



65  
*Years*  
Ajax

HOUSING & CUSTODY WORKING GROUP

# MODERN DETENTION FACILITIES

# Ajax TEAM



**JEREMY COX**  
REGIONAL DIRECTOR



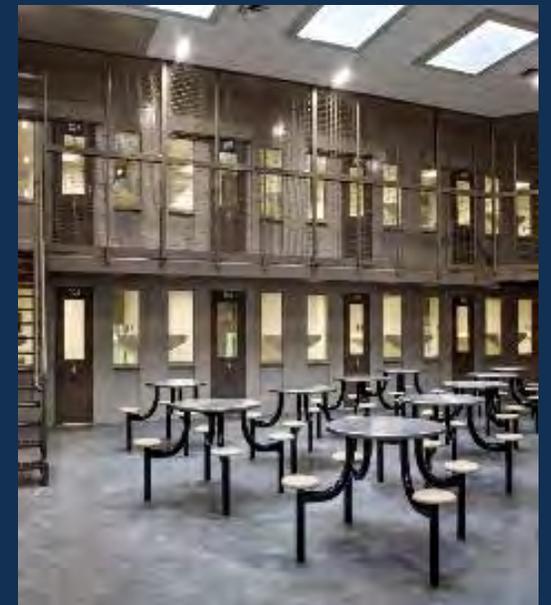
**LON NEUMAN**  
OPERATIONS MANAGER



**SARAH ROICK**  
PROJECT DEV. MANAGER

# ABOUT **Ajax**

- #1 Corrections Builder in the United States
- 65 Years in Business
- 25 Years in Jacksonville
- 130+ Public Safety Facilities
- \$2.3B in Detention Projects
- \$1.4B in Behavioral Health Projects
- 140+ Public Sector Clients
- 21,500+ Detention & Behavioral Health Beds
- 2.7M of Completed Municipal Work in the Past 5 Years
- \$2.5B Bonding Capacity
- 85% of Projects are with Repeat Clients
- 0.62 EMR Rate





# CORRECTIONS

TOP 400 CORRECTIONAL FACILITIES SECTOR  
IN THE US

**#1** ENR  
Engineering News-Record

# EXPERIENCE MATTERS

Baker County Sheriff's Complex  
Bay County Correctional Institute  
Brevard County Emergency Operations Center  
Charlotte County Justice Center Renovations/Remodel  
City of Clermont Police Station Expansion  
City of Dade City Police Headquarters & City Hall  
City of Daytona Beach Police Facility  
City of Largo Police Facility Hardening  
City of Mount Dora Public Works & EOC  
City of St. Petersburg Police Headquarters  
City of St. Petersburg Police Training  
City of Tallahassee Police Headquarters  
City of Venice Public Safety Facility  
Columbia Correctional Annex Support Buildings  
Columbia County Detention Facility  
Department of the Army Mayport Navy Lodge Addition  
Department of the Army Mayport Youth Center  
DMS AG's Office Renovation -Florida Capitol Building  
DMS Capitol Building –Renovations  
DMS Chief of Staff Suite Renovations –Florida Capitol Building  
DMS DFS Suite Renovation - Florida Capitol Building  
Eastern Florida State College Public Safety Institute  
FDLE 911 Call Center & Joint Dispatch

FDLE Crime Lab & Office Building  
FDLE FUME Hood Upgrades & Lab Renovations  
Flagler Sheriff's District 3 Administration Facility  
Florida Department of Corrections Lake CI Mental Health  
FL Dept. of Juvenile Justice Citrus County Detention Facility  
FL Department of Juvenile Justice Okaloosa Halfway House  
Florida Department of Management Services  
Florida Sheriff's Association New Addition  
Florida Sheriff's Association New Headquarters Facility  
Florida Sheriff's Association Office Building Renovation  
Florida Supreme Court Renovations  
Georgia Dept of Public Safety Service Headquarters Upgrades  
Georgia Emergency Management & Homeland Security  
Agency Expansion & Renovation  
Gulf Correctional Institution  
Jackson County Courthouse Renovation  
Lee County Emergency Operations Center  
Leon County Detention Facility  
Leon County Jail Dorm "D" Renovation  
Leon County Jail Masonry Repairs  
Leon County Minimum Security Facility Annex  
Leon County Public Safety Complex  
Leon County Sheriff's Administration Building

Monroe County Emergency Operations Center  
Okaloosa County New Courthouse  
Okeechobee County Jail  
Pasco County Courthouse Renovation  
Pasco-Hernando State College Public Service Technology Bldg  
Pinellas County Jail  
Putnam County Jail Expansion  
Santa Rosa Correctional Institution Annex  
Santa Rosa County Judicial Center Complex  
Sarasota County Public Safety Complex  
Sumter County Jail  
Sumter County Public Safety Buildings  
Union Correction Institution Sitework & Utilities  
University of Florida Public Safety  
Volusia County Jail Booking and Receiving  
Additions/Renovations  
Volusia County Public Safety Complex & Sheriff's  
Communication Center  
Volusia County Sheriff's Evidence Facility  
Wakulla Correctional Institution



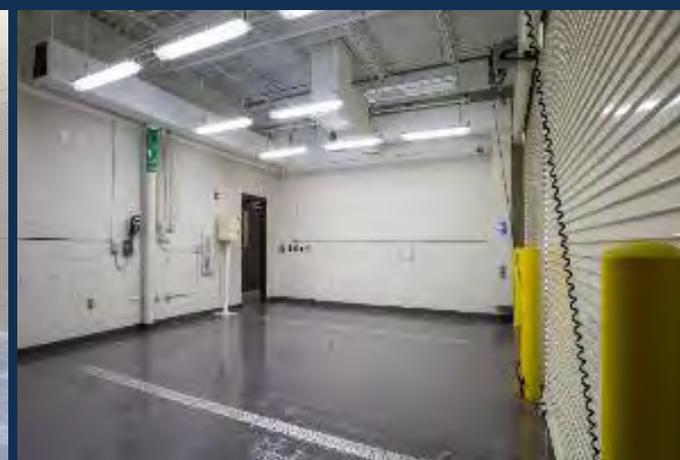
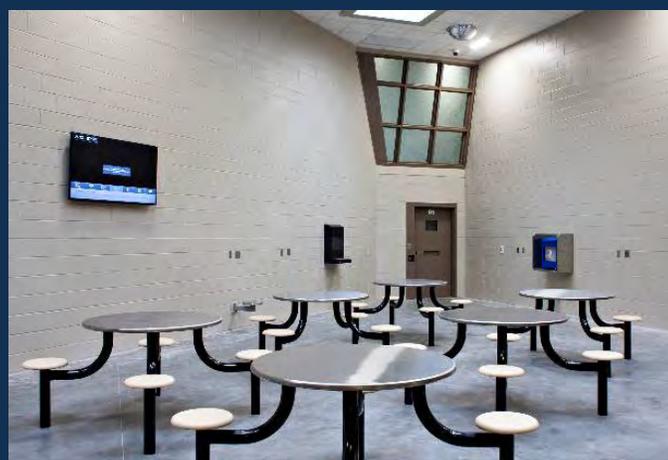
# CHALLENGES

- **Population Has Outgrown Facility**
- **Facility Has Outlasted Its Useful Life**
- **In Need of Infirmary and Healthcare Spaces**
- **Lack of Mental Health Treatment Areas and Options**
- **Severe Lack of Parking**
- **Elevators In Need of Upgrades**
- **Plumbing Infrastructure in Poor Condition**
- **Lack of Classroom Space for Programs**
- **Food Service & Laundry Spaces Struggling to Keep Up with Demand**
- **Building HVAC in Need of Upgrades**
- **May Be More Suitable for Location Outside of Downtown**
- **Facility Vulnerable to Flooding**



# MODERN DETENTION FACILITIES COMPONENTS

- Minimize Supervision
- Reliable Systems
- Low Maintenance
- Sally Port / Intake
- Proximity
- Redundant Systems / Hardening
- Employee Wellness Spaces
- Daylighting
- Secure Perimeter
- Physical Building Barriers
- Infirmary within Facility
- Mental Health Care Programs
- Efficient Lay Out & Circulation
- Line of Site Monitoring for Staff Efficiency
- Mental & Behavioral Health
- Male, Female & Juvenile Separation
- Significant Growth in Female & Juvenile Population
- Aging Population (Medical Needs)



# LAKE CORRECTIONAL INSTITUTE MENTAL HEALTH UNIT

FL DEPT OF CORRECTIONS

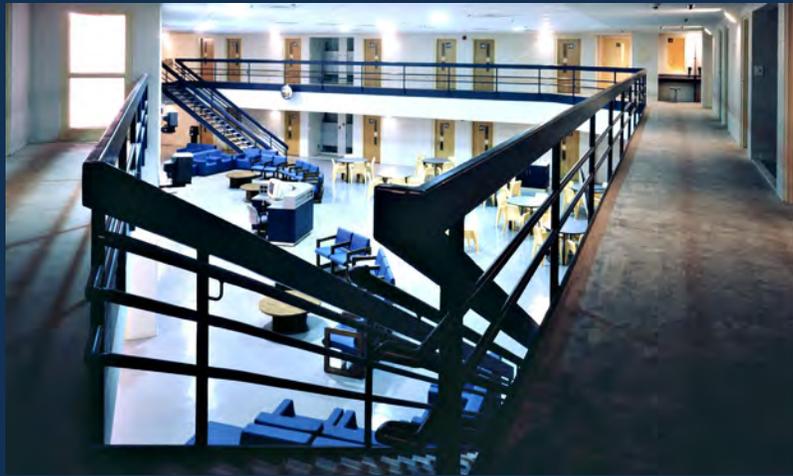
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# DETENTION CENTER

LEON COUNTY

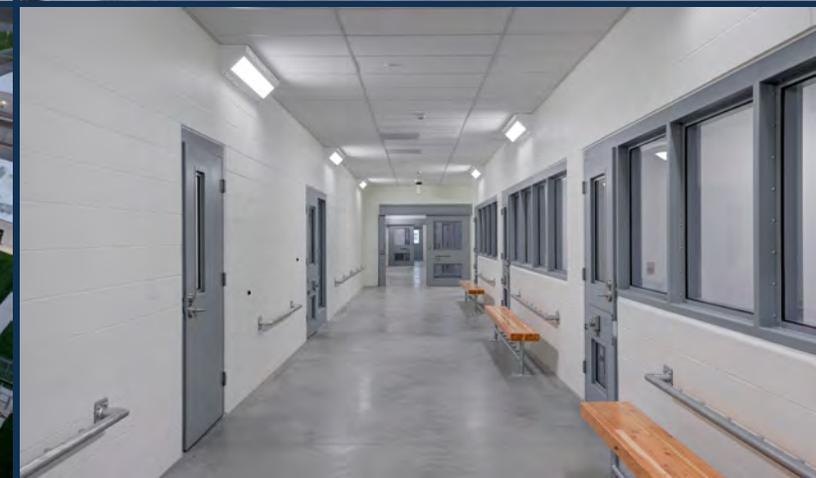
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# CORRECTIONAL FACILITY

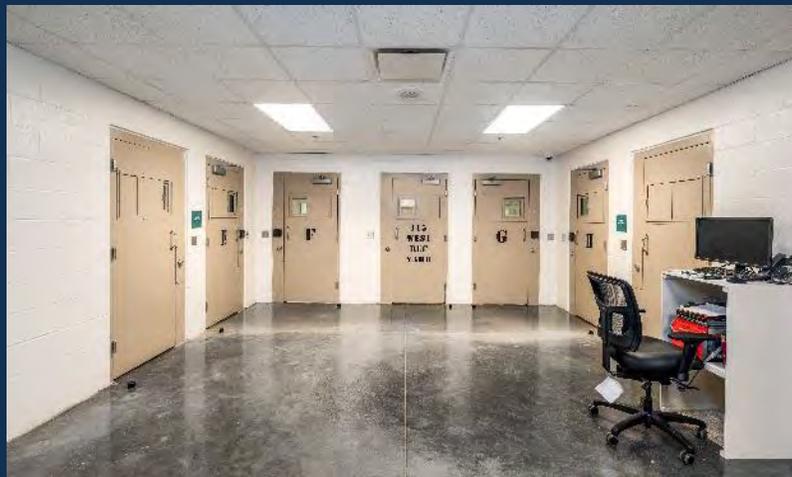
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# JAIL EXPANSION

SUMTER COUNTY



# ADULT DETENTION CENTER EXPANSION

CHEROKEE COUNTY



# DETENTION FACILITY

COLUMBIA COUNTY

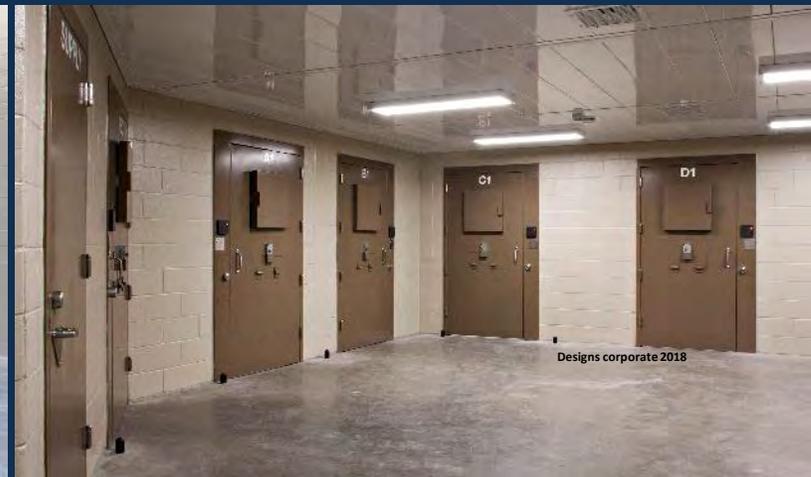
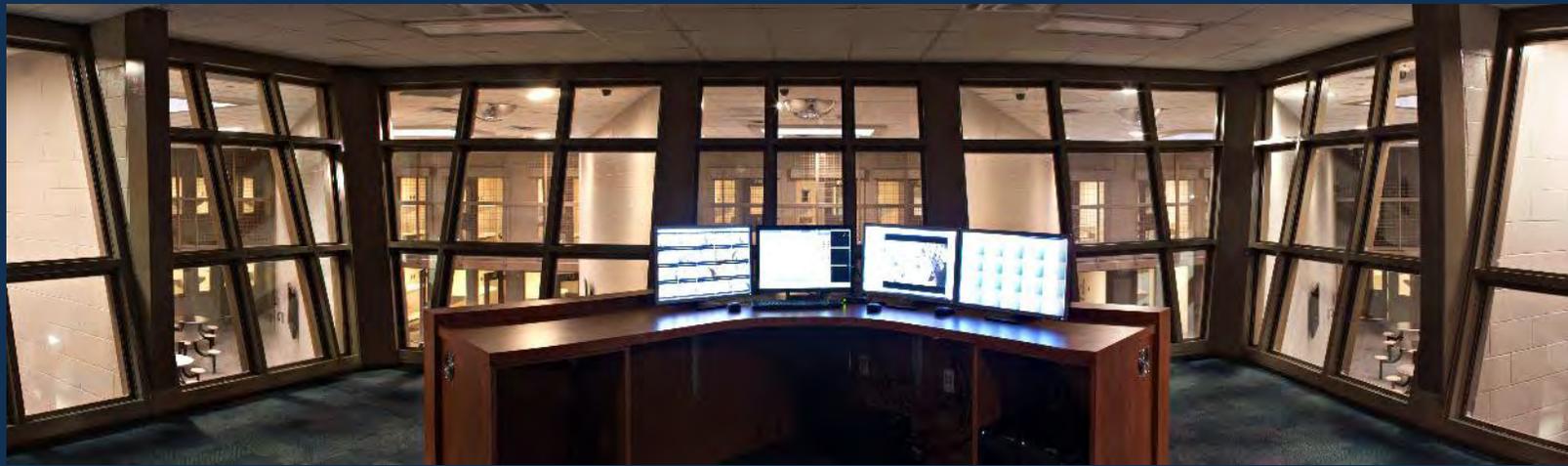
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# JAIL EXPANSION

PUTNAM COUNTY

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# SHERIFF'S COMPLEX

BAKER COUNTY



# JAIL RENOVATION & EXPANSION

OKEECHOBEE COUNTY



# DETENTION CENTER

SPARTANBURG COUNTY



# SITE SELECTION CASE STUDY TALLAHASSEE POLICE HQ



# SITE SELECTION CASE STUDY TALLAHASSEE POLICE HQ

## TPD Site Selection Process: Phase 1-3 Summary



**Step 2 Outcome:**  
Five (5) properties: The City of Tallahassee (COT) subsequently on August 3, 2019 sent certified letters to each of the top 50 properties, with exception being current COT-owned properties (3). Each letter inquired with recorded owners their respective interest and ability to be included in the due diligence process that ultimately leads to a sale of property to COT. Of the seven (7) letters, two (2) responded with such interest by deadline of August 12, 2019.

**Step 3:**  
Twenty (20) Properties (29.4% of Community submitted sites) met the Main Requirements of (1)± acres, (2) 2.5 mile radius from Tennessee St. and Monroe St. intersection, and (3) within the City of Tallahassee city limits.  
The Properties highlighted in RED preliminarily scored the highest ten scores of the 20 properties based on the evaluation criteria.

**Step 1:**  
Sixty Eight (68) Properties submitted by general community to City of Tallahassee as tax parcels and properties that the community felt were warranted locations for a new Tallahassee Police Department (TPD) headquarters and operation center. Sixty Two (62) properties had the ability to be scored based on an Evaluation Criteria set forth by City of Tallahassee as set forth below (with maximum points being the "Double Value" in right column).

Evaluation Criteria	Value
Size (minimum of 1/4 acre)	10
Development: Educating/Demostrative	5
Proximity to Potential Transit	5
Access: Vehicular, Pedestrian/Public Transportation	3
Adjacency of Infrastructure	3
Cost of Land Acquisition	7
Proximity to Other City Facilities/Functions	7
Zoning	5
Impact on Redevelopment	5

## TPD Site Selection : Scoring Table Format



## TPD Site Selection Process: Phase 1+2 Breakdown



Phase 1 Result: 62 Properties

Phase 2 Result: Top 10 Properties

Property ID	Address	Score
1	1504 N. Monroe Street / 234 W. Thurgood Street (Northwood)	28
2	1815 Lake Bradford Road (COT Wastewater Treatment Plant)	27
3	234 E 7th Avenue (Current TPD)	26
4	1317 Winwood Blvd. (DCF HQ thr. 1/2020)	25
5	2125 S. Monroe Street (Down South)	24

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Zoning	5
Impact on Redevelopment	5

**Phase 2:**  
Twenty (20) Properties (29.4% of Community submitted sites) met the Main Requirements of  
i) 0.1± acres;  
ii) 2.5 mile radius from Tennessee St. and Monroe St. intersection,  
iii) within the City of Tallahassee city limits.  
The Properties highlighted in RED preliminarily scored the highest ten scores of the 20 properties based on the evaluation criteria.

## TPD Site Selection – Phase 3: Final 5 Sites



Ownership Interest (Sale)	Address
City-Owned	1504 N. Monroe Street / 234 W. Thurgood Street (Northwood)
City-Owned	1815 Lake Bradford Road (COT Wastewater Treatment Plant)
City-Owned	234 E 7th Avenue (Current TPD)
Privately-Owned	1317 Winwood Blvd. (DCF HQ thr. 1/2020)
Privately-Owned	2125 S. Monroe Street (Down South)

**Phase 3:**  
Final 5 properties:

The City of Tallahassee (COT) subsequently on August 3, 2019 sent certified letters to each of the top 10 properties, with exception being current COT-owned properties (3). Each letter inquired with recorded owners their respective interest and ability to be included in the due diligence process that ultimately leads to a sale of property to COT. Of the seven (7) letters, two (2) responded with such interest by deadline of August 12, 2019 to be included with COT-owned properties for a total of five (5). \*See following page for more details.



# VENDOR SUPPLIER RELATIONSHIPS



**CORNERSTONE**

**STANLEY**

**Tindall**



**COASTAL DETENTION HOLDINGS LLC**



AYO & PARTNERS  
COUNT ON US

# CELL CONSTRUCTION ALTERNATIVES

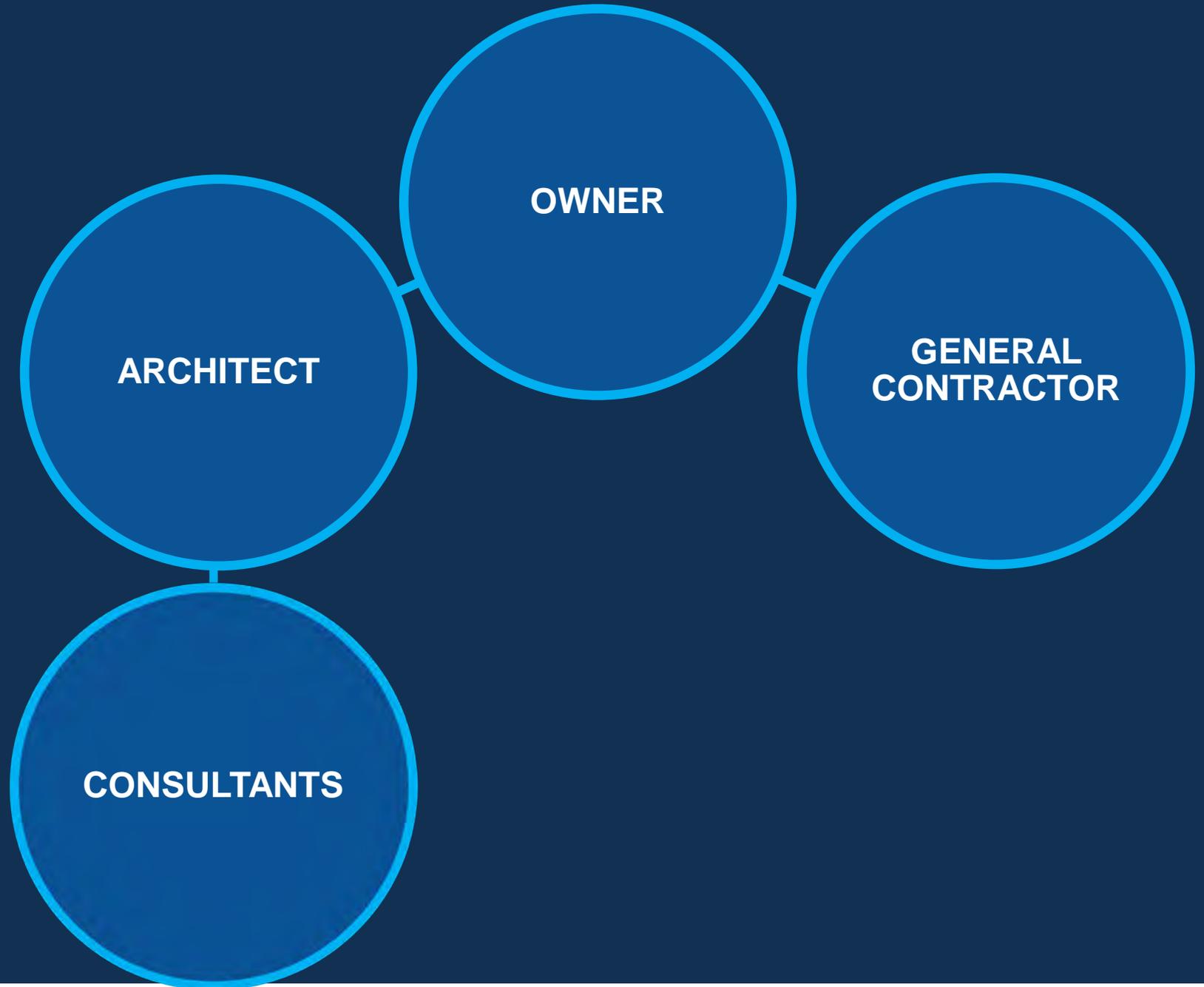




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*Years*  
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**INTEGRATING YOUR TEAM**

# LOW BID RELATIONSHIPS

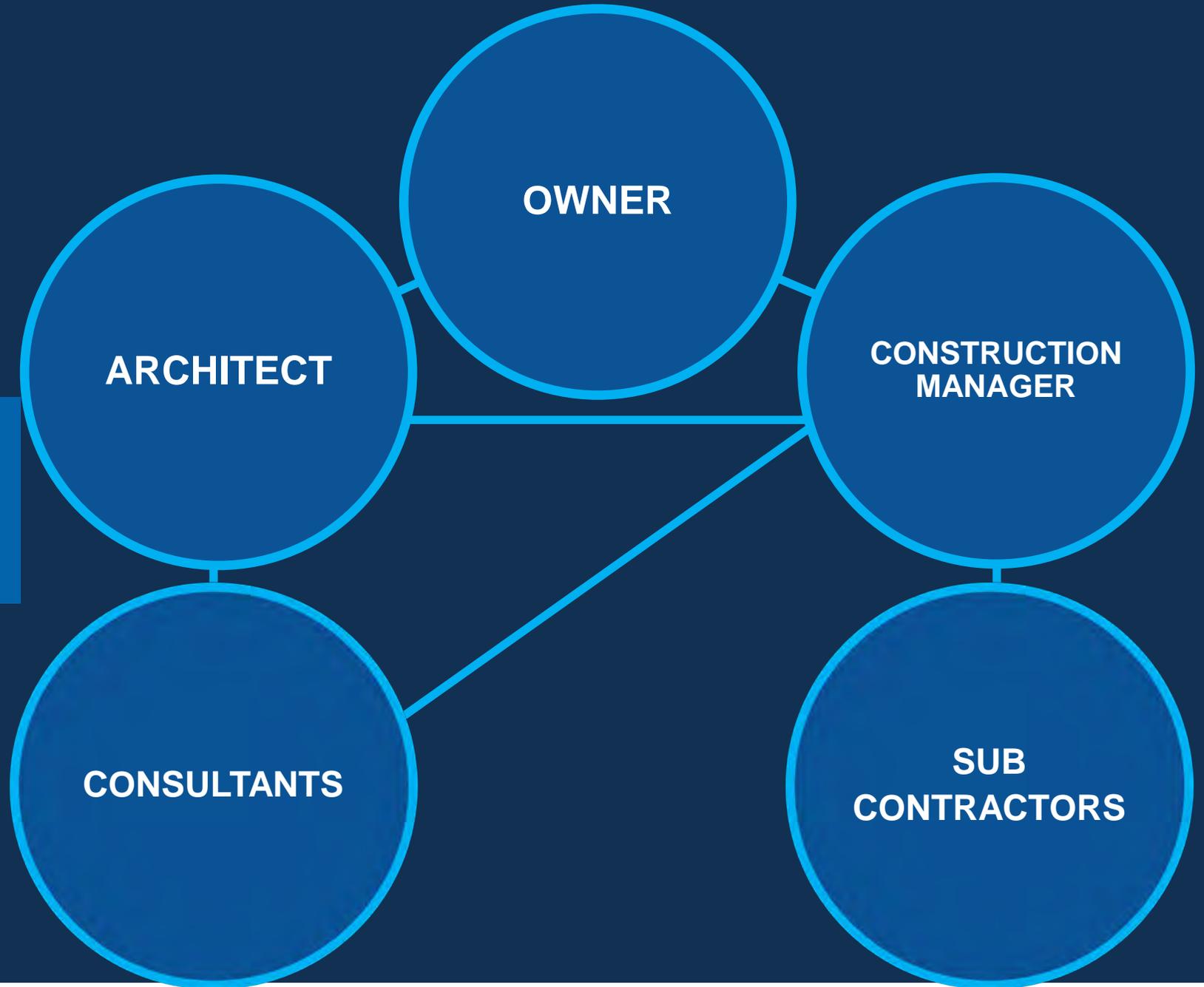


# LOW BID - APPROACH

- **Owner defines project need, then hires A/E.**
- **A/E develop scope.**
- **Architect develops construction documents**
  - The Owner warrants accuracy – completeness
- **Bid documents are put on the street.**
- **Contractor with lowest bid wins.**
- **Owner coordinates parties, arbitrates disputes and pays invoices or defends claims**

# CM

## RELATIONSHIPS

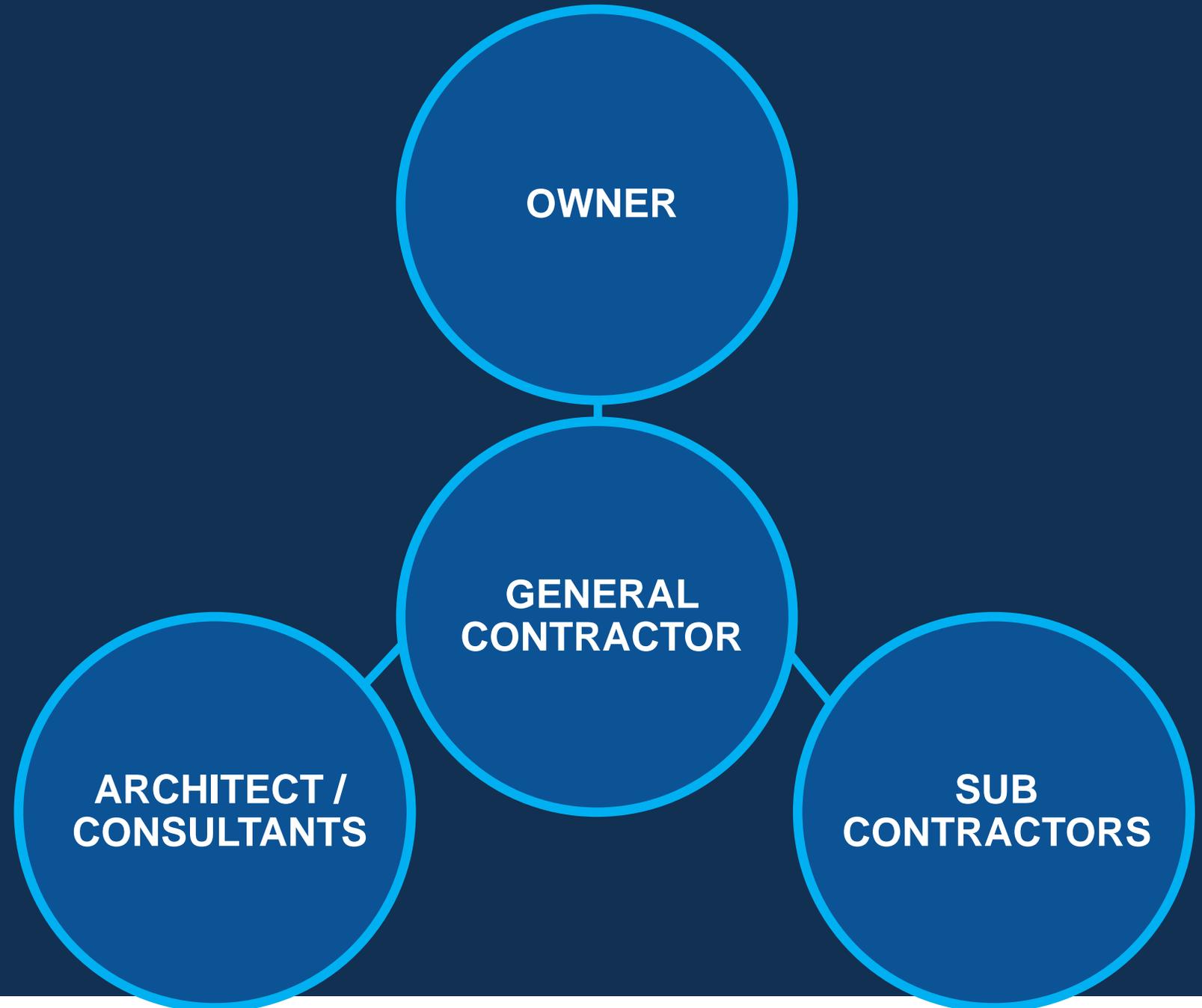


# CM- APPROACH

- **Open Book Process**
- **Owner, A/E and CM work as Team – Collaboration**
- **Design to Budget**
- **Guaranteed Maximum Price (GMP)**
  - Savings are reinvested in the project or returned to Owner
- **Maximize Participation of Local Subcontractors**
- **Timely Project Completion**
- **Highest Levels of Quality**
- **Low Risk / Exposure to Owner**

# DESIGN BUILD

RELATIONSHIPS



# DESIGN BUILD - APPROACH

- **One Contract**
  - *Typically with the Builder as the Lead*
- **Owner & Builder/Design Work as Team – Collaboration**
- **Open Book Process**
- **Design to Budget**
- **Guaranteed Maximum Price (GMP)**
  - *Savings are reinvested in the project or returned to Owner*
- **Maximize Participation of Local Subcontractors**
- **Timely Project Completion**
  - *Fastest Process*
- **High Levels of Quality**
  - *Checks & Balances ?*
- **Low Risk / Exposure to Owner**
  - *One Place to Turn*

# SCHEDULE CONTROL COMPARISON

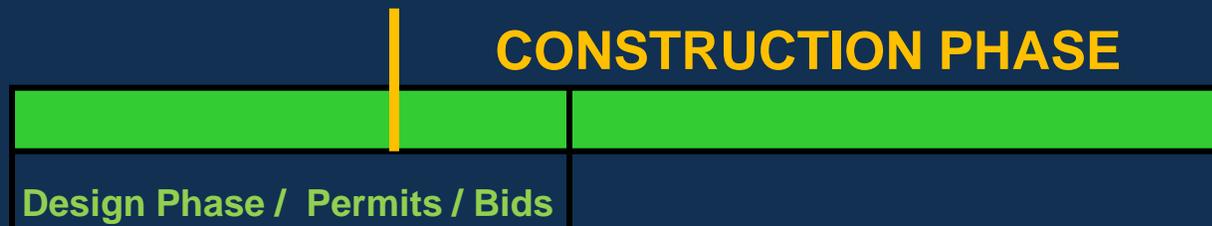
## LOW BID



*(Architectural  
Selection: 60 Days)*

*(hire contractor)*

## CM / DESIGN BUILD

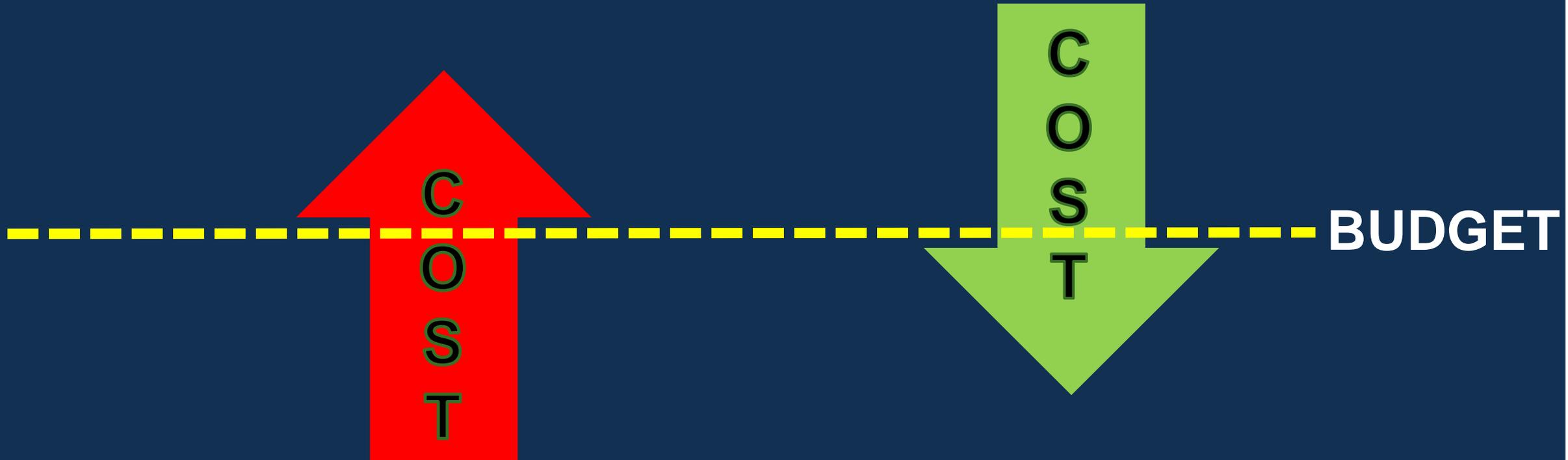


*(Architect & CM Selection:  
60-120 Days)*

*(Design Build Team  
Selection: 60 Days)*

# BUDGET CONTROL COMPARISON

GUARANTEED MAXIMUM PRICE  
(CMAR & DB)



GUARANTEED MINIMUM PRICE  
(LOW BID)

# COST SAVINGS WITH CM/DESIGN BUILD

- **Guaranteed Maximum Price (GMP)**
- **Estimates Throughout Design**
- **Design to Budget**
- **Value Engineering Options**
- **Design Document Review**
  - Eliminates Errors, Omissions, & Overlaps
  - Eliminates Change Orders



# CM / DB SUBCONTRACTOR BID PROCESS

- **Encourage JSEB & Local Participation**
  - Workshops & Education
  - 90% of Costs to be Subcontracted
- **Prequalify Subcontractors**
  - Experience, Manpower, & Financial Standing
- **Prebid Workshops**
  - Review Drawings & Scope of Work for each Package
  - Review Schedule & Manpower needed
  - Review Insurance & Paperwork Requirements



**Informed Bidders → Accurate Bids (Minimize Contingencies)**

# LOW BID MAY NOT BE THE LOWEST PRICE

Trade	GC #1	GC #2	GC #3
Site Work	\$800,000	<b>\$700,000</b>	\$800,000
Concrete	<b>\$2,500,000</b>	\$2,600,000	\$2,600,000
Masonry	\$60,000	\$60,000	<b>\$50,000</b>
Steel	\$210,000	<b>\$200,000</b>	\$210,000
Wood	<b>\$100,000</b>	\$115,000	\$115,000
Roofing	\$325,000	<b>\$310,000</b>	\$325,000
Doors & Windows	<b>\$900,000</b>	\$915,000	\$915,000
Finishes	\$1,525,000	\$1,525,000	<b>\$1,500,000</b>
Plumbing	\$325,000	\$325,000	<b>\$310,000</b>
HVAC	<b>\$850,000</b>	\$875,000	\$875,000
Electrical	\$550,000	<b>\$530,000</b>	\$550,000
TOTALS	\$8,145,000	\$8,155,000	\$8,250,000

Lowest Bid (GC #1) = \$8,145,000

Lowest Bid for Each Trade = \$7,950,000

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**CM Savings = \$ 195,000**

# STAYING WITHIN SCHEDULE

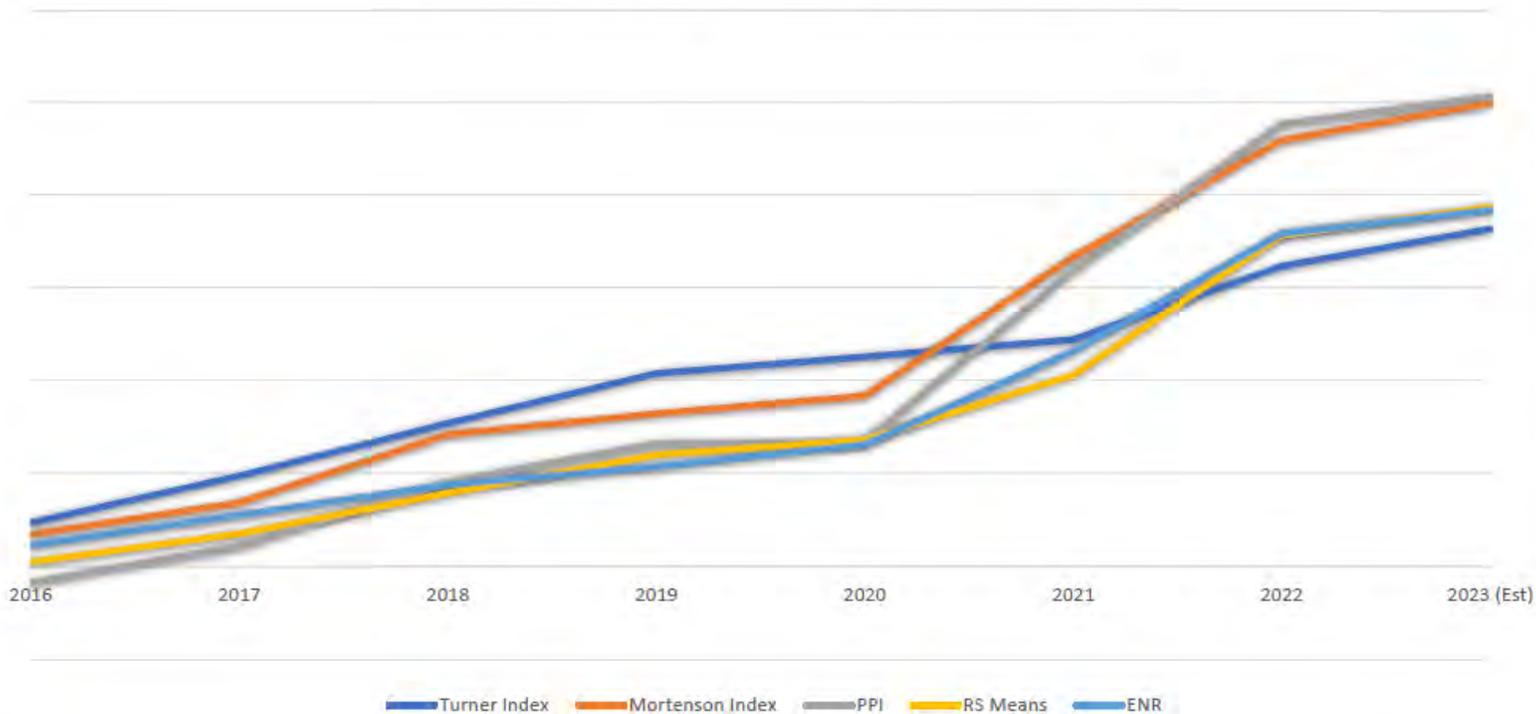
## LEAD TIMES ARE INCREASING

### CURRENT LEAD TIMES

Material	Vendor 1	Lead Time (Weeks)	Vendor 2	Lead Time (Weeks)	Vendor 3	Lead Time (Weeks)	Vendor 4	Lead Time (Weeks)	Avg. Lead Time
Security Hollow Metal Frames	20-26 Weeks								
	Joist & Deck	New Millennium	20	Vulcraft	20				20
Detention Equipment	Roofing Material	Johns Manville	20	Firestone	20	GAF	20	SIKA Sarnafil	20
	Window/Glazing Material								
Elevators	Windows	YKK	40	Winco	23	Efco	22	OBE	25
	Storefront	YKK	22	Winco	N/A	Efco	20	OBE	18
Mechanical Equipment	Entrances	YKK	24	Winco	N/A	Efco	20	OBE	18
	Glazing	Viracon	16	Tecnoglass	28	OBE	12	RIG	12
Electrical Gear	HVAC AHUs & Chillers								
	Screw Chillers	Daiken	42	JCI / York	38	Trane	52	Carrier	48
Cell Construction	Scroll Chillers	Daiken	22	JCI / York	40	Trane	52	Carrier	38
	Centrif. Chillers	Daiken	30	JCI / York	30	Trane	46	Carrier	48
	AHUs	Daiken	48	JCI / York	48	Trane	46	Carrier	38
	Fan Coil Units	Daiken	26	JCI / York	8	Trane	18	Carrier	16
	Roof Top Units	Daiken	46	JCI / York	36	Trane	28	Carrier	38
	Electrical Gear (MSB)								
	Main Switch Gear	Eaton	80	Square D	65				73
	Large Panel Boards	Eaton	40	Square D	42				41

# LOCAL MARKET TRENDS

Construction Costs (Non-Residential Buildings)



CONSTRUCTION ANALYTICS INDEX	2016	2017	2018	2019	2020	2021	2022	2023 (Est)
Turner Index	4.78%	5.03%	5.68%	5.37%	1.80%	1.87%	7.91%	4.02%
Mortenson Index	3.53%	3.41%	7.35%	2.25%	1.90%	15.01%	12.54%	4.02%
PPI	-1.71%	3.94%	6.90%	4.17%	0.20%	18.46%	15.75%	2.98%
RS Means	0.56%	3.02%	4.35%	4.17%	1.60%	6.99%	15.09%	3.04%
ENR	2.34%	3.26%	3.26%	1.94%	2.40%	10.06%	12.69%	2.52%

Trade Gap Analysis  
Escalation Forecasting  
Labor & Market Constraints

# RESULTS

Factor Compared	Low Bid	Construction Management	Design Build
Selection Method	Lowest Price	Most Qualified	Most Qualified
Open Book	No	Yes	Yes
Contractor/Architect Relationship	Adversary / Competitive	Collaborative	Collaborative
Guaranteed Maximum Price	No GMP – Change Orders	Yes	Yes
Utilizes Value Engineering to Reduce Cost & Maximize Quality	No	Yes	Possibly
Potential for Unforeseen Problems	Not Protected	Limited	Limited
Limits Change Orders	No	Yes	Owner Driven
Basis of Fees	Hidden – Plus Change Orders	Negotiated – Flat Fee	Negotiated – Flat Fee
Prequalifies Subcontractors	No	Yes	Yes
Maximize Local Participation	No	Controlled	Controlled
Savings During Project	Contractor Keeps	Returned to Owner	Returned to Owner
Claims/Litigation	Prevalent	Rare	Rare

# NEXT STEPS...



**DEFINE GOALS &  
OBJECTIVES OF  
PROJECT**



**SELECTION OF  
PROJECT TEAM**



**DEVELOP DESIGN &  
MANAGE BUDGET**



**GUARANTEED MAXIMUM  
PRICE (GMP) & PLAN  
FOR THE FUTURE**

**THANK  
YOU**



**JEREMY COX**  
REGIONAL DIRECTOR



**LON NEUMAN**  
OPERATIONS MANAGER



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