



CITY of CRESTVIEW

CITY COUNCIL

CITY COUNCIL REGULAR MEETING March 9, 2026 6:00 PM COUNCIL CHAMBERS

1. **Call to Order**
2. **Invocation, Pledge of Allegiance**
3. **Open Policy Making and Legislative Session**
4. **Approve Agenda**
5. **Presentations and Reports**
 - 5.1. Proclamation for American Red Cross
6. **Consent Agenda**
 - 6.1. Fire Station 3 GMP Proposal Approval
 - 6.2. Attorney's Fee Reimbursement Request (Statutorily Required)
7. **Public Hearings / Ordinances on Second Reading**
 - 7.1. Ordinance 2018 Certified Recovery Residences
8. **Ordinances on First Reading**
9. **Resolutions**
 - 9.1. Affordable Housing Advisory Committee Appointment
10. **Action Items**
11. **City Clerk Report**
 - 11.1. Appointment of CRA Board Member
12. **City Manager Report**
 - 12.1. City Manager Updates
13. **Comments from the Mayor and Council**

14. Comments from the Audience

15. Adjournment

The Presentations section is for items that were submitted by a citizen or group of Citizens no later than the Wednesday 2 weeks prior to the meeting to the Clerk's office for approval. These items will be scheduled under the section titles Presentations and Reports. Supporting documents must be submitted at this time to be on the regular agenda. All Action Items are for staff and elected officials only and must be submitted for approval no later than Wednesday 10 days prior to the meeting. Those not listed on the regular agenda who wish to address the council should fill out a white card. The card must be submitted to the Mayor or Mayor Pro Tem. Speaking time should be three minutes or less, large groups may designate a spokesperson. All remarks should be addressed to the Council as a whole and not to individual members. All meeting procedures are outlined in the Meeting Rules and Procedures brochure available outside the Chambers. Florida Statute 286.0105. Notices of meetings and hearings must advise that a record is required to appeal. Each board, commission, or agency of this state or of any political subdivision thereof shall include in the notice of any meeting or hearing, if notice of the meeting or hearing is required, of such board, commission, or agency, conspicuously on such notice, the advice that, if a person decides to appeal any decision made by the board, agency, or commission with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The requirements of this section do not apply to the notice provided in s. 200.065(3). In accordance with Section 286.26, F.S., persons with disabilities needing special accommodations, please contact Natasha Peacock, City Clerk at cityclerk@cityofcrestview.org or 850-628-1560 option 2 within 48 hours of the scheduled meeting. Any invocation that is offered before the official start of the City Council meeting shall be the voluntary offering of a private person, to and for the benefit of the City Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by the City Council or the city staff, and the City is not allowed by law to endorse the religious beliefs or views of this, or any other speaker. Persons in attendance at the City Council meeting are invited to stand during the opening invocation and Pledge of Allegiance. However, such invitation shall not be construed as a demand, order, or any other type of command. No person in attendance at the meeting shall be required to participate in any opening invocation that is offered. A person may exit the City Council Chambers and return upon completion of the opening invocation if a person does not wish to participate in or witness the opening invocation.



Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Presentation

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM: JB Whitten, Mayor, Dominique Vaughn, Executive Assistant
DATE: 03/05/2026
SUBJECT: Proclamation for American Red Cross

BACKGROUND:

March is recognized as American Red Cross Month and is celebrated annually around the world.

DISCUSSION:

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows;

Foundational- these are the areas of focus that make up the necessary foundation of a successful local government.

Financial Sustainability- Achieve long term financial sustainability

Organizational Capacity, Effectiveness & Efficiency- To efficiently & effectively provide the highest quality of public services

Infrastructure- Satisfy current and future infrastructure needs

Communication- To engage, inform and educate public and staff

Quality of Life- these areas focus on the overall experience when provided by the city.

Community Character- Promote desirable growth with a hometown atmosphere

Safety- Ensure the continuous safety of citizens and visitors

Mobility- Provide safe, efficient and accessible means for mobility

Opportunity- Promote an environment that encourages economic and educational opportunity

Play- Expand recreational and entertainment activities within the City

Community Culture- Develop a specific identity for Crestview

FINANCIAL IMPACT

RECOMMENDED ACTION

No action required.

Attachments

1. Red Cross Month

Red Cross Month

2026

WHEREAS, during March, we celebrate American Red Cross Month by honoring the neighbors and volunteers who make its humanitarian mission possible here in Crestview; and

WHEREAS, every day, their acts of kindness change lives, bringing relief, comfort, and hope when help cannot wait, reflecting the compassionate spirit that runs deep within our community and has endured for 145 years through the American Red Cross; and

WHEREAS, those who serve with the Northwest Florida Chapter provide critical support during emergencies by delivering shelter, food, and comfort to families affected by disasters; by ensuring a safe and lifesaving blood supply for patients facing cancer treatments, childbirth complications, traumatic injuries, and other medical needs; by assisting members of the Armed Forces, veterans, and their families with 24/7 global support; and by empowering individuals with lifesaving skills such as first aid and CPR; and

WHEREAS, these collective efforts serve as a powerful reminder that the strength of our community lies in our shared commitment to care for one another, ensuring that no one faces an emergency alone.

NOW, THEREFORE, I, Mayor J.B. Whitten, by virtue of the authority vested in me by the laws of the City of Crestview and the State of Florida, do hereby proclaim March 2026 as RED CROSS MONTH in the City of Crestview. I encourage all citizens to recognize and support the humanitarian mission of the American Red Cross and to honor the volunteers and supporters who make this vital work possible.

JB Whitten

Mayor

Date



American Red Cross
of Northwest Florida



Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Action Item

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM: Jayce Vanderford, Project Manager, Wayne Steele, Director of Operations
DATE: 03/05/2026
SUBJECT: Fire Station 3 GMP Proposal Approval

BACKGROUND:

In 2024, the City of Crestview entered into a Construction Total Program Management (TPM) agreement with Ajax Building Company following a competitive RFP process. A Notice to Proceed was issued on August 12, 2024, initiating Phase 1 of the program to evaluate and prioritize capital improvement projects citywide.

Fire Station No. 3 was identified as a priority public safety facility requiring renovation to address operational deficiencies, HVAC replacement, structural hardening, and modernization to meet current and future service demands. In addition, mold was discovered within portions of the facility, creating health concerns and operational limitations. Rather than addressing mold remediation as an isolated repair, the City elected to incorporate remediation into a comprehensive renovation approach to ensure long-term facility integrity, improve indoor air quality, and avoid duplicative construction costs.

On May 19, 2025, Ajax submitted its Phase 3 Design and Preconstruction proposal. Following completion of design development, preparation of construction documents, and competitive subcontractor bidding, Ajax submitted a Guaranteed Maximum Price (GMP) Proposal dated February 26, 2026.

DISCUSSION:

The GMP Proposal reflects a Construction Manager at Risk (CMAR) delivery method and includes the full renovation and addition scope for Fire Station No. 3.

Project Scope Includes:

- 3,600 SF of interior demolition and renovations
- HVAC system replacement
- Window replacements
- 860 SF single-story addition
- Plumbing, fire protection, electrical, communications, and security upgrades

During earlier planning phases, a preliminary Not-to-Exceed (NTE) estimate of \$2,000,000 was established for budgeting purposes and approved by City Council at the July 8, 2025 Special Budget Meeting. That estimate was

based on conceptual-level information available at the time and was developed prior to completion of construction documents, detailed quantity takeoffs, and competitive subcontractor bidding.

A \$250,000 Advanced Authorization Allowance was incorporated under Amendment No. 2 to the AIA C171-2013 Standard Form of Agreement to allow early procurement, project staffing, and selective demolition activities to begin in advance of full GMP execution.

Following completion of design and formal bid solicitation, Ajax submitted a Guaranteed Maximum Price (GMP) of **\$2,057,585.00**.

When combined, the total construction commitment for Fire Station No. 3 is:

- **\$2,057,585.00** – Final GMP
- **\$250,000.00** – Previously Approved Advanced Authorization Allowance Amendment No. 2

Total Project Construction Cost: \$2,307,585

Compared to the original conceptual NTE of \$2,000,000, the finalized construction cost represents an increase of:

\$307,585 (approximately 15%)

The variance reflects:

- Finalized construction documents and scope refinement
- Competitive subcontractor market pricing
- Inclusion of required bonds and insurance
- Appropriate contingency allocations
- Full integration of mold remediation into the renovation scope
- Early mobilization and demolition activities authorized under Amendment No. 2

The GMP now establishes cost certainty for the complete and code-compliant delivery of the project.

The construction duration is seven (7) months. Key milestones include:

- **Mobilization:** March 2026
- **Substantial Completion:** September 2026
- **Final Completion:** October 2026

Approval of this GMP will authorize execution of the Construction Phase Amendment to the AIA C171 Agreement.

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows;

Foundational- these are the areas of focus that make up the necessary foundation of a successful local government.

Financial Sustainability- Achieve long term financial sustainability

Organizational Capacity, Effectiveness & Efficiency- To efficiently & effectively provide the highest

quality of public services

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Safety- Ensure the continuous safety of citizens and visitors

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Opportunity- Promote an environment that encourages economic and educational opportunity

Play- Expand recreational and entertainment activities within the City

Community Culture- Develop a specific identity for Crestview

FINANCIAL IMPACT

The total construction commitment for Fire Station No. 3 is:

\$2,307,585

This amount includes:

- **\$2,057,585** – Guaranteed Maximum Price (GMP)
- **\$250,000.00** – Previously approved Advanced Authorization Allowance Amendment No. 2

Funding for this project will be allocated from:

- **Account:** 00108225226200
- **Project Number:** 250810

Additional funding authority is provided through Resolution 2026-02, bond financing.

The GMP establishes the maximum construction cost for the project. Under the Construction Total Program Management (TPM) Agreement, competitive subcontractor bidding was conducted, and market-based trade pricing was used to establish the Guaranteed Maximum Price. Any unused contingency funds will be reconciled at project closeout.

RECOMMENDED ACTION

Staff respectfully requests a motion to approve the Guaranteed Maximum Price (GMP) in the amount of \$2,100,891.00 for Fire Station No. 3 Renovations & Addition and authorize the Mayor to execute the Construction Phase Amendment with Ajax Building Company, LLC.

Attachments

1. GMP Proposal_Rev 01_Crestview FS3 Renov_20260305
2. Ajax Total Project Management _AIA Document C171-2013_Executed

3. Ajax Fire Station #3 Amend_2_Executed
4. Resolution 2026-2 Reimbursement Resolution



FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (REV 01)

MARCH 05, 2026

CITY OF CRESTVIEW FLORIDA





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

TABLE OF CONTENTS

- I. Executive Summary
- II. List of Documents
- III. Description of Work
 - A. Clarifications, Qualifications and Assumptions
 - B. Exclusions
- IV. GMP Cost Summary
 - A. GMP Cost Narrative
 - B. GMP Cost Report
 - C. Bid Tabulation and Award Recommendations
 - D. Allowance Schedule
- V. Site Utilization Plan
 - A. Site Utilization Plan Narrative
 - B. Site Utilization Plan
- VI. Project Schedule
 - A. Project Schedule Narrative
 - B. Project Schedule



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

EXECUTIVE SUMMARY

Ajax Building Company, LLC is pleased to present this Guaranteed Maximum Price (GMP) Proposal for the Crestview Fire Station #3 Renovations and Addition for consideration by The City of Crestview. This GMP Proposal will recap the status of the project through the end of the GMP Phase and will provide cost reports, schedule and other project information to be utilized by the project team as the project moves forward. This GMP Proposal, upon acceptance by The City of Crestview, is intended to serve as the basis for an Amendment to the AIA C171 Agreement, adding the construction phase activities to the current contract.

Project Description

The project consists of 3,600 sqft. of demolition and interior renovations, window replacements, HVAC replacement, and an 860 sqft. single-story addition.

Project Delivery Method

The Program Manager is providing the Construction Services for the Project utilizing the Construction Manager at Risk (CMAR) delivery method as set forth in Article 3.1.5 of the AIA Document C171 Agreement between the Owner and Program Manager.

For purposes of this GMP Proposal, and unless expressly stated otherwise, the Program Manager shall be referred to as the Construction Manager (CM). Any reference herein to "Construction Manager," "CM," or similar term shall mean the Program Manager acting in its capacity as the Construction Manager at Risk responsible for providing the construction phase services, including the development of the Guaranteed Maximum Price.

Guaranteed Maximum Price (GMP)

Ajax Building Company, LLC is confident that the GMP costs included herein are representative of the proposed scope of work depicted in the GMP Documents. The work included in the GMP Proposal is based upon the List of Documents included in Section II of this proposal as amended by 1) the Clarifications, Qualifications, and Assumptions, 2) the Exclusions, and 3) the Allowance Schedule, contained in Sections III and IV of this proposal.

The GMP Proposal for the Crestview Fire Station #3 Renovations and Addition totals \$2,057,585. The GMP Proposal includes 3,600 sqft. of interior demolition and renovations, window replacements, HVAC replacement, and an 860 sqft, single-story addition.

Project Schedule

The project schedule included within this proposal is based on the information represented in the GMP Documents. The project schedule reflects an overall duration of seven (7) months for the construction phase of the project.

The following contractual dates are incorporated into the AIA C171 Agreement via this GMP Proposal.

- | | |
|--------------------------|--------------------|
| ▪ Substantial Completion | September 04, 2026 |
| ▪ Final Completion | October 06, 2026 |

The following additional Milestone Dates are anticipated within the project schedule to achieve the contractual dates listed above.





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- Mobilization / Start of Construction March 02, 2026

In order for construction activities to commence on March 02, 2026 as scheduled and continue uninterrupted, the following contractual activities will need to be completed as indicated.

- Notice to Proceed (Demolition Activities) March 2, 2026
- GMP Negotiations Complete March 6, 2026
- City Council Approval (if required) March 9, 2026
- CM Contract Amendment Executed March 10, 2026
- All Required Permits Issued March 10, 2026
- Notice to Proceed (Balance of Work) March 10, 2026

In order to expedite the project start-up activities, the Construction Manager and the Owner will be required to closely coordinate and expedite submittal review/approval, respond to information requests, respond to conflicts/unforeseen conditions, etc.



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

LIST OF DOCUMENTS

The work included in this GMP Proposal is based upon the List of Documents immediately following this narrative subject to amendments by 1) the Clarifications, Qualifications, and Assumptions, 2) the Exclusions, 3) the Allowance Schedule, contained in Sections III and IV of this proposal.

The List of Documents includes the:

- Contract Drawings
- Project Specifications
- Addenda Issued by the Architect / Engineer
- Pre-Bid Requests for Information (Pre-Bid RFI's)
- Other Documents (As Listed)

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026****CONTRACT DRAWINGS****Entitled "Fire Station 3 – 100% Set December 19, 2025" dated 12/19/2025**

SHEET #	TITLE	DATE
ARCHITECTURAL		
A001	SHEET INDEX, ABBREVIATIONS, NOTES	12/19/2025
LS101	LIFE SAFETY PLAN	12/19/2025
A011	SITE PLAN	12/19/2025
D101	DEMOLITION FLOOR PLAN	12/19/2025
D111	DEMOLITION CEILING PLAN	12/19/2025
D201	DEMOLITION ELEVATIONS	12/19/2025
D301	DEMOLITION SECTIONS	12/19/2025
A101	FLOOR PLAN	12/19/2025
A102	DIMENSIONED FLOOR PLAN	12/19/2025
A111	REFLECTED CEILING PLAN	12/19/2025
A121	ROOF PLAN	12/19/2025
A201	ELEVATIONS	12/19/2025
A301	SECTIONS	12/19/2025
A501	DETAILS & SCHEDULES	12/19/2025
A502	DETAILS	12/19/2025
STRUCTURAL		
S001	GENERAL NOTES	12/19/2025
S002	GENERAL NOTES CONT.	12/19/2025
S101	FOUNDATION & SLAB-ON-GRADE	12/19/2025
S111	ROOF FRAMING PLAN	12/19/2025
S120	ALUMINUM CANOPY PLAN AND DETAILS	12/19/2025
S201	ELEVATIONS	12/19/2025
S301	BUILDING SECTIONS	12/19/2025
S302	TYPICAL SECTIONS	12/19/2025
S501	TYPICAL DETAILS	12/19/2025
S502	TYPICAL CFS DETAILS	12/19/2025
S503	TYPICAL CFS DETAILS	12/19/2025
PLUMBING		
P001	LEGEND SCHEDULE NOTES	12/19/2025
P002	SPECIFICATIONS	12/19/2025
P003	SPECIFICATIONS AND DETAILS	12/19/2025
P101	DEMOLITION FLOOR PLAN	12/19/2025
P201	NEW WORK FLOOR PLAN SANITARY	12/19/2025
P202	NEW WORK FLOOR PLAN DOMESTIC	12/19/2025
P301	RISER DIAGRAMS	12/19/2025

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026**

FIRE PROTECTION		
FP001	LEGEND SCHEDULE NOTES	12/19/2025
FP101	FIRE PROTECTION DEMOLITION FLOOR PLAN	12/19/2025
FP102	FIRE PROTECTION NEW WORK FLOOR PLAN	12/19/2025
MECHANICAL		
M001	LEGEND SCHEDULE NOTES	12/19/2025
M101	DEMOLITION FLOOR PLAN	12/19/2025
M102	NEW WORK FLOOR PLAN	12/19/2025
M103	MECHANICAL NEW WORK CEILIGN PLAN	12/19/2025
M201	MECHANICAL DETAILS	12/19/2025
ELECTRICAL		
E001	LEGEND	12/19/2025
E002	LEGEND AND NOTES	12/19/2025
E101	DEMOLITION PLAN	12/19/2025
E102	LIGHTING DEMOLITION PLAN	12/19/2025
E201	ELECTRICAL NEW WORK PLAN	12/19/2025
E202	LIGHTING NEW WORK PLAN	12/19/2025
E203	MECHANICAL COORDINATION PLAN	12/19/2025
E204	FIRE ALARM NEW WORK PLAN	12/19/2025
E301	POWER RISER DIAGRAM	12/19/2025
E302	GROUNDING DIAGRAM AND FIRE ALARM RISER	12/19/2025
E401	ELECTRICAL DETAILS	12/19/2025
E402	ELECTRICAL DETAILS	12/19/2025
E411	LIGHTING CONTROL DETAILS	12/19/2025
E412	LIGHTING CONTROLS	12/19/2025
E501	PANEL SCHEDULES	12/19/2025
E502	HVAC POWER COORDINATION AND LIGHT SCHEDULE	12/19/2025
TELECOM		
T001	LEGEND AND NOTES	12/19/2025
T201	SYSTEMS FLOOR PLAN	12/19/2025
T301	TELECOM DETAILS	12/19/2025
T302	TELECOM DETAILS	12/19/2025
T401	PA SYSTEM DETAILS	12/19/2025
T501	ACCESS CONTROL DETAILS	12/19/2025
	(END OF CONTRACT DRAWINGS)	

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026****PROJECT SPECIFICATIONS**

Entitled "City of Crestview Fire Station 3 Specifications Phase 3 Documents" dated 12/19/2025

SPECIFICATIONS
DIVISION 0 – BIDDING REQUIREMENTS
DIVISION 1 – GENERAL REQUIREMENTS
DIVISION 2 – SITEWORK
02070 – SELECTIVE DEMOLITION
02280 – TERMITE CONTROL
02750 - CONCRETE PAVING
02920 - SODDING AND SEEDING
DIVISION 3 – CONCRETE
03100 - CONCRETE FORMING AD ACCESSORIES
03130 - CONCRETE FLOOR PATCH
03200 - CONCRETE REINFORCING
03300 – CAST IN PLACE CONCRETE
03410 – PRECAST CONCRETE U-LINTELS
03932 - BOLLARDS AND BOLLARD COVERS
DIVISION 4 - MASONRY
04200 - UNIT MASONRY
DIVISION 5 - METALS
05120 - STRUCTURAL STEEL FRAMING
05310 - STEEL DECKING
05400 – COLD FORM METAL FRAMING
DIVISION 6 – WOOD AND PLASTICS
06400 – ARCHITECTURAL WOODWORK
DIVISION 7 – THERMAL AND MOISTURE PROTECTION
07210 – SPRAY FOAM INSULATION
07272 – FLUID APPLIED AIR BARRIER
07413 - SINGLE SKIN METAL PANELS
07415 - PREFORMED ALUMINUM ROOFING
07530 - THERMOPLASTIC MEMBRANE ROOFING
07600 – FLASHING AND SHEET METAL
07900 – JOINT SEALANTS
DIVISION 8 - DOORS AND WINDOWS

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026**

08110 – STEEL DOORS AND FRAMES
08210 - WOOD DOORS
08710 - FINISH HARDWARE
08800 - GLASS AND GLAZING
DIVISION 9 - FINISHES
09110 - NON STRUCTURAL METAL FRAMING
09250 – GYPSUM DRYWALL
09510 – ACOUSTICAL CEILING (Addendum #1)
09900 – PAINTING
DIVISION 10 - SPECIALTIES
10250 - PLASTIC LOCKERS AND BENCHES
10440 – SPECIALTY SIGNS
10522 – FIRE EXTINGUISHERS AND CABINETS
11450 - APPLIANCES
DIVISION 11 - EQUIPMENT
11450 – APPLIANCES
DIVISION 15 – PLUMBING & HVAC
15050- MECHANICAL GENERAL
15020- CODES AND STANDARDS
15030- MECHANICAL RELATED WORK
15105- PIPES AND PIPE FITTINGS
15110- VALVES
15120- PIPING SPECIALTIES
15135- VIBRATION ISOLATION
15150- SUPPORTS, ANCHORS, AND SEALS
15160- MECHANICAL IDENTIFICATION
15170- ACCESS DOORS
15180- TESTING, CLEANING, AND STERILIZATION OF PIPING SYSTEMS
15190- EXCAVATION AND BACKFILL
15205- INSULATION FOR PLUMBING PIPE AND EQUIPMENT
15210- INSULATION FOR HVAC EQUIPMENT AND PIPING
15230- EXTERIOR INSULATION FOR DUCTWORK
15310- BUILDING SPRINKLER AND STANDPIPE SYSTEMS
15405- POTABLE WATER SYSTEM

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026**

15410- SOIL, WASTE, AND VENT SYSTEM
15430- PLUMBING FIXTURES, EQUIPMENT, TRIM & SCHEDULE
15710- SPLIT SYSTEM AIR CONDITIONING UNITS
15715- DUCTLESS SPLIT SYSTEM AIR CONDITIONING UNITS
15810- FANS
15840- HVAC METAL DUCTWORK
15855- DUCTWORK ACCESSORIES
15860- GRILLES, REGISTERS, AND CEILING DIFFUSERS
DIVISION 26 – ELECTRICAL
260500 -- MECHANICAL GENERAL
260510 – ELECTRICAL METHODS AND BASIC MATERIALS
260533 – RACEWAY SYSTEMS
260943 – LIGHTING CONTROL DEVICES – LINE VOLTAGE
262726 – WIRE, CABLE, AND DEVICES
264000 – SERVICE AND DISTRIBUTION
265000 – LED LIGHTING
DIVISION 27 – TELECOMMUNICATIONS
270100 – TELECOMMUNICATIONS SYSTEMS
DIVISION 28 – ELECTRONIC SAFETY AND SECURITY
284621.11 – ADDRESSABLE FIRE ALARM SYSTEMS



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION
GMP PROPOSAL (Rev 01)

March 05, 2026

ADDENDA ISSUED BY THE ARCHITECT/ENGINEER

<u>Addenda #</u>	<u>Description</u>	<u># Pages</u>	<u>Date</u>	<u>Revised</u>
1	Various Revisions and Clarifications	114	02/03/26	n/a
2	Various Revisions and Clarifications	8	2/24/26	n/a
	(END OF ADDENDA)			



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION
GMP PROPOSAL (Rev 01)

March 05, 2026

PRE-BID REQUESTS FOR INFORMATION (PRE-BID RFI's)

<u>PB RFI No.</u>	<u>Description</u>	<u>Issued</u>
1	ACT Specs	02/03/26
2	Demo Questions	02/03/26
3	INPRO Wall Sheeting Dimensions	02/03/26
4	Sheet T401	02/03/26
	(END OF PRE-BID RFI'S)	



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION
GMP PROPOSAL (Rev 01)

March 05, 2026

OTHER DOCUMENTS

<u>Reference</u>	<u>Description</u>	<u># Pages</u>	<u>Date</u>	<u>Revised</u>
	N/A			
	(END OF OTHER DOCUMENTS)			

END OF DOCUMENT LIST



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

CLARIFICATIONS, QUALIFICATIONS AND ASSUMPTIONS

Basis of the GMP Proposal

- This GMP Proposal has been prepared based on the following documents:
 - The Contract Drawings entitled “Fire Station 3 – 100% Set December 19, 2025” dated 12/19/2025 as prepared by Sam Marshall Architects. Refer to Document List included in Section II of this proposal.
 - The Project Specifications entitled “City of Crestview Fire Station 3 Specifications Phase 3 Documents” dated 12/19/2025 as prepared by Sam Marshall Architects. Refer to Document List included in Section II of this proposal.
 - Addendum No. 1 prepared by Sam Marshall Architects and their consultants, dated 02/03/2026, to the extent that the addendum was made available and issued to bidders by Ajax Building Company, LLC as part of a bid package addenda prior to their bid date.
 - Addendum No. 2 prepared by Sam Marshall Architects and their consultants, dated 02/24/2026, to the extent that the addendum was made available and issued to bidders by Ajax Building Company, LLC as part of a bid package addenda prior to their bid date.
 - Pre-Bid Requests for Information (Pre-Bid RFI's) No. 1-4 to the extent that the information was made available and issued to bidders by Ajax Building Company, LLC as part of a bid package addendum prior to their bid date, with answers and/or clarifications provided by the Owner, the Architect and their consultants, or the Construction Manager.
 - The Construction Manager's GMP Cost Report dated 03/05/2026.
 - The Construction Manager's Project Schedule dated 02/26/2026.
 - The Bid Packages and Bid Package Addenda issued to bidders by the Construction Manager.
- It is understood that various allowances are included in this GMP Proposal as indicated in Section IV-D. It is further understood that the Construction Manager's Contract will require adjustments by change order (either additive or deductive) for reconciling the difference between each allowance and the actual costs and/or savings realized on each allowance.
- The value of liquidated damages for this project is established as \$250.00 per calendar day.
- These qualifications, clarifications and assumptions are intended to supplement the GMP Cost Report and the GMP Documents, and are intended to inform the Owner of the Construction Manager's interpretation of the scope items which are included or excluded, and which may not be clearly shown or defined by specification, plan, elevation, detail, section, schedule, or schematic.

Scope of the GMP Proposal

- The scope of this GMP Proposal consists of the following:
 - The Construction Manager's general conditions and general requirements for a period of seven (7) months.
 - Base GMP – Includes the following scope of work:
 - 3,600 sqft. of interior selective demolition and renovations.
 - Window replacements.
 - HVAC replacement.
 - 860 sqft, single-story addition.

Division 01 – General Requirements

- Clarifications, qualifications and assumptions related to Division 01:
 - This GMP Proposal includes the Construction Manager's general conditions and general requirements for a period of seven (7) months.

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026**

- The Construction Manager's Construction Phase Staffing Fee totals \$293,065 for this GMP Proposal which has been presented as a detailed cost estimate for review purposes. The Construction Phase Staffing Fee shall be converted to a lump sum upon acceptance of this GMP Proposal, and shall be invoiced and paid in equal monthly payments as part of the Construction Manager's monthly payment applications, with the final monthly payment due and payable when construction of the project reaches Final Completion. This staffing fee covers the Construction Manager's salaried personnel and does not include the wages paid for labor in the direct employ of the Construction Manager in the performance of the work. Should the duration of the construction stipulated in this GMP Proposal be extended beyond the agreed completion date, due to no fault of the Construction Manager, the Construction Manager's Construction Phase Staffing Fee shall be adjusted accordingly based on a daily rate \$1,345 per calendar day. No retainage shall be withheld from the Construction Manager's Construction Phase Staffing Fee.
- We have included the necessary jobsite supervision, layout, safety supplies, equipment, postage, office equipment, and jobsite communications.
- We have not included a jobsite office facility for Ajax or the Owner, Architect, Engineer, or their representatives.
- Aerial photographs have not been included.
- An allowance for building permits is not included.
- Environmental permits are not included.
- Tap fees, connection charges, system charges, impact fees, meter fees, or other regulatory requirements/fees are not included as all utilities are being tied into existing utility services.
- Costs related to a threshold inspector are not included.
- Temporary utility services (water, sewer and electric) are not included. It is assumed that all temporary utilities required for the project will be tied into existing permanent utilities and that these permanent utilities are readily accessible and of adequate size to handle any additional load as required by temporary utilities. Consumption costs associated with temporary water, sewer, and electric utilities will be paid for by the Owner.
- We have included costs for MIS Services related to the project. This includes software updates associated with Ajax Building Company, LLC standard software provided for cost management, computer operating systems, PDF software, word processing applications, and spreadsheet applications. This includes troubleshooting, virus management/remediation, malware/adware management/remediation, updates, and maintenance of these systems. This does not include services related to scheduling, document control, and Project Management Controls, which are provided via other applications noted below. This does not include service provider costs for internet/telephone, initial setup, wiring, or connections. The charge for this service shall be \$692.00 and shall be billed as a lump sum amount upon approval of the GMP and issuance of the Notice to Proceed.
- We have included costs for Document Management and Project Management Controls Services. These services will be provided via a cloud-based platform that will allow direct access to all Construction personnel, including Owners, Architects, and Subcontractors. Services will include the ability to access/manage the information via mobile devices via the internet. Services included will be Plans and Specs Maintenance and distribution, RFI Control, Submittal Control, Punch List Management, Daily Reports, along with other related functions inherent in the platform. The charge for this service shall be \$2,308.00 and shall be billed as a lump sum amount upon approval of the GMP and issuance of the Notice to Proceed.
- We have included costs for Oracle Textura Payment Management (TPM) System for the administration of the subcontractor payment application process. The charge for this service shall be \$7,500.00 and shall be billed as a lump sum amount upon approval of the GMP and issuance of the Notice to Proceed.
- Temporary jobsite fencing and gates are included as 6'-0" high chain link fencing if needed along the west side of the project site.



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- The final project cleaning is included.
- Jobsite cleanup, rubbish removal, and rubbish disposal are included.
- We have not included any surveys or surveying costs.
- Performance and Payment Bonds are included.
- Labor burden multiplier is included as a fixed rate of 54%. This multiplier is to account for all added expenses related to direct labor that are not included as part of OH&P.
- We exclude any local, state, or federal prevailing wage acts or laws that mandate worker classification, prevailing wage rates, or fringe benefits, including the Davis-Bacon Act and other similar acts or laws.
- We have included this project's portion of our Umbrella / General Liability Insurance Policy within the GMP. The charge for this coverage shall be \$27,691.00 and shall be billed as a lump sum amount upon approval of the GMP and issuance of the Notice to Proceed.
- Costs for procuring Builder's Risk Insurance are included as an Allowance of \$18,461.00.
 - The standard deductible for this policy is \$25,000.
 - The windstorm deductible for this policy is 5% Value at Risk at Time of Loss (VARTOL) / \$250,000 minimum.
 - The flood deductible for this policy is 5% VARTOL / \$500,000 minimum.
 - The deductible for water damage (other than flood) for this policy is \$100,000
 - The earth movement deductible for this policy is \$100,000.
 - The deductible for convective storms (Tornados, Hail) is 2% VARTOL \$250,000 minimum
 - Should a Builder's Risk claim occur, any deductibles or uncovered costs will be treated as a change in scope to be funded via a change order to the Construction Manager's Contract.
 - Builder's Risk coverage is subject to the Project Limit of Liability as declared at policy inception. Sub-limits, accumulative and non-accumulative, will apply as further defined in the policy declarations.
 - "Loss of Use" coverage is not included in the policy. If a Builder's Risk claim occurs, Ajax Building Company, LLC excludes costs associated with "Loss of Use".
 - The Builder's Risk policy excludes coverage for soft costs. Soft costs are defined as additional, non-physical expenses incurred as a result of delays or disruptions caused by a covered loss. If coverage for soft costs is desired, a soft cost endorsement can be requested based on coverage limits, specified by the Owner. Additional conditions, deductibles, and premiums will apply.
- The Builder's Risk and Property Damage Policies do not cover existing buildings in which we are not performing work. Therefore, the Owner should retain their own Property Damage coverage on all existing buildings and shall provide for a waiver of subrogation in Ajax Building Company, LLC's favor. Premiums for Builders Risk coverage are not based on actuarial analysis and are not subject to audit.
- We have included Warranty Management for the project within the GMP. The charge for this service to be provided during the warranty period shall be \$2,308.00 and shall be billed as a lump sum amount upon approval of the GMP and issuance of the Notice to Proceed.
- A Construction Manager Contingency is included. This contingency is to be utilized by Ajax Building Company, LLC at their discretion in executing the work described in this GMP Proposal. Acceptable uses of this contingency include, but are not limited to, the following:
 - Buy-out of work not included in previously awarded bid packages.
 - Repair of damages caused by an unknown source or contractor (not including Builder's Risk claims).
 - To improve and/or accelerate the progress of the work.
 - To improve the conditions of the work.
 - For modification of the work resulting from an unknown ambiguity (not an error or omission) in the contract documents.
 - To increase and/or supplement staff as necessary to effectively manage the project.
 - To adjust the reimbursable general conditions in excess of the budget.



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- A/E Construction Administration Fees are included in the GMP. No other Architectural and/or Engineering Fees are included.
- The Construction Manager's Construction Phase Fee is included at the rate of 7.50% of the GMP which shall be converted to a lump sum upon acceptance of the GMP.
- This proposal does not include any provisions for enhanced hurricane protection (EHPA).
- Ajax Building Company, LLC may utilize a subcontractor default insurance program for some subcontractors as an alternative to Subcontractor Bonds. When utilized, the cost for the subcontractor default insurance coverage will be the same cost as the subcontractor's bond cost.
- Some work of the GMP Proposal and the Project Schedule may include materials or products subject to impact for epidemic or pandemic events, tariffs, or other future concern. The GMP and Project Schedule do not account for and specifically exclude any disruptions, cost impacts or delays to the procurement or supply of such materials caused by these or other similar events. Additionally, the GMP and Project Schedule do not account for and specifically exclude any impacts that may be caused to the performance of the work resulting from labor shortages, shutdowns, work restrictions, travel restrictions, production inefficiencies, governmental regulations/guidance, tariffs, or other similar causes resulting from any outbreak. We have not included allowances related to additional virus-related protective measures for Site sanitizing, Personal protective Equipment or materials, additional handwashing stations or additional Safety Monitoring devices.

Division 02 – Existing Conditions

- Clarifications, qualifications and assumptions related to Division 02:
 - Abatement and Remediation Work
 - No hazardous material surveys, testing, reports, or abatement are included.
 - We specifically exclude any asbestos abatement, lead paint abatement or removal, PCB abatement or removal, mold remediation, and related surveys, air monitoring, clearances, testing services, etc.
 - Demolition / Selective Demolition
 - Demolition work and selective demolition work, as required for the renovations and new construction, is included in this proposal.
 - Any water or runoff generated from construction operations will be contained on the project site. It is assumed that the water and/or runoff generated from demolition operations will not require collection, treatment or disposal.
 - It is assumed that abandoned utilities will be disconnected and capped (not removed or filled).
 - We specifically exclude the relocation and/or reinstallation of any existing or temporary buildings, structures, etc.
 - The salvage of any materials, equipment, furniture, etc. is specifically excluded. It is assumed that all salvage operations by the Owner will have already been completed prior to the mobilization of the Construction Manager.

Division 03 – Concrete

- Clarifications, qualifications and assumptions related to Division 03:
 - Concrete Work
 - Vapor barrier is included under all new building concrete slabs. We specifically exclude any special vapor barriers, radon barriers, waterproofing membranes/coatings, or any other special membranes.
 - Standard subsoil termite treatment is included at the slab sub-grade. No special or extended warranties are included. Treatment or damage mitigation to existing construction is not included.
 - General Concrete Items
 - No colored concrete, special mixes, special finishes, or admixtures are included.





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- We exclude any special rebar finishes, galvanizing, epoxy coatings, or special chairs/supports.

Division 05 – Metals

- Clarifications, qualifications and assumptions related to Division 05:
 - Structural Steel and Deck
 - Structural HSS members will be provided “shop primed”. Galvanization is not included.

Division 06 – Wood, Plastics and Composites

- Clarifications, qualifications and assumptions related to Division 06:
 - Lumber and Rough Carpentry
 - Wood in-wall blocking will be utilized where required for wall-mounted items.

Division 07 – Thermal and Moisture Protection

- Clarifications, qualifications and assumptions related to Division 07:
 - Thermal and Moisture Protection
 - Existing exterior walls and roof assemblies are assumed to have sufficient insulation, air barriers, weather barriers, etc.
 - Roofing and Sheet Metal
 - If *exact* matching wall panels cannot be procured due to age of building, the closest matching option will be provided.
 - “Snap-Loc” roof seaming will be utilized.
 - Fire and Smoke Protection
 - Fire and Smoke protection will be provided at walls indicated as 1 HR Rated Walls on Life Safety Plans.

Division 08 – Openings

- Clarifications, qualifications and assumptions related to Division 08:
 - Doors and Frames
 - Cylinder & core for openings are included.
 - Interior hollow metal doors shall be 16ga A60 galv Honeycomb core primed.
 - Exterior hollow metal doors shall be 16ga A60 galv polystyrene core hurricane.
 - Interior hollow metal frames shall be 16ga A60 galv face welded.
 - Exterior hollow metal frames shall be 16ga A60 galv face welded
 - Wood doors are included as Rift cut red oak 5 ply SCLC core Prefinished Grade AA.
 - We assume the following openings have existing doors & frames to remain: 100B, 105E, 106E, 111E, 126, 127, 128, 129, 130.
 - The following openings have new door in existing frame: 101A, 101B, 101C, 111D, 124A.
 - Standard wood doors will be provided for existing frames in openings 101A, 101B.
 - A Standard hollow metal door provided for existing frame opening 101C.
 - Includes Site master keying software & key cabinet by Lund per specifications.
 - Knox box is not included.
 - Included new door & frame for opening 114, similar to opening 115.
 - Fire rating & closer included for opening 109C in 1Hr wall.
 - All door hardware is included only as shown in hardware sets.
 - Windows



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- 5 new Windows are included as YKK AP, YHS 50 FI Series dark bronze storefront.
- Glass and Glazing
 - Exterior window glazing is included as 1-5/16", tempered, large missile impact, insulated glass using .090 SGP.

Division 09 – Finishes

- Clarifications, qualifications and assumptions related to Division 09:
 - Gypsum Board, Plaster and Stucco Systems
 - No interior veneer plaster or hard coat finishes are included.
 - Abuse resistant gypsum board is not included unless clearly identified on the Contract Drawings.
 - Mold/mildew resistant gypsum board is not included unless clearly identified on the Contract Drawings.
 - Ceilings
 - All acoustical ceilings are included as specified. No special acoustical grid systems, tiles, tile colors, tile patterns, special tile edges, tegular, etc. have been included.
 - Finished Flooring
 - Resilient Flooring
 - LVT is included as Tarkett Even Plane.
 - Rubber Flooring is included as Johnsonite Replay, 4x50 rolls.
 - Wall Base
 - 4" high Johnsonite Type TV Vinyl base is included.
 - Wall Finishes
 - INPRO Palladium Rigid Sheets are included at 5', solid color, with a 1x3 wood cap.
 - Paints and Coatings
 - Painting of interior walls, ceilings, and soffits is included.
 - No accent walls are included.
 - Painting of hollow metal doors and door frames, and hollow metal window frames is included.
 - No painting is included for concealed areas or areas otherwise not exposed to view.

Division 10 – Specialties

- Clarifications, qualifications and assumptions related to Division 10:
 - Miscellaneous Building Specialties
 - Included per plans and specifications.
 - 4 rows of wall-mounted, adjustable, 12" deep, wire-mesh shelving is included for each Pantry.

Division 11 – Equipment

- Clarifications, qualifications and assumptions related to Division 11:
 - Audio / Visual Equipment
 - By Owner.
 - Residential Appliances
 - Residential Appliances have been included per specifications and as outlined in the GMP Cost Estimate included in this proposal. If the specified models are not available at time of purchase, the closest replacement models will be provided.
 - Athletic and Recreation Equipment
 - All gym equipment to be provided By Owner.





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

Division 12 – Furnishings

- Clarifications, qualifications and assumptions related to Division 12:
 - Manufactured Cabinets and Casework
 - Formica brand laminate in standard colors.
 - Solid Surface is included as LX Hausys Hi Macs Select Series.
 - MW10 in Gear wash 103 is included as PLAM countertop with exposed brackets.
 - Window Treatment
 - Blinds or window shades are assumed to be provided By Owner, post-occupancy.

Division 13 – Special Construction

- Clarifications, qualifications and assumptions related to Division 13:
 - Aluminum Canopy
 - 3" thick insulated Elite Panel System roof.
 - 150 mph wind speed rated.

Division 21 – Fire Suppression

- Clarifications, qualifications and assumptions related to Division 21:
 - Fire Protection Systems
 - The Architect/Engineer of Record shall provide all required fire protection system performance requirements. Engineering documents for the project, including all engineering, calculations, analysis, and other data required to set forth the overall design requirements. The construction manager's fire protection subcontractor shall provide all required fire protection system layout documents for the project, including layout, sizing, hydraulic calculations and other construction data that shall provide the requirements for the fabrication and installation of the fire protection system(s) and shall prepare and submit for review/approval, shop drawings and product data for the fire protection system(s) based upon the design documents provided by the Architect/Engineer of Record. Shop drawings and product data shall not require any additional engineering input, and shall not be required to be signed/sealed by a delegated engineer.

Division 22 – Plumbing

- Clarifications, qualifications and assumptions related to Division 22:
 - Plumbing Work
 - General Plumbing Items
 - Fixtures SH(E), WC(E), and DF(E) are indicated as existing to remain and will be protected during construction. They are assumed to be functional.
 - New floor drains will be placed in level slabs.

Division 23 – HVAC

- Clarifications, qualifications and assumptions related to Division 23:
 - HVAC Work
 - Indoor units will be installed in mechanical area on open metal return stands. Drain pans will be installed as specified by the manufacturer.
 - Condensers will be set on the ground on plastic pads with hurricane clips.



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- All drain lines will be installed and routed to the nearest drain or as indicated on plans.
- Thermostats and room temperature sensors will be installed according to plans or by direction of the Owner.
- All units and thermostats will be labeled.
- Complete unit start up performed by experienced technician.
- All duct work will be hung with metal straps.
- All flexible duct work will have nylon strapping as indicated.
- Exhaust fans will be mounted on curbs as indicated.

Division 26 – Electrical

- Clarifications, qualifications and assumptions related to Division 26:
 - Electrical Work
 - Jacking, boring, or directional drilling is not included for new or relocated utilities.
 - Raceways
 - Raceways only will be provided for telephone, data and security systems. Raceways will be provided with pull strings. Equipment, cabling, devices, etc. are not included.
 - J-hooks and cable hooks, as required by others for the installation of telephone, data, security, etc., are specifically excluded.
 - Motors and Generators
 - Existing Generator is assumed to be functional and sufficient for future use. No scope has been carried for generator repairs or testing.
 - Transformers
 - Existing municipal transformer is assumed to provide sufficient power to the building accounting for renovations. No new transformers have been included.
 - Lighting Fixtures
 - Subject to availability at time of order.

Division 27 – Communications

- Clarifications, qualifications and assumptions related to Division 27:
 - Data / Communications Systems
 - At the Owner's request, installation and configuration of a new CAT6A network will be provided by GSC Systems.
 - It is assumed that GSC Systems will comply with Construction Manager's Subcontract insurance and safety requirements.
 - Patch Panels will be provided per Drawings as (1) 48 port and (1) 24 port.
 - Keystone network jacks will be utilized.
 - Sound, Television and Multimedia Equipment
 - By Owner. Receptacles and boxes will be provided where shown on Drawings for such items.
 - Television and Multimedia Equipment
 - By Owner. Receptacles and boxes will be provided where shown on Drawings for such items.
 - Distributed Antenna Systems (DAS)
 - We exclude all Distributed Antenna Systems (DAS), First Responders DAS Systems, and testing for same in their entirety.

Division 28 – Electronic Safety and Security





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- Clarifications, qualifications and assumptions related to Division 28:
 - Security, Alarm and Detection Systems
 - At the Owner's request, the cost associated with a "Verkada" Video Surveillance System is included by GSC Systems.
 - 6 outdoor-rated "bullet" cameras and 4 indoor "dome" cameras are included with 4K resolution.
 - A 5 year software license is included.
 - The Fire Department's Alert/Notification System will be provided by Okaloosa County.
 - Access Control
 - At the Owner's request, installation and configuration of an Access Control System is included by GSC Systems to secure 14 doors.
 - 1 video intercom keypad will be provided.
 - The Access Control System controller will have capacity for 16 doors total.
 - A 5 year software license is included.
 - Fire Alarm Systems
 - NICET Level IV certifications are not included.

Division 31 – Earthwork

- Clarifications, qualifications and assumptions related to Division 31:
 - Site Work / Earthwork
 - Site work and site earthwork is limited to the preparation of the building pad for the single-story addition on the north side of the building.
 - It is assumed that the existing soils are of an acceptable material and that compaction can be achieved under normal means and methods, and that over-excavation and/or replacement of unsuitable soils will not be required in the performance of the work.
 - Site Utilities
 - Storm drain piping relocation and demolition work at the footprint of the Addition is included as an allowance.

Division 32 – Exterior Improvements

- Clarifications, qualifications and assumptions related to Division 32:
 - Exterior Improvements
 - Other than pressure washing the exterior of the building and performing general site cleanup at completion of the work, no exterior improvements have been included in the GMP Proposal.
 - We have not included any milling and/or resurfacing of existing roadways, parking lots or drives.

General Notes

- General clarifications, qualifications and assumptions related to the GMP Proposal:
 - In order to maintain the project schedule, the installation and/or finishing of drywall, doors, cabinets, casework, and other similar finishes/components may be required to commence prior to the HVAC system(s) being operational, conditioned air being achieved, and/or the building envelope being fully enclosed.
 - Electronic, CAD or BIM "As-Built" are not included. Ajax Building Company, LLC will maintain "As-Built" drawings at the jobsite throughout the construction phase and provide copies to the Architect and Owner at Final Completion.



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- O&M training, manuals or video-training is not included for Owner furnished equipment or items provided by the Owner's vendors.
- This GMP Proposal is based on the premise and understanding that Ajax Building Company, LLC will have full control to reallocate any funds and/or budgets within the GMP (excluding allowances) as determined necessary in the execution of the CM Contract.
- Various unforeseen conditions and discrepancies may arise during the construction phase. It is assumed that the Owner will assign a staff member(s) that will be readily available to respond and provide timely assistance in resolving all issues that may arise.

END OF CLARIFICATIONS, QUALIFICATIONS AND ASSUMPTIONS TO THE GMP PROPOSAL



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

EXCLUSIONS

The following items are specifically excluded from the GMP Proposal:

Division 01 – General Requirements

- We have not included a jobsite office facility for the Owner, Architect, Engineer, or their representatives.
- Costs related to a threshold inspector are not included.
- It is assumed that any water, electricity, and/or natural gas utilities consumed in the performance of the work will be provided by the Owner at no cost to the Construction Manager.
- The costs associated with any temporary or permanent water, sewer and electric utilities are excluded.
- This proposal does not include any provisions for enhanced hurricane protection (EHPA).
- We exclude any local, state, or federal prevailing wage acts or laws that mandate worker classification, prevailing wage rates, or fringe benefits, including the Davis-Bacon Act and other similar acts or laws.

Division 02 – Existing Conditions

- We exclude any asbestos abatement, lead paint abatement or removal, PCB abatement or removal, and related surveys, air monitoring, clearances, testing services, etc.
- The treatment or disposal of water and/or runoff generated from demolition operations is excluded.
- It is assumed that abandoned utilities will be disconnected and capped (not removed or filled).
- We exclude the relocation and/or reinstallation of any existing or temporary buildings, structures, etc.
- The salvage of any materials, equipment, furniture, etc. is excluded.

Division 03 – Concrete

- The repair or replacement of any exterior concrete is excluded.
- Special colors or finishes.

Division 05 – Metals

- Special primers or galvanizing.

Division 06 – Wood, Plastics and Composites

- Fire Rated lumber beyond code requirements.

Division 07 – Thermal and Moisture Protection

- Extended Warranties.

Division 08 – Openings

- Doors and frames indicated as existing to remain.
- Tinting or window films.

Division 11 – Equipment





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- Fire Department Gear Washing or Extracting Equipment (by Owner).
- Gym Equipment (by Owner).

Division 12 – Furnishings

- Blinds or window shades.
- Bedding or furniture.
- Televisions.

Division 21 – Fire Suppression

- Fire Protection Systems
 - The Construction Manager assumes that the final signed and sealed design for the fire protection system(s), including all required calculations, pipe sizes, head locations and routing of the system, will be provided by the Fire Protection Subcontractor.

Division 22 – Plumbing

- Leak detection systems.
- Septic systems.
- Drain/system camera/video inspections.

Division 23 – HVAC

- Enhanced filtration systems.
- Air purification systems.

Division 26 – Electrical

- Conduit for data, security, and access controls systems in accessible spaces is excluded.
- Generator Testing.

Division 27 – Communications

- Distributed Antenna Systems (DAS) or Testing.

Division 28 – Electronic Safety and Security

- Emergency Alert Systems.

Division 32 – Exterior Improvements

- We have not included any exterior improvements, or milling and/or resurfacing of existing roadways, parking lots or drives surrounding and/or outside the project site.

Other Exclusions





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- Electronic, CAD or BIM "As-Built" are not included. Ajax Building Company, LLC will maintain "As-Built" drawings at the jobsite throughout the construction phase and provide copies to the Architect and Owner at Final Completion.
- O&M training, manuals or video-training is not included for Owner furnished equipment or items provided by the Owner's vendors.
- Due to budget restrictions, Ajax Building Company, LLC has based this GMP Proposal on a fair, standard and reasonable interpretation of the GMP Documents. We exclude any items or processes that are not typical, are unreasonable or would otherwise require that additional costs be added to the GMP Proposal.

END OF EXCLUSIONS



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

COST REPORT NARRATIVE

Ajax Building Company, LLC is confident that the GMP Cost Report included herein is representative of the proposed scope of work depicted in the GMP Documents. The work included in the GMP Proposal is based upon the List of Documents included in Section II of this proposal as amended by 1) the Clarifications, Qualifications, and Assumptions, 2) the Exclusions, 3) the Allowance Schedule, contained in Sections III and IV of this proposal.

The Base Bid GMP Proposal for the [project name] totals \$2,057,585.00. The Base Bid GMP Proposal includes 3600 sqft. of interior demolition and renovations, window replacements, HVAC replacement, and an 860 sqft, single-story addition.



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
01 FIRE STATION NO. 3 RENOVATIONS			
01 CONSTRUCTION PHASE STAFFING			
01 GENERAL REQUIREMENTS			\$293,065
TOTAL: 01 CONSTRUCTION PHASE STAFFING			\$293,065
02 DIRECT COST ITEMS			
01 GENERAL REQUIREMENTS			(\$168,467)
02 EXISTING CONDITIONS			\$41,000
03 CONCRETE			\$56,916
05 METALS			\$55,195
06 WOOD, PLASTICS, AND COMPOSITES			\$56,820
07 THERMAL AND MOISTURE PROTECTION			\$48,750
08 OPENINGS			\$177,685
09 FINISHES			\$230,450
10 SPECIALTIES			\$79,780
11 EQUIPMENT			\$21,562
12 FURNISHINGS			\$0
21 FIRE SUPPRESSION			\$14,934
22 PLUMBING			\$175,935
23 HEATING, VENTILATING, AND AIR CONDITIONING (HVAC)			\$189,719
26 ELECTRICAL			\$201,900
27 COMMUNICATIONS			\$36,200
28 ELECTRONIC SAFETY AND SECURITY			\$91,686
32 EXTERIOR IMPROVEMENTS			\$0
33 UTILITIES			\$10,000
90 SOFT COSTS			\$271,386
TOTAL: 02 DIRECT COST ITEMS			\$1,591,451
03 CONSTRUCTION PHASE OH&P			
90 SOFT COSTS			\$173,069
TOTAL: 03 CONSTRUCTION PHASE OH&P			\$173,069
TOTAL: 01 FIRE STATION NO. 3 RENOVATIONS			\$2,057,585
Base Estimate Total Cost			\$2,057,585



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
01 FIRE STATION NO. 3 RENOVATIONS			
01 CONSTRUCTION PHASE STAFFING			
01 GENERAL REQUIREMENTS			
01 31 00 Project Management and Coordination			
013113.0090 Operations Manager	31.00 WEEK	\$631.40	\$19,573
013113.0100 Operations Manager Vehicle	7.00 MO	\$192.60	\$1,348
013113.0150 Part Time Project Manager	31.00 WEEK	\$2,079.00	\$64,449
013113.0190 General Superintendent	31.00 WEEK	\$631.40	\$19,573
013113.0200 General Superintendent Vehicle	7.00 MO	\$192.60	\$1,348
013113.0210 Full Time Project Superintendent	31.00 WEEK	\$4,235.00	\$131,285
013113.0300 Part Time Project Engineer	31.00 WEEK	\$492.80	\$15,277
013113.0370 Jobsite Secretary	31.00 WEEK	\$446.60	\$13,845
013130.0070 Per Diem Expenses	7.00 MO	\$3,000.00	\$21,000
013130.0090 Travel Expenses	1.00 LPSM	\$3,210.00	\$3,210
TOTAL: 01 31 00 Project Management and Coordination			\$290,909
01 35 00 Special Procedures			
013529.0010 Safety Director	7.00 MO	\$308.00	\$2,156
TOTAL: 01 35 00 Special Procedures			\$2,156
TOTAL: 01 GENERAL REQUIREMENTS			\$293,065
TOTAL: 01 CONSTRUCTION PHASE STAFFING			\$293,065
02 DIRECT COST ITEMS			
01 GENERAL REQUIREMENTS			
01 21 00 Allowances			
012100.0010 Credit - Amendment 02 (Adv Auth Allow)	1.00 ALLW	(\$250,000.00)	(\$250,000)
TOTAL: 01 21 00 Allowances			(\$250,000)
01 31 00 Project Management and Coordination			
013113.0220 Superintendent Pick-Up Truck	7.00 MO	\$802.50	\$5,618
013113.0230 Fuel for Superintendent Pick-Up Truck	7.00 MO	\$374.50	\$2,621
013140.0010 Purchase Drawings/Reproduction Cost	1.00 LPSM	\$1,605.00	\$1,605
TOTAL: 01 31 00 Project Management and Coordination			\$9,844
01 32 00 Construction Progress Documentation			
013226.0010 Document Management Platform (Procore)	1.00 LPSM	\$2,307.58	\$2,308
013226.0030 MIS Services	1.00 LPSM	\$692.28	\$692
013226.0040 Oracle Textura Payment Management (TPM) System	1.00 LPSM	\$7,500.00	\$7,500
TOTAL: 01 32 00 Construction Progress Documentation			\$10,500
01 35 00 Special Procedures			
013529.0030 First Aid Supplies Set-Up	1.00 LPSM	\$267.50	\$267
013529.0080 Safety Supplies	7.00 MO	\$53.50	\$374
TOTAL: 01 35 00 Special Procedures			\$642
01 41 00 Regulatory Requirements			
014126.0010 Building Permits (By Owner)	1.00 NIC	\$0.00	\$0
014126.0020 Environmental Permits (By Owner)	1.00 NIC	\$0.00	\$0
TOTAL: 01 41 00 Regulatory Requirements			\$0
01 45 00 Quality Control			
014529.0010 Laboratory Testing Allowance	1.00 ALLW	\$2,500.00	\$2,500
TOTAL: 01 45 00 Quality Control			\$2,500



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
01 51 00 Temporary Utilities			
015113.0010 Temporary Wiring	1.00	LPSM	\$2,500.00
015113.0030 Electric Usage Charge (By Owner)	1.00	NIC	\$0.00
015116.0010 Temporary Fire Protection	2.00	EACH	\$176.95
015126.0010 Temporary Lighting	1.00	LPSM	\$1,500.00
015133.0050 Jobsite Communications	7.00	MO	\$347.75
015136.0020 Water Usage Charge (By Owner)	1.00	NIC	\$0.00
TOTAL: 01 51 00 Temporary Utilities			\$6,788
01 52 00 Construction Facilities			
015213.0110 Project Office Supplies	7.00	MO	\$160.50
015213.0120 Jobsite Office Equipment	7.00	MO	\$250.00
015213.0130 Jobsite Office Furniture	7.00	MO	\$125.00
015213.0150 Jobsite Postage	7.00	MO	\$80.25
015213.0160 Jobsite Deliveries	1.00	LPSM	\$1,500.00
015219.0010 Chemical Toilets	7.00	MO	\$321.00
TOTAL: 01 52 00 Construction Facilities			\$8,057
01 54 00 Construction Aids			
015430.0020 Small Tools & Equipment	7.00	MO	\$300.00
TOTAL: 01 54 00 Construction Aids			\$2,100
01 56 00 Temporary Barriers and Enclosures			
015626.0010 Temporary Job Fence	200.00	LNFT	\$18.50
015626.0015 Temporary Gates	1.00	LPSM	\$1,500.00
015626.0020 Wind Screen/Visual Barrier	200.00	LNFT	\$7.50
TOTAL: 01 56 00 Temporary Barriers and Enclosures			\$6,700
01 57 00 Temporary Controls			
015719.0010 Environmental Controls	1.00	LPSM	\$2,500.00
TOTAL: 01 57 00 Temporary Controls			\$2,500
01 58 00 Project Identification			
015813.0020 Jobsite Signage	1.00	LPSM	\$267.50
TOTAL: 01 58 00 Project Identification			\$267
01 71 00 Examination and Preparation			
017123.0010 Surveys (Not Included)	1.00	NIC	\$0.00
TOTAL: 01 71 00 Examination and Preparation			\$0
01 74 00 Cleaning and Waste Management			
017413.0010 Construction Clean-Up	248.00	MNHR	\$38.10
017419.0010 Rubbish Removal	7.00	MO	\$64.20
017419.0020 Dump Charges	310.00	CUYD	\$30.23
017419.0040 Trash Cart	7.00	MO	\$60.00
017423.0010 Final Jobsite Clean-Up	8,810.00	SQFT	\$0.48
017423.0020 Exterior Cleaning	1.00	LPSM	\$5,500.00
TOTAL: 01 74 00 Cleaning and Waste Management			\$29,432
01 76 00 Protecting Installed Construction			
017600.0010 Protection of Finished Surfaces	8,810.00	SQFT	\$0.25
TOTAL: 01 76 00 Protecting Installed Construction			\$2,203
01 77 00 Closeout Procedures			
017719.0010 As-Built Survey (Not Included)	1.00	NIC	\$0.00
TOTAL: 01 77 00 Closeout Procedures			\$0



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
TOTAL: 01 GENERAL REQUIREMENTS			(\$168,467)
02 EXISTING CONDITIONS			
02 41 00 Demolition			
024100.0000 02.01 Demolition	1.00 LPSM	\$36,000.00	\$36,000
024100.0010 Supplemental Selective Demolition	1.00 LPSM	\$5,000.00	\$5,000
024100.0020 Hazardous Material Abatement (Not Included)	1.00 NIC	\$0.00	\$0
TOTAL: 02 41 00 Demolition			\$41,000
TOTAL: 02 EXISTING CONDITIONS			\$41,000
03 CONCRETE			
03 31 00 Structural Concrete			
033100.0000 03.01 Cast-in-Place Concrete	1.00 LPSM	\$56,916.00	\$56,916
TOTAL: 03 31 00 Structural Concrete			\$56,916
TOTAL: 03 CONCRETE			\$56,916
05 METALS			
05 12 00 Structural Steel Framing			
051223.0000 05.01 Structural & Misc Steel	1.00 LPSM	\$33,195.00	\$33,195
TOTAL: 05 12 00 Structural Steel Framing			\$33,195
05 41 00 Structural Metal Stud Framing			
054113.0000 Cold-Formed Roof & Ceiling Framing	1.00 ALLW	\$20,000.00	\$20,000
TOTAL: 05 41 00 Structural Metal Stud Framing			\$20,000
05 58 00 Formed Metal Fabrications			
055823.0040 6" Dia. Pipe Bollard	4.00 EACH	\$500.00	\$2,000
TOTAL: 05 58 00 Formed Metal Fabrications			\$2,000
TOTAL: 05 METALS			\$55,195
06 WOOD, PLASTICS, AND COMPOSITES			
06 40 00 Architectural Woodwork			
064000.0000 06.02 Millwork, Casework, & Finish Carpentry	1.00 LPSM	\$55,620.00	\$55,620
064000.0100 - MW10 PLam Countertop @ Gear Wash 103 ,Bracket Mounted	1.00 LPSM	\$1,200.00	\$1,200
TOTAL: 06 40 00 Architectural Woodwork			\$56,820
TOTAL: 06 WOOD, PLASTICS, AND COMPOSITES			\$56,820
07 THERMAL AND MOISTURE PROTECTION			
07 21 00 Thermal Insulation			
072126.0060 Allowance - Spray Foam Insulation	1.00 ALLW	\$5,000.00	\$5,000
TOTAL: 07 21 00 Thermal Insulation			\$5,000
07 61 00 Sheet Metal Roofing			
076100.0000 07.06 Metal Roofing	1.00 ALLW	\$23,750.00	\$23,750
076100.0100 - Soffit Panels	1.00 ALLW	\$3,500.00	\$3,500
TOTAL: 07 61 00 Sheet Metal Roofing			\$27,250
07 64 00 Sheet Metal Wall Cladding			
076400.0000 Metal Wall Panels @ Addition	1.00 ALLW	\$16,500.00	\$16,500
TOTAL: 07 64 00 Sheet Metal Wall Cladding			\$16,500
TOTAL: 07 THERMAL AND MOISTURE PROTECTION			\$48,750
08 OPENINGS			
08 00 00 Doors, Frames, & Hardware			



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
080000.0000 08.01 Doors, Frames, Hardware & Specialties	1.00 LPSM	\$165,000.00	\$165,000
TOTAL: 08 00 00 Doors, Frames, & Hardware			\$165,000
08 41 00 Entrances and Storefronts			
084100.0000 08.03 Windows, Glass, & Glazing	1.00 ALLW	\$12,685.00	\$12,685
TOTAL: 08 41 00 Entrances and Storefronts			\$12,685
TOTAL: 08 OPENINGS			\$177,685
09 FINISHES			
09 20 00 Framing, Drywall, & Stucco			
092000.0000 09.01 Framing, Drywall, & ACT	1.00 LPSM	\$145,090.00	\$145,090
TOTAL: 09 20 00 Framing, Drywall, & Stucco			\$145,090
09 65 00 Resilient Flooring			
096500.0000 09.05 Flooring & Tile	1.00 LPSM	\$31,120.00	\$31,120
096500.0010 Remedial Floor Prep	1.00 LPSM	\$6,250.00	\$6,250
TOTAL: 09 65 00 Resilient Flooring			\$37,370
09 67 00 Fluid-Applied Flooring			
096700.0000 09.07 Resinous Flooring	1.00 LPSM	\$24,550.00	\$24,550
TOTAL: 09 67 00 Fluid-Applied Flooring			\$24,550
09 90 00 Painting & Wallcovering			
099113.0010 09.09 Painting	1.00 LPSM	\$23,440.00	\$23,440
TOTAL: 09 90 00 Painting & Wallcovering			\$23,440
TOTAL: 09 FINISHES			\$230,450
10 SPECIALTIES			
10 51 00 Lockers			
105100.0000 10.07 Lockers & Benches	1.00 LPSM	\$69,303.00	\$69,303
TOTAL: 10 51 00 Lockers			\$69,303
10 56 00 Storage Assemblies			
105613.0010 Fixed Wire Shelving @ Pantries	3.00 EACH	\$1,609.00	\$4,827
TOTAL: 10 56 00 Storage Assemblies			\$4,827
10 73 00 Protective Covers			
107316.0020 Aluminum Entrance Canopy	1.00 LPSM	\$5,650.00	\$5,650
TOTAL: 10 73 00 Protective Covers			\$5,650
TOTAL: 10 SPECIALTIES			\$79,780
11 EQUIPMENT			
11 30 00 Residential Equipment			
113013.0010 Range	1.00 EACH	\$1,346.19	\$1,346
113013.0020 Range Hood	1.00 EACH	\$554.23	\$554
113013.0060 Microwave Oven	1.00 EACH	\$1,146.52	\$1,147
113013.0080 Ice Machine	1.00 EACH	\$4,342.19	\$4,342
113013.0090 Refrigerator	3.00 EACH	\$2,431.74	\$7,295
113013.0120 Dishwasher	1.00 EACH	\$1,399.11	\$1,399
113013.0150 Washing Machine	1.00 EACH	\$971.69	\$972
113013.0160 Dryer	1.00 EACH	\$1,040.74	\$1,041
113013.0170 Hood Suppression System	1.00 EACH	\$3,466.00	\$3,466
TOTAL: 11 30 00 Residential Equipment			\$21,562
TOTAL: 11 EQUIPMENT			\$21,562



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
12 FURNISHINGS			
12 20 00 Window Treatments			
122000.0000 Window Treatment (By Owner)	1.00	NIC	\$0.00
TOTAL: 12 20 00 Window Treatments			\$0
TOTAL: 12 FURNISHINGS			\$0
21 FIRE SUPPRESSION			
21 00 00 Fire Suppression			
210000.0000 21.01 Fire Suppression	1.00	LPSM	\$14,934.00
TOTAL: 21 00 00 Fire Suppression			\$14,934
TOTAL: 21 FIRE SUPPRESSION			\$14,934
22 PLUMBING			
22 00 00 Plumbing			
220000.0000 22.01 Plumbing	1.00	LPSM	\$175,935.00
TOTAL: 22 00 00 Plumbing			\$175,935
TOTAL: 22 PLUMBING			\$175,935
23 HEATING, VENTILATING, AND AIR CONDITIONING (HVAC)			
23 00 00 HVAC			
230000.0000 23.01 HVAC	1.00	LPSM	\$189,719.00
TOTAL: 23 00 00 HVAC			\$189,719
TOTAL: 23 HEATING, VENTILATING, AND AIR CONDITIONING (HVAC)			\$189,719
26 ELECTRICAL			
26 00 00 Electrical			
260000.0000 26.01 Electrical	1.00	LPSM	\$201,900.00
TOTAL: 26 00 00 Electrical			\$201,900
TOTAL: 26 ELECTRICAL			\$201,900
27 COMMUNICATIONS			
27 00 00 Communications			
270000.0000 GSC Systems - Network Cabling System	1.00	LPSM	\$36,200.00
TOTAL: 27 00 00 Communications			\$36,200
TOTAL: 27 COMMUNICATIONS			\$36,200
28 ELECTRONIC SAFETY AND SECURITY			
28 15 00 Integrated Access Control Hardware Devices			
281500.0000 GSC Systems - Access Control System	1.00	LPSM	\$48,700.00
TOTAL: 28 15 00 Integrated Access Control Hardware Devices			\$48,700
28 21 00 Surveillance Cameras			
282100.0000 GSC Systems - Video Surveillance System	1.00	LPSM	\$42,986.00
TOTAL: 28 21 00 Surveillance Cameras			\$42,986
TOTAL: 28 ELECTRONIC SAFETY AND SECURITY			\$91,686
32 EXTERIOR IMPROVEMENTS			
32 00 00 Exterior Improvements			
320000.0000 32.00 Site Improvements (Not Included)	1.00	NIC	\$0.00
TOTAL: 32 00 00 Exterior Improvements			\$0
TOTAL: 32 EXTERIOR IMPROVEMENTS			\$0



March 5, 2026

DESCRIPTION	QUANTITY	UNIT	TOTAL
33 UTILITIES			
33 42 00 Stormwater Conveyance			
334211.0000 Allowance - Storm Drain Relocation @ Addition	1.00 ALLW	\$10,000.00	\$10,000
TOTAL: 33 42 00 Stormwater Conveyance			\$10,000
TOTAL: 33 UTILITIES			\$10,000
90 SOFT COSTS			
90 11 00 Bond Requirements			
901110.0000 Performance & Payment Bond	1.00 LPSM	\$16,153.09	\$16,153
TOTAL: 90 11 00 Bond Requirements			\$16,153
90 12 00 Insurance Requirements			
901210.0000 General Liability Insurance	1.00 LPSM	\$27,691.02	\$27,691
901220.0000 Builder's Risk Insurance	1.00 LPSM	\$18,460.68	\$18,461
TOTAL: 90 12 00 Insurance Requirements			\$46,152
90 21 00 Warranty Requirements			
902110.0000 Warranty Allocation	1.00 LPSM	\$2,307.58	\$2,308
TOTAL: 90 21 00 Warranty Requirements			\$2,308
90 31 00 Design/Consultant Fees			
903110.0000 A/E Construction Administration	1.00 LPSM	\$33,705.00	\$33,705
TOTAL: 90 31 00 Design/Consultant Fees			\$33,705
90 51 00 Escalation			
905110.0000 Escalation	1.00 NIC	\$0.00	\$0
TOTAL: 90 51 00 Escalation			\$0
90 61 00 Owner/Operator FF&E			
906110.0000 Owner/Operator FF&E (By Owner)	1.00 NIC	\$0.00	\$0
TOTAL: 90 61 00 Owner/Operator FF&E			\$0
90 71 00 Design Contingency			
907110.0000 Design Contingency	1.00 LPSM	\$57,689.62	\$57,690
TOTAL: 90 71 00 Design Contingency			\$57,690
90 72 00 Owner Contingency			
907210.0000 Owner Contingency (By Owner)	1.00 NIC	\$0.00	\$0
TOTAL: 90 72 00 Owner Contingency			\$0
90 73 00 Construction Manager Contingency			
907310.0000 Construction Manager's Contingency	1.00 LPSM	\$115,379.24	\$115,379
TOTAL: 90 73 00 Construction Manager Contingency			\$115,379
TOTAL: 90 SOFT COSTS			\$271,386
TOTAL: 02 DIRECT COST ITEMS			\$1,591,451
03 CONSTRUCTION PHASE OH&P			
90 SOFT COSTS			
90 90 00 Construction Manager Overhead and Fees			
909010.0000 Construction Manager's OH&P	1.00 LPSM	\$173,068.86	\$173,069
TOTAL: 90 90 00 Construction Manager Overhead and Fees			\$173,069
TOTAL: 90 SOFT COSTS			\$173,069
TOTAL: 03 CONSTRUCTION PHASE OH&P			\$173,069
TOTAL: 01 FIRE STATION NO. 3 RENOVATIONS			\$2,057,585



March 5, 2026

Base Estimate Total Cost

\$2,057,585



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

BID TABULATION AND AWARD RECOMMENDATIONS

The GMP Estimate included in this proposal is based on the bid tabulation and award recommendations that follow this narrative.

BP	BP Description	Quote 1	Company	Quote 2	Company	Quote 3	Company	Quote 4	Company
3.01	Concrete	\$ 90,234	Max Lyons	\$ 56,916	Craftsmen Concrete	NO BID	Alpha and Omega	NO BID	BNG
5.01	Steel	\$ 33,195	Smith Ironworks	\$ 18,000	Steel and Supply Co (missing scope)	\$ 79,000	Jackson Cook	\$ -	
6.01	Millwork	\$ 57,270	Fisher	\$ 60,697	Woodlane	\$ -		\$ -	
7.01	Roofing	\$ 23,750	New South	\$ 89,199	Old World	NO BID	Guy Brothers	NO BID	Timberman
8.01 / 10.01	Doors, Specialties, and Lockers	\$ 165,000	Warren	\$ -		\$ -		\$ -	
8.02	Windows	\$ 12,685	Hub City	NO BID	City Glass	\$ -		\$ -	
9.01	Framing and Drywall and ACT	\$ 195,388	Nova (DW, ACT, Paint)	\$ 164,497	Herrinton (Drywall, ACT)	\$ 145,090	GEA (Drywall, ACT, FRP)	\$ -	
9.02	Flooring and Tile	\$ 35,510	Link Floors	\$ 31,120	GCCF	\$ 53,629	Pro Floors Plus	\$ 31,897	Carpet Studios
9.03	Epoxy Flooring	\$ 27,950	GCCF	\$ 19,261	Great Southern Demo (contingent on demo award)	\$ 24,550	API (more qualified)	\$ -	
9.05	Painting	\$ 43,665	API	\$ 23,440	GEA	\$ -		\$ -	
10.05	Lockers and Benches	\$ 69,303	Fisher	\$ -		\$ -		\$ -	
10.07	Aluminum Canopy	\$ 5,650	Breeze Enclosures	NO BID	Anthony's				
21.01	Fire Protection	\$ 14,934	Hiller	\$ 29,000	Pye Barker	\$ 19,705	AFPS	\$ -	
22.01	Plumbing	\$ 198,433	Bayou	\$ 175,935	Keith Lawson Company	\$ 199,990	WW Gay	NO BID	Comfort Systems
23.01	HVAC	\$ 228,375	Bayou	\$ 186,983	John D Jones	\$ 189,719	Keith Lawson Company	\$ 234,161	WW Gay
26.01	Electrical	\$ 201,900	Colsons	\$ 263,907	Bearden	\$ 311,919	Harrington	\$ 305,957	Insight
27	Network Cabling System	\$ 36,200	GSC Systems (Client Sole Source)	\$ -		\$ -		\$ -	
28.01	Access Control System	\$ 48,700	GSC Systems (Client Sole Source)	\$ -		\$ -		\$ -	
28.02	Video Surveillance System	\$ 42,986	GSC Systems (Client Sole Source)	\$ -		\$ -		\$ -	

**CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION****GMP PROPOSAL (Rev 01)****March 05, 2026****ALLOWANCE SCHEDULE**

The following allowances are included in the GMP Proposal where a clear scope has not been defined by the GMP Documents or where the items require further research. These allowances are for the cost of work only and do not include costs for insurance, bonds, contingency, fee, etc.

It is understood that the Construction Manager's Contract will require adjustments by change order (either additive or deductive) for reconciling the difference between each of the below listed allowances and the actual costs and/or savings realized for each allowance.

<u>Item No.</u>	<u>Description</u>	<u>Allowance Amount</u>
	Division 01 – General Requirements	
012100.0010	Reconciliation of Amendment 02 Advanced Auth Allowance	(\$250,000.00)
014529.0010	Laboratory Testing	\$2,500.00
054113.0000	Cold-Formed Roof & Ceiling Framing	\$20,000.00
072126.0060	Spray Foam Insulation	\$5,000.00
334211.0000	Storm Drain Relocation Work	\$10,000.00
901220.0000	Builder's Risk Insurance	\$18,461.00

END OF ALLOWANCE SCHEDULE



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

SITE UTILIZATION PLAN NARRATIVE

Refer to the attached Site Utilization Plan dated February 27, 2026 as prepared by Ajax Building Company, LLC and included in Section V-B of this proposal for the illustration of the below listed items.

Temporary Fencing

- Material: Six foot (6') high galvanized chain link fencing will be utilized for the temporary construction fencing.
- Locations: Temporary fencing will be installed at the locations indicated on the Site Utilization Plan.
- Visual Barriers: Full-height windscreening will be installed as a visual barrier on all chain link fencing and gates. This visual barrier will be maintained for the duration of the project.

Construction Entrances and Temporary Gates

- Primary Construction Entrance: The primary construction entrance is located at the existing North Driveway of the Fire Station. A vehicle gate will be located at this entrance.
- Secondary Construction Entrances: The Secondary entrance to the project site will be located at the South Driveway of the Fire Station. A vehicle gate will be located at this entrance.

Site Security

- Gate Security: All temporary gates will be chained and locked during non-work hours throughout the duration of the project.

Debris Removal

- Roll-off containers will be supplied and maintained by Ajax Building Company, LLC for removing construction debris from the project site.
- All roll-off container pulls will be scheduled by Ajax Building Company, LLC's Project Superintendent.
- Unless otherwise dictated by the progress/requirements of the project, Ajax Building Company, LLC will endeavor to perform all roll-off container pulls during business hours.

Vehicle and Equipment Paths

- Vehicle and equipment paths required for equipment and/or vehicle travel, bearing, access, etc. within the project site will be kept clear to the fullest extent possible.

On-Site Material Storage

- Storage Containers: Various materials, equipment and fabricated items may be stored in Connex-type trailers, tractor trailers and storage boxes within the fenced area of the project site. All storage containers will be locked during non-work hours.
- Open Material Storage: Various materials, equipment and fabricated items that do not lend themselves to be stored in containers will be stored and/or staged on the project site. Such items will be stored on dunnage and protected from the elements as necessary to ensure that the quality and condition of the items is not jeopardized.

Temporary Facilities





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

- Temporary Power:
 - Temporary electrical service for the construction site will be obtained from the Fire Station's existing electrical service.
- Temporary Water:
 - Temporary water service for the construction site will be obtained from the Fire Station's existing domestic water service.

Construction Traffic, Parking and Deliveries

- Ajax Building Company, LLC Staff: Ajax staff will utilize the established entrance gate and drive for access, parking and project management activities. Parking for Ajax staff will be in the location(s) indicated on the Site Utilization Plan.
- Construction Employees and Personnel: Construction employees will utilize the established entrance gate and drive for access, parking and project management activities. Parking will be in the location(s) indicated on the Site Utilization Plan.
- Construction Deliveries: General construction related deliveries will utilize the Main Entrance gate and drive for access to the project site.

Maintenance of Site

- Ajax Building Company, LLC will maintain all temporary fencing, visual windscreen barriers, construction storage areas, and construction parking areas to ensure safety and an acceptable appearance. It is assumed that the Owner will continue to maintain all other areas outside the construction site or not occupied by Ajax Building Company, LLC.
- The site will be monitored for trash, debris, and general housekeeping. Cleanup and housekeeping will be performed on a regular basis as necessary to ensure safety and an acceptable appearance.

Emergency Contact Information

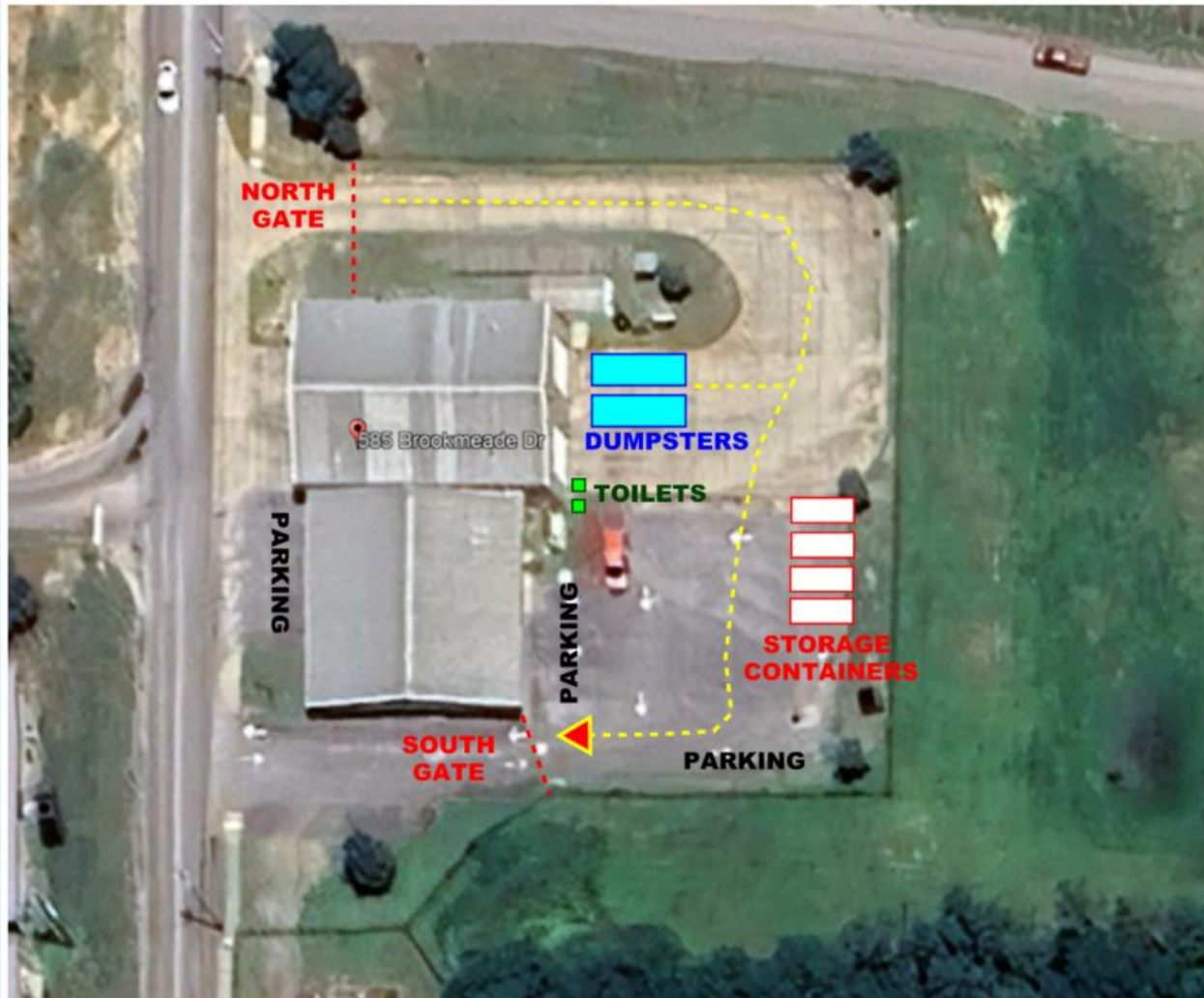
- Emergency Contacts: The following is a list of emergency contact numbers for Ajax Building Company, LLC personnel assigned to the project.

<u>Contact Person</u>	<u>Job Title</u>	<u>Contact Number</u>
Judd West	Project Executive	850.556.4440
Dane Chrestensen	Project Manager	850.545.8340
Norman Nobles	Project Superintendent	813.597.6790



CRESTVIEW FIRESTATION #3 SITE UTILIZATION PLAN

02/27/2026





CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

SCHEDULE NARRATIVE

Refer to the attached Master Project Schedule dated February 27, 2026 as prepared by Ajax Building Company, LLC and included in Section VI-B of this proposal for the illustration of the below listed items.

The project schedule included within this proposal is based on the information represented in the GMP Documents. The project schedule reflects an overall duration of seven (7) months for the construction phase of the project.

The following contractual dates are incorporated into the AIA C171 Agreement via this GMP Proposal.

- | | |
|--------------------------|--------------------|
| ▪ Substantial Completion | September 04, 2026 |
| ▪ Final Completion | October 06, 2026 |

The following additional Milestone Dates are anticipated within the project schedule to achieve the contractual dates listed above.

- | | |
|--|----------------|
| ▪ Mobilization / Start of Construction | March 02, 2026 |
|--|----------------|

In order for construction activities to commence on March 02, 2026 as scheduled and continue uninterrupted, the following contractual activities will need to be completed as indicated.

- | | |
|---|----------------|
| ▪ Notice to Proceed (Demolition Activities) | March 2, 2026 |
| ▪ GMP Negotiations Complete | March 6, 2026 |
| ▪ City Council Approval (if required) | March 9, 2026 |
| ▪ CM Contract Amendment Executed | March 10, 2026 |
| ▪ All Required Permits Issued | March 10, 2026 |
| ▪ Notice to Proceed (Balance of Work) | March 10, 2026 |

Should any of the above listed dates not be met and therefore delay the commencement and/or progress of construction, the contractual substantial and final completion dates noted above will require extension on a day for day basis.

To expedite the project start-up activities, the Design Team, the Construction Manager, and the Owner will be required to closely coordinate and expedite submittal review/approval, respond to information requests, respond to conflicts/unforeseen conditions, etc.

The schedule is based upon the assumption that any design revisions required to address future design review comments and/or permitting review comments will be issued to the Construction Manager within one (1) week of receipt of such comments with a directive to proceed. It is further assumed that such revisions (if any) will be minor in nature and will not result in a material change in the overall scope and/or direction of the project.

Ajax Building Company, LLC will continue to work closely with the Project Team throughout the Preconstruction and Construction Phases of the project to ensure that all critical dates are maintained.



CRESTVIEW FIRE STATION #3 RENOVATIONS & ADDITION

GMP PROPOSAL (Rev 01)

March 05, 2026

CRESTVIEW FIRE STATION #3 - RENOVATION AND ADDITION			
GMP SCHEDULE			2/26/2026
Activity	Duration	Start	Finish
Demolition - Walls and Ceilings	15	3/2/2026	3/23/2026
Plumbing - Renovation - Under Slab Rough-In	5	3/23/2026	3/30/2026
Plumbing - Addition - Underslab Rough-In	3	3/31/2026	4/3/2026
Concrete - Renovation - Dowels & Rebar at trenches	3	4/6/2026	4/9/2026
Concrete - Addition - Formwork/ Rebar	5	4/10/2026	4/17/2026
Concrete - Renovation - Pour Backs at Trenches	1	4/20/2026	4/21/2026
Concrete - Addition - Place SOG	1	4/22/2026	4/23/2026
Steel - Addition - Set Columns and Beams	1	4/24/2026	4/27/2026
Framing - Renovation - Wall Layout	2	4/22/2026	4/24/2026
Framing - Renovation - Frame Walls and Ceiling, Set Door Frames	5	4/27/2026	5/4/2026
Framing - Addition - Wall Layout	1	4/27/2026	4/28/2026
Framing - Addition - Frame Walls and Roof, Set Door Frames	5	4/29/2026	5/6/2026
MEP - Wall Rough-In	35	5/6/2026	6/24/2026
MEP - Ceiling Rough-In	30	5/27/2026	7/8/2026
Exterior Sheathing	1	5/7/2026	5/8/2026
Steel - Renovation & Addition - Decking	3	5/11/2026	5/14/2026
Roofing	5	5/15/2026	5/22/2026
Concrete - Renovation - Place Elevated Deck of "Strengthened Room"	2	5/15/2026	5/19/2026
Glass - Replace Windows	5	5/25/2026	6/1/2026
Drywall - Renovation - Hang, Tape, Finish	10	6/26/2026	7/10/2026
Drywall - Addition - Hang, Tape, Finish	8	6/30/2026	7/10/2026
Painting - First Coat Walls	5	7/13/2026	7/20/2026
ACT - Install Grid	5	7/21/2026	7/28/2026
Install Cabinets/Casework	15	7/21/2026	8/11/2026
Doors - Install Doors and Hardware	10	7/21/2026	8/4/2026
Plumbing - Set Fixtures	5	7/21/2026	7/28/2026
HVAC - Grilles and Diffusers	5	7/29/2026	8/5/2026
Electrical - Install Lighting	5	7/29/2026	8/5/2026
Install Flooring	10	7/29/2026	8/12/2026
Install Specialties and Shelving/Lockers	10	7/30/2026	8/13/2026
ACT - Drop Ceiling Tiles	5	8/6/2026	8/13/2026
Painting - Final Coat	5	8/14/2026	8/21/2026
Set Appliances	3	8/24/2026	8/27/2026
Final Inspections (AHJ)	5	8/28/2026	9/4/2026
Substantial Completion	1	9/4/2026	9/4/2026
Punch List, Exterior Cleaning, Demobilization	20	8/28/2026	9/25/2026
Fire Department Move In	10	9/18/2026	10/2/2026
Final Completion	1	10/5/2026	10/6/2026



Ajax

AIA[®] Document C171[™] – 2013

Standard Form of Agreement Between Owner and Program Manager for use in a Multiple Project Program

AGREEMENT made as of the 12th day of August in the year 2024
(In words, indicate day, month and year.)

BETWEEN the Program Manager's client identified as the Owner:
(Name, legal status, address and other information)

City of Crestview, Florida
198 North Wilson Street
Crestview, Florida 32548
Telephone Number: 850-682-1560

and the Program Manager:
(Name, legal status, address and other information)

Ajax Building Company, LLC
1080 Commerce Boulevard
Midway, Florida 32343
Telephone Number: 850-224-9571

for the following Program:
(Name, location, and detailed description of the group of buildings and/or site improvement projects included in the Program)

See attached Exhibit 1 – Owner's Criteria dated July 25, 2024.

The Owner and Program Manager agree as follows.

ADDITIONS AND DELETIONS:

The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed. A vertical line in the left margin of this document indicates where the author has added necessary information and where the author has added to or deleted from the original AIA text.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

TABLE OF ARTICLES

1	PROGRAM INFORMATION AND INITIAL INFORMATION
2	PROGRAM MANAGER'S RESPONSIBILITIES
3	SCOPE OF PROGRAM MANAGER'S BASIC SERVICES
4	ADDITIONAL SERVICES
5	OWNER'S RESPONSIBILITIES
6	COPYRIGHTS AND LICENSES
7	CLAIMS AND DISPUTES
8	TERMINATION OR SUSPENSION
9	MISCELLANEOUS PROVISIONS
10	COMPENSATION
11	SPECIAL TERMS AND CONDITIONS
12	SCOPE OF THE AGREEMENT

ARTICLE 1 PROGRAM INFORMATION AND INITIAL INFORMATION

§ 1.1 This Agreement is based on the Program Information and Initial Information set forth in Sections 1.2 and 1.3.

§ 1.2 Program Information

(Insert the requested Program Information below. For information that is not provided, insert a statement such as "not applicable," "unknown at time of execution" or "to be determined later by mutual agreement.")

§ 1.2.1 Preliminary description of the projects comprising the Program:

(Identify proposed use, size, or other known information for each project in the Program.)

See attached Exhibit 1 – Owner's Criteria dated July 25, 2024.

§ 1.2.2 Location of each project in the Program:

See attached Exhibit 1 – Owner's Criteria dated July 25, 2024.

§ 1.2.3 Preliminary assessment of the condition of existing facilities or sites, if any:

(Identify or describe written reports of the conditions of existing facilities or sites.)

Refer to City of Crestview – Facilities Inventory & Operational Assessment Master Plan dated September 2021 as prepared by Matrix Design Group, Inc.

§ 1.2.4 Funding source:

(Identify anticipated funding sources, and deadlines or schedules related to funding, as well as whether funding is authorized.)

Funding Source(s): To Be Determined by City of Crestview. Options under consideration include local sales tax, grants, bonds, and other sources yet to be determined.

§ 1.2.5 The Owner's budget for the Program, including the budgets for each project in the Program:

(Provide the Owner's total budget for the Program and, if known, a line-item breakdown of all costs described in Section 3.4.1.)

Total Program Budget: To Be Determined

§ 1.2.6 The Owner's intended procurement or delivery methods for design and construction of the projects in the Program.
(Identify method such as competitive bid, negotiated contract, multiple prime contracts or construction management.)

Design Services shall be provided by the Program Manager through negotiated contract(s) with third party design professionals. The Program Manager shall provide the Construction Services for each project in the Program. Construction Services shall be, as determined by the Program Manager, either 1) self-performed by the Program Manager utilizing the Construction Manager at Risk (CMAR) delivery method, or 2) provided by the Program Manager through third party construction professionals utilizing any delivery method(s) determined appropriate by the Program Manager.

§ 1.2.7 Anticipated scheduling information:
(Include overall Program duration and milestones. If known, include proposed dates for commencement and completion of design, commencement and completion of construction, occupancy, and any other critical scheduling information for each project in the Program.)

.1 Anticipated dates of Program commencement and completion:

.1 Commencement of design, if other than the date of this Agreement:

To Be Determined (per Program Component authorized by Owner).

.2 Completion of design:

To Be Determined (per Program Component authorized by Owner).

.3 Commencement of construction

To Be Determined (per Program Component authorized by Owner).

.4 Completion of construction

To Be Determined (per Program Component authorized by Owner).

.2 Other Program scheduling information:

To Be Determined (per Program Component authorized by Owner).

§ 1.2.8 Other information regarding the Program:
(Identify any other available studies or reports, as well as special characteristics or needs of the Program, such as environmentally responsible design or historic preservation requirements, not provided elsewhere.)

Not Applicable

§ 1.3 Initial Information

(Insert the requested Initial Information below. For information that is not to be provided, insert a statement such as "not applicable," "unknown at time of execution" or "to be determined later by mutual agreement.")

§ 1.3.1 The Owner will retain the following consultants and contractors:
(List name, discipline, address and other information. If the Owner will retain a consultant or contractor for some, but not all, projects in the program, indicate the project(s) for which the consultant or contractor is retained.)

To Be Determined. If consultant(s) are required to assess and/or address any known or potential hazardous materials or environmental conditions, such consultant(s) shall be retained by the City of Crestview.

§ 1.3.2 The Program Manager will retain the consultants identified in Sections 1.3.2.1 and 1.3.2.2:

§ 1.3.2.1 Consultants retained under Basic Services:

(List name, discipline, address and other information. If the Program Manager will retain a consultant for some, but not all, projects in the program, indicate the project(s) for which the consultant or contractor is retained.)

The Program Manager will retain the following Architectural and Planning Firms to perform Basic Services for the program components. The project(s) for which each, or both firms, will be retained will be determined at a later date by Program Manager, with input from Owner.

Goodwyn Mills Cawood, LLC
720 Bayfront Parkway, Suite 200
Pensacola, Florida 32502
Telephone Number: 850-432-0706

Sam Marshall Architects
325 South Palafox Street
Pensacola, Florida 32502
Telephone Number: 850-433-7842

The Program Manager shall have the ability to add, remove, change, or otherwise modify the consultants retained under this Agreement, with input from Owner.

§ 1.3.2.2 Consultants retained under Additional Services:

(List name, discipline, address and other information. If the Program Manager will retain a consultant for some, but not all, projects in the program, indicate the project(s) for which the consultant or contractor is retained.)

To Be Determined

§ 1.3.3 The Owner identifies the following representative in accordance with Section 5.4:

(List name, address and other information.)

Tim Bolduc, City Manager
City of Crestview, Florida
198 North Wilson Street
Crestview, Florida 32536
Telephone Number: 850-682-3812
Email Address: timbolduc@cityofcrestview.org

§ 1.3.4 The persons or entities, in addition to the Owner's representative, who are required to review and approve the Program Manager's submittals to the Owner are as follows:

(List name, address and other information.)

City of Crestview Director of Operations, or as designated by the City Manager.

§ 1.3.5 The Program Manager identifies the following representative in accordance with Section 2.4:

(List name, address and other information.)

Judd West, Operations Manager
Ajax Building Company, LLC
1080 Commerce Boulevard
Midway, Florida 32343
Telephone Number: 850-224-9571
Email Address: judd.west@ajaxbuilding.com

§ 1.3.6 Other Initial Information on which the Agreement is based:

Not Applicable

§ 1.4 The Owner and Program Manager may rely on the Program Information and Initial Information. Both parties, however, recognize that such information may materially change and, in that event, the Owner and the Program Manager shall appropriately adjust the schedules, the Program Manager's services and the Program Manager's compensation.

ARTICLE 2 PROGRAM MANAGER'S RESPONSIBILITIES

§ 2.1 The Program Manager shall provide the services as set forth in this Agreement.

§ 2.2 The Program Manager shall perform its services consistent with the skill and care ordinarily provided by program managers practicing in the same or similar locality under the same or similar circumstances. The Program Manager shall perform its services as expeditiously as is consistent with such skill and care and the orderly progress of the Program.

§ 2.3 The Program Manager, as soon as practicable after execution of the Agreement, shall confirm in writing to the Owner the names and qualifications of its proposed key staff members. Within 14 days of receipt of the names and qualifications of the Program Manager's proposed key staff members, the Owner may reply to the Program Manager in writing stating (1) whether the Owner has reasonable objection to a proposed key staff member or (2) that the Owner requires additional time to review. Failure of the Owner to reply within the 14 day period shall constitute notice of no reasonable objection. The Program Manager shall not staff any employees on the Program to whom the Owner has made reasonable and timely objection. The Program Manager shall not change its key staff members without the Owner's consent, which shall not unreasonably be withheld or delayed.

§ 2.4 The Program Manager shall identify a representative authorized to act on behalf of the Program Manager with respect to the Program.

§ 2.5 Except with the Owner's knowledge and consent, the Program Manager shall not engage in any activity, or accept any employment, interest or contribution that would reasonably appear to compromise the Program Manager's judgment with respect to the Program.

§ 2.6 The Program Manager shall provide its services in cooperation with the services provided by the Owner and the Owner's consultants and contractors and shall coordinate its services with those services provided by the Owner and the Owner's consultants and contractors. The Program Manager shall be entitled to rely on the accuracy and completeness of services and information furnished by the Owner and the Owner's consultants and contractors. The Program Manager shall provide prompt written notice to the Owner if the Program Manager becomes aware of any error, omission or inconsistency in such services or information.

§ 2.7 The Program Manager shall maintain the following insurance for the duration of this Agreement. If any of the requirements set forth below exceed the types and limits the Program Manager normally maintains, the Owner shall reimburse the Program Manager for any additional cost as set forth in Section 10.6.3.

§ 2.7.1 Comprehensive General Liability with policy limits of not less than two million dollars (\$ 2,000,000.00) for each occurrence and in the aggregate for bodily injury and property damage. The Owner shall be named as an additional insured on the Program Manager's Comprehensive General Liability policy.

§ 2.7.2 Automobile Liability covering owned and rented vehicles operated by the Program Manager with policy limits of not less than one million dollars (\$ 1,000,000.00) combined single limit and aggregate for bodily injury and property damage. The Owner shall be named as an additional insured on the Program Manager's Automobile Liability policy.

§ 2.7.3 The Program Manager may use umbrella or excess liability insurance to achieve the required coverage for Comprehensive General Liability and Automobile Liability, provided that such umbrella or excess insurance results in

the same type of coverage as required for the individual policies. The Owner shall be named as an additional insured on the Program Manager's umbrella or excess insurance policy.

§ 2.7.4 Workers' Compensation at statutory limits and Employers' Liability with a policy limit of not less than one million dollars (\$ 1,000,000.00).

§ 2.7.5 Professional Liability covering the Program Manager's negligent acts, errors and omissions in its performance of services with policy limits of not less than three million dollars (\$ 3,000,000.00) per claim and in the aggregate.

§ 2.7.6 The Program Manager shall provide to the Owner certificates of insurance evidencing compliance with the requirements in this Section 2.7. The certificates will show the Owner as an additional insured on the Comprehensive General Liability, Automobile Liability, and umbrella or excess policies.

ARTICLE 3 SCOPE OF PROGRAM MANAGER'S BASIC SERVICES

§ 3.1 General

§ 3.1.1 The Program Manager's Basic Services consist of those described in this Article 3. The Program Manager shall have authority to act on behalf of the Owner only to the extent provided in this Agreement. The Program Manager shall not be responsible for the failure of the Owner's consultants or contractors to perform services for, or the construction of, a project in accordance with the plans, specification or other contract or legal requirements. The Program Manager shall be responsible for the Program Manager's negligent acts or omissions, but shall not have control over or charge of, and shall not be responsible for, acts or omissions of the Owner's consultants or contractors.

§ 3.1.2 The Program Manager shall periodically review the development of the design for each project in the Program and provide recommendations for systems, materials, equipment and techniques that are utilized to achieve the Design Standards established pursuant to Section 3.3.4. The Program Manager shall provide advice on construction feasibility, availability of materials and labor, and procurement and time requirements for installation and construction.

§ 3.1.3 The Program Manager shall determine the need for retaining consultants to provide professional and other services for each project in the Program, and assist the Owner in reviewing qualifications and selecting any such consultants.

§ 3.1.4 The Program Manager shall assist the Owner in selecting the services of independent testing laboratories, review their reports and make recommendations to the Owner.

§ 3.1.5 The Program Manager shall provide the Construction Services for each project in the Program. Construction Services shall be, as determined by the Program Manager, either 1) self-performed by the Program Manager utilizing the Construction Manager at Risk (CMAR) delivery method, or 2) provided by the Program Manager through third party construction professionals utilizing any delivery method(s) determined appropriate by the Program Manager.

§ 3.1.6 The Program Manager shall assist the Owner in establishing building information modeling and digital data protocols for the projects in the Program as appropriate.

§ 3.2 Program Management Plan

§ 3.2.1 In order to ascertain the requirements of the Program, the Program Manager shall review and discuss with the Owner the Program Information and Initial Information, along with any other information listed below to be furnished by the Owner. The Program Manager and the Owner shall discuss the feasibility of incorporating sustainable objectives in the Program.

(List other information to be furnished by the Owner.)

To be determined during the Conceptual Design Phase of each project.

§ 3.2.2 The Program Manager shall develop and document a Program Management Plan reflecting the scope and related requirements of the Program and submit the Program Management Plan to the Owner for approval. The Program Management Plan shall include a description of, and requirements pertaining to, the following:

- .1 Program management approach and organization, including executive, management and team staffing plan and responsibilities;

- .2 Program planning and development activities, including strategic planning, prioritizing, and defining scope, schedule and budget of the projects in the Program;
- .3 Program management controls, including scope, budget/cost, schedule, and quality management plan;
- .4 Procurement strategies and procedures, including strategy for procurement of design services and construction; procedures for pre-purchase of material, systems, and equipment; evaluating and approving substitutions; and affirmative action or diversity plan;
- .5 Authorization processes and procedures, including administrative approval processes and responsibilities, and key documentation for: professional services and preconstruction services; processes and procedures for project construction procurement, such as award, contracting, notice to proceed, change orders, payment certification; and project closeout;
- .6 Program communication procedures, including systems, meetings, reporting, investigation, and records;
- .7 Development of design process guidelines, including assessment, prioritization, project scope definition, design development, coordination, and permit process;
- .8 Development of construction process guidelines, including preconstruction and construction administration services, construction phase processes and procedures, program coordination, change order management, commissioning, and project closeout procedures; and
- .9 Project acceptance and turnover guidelines relating to contract completion and closeout management, including record documentation, manuals and warranties.

§ 3.2.3 The Program Manager shall obtain the Owner's approval of the Program Management Plan, and any subsequent revisions to the Program Management Plan. The Program Manager shall meet with the Owner to discuss the Program Management Plan and any necessary revisions every six months, or at intervals set forth below: *(Insert the milestones or intervals for Program Management Plan updates, if other than every six months.)*

§ 3.3 Information Management and Standards

§ 3.3.1 **Program Management Information System.** The Program Manager shall implement and, for the duration of the Program, maintain and upgrade as necessary a web-based Program Management Information System to be used to receive, distribute, and maintain Program Reports, Program Schedules, and other information, reports and documentation as agreed by the Owner and the Program Manager. Activities under the Program will be scheduled and documented through the Program Management Information System. The Program Management Information System shall organize information by project, activity, or relevant categories, as determined by the Program Manager and Owner. The Program Manager shall collect information pertaining to the Program, and update the Program Management Information System on a weekly basis unless otherwise agreed. The Program Management Information System shall contain, at a minimum, current status on contracts, budget, schedule and quality on a Program and project basis.

§ 3.3.2 The Owner shall have access to all information in the Program Management Information System. Other Program and project participants shall have access to specific information only as approved by the Owner. Upon the completion of each project in the Program, the Program Manager shall preserve the documentation and information contained in the Program Management Information System and provide a copy to the Owner.

§ 3.3.3 The Program Manager shall develop protocols and standards for the exchange and use of information in digital form to be integrated into the Program Management Information System. The Program Manager shall provide information to the Owner and the Owner's consultants and contractors, as required for the duration of the Program, regarding the use of the Program Management Information System.

§ 3.3.4 **Design Standards.** The Program Manager shall assist the Owner, and Owner's Design Manager, if any, in developing and periodically updating Design Standards for the Owner's approval. The Design Standards shall provide a functional, aesthetic, and quality framework for the projects in the Program and shall include the following: planning criteria (including area, volume, equipment, finish, technical services and other relevant functional requirements for typical spaces); specifications and performance requirements (including sustainable design criteria) for materials, systems, components and assemblies organized by classification system as agreed upon with the Owner; drawing, building information modeling, and documentation standards (including requirements for interim and final contract document deliverables); typical design details of selected conditions; and, procurement, contracting and general requirements. The Design Standards shall incorporate any existing Owner design standards.

§ 3.3.5 Prior to the start of the design of each project, the Program Manager shall make the Owner-approved Design Standards available to the Owner's design consultants through the Program Management Information System.

§ 3.3.6 **Program Report.** On a monthly basis, or as set forth below, the Program Manager shall prepare a Program Report. The Program Report shall include a summary update of Program and project status, an updated Program Schedule, actual and anticipated costs related to the Program, cost and payment reports for each consultant and construction contract, cash flow projections, proposed and approved change orders, and any claims pertaining to the Program Manager, Owner, and the Owner's other consultants and contractors.

(If the Program Report is required at intervals other than monthly, set forth such intervals below.)

In order to minimize the costs associated with the initial Agreement, program updating and reporting extending beyond the initial programming efforts are excluded. If required, program updates and reporting shall be provided as additional services upon authorization by the Owner. Frequency of updates and reporting to be determined by Owner.

§ 3.4 Program Budget Control

§ 3.4.1 If the Owner has not established a Program Budget, the Program Manager and the Owner shall collaborate to prepare a preliminary Program Budget, which shall include the costs for the Program Manager's services, the costs of the services of the Owner's other consultants, the costs for design and construction of each project in the Program, and additional details necessary for the Owner to prepare a complete Program Budget. The Owner shall review and approve in writing the preliminary Program Budget. The Program Manager shall provide monthly reports on the Program Budget, or at intervals otherwise agreed to by the Owner and Program Manager below. The Program Manager shall organize the Program Budget in a manner that will allow costs to be tracked using the Program Management Information System.

(If the Program Manager is required to provide Program Budget reports at intervals other than monthly, set forth such intervals below.)

In order to minimize the costs associated with the initial Agreement, program updating and reporting extending beyond the initial programming efforts are excluded. If required, program updates and reporting shall be provided as additional services upon authorization by the Owner. Frequency of updates and reporting to be determined by Owner.

§ 3.4.2 The Program Manager shall develop and implement a system of budget and cost controls to assist the Owner in the management of Program and project costs. The Program Manager shall prepare cash flow projections of costs for the Program.

§ 3.4.3 The Program Manager shall review estimates prepared by the Owner's consultants and contractors and produce a report identifying variances from the Program Budget along with recommendations for resolving such variances.

§ 3.4.4 The Program Manager shall share information regarding the Program Budget with the Owner's consultants as authorized by the Owner.

§ 3.4.5 The Program Manager shall assist in identifying Program-wide procurement and cost saving opportunities.

§ 3.4.6 The Program Manager shall report the cost impact on the Program Budget of proposed contracts, change orders, and proposed contract amendments from the Owner and the Owner's consultants and contractors.

§ 3.5 Program Schedule Control

§ 3.5.1 The Program Manager shall prepare a Program Schedule showing priorities, sequences, durations, and responsible parties for major design, pricing, construction and Owner activities; establishing the overall duration of the Program; and identifying critical milestone dates. The Program Manager shall update and expand the level of detail and status of the Program Schedule as the Program progresses. The Program Schedule shall also incorporate or identify

- .1 dates for approvals and permits;
- .2 project specific milestones and design and construction schedules, including dates of commencement and completion;
- .3 components that need to be ordered or procured for the overall Program by the Owner, if any; and
- .4 the Owner's occupancy requirements and any portions of the Program having occupancy priority.

§ 3.5.2 The Program Manager shall provide recommendations for project sequencing and phasing to meet overall Program objectives.

§ 3.5.3 The Program Manager shall provide recommendations on the milestone dates and durations in the design and construction schedules as they are developed for the projects in the Program.

§ 3.5.4 The Program Manager shall monitor and report on the progress of the Program and indicate to the Owner observed deviations from the Program Schedule or key milestones of the individual project schedules that may impact substantial completion or final completion. The Program Manager shall include the reports in the Program Management Information System. The Program Manager shall consult with the Owner and the Owner's consultants and contractors to develop recovery plans when the schedules or objectives are not being met.

§ 3.6 Program Quality Control

§ 3.6.1 The Program Manager shall establish, and distribute through the Program Management Information System, quality control guidelines that define the obligations of the Program Manager, Owner, and the Owner's consultants and contractors.

§ 3.6.2 The Program Manager shall periodically review the development of the design for each project in the Program for conformance with the Program requirements and Design Standards. The Program Manager shall provide a list of observed deviations from the Design Standards and discuss resolution of the observed deviations with the Owner and, as appropriate, the Owner's consultants and contractors.

§ 3.6.3 The Program Manager shall confirm that each contractor has prepared a safety program and project specific quality control plan.

§ 3.6.4 The Program Manager shall advise the Owner of observations it makes regarding deficiencies in the performance of the Owner's consultants and contractors.

§ 3.7 Other Services

§ 3.7.1 Subject to Sections 4.1.1 and 4.3.1.3, upon the Owner's written request, the Program Manager shall provide reasonable assistance in the areas of community and public relations, in order to enhance and maintain public awareness in furtherance of the interests of the Program and the Owner.

§ 3.7.2 The Program Manager shall schedule and conduct meetings with the necessary Program participants to coordinate the progress of the Program. The Program Manager shall also prepare minutes of such meetings and include them, as appropriate, in the Program Management Information System.

§ 3.7.3 The Program Manager shall develop a strategy, procedure, and schedule to assist the Owner in obtaining the required reviews and approvals of authorities having jurisdiction over each project in the Program.

§ 3.7.4 The Program Manager shall assist the Owner in developing and implementing protocols for the review and processing of changes or proposed changes in the scope of design or construction for projects in the Program, and the corresponding contracts for design and construction.

§ 3.7.5 The Program Manager shall assist the Owner in developing and implementing protocols for the review and processing of applications for payment for the Program and the projects in the Program.

§ 3.7.6 The Program Manager shall assist the Owner in selecting the dispute resolution procedures to be included in the various agreements between the Owner or the Program Manager and consultants and contractors for disputes arising out of the Program.

§ 3.7.7 Upon the written request of the Owner, the Program Manager shall evaluate and provide input to the Owner on claims arising out of the Program.

§ 3.7.8 The Program Manager shall assist the Owner in establishing a procedure for tracking and submission of records, warranties, guarantees, and documents pertaining to systems verification and project close-out, for projects in the Program.

ARTICLE 4 ADDITIONAL SERVICES

§ 4.1 Additional Services listed below are not included in Basic Services but may be required for the Program. The Program Manager shall provide the listed Additional Services only if specifically designated in the table below as the Program Manager's responsibility, and the Owner shall compensate the Program Manager as provided in Section 10.3.

(Designate the Additional Services the Program Manager shall provide in the second column of the table below. In the third column indicate whether the service description is located in Section 4.2 or in an attached exhibit. If in an exhibit, identify the exhibit. AIA Contract Document numbers are cited, where applicable, to provide a basis for the proposed scope of services, but may need to be revised to be applicable in the Program Management context.)

Services	Responsibility (Program Manager, Owner or not provided)	Location of Service Description (Section 4.2 below or in an exhibit attached to this document and identified below)
§ 4.1.1 Community communications not included in Section 3.7.1	Owner	
§ 4.1.2 Capital campaign support	Owner	
§ 4.1.3 Project Specific Construction Management (C132™–2009)	Program Manager	See Section 4.2 below.
§ 4.1.4 Assistance with sustainability certifications	Program Manager	See Section 4.2 below.
§ 4.1.5 Affirmative action/diversity compliance and outreach	Not Provided	
§ 4.1.6 Design Management Services (B171™–2013)	Program Manager	See Section 4.2 below.
§ 4.1.7 Existing facilities analysis	Program Manager	See Section 4.2 below.
§ 4.1.8 Site Selection Analysis (B203™–2007)	Program Manager	See Section 4.2 below.
§ 4.1.9 Economic analysis	Owner	
§ 4.1.10 Project Programming (B202™–2009)	Program Manager	See Section 4.2 below.
§ 4.1.11 Master planning	Program Manager	See Section 4.2 below.
§ 4.1.12 Early procurement of materials and equipment	Program Manager	See Section 4.2 below.
§ 4.1.13 FF&E procurement coordination	Owner	
§ 4.1.14 Detailed cost estimating	Program Manager	See Section 4.2 below.
§ 4.1.15 Life cycle analysis	Program Manager	See Section 4.2 below.
§ 4.1.16 Move management	Owner	
§ 4.1.17 Coordination of hazardous material testing or abatement	Owner	
§ 4.1.18 Other project specific services:	TBD	See Section 4.2 below.
§ 4.1.19 Other Program specific services:	TBD	See Section 4.2 below.

§ 4.2 Insert a description of each Additional Service designated in Section 4.1 as the Program Manager's responsibility, if not further described in an exhibit attached to this document.

4.1.3 Project Specific Construction Management – Refer to Exhibit 1 (Owner's Criteria). Upon presentation of a Guaranteed Maximum Price (GMP) Proposal by the Program Manager and execution of a Contract Amendment incorporating the construction phase services into the Agreement on a project-specific basis, the Program Manager shall perform the construction phase services utilizing the Construction Manager at Risk (CMAR) delivery method.

4.1.4 Assistance with Sustainability Certifications – Refer to Exhibit 1 (Owner's Criteria). Sustainability objectives for each program component/project shall be identified during Phase 2 (Conceptual Design) at which time the scope of

these additional services (if any) will be determined. These additional services shall be performed upon authorization by the Owner.

4.1.6 Design Management Services – Refer to Exhibit 1 (Owner's Criteria). Upon presentation of a Design Proposal by the Program Manager and execution of a Contract Amendment incorporating the design services into the Agreement on a project-specific basis, the Program Manager and their Design Consultants shall manage the design services being provided.

4.1.7 Existing Facilities Analysis – Refer to Exhibit 1 (Owner's Criteria) and the 2021 Matrix Facility Inventory and Operational Assessment. If required, these additional services shall be identified and performed during Phase 2 (Conceptual Design) upon authorization by the Owner on a project-specific basis.

4.1.8 Site Selection Analysis – Refer to Exhibit 1 (Owner's Criteria) and the 2021 Matrix Facility Inventory and Operational Assessment. If required, these additional services shall be identified and performed during Phase 2 (Conceptual Design) upon authorization by the Owner on a project-specific basis.

4.1.10 Project Programming – Refer to Exhibit 1 (Owner's Criteria). Project Programming beyond the services identified in Phase 1 (Master TPM Program & Facilities Program) shall be identified and performed as additional services upon authorization by the Owner.

4.1.11 Master Planning – Refer to Exhibit 1 (Owner's Criteria). Master Planning beyond the services identified in Phase 1 (Master TPM Program & Facilities Program) shall be identified and performed as additional services upon authorization by the Owner.

4.1.12 Early Procurement of Materials and Equipment – Refer to Exhibit 1 (Owner's Criteria). Early procurement opportunities shall be evaluated on a project-specific basis during Phase 3 (Design/Preconstruction) at which time the scope of these additional services (if any) will be determined. These additional services shall be performed upon authorization by the Owner.

4.1.14 Detailed Cost Estimating – Refer to Exhibit 1 (Owner's Criteria). Upon presentation of a Design Proposal by the Program Manager for Phase 3 (Design/Preconstruction) and execution of a Contract Amendment incorporating these services into the Agreement on a project-specific basis, the Program Manager shall provide Detailed Cost Estimating as outlined in their proposal.

4.1.15 Life Cycle Analysis – Refer to Exhibit 1 (Owner's Criteria). If required, these additional services shall be identified and performed during Phase 3 (Design/Preconstruction) upon authorization by the Owner on a project-specific basis.

4.1.18 Other Project Specific Services – Refer to Exhibit 1 (Owner's Criteria). If required, Other Project Specific Services shall be identified and performed as additional services upon authorization by the Owner on a project-specific basis.

4.1.19 Other Program Specific Services – Refer to Exhibit 1 (Owner's Criteria). If required, Other Program Specific Services shall be identified and performed as additional services upon authorization by the Owner.

§ 4.3 Additional Services may be provided after execution of this Agreement, without invalidating this Agreement. Except for services required due to the fault of the Program Manager, any Additional Services provided in accordance with this Section 4.3 shall entitle the Program Manager to compensation pursuant to Section 10.4.

§ 4.3.1 Upon recognizing the need to perform the following Additional Services, the Program Manager shall notify the Owner with reasonable promptness and explain the facts and circumstances giving rise to the need. The Program Manager shall not proceed to provide the following services until the Program Manager receives the Owner's written authorization:

- .1 Services necessitated by a change in the Program Information or Initial Information; a change to previous instructions or approvals given by the Owner; or a material change in the Program or projects in the Program including, but not limited to, size, quality, complexity, the Owner's Program Schedule or Program Budget, or procurement or delivery methods in addition to those listed in Section 1.2.6;
- .2 Services necessitated by the enactment or revision of codes, laws or regulations or official interpretations after the date of this Agreement;
- .3 Preparation for, and attendance at, public presentations, meetings or hearings in excess of TBD (TBD) total hours;
- .4 Preparation for, and attendance at, a dispute resolution proceeding or legal proceeding, except where the Program Manager is party thereto;
- .5 Services required to assist in the repair or replacement of any elements of construction on projects in the Program, for any cause except the negligence of the Program Manager; or
- .6 Services required by deficiencies in the performance or default of Owner's consultants or contractors.

§ 4.3.2 If the services covered by this Agreement have not been completed within sixty (60) months of the date of this Agreement, through no fault of the Program Manager, an extension of the Program Manager's services beyond that time shall be compensated as Additional Services.

ARTICLE 5 OWNER'S RESPONSIBILITIES

§ 5.1 The Owner shall provide and update information regarding requirements for, and limitations on, the Program in a timely manner, including the information in Article 1; other objectives, schedule constraints and criteria, and site requirements; and any other information either described in Article 5 or required for the Program Manager to perform its services.

§ 5.2 The Owner shall collaborate with the Program Manager to establish and periodically update the Program Budget including (1) the Program Manager's costs, (2) design and constructions costs, (3) the Owner's other costs, and (4) reasonable contingencies related to all of these costs. If the Owner significantly increases or decreases the Program Budget, the Owner shall promptly notify the Program Manager, and in consultation with Program Manager and the Owner's other consultants and contractors, agree to corresponding changes in project scopes, features or quality.

§ 5.3 When applicable, the Owner shall retain all contractors and consultants necessary to carry out the Program except for those consultants retained by the Program Manager as listed in Section 1.3.2. The Owner shall provide the Program Manager with a copy of all executed agreements between the Owner and its consultants and contractors, and any modifications to those agreements. The Owner shall require that its consultants maintain professional liability insurance and other liability insurance as appropriate to the services provided, and require that its contractors maintain commercial general liability insurance and other liability insurance as appropriate to the services or work provided. The Owner shall require all contractors to name the Program Manager and its consultants as Additional Insureds on all insurance policies where available.

§ 5.4 The Owner shall identify a representative authorized to act on the Owner's behalf with respect to the Program. The Owner shall render decisions in a timely manner in order to avoid unreasonable delay in the orderly and sequential progress of the Program Manager's services.

§ 5.5 The Owner shall furnish surveys to describe physical characteristics, legal limitations and utility locations for the sites included within the Program, and written legal descriptions of those sites. The surveys and legal information shall include, as applicable, grades and lines of streets, alleys, pavements and adjoining property and structures; designated wetlands; adjacent drainage; rights-of-way, restrictions, easements, encroachments, zoning, deed restrictions, boundaries and contours of the site; locations, dimensions and necessary data with respect to existing buildings, other improvements and trees; and information concerning available utility services and lines, both public and private, above and below grade, including inverts and depths. All the information on the survey shall be referenced to an appropriate benchmark at each project location. The Owner may choose to engage the services of the Program Manager to procure or obtain the services and/or data referenced in this article.

§ 5.6 The Owner shall furnish services of geotechnical engineers, which may include but are not limited to test borings, test pits, determinations of soil bearing values, percolation tests, evaluations of hazardous materials, seismic evaluation, ground corrosion tests and resistivity tests, including necessary operations for anticipating subsoil conditions, with written reports and appropriate recommendations.

§ 5.7 The Owner shall furnish tests, inspections and reports required by law or the Program, such as structural, mechanical, and chemical tests, tests for air and water pollution, and tests for hazardous materials. The Owner may choose to engage the services of the Program Manager to procure or obtain the services and/or data referenced in this article.

§ 5.8 The Owner shall furnish all legal, insurance, financing, and accounting services, including auditing services, that may be reasonably necessary at any time for the Program to meet the Owner's needs and interests.

§ 5.9 The Owner shall provide, and shall require that its consultants and contractors provide, prompt written notice to the Program Manager if they become aware of any fault or defect in the Program, including errors, omissions or inconsistencies in any documents produced by, or services provided by, the Program Manager.

§ 5.10 In the agreements between the Owner and the Owner's consultants or contractors, the Owner shall include a

duty that the consultant or contractor cooperate with the Program Manager and provide information and documents reasonably necessary for the Program Manager to prepare and update the Program Management Plan or as otherwise required for the Program Manager to perform its services.

§ 5.11 Except as otherwise provided in this Agreement, or when direct communications have been specially authorized, the Owner shall endeavor to communicate with the Program Manager's consultants through the Program Manager about matters arising out of or relating to the Program. The Owner shall communicate with its own forces, consultants, and contractors, and coordinate its own internal information and communications that are necessary for the Program. The Owner shall notify the Program Manager of any such communication that affects the Program. The Owner shall promptly notify the Program Manager of any direct communications that may affect the Program Manager's services.

§ 5.12 The Owner shall provide the Program Manager access to the project sites and other facilities under the Owner's control and associated with the Program. The Owner shall obligate its contractors to provide the Program Manager access to the project sites wherever work is in preparation or progress.

§ 5.13 For each project in the Program, the Owner shall purchase and maintain or require the Program Manager or its contractors to purchase and maintain property insurance written on a builder's risk "all-risk" or equivalent policy form in the amount of the initial contract sum, plus the value of subsequent contract modifications and cost of materials supplied or installed by others, comprising total value for the entire project at the site on a replacement cost basis without optional deductibles. These policies shall cover reasonable compensation for Program Manager's services and expenses required as a result of such insured loss.

ARTICLE 6 COPYRIGHTS AND LICENSES

§ 6.1 The Program Manager assigns to the Owner its rights, including copyright, in its Instruments of Service. The Program Manager shall obtain a similar assignment to the Owner from the Program Manager's consultants consistent with this Agreement. For purposes of this Agreement, Instruments of Service are representations, in any medium of expression now known or later developed, of the tangible and intangible creative work performed by the Program Manager, the Owner, and their consultants and contractors under their respective services agreements. Instruments of Service may include, without limitation studies, surveys, models, sketches, drawings, specifications, and other similar materials.

§ 6.2 The Program Manager and Owner warrant that in transmitting any information, including Instruments of Service, the transmitting party is the copyright owner of such information or has permission from the copyright owner to transmit such information for its use on the project.

§ 6.3 The Owner shall have exclusive ownership of all data in the Program Management Information System and the Program Management Plan developed or contributed by the Program Manager or the Program Manager's consultants and contractors. Ownership of the data in the Program Management Information System and the Program Management Plan does not include ownership of any proprietary software developed and owned by the Program Manager and used in connection with the collection, manipulation, or publication of the data in the Program Management Information System and the Program Management Plan. Unless the Owner pays the licensing fee described in Section 10.7, the Owner's right to use any such proprietary software shall terminate at the time of termination of this Agreement. The Program Manager shall take all steps reasonably necessary to allow the Owner to exercise the Owner's rights to own and utilize the data in the Program Management Information System and the Project Management Plan after termination of the Owner's rights to use any proprietary software. The Program Manager shall include provisions consistent with the provisions in this Section 6.3 in the Program Manager's agreements with the Program Manager's consultants. If the Program Manager rightfully terminates this Agreement for cause as provided in Section 8.4, the Program Manager's obligations under, and the Owner's rights to further use of proprietary software granted in, this Section 6.3 shall terminate. Ownership of data obtained from or compiled, developed or contributed by the Owner's consultants or contractors will be controlled by the terms of the Owner's agreements with those consultants or contractors.

ARTICLE 7 CLAIMS AND DISPUTES

§ 7.1 General

§ 7.1.1 The Owner and Program Manager shall commence all claims and causes of action, whether in contract, tort, or otherwise, against the other arising out of or related to this Agreement in accordance with the requirements of the

method of binding dispute resolution selected in this Agreement within the period specified by applicable law, but in any case not more than 10 years after the date of substantial completion of the work on the project out of which the claim arises. The Owner and Program Manager waive all claims and causes of action not commenced in accordance with this Section 7.1.1.

§ 7.1.2 To the extent damages are covered by property insurance required under Section 5.13, the Owner and Program Manager waive all rights against each other and against the contractors, consultants, agents and employees of the other for damages, except such rights as they may have to the proceeds of such insurance as set forth Section 5.13. The Owner or the Program Manager, as appropriate, shall require of the contractors, consultants, agents and employees of any of them similar waivers in favor of the other parties enumerated herein.

§ 7.1.3 The Program Manager shall indemnify and hold the Owner and the Owner's officers and employees harmless from and against damages, losses and judgments arising from claims by third parties, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are caused by the negligent acts or omissions of the Program Manager, its employees and its consultants in the performance of services under this Agreement. The Program Manager's duty to indemnify the Owner under this provision shall be limited to the available proceeds of insurance coverage.

§ 7.1.4 The Program Manager and Owner waive consequential damages for claims, disputes or other matters in question arising out of or relating to this Agreement. This mutual waiver is applicable, without limitation, to all consequential damages due to either party's termination of this Agreement, except as specifically provided in Section 8.7.

§ 7.2 Meet and Confer

§ 7.2.1 Any claim, dispute or other matter in question arising out of or related to this Agreement shall be subject to a meet and confer session as a condition precedent to mediation.

§ 7.2.2 The Owner and Program Manager shall endeavor to resolve claims, disputes and other matters in question during the meet and confer session. The meet and confer session shall be attended by the Owner and Program Manager or their authorized representatives who shall have the authority to bind the parties. The meet and confer session shall take place within thirty (30) days after a request by either party, unless the parties mutually agree otherwise. Prior to the meet and confer session, the parties shall exchange relevant information that will assist in resolving the claim, dispute or controversy.

§ 7.2.3 If the parties reach a mutually acceptable resolution, they shall prepare appropriate documentation memorializing the resolution. If the parties cannot reach a mutually acceptable resolution, they shall proceed to mediation in accordance with Section 7.3.

§ 7.3 Mediation

§ 7.3.1 Any claim, dispute or other matter in question arising out of or related to this Agreement not resolved by the meet and confer session shall be subject to mediation as a condition precedent to binding dispute resolution.

§ 7.3.2 Unless the parties mutually agree otherwise, the mediation shall be administered by the American Arbitration Association in accordance with its Construction Industry Mediation Procedures in effect on the date of the Agreement. A request for mediation shall be made in writing, delivered to the other party to the Agreement, and filed with the person or entity administering the mediation. The request may be made concurrently with the filing of a complaint or other appropriate demand for binding dispute resolution but, in such event, mediation shall proceed in advance of binding dispute resolution proceedings, which shall be stayed pending mediation for a period of 60 days from the date of filing, unless stayed for a longer period by agreement of the parties or court order. If an arbitration proceeding is stayed pursuant to this section, the parties may nonetheless proceed to the selection of the arbitrator(s) and agree upon a schedule for later proceedings.

§ 7.3.3 The parties shall share the mediator's fee and any filing fees equally. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

§ 7.3.4 If the parties do not resolve a dispute through mediation pursuant to this Section 7.3, the method of binding dispute resolution shall be the following:

(Check the appropriate box. If the Owner and Program Manager do not select a method of binding dispute resolution below, or do not subsequently agree in writing to a binding dispute resolution method other than litigation, the dispute will be resolved in a court of competent jurisdiction.)

☐ Arbitration pursuant to Section 7.4 of this Agreement

☒ Litigation in a court of competent jurisdiction

☐ Other: (Specify)

§ 7.4 Arbitration

§ 7.4.1 If the parties have selected arbitration as the method for binding dispute resolution in this Agreement any claim, dispute or other matter in question arising out of or related to this Agreement subject to, but not resolved by, mediation shall be subject to arbitration which, unless the parties mutually agree otherwise, shall be administered by the American Arbitration Association in accordance with its Construction Industry Arbitration Rules in effect on the date of the Agreement. A demand for arbitration shall be made in writing, delivered to the other party to this Agreement, and filed with the person or entity administering the arbitration.

§ 7.4.1.1 A demand for arbitration shall be made no earlier than concurrently with the filing of a request for mediation, but in no event shall it be made after the date when the institution of legal or equitable proceedings based on the claim, dispute or other matter in question would be barred by the applicable statute of limitations. For statute of limitations purposes, receipt of a written demand for arbitration by the person or entity administering the arbitration shall constitute the institution of legal or equitable proceedings based on the claim, dispute or other matter in question.

§ 7.4.2 The foregoing agreement to arbitrate and other agreements to arbitrate with an additional person or entity duly consented to by the parties to this Agreement shall be specifically enforceable in accordance with applicable law in any court having jurisdiction thereof.

§ 7.4.3 The award rendered by the arbitrator(s) shall be final, and judgment may be entered upon it in accordance with applicable law in any court having jurisdiction thereof.

§ 7.4.4 Consolidation or Joinder

§ 7.4.4.1 Either party, at its sole discretion, may consolidate an arbitration conducted under this Agreement with any other arbitration to which it is a party provided that (1) the arbitration agreement governing the other arbitration permits consolidation, (2) the arbitrations to be consolidated substantially involve common questions of law or fact, and (3) the arbitrations employ materially similar procedural rules and methods for selecting arbitrator(s).

§ 7.4.4.2 Either party, at its sole discretion, may include by joinder persons or entities substantially involved in a common question of law or fact whose presence is required if complete relief is to be accorded in arbitration, provided that the party sought to be joined consents in writing to such joinder. Consent to arbitration involving an additional person or entity shall not constitute consent to arbitration of any claim, dispute or other matter in question not described in the written consent.

§ 7.4.4.3 The Owner and Program Manager grant to any person or entity made a party to an arbitration conducted under this Section 7.4, whether by joinder or consolidation, the same rights of joinder and consolidation as the Owner and Program Manager under this Agreement.

ARTICLE 8 TERMINATION OR SUSPENSION

§ 8.1 If the Owner fails to make payments to the Program Manager in accordance with this Agreement, such failure shall be considered substantial nonperformance and cause for termination or, at the Program Manager's option, cause for suspension of performance of services under this Agreement. If the Program Manager elects to suspend services, the Program Manager shall give seven days' written notice to the Owner before suspending services. In the event of a suspension of services, the Program Manager shall have no liability to the Owner for delay or damage caused the Owner because of such suspension of services. Before resuming services, the Program Manager shall be paid all sums due prior to suspension and any expenses incurred in the interruption and resumption of the Program Manager's services. The Program Manager's fees for the remaining services and the time schedules shall be equitably adjusted.

§ 8.2 If the Owner suspends the Program, the Program Manager shall be compensated for services performed prior to notice of such suspension. When the Program is resumed, the Program Manager shall be compensated for expenses incurred in the interruption and resumption of the Program Manager's services. The Program Manager's fees for the remaining services and the time schedules shall be equitably adjusted.

§ 8.3 If the Owner suspends the Program for more than 90 cumulative days for reasons other than the fault of the Program Manager, the Program Manager may terminate this Agreement by giving not less than seven days' written notice.

§ 8.4 Either party may terminate this Agreement upon not less than seven days' written notice should the other party fail substantially to perform in accordance with the terms of this Agreement through no fault of the party initiating the termination.

§ 8.5 The Owner may terminate this Agreement upon not less than seven days' written notice to the Program Manager for the Owner's convenience and without cause.

§ 8.6 In the event of termination not the fault of the Program Manager, the Program Manager shall be compensated for services performed prior to termination, together with Reimbursable Expenses then due and all Termination Expenses as defined in Section 8.7.

§ 8.7 Termination Expenses are in addition to compensation for the Program Manager's services and include expenses directly attributable to termination for which the Program Manager is not otherwise compensated.

§ 8.8 In the event of termination of this Agreement, the Owner's rights to use information and materials provided by the Program Manager are set forth in Article 6.

ARTICLE 9 MISCELLANEOUS PROVISIONS

§ 9.1 This Agreement shall be governed by the law of the jurisdiction identified below. If the parties have selected arbitration as the method of binding dispute resolution, the Federal Arbitration Act shall govern Section 7.4.
(Identify the jurisdiction whose laws will govern this Agreement.)

Florida

§ 9.2 The Owner and Program Manager, respectively, bind themselves, their agents, successors, assigns and legal representatives to this Agreement. Neither the Owner nor the Program Manager shall assign this Agreement without the written consent of the other, except that the Owner may assign this Agreement to a lender providing financing for the Program if the lender agrees to assume the Owner's rights and obligations under this Agreement.

§ 9.3 If the Owner requests the Program Manager to execute certificates, the proposed language of such certificates shall be submitted to the Program Manager for review at least 14 days prior to the requested dates of execution. If the Owner requests the Program Manager to execute consents reasonably required to facilitate assignment to a lender, the Program Manager shall execute all such consents that are consistent with this Agreement, provided the proposed consent is submitted to the Program Manager for review at least 14 days prior to execution. The Program Manager shall not be required to execute certificates or consents that would require knowledge, services or responsibilities beyond the scope of this Agreement.

§ 9.4 Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either the Owner or Program Manager.

§ 9.5 Unless otherwise required in this Agreement, the Program Manager shall have no responsibility for the discovery, presence, handling, removal or disposal of, or exposure of persons to, hazardous materials or toxic substances in any form at the project sites.

§ 9.6 The Program Manager shall have the right to include photographs of the projects in the Program among the Program Manager's promotional and professional materials. The Program Manager shall be given reasonable access to the projects to take photographs. However, the Program Manager's materials shall not include the Owner's confidential or proprietary information if the Owner has previously advised the Program Manager in writing of the

specific information considered by the Owner to be confidential or proprietary. The Owner shall provide professional credit for the Program Manager in the Owner's promotional materials for the Program.

§ 9.7 If the Program Manager or Owner receives information specifically designated by the other party as "confidential" or "business proprietary," the receiving party shall keep such information strictly confidential and shall not disclose it to any other person or entity except as set forth in Section 9.7.1.

§ 9.7.1 If the Program Manager or Owner receives information specifically designated by the other party as "confidential" or "business proprietary," the receiving party may disclose such information as required by law or court order, including a subpoena or other form of compulsory legal process issued by a court or governmental entity. The Party receiving such information may also disclose it to its employees, consultants or contractors in order to perform services or work solely and exclusively for the Program, provided those employees, consultants and contractors are subject to the restrictions on the disclosure and use of such information as set forth in this Section 9.7.

§ 9.8 Written notice shall be deemed to have been duly served if delivered in person to the individual, to a member of the firm or entity, or to an officer of the corporation for which it was intended; or if delivered at, or sent by registered or certified mail or by courier service providing proof of delivery to, the last business address known to the party giving notice.

§ 9.9 The Owner agrees not to solicit or hire the Program Manager's employees who are involved with the Program prior to one year after completion of the Program. If the Owner hires a Program Manager's employee involved with the Program prior to one year after completion of the Program, the Owner agrees to pay the Program Manager an amount as set forth below.

(Insert stipulated sum or method of calculation for the amount to be paid to the Program Manager.)

\$75,000

ARTICLE 10 COMPENSATION

§ 10.1 For the Program Manager's Basic Services described under Article 3 and as included in Program Manager's Basic Services Proposal dated July 25, 2024, the Owner shall compensate the Program Manager as follows:

(Insert amount of, or basis for, compensation, including stipulated sums, hourly or monthly billing rates, direct salary expense plus multiple, or monthly fee.)

One Hundred Ninety-One Thousand Seven Hundred Sixty and No/100 Dollars (\$191,760.00), subject to modification as provided for in the Agreement.

§ 10.2 The hourly labor cost rates and billing rates for services of the Program Manager and the Program Manager's consultants, if any, are set forth below. The rates shall be adjusted in accordance with the Program Manager's and Program Manager's consultants' normal review practices.

(If applicable, attach an exhibit of hourly billing rates or insert them below.)

2024 Rates (subject to annual adjustment)

Employee or Category	Hourly Billable Rate
Ajax Building Company:	
Principal, Jay Smith	\$ 300.00 / Hour
Vice President of Operations, Appie Wells	\$ 278.00 / Hour
Project Executive, Judd West	\$ 245.00 / Hour
General Superintendent	\$ 223.00 / Hour
Senior Project Manager	\$ 167.00 / Hour
Project Manager	\$ 139.00 / Hour
Asst. Project Manager	\$ 100.00 / Hour
Senior Superintendent	\$ 167.00 / Hour
Superintendent	\$ 139.00 / Hour

Chief Estimator, Jeff Stephenson	\$ 184.00 / Hour
Senior Estimator	\$ 145.00 / Hour
Estimator	\$ 128.00 / Hour
VDC/BIM Coordinator, Sean Akvan	\$ 128.00 / Hour
Administrative Assistant, Cathy Wolfe	\$ 56.00 / Hour

Program Manager's Consultants:

Goodwyn Mills Cawood (GMC):

Vice President / Architect, Kelly Wieczorek	\$ 225.00 / Hour
Senior Architect, George Williams	\$ 250.00 / Hour
Architect III, Kim Steele	\$ 230.00 / Hour
Architect II, Art Perez	\$ 210.00 / Hour
Architect I, Shadia Jaramillo	\$ 195.00 / Hour
Interior Design Associate / Professional Staff I, Jamie Bordelon	\$ 110.00 / Hour
Revit Tech / Technical II, Ben Kitzel	\$ 115.00 / Hour

Sam Marshall Architects (SMA):

Senior Vice President / Architect, David Alsop	\$ 250.00 / Hour
Architect III, Mike Marshall	\$ 230.00 / Hour
Architect II, Jonathan Fish	\$ 210.00 / Hour
Architect I, Luke Marshall	\$ 195.00 / Hour

Other Consultants:

(To be negotiated at time of service)

Additional Staff (Ajax/GMC/SMA):

(To be negotiated at time of service)

§ 10.3 For Additional Services designated in Section 4.1, the Owner shall compensate the Program Manager as follows:

(Insert amount of, or basis for, compensation. If necessary, list specific services to which particular methods of compensation apply.)

To be negotiated at time of service.

§ 10.4 For Additional Services that may arise during the course of the Program, including those under Section 4.3, the Owner shall compensate the Program Manager as follows:

(Insert amount of, or basis for, compensation.)

To be negotiated at time of service.

§ 10.5 Compensation for Additional Services of the Program Manager's consultants when not included in Sections 10.3 and 10.4 shall be the amount invoiced to the Program Manager plus six percent (6 %), or as otherwise stated below:

§ 10.6 Compensation for Reimbursable Expenses

§ 10.6.1 Reimbursable Expenses are in addition to compensation for Basic and Additional Services and include expenses incurred by the Program Manager and the Program Manager's consultants directly related to the Program, as follows:

- .1 Transportation and authorized out-of-town travel and subsistence;

- .2 Long distance services, dedicated data and communication services, teleconferences;
- .3 Fees paid for securing approval of authorities having jurisdiction over the projects;
- .4 Fees paid for testing, surveys or other data obtained at the request of the Owner;
- .5 Printing, reproductions, plots, standard form documents;
- .6 Postage, handling and delivery;
- .7 Expense of overtime work requiring higher than regular rates, if authorized in advance by the Owner;
- .8 Professional photography and presentation materials requested by the Owner;
- .9 Program Manager's consultants' expense of professional liability insurance dedicated exclusively to this Program, or the expense of additional insurance coverage or limits if the Owner requests such insurance in excess of that normally carried by the Program Manager's consultants;
- .10 All taxes levied on professional services and on reimbursable expenses;
- .11 Site office expenses, if authorized in advance by the Owner;
- .12 Customization of the Program Management Information System; and
- .13 Other similar Program-related expenditures.

§ 10.6.2 For Reimbursable Expenses the compensation shall be the expenses incurred by the Program Manager and the Program Manager's consultants plus fifty percent (50 %) of the expenses incurred, not including consultant services.

§ 10.6.3 If the insurance requirements listed in Section 2.7 exceed the types and limits the Program Manager normally maintains and the Program Manager incurs additional costs to satisfy such requirements, the Owner shall reimburse the Program Manager for such costs as set forth below:

To Be Determined

§ 10.7 Compensation for Use of Program Manager's Proprietary Software

If the Owner terminates the Program Manager for its convenience under Section 8.5, or the Program Manager terminates this Agreement under Section 8.3, or upon completion of the Program Manager's services under this Agreement, the Owner shall pay a licensing fee, as compensation for the Owner's continued use of the Program Manager's proprietary software developed and owned by the Program Manager in accordance with Section 6.3, as follows:

0.10% of the contract value

§ 10.8 Payments to the Program Manager

§ 10.8.1 An initial payment of fifty thousand dollars (\$ 50,000) shall be made upon execution of this Agreement and is the minimum payment under this Agreement. It shall be credited to the Owner's account in the final invoice.

§ 10.8.2 Unless otherwise agreed, payments for services shall be made monthly in proportion to services performed. Payments are due and payable upon presentation of the Program Manager's invoice. Amounts unpaid twenty-one (21) days after the invoice date shall bear interest at the rate entered below, or in the absence thereof at the legal rate prevailing from time to time at the principal place of business of the Program Manager.
(Insert rate of monthly or annual interest agreed upon.)

12 % statutory rate

§ 10.8.3 The Owner shall not withhold amounts from the Program Manager's compensation to impose a penalty or liquidated damages on the Program Manager, or to offset sums requested by or paid to contractors or other consultants for the cost of changes to projects in the Program, unless the Program Manager agrees or has been found liable for the amounts in a binding dispute resolution proceeding.

§ 10.8.4 Records of Reimbursable Expenses, expenses pertaining to Additional Services, and services performed on the basis of hourly rates shall be available to the Owner at mutually convenient times for a period of three years after the termination or completion of this Agreement.

ARTICLE 11 SPECIAL TERMS AND CONDITIONS

Special terms and conditions that modify this Agreement are as follows:

None

ARTICLE 12 SCOPE OF THE AGREEMENT

§ 12.1 This Agreement represents the entire and integrated agreement between the Owner and the Program Manager and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both the Owner and Program Manager.

§ 12.2 This Agreement is comprised of the following documents listed below:

- .1 AIA Document C171™–2013, Standard Form Agreement Between Owner and Program Manager

(Paragraph deleted)

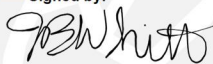
- .2 Other documents:
(List other documents, if any, including additional scopes of service forming part of the Agreement.)

Exhibit 1 – Owner’s Criteria dated July 25, 2024.
Ajax Basic Services Proposal dated July 25, 2024.

This Agreement is entered into as of the day and year first written above.

CITY OF CRESTVIEW

Signed by:

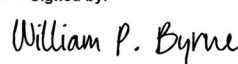


OWNER (Signature)

JB Whitten, Mayor
(Printed name and title)

AJAX BUILDING COMPANY, LLC

Signed by:



PROGRAM MANAGER (Signature)

William P. Byrne, Chief Executive Officer
(Printed name and title)

CITY OF CRESTVIEW

Signed by:



(Signature)

Maryanne Girard, City Clerk
(Printed name and title)

CITY OF CRESTVIEW, FLORIDA
CONSTRUCTION TOTAL PROGRAM MANAGEMENT
RFQ 24-03-28

EXHIBIT 1 – OWNER’S CRITERIA

AIA C171 Agreement dated July 25, 2024 between City of Crestview and Ajax Building Company, LLC

PROJECT OVERVIEW

The City of Crestview, Florida (City) intends to complete a series of construction, remodeling, renovation, and operations and maintenance projects, to be provided via a Construction Total Program Management (TPM) delivery method. The TPM Firm will be tasked with various projects over the life of the Agreement including, but not limited to, the following:

New Facilities:

- Public Safety Building – New public safety building to house the City’s police and fire departments, including a combined dispatch unit.
- Public Service Facility (Public Works) – New public services facility, consolidating various city functions.
- Sports Complex and Recreation Facilities – Development of a sports complex that meets the athletic needs of the region and emphasizes ecotourism, including indoor sports facilities (basketball, volleyball, etc.), multiple ball fields (baseball, softball, utility fields), restroom facilities, concessions, nature trails, and other amenities.
- Fire Station 2 – New replacement fire station in the south region of the city.
- Fire Station 4 – New fire station in the north region of the city.
- City Hall Complex – New city hall facility with modern, efficient, and sustainable features.

Rehabilitation Projects:

- Twin Hills Gym Renovations – Comprehensive interior and exterior renovations of the Twin Hills Gym, including new flooring, HVAC system, and aesthetic improvements. Following completion of the new Sports Complex and Recreation Facilities project, convert Twin Hills Gym to a Community Center with accommodations for use as an event/wedding venue.
- Fire Station 3 – Building improvements including HVAC, generator, updated floor plan to accommodate male and female firefighters, and structure enhancements for hurricane safety.
- CDS Building Department (Community Development Services) – Update and modernize the facilities of the CDS Building Department to improve efficiency and public access.
- City Hall – Various interim renovations and improvements to sustain the existing facility until new City Hall Complex is constructed.
- Animal Control Facility – Repurposing of the existing Building Maintenance Facility into a state-of-the-art animal control center with shelter and care areas, administrative offices, and public adoption spaces.
- Council Chambers Remodel – Improvements to modernize and enhance the council chambers, including technological upgrades, safety features, and aesthetic enhancements.

Other Projects:

- Old Spanish Trail Reuse Plan – Rejuvenate Old Spanish Trail Park to enhance amenities, accessibility, and ecological sustainability.

- North Park Development – Development of a 1.7-acre recreational space new the library and community center in Crestview’s north region, featuring landscaped areas, walking paths, play zones, and seating focused on sustainability and accessibility.
- Projects identified in the Repair and Replacement Schedule from the 2021 Matrix Facility Inventory and Operational Assessment.
- Various Capital Projects and Enabling Projects as may be assigned by Task Order.

The implementation of the TPM Program (Construction Services as required to repair, renovate, repurpose, replace, and/or construct new facilities) as approved by the City of Crestview shall be performed by the TPM Firm.

The initial term of the TPM Agreement will be for a period of five (5) years, with the option to renew the Agreement for an additional five (5) years upon mutual agreement and negotiation of the parties. Work assigned during the term of the Agreement may run beyond the term of the Agreement.

The TPM Firm shall be the exclusive firm for the projects listed above during the term of the Agreement. No other firm, entity, or individual shall be engaged to perform services for these projects without the prior written consent of the TPM Firm.

SCOPE OF SERVICES

The project includes the development and implementation of a multi-year, multi-project, multi-phased program for the City of Crestview, Florida by means of the Construction Total Program Management (TPM) delivery method. The project includes, but is not limited to, the following:

Master program development, facilities program development, design, engineering, preconstruction phase services, and construction phase services for the following:

- Development of a Master TPM Program, including ongoing maintenance and updates of the program.
- Development of a Facilities Program with recommendations for the repair, renovation, repurposing, replacement, and/or construction of new facilities to support the Master TPM Program.
- Research, studies, and analysis to support objectives and decisions to support the TPM Program, City Facilities, and Operational Goals.
- Design and Engineering Services for the repair, renovation, repurposing, replacement, and/or construction of new facilities to implement the TPM Program and Facilities Program.
- Construction Services for the repair, renovation, repurposing, replacement, and/or construction of new facilities to implement the TPM Program and Facilities Program.

The TPM Firm will be responsible for the complete master planning, facilities programming, space planning, architectural design, structural engineering, mechanical, fire protection and electrical engineering, information technology, security and camera systems design, access control systems design, civil engineering, site development and landscaping design, construction documents (drawings and specifications), geotechnical services, environmental site assessment, renderings and other presentation materials, cost estimating, project scheduling, shop drawing and submittal review, construction phase services, A/E construction phase administration, and other services required for the

complete delivery of the project as applicable to each project phase and/or program component, whether it be for the repair, renovation, repurposing, replacement, or construction of new facilities to support the TPM Program and Facilities Program.

The following tasks will be required:

Phase 1 – Master TPM Program & Facilities Program

1. Program Kick-Off Meeting
 - Define program committee, roles, confirm key stakeholders, and establish lines of communication.
 - Confirm goals and objectives for the program. Identify program components that will produce maximum value for the City of Crestview.
 - Prioritize program components that support the implementation of the TPM Program and Facilities Program. Evaluate potential project phasing and project sequencing to focus efforts on items that will produce maximum value for the City of Crestview.
 - Confirm the interdependencies between program components.
 - Identify and prioritize smaller enabling projects necessary for the primary program components. Enabling projects to be planned and executed in a manner that meets the needs of the primary program components.
 - Define and establish a review and approval process.
 - Confirm schedule and deliverables for each phase of the program.
2. Documentation of Existing Facilities
 - Request and obtain available plans, site information, surveys, as-built documents, owner/operational manuals, inspection reports, utility information/data, environmental studies, maintenance reports, and other relevant documentation on existing facilities.
 - Establish and maintain an information repository (ShareFile, etc.) for documentation pertaining to existing facilities.
3. Strategic Planning & Facilities Review
 - Facility and funding capabilities review, to include assistance with strategies for development of a regional sports complex and assessment/analysis of program needs and funding sources.
 - Facilities repair/renovation/replacement/repurposing report and recommendations. The 2021 Matrix Facility Inventory and Operational Assessment shall be used as a source of information in developing this report and recommendations.
 - Confirm and validate the 10-year (2034) and 20-year (2044) population and space projection models as included in the 2021 Matrix Facility Inventory and Operational Assessment. This information shall be utilized for subsequent program tasks.
 - Summary of strategic planning/facilities evaluation.
 - Present data and findings to the City of Crestview with recommendations as applicable.
4. Staff & Space Programming
 - Develop detailed 10-year (2034) and 20-year (2044) population, staff, and space programs.
 - Define projected TPM Program facilities site and parking needs based on 10-year (2034) and 20-year (2044) projection models.

- Conduct user/stakeholder meetings and/or workshops as required to develop and confirm program requirements.
 - Summarize population, staff, and space programming.
 - Present conclusions to the City of Crestview.
5. TPM Program & Facilities Program
- Develop programmatic space needs and scope definitions for the program components for the repair, renovation, repurposing, replacement, and/or construction of new facilities to support the TPM Program and Facilities Program.
 - Develop statements of probable cost range (budgetary cost estimates) for program components.
 - Develop an overall TPM Program budget, including primary program components, enabling projects, program management costs, and other costs that will be incurred in executing the TPM Program.
 - Develop phasing/implementation plan and programmatic schedule.
 - Prepare and present TPM Program and Facilities Program to the City of Crestview.
 - Prepare and present a proposal to the City of Crestview for Phase 2 – Conceptual Design. This shall apply for each program component that is authorized by the City.
 - Negotiate and execute Contract Amendment with the City of Crestview for Phase 2 – Conceptual Design. This shall apply for each program component that is authorized by the City.

Phase 2 – Conceptual Design (Per Program Component Authorized by City of Crestview)

6. Conceptual Design
- Land use / master planning specific to the project phase and/or program component.
 - Develop floor plans, site plans, and other as-built documentation of existing facilities, buildings, spaces, sites, etc. to be used as a basis for the development and communication of Conceptual Design.
 - If determined appropriate, utilize supplemental methods to obtain information on existing conditions including scanning technology, ground penetrating radar, etc. as authorized by the City of Crestview as additional services.
 - Develop conceptual facility/building design options for the repair, renovation, repurposing, replacement, and/or construction of new facilities.
 - Cost/benefit analysis and recommendations.
 - Proposed selections for major building systems, including but not limited to structural, plumbing, mechanical, and electrical systems.
 - Confirmation of the allocations of program functions.
 - Confirmation of the sustainability objectives and standards by which the program component will be designed and constructed.
 - The Conceptual Design may include some combination of physical study models, perspective sketches, or digital models.
 - Prepare and present a proposal to the City of Crestview for Phase 3 – Design/Preconstruction.
 - Negotiate and execute Contract Amendment with the City for Phase 3 – Design/Preconstruction.

Phase 3 – Design/Preconstruction (Per Program Component Authorized by City of Crestview)

7. Schematic Design Documents
 - Site/Civil – Preliminary plans.
 - Architectural – Preliminary plans.
 - Structural – Preliminary plans showing basic structural elements and systems.
 - Mechanical, Electrical, and Plumbing (MEP) – Design narratives and basis of design for equipment and systems.
 - Fire Protection – Design narratives and definition of applicable occupancies.
 - Security – Design narratives and basis of design for equipment and systems.
 - Information Technology (IT) and Audio/Visual (A/V) – Design narratives and basis of design for equipment and systems.
 - Subsurface Soils Investigation / Geotechnical Report.
 8. Design Development Documents
 - Site/Civil – 50% Construction Documents.
 - Architectural – 30% Construction Documents.
 - Structural – 50% Construction Documents.
 - Mechanical, Electrical, and Plumbing (MEP) – 30% Construction Documents.
 - Fire Protection – 30% Construction Documents.
 - Security – 30% Construction Documents.
 - Information Technology (IT) and Audio/Visual (A/V) – 30% Construction Documents.
 - Site/Civil Specifications – 50% Specifications.
 - Architectural Specifications – 30% Specifications.
 - MEP/FP/Security/IT/AV Specifications – 30% Specifications.
 9. Progress Construction Documents
 - Site/Civil – 95% Construction Documents.
 - Architectural – 50% Construction Documents.
 - Structural – 75% Construction Documents.
 - Mechanical, Electrical, and Plumbing (MEP) – 75% Construction Documents.
 - Fire Protection – 75% Construction Documents.
 - Security – 75% Construction Documents.
 - Information Technology (IT) and Audio/Visual (A/V) – 75% Construction Documents.
 - Site/Civil Specifications – 95% Specifications.
 - Architectural Specifications – 50% Specifications.
 - MEP/FP/Security/IT/AV Specifications – 75% Specifications.
 10. 100% Construction Documents / Bid Documents
 - All Design Disciplines – 100% Construction Documents, including all plans and specifications.
- **Design Deliverables may be adjusted in each phase to accommodate Early Release Packages when applicable***
11. Perform at Each Level of Phase 3 Design
 - Conduct user/stakeholder review meetings and/or workshops.

- Review/confirm integration of all applicable and governing codes, ordinances, and standards.
- Define and develop potential alternates and/or budget options.
- Conduct design review meetings with governing authorities.
- Solicit bidder interest and perform bidder prequalification (to begin at Design Development Phase).
- Prepare/update project cost estimate and project schedule.
- Summarize conclusions to design phase in a deliverable report and present findings to the City of Crestview.
- Receive approval from the City of Crestview to advance to next design phase.

12. Bidding / Guaranteed Maximum Price (GMP) Proposal

- Distribute bid documents / construction documents to bidders.
- Complete bidder prequalification process.
- Conduct pre-bid conferences and pre-bid site/facility visits.
- Respond to questions/RFI's from bidders, requests for substitution, and prepare/issue pre-bid addenda as necessary.
- Receive, analyze, and evaluate bids.
- Analyze, evaluate, and make recommendations to the City regarding value engineering suggestions and/or budget options for review and approval.
- Prepare and present a Guaranteed Maximum Price (GMP) Proposal to the City of Crestview. Attend meetings and/or workshops with City and other stakeholders.
- Negotiate and execute Contract Amendment with the City for Phase 4 – Construction.

Phase 4 – Construction (Per Program Component Authorized by City of Crestview)

- Receive a Notice to Proceed from the City of Crestview authorizing the TPM Firm to proceed with construction phase activities.
- Prepare and distribute a “conformed” set of construction documents for use and record, reflecting any changes made to the design or the scope of the program component during the Bidding/GMP Phase.
- Submit final construction documents to permitting authority for issuance of building permits.
- Procure and present payment and performance bonds, and insurance coverages in accordance with the TPM Agreement and as indicated in the GMP Proposal.
- Contract with and manage the subcontractors and suppliers to complete the work as defined in the GMP in accordance with the budgets established, quality standards set, and the calendar time allowed for the performance of the work.
- Receive, review, and approve as appropriate the material and equipment submittals required by the design documents.
- Receive and respond to requests for information (RFI's) from the subcontractors.
- Receive and record all necessary documents to demonstrate compliance with the sustainability requirements established for the project providing these to the City of Crestview at project completion for their records.
- Perform or cause to be performed all necessary inspections and certifications by the authorities having jurisdiction to ensure that all work is completed in strict accordance with applicable codes, standards, and the contract documents.

- Prepare and present monthly payment applications to the City of Crestview and distribute the proceeds as appropriate when funded.
 - Review and approve subcontractor payment applications. Incorporate into monthly payment applications to the City.
 - Receive, review, approve, and pay material invoices. Incorporate into monthly payment applications to the City for reimbursement.
 - Administer Direct Purchase Materials Program when applicable and process invoices to the City.
- Conduct regular project status meetings and reporting.
- Prepare and present a comprehensive monthly project report to the City of Crestview, including:
 - Status of the project to include work performed to date, costs incurred, bills paid, inspections passed, milestones achieved, problems encountered and their resolution.
 - Upcoming significant items of work or tasks in the field.
 - Any unresolved questions, changed conditions, and/or ongoing conflicts affecting the progress of the work and the plans to mitigate their impact on the overall project.
 - Projections concerning final costs and completion dates.
 - Discussion of upcoming critical decisions/actions necessary on the part of the Owner.
- Manage the construction process to protect the health and safety of the workers at the site and the general public in and around the areas of work.
- Obtain formal approvals for completion and occupancy of the project (Substantial Completion, Final Completion, Certificate of Occupancy).
- Provide final as-built documentation for project.
- Provide operation/maintenance manuals and training for the City's facilities/maintenance personnel on building systems.

Ongoing Monitoring and Controlling of the TPM Program

- Tracking and reporting on performance against the baseline goals, objectives, schedule, budget, etc.
- Conduct lessons learned sessions to document best practices and areas for improvement.
- Implement modifications, updates, and improvements to the TPM Program as needed.
- Resolve any issues or conflicts that may arise among program components.
- Conduct regular audits of program performance.

END OF EXHIBIT 1 – OWNER'S CRITERIA



July 25, 2024

City of Crestview, Florida
Attn.: Mr. Tim Bolduc, City Manager
198 North Wilson Street
Crestview, Florida 32536
timbolduc@cityofcrestview.org

Program: RFQ 24-03-28 Construction Total Program Management (CTPM)
Subject: Basic Services Proposal - Phase 1 (Master TPM Program & Facilities Program)
AIA C171 Agreement

Mr. Bolduc,

Thank you for the opportunity to work with the City of Crestview on this important program.

Ajax Building Company, LLC, as Program Manager, is pleased to offer this proposal to the City of Crestview for our basic services (Phase 1 – Master TPM Program & Facilities Program) as outlined in this proposal, and the attached AIA C171 (2013) Standard Form of Agreement Between Owner and Program Manager dated July 25, 2024, inclusive of Exhibit 1 (Owner's Criteria).

Scope of Services

This proposal includes the initial Phase 1 (Master TPM Program & Facilities Program) services for the following projects which are identified in RFQ 24-03-28 Construction Total Program Management as issued by the City of Crestview.

Major Projects

- Public Safety Building
- Public Services Facility (Public Works)
- Sports Complex and Recreation Facility
- Fire Station #2
- Fire Station #4
- City Hall Complex

Rehabilitation / Renovation Projects

- Twin Hills Gym Renovations
- Fire Station #3
- CDS Building Department (Community Redevelopment Services)
- City Hall (selective renovations)

Rehabilitation / Renovation Projects (continued)

- Animal Control Facility
- Council Chambers Remodel

Parks

- Old Spanish Trail reuse Plan
- North Park Development

Architect Selection

Ajax Building Company proposes to utilize a collaborative effort between Goodwyn Mills Cawood (GMC) and Sam Marshall Architects (SMA) for the initial programming services included in this proposal. Representatives from both firms will actively participate in discussions, presentations, and deliverables, ensuring that each firm gains a thorough understanding of the project requirements and facilitating cohesive discussions. Their fees related to this proposal are included.

Sub-consultants (if required) will be retained by Ajax Building Company, Goodwyn Mills Cawood, or Sam Marshall Architects, with input from the City.

Fee Proposal

Our proposed lump sum fee for the above services is \$191,760 (one hundred ninety-one thousand seven hundred sixty dollars).

Fees will be invoiced via monthly progress billings per the following schedule of values. No retainage shall be withheld.

Phase 1 – Master TPM Program & Facilities Program	Amount
Initial Payment (Execution of AIA Agreement)	\$50,000.00
Task 1: Program Kick-Off Meeting	\$38,352.00
Task 2: Documentation of Existing Facilities	\$9,588.00
Task 3: Strategic Planning & Facilities Review	\$47,940.00
Task 4: Staff & Space Programming	\$47,940.00
Task 5: TPM Program & Facilities Program	\$47,940.00
Credit for Initial Payment (Final Invoice)	<\$50,000.00>
TOTAL	\$191,760.00

Proposed Schedule

The Ajax/GMC/SMA Team is prepared to begin work immediately following your Authorization to Proceed, and proposes to complete the work per the following schedule:

Phase 1 – Master TPM Program & Facilities Program	16 Weeks
Task 1: Program Kick-Off Meeting - One week preparation, one week allocated for meetings, and two weeks designated for reviewing findings and organizing the report.	4 Weeks
Task 2: Documentation of Existing Facilities - Concurrent with Task 1 and completing one week thereafter.	1 Week
Task 3: Strategic Planning & Facilities Review - Three weeks for data collection and one week designated for reviewing findings and organizing the report.	4 Weeks
Task 4: Staff & Space Programming - Two weeks for data preparation and one week designated for reviewing findings and organizing the report.	3 Weeks
Task 5: TPM Program & Facilities Program - Three weeks for data preparation and one week designated for reviewing findings and organizing the report.	4 Weeks

Exclusions / Additional Services

The following items are excluded and shall be treated as additional services, if required.

- As-builts / field verification of existing conditions.
- Soil Investigations, Soil Borings, and Geotechnical Reports.
- Surveys (Topographic, Boundary, Vegetation, Improvements, Utilities).
- Hazardous Material Mitigation Surveys and Consultation.
- Environmental Surveys / Assessments.
- Aerial / drone photography.
- Material testing / analysis.
- Traffic Analysis and Traffic Signal Warrant Studies.
- Consultant Services (other than Architectural which is included).
- Sustainability / Green Building initiatives (i.e. LEED, Green Globes, Energy Star, etc.).
- Life Cycle Cost (ROI) and/or Energy Analysis.
- Conceptual Design, Design Development, Engineering.
- Permitting / Construction Documents.
- Regulatory Agency permitting or application fees.
- Renderings.
- Additional projects, tasks, and ongoing maintenance of the CTPM Program (tracking, reporting, updating, etc. extending beyond the initial programming efforts included in this proposal).
- If required, additional tasks and/or services authorized by the City of Crestview shall be performed utilizing the billable rates for personnel/positions identified in Article 10.2 of the AIA C171 Agreement, subject to annual updates.

AIA Agreement

Accompanying this proposal is AIA C171 (2013) Standard Form of Agreement Between Owner and Program Manager dated July 25, 2024, including Exhibit 1 (Owner's Criteria). With your confirmation

that the prepared Agreement is acceptable to the City of Crestview, Ajax will execute the Agreement and transmit to the City of Crestview for execution via DocuSign.

Ajax Building Company, LLC appreciates the opportunity to offer our services to the City of Crestview. It is our goal to build a long-term relationship by meeting both your current and future needs, and we look forward to working with your staff, user groups, and other project stakeholders to develop and implement this program.

Upon your consideration, we are hopeful that you will find this proposal and the corresponding AIA Agreement to be acceptable and consistent with your expectations.

Thank you,

A handwritten signature in blue ink, appearing to read "Judd West", with a stylized flourish at the end.

Judd West
Operations Manager
Ajax Building Company, LLC

CITY OF CRESTVIEW - CONSTRUCTION TOTAL PROGRAM MANAGEMENT

Date: 07/25/2024
Program Manager: Ajax Building Company, LLC
Street Address: 1080 Commerce Boulevard
City and Zip Code: Midway, FL 32343
City of Crestview Project No.: RFQ #24-03-28
City of Crestview Project Name: Construction Total Program Management (CTPM)
Labor Burden Multiplier: 1.54

TPM Fee Summary	
Phase 1 - TPM Program Development (Initial Programming)	\$ 191,760
Phase 1 - TPM Program Management (Balance of Initial 5-Year Term)	TBD
Phase 2 - Conceptual Design (Per Program Component/Project)	TBD
Phase 3 - Design/Preconstruction (Per Program Component/Project)	TBD
Phase 4 - Construction (Per Program Component/Project)	TBD
	\$ 191,760

Billable Rates for Ajax Personnel

Employee Classification	Employee Name	Annual Salary	Labor Burden Multiplier	Hourly Burdened Rate	Billable Rate Multiplier	Billable Rate (2024)
Principal	Jay Smith	Not Applicable	1.5400	\$ 200.00	1.50	\$ 300.00
VP of Operations	Apple Wells	Not Applicable	1.5400	\$ 185.00	1.50	\$ 278.00
Project Executive	Judd West	\$ 220,000.00	1.5400	\$ 162.88	1.50	\$ 245.00
General Superintendent	TBD	\$ 200,000.00	1.5400	\$ 148.08	1.50	\$ 223.00
Senior Project Manager	TBD	\$ 150,000.00	1.5400	\$ 111.06	1.50	\$ 167.00
Project Manager	TBD	\$ 125,000.00	1.5400	\$ 92.55	1.50	\$ 139.00
Asst. Project Manager	TBD	\$ 90,000.00	1.5400	\$ 66.63	1.50	\$ 100.00
Senior Superintendent	TBD	\$ 150,000.00	1.5400	\$ 111.06	1.50	\$ 167.00
Superintendent	TBD	\$ 125,000.00	1.5400	\$ 92.55	1.50	\$ 139.00
Chief Estimator	Jeff Stephenson	\$ 165,000.00	1.5400	\$ 122.16	1.50	\$ 184.00
Senior Estimator	TBD	\$ 130,000.00	1.5400	\$ 96.25	1.50	\$ 145.00
Estimator	TBD	\$ 115,000.00	1.5400	\$ 85.14	1.50	\$ 128.00
VDC/BIM Coordinator	Sean Akvan	\$ 115,000.00	1.5400	\$ 85.14	1.50	\$ 128.00
Admin Assistant	Cathy Wolfe	\$ 50,000.00	1.5400	\$ 37.02	1.50	\$ 56.00

CTPM Program Development						
Phase 1 - Initial Program Development						
Staffing		Hours	Billable Rate	Total		% of Time
Employee Classification	Employee Name					
Principal	Jay Smith	16	\$ 300.00	\$ 4,800.00		3.85%
VP of Operations	Apple Wells	32	\$ 278.00	\$ 8,896.00		7.69%
Project Executive	Judd West	256	\$ 245.00	\$ 62,720.00		61.54%
General Superintendent	TBD	0	\$ 223.00	\$ -		0.00%
Senior Project Manager	TBD	0	\$ 167.00	\$ -		0.00%
Project Manager	TBD	0	\$ 139.00	\$ -		0.00%
Asst. Project Manager	TBD	0	\$ 100.00	\$ -		0.00%
Senior Superintendent	TBD	0	\$ 167.00	\$ -		0.00%
Superintendent	TBD	0	\$ 139.00	\$ -		0.00%
Chief Estimator	Jeff Stephenson	80	\$ 184.00	\$ 14,720.00		19.23%
Senior Estimator	TBD	0	\$ 145.00	\$ -		0.00%
Estimator	TBD	0	\$ 128.00	\$ -		0.00%
VDC/BIM Coordinator	Sean Akvan	0	\$ 128.00	\$ -		0.00%
Admin Assistant	Cathy Wolfe	32	\$ 56.00	\$ 1,792.00		7.69%
Subtotal - Staffing		416		\$ 92,928.00		100.00%
Direct Cost		Quantity	Rate	Billable Rate Multiplier	Total	
Description						
Program Manual		1	\$ 500.00	\$ 1.50	\$ 750.00	
Project Schedule / Updates		1	\$ 750.00	\$ 1.50	\$ 1,125.00	
Mileage		4,480	\$ 0.67	\$ 1.50	\$ 4,502.40	
Travel Expenses		1	\$ 2,500.00	\$ 1.50	\$ 3,750.00	
Deliverable Reports		1	\$ 1,000.00	\$ 1.50	\$ 1,500.00	
Construction Document Reproductions		1	\$ 500.00	\$ 1.50	\$ 750.00	
Data Processing		1	\$ 250.00	\$ 1.50	\$ 375.00	
Postage		1	\$ 100.00	\$ 1.50	\$ 150.00	
Communications		1	\$ 500.00	\$ 1.50	\$ 750.00	
Office Supplies		1	\$ 250.00	\$ 1.50	\$ 375.00	
Subtotal - Direct Cost					\$ 14,027.40	
Consultant Cost		Quantity	Rate	Billable Rate Multiplier	Total	
Description						
GMC - Goodwyn Mills Cawood		1	\$ 37,500.00	\$ 1.06	\$ 39,750.00	
SMA - Sam Marshall Architects		1	\$ 37,500.00	\$ 1.06	\$ 39,750.00	
A/E Reimbursable Expenses (travel, reproductions, etc.)		1	\$ 5,000.00	\$ 1.06	\$ 5,300.00	
Subtotal - Consultant Costs					\$ 84,800.00	
Total - Phase 1 - CTPM Program Development:					\$ 191,755.40	
Total - Phase 1 - CTPM Program Development:					\$ 191,760	

AMENDMENT NO. 2
CITY OF CRESTVIEW, FLORIDA
CONSTRUCTION TOTAL PROGRAM MANAGEMENT

This Amendment No. 2 dated January 22, 2026 is hereby incorporated into the AIA C171 – 2013 Standard Form of Agreement Between Owner and Program Manager dated August 12, 2024 (the “Agreement”) and applicable Exhibits.

The Agreement is hereby amended to incorporate an Advanced Authorization Allowance in the amount of \$250,000.00 to be used by the Program Manager for the procurement and commencement of work related to Fire Station No. 3 Renovations as outlined in the Program Manager’s proposal dated December 2, 2025 (attached).

The Agreement Amount is increased to \$636,560.00 as outlined below.

PHASE 1 - MASTER TPM PROGRAM	\$191,760.00
FIRE STATION NO. 3 - DESIGN & PRECONSTRUCTION	\$194,800.00
FIRE STATION NO. 3 - CONSTRUCTION	
Advanced Authorization Allowance	\$250,000.00
TOTAL	\$636,560.00

This Agreement is entered into as of the day and year first written above.

CITY OF CRESTVIEW



OWNER (Signature)

Doug Capps, Mayor Pro Tem
(Printed Name and Title)

AJAX BUILDING COMPANY, LLC

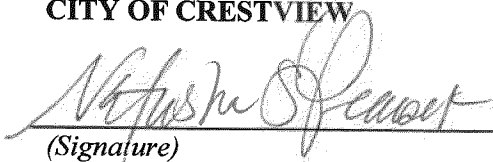
**John B.
Smith II**

Digitally signed by John
B. Smith II
Date: 2026.01.22 17:23:25
-05'00'

PROGRAM MANAGER (Signature)

John B. Smith II, President
(Printed Name and Title)

CITY OF CRESTVIEW



(Signature)

Natasha S. Pearson City Clerk
(Printed Name and Title)



Tallahassee Office
1080 Commerce Boulevard
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www.ajaxbuilding.com

FL - CGC 1520391
GA - GCCO 007750
GA - GCQA 007750
SC - G122422
NC - 83194
AL - 54552
TN - 74075

December 2, 2025

City of Crestview, Florida
Attn: Jessica Leavins
198 North Wilson Street
Crestview, Florida 32536
leavinsj@cityofcrestview.org

Project: Fire Station No. 3 Renovations
City of Crestview – Construction Total Program Management
Subject: Proposal – Advanced Authorization Allowance for Phase 4 (Construction)

Jessica,

Thank you for the opportunity to work with the City of Crestview on this important project.

Ajax Building Company, LLC, as Program Manager, is pleased to offer this proposal to the City of Crestview for Fire Station No. 3 Renovations - Phase 4 (Construction) as outlined in this proposal, and the AIA C171 (2013) Standard Form of Agreement Between Owner and Program Manager dated August 12, 2024.

Project Scope

The project involves renovations to the existing 7,320 SF Fire Station No. 3. Planned building upgrades include a new HVAC system, a generator, a revised floor plan to accommodate both male and female firefighters, and structural enhancements for hurricane resilience.

Scope of Proposal

This proposal includes the incorporation of a not-to-exceed Advanced Authorization Allowance in the amount of \$250,000 into the AIA C171 Agreement for the early procurement and commencement of selective work which is intended to expedite project start-up and mobilization activities. The Advanced Authorization Allowance is to be used by the Program Manager for the procurement and commencement of, but not limited to, the following:

- Project Staffing Requirements
- General Conditions and General Requirements
- Permitting and Regulatory Requirements
- Site Security and Protective Measures
- Procurement and Commencement of Selective Demolition Work
- A/E Construction Administration (as related to project start-up and selective demolition)



Project Benefits

- Accelerates the project schedule by allowing critical selective demolition activities to begin ahead of the full GMP, reducing downtime between design completion and construction.
- Improves cost and scope certainty during the bidding phase by exposing concealed conditions.
- Reduces bidding ambiguities resulting in improved quality and accuracy of trade contractor proposals.
- Maintains project momentum while final design and bidding are completed, supporting a smoother transition into the construction phase.

Clarifications and Exclusions

- The advanced authorization allowance is intended solely to facilitate the execution of permitting and selective demolition work required to prepare the facility for the upcoming renovations.
- General conditions and general requirements beyond those specifically attributable to the use of the advanced authorization allowance are excluded and will be included in the GMP Proposal.
- This allowance proposal is being requested prior to the bidding phase and prior to the preparation of a complete GMP Proposal, which will be based on trade contractor pricing from the 100% Construction Documents.
- Final trade contractor scope delineation and pricing reconciliations will be incorporated into the GMP Proposal.
- Costs expended under this allowance will be reconciled as part of the GMP Proposal.
- Any work package(s) procured under this allowance will follow the Program Manager's standard procurement procedures.
- The project schedule and related milestones will be developed and incorporated as part of the GMP Proposal.

Ajax Building Company, LLC appreciates the opportunity to offer our services to the City of Crestview and we look forward to working with your staff, user groups, and project stakeholders to successfully deliver the Fire Station No. 3 Renovations.

Upon your consideration, we are hopeful that you will find this proposal to be acceptable and consistent with your expectations.

Thank you,

Judd West
Operations Manager
Ajax Building Company, LLC

RESOLUTION: 2026-2

A RESOLUTION OF THE CITY OF CRESTVIEW, FLORIDA ESTABLISHING ITS INTENT TO REIMBURSE CERTAIN PROJECT COSTS INCURRED WITH PROCEEDS OF FUTURE TAX-EXEMPT FINANCINGS; PROVIDING CERTAIN OTHER MATTERS IN CONNECTION THEREWITH; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the City of Crestview, Florida (the "Issuer") desires to fund the acquisition, construction, renovation, improvement and equipping of a new public services facility, a recreational facility, and a fire station of the Issuer (collectively, the "Projects").

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CRESTVIEW, FLORIDA AS FOLLOWS:

SECTION 1. This Resolution (hereinafter called the "Resolution") is adopted pursuant to the provisions of the Florida Constitution, Chapter 166, Florida Statutes, and other applicable provisions of law.

SECTION 2. The Issuer hereby expresses its intention to be reimbursed from proceeds of a future tax-exempt financing for the costs of the Projects to be paid by the Issuer in connection with the Projects. The total amount of debt to be incurred by the Issuer to reimburse itself for expenditures paid with respect to the Projects will not exceed \$30,000,000. This Resolution is intended to constitute a "declaration of official intent" within the meaning of Section 1.150-2 of the Income Tax Regulations. No funds from sources other than the reimbursement bond issue are reasonably expected to be reserved, allocated on a long-term basis, or otherwise set aside by the Issuer for such expenditures pursuant to its budget or financial policies.

SECTION 3. The expenditures to be reimbursed pursuant to this Resolution will be paid from the amounts available in the Issuer's General Fund and other available funds of the Issuer as may be allowed for the purpose of implementing the Projects.

SECTION 4. If any one or more of the provisions of this Resolution shall for any reason be held illegal or invalid, such illegality or invalidity shall not affect any other provision of this Resolution, but this Resolution shall be construed and enforced as if such illegal or invalid provision had not been contained herein.

SECTION 5. All resolutions or orders and parts thereof in conflict herewith to the extent

SECTION 5. All resolutions or orders and parts thereof in conflict herewith to the extent of such conflicts, are hereby superseded and repealed.

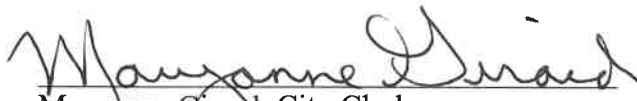
SECTION 6. This Resolution shall take effect immediately upon its adoption.

APPROVED AND ADOPTED, by the City Council of the City of Crestview, Florida on the 27th day of October 2025.

CITY OF CRESTVIEW, FLORIDA


J.B. Whitten, Mayor

ATTEST:


Maryanne Girard, City Clerk





Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Action Item

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM: Jon Holloway, City Attorney
DATE: 03/05/2026
SUBJECT: Attorney's Fee Reimbursement Request (Statutorily Required)

BACKGROUND:

In 2022, three CPD officers were charged criminally by the State Attorney's Office for the First Judicial Circuit following an incident which occurred in October, 2021. Two officers retained private counsel on their own, and the third officer chose to utilize private counsel selected and paid for by the City. In August, 2025, all charges against all three officers were dismissed by the State Attorney's Office. The officers have all returned to duty.

DISCUSSION:

Section 111.065, F.S. governs when an employing agency may (and in some circumstances must) provide or pay for legal representation and reimburse "reasonable attorney's fees and costs" for certain officers in civil or criminal actions arising from performance of official duties.

Subsection (3) uses mandatory language ("shall") requiring the employing agency to provide an attorney and pay reasonable fees/costs in a criminal action if the City determines the officer's actions that gave rise to the charges:

1. occurred in certain emergency/self-defense/fresh pursuit circumstances;
2. arose within the course and scope of duties; and
3. were not a material departure from written policies/procedures (or generally recognized standards if none exist).

All three requirements above were satisfied, and the case ended without a plea or finding of guilt.

If an officer does not use an attorney retained by the City for his defense, subsection (4) allows the officer to select counsel and then request reimbursement if the case ends without a plea or finding of guilt. That is what occurred with the two officers who retained counsel on their own.

Following dismissal of the criminal cases, the two officers who retained their own attorneys timely submitted applications for their attorney's fees to be paid. Itemized billings were submitted by each attorney. Although the total amount charged exceeded the limitation on reimbursement (\$100,000 per officer), each attorney has agreed to waive any further claim against the officers for additional attorney's fees. As such, it is in the City's best interests to pay or reimburse legal fees up to the statutory cap of \$100,000 for each of the two officers. Ultimately, this is the amount the City would be obligated to pay under these conditions, and there is no reason to incur costs and further expenses to challenge the requested reimbursement of attorney's fees given the results obtained for the officers in the criminal cases.

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows;

Foundational- these are the areas of focus that make up the necessary foundation of a successful local government.

Financial Sustainability- Achieve long term financial sustainability

Organizational Capacity, Effectiveness & Efficiency- To efficiently & effectively provide the highest quality of public services

Infrastructure- Satisfy current and future infrastructure needs

Communication- To engage, inform and educate public and staff

Quality of Life- these areas focus on the overall experience when provided by the city.

Community Character- Promote desirable growth with a hometown atmosphere

Safety- Ensure the continuous safety of citizens and visitors

Mobility- Provide safe, efficient and accessible means for mobility

Opportunity- Promote an environment that encourages economic and educational opportunity

Play- Expand recreational and entertainment activities within the City

Community Culture- Develop a specific identity for Crestview

FINANCIAL IMPACT

The total cost associated with these two requests is \$200,000. Together with the fees and costs paid directly by the City for the third officer's defense, these expenses were anticipated by City staff and planned for over the last few years as the cases progressed toward a conclusion. Funding is available within this year's contingency budget.

RECOMMENDED ACTION

Staff respectfully requests a motion approving payment of \$100,000.00 to Webster and Baptiste Attorneys at Law, PLLC for one of the officers, and \$100,000.00 to Law Office of Nathan Prince, LLC for the second officer.

Attachments

None



Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Second reading

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM: Dawn Barnes, Barry Henderson, Development Services Director
DATE: 03/05/2026
SUBJECT: Ordinance 2018 Certified Recovery Residences

BACKGROUND:

Last year, Florida Statutes Section 397.487 was amended to require municipalities to adopt an ordinance establishing procedures for the review and approval of certified recovery residences within their jurisdictions.

DISCUSSION:

The amendments to the Statute include requirements for the ordinance to include a process for requesting reasonable accommodations from any local land use regulation that serves to prohibit the establishment of a certified recovery residence. It requires a written application process, a date-stamp of the application upon receipt, and dictates the timelines and conditions related to review and approval of the application.

The attached ordinance amends the supplemental standards section of the Land Development Code to provide for the processes and timelines dictated by the amended statute.

The Planning and Development Board recommended approval of Ordinance 2018 on February 2, 2026 and the first reading was approved by the City Council on February 9, 2026.

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows.

Quality of Life – these six areas focus on the overall experience when provided by the city.

Community Character – Promote desirable growth with a hometown atmosphere.

Safety – Ensure the continuous safety of citizens and visitors.

Opportunity – Promote an environment that encourages economic and educational opportunity.

Community Culture – Develop a specific identity for Crestview.

FINANCIAL IMPACT

No financial impact will result from this ordinance.

RECOMMENDED ACTION

Staff respectfully requests adoption of Ordinance 2018 on second reading.

Attachments

1. Ordinance 2018

ORDINANCE 2018

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CRESTVIEW, FLORIDA; CREATING SECTION 7.05.11 OF THE LAND DEVELOPMENT CODE TO UPDATE PROCEDURES FOR THE REVIEW AND APPROVAL OF CERTIFIED RECOVERY RESIDENCE REQUESTS TO COMPLY WITH FLORIDA STATUTES; PROVIDING FOR AUTHORITY; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, to comply with Section 397.487, Florida Statutes, the Land Development Code shall be amended to create a new section 7.05.11 which adds a procedure for the review and approval of Certified Recovery Residences, a procedure for the review and approval of reasonable accommodation requests, establish minimum application requirements, date-stamping requirements, and timelines for the review and approval of such applications.

WHEREAS, the City Council has determined that this ordinance is consistent with the adopted Comprehensive Plan and is in the best interest of the City and its citizens; and

WHEREAS, a public hearing has been conducted by the City Council after due public notice.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF CRESTVIEW, FLORIDA AS FOLLOWS:

SECTION 1 – AUTHORITY. The authority for enactment of this ordinance is contained in Chapter 166.021, 163.3202, and other provisions of the Florida Statutes and the City Charter.

SECTION 2 – . CREATION OF SECTION 7.05.11 – CERTIFIED RECOVERY RESIDENCES, LAND DEVELOPMENT CODE.

7.05.11 – Certified Recovery Residences

A. Definitions. For purposes of this section alone, the following terms are defined as follows:

1. *"Acts"* shall mean the Fair Housing Amendments Act of 1988, 42 U.S.C. § 3601, et seq., and Title II of the Americans with Disabilities Act, 42 U.S.C. § 12131, et seq.
2. *"Applicant"* means the owner, operator, or authorized agent of a Certified Recovery Residence, or a disabled individual seeking a reasonable accommodation.
3. *"Certified Recovery Residence"* means a dwelling that holds a valid certificate of compliance from a credentialing entity per section 397.487, Florida Statutes and is actively managed by a Certified Recovery Residence administrator. A Certified Recovery Residence provides peer-supported, alcohol-free and drug-free living environment for individuals in recovery from substance use disorder. A Certified Recovery Residence provides no clinical, medical, counseling, or treatment services, and is not a licensed treatment facility under section 397.407, Florida Statutes, or a community residential home under section 419.001, Florida Statutes. A Certified Recovery Residence operates as a single housekeeping unit and may not serve as a business office, intake center, administrative headquarters, or provide on-site services beyond peer-based support.

4. *"Certified Recovery Residence Administrator"* means an individual certified pursuant to section 397.4871, Florida Statutes, who is responsible for managing the Certified Recovery Residence.
 5. *"Code"* means the City of Crestview Land Development Code.
 6. *"Disabled"* means an individual who has a history of or is currently in recovery from a substance use disorder and is therefore considered a person with a disability under the Acts. The term includes only those individuals who are sober and in recovery and does not include individuals whose impairment consists solely of mental illness, developmental disability, physical disability, or any condition unrelated to substance use disorder.
 7. *"Oxford House"* means a Peer Run Recovery Residence that is part of the Oxford House, Inc. network. An Oxford House is peer governed, places no time limit on residency, operates as a democratic system and utilizes self-support to pay all the household expenses. Sanctioned by Congress, each Oxford House is operated in accord with the Oxford House Manual and is not governed this section of the Code.
 8. *"Peer-Run Recovery Residence"* means a dwelling unit occupied by individuals in recovery from substance use disorder that operates as a democratically self-governed household without on-site staff, provides no clinical treatment or personal care services, maintains an alcohol-free and drug-free environment, and is supported and managed exclusively by the residents themselves pursuant to written or customary house rules, including rules for admission, expulsion, conflict resolution, and shared financial responsibility. Peer-Run Recovery Residences are not governed by this section of the Code.
 9. *"Reasonable Accommodation"* means a modification or waiver of a land use regulation found within the Code necessary to afford equal housing opportunity under FHAA and ADA.
 10. *"Residential Treatment Facility"* means a building or group of buildings, whether operated for profit or not-for-profit, that provides on-site clinical, medical, counseling, therapeutic, detoxification, rehabilitative, or behavioral health treatment services to individuals with substance use disorder, mental illness, co-occurring disorders, or related behavioral health conditions, and which employs staff, supervisors, clinicians, or treatment personnel to provide such services on a residential or live-in basis. The term includes, but is not limited to, residential treatment programs, inpatient rehabilitation facilities, detoxification programs, therapeutic communities, re-entry treatment centers, and any residential program required to obtain or maintain licensure under Chapter 397, Florida Statutes, or comparable treatment licensure in any other jurisdiction. A Residential Treatment Facility is an institutional use and is not: (1) a Certified Recovery Residence under section 397.487, Florida Statutes; (2) a Peer-Run Recovery Residence or Oxford House-type home; (3) a Community Residential Home under section 419.001, Florida Statutes; or (4) a dwelling unit used solely for non-clinical recovery housing without on-site treatment services.
- B. A Certified Recovery Residence shall not be established within 1,000 feet of any other Certified Recovery Residence that is owned, operated, managed, controlled, franchised, or otherwise affiliated with the same owner, operator, parent company,

controlling entity, partner, joint-venture, or any entity under common ownership or control. This spacing requirement applies solely to the concentration of business operations and shall not be construed to impose spacing limitations on Certified Recovery Residences generally or on housing for persons who are recovering from a substance use disorder and hence disabled.

C. The Planning & Zoning Division, or successor agency, shall be the central intake point for filing all applications and supporting documents for Certified Recovery Residences within the municipal boundaries of the City of Crestview.

D. Certification.

1. Prior to commencing operations, a Certified Recovery Residence shall submit:

- a. A copy of its current certification under section 397.487, Florida Statutes;
 - b. Written documentation evincing that a certified administrator operates the Certified Recovery Residence;
 - c. The property address and parcel identification number for the Certified Recovery Residence;
 - d. A safety plan addressing parking, noise, and emergency contact procedures;
 - e. The name and contact information of the Applicant or the Applicant's authorized representative;
 - f. A sworn statement affirming that no treatment is or will be provided on site; and
 - g. The 24/7 contact information for the operator of the Certified Recovery Residence.
2. Filing of the Certification does not constitute a zoning approval or a development order.
3. Misrepresentation on a Certification application is a code violation subjecting the Certified Recovery Residence to code enforcement and civil action.
4. For the Certification, the City shall not require medical records, diagnoses, treatment histories, drug test results, or proof of individual disability.

E. Reasonable Accommodation Application.

1. An application for a Certified Recovery Residence Reasonable Accommodation Application shall include:
 - a. All of the information required for the Certification, and
 - b. A description of the accommodation requested and the specific regulation or policy from which relief is sought ("Reasonable Accommodation"),

2. Date-stamp. The Planning & Zoning Division shall date-stamp each application for a Certified Recovery Residence upon receipt. If additional information is required, the Planning & Zoning Division shall notify the Applicant in writing within the first thirty (30) days after receipt of the application and allow the Applicant at least thirty (30) days to respond. A sworn statement affirming that no treatment is or will be provided on site; and
3. Final written determination. The Planning & Zoning Division shall issue a final written determination on the application within sixty (60) days after receipt of a completed application. The determination shall:
 - a. approve the request in whole or in part, with or without conditions; or
 - b. deny the request, stating with specificity the objective, evidence-based reasons for denial and identifying any deficiencies or actions necessary for reconsideration.
 - c. If a final written determination is not issued within sixty (60) days after receipt of a completed application, the request is deemed approved unless the parties agree in writing to a reasonable extension of time.

SECTION 3 – SEVERABILITY. If any word, phrase, sentence, paragraph or provision of this ordinance or the application thereof to any person or circumstance is held invalid or unconstitutional, such finding shall not affect the other provisions or applications of this ordinance which can be given effect without the invalid or unconstitutional provision or application, and to this end the provisions of this ordinance are declared severable.

SECTION 4 – SCRIVENER’S ERRORS. The correction of typographical errors which do not affect the intent of this Ordinance may be authorized by the City Manager or the City Manager’s designee, without public hearing, by filing a corrected or re-codified copy with the City Clerk.

SECTION 5 – ORDINANCE TO BE LIBERALLY CONSTRUED. This Ordinance shall be liberally construed in order to effectively carry out the purposes hereof which are deemed not to adversely affect public health, safety, or welfare.

SECTION 6 – REPEAL OF CONFLICTING ORDINANCES. Ordinances, or parts of ordinances or portions thereof of the City of Crestview, in conflict with the provisions of this Ordinance are hereby repealed to the extent of such conflict.

SECTION 7 – EFFECTIVE DATE. This Ordinance shall take effect immediately upon its adoption.

Passed and adopted by the City Council of Crestview, Florida on the 23rd day of February, 2026.

ATTEST:

Natasha Peacock
City Clerk

Approved by me this 23rd day of February, 2026.

J. B. Whitten
Mayor



Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Resolution

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM: Nicholas Schwendt, Strategic Initiatives Director
DATE: 03/05/2026
SUBJECT: Affordable Housing Advisory Committee Appointment

BACKGROUND:

For the State Housing Initiatives Partnership Program (SHIP), statute requires that once every 3 years, in conjunction with the update of our Local Housing Assistance Plan, that an Affordable Housing Advisory Committee (AHAC) meeting is held to consider strategies within the Local Housing Assistance Plan, and to recommend amendments to the Comprehensive Plan, Land Development Regulations, and policies and procedures to better support development of affordable housing.

DISCUSSION:

The statute has requirements as to who must serve on the AHAC. These include individuals involved in certain aspects of affordable housing development, as well as other categories. In addition, one member must be a member of the Local Planning Agency (LPA) (our Planning and Development Board (PDB)) and one must be an elected official from the municipality.

We've received confirmation that board members who served on the AHAC for the previous cycle (in 2024) are willing to serve in this capacity again, with the exception of the PDB member and City Council member, as the individuals that previously served are no longer present in either body. At the PDB meeting on March 2, the board nominated Mr. Robert Bounds to serve on this committee, previously Mr. Hayes was the representative.

Previously, Mr. Bullard was chosen by the Council to serve on the AHAC. Since he is no longer on the council, we first need the council to select a representative to serve on this committee. Once selected, we can adopt the resolution with the inclusion of the selected member.

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows;

Foundational- these are the areas of focus that make up the necessary foundation of a successful local government.

Financial Sustainability- Achieve long term financial sustainability

Organizational Capacity, Effectiveness & Efficiency- To efficiently & effectively provide the highest quality of public services

Quality of Life- these areas focus on the overall experience when provided by the city.

Community Character- Promote desirable growth with a hometown atmosphere

Safety- Ensure the continuous safety of citizens and visitors

Opportunity- Promote an environment that encourages economic and educational opportunity

Community Culture- Develop a specific identity for Crestview

FINANCIAL IMPACT

There is no financial impact associated with adoption of this Resolution.

RECOMMENDED ACTION

Two action items are needed in connection with this agenda item. First, the council should select from its members one person to serve on the AHAC. This can be done by consensus without a vote. Second, Staff respectfully requests a motion to adopt Resolution 2026-11, as amended to include the selected council member as the Elected Official representative.

Attachments

None

RESOLUTION: 2026- 11

A RESOLUTION APPOINTING MEMBERS OF THE AFFORDABLE HOUSING ADVISORY COMMITTEE; PROVIDING FOR AUTHORITY; AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT RESOLVED BY THE CITY COUNCIL OF CRESTVIEW, FLORIDA AS FOLLOWS:

SECTION 1 – AUTHORITY. The authority for enactment of this resolution is section 420.9076, Florida Statutes, and Section 32-18 of the Code of Ordinances.

SECTION 2 – AFFORDABLE HOUSING ADVISORY COMMITTEE MEMBER APPOINTMENT. The members of the affordable housing advisory committee are hereby appointed as follows:

Name	Representative Category	Term
---	Elected Official	4/1/26 – 4/1/29
Nitsi Bennett	Citizen engaged in residential home building industry	4/1/26 – 4/1/29
Derek Lott	Citizen engaged in the banking or mortgage banking industry	4/1/26 – 4/1/29
Doug Shepherd	Citizen representative of those areas of labor engaged in home building	4/1/26 – 4/1/29
Cecil Williams	Citizen engaged in as a not-for-profit provider of affordable housing	4/1/26 – 4/1/29
Robert Bounds	Citizen actively serving on the LPA	4/1/26 – 4/1/29
Alex Barthe	Citizen representing employers within the jurisdiction	4/1/26 – 4/1/29
Josh Vargason	Citizen representing essential services personnel	4/1/26 – 4/1/29

SECTION 3 – EFFECTIVE DATE. This resolution shall take effect immediately upon its adoption.

Passed and adopted by the City Council of Crestview, Florida on the 9th day of March, 2026.

ATTEST:

Natasha Peacock
City Clerk

Approved by me this 9th day of March, 2026.

J. B. Whitten
Mayor



Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Action Item

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM: Natasha Peacock, Deputy City Clerk
DATE: 03/05/2026
SUBJECT: Appointment of CRA Board Member

BACKGROUND:

One CRA Board seat is currently vacant. The City has received an application from a citizen requesting to serve on the CRA Board.

DISCUSSION:

The Board of Commissioners of the Community Redevelopment Agency shall consist of the members of the City Council and two additional commissioners appointed by the City Council as provided for in the Florida Statutes. Terms of office shall commence on the first day of April of the year in which is appointed. Successors appointed before completion of a term shall serve only for the remainder of the term that was left vacant. Successors appointed to fill a vacancy shall serve only for the remainder of the term that was left vacant.

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows;

Foundational- these are the areas of focus that make up the necessary foundation of a successful local government.

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Play- Expand recreational and entertainment activities within the City

Community Culture- Develop a specific identity for Crestview

FINANCIAL IMPACT

N/A

RECOMMENDED ACTION

Staff respectfully requests a motion to appoint Wanda Cook-Batson to serve on the CRA Board.

Attachments

1. CRA APPLICATION

CITIZEN BOARD AND COMMITTEE APPLICATION

NAME: Wanda Cook Batson

MAILING ADDRESS: _____

BUSINESS ADDRESS: N. Main Street

Crestview FL 32536

PREFERRED PHON _____ EMAIL ADDRESS: WandaCookBatson@gmail.com

OCCUPATION: Optometrist

ARE YOU A CITY OF CRESTVIEW RESIDENT? NO # YEARS: _____

Note: Some boards/committees do not require City Residency.

If desired, attach recent snapshot (not required).

Please indicate below the Boards/Committees you might have an interest in serving on, in order of preference. Using a separate page if necessary, state briefly any knowledge or experience that would be relevant to any appointed positions you have an interest in.

1. I am willing to serve any board/committee as needed

2. _____

3. _____

Signature Wanda Cook Batson Date February 16, 2026

Please return completed application to:

Office of the City Clerk

City of Crestview

198 N. Wilson Street

Crestview, FL 32536

or email completed application to cityclerk @cityofcrestview.org



Staff Report

CITY COUNCIL MEETING DATE: March 9, 2026

TYPE OF AGENDA ITEM: Presentation

TO: Mayor and City Council
CC: City Manager, City Clerk, Staff and Attorney
FROM:
DATE:
SUBJECT: City Manager Updates

BACKGROUND:

DISCUSSION:

GOALS & OBJECTIVES

This item is consistent with the goals in A New View Strategic Plan 2020 as follows;

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FINANCIAL IMPACT

RECOMMENDED ACTION

Staff respectfully requests a motion

Attachments

None