

DOMES Meeting Minutes – February 15, 2024

Monday, February 15, 2024, from 1:00pm to 4:00pm
Okaloosa County Board of County Commissioners Office

DOMES Members: Dan Schebler (DS), COO, Dr. Deanna Oleske (DO), CEO, Craig Coffey (CC), President, Jeff Goldberg (JG), Secretary, Brad Baker (BB), Director, Eric Gilmore (EG), Director.

Call to Order: Mr. Coffey called the meeting to order at 1:03pm

Roll Call: Dan Schebler (DS), COO, CEO, Craig Coffey (CC), President, Brad Baker, (BB), Secretary, Eric Gilmore (EG), Director, Jeff Goldberg (Walton)

Via Teams: Shy Carson (D1MEO), Rebecca Szuch, (Escambia)

Public Forum: No public comments

Approval of Minutes: Approval of the January 10, 2024, DOMES Meeting Minutes

Mr. Coffey asked for a motion to approve the January 10, 2024, DOMES meeting minutes. Mr. Gilmore motioned; Mr. Goldberg seconded. All in favor.

1. Discussion on Item I (DOMES CEO/COO Report)

Monthly Financial Reports – December

- Budget is on track for most expenses, with a bit more funding spent in the uniform line item as those expenses are front loaded in the fiscal year.
- Approaching current budget limit for Locums Doctors. Amendment required.

Mr. Coffey suggested delaying approval until all members have had an opportunity to review the financial reports.

~No Action Taken

Budget Amendment -

Request for the DOMES board to approve a budget amendment as required by the operating agreement:

- Request to transfer \$100K total from Salary and Employee costs to Locum Tenens
 - Approval of \$100k dollar transfer into the Locums Tenens budget line item
 - \$70K from salary
 - \$30K from employee costs
 - December financials show that the Locum Tenens budget line was 64% expended and with the January Locums coverage it will be close to 100%.
 - Dr. Oleske will be on maternity leave in the next three – five weeks and Locums will be utilized during this time
 - Fourth doctor, Dr. Armstrong, begins at the end of March 24, 2024, and the fifth doctor, Dr. Pandey will be onboard in July 2024.

- ***Mr. Coffey called for a motion to approve the request to transfer \$100K into the Locums Tenen Line Item in the budget. Mr. Gilmore moved, and Mr. Baker seconded. All in favor.***

2. Grant Updates:

FDLE

- State Appropriations extension request of \$1.5M through the end of June 30, 2025.
- Currently working with Miller Caldwell and will also work with selected Construction Manager to utilize the remaining funds in the initial \$500K award by June 30, 2024.

State Funding

- Requested \$750K from the House of Representatives and it is included in the House budget. Senate budget number is unknown at this time.

CDC Grant via Michigan Public Health Institute

- Provides funding for the next four years (2028) to hire an investigator for child and infant deaths and youth deaths up to 18 years of age.
- Requires participation in a death registry for specific cases meeting the criteria.
- Funding provided is approximately \$320K between now and June 30, 2024. These funds will need to be carried forward each year to fund the staff position.

Impact 100 Grant Funding

- Funding for the Family Advocate position ends this fiscal year.
- Family Advocate position will be added to the DOMES general budget for consideration going forward.

Conceptual Schematic Building Design

- With the approval of the funding agreement, we have reengaged with Miller Caldwell and MWL last month and there will be a design review March 5, 2024. The schematic design phase was broken into conceptual and advanced phases. With reimbursement for the conceptual phase being provided via BJA federal grant monies.

3. Discussion Item II – (Capital Project – CM/GC Selection)

Mr. Coffey introduced the scorecard process prior to the construction company presentations and asked that each DOMES Board member use the ranking of presentations with 1 or 2, to be discussed and voted on at the end of the presentations. Contract will be awarded accordingly.

Construction Presentations

Ajax Building Company – lead by Jay Smith, President.

Introduction

- Presentation copies provided to each DOMES Board Member
- Founded in 1958 in Miramar, FL
 - 30 plus years of delivering construction services in the Panhandle
 - 250 men and women support the construction team
 - Johnny Moore was the project manager and designer for District 7, Volusia County and currently the designer and architect for St. Lucie County, District 19. He is familiar with work of MWL and feels previous collaborations will provide a great teamwork opportunity.

D1MEO Project Knowledge:

- 22,000 sq. ft. building on 5 acres site in Santa Rosa County

- Roughly \$14M Facility budget
- Design focuses on flexibility and growth
- Build to Cat 5 standards; ability to manage mass disasters
- Cooler uniqueness
- Attractive to outsiders
- MEP Systems are important to cost and information integration in early design
- Forensic design is important and facility maintenance is important

Local projects:

- Santa Rosa and Okaloosa Courthouses

Preconstruction phase

- Cost estimations are done in-house
- Systems analysis on various systems to be able to provide accurate expected costs estimates for D1MEO to make informed decisions.
- Look at value engineering options for components of the project whether it is structure for mechanical systems, electrical systems, or equipment selections

Conceptual and Programmatic stage

- This stage is the best time for the construction company to engage with the project as we move through schematic designs and construction documents.
- Within the first 120 days 60% of costs should be locked down and major systems and design components should be identified.
- Internal costs database provide opportunities to counterbalance costs in a very volatile market.

Communication

- Firm uses cloud-based software to communicate in real time with all parties involved and each county will have access.
- Webcam will be placed on the site for observations
- OpenSpace is used and once a week a team member walks the job site using the same route each time for monitoring construction progress. OpenSpace remains active for 10 years after project completion. There is also a static 3-D version that is available forever and can be a good tool for training personnel or walking them through the “how’s” the project build.
- Primavera P6 is used for scheduling pre-construction and construction activities, as well as project closeout, commissions, move-in and creating micro-schedules down to an hour by hour or day by day basis if necessary.

Project Safety

- Ensure a site specific safety plan is developed.
- All sub-contractors are required to submit detailed safety plans related to their scope of work on the project.
- Safety orientation is mandatory for all workers.
- Weekly mandatory job site safety meetings are held. DOMES Board is welcome to attend
- Ajax recently crossed one million hours in a row without a loss due to injury

Conclusion: Why Ajax?

- Ajax believes experience with specialty facilities matters and having an efficient construction manager is a key component to the project.
 - Experience with medical examiner offices, laboratories, and public safety environments.
 - Ajax knows the Panhandle area and market very well.
 - Lessons already learned in the pre-construction phase as well as the quality control aspect.
 - Aware of existing ME issues that could arise, i.e., cooler issues and door access. This is something we would approach upfront with the D1MEO team in addition to the maintenance of the facilities.
 - Ajax guarantees the project will be done as a team, be on time and within budget.

Questions:

1 - Qualifications – No questions

2 - Project Teams

- Which office will the team be based out of?
 - Answer: Judd manages the work in the Panhandle, but he is out of Tallahassee right now and will be relocating to the Panhandle.
- How many more additional projects is he tasked with?
 - Answer: Judd manages multiple projects, with 20% on your project team, which could change weekly. On-site team will be on the project daily.
- How do you manage difference of opinions?
 - Answer: Very familiar working with MWL. They are currently working with our teams on the St. Lucie project, and they also worked with our teams on the Volusia County project. We have worked on dozens of other projects with MWL without issue.

3 - Financial Cost & Stability

- Is Ajax comfortable with DOMES' approach, without construction manager at risk?
Answer: Yes.
- What projects, if any has Ajax managed that have come in close to if not on budget?
 - Answer: Yes, but I do not have the project info with me. I can get the info if needed.
- How do you get through the construction phase?
 - Answer: The Construction manager is an added consultant and engages with the GM, The GC is heavily involved and helping with the constructability ideas and the superintendent is doing the constructability reviews. The GC is the one putting their names and their bonds at risk when working for GMP guaranteed maximum pricing. It also allows D1MEO to pre-order and bring vendors onboard early to start procuring tilt panel, a pre-cast panel, all those systems. Going with a GM and hard bid you lose all those aspects upfront and must onboard that GC after they bid the job and onboard them and try to bring them up to speed as fast as possible. There is no contingency, so when they bid for the job that is the guaranteed minimum that job is ever going to be so you will see costs go up from there. While it seems at risk with a GC it is a guaranteed maximum price with a built-in contingency that is open book for everybody to see, and if anything, the project should come down in costs in that aspect unless you run into an unusual situation, i.e., COVID, etc.
- What is your percentage of projects are CMAR vs. not. Answer: 95% are CMAR.

- Ajax will provide you with the CM services that you expect, but then you are not paying for an additional person. I can see an owners rep if you need an owners rep, similar to what we had over at the Santa Rosa County Courthouse project. If you need a CM or GC that is a decision for DOMES to make. The role of the CM or CM/GC is in the preconstruction aspect of schematic level design, we will engage with his design consultants. Ajax's job would be to engage with them on details of the project to provide detailed estimates for discussion with D1MEO and to determine next steps of the Detailed Design Development estimate (DDs).
- Will Ajax give the DOMES Board a contract for the pre-con phase for this price and then go into construction and that GMP will be your profit, correct?
 - Answer: It is a two-phase contract:
 - Select Ajax
 - Discussion of what level contract will be used:
 - AIA at risk contract
 - Lock in our pre-construction services – Ajax will provide the cost of each of the phase for DOMES
 - Once agreed; lock in on percentage overhead profit.
 - Once guaranteed maximum price is provided that is when DOMES commits to build the facility.
 - Should DOMES decline the GMP at that point negotiations end and each party moves on.

Project Approach

1. What major challenges does Ajax foresee with this project?
 - Answer: This is a unique project. This is one chance for all the counties to come together to build a new medical examiner facility.
 - Making sure all parties are on the same page
 - Making sure all parties are aware of how the dollars are spent
 - Making sure the scope of what DOMES wants aligns with the budget
2. For the team, Jud, Chuck, and Brian, what is the most similar project you have been on compared to the ME facilities.
 - Jud: A Research laboratory project
 - Chuck: FDLE laboratory and work done in Tallahassee
 - Brian: Florida Public Health; burn units, Cath labs, have been most challenging.

End of Presentation

Wharton-Smith Presentation – lead by A.J. Brown, Project Executive – Copy of presentation provided to each DOMES board member.

Wharton-Smith is ideal for this project because we have knowledge of the local real-time market. The Wharton-Smith team is local and works in the four respective counties. Wharton-Smith non-negotiables, no project is late or over budget.

Pre-Construction process

- Design facility to current budget
- Offer design development support in the way of constructability and envelope reviews
- Look for opportunities to integrate potential construction phasing
- Value management

- Competitive subcontracting matching
- Best practices
- Data crowd source software tool with real time compilation
 - Material costs reporting
 - Lead time we are being told vs. actual lead time being experienced

Subcontractor Process

- Wharton-Smith provides scope of work for subcontractors and decides who comes to the table
- Solicit opinions of the subcontractors – learn what we can do different to improve the project
- Qualify the bidders
- Financial reporting software tracks every dollar.
- Familiar with Owner Direct Purchase (ODP)

Budget

- Cost Matrix will assist based on comparably sized Medical Examiner's Office.
- Automated systems are not used to collaborate; preference is to discuss during daily contractor and architecture meetings

Scheduling

- Wharton-Smith builds the schedule, no third-party involvement
- Use Reduction Planning Board – CPU's can be scheduled down to six weeks – includes all the critical activities, deliverables, etc., it also includes what is not on the CPU schedule such as rain, and real time updates.

Proactive Safety

- Review every task and all potential hazards
- Implement emergency responses
- Safety involves everyone on the jobsite
- Pre-walk the project with fire departments and police departments so they are aware of our project and can advise on what is needed in an emergency.

Medical Examiner Site Knowledge

- Historical area reviews do not appear to show any environmental concerns. Speculating the site has not been previously used for anything hazardous in the past
- There is a potential for protected species
- There is some residential and industry around the site
- Some dirty (dust producer) businesses around
- Policies in place to be a good neighbor – low dust; low noise controls

Conclusion: Why Wharton-Smith?

- DOMES will have a team familiar with building these types of facilities with lessons learned
 - Built the District 7 Medical Examiner's Office and previously built District 9 Medical Examiner's Office
- 2 years in the planning for this project - A.J. has been attending the DOMES meetings since February 2022.

DOMES Meeting Minutes – February 15, 2024

- Last year Jason and Billy toured Volusia County Medical Examiner’s office during it is critical phase of construction in preparation for this project.
- Proven track record of finishing projects on time and within budget.

Questions:

Qualification Data:

1 - Who is the architect of record for Volusia? Answer: Schenkel-Schultz.

Project Team:

1 - Who will be on site each day?

Financial Stability:

1 - What was the budget in District 9? A.J. was not directly involved, but could find out

End of presentation

DOMES Board Member Deliberation / Vote for Selection

Ranking by the DOMES Board

	Ajax	Wharton- Smith
SRC	2	1
Okaloosa	2	1
Walton	2	1
Escambia	2	1

Wharton-Smith by unanimous decision.

Mr. Baker made a motion that the ranking of Wharton-Smith is number 1 and for Mr. Schebler to notify the recipient and start the contract process. Mr. Coffey asked for a second, Mr. Gilmore seconded. All in favor.

4. Meeting Schedule

- March 27, 2024
2:00pm
Santa Rosa County

5. Next Steps:

- Dan to send the DOMES Board a reminder email to be in touch with the lobbyist regarding DOMES state funding requests in the HB and SB.
- Mr. Schebler to notify the DOMES Board members of the exact time MWL will be at the D1MEO on March 5, to present the conceptual schematic design
- **MWL will come to the D1MEO March 5th with their conceptual schematic design**

Meeting Adjourned: 2:52pm