in Real Estate,  
Massachusetts Institute of  
Technology

B.A. and B.Architecture,  
Rice University

Registered Architect

### AFFILIATIONS AND MEMBERSHIPS

MCR,  
CoreNet  
Global,  
CREW

### CONTACT DETAILS

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### AREA OF EXPERTISE

With over 20 years of commercial real estate experience, Thea brings broad experience in strategic planning, portfolio optimization, financial analysis, and market research. She brings a data-driven approach to portfolio planning; documenting, analyzing and integrating multiple drivers and developing actionable solutions for clients.

### PROFESSIONAL ACCOMPLISHMENTS

- Led twelve Local Portfolio Plans for the US General Services Administration, covering 23 million sf of owned and leased assets. Work included asset evaluations, analytic coordination, and facilitating housing scenario workshops. Recommendations included disposition, acquisition, workplace transformation, consolidations, and redevelopment.
- Created an analytic framework and identified guiding principles for a workforce locational analysis for a large financial services company. Integrated real estate portfolio data with demographic, economic and salary data to support discussion with LOBs and enable consolidation of a 75 million sf commercial office portfolio.
- Led a workstyle assessment of 13 business units and integrated results with portfolio and market analysis to complete a ten year strategic plan for an international organization.

### ACCOMPLISHMENTS (CONTINUED)

- Managed three concurrent Agency Portfolio Plans for the US GSA encompassing 5.2 million sf of space and \$156 million in annual costs. Recommendations based on agency demographics, workforce trends, and market dynamics also integrated demand modelling, financial analysis of capital investment requirements, and asset evaluations.
- Led internal cross-discipline team responsible for developing and rolling out new workplace standards for a 3 million sf portfolio, including change management coordination for the initial implementation.

### BUSINESS AND EDUCATIONAL BACKGROUND

Prior to joining Colliers International, Thea served as Strategic Planning Manager at MITRE, responsible for planning, workplace, and change management.

Previously, with Corporate Portfolio Analytics, Thea led portfolio planning and optimization projects for clients including the American Red Cross, AT&T, and Bank of America.

A licensed architect, Thea managed both internal and external consulting teams on a variety of development, commercial and educational projects before pursuing her Master's degree.



## Gregory Healy

HEAD OF SUPPLY CHAIN CONSULTING

STRATEGY & INNOVATION CONSULTING | CORPORATE SOLUTIONS

[Gregory.Healy@colliers.com](mailto:Gregory.Healy@colliers.com)

### EDUCATION AND QUALIFICATION S

University of Michigan  
Ross School of Business  
MBA

University of California (UCLA)  
B.A. Dual Major – Philosophy &  
Japanese

### CONTACT DETAILS

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Ontario, CA 91761 | United States

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### AREA OF EXPERTISE

Gregory's logistics industry expertise includes analyzing operations, pinpointing problems, identifying solutions, streamlining processes, promoting employee engagement and driving results in a positive work environment. With extensive international experience, Gregory effectively collaborates with diverse workforces in reaching common objectives for Colliers clients.

### PROFESSIONAL ACCOMPLISHMENTS

Gregory has an extensive background in logistics, distribution and manufacturing over his 20-year career. Gregory spent over ten years at Komyo America Co. Inc. – A Honda Logistics Company as a VP, reporting directly to the Japanese Board of Directors. He was responsible for the growth of the logistics business, controlling a labor budget of nearly \$40M and managing customer inventory to support \$2B in annual sales. He also provided senior level direction supporting an operation of 700+ associates at six facilities across North America. Other key achievements during his tenure included:

- Expanded North America operations to over 2 MSF of facilities including a new start-up in Mexico.

### ACCOMPLISHMENTS (CONTINUED)

- Significant project management experience including international sourcing, acquisitions, contracts, labor management, manufacturing, supply-chain, new warehouse design and product distribution.
- Full P&L responsibility for the business entity, including development of annual budgets, short and long-term growth strategies and gap analysis.

### BUSINESS AND EDUCATIONAL BACKGROUND

Gregory's significant project management experience includes international sourcing, acquisitions, contracts, labor management, manufacturing, supply-chain, new warehouse design and product distribution. He earned an MBA from the Ross School of Business at the University of Michigan, and a B.A. from UCLA.

Gregory's most recent experience prior to joining Colliers was as Founder & President of Smart Turn Logistics, a consulting firm based in Southern California, supporting international clients in the areas of new warehouse design, manufacturing and supply chain efficiencies.