

Public Safety Communications Board

**Leon County
City of Tallahassee
Leon County Sheriff
Tallahassee Fire Department
Tallahassee Police Department
Leon County Emergency Medical Service**

(The following attachments are for the March 8th meeting)

Agenda
Public Safety Communications Board Meeting
March 8, 2007

Meeting Time and Location: 11:30 a.m. in the Tallahassee Room of City Hall

1. Approval of the February 8, 2007 PSCB Meeting minutes
2. Acceptance of the Status Report regarding the current 800Mhz System Operational Issues
3. Status Report on the Radio Communications Request for Proposal
4. Site Selection Committee Report: Site Evaluation Process and Construction Project Delivery Methods
5. Discussion regarding recommending a funding source for Joint Dispatch Operation to the County and City Commissions
6. New Business
7. Next meeting date:
 - Date: April 12, 2007
 - Time: 11:30am to 1:30pm
 - Location: 2nd Floor Community Room
Renaissance Center
435 North Macomb Street
8. Possible agenda topics for the next meeting

**Minutes for the February 8, 2007
Public Safety Communications Board Meeting
11:45A.M.**

Note: One member of the PSCB was absent: Chief Cynthia Dick, Tallahassee Fire Department. The Chief was represented by her alternate: Deputy Chief Steve Anderson.

1. Approval of the January 11, 2007 minutes:
The City Manager moved, seconded by Chief Quillin, to approve the January 11, 2007 minutes. The motion passed unanimously.
2. Acceptance of the Status Report regarding the current 800Mhz System Operational Issues:
Chief Quillin moved, seconded by Interim Chief Proctor, to approve the February 2007 status report for the 800 MHz system and approve the use of City Hall security and maintenance on 800 MHz surplus radios. The motion passed unanimously.
3. Status Report from Winbourne and Costas:
Ira Grossman, Consultant with Winbourne and Costas, presented a brief report to the PSCB. Mr. Grossman stated that Winbourne and Costas submitted the first deliverable on time. Mr. Grossman is anticipating completing the second deliverable, an analysis of the current PSAPs, on February 23, 2007.
4. Radio Communications Request for Proposal:
 - i. Technical Subcommittee Report:
Don DeLoach, Chief Information Systems Officer, presented to the PSCB changes recommended to the Radio Communications request for proposal (RFP) from the Technical Subcommittee. Mr. DeLoach stated the Technical Subcommittee was informed that other vendors, not just Motorola, would be able to participate in the providing a digital upgrade to only Public Safety radio subscribers for a split analog and digital system. The Technical Subcommittee prepared the following four options for the PSCB to consider:
 1. Issue an RFP for an APCO Project 25 Phase I 800 MHz System.
 2. Direct a formal letter will be sent to MA/COM with criterion established for capacity, coverage and subscriber units and a request for a proposal to become a part of the State Law Enforcement Radio System (SLERS).
 3. Direct a formal letter will be issued to Motorola to provide a proposal to install an analog upgrade to the current existing system.
 4. Direct the TSC working with the consultant develop specifications for a split digital/analog system upgrade (including a tower at the Myers Park site) and issue a separate RFP.

Mr. DeLoach then introduced the consultant for the radio communications RFP, Nick Tusa, to discuss this option.

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4. Continued Radio Communications Request for Proposal:

Mr. Tusa stated many radio communication vendors are not typically participating in the development of analog systems. Mr. Tusa stated that vendors are focusing more on digital systems. In addition, Mr. Tusa stated that a split system, digital for Public Safety and analog for Non-public Safety, is a short term approach that will cost more money in maintenance in the future, especially in regards to maintaining the analog system. In three to five years, the PSCB will be facing their current situation, if the PSCB chooses to use a split radio system. A split system RFP would require a different specifications and would delay the RFP process by at least six weeks.

The City Manager asked Mr. Tusa's opinion on issuing two separate RFPs, one for the P-25 digital system and the second for split system, and his opinion in regards to the SLERS letter. Mr. Tusa stated he did not see an issue with publishing the RFP for the P-25 system nor did he voice concern with issuing a letter to M/A Com for the SLERS system. Mr. Tusa then reiterated his concerns for the split digital and analog system.

The Sheriff moved, seconded by Chief Quillin, to eliminate option #4 and proceed with the following three options:

1. Issue an RFP for an APCO Project 25 Phase I 800 MHz System.
2. Direct a formal letter will be sent to MA/COM with criterion established for capacity, coverage and subscriber units and a request for a proposal to become a part of the State Law Enforcement Radio System (SLERS).
3. Direct a formal letter will be issued to Motorola to provide a proposal to install an analog upgrade to the current existing system.

Discussion of the motion followed.

The City Manager asked if the letter to M/A Com required that SLERS system be P25 compliant. The Sheriff stated that it was his understanding the radios being purchased for the SLERS system were P25 compliant.

The City Manager inquired that if upon approval of options #1, #2, and #3, would the second RFP be issued. Mr. Tusa stated that the second RFP would only be issued if the PSCB decided to include option #4, the split digital and analog system. Mr. Tusa then stated that he recommends that the PSCB approve options #1, #2, and #3.

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4. Continued Radio Communications Request for Proposal:

The City Manager voiced her concern that the PSCB should only issue the P25 compliant digital system or option #1. The County Administrator stated that he would like to release the P25 RFP, SLERS letter, and the analog upgrade in order to see the cost difference and the advantages/disadvantages between the three systems. The Sheriff voiced his concerns with the interoperability of the P25 digital system with other radio communication systems. Mr. Tusa stated that Marion County, Nassau County, Orlando, Mississippi, and Louisiana are all building out P25 digital systems.

The City Manager asked Mr. DeLoach about the recommendations of the Technical Subcommittee. Mr. DeLoach stated the Technical Subcommittee tried to accommodate all the entities involved. The Sheriff and the City Manager agreed that the PSCB is not looking for a quick fix to radio communication issues.

The City Manager asked the Technical Subcommittee if options #1, #2, and #3 would cover all the concerns. Mr. DeLoach stated that it was his opinion that just the P25 digital RFP should be released. Mr. Griffin, IT Manager for Leon County Sheriff's Office, stated that options #1, #2, and #3 would address his concerns. Greg Frost, Tallahassee Police Department, reiterated Mr. DeLoach's opinion of releasing only the P25 digital RFP. Mr. Frost stated that SLERS is viewed as not being the best option; however there is nothing wrong with looking at the system, so long as it was not hold up the process.

The City Manager expressed concern over option #3, the analog upgrade. Mr. Tusa stated that it was a short term solution that addresses the coverage and reliability problems of the current system.

The County Administrator stated that by releasing the SLERS letter and the analog upgrade, the PSCB will be able to compare the APCO P25 system as it pertains to cost and the advantages/disadvantages of using a digital system.

Interim Chief Proctor stated that while the Tallahassee Police Department would like to see a split digital and analog system option, a quick fix is not the solution to the problem and that option #3 would address the coverage and reliability problems of the current system.

The motion was restated: The Sheriff moved, seconded by Chief Quillin, to eliminate option #4, direct the TSC working with the consultant develop specifications for a split digital/analog system upgrade (including a tower at the Myers Park site) and issue a separate RFP, and proceed with the following three options:

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4. Continued Radio Communications Request for Proposal:
1. Issue an RFP for an APCO Project 25 Phase I 800 MHz System.
 2. Direct a formal letter will be sent to MA/COM with criterion established for capacity, coverage and subscriber units and a request for a proposal to become a part of the State Law Enforcement Radio System (SLERS).
 3. Direct a formal letter will be issued to Motorola to provide a proposal to install an analog upgrade to the current existing system.

The motion passed unanimously.

ii. Request for Proposal Evaluation Process:

The County Administrator recommended that each member of the PSCB appoint one voting member to the Technical Subcommittee:

- Sheriff Larry Campbell – Major Scott Bakotic
- Chief Tom Quillin – Deputy Chief Chad Abrams
- City Manager Anita Favors-Thompson – Don DeLoach, Chief Information Systems Officer
- County Administrator Parwez Alam – Alan Rosenzweig, Assistant County Administrator
- Interim Chief John Proctor – Captain Diane Anderson
- Deputy Chief Steve Anderson – Deputy Chief Steve Anderson

Chief Quillin moved, seconded by the City Manager, to approve the members of the Technical Subcommittee. The motion passed unanimously.

The County Administrator stated that a process for evaluating the radio communication RFP would need to be established. Mr. DeLoach stated that he recommended in his memo to the PSCB that Mr. Tusa conduct the technical evaluation of the RFP and present the results to the Technical Subcommittee, who would then by majority vote, act on Tusa's recommendation.

Chief Quillin moved, seconded by the City Manager, to approve the evaluation process for the radio communications RFP. The motion passed unanimously.

Chief Quillin also requested that the RFP require that the proposal submitted be a binding part of the contract, when one is awarded. City purchasing agreed to the change the language in the RFP.

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5. Review of the Site Selection Criteria for the location of the Public Safety Communications Center:

Alan Rosenzweig, Assistant County Administrator, presented the site selection criteria for the location of the Public Safety Communications Center. Mr. Rosenzweig stated that 60 to 90 days would be needed to evaluate sites. In addition, Mr. Rosenzweig stated that upon discussion with City Transportation Management and the Capital City Chapter of the American Red Cross, the Easterwood/Weems site appears to be a viable location for the Public Safety Communications Center.

Interim Chief Proctor voiced his concern with the Easterwood/Weems site noting that the railroad tracks located behind the site could be the Public Safety Communications Center at risk. Mr. Rosenzweig agreed and stated that I-10 poses the same risks. Mr. Rosenzweig also stated that these concerns would be included during the evaluation process of the sites.

The Sheriff raised concern with the flooding and canopy roads that surround the Welaunee site (Miccosukee Road/Centerville Road/I-10). Chief Quillin asked an analysis would need to be conducted regardless of where the site is located. Mr. Rosenzweig indicated that it was a necessary part of the site selection process.

The County Administrator reviewed the options that the PSCB had to consider, stating the option #3 could take up to 6 months before an RFP was issued.

1. Evaluate only the Easterwood/Weems site.
2. Evaluate the two publicly owned sites, Easterwood/Weems site and Welaunee (Miccosukee Road/Centerville Road/I-10 site).
3. Determine if privately owned lands will be considered for the siting of the Public Safety Communications Center. If so, create a request for proposals for the site location of the Center.

The City Manager stated that it is necessary to evaluate publicly owned sites before examining privately owned sites and recommended evaluating the Easterwood/Weems site. Leven Magruder, 800 MHz Communication System Manager, stated there could be problems with locating a tower at the Easterwood/Weems site. Tom Brantly, Leon County Facilities Director, stated that it is not a necessity to locate the new tower on the same site as the Public Safety Communications Center.

Chris Floyd with the Capital City Chapter of the American Red Cross stated that the Easterwood/Weems site is the ideal location. Mr. Floyd stated that this site address the needs of Red Cross. The City Manager asked if the same were true for the Welaunee site. Mr. Floyd stated that he had concerns with distance, accessibility of the Center during a storm, and public access to the site.

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5. Continued Review of the Site Selection Criteria for the location of the Public Safety Communications Center:

Chief Quillin suggested evaluated both sites in the event that the Easterwood/Weems site is not viable there is no time loss due to the fact that the Welaunee site was already evaluated.

Chief Quillin moved, seconded by Interim Chief Proctor, to evaluate the two publicly owned sites, Easterwood/Weems site and Welaunee (Miccosukee Road/Centerville Road/I-10 site). The motion passed unanimously.

Mr. Rosenzweig stated that there has not been a formal agreement signed with the Red Cross regarding co-location. Mr. Floyd stated the Red Cross wants to be co-located with the Public Safety Communications Center. Mr. Floyd also passed out a letter expressing the desire of the Capital City Chapter of the American Red Cross to co-locate with the Public Safety Communications Center. Chief Quillin inquired about the Red Cross' timeline. Mr. Floyd stated that the Red Cross would like to be in a new building within two to two and half years.

The City Manager stated that the City Commission was interested in pursuing with this agreement. The County Administrator concurred.

The City Manager moved, seconded by Chief Quillin, to proceed with negotiating with the Capital Area Chapter of the American Red Cross for the co-location of their building with the Public Safety Communications Building, subject to the details. The PSCB agreed that a letter will be issued to the Capital Area Chapter of the American Red Cross. The motion passed unanimously.

The Sheriff moved, seconded by Chief Quillin, to proceed with developing a RFP for architectural services for the design of the Public Safety Communications Building. The motion passed unanimously.

6. New Business:

The City Manager initiated a discussion regarding the hiring of a Public Safety Communications Director. The City Manager stated that the hiring of a director need to parallel the completion of Winbourne and Costas, Inc. report. The County Administrator stated that Winbourne and Costas should review of the job description developed by County/City Human Resources departments and advised the PSCB on where the job description should be advertised.

The City Manager moved, seconded by Interim Chief Proctor, to direct Winbourne and Costas to review the job description of the Public Safety Communications Director and offer suggested changes to the description as well as advise the PSCB on where to post to the job description. The motion passed unanimously.

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7. Next meeting date:

Date: March 8, 2007

Time: 11:30am to 1:30pm

Location: Tallahassee Room – 2nd Floor
City Hall, 300 South Adams Street

8. Possible Agenda Topics for the Next Meeting:

- i. Acceptance of the Status Report regarding the current 800 MHz System operational issues
- ii. Status Report from Winbourne and Costas
- iii. Status Report on the Radio Communications Request For Proposal
- iv. Status Report on the Site Selection Evaluation for the Location of the Public Safety Communications Center
- v. Review of the Request for Proposal for Architectural Services for the Design of the Public Safety Communications Center

Meeting adjourned at 12:54 p.m.

MEMORANDUM

DATE: March 8, 2007

TO: Public Safety Communications Board:
Parwez Alam, Chair
Anita R. Favors Thompson, Vice Chair
Sheriff Larry Campbell
Chief John Proctor
Chief Cynthia Dick
Chief Tom Quillin

FROM: Leven Magruder, 800 MHz Communications System Manager, City of Tallahassee

SUBJECT: Monthly Status Report for the 800 MHz System

Status Report:

System:

1. The system continues to perform satisfactorily for Public Safety and local Government personnel.
2. No problems were observed after the severe weather the night of 3-01-07

Infrastructure:

1. Prime site generator project is completed. Several generators started during the severe weather as commercial power temporarily dropped out.
2. Our site technician has detected a system-wide problem with the Air Conditioners at the remote sites. The relay contact for power to the units is undersized and is failing.
3. A replacement project for all Air Conditioner contact relays is being drawn up.
4. We are drafting a Purchase Order for purchase and replacement of emergency power generator for the Myers Park site.
5. A planning meeting for resolution of a technical problem with dispatch patching capabilities was held. A draft plan for various activities to complete resolution will be soon completed with TPD and LCSO personnel.
6. RCD staff is seeking a multiyear preventative and maintenance contract for all COT 800 towers and tower lights.

Voice:

1. City Hall Maintenance surplus radio project: Radios are being programmed for delivery

Data:

1. Meeting with FAMU & TPD to develop support plan to get FAMU test DATA unit in service on TPD DATA application
2. RCD staff working with Motorola engineering & TPD PIMS staff to upgrade DATA Modems (VRM 600 & VRM 800) firmware version update.
3. Star Metro has issued a DATA RFP. COT 800 DATA system may be part of the solution.

Interoperability:

1. RCD personnel worked with Motorola Engineering with FIN training issues for Miami-Dade region
2. RCD personnel assisted SOF Enterprise Information Technology Systems (EITS) with EDICS training on ACU-1000 for Region 1.
3. RCD personnel will participate in EDICS & FIN equipment set up and training in Reg 1.
4. RCD personnel working with Motorola and First Communications on DST patches for LCSO and FIN workstations.
5. Meeting with FDLE, TPD, TFD, LCSO and Capital Police, a plan for improved Interoperable equipment deployment and support is being written with input from all participants.

RFP No. 0091-07-KR-RC:

1. Organized and participated in the COT Procurement Pre-Proposal conference on 2-28-07.
2. Two vendors, MA/COM & Motorola participated, along with Tusa Consultant and COT procurement, as well as Technical Sub Committee members and RCD staff.
3. First Addendum is due out to vendors on 3-08-07.

Security:

1. We are getting costs for replacement of gates and for CTTV security camera at Blocker site.

Rebanding:

1. 800 MHZ Rebanding, required by the Federal Government, is proceeding very slowly.
2. Met with Rebanding Legal, Consultant and Nextel "Deal Maker" 2-14-07 in Orlando.
3. Much progress was made and significant parts of the funding plan were approved.
4. The final Planning Fund Agreement was due to our rebanding consultant and attorney on 2-28-07.
5. Notified by Nextel, that they had discovered some mathematical errors in their spreadsheets and these must be resolved.
6. Waiting.

Options:

1. Approve the March 2007 Status Report for the 800 MHz System.
2. Do not approve the March 2007 Status Report for the 800 MHz System.
3. Board Direction.

Recommendations:

Options #1

MEMORANDUM

DATE: March 8, 2007

TO: Parwez Alam, Chair
Anita Favors Thompson, Vice Chair
Sheriff Larry Campbell
Acting Chief John Proctor
Chief Cynthia Dick
Chief Tom Quillin

FROM: Site Selection Committee

SUBJECT: Construction Delivery Method and Approach

Background:

During the February 8, 2007 meeting, the PSCB directed the Site Selection Committee to proceed with evaluating both the Easterwood (Tom Brown Park) site and the Welanuee site (Miccosukee Road/Centerville Road/I-10 site) for the location of the Public Safety Communications Center. In addition, the PSCB directed the Site Selection Committee to proceed with developing a RFP for architectural services for the design of the Public Safety Communications Building.

Analysis:

Site Evaluation Process:

In order to proceed in a timely manner with the site evaluation process, the Site Selection Committee agreed to select a continuing supply architect to perform the site evaluations. The Site Selection Committee selected Johnson Peterson Architects, who is a continuing supply architect with the County and currently performing other work for the City, to conduct the site evaluations of the Easterwood and Welanuee sites, in conjunction with City and County staff.

Johnson Peterson Architects will develop a site evaluation matrix, reflecting the site data as weighted and ranked. Johnson Peterson Architects will provide a written report of the evaluation recommending a final site. The report will include conceptual design and estimate of site development costs.

Construction Project Delivery Methods:

On February 8, 2007, the PSCB directed the Site Selection Committee to proceed with developing a request for proposals (RFP) for architectural services for the design of the Public Safety Communications Building. The Site Selection Committee determined that there are several methods for the effective organization, management, and execution of construction projects, beyond the traditional design and build method (attachment #1). These methods include the following:

- A. Owner Led Project Delivery Methods:
 - i. Design – Bid – Build
 - ii. Construction Manger At Risk
 - iii. Design – Build

- B. Consultant Led Project Delivery Methods:
 - i. Program Management
 - ii. Hybrid/Combine Approach

Due to the size of the project, the Site Selection Committee is recommending proceeding with a Program Management approach, with a Construction Manager At-Risk beneath the Program Manager. This method is a hybrid approach to the consultant led delivery method, combining the program management delivery method with the construction manager at risk method.

Program management is an approach that is used frequently on very large or highly specialized projects. It offers a desirable means of pursuing such work because of the available high levels of expertise in a specific type of project. The specific range of services that a program management firm may provide includes the managerial oversight of project planning, programming, design and operational activities, and fulfilling the role of an experienced advisor. The construction manager at-risk delivery method is based upon an agreement with a qualified construction firm to provide construction leadership, perform administration, and management of projects within a defined scope of services. This method is refined by the amount of risk that a Construction Manager assumes in the performance of those services. Such examples of risk exposure would include insuring the performance and financial stability of subcontractors and vendors, fluctuations in material prices, schedule adherence, adverse weather, construction means and methods, quality and other non-reimbursable General Contractor delays. The Construction Manager At-Risk will report to the Program Manager.

The Program Management approach, with a Construction Manager At-Risk beneath the Program Manager, will allow a program manager to over see the entire process, improve cost control over the project, ensures flexibility to changing conditions and will improve the delivery schedule.

Options:

1. Direct staff to proceed with issuing a Request for Proposal (RFP) for the Program Management approach, with a Construction Manager At-Risk beneath the Program Manager for the construction of the Joint Dispatch Center.

2. Direct staff to proceed with an alternative construction method as determined by the PSCB.

Recommendation:

Option #1

Attachments:

#1 White Paper: Alternate Construction Project Delivery Methods

Alternate Construction Project Delivery Methods

There are several available methods for the effective organization, management and execution of construction projects. In general, these methods may be categorized as owner-led or consultant-led. Under the category of owner-led projects, one might prefer to follow traditional design-bid-build approaches, or to substitute and use either a construction manager at-risk or design-build method. For other large or more complex projects, the owner might opt to select and use the consultant-led program management approach. It is also likely that other combinations and variations of these established construction project methods may exist, be selected and used successfully for the delivery of appropriate projects.

A. Owner-Led Project Delivery Methods:

1. DESIGN-BID-BUILD:

Design-bid-build is an established project delivery method in which the agency or owner holds separate contracts with separate entities for the design and construction of a project. Design-bid-build is the traditional method for project delivery, and differs in several aspects from the two competing approaches of construction manager at-risk and design-build.

i. PROS:

- Traditional method of construction delivery
- Building is fully defined by preceding design
- Competitive bidding results in lowest cost
- Relative ease of assuring quality control
- Objective contract award (low bid)
- Good access for small contractors

ii. CONS:

- Emphasis is placed on quality of design, competency of contractor and discipline of owner, to all remain within predefined scope of work
- Agency gets involved in conflicts and disputes
- Builder not involved in design process
- May be slower
- Price not certain until construction bid is received
- Agency may need more technical staff
- May result in cost over-run (derived through change orders)
- Process is least conducive method for fast-track delivery
- Use of low bid contracting method may result in delays or the receipt of lower quality work

2. CONSTRUCTION MANAGER AT-RISK:

The Construction Manager At-Risk project delivery method is a system that is based upon an Owner's agreement with a qualified construction firm to provide construction leadership and perform administration and management of projects within a defined scope of services. The Construction Management project delivery method is further refined by the amount of risk that a Construction Manager assumes in the performance of those services. Such examples of risk exposure would include insuring the performance and financial stability of subcontractors and vendors, fluctuations in material prices, schedule adherence, adverse weather, construction means and methods, quality and other non-reimbursable General Contractor delays.

i. PROS:

- Improved cost control over project
- Greater flexibility to respond to changing conditions
- Design phase assistance (cost estimates, value engineering, etc.)
- Establishes GMP(Guaranteed Maximum Price)
- Faster schedule delivery
- Team concept

ii. CONS:

- May be perceived as resulting in higher first cost upon arriving at GMP, but project cost is usually reduced to a level that is well below the GMP, upon trade work bids being obtained
- More responsibility for the Owner to evaluate GMP
- More Owner responsibility to participate in process
- Additional cost (fees) to qualified CM at-risk firm

3. DESIGN-BUILD

Design-build is a construction project delivery system used to reduce project delivery times by overlapping the design and construction phases of projects. Design-build is focused upon interweaving the design, permit and construction schedules of a project in order to capture the time lost in a traditional design-bid-build environment. However, this does not necessarily shorten the time it takes to complete the individual tasks of creating drawings, acquiring building permits or actually constructing the building. Instead, a quality design-build firm will bring together design and construction professionals in a collaborative context to complete these tasks all at the same time. Using this mechanism, design-build represents a risk management strategy that imparts a premium on delivering a project sooner, and with less of a focus on delivery of a project at its lowest possible construction cost.

i. **PROS:**

- The compression of time is an important aspect of this system
- Increased accountability by the service provider
- There is value-based project feedback system
- It is a single-source project delivery method
- In Florida, design-build projects can be led by either a licensed architect, engineer or certified general contractor
- Design-build methods, while not necessarily focused on saving the owner construction costs, nonetheless often saves the owner money on the overall delivery of projects

ii. **CONS:**

- In Florida, the public use of design build is regulated by statute and must be preceded by the selection of a Design Build Criteria Professional, who must prepare a Design Build Criteria package
- In some instances, design-build may result in decisions of quality being made by the project team (instead of owner)
- Estimating for a design-build project is sometimes difficult because plans are often preliminary and can change over the course of the project. This effectively requires the owner to rely on the integrity, business acumen and exhibited competence of the design-builder or design-build team

B. Consultant-Led Project Delivery Methods:

1. PROGRAM MANAGEMENT:

Program management is an approach frequently used on very large projects, technically complex projects or projects of a highly specialized nature. These services are desirable for such work because high levels of specialized expertise in the specific project type can be brought to bear on the work. Program management services may range from (include) over-arching management of all aspects of the project from programming to operation; to management of some of the activities that are related to achieving project objectives; or serving only in an advisory capacity providing expert input into the Owner's organization.

i. **PROS:**

- One overall contract for the owner, with the various project designs, construction and process know-how being furnished by a single organization
- Design-construct time can be reduced through use of multi-phased construction

- Implementation of changes is simplified throughout the construction program
- Liability remains with Program Manager for all aspects of the project

ii. **CONS:**

- An additional layer (or layers) of Project Management are introduced into the project delivery process
- Usually no firm project cost is established until after construction is well underway
- There are few checks and balances, and the owner is sometimes not advised or aware of design or construction problems that may greatly affect cost or schedule
- Minimum involvement with the owner; the results may not fully comply with expectations

2. HYBRIDS/COMBINED APPROACHES:

There are any of a number of various other combined approaches to the staffing, organization and management of construction projects. However, the basic methods of approach that would be depended upon for this are most likely as detailed elsewhere in this paper. A most likely combined approach would be to undertake a project by adhering to the Program Management option, while also pursuing the later design and construction phases of work via either the design-bid-build, construction management at-risk or design-build methods.

C: Discussion of Alternate Methods:

In general, the more clearly defined that a project is, and the less complex it is and less important that schedule and quality are factors, the more likely that a design-bid-build approach will deliver the best value to the Owner. Projects that are very simple and involve few subcontractors, such as warehouses or parking decks, can be effectively bid and produce the lowest cost with less opportunity for the Contractor to exploit a simpler sets of plans.

On the other hand, highly complex projects and those with a high potential for hidden conditions, such as a laboratories or complicated interior renovations, can be executed much more safely using the Construction Management method since it allows the Owner to adapt to unexpected hidden conditions and incorporate changes into the work much more easily. Furthermore, projects that are schedule driven, or where the speed of delivery method is imperative and lower cost is secondary, Construction Management may have clear advantages. Design and construction can be phased and these phases can easily be made to overlap using this method, allowing construction to begin well before the A/E has completed final plans. Projects that are large and highly specialized and often a good candidate for a program management approach, since a manager can be chosen who is highly experienced in that particular type of project.

Design-build may be a choice to consider, but success in these projects is heavily dependent on an accurate, clear and concise statement of scope being provided in the request for proposals documents. Any failure to thoroughly develop or to completely convey the expected criteria may backfire through the use of this process.

D: Summary & Conclusions:

There are several available methods for the organization, management and execution of construction projects. The most familiar of these are traditional design-bid-build, construction manager at-risk, design-build and the program management approach.

This white paper should serve to demonstrate that any of the available methods of construction delivery have certain advantages and disadvantages, making them more or less suited for different projects. The choice of construction delivery method should therefore be considered carefully and with advice obtained from the most experienced professionals available. Of all the decisions made on a project, it is likely that the choice of construction delivery method can perhaps have the single greatest impact on final value that is delivered at project outcome.

E. Supporting Exhibits:

A graphical summary of alternate construction project delivery methods is provided in attachment to this white paper, as taken from "Professional Construction Management: Including CM, Design-Construct and General Contracting," Third Edition, by Barrie and Paulson, McGraw-Hill, 1992. Although not an exact replica of the methods defined in this paper, it is about as close as staff could locate from available literature.

A survey of previous projects completed by both the City and County over time, indicates a longstanding adherence to each of the described methods. Project examples are listed in attachment to this document, by basic job description, dollar value of work, scheduling constraint and the ultimate construction project delivery method used.

Attachments:

1. Figure - Alternate Contract Approaches (Barrie and Paulson)
2. Survey of Previous City and County Construction Projects

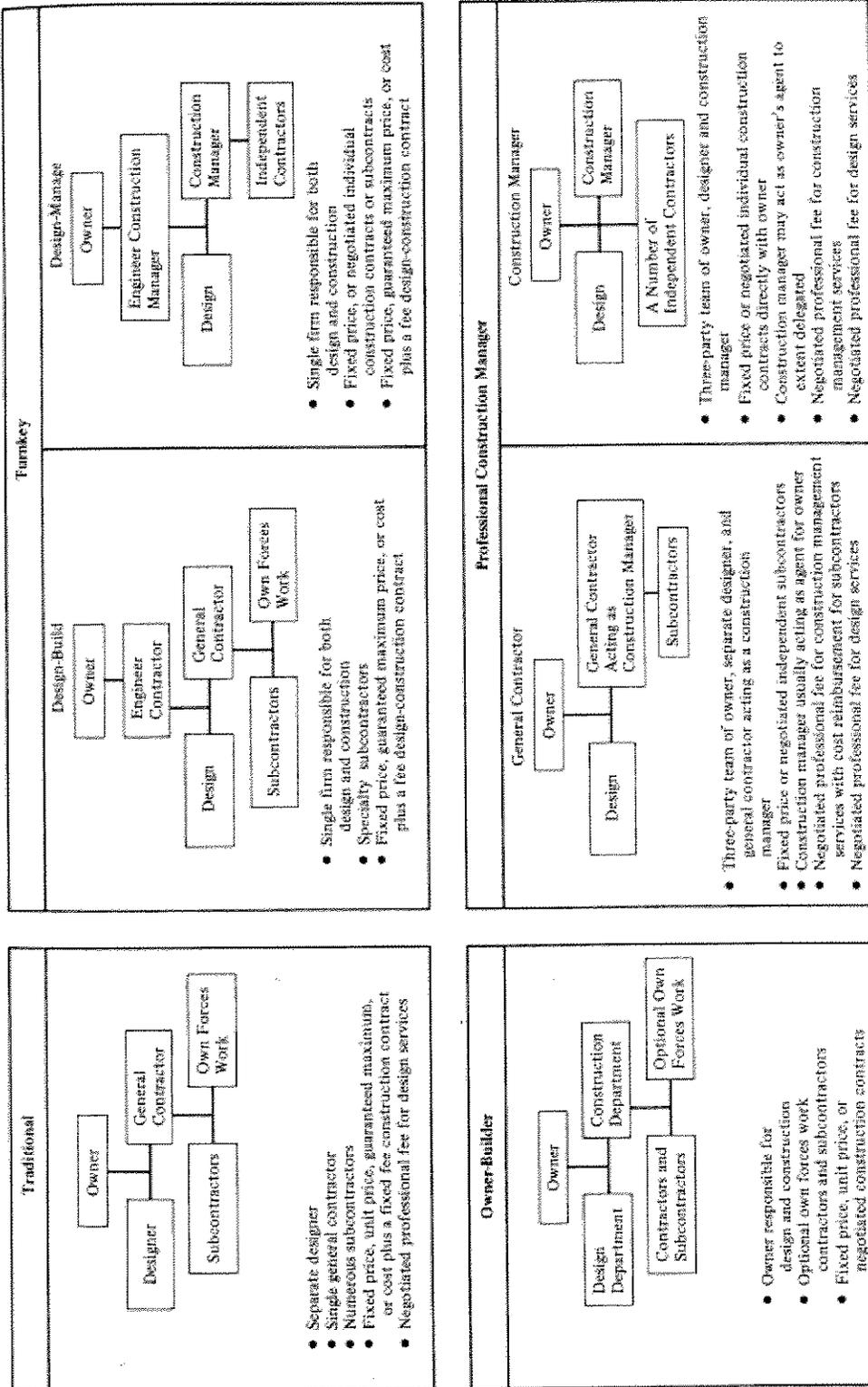


FIGURE 2-6
Alternate contractual approaches.

Survey of Previous City & County Construction Project Methods

Project Management Method:

County: Leon County Detention Facility (Jail), HLM, 1990-93, \$38.8 million.

Design-Build Method:

County: Leon County Courthouse, parking garage structural repairs, Structural Preservation Systems, 2004-05, \$2.71 million.

Leon County Division of Facilities Management Office of Records & Storage Building, Pro-Steel Buildings, 1996-97, \$500,000.

City: Trousdell Aquatic Center, Cook Brothers, Inc., 2000, \$3.2 million.

CM At-Risk Method:

County: Leon County Courthouse & Annex Building (Bank of America property), interior space renovations, Peter R. Brown Construction, 2005-06, \$4.85 million (actual close-out of initial \$4.89 million GMP).

Renaissance Center, 2nd Floor build-out/renovations & parking deck structural repairs, Peter R. Brown Construction, 2006-07, \$1.49 million (GMP).

Lake Jackson Branch Library facility, 2006-07, Baycrest Construction, \$3.46 million (GMP).

City: Renaissance Center, 1st and 3rd Floor build-out/renovations, Peter R. Brown Construction, 2006-07, \$900,000± (GMP).

Design-Bid-Build Method:

County: Woodville Community Center, Albritton Williams Construction, 2006-07, \$1.23 million.

Ft. Braden Branch Library, Garrison Design & Construction, 2003-04, \$745,000.

Fleet Management Building, Pro-Steel Building, 2002-03, \$1.4 million.

MEMORANDUM

DATE: March 8, 2007

TO: Parwez Alam, Chair
Anita Favors Thompson, Vice Chair
Sheriff Larry Campbell
Acting Chief John Proctor
Chief Cynthia Dick
Chief Tom Quillin

FROM: Alan Rosenzweig, Assistant County Administrator

SUBJECT: Recommended Funding Source for Joint Dispatch Operation

The joint dispatch operation has a capital project and operational funding requirement. In addition, the entire radio communications system is currently being bid. The total cost of both the radio system and new facility could exceed \$50 million.

The creation of a Municipal Services Taxing Unit (MSTU) for Joint Dispatch will provide an ongoing and consistent revenue stream for this critical operation. Through an MSTU all citizens would be required to pay the same rate to support the operation. Alternatively, if each government provided funding there would have to be some basis for allocation; this alone could become an extremely difficult task. In addition, if the County determined that the use of countywide property taxes was the appropriate mechanism for funding its share of funding then there could be the potential for residents residing in the City limits to be dual taxed for the service.

It is recommended that the MSTU have a maximum millage rate of 1.0 mills. Based on the current taxable value, this would generate \$14.7 million annually. Funds collected would be segregated from any other County revenues through the establishment of a special revenue fund. All receipts and interest would accrue to the special revenue fund. Over a two year period, approximately \$30 million could be generated to offset the cost of the new facility and radio system. 1.0 mill on a \$100,000 equals \$100. It is anticipated that the operating budget will require a millage rate less than the 1.0 mill.

Options:

1. Recommend that the City and County create an MSTU, with a maximum millage rate of 1.0 mills, in order to fund the capital projects and operational needs of the joint dispatch operation.
2. Do not recommend that City and County create an MSTU, with a maximum millage rate of 1.0 mills, in order to fund the capital projects and operational needs of the joint dispatch operation.
3. Board Direction.

Recommendation:

Option #1

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