

REPLACEMENT AGENDA

COMMITTEE OF THE WHOLE WORKSHOP BOARD OF COUNTY COMMISSIONERS

Board Chambers Suite 100 Ernie Lee Magaha Government Building - First Floor 221 Palafox Place

February 6, 2018 9:00 a.m.

Notice: This meeting is televised live on ECTV and recorded for rebroadcast on the same channel. Refer to your cable provider's channel lineup to find ECTV.

1. Call to Order

(PLEASE TURN YOUR CELL PHONE TO THE SILENCE OR OFF SETTING.)

- 2. Was the meeting properly advertised?
- Pensacola Remote Area Medical Clinic (JoAnn Vanfleteren - 15 min)
 A. Board Discussion
 B. Board Direction
- 4. <u>Progress Update on the New Correctional Facility</u> (Tim Gibson/Amy Lovoy - 20 min)
 A. Board Discussion
 B. Board Direction
- 5. <u>Temporary Concrete Crushing Permit</u> (Amy Lovoy - 30 min)
 A. Board Discussion
 B. Board Direction

- 6. <u>Mid-Town Commerce Park Development Will Be Discussed at 10:00 a.m.</u> (Amy Lovoy - 30 min)
 A. Board Discussion
 - B. Board Direction
- 7. <u>Triumph Update</u> (Chips Kirschenfeld - 15 min)
 A. Board Discussion
 B. Board Direction
- 8. <u>Code Enforcement Reimbursement Update</u> (Timothy Day - 10 min)
 A. Board Discussion
 B. Board Direction
- 9. <u>Medical Examiners Commission Recommendation for Reappointment,</u> <u>District 1 Medical Examiner, Dr. Andrea N. Minyard</u> (Alison Rogers - 5 min)
 A. Board Discussion
 B. Board Direction
- 10. <u>PACE Financing, Ygrene Energy Fund</u> (Terrance Freeman - 15 min)
 A. Board Discussion
 B. Board Direction
- <u>Employee Survey</u> (Jack Brown - 15 min)
 A. Board Discussion
 B. Board Direction
- 12. Adjourn

Committee of the Whole

Meeting Date: 02/06/2018

Issue: Pensacola Remote Area Medical Clinic

From: Jack Brown, County Administrator

Information

Recommendation:

Pensacola Remote Area Medical Clinic (JoAnn Vanfleteren - 15 min) A. Board Discussion B. Board Direction

Attachments

No file(s) attached.

Committee of the Whole

Meeting Date: 02/06/2018

Issue: Progress Update on the New Correctional Facility

From: Robert Dye, Division Manager

Information

Recommendation:

Progress Update on the New Correctional Facility (Tim Gibson/Amy Lovoy - 20 min) A. Board Discussion B. Board Direction

Attachments

<u>Key Points</u> <u>Overall design plan</u> <u>Notice to proceed</u> <u>Supplemental Instructions-1</u> <u>Supplemental Instructions-2</u> <u>DLR Group - Peer Review</u>

New Escambia County Correctional Facility

Progress update

Tim Gibson – DLR Group

Key Points

- Civil design Site review
 - o Overview of Storm Water design
 - o Juvenile Justice Center parking lot redesign
- Design Charrette meetings held on January 10 -12.
- Weekly team briefing conference call Initiated January 23rd
- Commissioning Authority ranking completed by Purchasing/selection committee
- Threshold Inspector ranking completed by Purchasing/selection committee
- Notice to Proceed given to WGI/Caddell (Jan. 26th)
- Supplemental Instructions issued (SI-001 & SI-002)

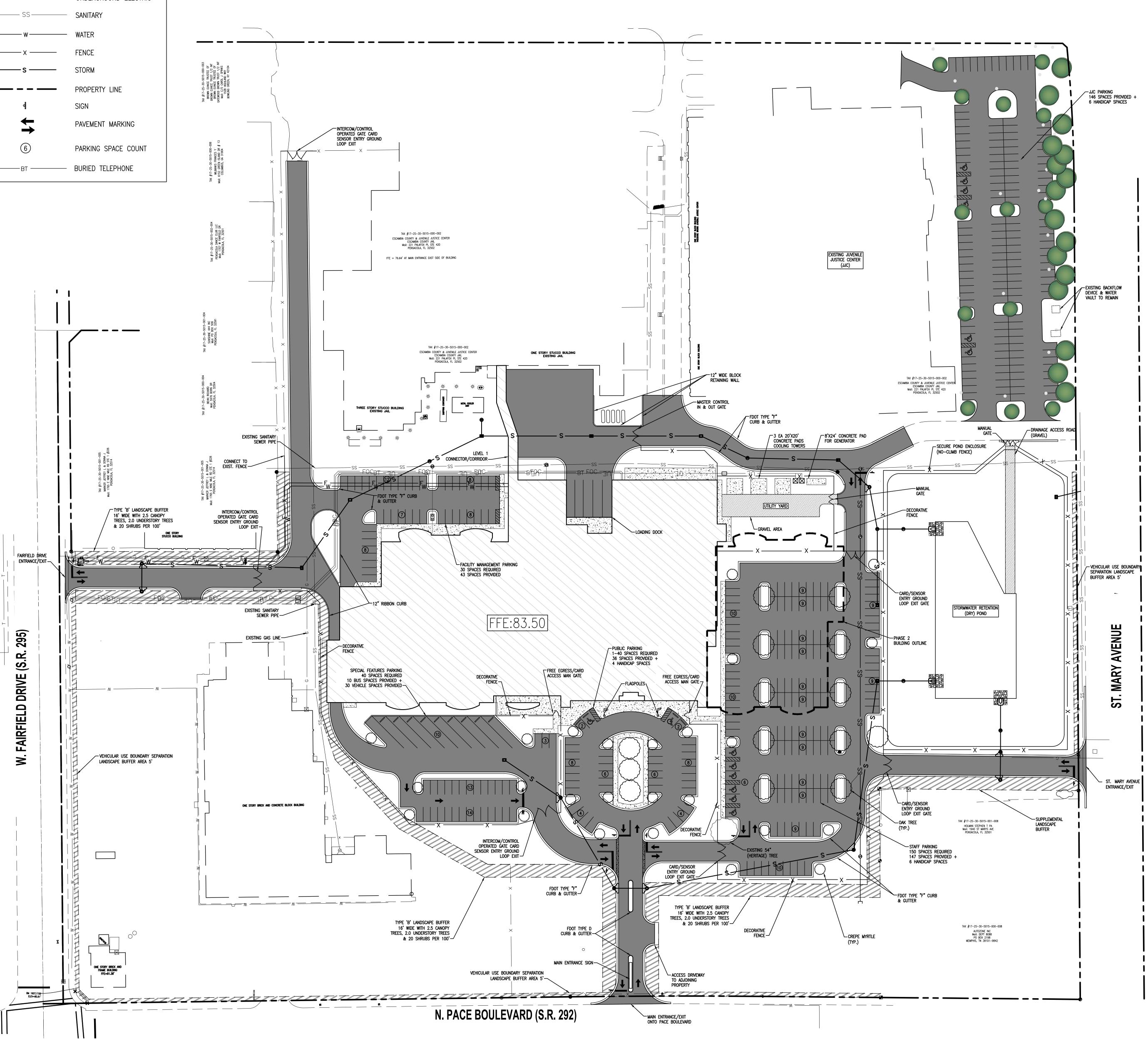
Upcoming activity

- 1. Security boundary discussion with DLR and other interested parties the week of Feb 11
- 2. Kitchen/laundry/commissary discussions with DLR and other interested parties the week of Mar 4
- 3. LEED preliminary review meeting the week of Feb 18.
- 4. MEP preliminary review meeting the week of Feb 18.
- 5. Site/Civil design submittal in mid-late February.
- Schematic design submittal ARCH + STRUC + MEP week of Mar 11.

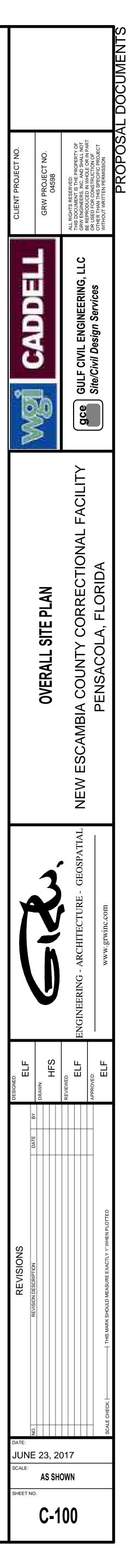
Next progress update - March 8 Committee of the Whole

Questions?

	LEGEND:		
	NEW 2" TYPE SP 12.5 ASPHALT (ALTERNATE PERVIOUS PAVEMENT)	UE	- UNDERGROUND ELECTRIC
4		SS	- SANITARY
	NEW CONCRETE	w	– WATER
	NEW GRAVEL	X	FENCE
	NEW BUILDING	s	STORM
			PROPERTY LINE
\sim		d	SIGN
	TREE	←	PAVEMENT MARKING
FOC	- FIBER OPTIC CABLE	6	PARKING SPACE COUNT
G	- GAS	—————————————————————————————————————	- BURIED TELEPHONE









ESCAMBIA COUNTY, FLORIDA BOARD OF COUNTY COMMISSIONERS

FACILITIES MANAGEMENT DEPARTMENT 100 E. Blount Street Pensacola, FL 32501

Robert E. Dye Interim Director

January 26, 2018

FMA-007

Mr. Dennis Shepard Whitesell-Green/Caddell JV, LLC 3881 North Palafox Street Pensacola, FL 32505

Reference: Design-Build Services for the New Escambia County Correctional Facility (PD 16-17.004)

Subject: Notice to Proceed

Mr. Shepard:

Please consider this letter your "Notice to Proceed" for Design-Build Services for the New Escambia County Correctional Facility (PD 16-17.004). The approved Date of Commencement is January 29, 2018. All the work included in the contract documentation shall be Substantially Complete within eight hundred and fifty (850) calendar days or May 28, 2020. The work shall be fully complete (Final Completion), including all post-job submittals within sixty (60) calendar days from substantial completion or July 28, 2020.

We look forward to working with you on this project. If you have any questions, please feel free to contact me at 850-595-3190.

Sincerely,

CC:

E. Ryl

Robert E. Dye Interim Director

File Purchasing



801 Corporate Drive | Lexington, KY 40503 859.223.3999 | www.grwinc.com

Supplemental Instructions: SI-001 - ATTACHMENT A

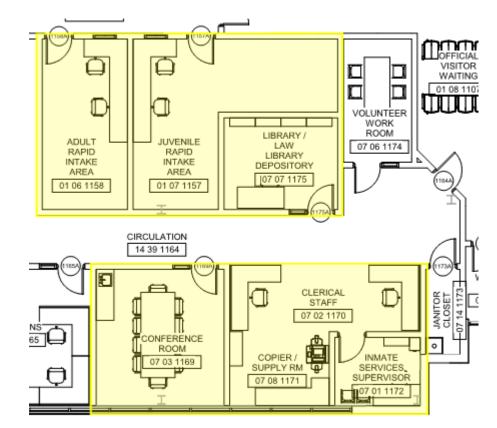
Date: January 24, 2018

Escambia County Corrections - Design Charrette Plan / Area Revisions

I. First Level:

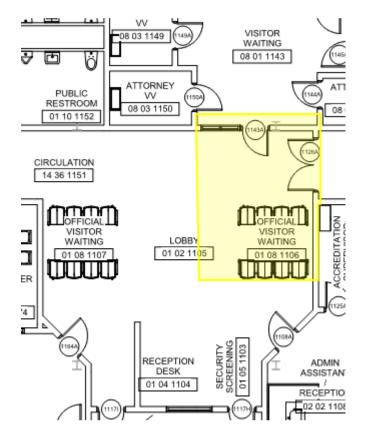
A. Inmate Services & Programs

- 1. Library / Law Library Depository (07 07 1175) Room has been reduced in size and relocated plan south. Total sf is 144.
- 2. Juvenile Rapid Intake Area (01 07 1158) Room has been relocated to existing Adult Rapid Intake Area (01 06 1157) and encompass additional sf from Law Library Reduction. Total sf is 320.
- 3. Adult Rapid Intake Area (01 06 1157) Room had been relocated to existing Juvenile Rapid Intake Area (01 07 1158). Total sf is 200.
- 4. Clerical Staff (07 02 1170) Sf has been increase as requested. Conference Room (07 03 1169) has been reduced in sf to accommodate requested Clerical Staff growth. Total sf is 179.



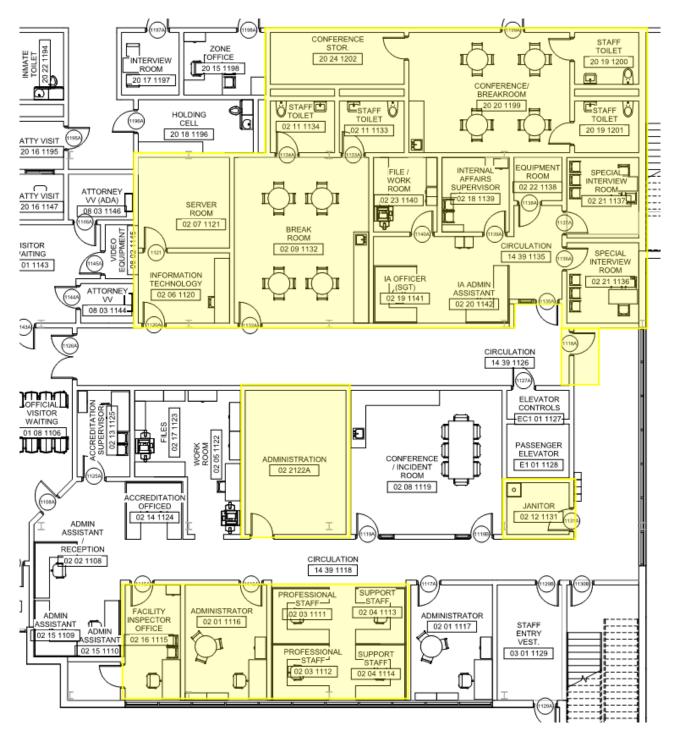
B. Entry Area

 Lobby (01 02 1105) – The Partition wall leading to Circulation (14 39 1126) has been removed. Door 1126A has been relocated to partition off the Lobby. Sidelite windows have been provided between the Lobby and Visitor Waiting (08 01 1143). All revision have been made to accommodate greater visibility and sightlines for the Lobby Staff.



C. Facility Administration

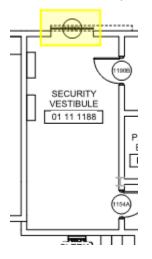
- 1. Professional Staff (02 03 111) Room location has been relocated between the Administrator (02 01 1116/1117) Offices.
- 2. Administrative Room (02 2122A) A New room has been created where Server RM (02 07 1121) and Information Technology (02 06 1120) were previously located. Total sf is 280.
- 3. Janitor Closet (02 12 1131) Relocated to plan south of the Passenger Elevator (E1 01 1128).
- 4. Server RM (02 07 1121) Relocated to plan north side of Circulation Corridor, door entry into Information Technology. Total sf is 159.
- 5. Information Technology (02 06 1120) Relocated to plan north side of Circulation Corridor, door entry into corridor. Total sf is 124.
- 6. Break Room (02 09 1132) Relocated plan west, adjacent to new Server / IT rooms. Relocated associated restrooms (02 11 1133/1134). Total sf is 429.
- 7. Admin Assistant (02 20 1142) Internal Affairs (02 18 1139) Equipment Room (02 22 1138) Special Interview Rooms (02 21 1137/1136) Relocate to Plan East.
- 8. Provide New swing door (1118A) between Circulation (14 39 1126) and Circulation (14 39 1118) to provide security barrier between building entrance and private Administrative Staff area.
- Staff Toilets (20 19 1200/1201 and 02 09 1133/1134) Relocate off of Conference Room / Breakrooms (20 20 1199 and 02 09 1132).



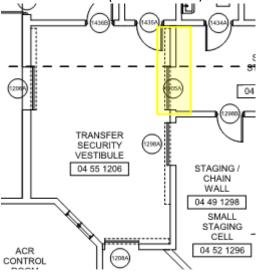
10. Conference Storage (20 24 1202) – New area to support Conference / Breakroom (20 20 1199). Total sf is 133.

D. Doors Revisions:

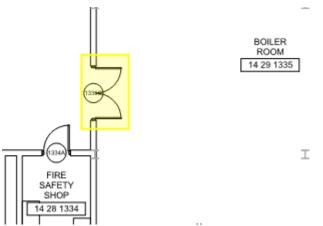
1. 1188A – Door to revised to 60" Slider (To-Security Vestibule / From-Circulation)



2. 1205A – Door to revised to 60" Slider (To-Circulation / From-Transfer Security Vestibule)

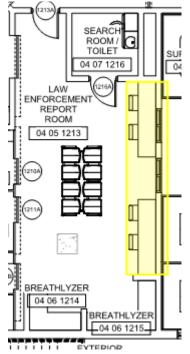


 1335C – Door to be revised to a Double Door leading to/from the Central Plant Mechanical room. Final location to be coordinated with Owner and Layout. (To-Boiler Room / From-Maintenance Shops)



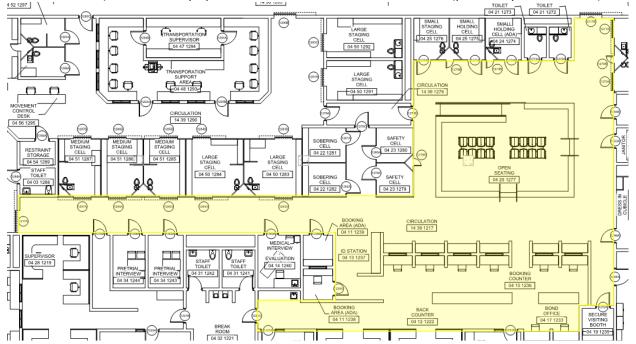
E. Casework:

 Law Enforcement Report Room (04 05 1213) to be provided with counter seating for 4 (previously shown as 6). Counter to be broken to allow for direct access to a single paper pass window. Existing viewing window to be maintained.



F. <u>Ceiling Height:</u>

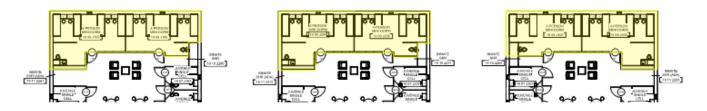
1. The Ceiling height in the Circulation (14 39 1217) / Open Seating (04 20 1277) / Booking (04 10 1236) and accessory open office areas has been reduced to 10' (previously shown as 12').

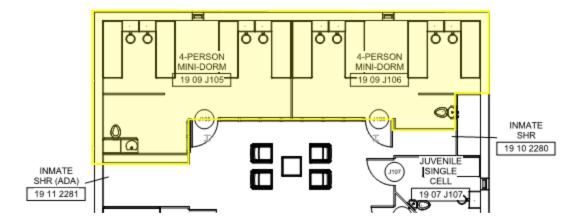


II. Second Level:

A. Juvenile Program

 Juvenile 4 Person Mini-Dorms (19 09 J105/106/205/206/305/306) – Bunks and furniture to be reconfigured along the Plan North wall, maintaining ADA compliance. Kneewall (42" high) to be provided between Restroom area and dorm. North / South aligned wall between dorm and restroom to be removed. Combination Water Closet / Lavatory unit in non-ADA dorm to be flush to allow for chase access. Sidelite windows into dayrooms to be provided for clear vision.



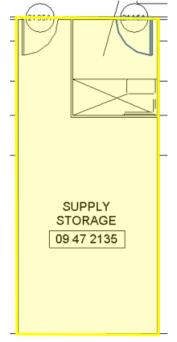


B. Medical Health Services – Impatient Infirmary

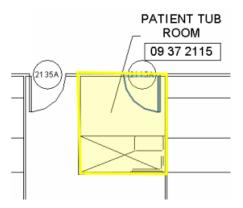
1. Outdoor Courtyard (09 39 2109) – The Water Closet / Lavatory combo and associated Chase has been removed.



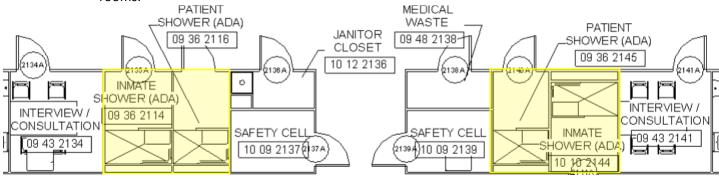
2. Supply Storage (09 47 2135) – Storage Rooms 2135 and 2140 have been consolidated to one room, plan south. Total sf is 244.



3. Patient Tub (09 37 2115) – Tub room has been relocated to provide greater security and access.

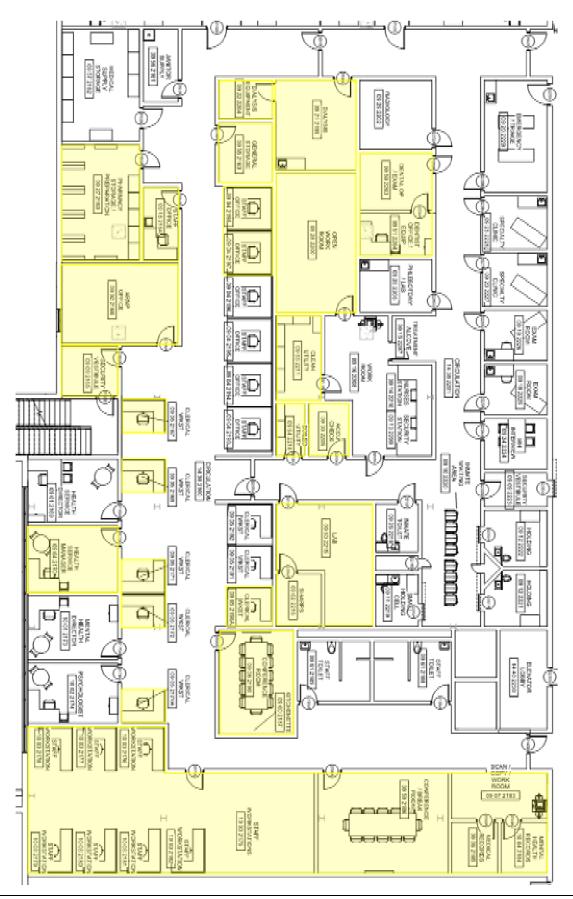


 Patient Showers (09 36 2114/2116/2144/2145) – Shower rooms have been relocated to the central circulation core, three facing general inmate rooms and one ADA facing the suicide watch rooms.



C. Medical Health Services – Mental Health and Health Services Administration

- 1. Medical and Mental Health Records (09 06 2185 / 10 04 2184) Relocate plan north along corridor.
- 2. Meeting / Conference (09 59 2186) Reduce size of room. Total sf is 412.
- 3. Staff Workstations (10 03 2175-2182) Increase size to encompass existing Mental / Medical Records area. Total sf is 1110.
- 4. Health Services Manager Conference / Breakroom (09 08 2170) to become the Health Services Manager office (09 64 2170). Total sf is 190.
- Clerical Workstation (09 05 2167/2168/2171/2174A) Five total Clerical workstations have been provided for, located directly adjacent to each Director / Doctor Office. Previously four total in the concept plan.
- 6. Staff Office (09 04 2193-98) Six total Staff Office workstations have been provided for, located centrally to Staff circulation. Previously four total in the concept plan. Total sf is 384.
- 7. Clerical Workstation (09 05 2190A/2191/2192) Three total workstations have been provided for, located centrally to staff circulation. Previously two total in the concept plan. Total sf is 174.
- 8. ARNP Office (09 02 2166) Supervising Nurse (09 03 2165) and Doctor Office (09 02 2166) have been consolidated into one open office. Total sf is 291.
- 9. Pharmacy Storage / Preparation (09 27 2200) Relocated plan south and reduced area, per plan. Total sf is 282.
- 10. Staff Office (09 18 2212) Relocated plan south, adjacent to Pharmacy Storage. Total sf is 80.
- 11. Clean Utility (09 53 2197) Relocated per plan. Total sf is 120.
- 12. Soiled Utility (09 54 2918) Relocated and area reduced, per plan. Total sf is 47.
- 13. Janitor Closet (09 31 2214) Program space has been removed.
- 14. ACCU Check (09 30 2205) Relocated per plan. Total sf is 67.
- 15. Pantry (09 32 2213) Program space has been removed.
- 16. Carts (09 28 2199) Program space has been removed. Carts function has been accounted for in Staff Workstations.
- 17. Open Work Room (09 28 2200) New Program space developed. Located in previous Pharmacy Storage / Preparation room. Total sf is 350.
- 18. Dialysis (09 21 2203) and Dialysis Equipment (09 22 2204) Rooms relocated to plan west to allow for relocation of Dental Suite.
- 19. Dental OP / Exam (09 50 2215) Room has been relocated to existing Dialysis Suite. Room area has been reduced based on the need for only one dental chair. Total sf is 129.
- 20. Dental Office / Equipment (09 51 2217) Consolidate existing Dental Equipment and Office space. Locate adjacent to the Dental OP / Exam. Total sf is 96.
- 21. General Storage (09 55 2163) Relocated plan north, area reduced. Total sf is 101.
- 22. Lab (09 63 2215) New program area has been provided where the Dental suite currently exists. Total sf is 286.
- 23. Sharps (09 00 0003) New program area has been provided where the Dental suite currently exists. Total sf is 75.
- 24. Breakroom (09 08 2190) Kitchenette (09 60 2187) Consolidation of spaces into one area for staff use. Located where the conference and break room currently exists. Total sf is 245.

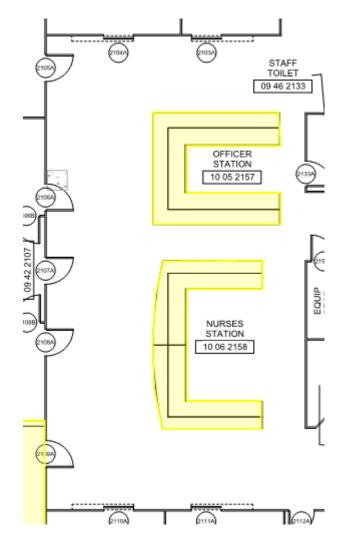


D. Doors Revisions:

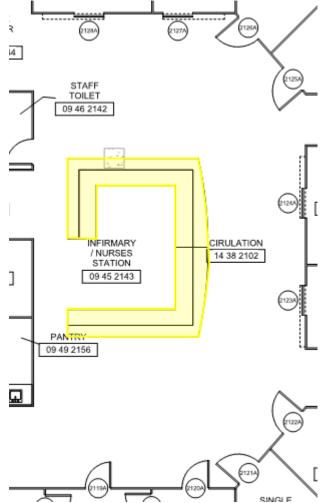
1. 2102A/2102D/2126A/2125A/2124A/2123A/2122A/2121A/2162A/2229A – Doors to be 42" Min clear. Revisions made.

E. Casework:

- 1. Officer Station (10 05 2157) Configuration of the station shall be provided in a "U" shape w/ High-Low Counters to maintain privacy and security. See plan for layout.
- 2. Nurses Station (10 06 2158) Configuration of the station shall be provided in a "U" shape w/ High-Low Counters to maintain patient privacy and security. See plan for layout.

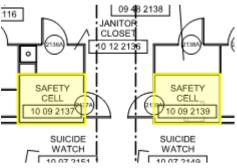


 Nurses Station (09 45 2143) – Configuration of the station shall be provided in a "U" shape w/ High-Low Counters to maintain patient privacy and security. The rear of the station shall be return to provide additional security from the Suicide Watch Corridor. See plan for layout.



F. Equipment:

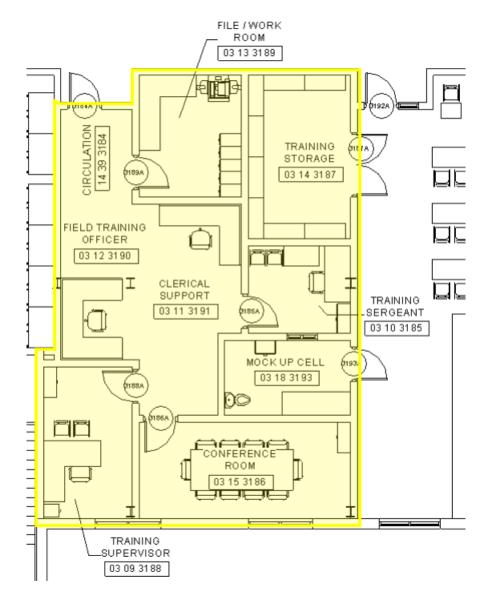
1. Safety Cells (10 09 2137/2139) – Wall and Floor padding is NOT to be provided and is NOT desired by the Owner.



III. Third Level:

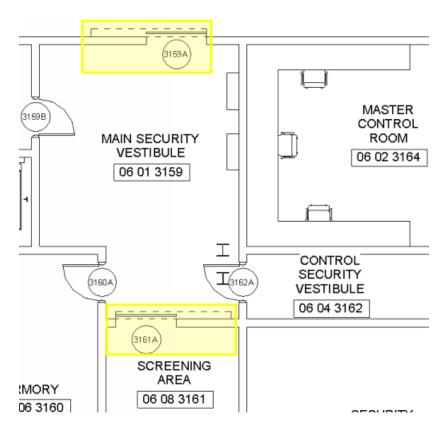
A. Staff Training Suite:

- 1. Mockup Cell (03 18 3193) Cell has been revised to provide an exact match to the Double Bunk Cell for training.
- 2. Training Storage (03 14 3187) Room has been increased and provided with a double door leading from room to Force on Force Training (03 20 3192). Total sf is 160.
- 3. Conference Room (03 15 3186) Room has been rotated to take advantage of natural light and accommodate the Mockup Cell.
- 4. Training Supervisor (03 09 3188) and Training Sergeant (03 10 3185) Rooms have been relocated to plan south adjacent to the Conference room.
- 5. File / Work Room (03 13 3189) Room has been relocated near the entrance to the suite so offices can take advantage of natural light.



B. Doors Revisions:

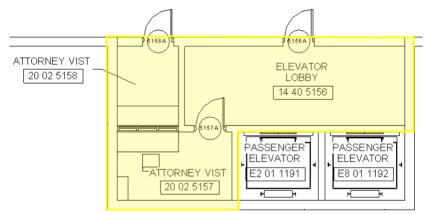
- 1. 3159A Door to revised to 60" Slider (To-Circulation / From-Main Security Vestibule)
- 2. 3161A Door to revised to 60" Slider (To-Screening Area / From-Main Security Vestibule)



IV. Fourth Level:

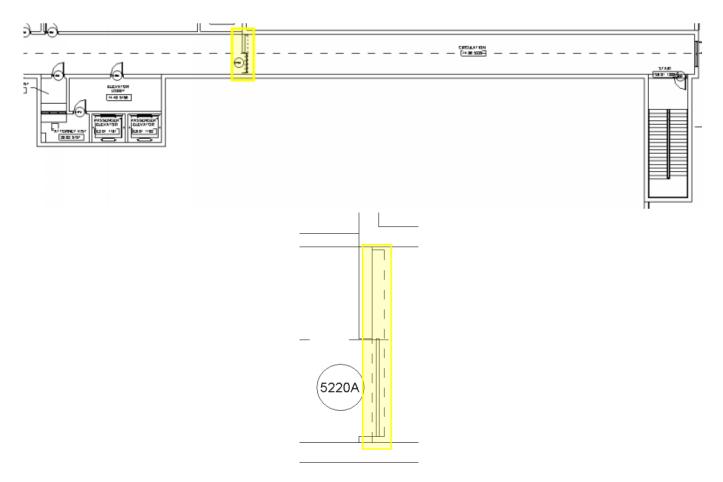
A. Elevator Lobby Suite:

1. Attorney Visit (20 02 5157/5158) – Mirror space to the other side of the Elevator Lobby to match the Third Level.



B. Doors Revisions:

1. Provide 60" Slider in Circulation Corridor (14 36 5140) to create a security Vestibule. Align with Elevator Control Room wall.





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Supplemental Instructions: SI-002 – ATTACHMENT A

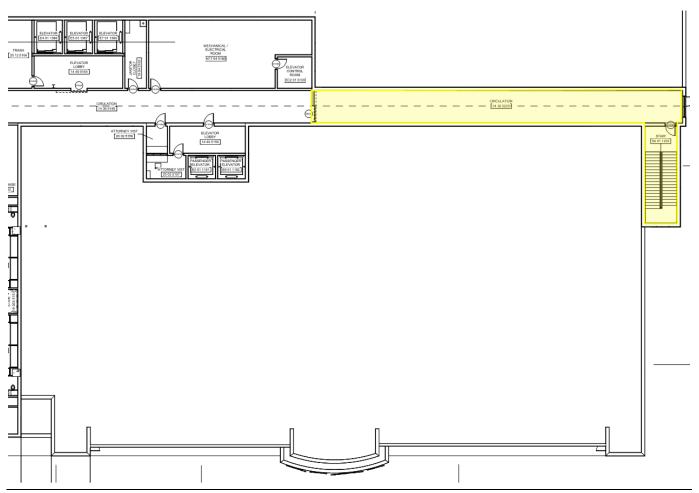
Date: January 24, 2018

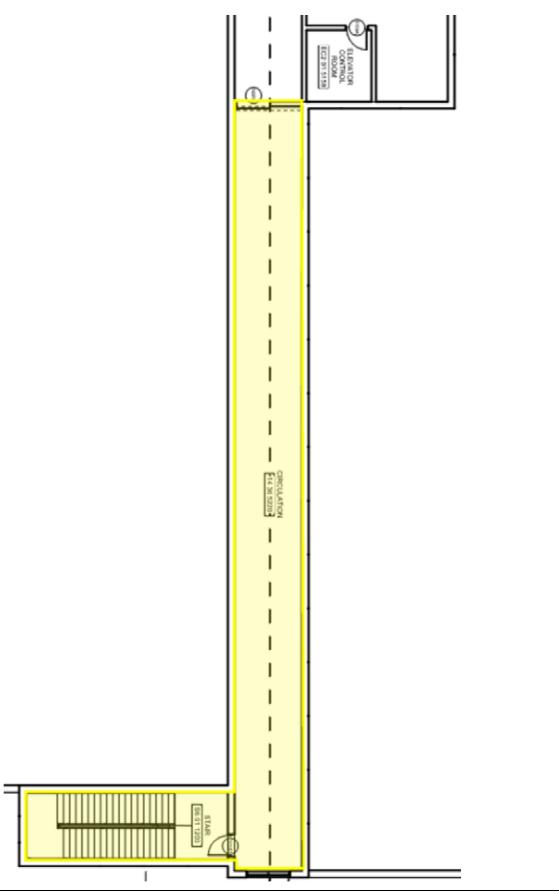
Escambia County Corrections – Fourth Floor Circulation Corridor Revisions

I. Fourth Level Corridor:

- A. Circulation Corridor (14 36 5140) has been extended to the Plan East end of the facility to accommodate future building expansion.
 - a. The Corridor extension has been identified as Circulation Corridor (14 36 5220)
 - b. Former corridor shown extending out to Plan South face of facility has been eliminated.
- B. Stairwell (S6 01 1203) has been extended from the Third Level up to the Fourth Level to accommodate building egress.
 - a. The Stairwell Extension has been identified as Stair (S6 01 1203)
 - b. Stairwell at Plan Sough face of the facility no longer extends to Fourth Level.

*Areas of revision are highlighted below







Goodwyn Mills Cawood

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www.gmcnetwork.com

February 1, 2018

Mr. George C. Bush Division Manager Design and Construction Administration Team Escambia County Facilities Management 100 East Blount Street Pensacola, Florida 32501

RE: ESCAMBIA COUNTY CORRECTIONAL FACILITY

Goodwyn Mills and Cawood (GMC) sincerely appreciate the opportunity to present this review of the Design Criteria Package for the New Escambia County Jail to be located in Pensacola, Florida.

PROJECT SCOPE:

The Architectural/ Engineering firm was asked to review the Design Criteria Package (DCP) that was used by the DB firms in preparing their proposal for design and construction documents. In comparing DLR's contractual requirements (see attached Exhibit A from DLR's contract) to the Design Criteria Package provided by DLR to the DB firms, GMC offers the following:

1. The adequacy of the design for the proposed project.

- a. Executive Summary This document provided a broad general description of the project along with modular drawings of how the building would be constructed on the site. It also included a Hazardous Material Analysis for existing buildings that were to be demolished since the McDonald Property was selected in lieu of one of the original sites.
- Project Conceptual Drawings The Design Criteria Package drawings were effective in conveying the design, flow, and daily operational requirements for the facility. DLR relayed the overall design intent by providing the following :
 - i. Layout and grading of project site.
 - ii. Proposed utility access for project.
 - iii. Orientation of building on site.
 - iv. Operational flow and access to facility.
 - v. Building floor plans showing overall flow and operational layout.
 - vi. Enlarged floor plans including room identification.
 - vii. Security envelope layout.
 - viii. Separation of inmates from general public.
 - ix. Security Electronic drawings showing components on the exterior as well as the interior of the building for monitoring inmate activities.
- c. Project Specifications The specifications issued by DLR provided the basic outline for contractual, procedural, and design criteria on the project. It dealt with contractual requirements along with performance criteria. The following is a basic summary of what the specifications covered:
 - i. 1.01 Division 00 Procurement and Contracting Requirements This division covered proposal, contractual, bond, and insurance requirements on the project. Typical pre-construction documents you would see on most projects.
 - ii. 1.02 Division 01 General Requirements

GMC

This division covered the summary of the work along with all procedural requirements on the project including, but not limited to, applications for payment, substitution requests, design services, allowances, schedule requirements, closeout requirements and so on.

- iii. 1.03 DC Design Criteria
- iv. This division covered design criteria for the majority of the systems/components to be used in construction of the facility. Although no specific on exact components to be used, it gave acceptable products that could be used. It indicated performance requirements, health and safety criteria, warranty requirements, etc.
- d. Project Narratives The Narratives provided by DLR expounded upon the design intent for the project and covered requirements not shown on the drawings. These Narratives helped the DB firms get a complete picture of the facility to be constructed. They included complete and detailed descriptions of the following project requirements:
 - i. Civil Engineering
 - ii. Structural
 - iii. Architectural
 - iv. Electrical
 - v. Mechanical, Plumbing and Fire
 - vi. Food Service
 - vii. Security and Door Controls
 - viii. Electronic Communications
 - ix. Fire Alarm
 - x. Security Detention
 - xi. Security Envelopes
 - xii. Landscaping
 - xiii. Requirements by Escambia County Facilities Department
- e. Facility Program –This program was created through interactive work sessions with Escambia Department of Corrections and Facilities Management. This document provided a written description of how the facility would be laid out and how it would function based on component areas. It started with general project information then defined the components of the building for each area of the facility. It included consideration for items such as Facility Administration, Staff Services and Training, Inmate Services and Programs Health and Mental Services and so forth. It gave more specific information on the areas shown on the Conceptual Drawings in relationship to how the facility should operate.
- f. Room Data Sheets These documents took the overall design criteria as set forth in the project drawings, narratives, and facility program and narrowed down the requirements room by room. It indicated the function of each room and gave more detailed information on what would be required (MEP, finishes, security elements, etc.) in each room.
- g. Document Clarification Requests As the DB firms prepared to submit their proposals, there were questions that arose as would be expected. Looking at the Document Clarification Request Log, DLR was responsive in answering questions that arose from the DB firms. They did so in a timely manner as the majority of the questions were answered in 8 days or less. The exception to this were the questions answered in Addendum 15, but this Addendum was sent out with enough time remaining before proposals were due for the DB firms to incorporate them into their proposals.
- h. In review of the Agreement Between Escambia County and DLR Group, Inc., Paragraph 3.4 states, "The Consultant shall accomplish the design services required under this Agreement so as to permit the award of a contract at a price that does not exceed the estimated construction contract price as set forth in paragraph (b) below." Paragraph (b) indicated the estimated construction cost was to be between \$115,000,000 and \$150,000,000. Both DB proposals came in well under the \$150,000,000 cap.



ALL OF THE DOCUMENTS LISTED ABOVE NARROWED DOWN THE DESIGN CRITERIA PACKAGE FROM ITS BROADEST FORM TO INDIVIDUAL ROOM REQUIREMENTS. THE CONTRACT BETWEEN ESCAMBIA COUNTY AND DLR WAS NOT FOR DLR TO DESIGN THE BUILDING, BUT TO PROVIDE ENOUGH DIRECTION FOR THE DB FIRMS TO COME UP WITH A PROPOSED COST TO DESIGN AND BUILD THE FACILITY WITHIN THE ALOTTED BUDGET. WITH ALL OF THE ABOVE INFORMATION TAKEN INTO CONSIDERATION AND THE FACT THAT BOTH PROPOSALS CAME IN UNDER BUDGET, IT IS GMC'S OPINION THE DESIGN OF THE PROJECT WAS ADEQUATE IN ALL ASPECTS.

- 2. The degree of completeness of the Design Criteria Package.
 - a. Based on review of Exhibit A of the DCP contract and the Design Criteria Package, all phases and tasks of each phase are complete. GMC has come to this conclusion based on the following:
 - i. Minimal DBE questions for scope and scale of project.
 - ii. The design criteria package and drawings are coordinated and consistent.
 - iii. Design Narratives appear to be complete and thorough.
 - iv. Both proposals came in under the \$134,000,000 budget amount.
 - v. The proposals prices were less than 1% apart.
 - b. In reviewing the contract documents for the Design Criteria Package, we felt it would be beneficial to contact the DB firm that was awarded the project to get their assessment of the degree of completeness of the DCP. Their proposal was based solely on the information provided by DLR in the DCP. We spoke with Mike Dean, Director of Preconstruction & VDC, for Caddell Construction Co. He felt the DCP was complete based on the fact that they looked for, and found, the following in the DCP:
 - i. Completed logical floor plans
 - ii. Specific requests regarding the specifications
 - iii. Room data sheets detailing components and requirements for each room
 - iv. The documents conveyed an appropriate level of latitude in design
 - c. Mike Dean went on to explain that when the proposals were submitted in June, there were very few questions from DLR concerning DB proposal. He feels this is further evidence that the DCP was complete due to the fact that Caddell was able to provide a clearly defined proposal based on the documents provided by DLR.

GMC SEES THE DB FIRMS PROPOSAL PRICES AS THE MOST EVIDENT REASON THAT THE DESIGN CRITERIA PACKAGE WAS COMPLETE AND THOROUGH IN ALL ASPECTS. FOR BOTH PROPOSALS TO BE UNDER BUDGET AND WITHIN LESS THAN 1% OF EACH OTHER, THERE WERE OBVISOULY NOT MANY, IF ANY, AMBIGUITIES IN THE PACKAGE. SCOPE GAPS IN THE PACKAGE WERE CLARIFIED PRIOR TO THE PROPOSAL DUE DATE WHICH PROVIDED A COMPLETE DESCRIPTION OF WHAT WAS EXPECTED FROM THE DB FIRMS. THIS ALONG WITH THE REASONS LISTED IN PART 1 OF THIS REVIEW INDICATE THAT THE DESIGN CRITERIA PACKAGE WAS CONCISE AND COORDINATED.

- 3. Review of the Design Criteria Professionals pay schedule vs. the agreed upon task list.
 - a. We have reviewed the DCP pay schedule vs. the agreed upon task list. The DCP total fee (\$3,999,280.00) including reimbursable expenses represents 3.051% of construction budget of \$134,000,000 which seems reasonable considering the agreed upon task list and industry standards for a project of this scale, scope and complexity.
- 4. Review of the Phase 6 pay schedule for the design criteria professional.
 - a. Based on the overall contract value for Phase 6, the values indicated are consistent with industry standards. The tasks included in Phase 6 are as follows:
 - i. Attend monthly OAC Meetings
 - ii. Review of construction documentation development.
 - iii. Provide Supplemental Information/Review Requests for Substitution.
 - iv. Participate in local agency reviews.



- v. Assist Owner in direct purchases.
- vi. Review pay applications.
- vii. Review submittals to County.
- viii. Provide full time onsite representative.
- ix. RFI clarifications and responses
- x. Review Change Order Requests and make recommendations to County.
- xi. Supply Weekly Field Reports to County.
- xii. Photographic documentation of project progress.
- xiii. Punch List reviews.
- xiv. Substantial Completion review.
- xv. Final Completion review.
- xvi. Review close-out documents.

THE SCOPE OF SERVICES INDICATED ABOVE WILL INCLUDE TRAVEL, ROOM AND BOARD, PER DIEM, FULL TIME ONSITE REPRESENTATION, AND REVIEW OF DOCUMENTATION BY MULTIPLE DISCIPLINES TO ACCOMPLISH. THE MANPOWER REQUIRED TO REVIEW SUBMITTALS, RFIS, PAY APPLICATIONS, CHANGE ORDER REQUESTS, PUNCH LISTS, SUBSTANTIAL AND FINAL COMPLETIONS, AND REVIEW OF CLOSE-OUT DOCUMENTS WILL BE QUITE SUBSTANTIAL. GMC FEELS THAT THE PRICE FOR THESE SERVICES IS ACCEPTABLE.

This review is based on the following documents supplied by Escambia County to GMC:

- a. DLR Design Criteria Package
 - i. Section 1 Executive Summary
 - ii. Section 2A Conceptual Drawings
 - iii. Section 2B Narratives
 - iv. Section 2C Specifications
 - v. Section 2D Facility Program
 - vi. Section 2E Room Data Sheets
 - vii. Section 3 Additional Information
- b. Addendum 1-15
- c. Document Clarification Log
- d. DLR Contract and Task List
- e. Top Survey
- f. Request for Proposal
- g. Topographical Survey
- h. DLR Billing Schedule

Sincerely, GOODWYN, MILLS & CAWOOD, INC

Maller

Jim Walker, AIA Sr. Vice President of Architecture

Committee of the Whole

Meeting Date: 02/06/2018

Issue: Temporary Concrete Crushing Permit

From: Amy Lovoy, Assistant County Administrator

Information

Recommendation:

Temporary Concrete Crushing Permit (Amy Lovoy - 30 min) A. Board Discussion B. Board Direction

Attachments

Temporary Concrete Crushing Permit

Temporary Concrete Crushing Permit

Temporary Permit Requirements

- In order to crush concrete a permit shall be required in advance of the proposed activity.
- Sites that accumulate stockpiled concrete (et al) over time shall be eligible for temporary concrete crushing permits.
- Materials crushed must originate on the site where the temporary crushing activity will occur.
 - The County may waive this requirement if there is a written determination by the County finding that it is to the public benefit to transport concrete material to a location off-site for crushing.
 - Stacked or stored concrete (et al) which originated offsite and have been stockpiled on a parcel prior to the enactment of this Article will be eligible for a temporary crushing permit.

2

 Permit would not grant land use approval for storage of recycled material

Temporary Permit Requirements

- Permit shall be valid for 5 to 7 days.
 - No more than 2 temporary concrete crushing permits may be issued for the same parcel within a 12 month period.
- An active demolition permit on any site will authorize temporary crushing activities as part of the demolition.
 - All crushed materials must originate on the demolition site and must be removed no later than the date of the demolition permit expiration

3

- The County must be notified prior to commencement of crushing activities.
- The applicant must allow the County reasonable access to the site and the placement of air monitoring equipment on the site during any crushing activity.
- All crushing activities must cease upon any exceedances of air quality standards, noise standards or other non-compliance.

Temporary Permit Application Requirements

- A temporary crushing permit application must include the following:
 - Anticipated dates and times of all crushing activities
 - Approval from the County of all dates and times of the crushing activities
 - Name, address and telephone number of the agent responsible for the crushing activities
 - Acknowledgement that the agent must be available on a 24 hour basis while the active crushing is occurring.

Public Notification Requirements

- A temporary 3'x 4' sign indicating the name, address and telephone number of the party conducting the crushing activity must be placed within 10' of the public right-ofway on all roadways adjacent to the project site.
- The applicant must provide an affidavit certifying tonnage amount of all processed and recycled materials to the County upon completion of the crushing activity.

Committee of the Whole

Meeting Date: 02/06/2018

Issue: Mid-Town Commerce Park Development

From: Amy Lovoy, Assistant County Administrator

Information

Recommendation:

Mid-Town Commerce Park Development - Will Be Discussed at 10:00 a.m.

(Amy Lovoy - 30 min)

A. Board Discussion

B. Board Direction

Attachments

Mid-Town Commerce Park

Mid-Town Commerce Park

Development

1

Update

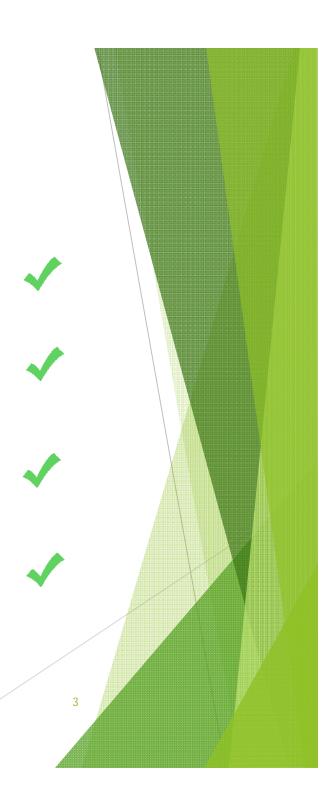
- The Agreement between the County and FDEP has been executed requiring the County to assume the operations and maintenance of all federally acquired parcels upon taking ownership.
- ▶ The County accepted the deed to the federally owned parcels on February 1, 2018.
- The recommendation to re-take ownership of the City owned parcel on the site will come before the Board either at the last meeting in February or the first meeting in March.
- ▶ The City is beginning the process of restricting their jurisdictional boundaries.
- A urban planning class taught by Dr. Kwame Owusu-Daaku at the University of West Florida has agreed to assist the County making the Escambia Treating Site their semesterlong project.

2

- ▶ History and Current Conditions
- Current Stakeholder Mapping and Engagement
- Best Practices
- Options and Feasibility
- Potential Investor Mapping and Engagement
- Design Considerations

Current Master Plan's Recommendations

- Resolve the political jurisdictional issues relating to the overlap of City of Pensacola and Escambia County as it relates to permitting, zoning, economic development, incentives, etc.
- Research the various permitting, concurrency and Development of Regional Impact issues relating to the redevelopment of the Palafox Commerce Park and resolve those issues upfront in order to facilitate the redevelopment of the park.
- Continue to coordinate closely with EPA on the remedy selection and implementation of the ETC site to assure the cleanup operations, schedules and results meet the redevelopment criteria established for this project.
- Further explore and address the environmental liability relief mechanism such as prospective purchaser agreements and state Brownfields designation available to address both the federal and state liability obligations resulting from the ETC onsite soil and groundwater contamination and off-site groundwater contamination plume. Issues such as liability release for subsequent owners and reopeners should be evaluated.



Current Master Plan's Recommendations

- Develop a plan that addresses flow of ownership as it relates to the ultimate objective of public vs. private sector development of the ECT site.
- Adopt the special zoning for the ETC site and verify that the cleanup levels and land use restrictions to be imposed by EPA and FDEP are compatible with the proposed zoning and development.
- Develop a marketing and economic development plan that details the types of economic and incentives available for potential developers or end users
- Further evaluate the establishment of an Eco-Industrial Park and the integration of green design and building techniques into the permitted uses, site and building requirements, construction, landscaping, performance standards, etc.
- Ensure that established community involvement program remains an integral part of the redevelopment process.

Board Direction

Master Plan

Acquisition of the tax deed on the Boston property

- ▶ \$10,735.67
- If no one bids on the tax deed, this property will escheat to the County, December 2019.

5

Acquisition of the SCS Florida Investments Property

- Criteria for Development
- Incentives for Development

Committee of the Whole

Meeting Date:02/06/2018Issue:Triumph Update - February 2018From:Chips Kirschenfeld, Director

Information

Recommendation:

<u>Triumph Update</u> (Chips Kirschenfeld - 15 min) A. Board Discussion B. Board Direction

Attachments

Triumph Update-02062018





Triumph Update

Committee of the Whole February 6, 2018





- January 29th Board Meeting
 - Ben Lee of Lynn Haven joins Triumph Board replacing Bob Bonezzi
 - Dr. Rick Harper & Ms. Cori Henderson join Triumph staff
- Triumph staff reviewed all Pre-Applications
 - Assessed based on meeting Triumph eligible activities such as public infrastructure
- 116 Pre-Applications submitted to Triumph by November 15th
 - 92 Pre-Applications deemed eligible
 - 24 Pre-Applications deemed ineligible



................

Where We Are

- Escambia County's projects were deemed eligible
 - Downtown Sports Complex
 - Beulah Interchange Connector
 - OLF8/OLFX Land Swap
- BCC supported projects were also deemed eligible
 - CDOT Marine Research Center at Port of Pensacola
 - Escambia County School Board Workforce Development Program
 - UWF Innovation Network Project at Downtown Technology Park
 - The Bluffs Corridor-Beck's Lake Road
- Notification Letters with comments/guidance and/or invitation to submit Full Application will be sent to all pre-applicants



...............

Factors to Consider

- Full Application deadline has not been announced
- Projects will be evaluated using Regional Economic Models Inc (REMI) software
 - Projects should "improve assets and increase jobs in our region"
 - Projects should "maximize economic opportunity/activity"
 - Staff is working with Triumph to determine what input data is needed
- Triumph Counsel has requested clarification on Triumph legislation from Speaker of the House and Senate President
 - Can Triumph funding be awarded to a private corporation or entity, whether profit or non-profit?
 - Can Triumph funds be awarded to a public entity for the acquisition or construction of improvements which will be located, in-whole or in-part, on privately owned property, whether profit or non-profit?

...............

Board Direction

• Staff Recommendation:

A. Direct staff to develop Full Applications for the Downtown Sports Complex, Beulah Interchange Connector, and OLF8/OLFX Land Swap and assist Escambia County School Board, City of Pensacola, PEDC, and UWF with their Full Applications, as needed.

B. Bring all Full Applications to the BCC for approval before submitting.



Committee of the Whole

Meeting Date: 02/06/2018

Issue: Code Enforcemenet Reimbursement Update

From: Chips Kirschenfeld, Director

Information

Recommendation:

Code Enforcement Reimbursement Update (Timothy Day - 10 min) A. Board Discussion

B. Board Direction

Attachments

Code Enforcement Reimbursement PPT

Code Enforcement Reimbursement Update

Committee of the Whole

February 6, 2018



Background

At its meeting on November 2, 2017, the Board directed staff to take the following actions:

- 1. Proactively provide a \$550 reimbursement to approximately 647 citizens who had paid \$1,100 in administrative costs under a code enforcement special magistrate order; and
- 2. Provide an administrative \$550 credit, upon lien payoff, to approximately 1,311 citizens who had been assessed \$1100 in administrative costs under a code enforcement special magistrate order.

Staff Coordination

- Code Enforcement has coordinated with staff from the Clerk of Court and the County Attorney's Office to finalize the process to implement the Board's direction.
- Reimbursements will be classified into five categories based on the ability to identify those entitled to reimbursement.
- Categories 1 and 2: proactive reimbursement will be made by providing a check directly to the recipient.
- Categories 3 5: to ensure reimbursement is made to the rightful recipients, the county will notify persons who may be rightful recipients and request documentation evidencing the \$1,100 payment.

No change in property ownership since special magistrate order:

- Reimbursement check provided directly to property owner.
- Reimbursement check accompanied by cover letter drafted by legal containing language creating release, waiver, and indemnification obligations upon check endorsement.

Change in property ownership since special magistrate order; lien paid on or around closing date; scanned checks identify party who paid lien:

- Reimbursement check sent to party who paid lien, accompanied by cover letter described for Category 1.
- If closing agent paid lien, reimbursement check sent to closing agent (with appropriate cover letter) with closing agent responsible for proper disbursement pursuant to underlying sales agreement.
- Scanned checks are available for lien payments beginning in 2012.

<u>Change in property ownership since special magistrate order; no scanned</u> <u>checks; no other means to identify party who paid lien</u>:

- In an effort to identify rightful recipients, the county will notify previous and current property owners and any other possible rightful recipients requesting documentation evidencing the \$1,100 payment.
- The county will provide reimbursement to the party providing sufficient evidence to demonstrate that such party made the \$1,100 payment.
- The payment will be accompanied by a waiver/release/indemnification letter similar to the letter described for Category 1 with minor changes to reflect circumstances.

<u>Change in property ownership since special magistrate order; tax deed</u> <u>sale</u>:

- Assessed on a case-by-case basis.
- Clerk's office will determine if rightful recipient can be identified and if so, the proper reimbursement amount (tax deed overbids affect outstanding lien amounts).
- Rightful recipients will receive reimbursement checks accompanied by the letter described for Category 3.

- <u>Change in property ownership since special magistrate</u> <u>order; insufficient information to identify rightful recipient</u>:
 - Community outreach such as press releases, notification on county website, etc.
 - Citizen responses to community outreach addressed on case-by-case basis to determine rightful recipients pursuant to Board direction.
 - Rightful recipients will receive reimbursement checks accompanied by the letter described for Category 3.

Board Direction

- Approve the certification of eligibility for reimbursements without a scanned check
- Authorize staff to utilize outreach measures such as press releases, website advertisement, and / or postcards to make contact with potentially eligible citizens



Committee of the Whole

Meeting Date: 02/06/2018

Issue: Medical Examiners Commission - Recommendation for Reappointment, District 1 Medical Examiner, Dr. Andrea N. Minyard

From: Alison Rogers, County Attorney

Information

Recommendation:

Medical Examiners Commission - Recommendation for Reappointment, District 1 Medical Examiner, Dr. Andrea N. Minyard (Alison Rogers - 5 min) A. Board Discussion B. Board Direction

Attachments

Medical Examiners Commission - Form for Reappointment BCC Resume - March 5, 2009

MEDICAL EXAMINERS COMMISSION

Recommendation for Reappointment

District 1 Medical Examiner

Andrea N. Minyard, M.D.

How do you rate the quality of medical examiner services provided in your district? *Please <u>select one</u> option below and provide comments regarding your selection.*

Favorable

Please give suggestions for improvement. Click here to enter text.

Unfavorable 🛛

Please give reasons for negative response Click here to enter text.

No Opinion

Please explain your response. Click here to enter text.

Completed by:

Signature:			Date: Click here to enter a date.
Name:	Click h	ere to enter text.	
Agency Nai	me:	Click here to enter text.	
Agency Add	dress:	Click here to enter text.	

Return Completed Form to:

Doug Culbertson via Email: dougculbertson@fdle.state.fl.us

Or mail to:

Medical Examiners Commission Florida Department of Law Enforcement Post Office Box 1489 Tallahassee, Florida 32302-1489

Service - Integrity - Respect - Quality

PUBLIC FORUM WORK SESSION AND REGULAR BCC MEETING MINUTES - Continued

CLERK OF COURTS & COMPTROLLER'S REPORT - Continued

- I. <u>CONSENT AGENDA</u> Continued
- 1-5. <u>Approval of Various Consent Agenda Items</u> Continued
 - 5. Continued...
 - D. Report of the February 12, 2009, C/W Workshop Continued

AGENDA NUMBER – Continued

- 18. <u>Medical Examiners Commission Recommendation for Reappointment</u>, <u>District 1 Medical Examiner</u>, Dr. Andrea N. Minyard
 - A. Discussion The C/W discussed the Medical Examiners Commission Recommendation for Reappointment, District 1 Medical Examiner, Dr. Andrea N. Minyard; and
 - B. Board Direction The C/W recommends that the Board approve the reappointment of Dr. Andrea N. Minyard as the District 1 Medical Examiner, and authorize the County Administrator to execute and submit the form (Medical Examiners Commission Recommendation for Reappointment).

Recommended 4-0, with Commissioner Young absent

- 19. <u>Siguenza Cove Dredging</u>
 - A. Discussion The C/W viewed and discussed a PowerPoint Presentation concerning Siguenza Cove Dredging, presented by Joy D. Blackmon, Bureau Chief, Public Works Bureau, and the C/W:
 - (1) Was advised by Ms. Blackmon that Patricia "Trish" Altgilbers had brought to staff's attention that in 2005 the County performed dredging of a canal in Bayou Grande Villas (on July 7, 2005, the Board awarded a Contract, in the amount of \$149,520, to Subaqueous Services for "Bayou Grande Villas Maintenance Dredging");

(Continued on Page 26)

Committee of the Whole

Meeting Date: 02/06/2018

Issue: PACE Financing, Ygrene Energy Fund

From: Chips Kirschenfeld, Director

Information

Recommendation:

PACE Financing, Ygrene Energy Fund (Terrance Freeman - 15 min) A. Board Discussion B. Board Direction

Attachments

PACE Financing

PACE Financing to Accelerate Energy Efficiency and Storm Resiliency in Your City

February 2018

Multi-Provider PACE: How it Works, What's the Status?



WHAT IS PACE? Property Assessed Clean Energy

- One tool among many
- Financing solution requiring use of special assessments (FL: interlocal agreements)
- Financing for *energy efficiency, renewables* and *wind resistance improvements*
- Residential and commercial properties
- Voluntary
- Enables long-term savings for property owners
- Supports local economic development
- Furthers regional energy and resiliency goals



PACE IN US & FLORIDA



160,000+ PROJECTS Complete to Date

37,000+ JOBS Created \$4Billion+ IN FINANCINGS (\$3.5 Residential) to Date

Florida Counties & Cities Currently Participating in PACE

County	Cities or Counties		
Alachua County	All		
Brevard County	Satelite Beach & Cape Canaveral		
Broward County	All		
Charlotte County	All		
Clay County	All		
Collier County	Unincorporated Areas Only		
Escambia County	All (Commercial PACE Only)		
Flagler County	All		
Gadsden County	All (Commercial PACE Only)		
Gulf County	All		
Hernando County	All		
Hillsborough County	Unincorporated Areas Only		
Holmes County	All		
Indian River County	City of Fellsmere		
Jackson County	All		
Jefferson County	All		
Leon County	All		
Levy County	Unincorporated Areas, The City of Williston and the Town of Inglis		
Manatee County	All		
Marion County	All		
Miami-Dade County	27 of 34 incorporated Cities & all unincorporated Areas		
Nassau County	All		
Orange County	Apopka, Orlando, Winter Park		
Osceola County	All (Kissimmee Residential & Commercial PACE)		
Palm Beach County	All		
Pasco County	All		
Seminole County	Longwood, Oviedo		
St. Lucie County	All		
Suwannee County	All		
Walton County	All		

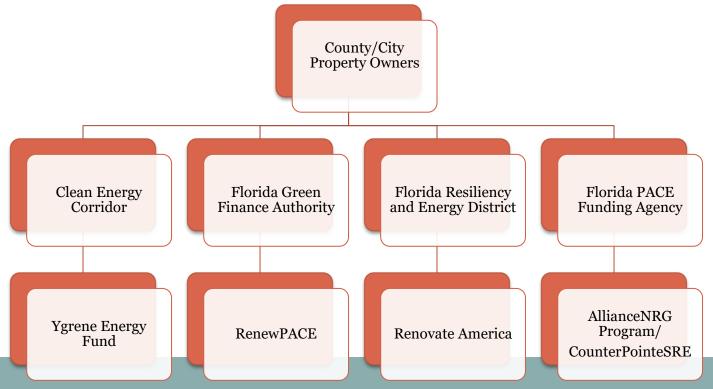
Legend			
Entire County			
Cities Only			
Parts of the County			

Florida's Population	20,612,439
Total Subscribed Population	12,540,461
% of Subscribed FL Population	60.84%

Multi-provider PACE in Florida

125+ Local Governments have 1 or more PACE programs together representing over 12.5 million residents

- Approximately \$500 Million in energy savings to residents
- Approximately \$40 Million in insurance savings to residents
- 4 active providers that have closed transactions
- \$250 Million financed to date, 14,000 transactions



Benefits to Residents and Business Owners

- Lowers utility bills (energy savings \$\$\$)
- Can lower insurance with wind resistance projects
- No upfront out of pocket cash required to do improvements
- Payback times commensurate with return on investments (longer for projects like solar)
- Contractors are vetted by program
- Interest rates are comparable with other financing tools



Florida's PACE Statute (Section 163.08, F.S.)

- "Qualifying improvements":
 - Energy Conservation and Efficiency
 - Wind Resistance
 - Renewable Energy



- 30 days notice to existing lenders
- Consumer Protections:
 - Property taxes and assessments not delinquent for preceding 3 years or period of ownership, whichever is less
 - No involuntary liens
 - No notices of default or property-based debt delinquency during the preceding 3 years or period of ownership
 - Current on all mortgage debt on the property
- Sets financing threshold at 20% just value unless:
 - Lender consent authorizes more
 - Savings ≥ annual repayment amount of non-ad valorem assessment



Examples of Qualifying Improvements

DOORS AND WINDOWS (Energy Efficiency or Wind Resistant Improvements*)

Examples include: Impact resistant doors, impact-resistant windows, applied window film

ROOF (Energy Efficiency or Wind Resistant Improvements*)

Examples include: Wind resistant re-roof, solar reflective cool roof, Fluid Applied Silicon Coating System

HVAC (Energy Efficiency Improvements)

Examples include: Central air conditioner, furnace, energy efficient thermostat

LIGHTING (Energy Efficiency Improvements)

Examples include: Indoor and outdoor lighting fixtures, lighting controls

POOL (Energy Efficiency Improvements)

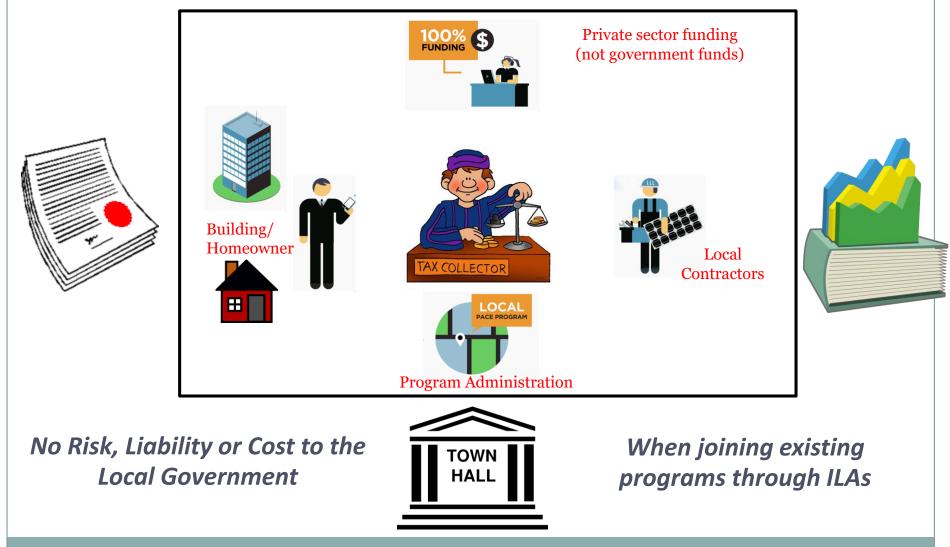
Examples include: Pool pumps, pool heaters, automatic pool covers

BUILDING ENVELOPE

Examples include: Insulation, radiant barriers, air sealing, cool wall coating

How PACE works?

Local Government Approval to Operate, Then Turnkey





Responding to Concerns

Concerns	Industry Actions to Respond			
PACE compared to other financing tools	PACE is one tool for consideration. Property owners should seek financial advice & review all options and pursue the one that gives them the greatest benefit.			
PACE is a loan	PACE is a non-ad valorem assessment upheld by bond validations and FL Supreme Court opinions (and Section 163.08, F.S.)			
Underwriting requirements Note: not everyone qualifies for PACE.	State law requires: 3 years on time payment of property taxes and assessments; No involuntary liens; No notices of default or property-based debt delinquency and current on all mortgage debt on the property. All programs have similar underwriting criteria that go beyond the statute including, no negative equity.			
Not all improvements offset payments	Not all benefits can be directly quantified (for example windows, doors or generators). Some improvements also have longer paybacks (solar).			
Ability to transfer to assessment to next property owner	Lenders may require owners pay off balance of assessment upon sale or refinance. Disclosure provided to property owners. There is no prepayment penalty on residential properties.			
Interest rates	See comparison table (next slide)			
Tax Collector/Property Appraiser Logistics	PACE programs operate under Uniform Collection Method (including Chapter 197, F.S.) requiring deadlines, costs and process to be those just like any other assessments.			
Consumer protections v. other financing tools	Exceeds the minimums in the current state statue and other forms of financings. See comparison table (next slide)			

PACE can be more affordable than other options

\$18,000 Project (~\$19,800 PACE Assessment Contract ¹)		Example PACE Program	Home Equity Line of Credit ^{2, 3,4}	Home Equity Loan ⁴	Personal Unsecured Loans		Credit Card²
Repayment Term (years)		15 / 20	15	15	10	7 ⁶	15
Interest Rate (<u>F</u> ixed or <u>V</u> ariable)		5.99% / 8.29% (F)	3.865% (V)	7.99% (F)	12.00% (F)	7.99% (F)	12.00% (V)
Monthly Payment ⁵		\$189 / \$169	\$132	\$172	\$258	\$280	\$216
Alternatives as	15 yrs.	100%	70%	91%	137%	148%	114%
% of PACE Pmt.	20 yrs.	100%	78%	102%	153%	166%	128%

1. PACE AC is \$1,800 greater than project cost to account for capitalized closing fees and pre-paid interest.

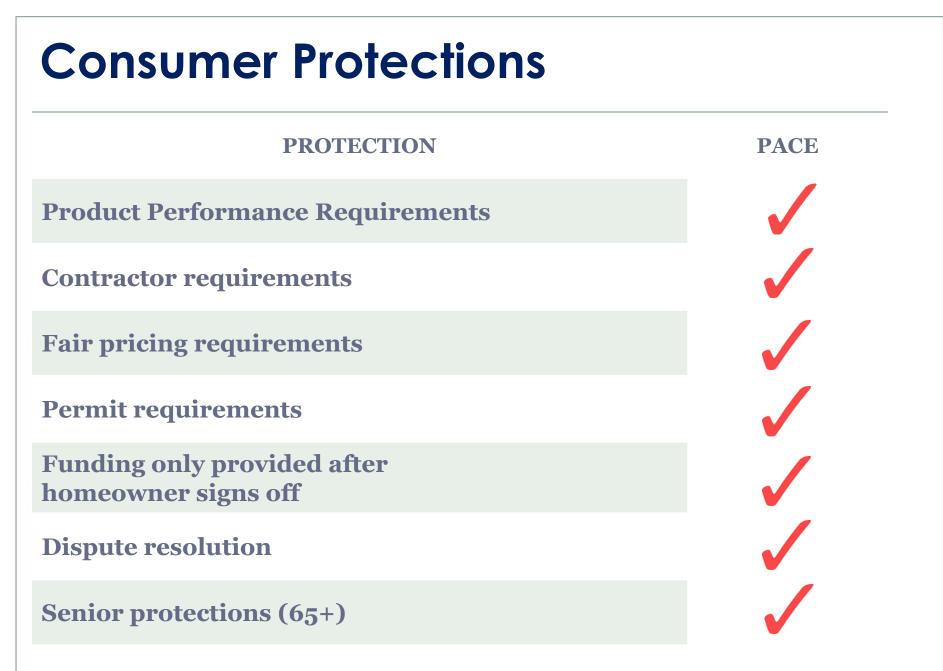
2. Assumes payments are made as if financing is fully amortized with equal payments over repayment term.

3. >15% of property owners throughout the US and CA have a HELOC in place (9.0% and 11.6%, respectively).

4. Quote from <u>Wells Fargo web site</u> on 6/20/17 (760+ FICO; HELOC with 1st year fixed, then variable; no HEL options >15 years.

5. Monthly payment calculations do not account for tax deductibility of interest for PACE, HELOC and HEL options.

6. <u>Home Depot's</u> longest term option for fixed rate financing is \$55k at 7.99% APR and 84 months



Consumer Protections

Financing Practices

- Review of eligible measures and fair pricing controls
- Strong underwriting criteria and identity verification
- Transparent terms and fees
- Conduct 100% confirmation of financing terms by phone in a live, recorded call
- Provide Comprehensive Disclosures which include 3-day right to cancel and modeled on the federal Know-Before-You-Owe disclosure form

Dispute Resolution

 Staff trained to receive, manage, tract, report and resolve complaints quickly

Contractor Quality Assurance

DBPR and Insurance Screening

Training and Certification

Watch lists, contractor reviews and ongoing skill assessment and monitoring

Set standards on contractor marketing practices and workmanship issues, including processes to resolve and remediate homeowner complaints Terrance Freeman Regional Director YGrene Energy Fund Terrance.freeman@ygrene.com 904.449.6267

Questions?

Committee of the Whole

Meeting Date: 02/06/2018

Issue: Employee Survey

From: Jack Brown, County Administrator

Information

Recommendation:

Employee Survey (Jack Brown - 15 min) A. Board Discussion B. Board Direction

Attachments

No file(s) attached.