



# MULTNOMAH COUNTY CENTRAL COURTHOUSE

## FAC-1 Project Design and Construction

JUNE 2016

PREPARED BY: DAY CPM

IN CONJUNCTION WITH: Multnomah County Facilities & Property Management

SRG Partnership

Hoffman Construction



# **FAC-1 Project Design and Construction**

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# **FAC-1 PROJECT DESIGN and CONSTRUCTION EXECUTIVE SUMMARY**

For over four decades, Multnomah County has sought opportunities to replace the functionally obsolete and seismically deficient Multnomah County Courthouse. The County has determined that the Courthouse inadequately meets its current and future operational needs, and that renovating the current courthouse is not cost effective, nor will it meet the County's long term goals. The County's owned land at the West end of the Hawthorne Bridge provides a favorable and cost effective location.

Over the last few months, the Project Management Team (PMT) has worked on the schematic and definitive design phases to refine the design of the Courthouse. The team is using Target Value Design to update the construction costs. The PMT is now at the stage to complete design of the project, and committed to delivering to the County a new facility guided by the established goals and objectives, at the lowest practical cost, and on schedule.

The cost estimate for this project, including hard construction and soft costs, is a range of \$290M to \$300M. The project schedule targets the start of construction in early 2017, with completion and move-in early in 2020.

A Board Resolution has been prepared to confirm the Board's approval of this FAC-1 Project Design and Construction, authorize the development of Construction Documents, and authorize performance of early construction work for the Multnomah County Central Courthouse.

# **FAC-1 PROJECT DESIGN and CONSTRUCTION**

## **PART A - INTRODUCTION**

### **Project Sponsors**

Multnomah County Chair, Deborah Kafoury  
Multnomah County Commissioner, Judy Shiprack  
Multnomah County Circuit Court Presiding Judge, Nan Waller

### **Project Stakeholders**

Multnomah County Board of Commissioners  
Multnomah County Facilities and Property Management  
Oregon Judicial Department  
Oregon State Legislature  
Multnomah County Sheriff's Office  
Multnomah County District Attorney's office  
Office of Public Defense Services  
Multnomah Bar Association

### **Statement of Need**

The Multnomah County Courthouse is the home of the Circuit Court for Multnomah County. The Multnomah County Courthouse is functionally obsolete and structurally deficient. The building was constructed in two phases between 1909 and 1914. Through numerous studies the County has determined the building inadequately meets its current and future operational needs. It is not designed to current seismic standards, nor does it meet best practices for safe and secure transport of prisoners



to the Courthouse and within the Courthouse. Based on a 2011 study, it would be more cost effective to construct a new Courthouse rather than renovate the current Courthouse. The new Central Courthouse

will be constructed of systems and materials capable of at least 100 years of service, and designed to 21<sup>st</sup> century court operational standards and practices. The Multnomah County Courthouse will demonstrate its commitment to justice.

For over forty years Multnomah County studied the options to rehabilitate or construct a new Courthouse. In 2013 the State of Oregon passed SB 5506 that provided up to a 50% match for Capital Construction of seismically deficient Courthouses. The County's Application to the Department of Administrative Services and the Oregon Judicial Department was approved on March 16, 2015.

## **Purpose of this FAC-1 Project Design and Construction**

Facilities and Property Management is requesting the Multnomah County Board of Commissioners to approve starting the Project Design and Construction Phase. The team is completing the schematic and definitive design phases of the Courthouse. Also requested with this FAC-1 is Board approval to perform early construction work for the Courthouse.

## **Project Development History**

In December 2014 the Multnomah County Board of Commissioners approved the Preliminary Planning Proposal by Resolution #2014-141. On February 12, 2015 the County Board approved the use of the Construction Manager/General Contractor (CM/GC) delivery method for this project in Resolution #2015-012. On April 16, 2015, by Resolution #2015-031, the County finalized the site selection of Block 8 at the West end of the Hawthorne Bridge and authorized issuance of RFPs for architectural & engineering services and for a CM/GC for the MCCCH project. Following these resolutions SRG Partnership, Inc., was selected to perform design services, and Hoffman Construction Co. was selected as CM/GC to perform pre-construction services. In December of 2015, the Multnomah County Board of Commissioners approved the FAC-1 Project Plan by Resolution #2015-129.

## **Project Status**

The Project Team has met with Courthouse Users over the past nine months to finalize the program size and start laying out each individual program User's space. This involved interviews between the Architect and the Users to understand how each individual User operates now and how it would operate in the new Courthouse. The interviews delved into interaction with the public and the need to separate the public and secure spaces.

The County has acquired (five units) or is under contract to acquire (two units) for a total of seven out of nine condominiums in Jefferson Station, with the intention of owning the entire building. These office condos will be incorporated into the final program of the Courthouse. On June 8<sup>th</sup> 2016 the City of Portland approved a legislative code amendment increasing the height on the Courthouse site to 325 feet.

# FAC-1 PROJECT DESIGN and CONSTRUCTION

## PART B - SUMMARY OF FINDINGS

### Project Goals & Objectives

During strategic work sessions held during August and September 2015, a “vision” for the building was established as a description of the project’s qualitative goals, desires, and expectations for this building. The project vision establishes guiding principles for the Multnomah County Central Courthouse that will be used to inform and measure design decisions.

The participating groups provided their aspirations and concerns for the entire project and the Courthouse, which are summarized as follows:

#### PROJECT MISSION

To design and build a sustainable, accessible landmark courthouse that is a symbol of the importance of the justice system and source of civic pride. The new Courthouse will incorporate 21st century best practices in operations, security and design, capable of adapting to changing needs over its 100-year life.

#### PROJECT VISION STATEMENT

The new Multnomah County Central Courthouse (MCCCH) will enhance confidence in the justice system, inspire civic engagement and urban vitality, and provide a restorative human experience within a resilient & responsible community landmark.

#### CHARACTER and QUALITY

**Identity:** The building must reflect the prominence and importance of Multnomah County’s and the State of Oregon’s commitment to providing justice and due process of law to all members of the community, while demonstrating fiscal responsibility to the taxpayers with the use of durable, sensible materials and systems, and a restrained use of costlier finishes and features.

**Art:** Participation in the Regional Arts and Cultural Council Percent for Arts Program at 2% of construction costs per Ordinance No. 1117.

#### PERFORMANCE and SUSTAINABILITY

**Operations:** Use of durable, sensible materials and systems focused on low long-term operational cost, and a functional, efficient facility that is easy to maintain.

**Longevity:** The facility is intended to last at least 100 years and is designed with flexibility to accommodate the future needs and requirements of the County and State programs.

**Sustainability Goals:**

- Achieve a Leadership in Energy & Environmental Design (LEED) Gold Rating
- Meet the Architecture 2030 Challenge
- Meet 2009 Climate Action Plan
- 1.5% Solar program

**COMMUNITY BENEFITS**

**MWESB Involvement:** The County is seeking a high level of participation from MWESB businesses and organizations and has identified aspirational goals of 20% involvement of the value of construction and 15% of the design fee.

**Apprentice Involvement:** The County is seeking a high level of participation from women and minority apprentices with an overall apprentice workforce goal of 20%, in alignment with the County's Workforce Training and Hiring Program requirements.

**COMMUNITY INVOLVEMENT**

The project will seek the input of and ensure communication with community members throughout the design and construction process.

## Project Scope

The proposed Courthouse would be approximately 460,000 square feet, a seventeen story structure, and include the following features:

- Forty (40) Courtrooms (Civil, Criminal, Family, Mental Health & Probate) as determined by the program plan;
- Four (4) high volume courtrooms (parking citations, other violations [primarily traffic citations]), Small Claims, and Landlord-Tenant (FED) cases;
- Referees' chambers for the above case types, and support staff space for the case management and public services associated with these cases;
- Jury deliberation rooms on a ratio to courtrooms as determined by program fit per floor;
- Judicial chambers;
- Circuit Court Public Service and Case Management operations for all case types;
- The main Jury Assembly room for newly reporting jurors and multiuse space for meeting rooms;
- Family court services (a professionally staffed service program for families before the court);
- Probation intake services;
- Grand Jury proceeding rooms and support services;
- Office of the Trial Court Administrator and support staff, including payments, revenue accounting and collections services;
- District Attorney Offices;
- Public Defense Resource Center (support space for publically paid attorneys for the indigent);
- Court Care space – a drop-in child care facility for parties with cases before the court;
- Legal Resources Center – a staffed, digital library and assistance function for attorneys and the public, including self-represented litigants; and
- Sallyport and secure holding for 70 in-custody defendants.

## Building Programming:

The Project Team has reconciled the programming during the schematic design phase. The summary below is the current space allocation in the building with "Actual Net Occupiable Square Footage" (ANOSF). Appendix A includes the current version of the floor plans showing offices and cubicles. These are attached for approval, per the FAC-4, and are to be the basis for final design.

| Component  | Program Need<br>ANOSF |
|--|-----------------------|
| <b>1.0 Public Facilities and Building Support</b>        | <b>53,206</b>         |
| 1.1 MAIN ENTRANCE AND LOBBY                              | 7,965                 |
| 1.2 BUILDING AMENITIES AND GENERAL SUPPORT               | 18,057                |
| 1.3 BUILDING SYSTEMS SUPPORT SPACES                      | 27,184                |
| <b>2.0 Courtrooms and Ancillary Support</b>              | <b>178,024</b>        |
| 2.1 ADMINISTRATIVE COURTROOM & PRESIDING JUDGE SUITE     | 4,141                 |
| 2.2 CIVIL / CRIMINAL CIRCUIT COURTROOMS                  | 87,467                |
| 2.3 FAMILY COURTROOMS                                    | 30,236                |
| 2.4 JUDICIAL CHAMBERS                                    | 36,174                |
| 2.5 REFEREE COURTROOM AND ANCILLARY SUPPORT SPACES       | 16,014                |
| 2.6 GRAND JURY   | 3,992                 |
| <b>3.0 Court Operations</b>                              | <b>47,590</b>         |
| 3.1 CIRCUIT COURT ADMINISTRATION MAIN OFFICE             | 3,230                 |
| 3.2 JURY ASSEMBLY / LARGE GROUP TRAINING/CONFERENCE AREA | 7,396                 |
| 3.3 CENTRALIZED PUBLIC SERVICE AND PAYMENT CENTER        | 15,237                |
| 3.4 FILES AND RECORDS ACCESS CUSTOMER SERVICE CENTER     | 3,355                 |
| 3.5 MAIL ROOM OPERATIONS                                 | 1,394                 |
| 3.6 CIVIL COURT OPERATIONS                               | 3,327                 |
| 3.7 CRIMINAL COURT OPERATIONS                            | 2,809                 |
| 3.8 FAMILY & PROBATE COURT OPERATIONS                    | 3,582                 |
| 3.9 TECHNOLOGY SERVICES                                  | 3,107                 |
| 3.10 FINANCIAL SERVICES                                  | 949                   |
| 3.11 COURT OPERATIONS SHARED SPACE                       | 3,204                 |
| <b>4.0 Sheriff Space</b>                                 | <b>14,116</b>         |
| 4.1 MCSO CIVIL AND COMMAND CENTER                        | 5,318                 |
| 4.2 MCSO TRANSPORT / CENTRAL HOLDING                     | 8,798                 |
| <b>5.0 Court Services</b>                                | <b>5,506</b>          |
| 5.1 FAMILY COURT SERVICES                                | 3,225                 |
| 5.2 PROBATION REFERRAL & ASSESSMENT                      | 2,281                 |
| <b>6.0 District Attorney Office</b>                      | <b>44,474</b>         |
| 6.1 DA Main Reception and Discovery                      | 2,089                 |
| 6.2 DA Executive Offices & Administration                | 5,127                 |

|  |                |
|--|----------------|
| 6.3 District Attorney Trial Units              | 21,648         |
| 6.4 DA Records Storage                         | 2,173          |
| 6.5 Pretrial Support                           | 1,184          |
| 6.6 Investigations Unit                        | 2,076          |
| 6.7 Victims Assistance & Restitution           | 3,789          |
| 6.8 Support Enforcement Division               | 4,772          |
| 6.9 Information Technology                     | 1,616          |
| <b>7.0 Public Defense Resource Center</b>      | <b>5,047</b>   |
| 7.1 PUBLIC DEFENSE RESOURCE CENTER             | 5,047          |
| <b>Total Net Occupiable Square Feet (NOSF)</b> | <b>347,963</b> |
| <b>Total Gross Square Feet (GSF)</b>           | <b>459,114</b> |

## Concept Design Narrative

As defined in the Project Goals and Objectives, expectations for building design include:

- **Cost efficiency.** The goal is to realize best value and operational efficiency for the citizens of Multnomah County.
- **Durability.** Design decisions will be made with the goal of a minimum 100-year life expectancy for the building. This means that choices about the kinds of exterior materials, hardware, mechanical systems, roofing and other important elements will be made in the context of maximizing longevity.
- **Functionality.** The project's functional goal is to meet the Court's functional needs now and, to the extent possible, in the future. This means designing for maximum flexibility: floor-to-floor heights will be set to help accommodate changes in above-ceiling mechanical and electrical systems; major mechanical and electrical systems will be located to allow for facilities maintenance and change in a way that minimizes disruption to the program functions of the building; structural systems and column placement will be arranged in a way that accommodates changes in interior layouts to the extent possible within the constraints of the project budget and site.
- **Sustainability.** The project seeks to minimize environmental impact within an urban environment and has specifically set significant goals with respect to multiple performance benchmarks including LEED Gold and Architecture 2030.
- **Aesthetic design excellence.** The project will be designed to be a timeless civic building that complements and acts as a gateway into the City.

## Cost Estimate

The estimate for the project started as conceptual in nature, and has now evolved into a quantity/unit price based estimate as the Criteria Design has been completed and the project design team has submitted the 50% Design Development (DD) documents. The variations of estimate components have been narrowed, and systems within the design have been more defined, thus allowing a more detailed and quantity defined estimate. It is anticipated the 100% DD documentation will be completed by July 23, 2016, and a complete estimate comparison from the CM/GC and Third Party Estimators will be available for consolidation on or around August 31, 2016.

The team is using the Target Value Design approach that breaks the project down into multiple component teams for verification of pricing by specific material suppliers and trade partners within the Target Value Budget established in the Master Budget and conceptual pricing process. These nine specialized component team groups meet bi-weekly to evaluate the cost estimates and validate the costs within the current design development. Each component team's pricing is then assembled into the Total Estimate for the project which, in time, will become the backbone for the Guaranteed Maximum Price (GMP) for the project.

Project Soft Costs are continuously updated with new information and include Authority having Jurisdiction (AHJ) costs such as City of Portland permits, fees, professional services from consultants, FF&E for County and public spaces and the mandatory 2.00% for Art.

Based on these factors, the results of the collaborative Target Value Design and Component Team effort reveal an anticipated overall project cost to remain within the range set in earlier reports of \$290 million to \$300 million.

## Conceptual Cost Estimate Summary

The County's estimated cost for a new Courthouse ranges between \$290M and \$300M.

| COST ESTIMATE             |                      |
|---------------------------|----------------------|
| Direct Construction Costs | \$208,000,000        |
| Soft Costs (Incl. Land)   | \$ 65,000,000        |
| <b>Total Estimate</b>     | <b>\$273,000,000</b> |
| Project Contingency       | \$ 27,000,000        |
| <b>Total Budget</b>       | <b>\$300,000,000</b> |

# **FAC-1 PROJECT DESIGN and CONSTRUCTION PART C - NEXT STEPS**

Following is a brief description of the recommended “Next Steps” tasks to move the project forward. This list of tasks is followed by a proposed schedule and estimated costs to perform the tasks, culminating with a return to the Board of County Commissioners to request approval of the Guaranteed Maximum Price to move into the construction phase of the project.

## **Initiate Construction Document and Early Work Phase**

With the completion of the schematic and definitive design phases the team can continue into final design and develop construction documents. The design team will work on a number of construction packages for early work prior to completion of the construction documents. At the end of the Construction Document Phase and subsequent re-estimating work, the Guaranteed Maximum Price will be presented to the Board of County Commissioners to authorize the CM/GC to construct the Courthouse.

## **Coordination with the City of Portland’s Major Projects Group**

The Courthouse has been accepted into the City of Portland’s Major Project Group. A kick off meeting was held in January between the assigned staff from the City and the corresponding representatives from the Project Team. Regular meetings will continue to be held between the individual groups (PBOT, structural, site, electrical and mechanical) to coordinate design with the City’s requirements.

## **Estimate of “Next Steps” Activities**

The following list of activities needs to be completed: design development phase and closing on condominiums in Jefferson Station that are currently under option.

|   |                     |
|---|---------------------|
| Architecture and Consultant Fees                        | \$11,500,000        |
| Pre-Construction & Early Construction                   | \$12,500,000        |
| Multnomah County, Initial Permit Fees, land acquisition | \$ 6,500,000        |
| Contingencies   | <u>\$ 5,000,000</u> |
| <b>Total</b>  | <b>\$35,500,000</b> |

The Early Construction work may include the following.

Preparation of lay down area  
Offsite Utility Relocations  
Demolition of 1220 SW First Avenue  
Shoring  
Foundations and Foundation walls  
Tower Crane Footing  
Structural Dampers - Procurement  
Lobby Steel Columns - Procurement  
Generator & Tank - Procurement

## **Schedule for “Next Steps” Activities**

|   |                                |
|---|--------------------------------|
| Finalize Construction Documents           | July 2016 thru May 2017        |
| City of Portland Design Review Process    | October 2016 thru January 2017 |
| Early Work Packages                       | October 2016 thru March 2017   |
| Ceremonial Groundbreaking                 | October 2016                   |
| City of Portland Permits                  | January thru March 2017        |
| Present FAC-1 for Construction (with GMP) | March 2017                     |

# **FAC-1 PROJECT DESIGN and CONSTRUCTION**

## **PART D – PROJECT MANAGEMENT**

### **The Project Management Team (PMT)**

The current active team members are:

#### **MULTNOMAH COUNTY:**

- JD Deschamps, Project Manager; Facilities and Property Management
- Greg Hockert, Project Manager; Facilities and Property Management

#### **DAY CPM:**

- Mike Day, Principal; Owner Representative
- Paul Smith, Project Manager, Owner Representative

#### **SRG PARTNERSHIP INC:**

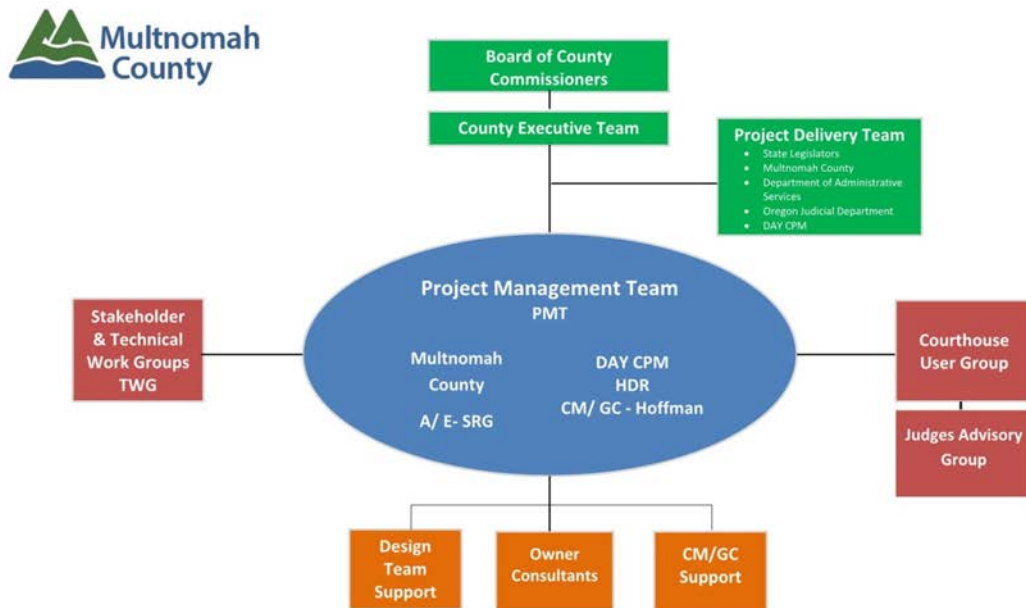
- Hussain Mirza, Principal In Charge
- Bjorn Clouten, Project Manager
- Frank Greene - CGLRicciGreene
- April Pottroff- CGLRicciGreene

#### **HOFFMAN CONSTRUCTION:**

- Gerry Hein, Project Principal
- Josh Durham, Project Manager
- Jason Freeborn, Estimator

The Project Management Team is responsible for the day-to-day detailed activities associated with the project but is also part of a larger group of entities engaged in the common effort to deliver a successful project to Multnomah County. The full organizational relationships are illustrated in the Organizational Chart on the next page.

## ENTERPRISE ORGANIZATIONAL CHART MULTNOMAH COUNTY CENTRAL COURTHOUSE



## Project Communication and Reporting

The Project involves multiple stakeholders, committees, groups and team members including those detailed below.

### **Board of County Commissioners (BCC):**

The BCC is composed of the elected Chair and four elected Commissioners of Multnomah County. The BCC is the Project Owner and has the ultimate responsibility to taxpayers for the success of the Project.

### **Project Delivery Team (PDT):**

The PDT is composed of State Legislators, the County Chair, State of Oregon staff and others who have a stake in how the new Courthouse is programmed, designed, constructed and operated. The PDT meets as needed and will make recommendations to the PMT.

### **County Executive Team (CET):**

The CET is composed of representatives from the Chair's office and each of the commissioner's offices. It also includes the Director of County Assets and the Director of Facilities and Property Management as well as representatives from the County's Legal, Finance, Communications, Procurement and Government Relations groups. The CET meets monthly through design and construction.

**Project Management Team (PMT):**

The main responsibility of the PMT is to manage the Project. The PMT will be composed of County staff, Owner's Representative, Architectural and Engineering firms and the selected CM/GC. The required members will generally be the lead manager of each staff plus any specialists significant to the current issues. The Project Management Team will meet weekly.

**Courthouse Users Group (CHUG):**

The County has formed a CHUG with representatives from a broad range of stakeholder interests: Multnomah County Circuit Court Administrators, Judiciary, District Attorney's office, Sheriff's office, Department of Community Justice, and other significant interest groups. The CHUG meets monthly, and its role is to provide user input about Project issues and needs.

**Technical Working Groups (TWGs):**

The County will form specialized TWGs composed of technical experts in specialized fields to advise the PMT and the County on recommendations on specific issues. This may include County staff from the Facilities Division and IT. TWGs will meet as needed.

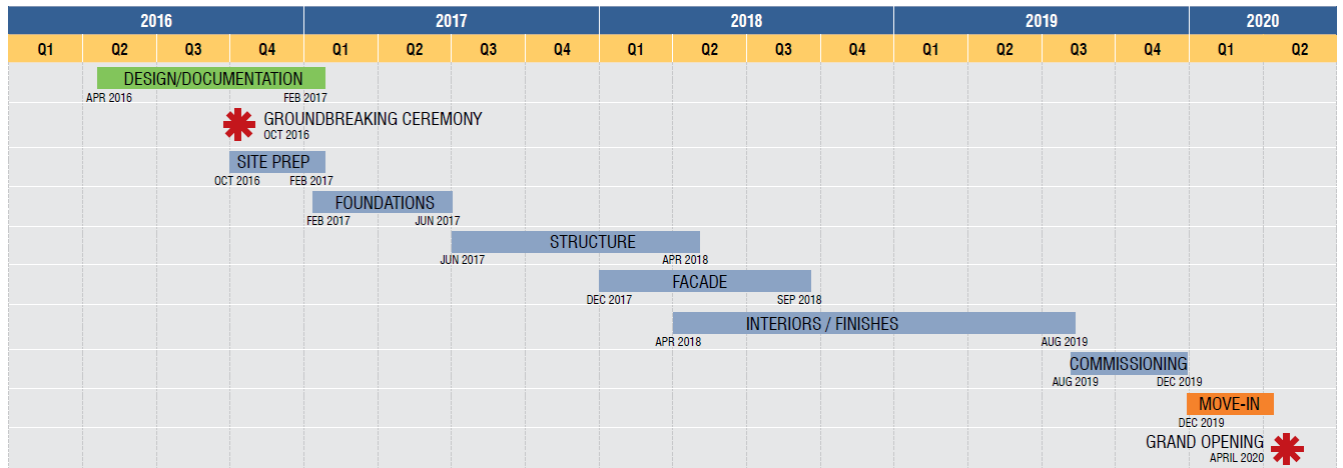
**MWESB and Subcontracting Plan**

On this project the County selected both the Architect and Contractor without any subconsultants or subcontractors. These subconsultants were then selected jointly by SRG, the County and Hoffman. Each consultant was required to leave a minimum of 15% of their fee available for MWESB participation. SRG created a subcontracting plan to provide a roadmap for a high level of MWESB participation.

Hoffman has been working in conjunction with Multnomah County and DAY CPM to develop and implement a project specific subcontracting plan for Construction. The plan will define a bidding approach that ensures that the diversity goals for both Hoffman and Multnomah County are met. The plan will be specific to MWESB participation and Work Force Training Goals associated with apprenticeship programs.

The Subcontracting Plan will define multiple approaches to subcontractor procurement which include Open/Competitive Bidding, Targeted/Select Bidder Lists, and RFP Best Value Selection. Each scope of work will be assigned to one of these procurement approaches to maximize diversity in the project. These scopes of work/bid packages will be clearly communicated to the subcontractor community to ensure participation.

# Preliminary Project Schedule



## **PART E – EXHIBIT**

Draft Floor Plans