



Multnomah County Oregon

## Board of Commissioners & Agenda

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### BOARD OF COMMISSIONERS

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**JUNE 18 & 20, 2002**

### BOARD MEETINGS

#### FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:00 a.m. Tuesday Multnomah County Courthouse Renovation Study Briefing
Pg 2	9:30 a.m. Thursday Opportunity for Public Comment on Non-Agenda Matters
Pg 3	10:05 a.m. Thursday First Reading Animal Control Code Amendment on Tethering
Pg 3	10:45 a.m. Thursday First Reading Ordinance on Portland Land Use Code Amendments
Pg 3	11:15 a.m. Thursday Legislative Session III Update
Pg 3	11:30 a.m. Thursday Update on Multnomah Building and Green Roof Projects

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30

Friday, 11:00 PM, Channel 30

Saturday, 10:00 AM, Channel 30

Sunday, 11:00 AM, Channel 30

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Tuesday, June 18, 2002 - 9:00 AM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **BOARD BRIEFING**

B-1 Multnomah County Courthouse Renovation Study Briefing by Consultants Hellmuth, Obata and Kassabaum (HOK). Presented by Steve Morton, Pamela Adams, Chuck Oraftik, and Andrew Nelson. 2.5 HOURS REQUESTED.

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Thursday, June 20, 2002 - 9:30 AM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **REGULAR MEETING**

### **CONSENT CALENDAR - 9:30 AM** **PUBLIC CONTRACT REVIEW BOARD**

C-1 ORDER Exempting from the Formal Competitive Bid Process a Contract with 3M for Model 7210 SelfCheck Equipment Upgrades for Central Library

### **DEPARTMENT OF HEALTH**

C-2 Budget Modification HD 2, Adjusting Appropriations within the Health Department

### **REGULAR AGENDA - 9:30 AM** **PUBLIC COMMENT - 9:30 AM**

Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes per Person.

### **DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES - 9:30 AM**

R-1 RESOLUTION Establishing a Portland/Multnomah County Food Policy Council, a Sub-committee of the Portland/Multnomah County Sustainable Development Commission

### **NON-DEPARTMENTAL - 9:50 AM**

- R-2 Budget Modification CCFC 02-03 Appropriating Early Learning Opportunities Act Grant Award Adding \$519,530 Total Program Dollars for Childcare Improvement, Parent Child Development Centers, and Early Words
- R-3 Second Reading and Possible Adoption of an ORDINANCE Amending MCC §§ 9.620 and 9.630 and Adding §9.660 Relating to Charitable Funds and Certifying The Children's Trust Fund
- R-4 First Reading of an ORDINANCE Amending MCC Chapter 13, Animal Control, Relating to Tethering

**DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES - 10:35 AM**

- R-5 Intergovernmental Agreement 4600003407 with the City of Troutdale, Transferring Planning Authority for Urban Unincorporated Areas to the City of Troutdale to Comply with the Metro Functional Plan pursuant to Ordinance 973
- R-6 First Reading of an ORDINANCE Amending the City of Portland Development Code Related to Land Divisions and Other Minor Items, Pursuant to the IGA with the City of Portland, and Declaring an Emergency
- 

Thursday, June 20, 2002 - 11:15 AM  
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

**BOARD BRIEFINGS**

- B-2 Legislative Update on Special Session III. Presented by Gina Mattioda and Stephanie Soden. 15 MINUTES REQUESTED.
- B-3 Briefing on Plans for Completion of the Multnomah Building Project and Discussion on Green Roof. Presented by Doug Butler, Peter Wilcox, Commissioner Maria Rojo de Steffey and Amy Joslin. 45 MINUTES REQUESTED.

MEETING DATE: June 18, 2002  
AGENDA NO: B-1  
ESTIMATED START TIME: 9:00 AM  
LOCATION: Boardroom 100

(Above Space for Board Clerk's Use ONLY)

### AGENDA PLACEMENT FORM

SUBJECT: Multnomah County Courthouse Renovation Study: Briefing by Consultants Hellmuth, Obata + Kassabaum (HOK)

BOARD BRIEFING: DATE REQUESTED: Tuesday, June 18, 2002  
REQUESTED BY: Commissioner Lisa Naito  
AMOUNT OF TIME NEEDED: 2.5 hours

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_  
AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Non-Departmental DIVISION: Commission District #3  
CONTACT: Terri Naito TELEPHONE #: 503 988-4105  
BLDG/ROOM #: 503/600

PERSON(S) MAKING PRESENTATION: Steve Morton, Pamela Adams, Chuck Orafitik, and Andrew Nelson of HOK

#### ACTION REQUESTED:

☒ INFORMATIONAL ONLY   ☐ POLICY DIRECTION   ☐ APPROVAL   ☐ OTHER

#### SUGGESTED AGENDA TITLE:

Multnomah County Courthouse Renovation Study Briefing by Consultants Hellmuth, Obata and Kassabaum (HOK)

#### SIGNATURES REQUIRED:

ELECTED OFFICIAL: Lisa Naito

(OR)  
DEPARTMENT MANAGER: \_\_\_\_\_

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ (503) 988-3277 or email  
[deborah.l.bogstad@co.multnomah.or.us](mailto:deborah.l.bogstad@co.multnomah.or.us)



# Multnomah County Courthouse Renovation Feasibility Study

Briefing to Commissioners  
April 2002 - Draft



# "Givens" of Original Assignment

- ? Renovate Courthouse for continued court use and historic character
- ? Support court operations during renovation
- ? 20-40 year time horizon
- ? Identify future court needs
- ? Consider needs of growing East County population



# Keep in mind

- ? Urgent need to improve MCCH deficiencies
- ? Renovation displaces courts for 3 years, thus requiring interim space solutions
- ? Even with expansion, MCCH can only house 7 more courts than current
- ? By 2040, need 28 more courtrooms
- ? Long-term objective: how to add 21 courts more than renovating MCCH alone



# East County court needs

## **Needs vary with assumptions:**

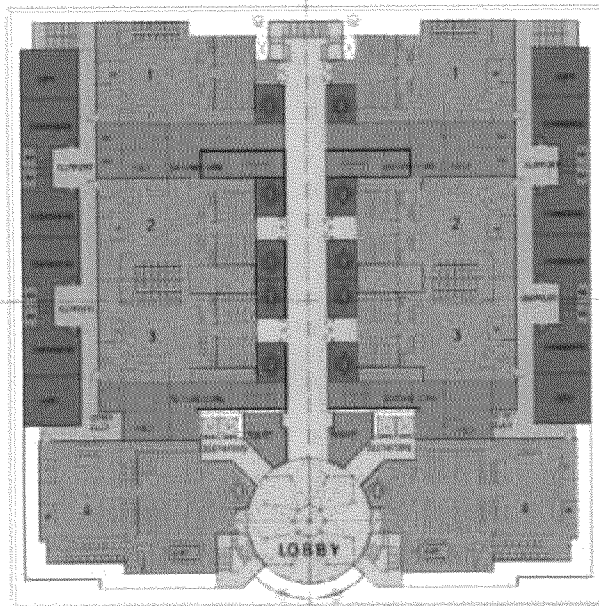
- ? Traffic/small claims satellite: Convenience for high-volume visits, e.g. traffic tickets—avoid need for trips downtown = **4-8 courts**
- ? Full-service courthouse: Proportion of caseload generated in East County, currently 25% of total County population  
= **16 - 18 courts** in 2040



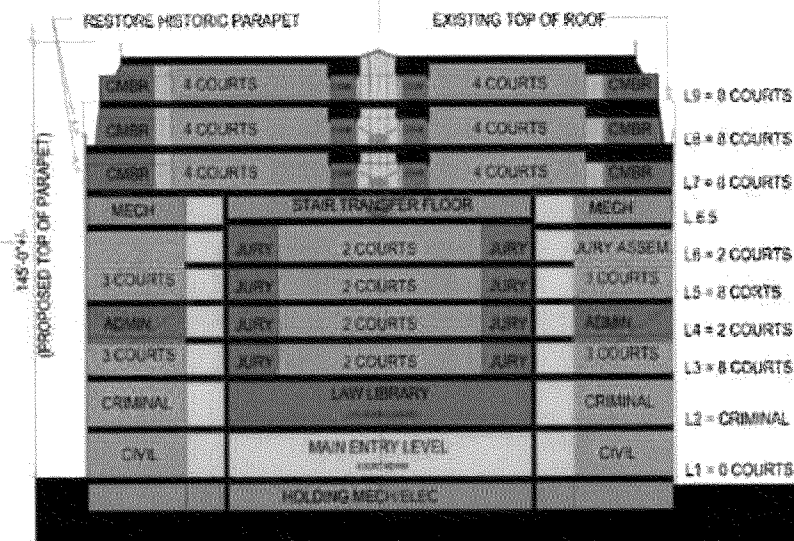
# MCCH Renovation Options

- ? “Do nothing” is not a viable option
- ? MCCH Renovation options achieve 36-46 courts (up to 7 more than current)
- ? MCCH must be vacated to renovate:
  - seismic, ADA and code upgrades
  - building systems—HVAC, plumbing, electrical and data, etc.
  - security

# MCCH Renovation Options



LEVELS 7, 8 & 9 NEW COURTS LEVELS STUDY



44 COURTS SECTION STUDY



5A

MULTNOMAH COUNTY COURTHOUSE RENOVATION STUDY

MARCH 5, 2002

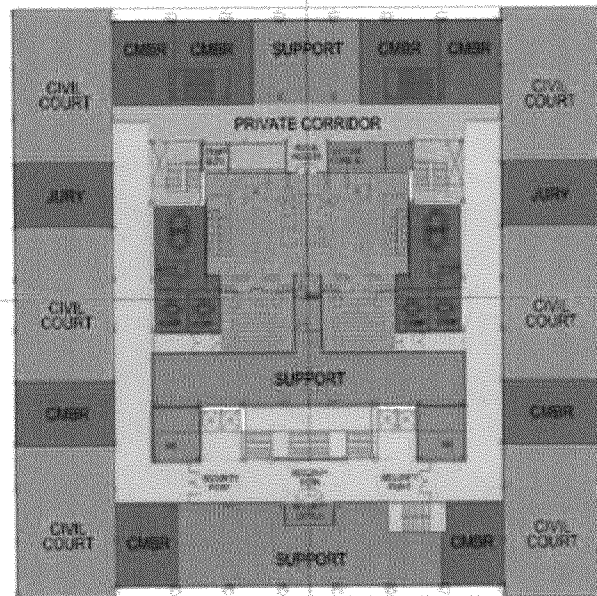
(44-46 COURTS OPTION A)



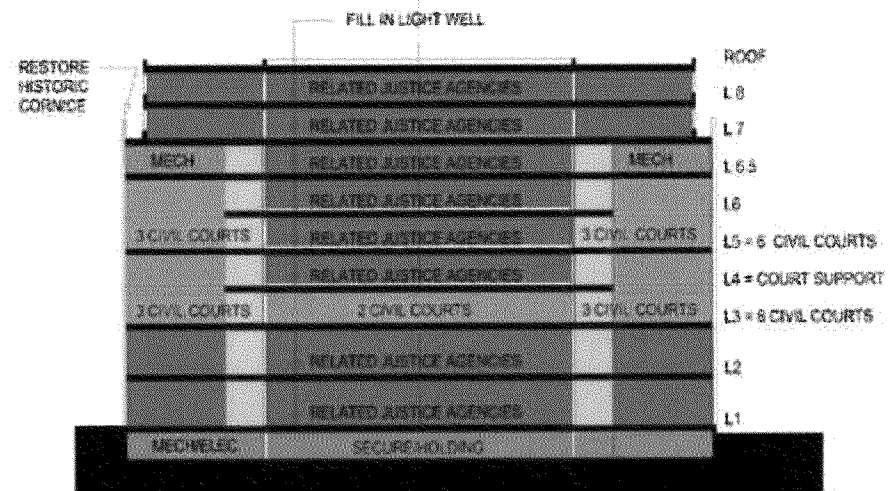
WELLS, WATKINS & KASIDIANAS, P.C.



# MCCH Renovation Options



LEVELS 3 & 5 REVISED PLAN STUDY  
(39,000 +/- GSF)



12 CIVIL COURT - COUNTY OCCUPANCY STUDY



1B

MULTNOMAH COUNTY COURTHOUSE RENOVATION STUDY

MARCH 5, 2002

(CIVIL COURTS OPTION B)



HILLIERSMITH, ORATA & ASSOCIATES, P.C.

# Findings: Court Needs and Operations

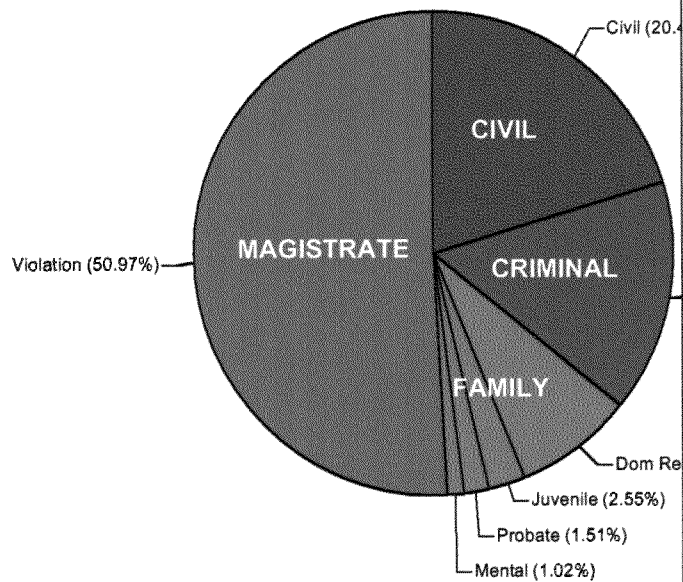
- ? Current 50.5 courtrooms should grow to 64-79 in 20-40 years (14-28 more)
- ? Criminal courts alone need 18 now
- ? Court efficiency benefits by co-location of civil/criminal—judges do both as needed
- ? Family Law could consolidate at Juvenile location
- ? Justice operations depend on close adjacencies, timing and courtroom availability to achieve results—cases resolved



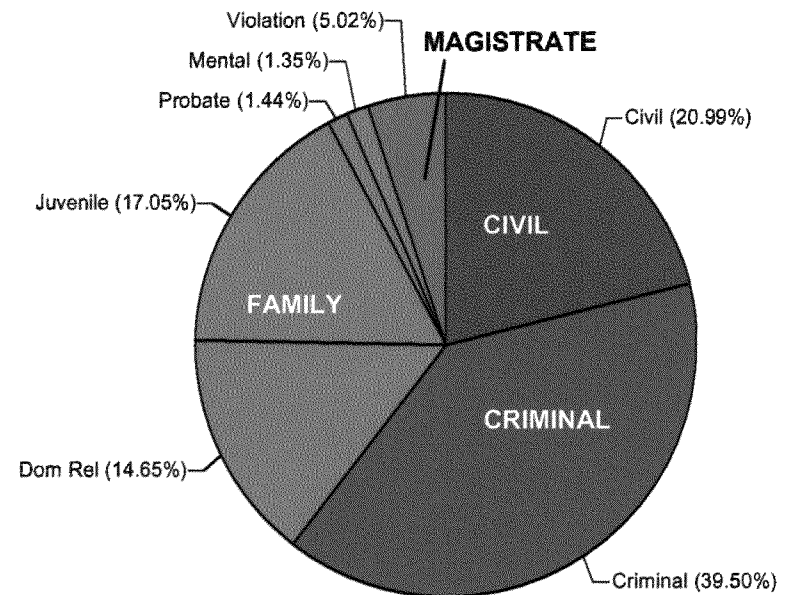
# Findings: Court Needs and Operations

Oregon Circuit Courts in 2000

Distribution of Filings  
Distribution of Filings



Distribution of Judicial Workload



# Findings: Interim Space

## ? Lease for Interim?

- No obvious low cost options due to specialized requirements

- Civil courts can lease/convert office floors

- Criminal courts cannot share a building due to security requirements

## ? Interim is much more expensive (\$/SF/Year) than permanent space

## ? Ideal is to create interim space that serves permanent need



# Findings: Interim Space

## Candidates for Interim Court Locations

Scoring Key

	5 Superior		1 Fair
	3 Good		0 Problematic

PROPERTY	COUNTY OWNED	CAPACITY		ACCESS/CONVENIENCE				ADAPTABILITY FOR COURT USE				SECURITY			LEASE COSTS	EXISTING OR EXISTING ADAPTATION	OVERALL SUITABILITY	REMARKS
Location	Yes/No	# Courts	Other	Parking	Transit	Signage/Access	Landmark for District Agencies	Existing, Others, Layout	Existing, Others, Layout	Other	Site / Features	Entry Control	Secure Circulation					
Ford Bldg	Yes	5-6	Convert old floor to parking	Convert old One Floor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	\$	\$\$\$	Yes	Available (Chancellor) (Previous Value)
Hansen Bldg	Yes	1-2 (10-15)	REED 4 (10-15)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	\$	\$\$\$	Yes	Poor value for money
Seaton Bldg	Yes	2-3		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	\$	\$\$\$	Yes	Poor value for money
Take over existing CBD 2006 of single owner vacant building	Private	10-12		Convert old One Floor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	\$	\$\$\$	Yes	
Greenwich Neighborhood Center		4		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	—	Yes	Upgrade
Greenwich Courts	Yes/No	1 Court	1 Addition	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	—	Yes	Upgrade/Rebuild
Marlborough Greenway	Yes/No	1-2	1-2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	\$	Yes	Consider taking from Greenway
Avonlea Justice Center Expand for Family Courts	Yes	1-2	1-2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	\$\$\$	Yes	Consider taking from Avonlea Justice Center
Expand New Facility on County-owned site	Yes	10-12		Convert old One Floor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	\$	Yes	
1001 5th including Bankruptcy Courts	Yes	12	Bankruptcy 10-12	Convert old One Floor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	\$	Yes	Consider taking from 1001 5th
"Wild Cat" e.g. Memorial Coliseum	Yes	10-12		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	—	Yes	Consider taking from Wild Cat
Portion of private building	Yes	10-12	1001 5th 10-12	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	—	Yes	
Modules or Prefabricated Structures	Yes	10-12		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	—	—	Yes	Consider taking from Modules

Yes/No

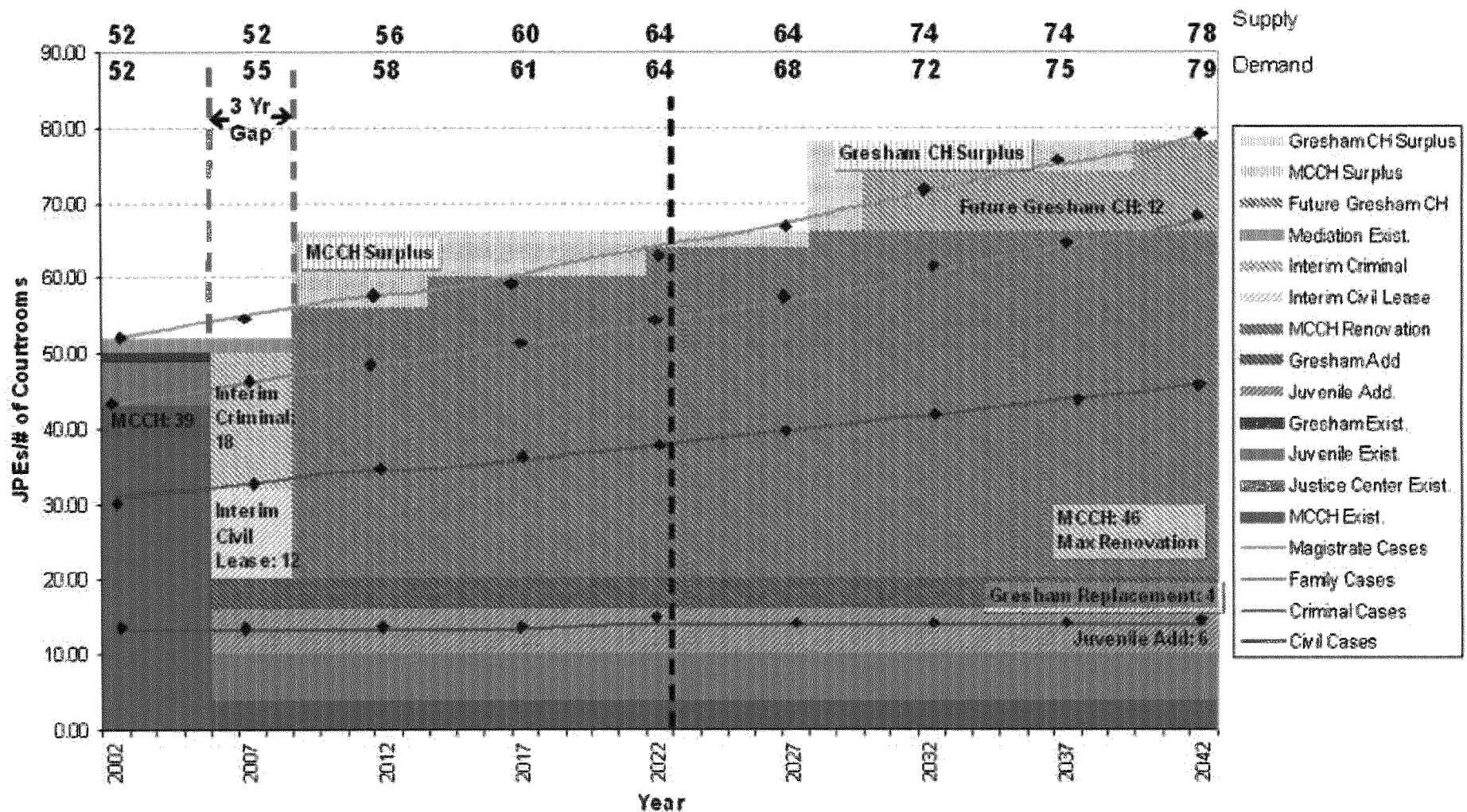


## Option A: Lease Interim Space

- ? Interim temporary space for Civil (12) and Criminal (18)
- ? Juvenile expansion for Family Law (12)
- ? Gresham high-volume court satellite (4-5)
- ? Maximum expansion for MCCH (46)
- ? Justice Center arraignment courts (4)



# Option A: Lease Interim Space



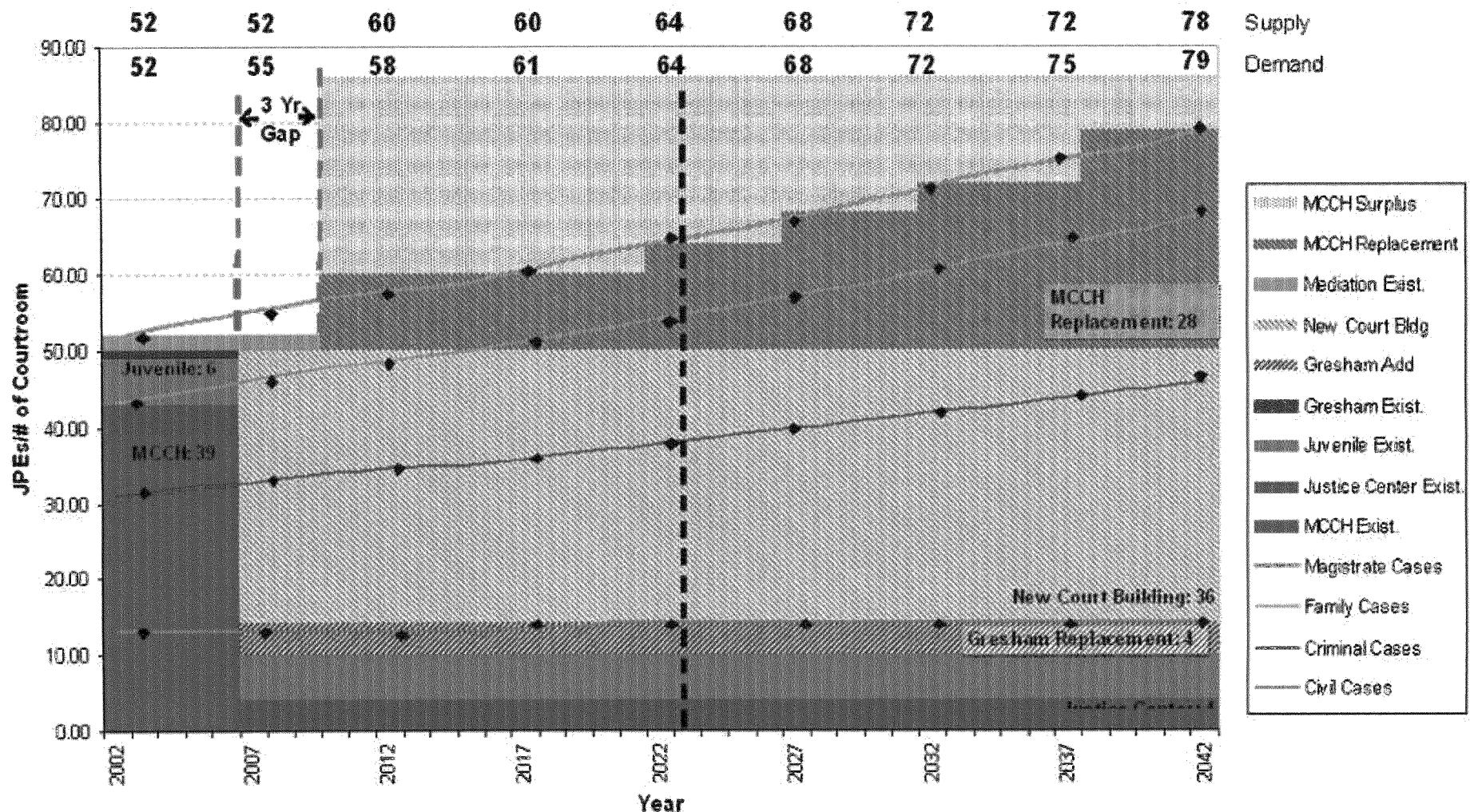


## Option B: Permanent Courthouse Annex

- ? Build permanent replacement space to house courts during renovation (36-39)
- ? Historic renovation of MCCH (36)
- ? Use surplus space to vacate County leases
- ? Gresham high-volume court satellite (4-5)
- ? Justice Center arraignment courts (4)



# Option B: Permanent Courthouse Annex



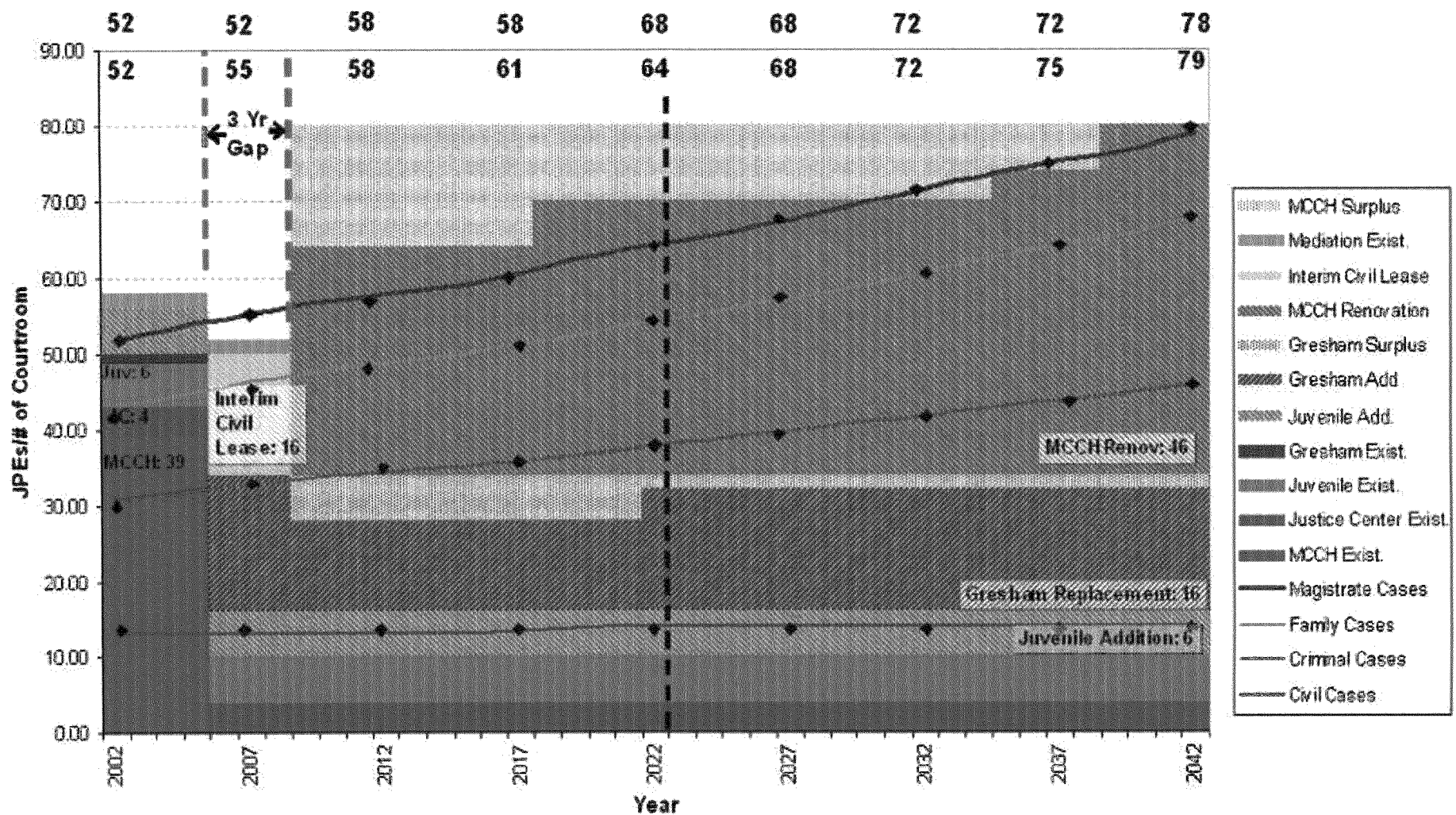


## Option C: Large East County Facility

- ? Interim and permanent Gresham facility sized for 25% of total Year 2040 courtrooms
- ? Maximum expansion of MCCH (46)
- ? Relocate criminal courts to Gresham during renovation (18)
- ? Interim downtown lease for civil courts (12)
- ? Use surplus to vacate County leases when courts move back into MCCH
- ? Justice Center arraignment courts (4)



# Option C: Large East County Facility





# Evaluation Criteria and Method

- ? **Historic Renovation of MCCH**
- ? **Function and Operational Efficiency**
  - lost efficiency (multiple locations)
  - security
- ? **User Convenience**
  - time savings for customers
- ? **Cost Effectiveness**
  - total space for \$\$ spent



# Evaluation: Cost/Financial

## ? **Total cost (40 year)**

Land and construction

Interim leases and improvements

Move costs

Conversions

Replacement allowance

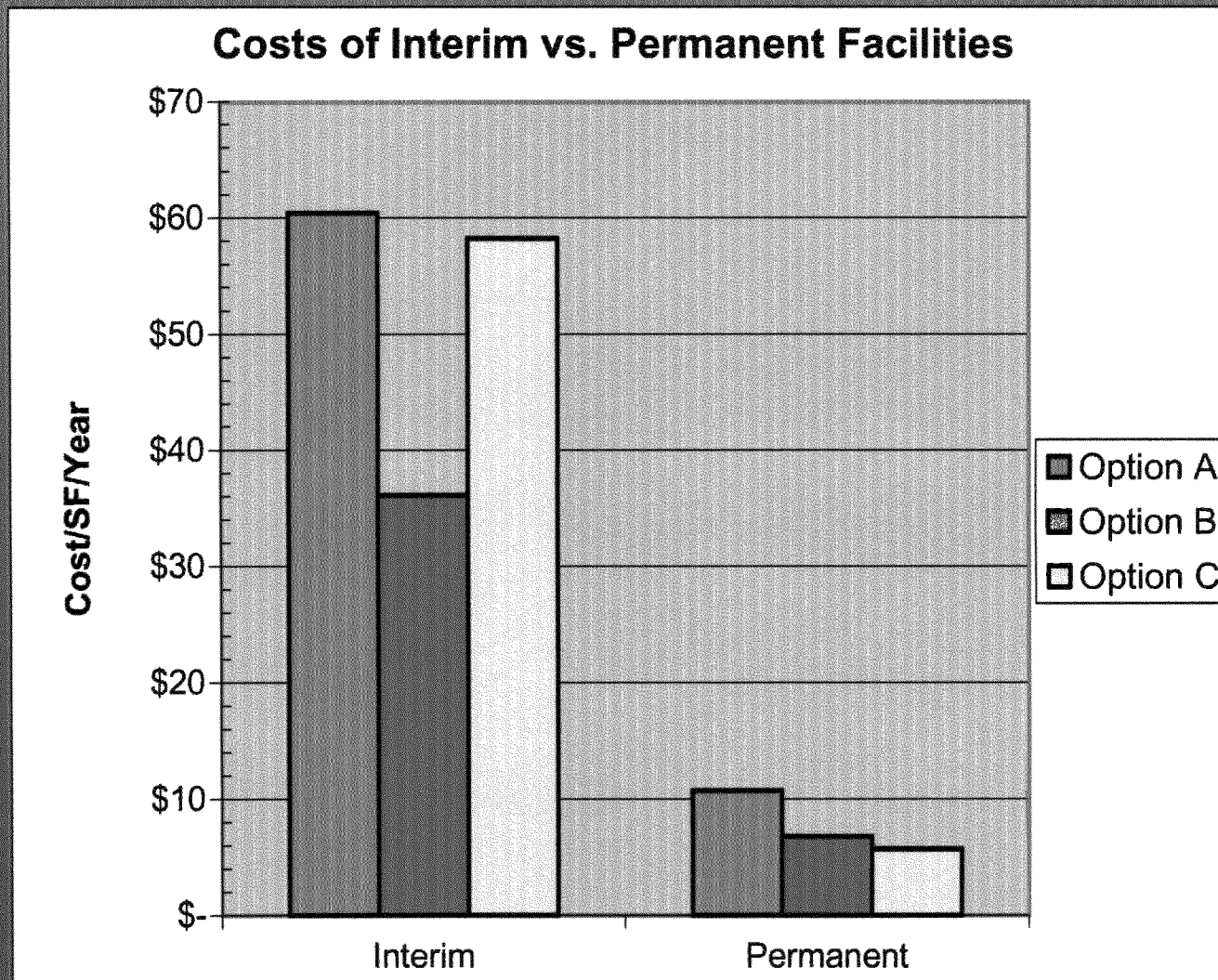
Building operations and maintenance

## ? **Savings**

Use excess space to save County lease costs



# Evaluation: Cost/Financial





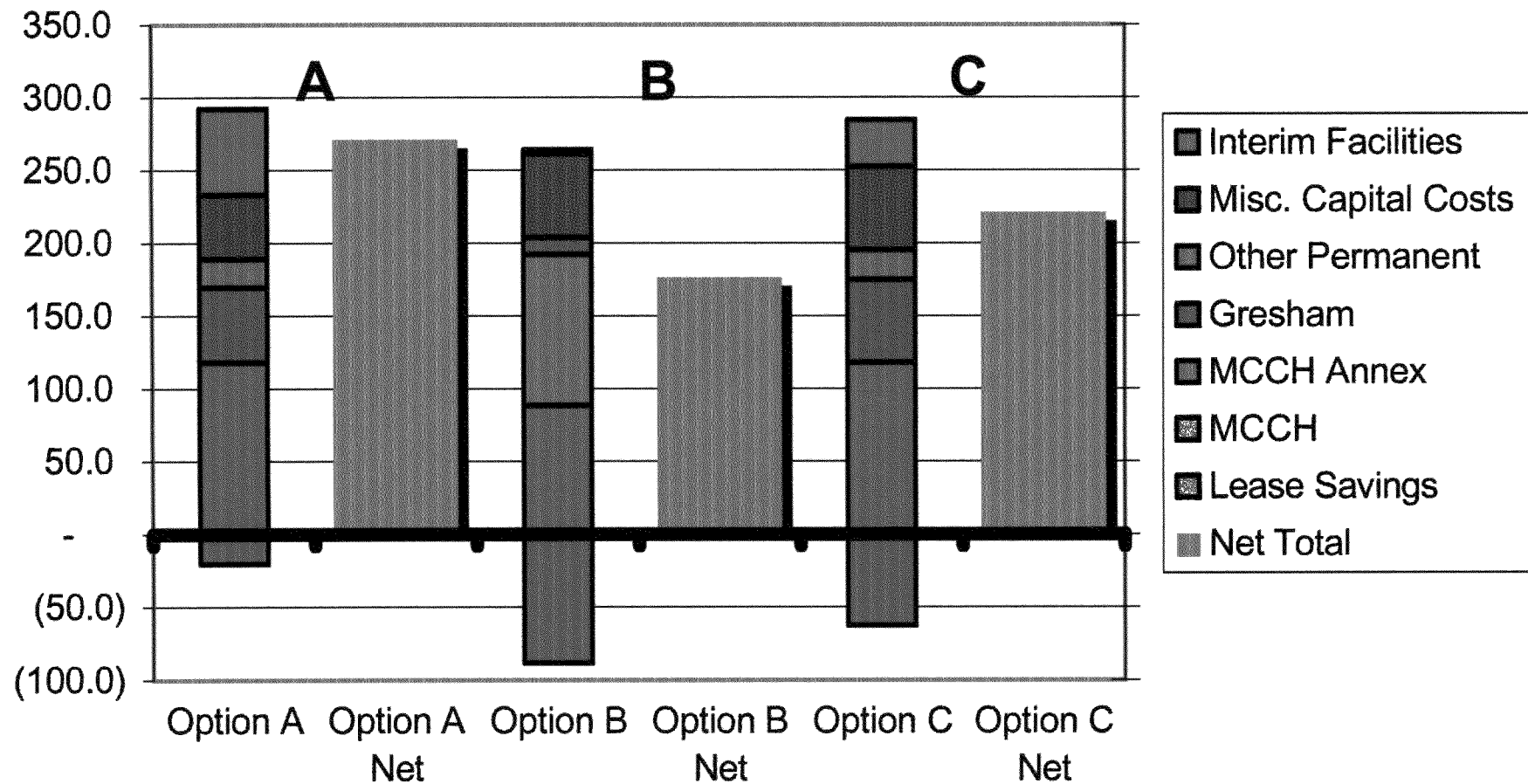
# Findings: Cost/Financial

	A	B	C
<b>Total cost*-lease savings</b>	\$271 m	\$176 m	\$222 m
<b>Cost/s.f./yr</b>	\$12	\$9	\$10

By all measures, dollars go further when invested in permanent space that can also serve for interim.

\* Excludes building operating costs

# Cost and Savings of Options





# Summary

1. **Renovation of MCCH is an urgent priority**, given building deficiencies and the importance of supporting justice operations.
2. **Beyond renovation, the County should seek permanent additions to courtroom supply.** By all measures, dollars go further when invested in permanent space that can also serve during interim relocation.



# Multnomah County Courthouse

## Renovation Feasibility Study

Briefing to Commissioners  
First Presented – April 2002  
Revised – June 2002



# “Givens” of Original Assignment

- Renovate Courthouse for continued court use
- Preserve building's historic character
- Support court operations during renovation
- 20-40 year time horizon
- Incorporate future court needs
- Consider needs of growing East County population
- Consider innovative approaches to improve efficiency
- Assume basic quality level in providing court facilities



# Keep in mind

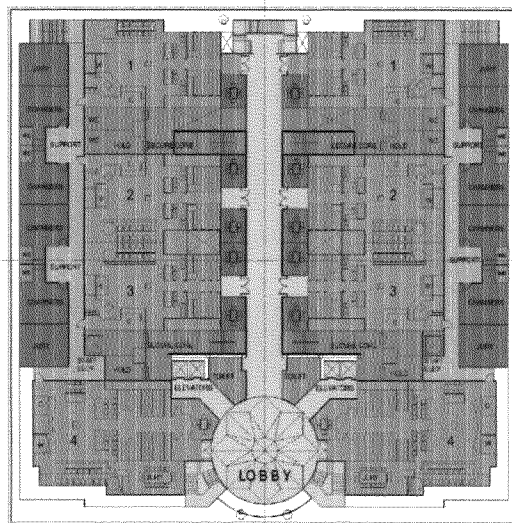
- Urgent need to improve MCCH deficiencies
- Renovation displaces courts for 3 years, thus requiring interim space solutions
- Even with expansion, MCCH can only house 7 more courts than current
- By 2040, need 28 more courtrooms
- Long-term objective: how to add 21 courts more than renovating MCCH alone



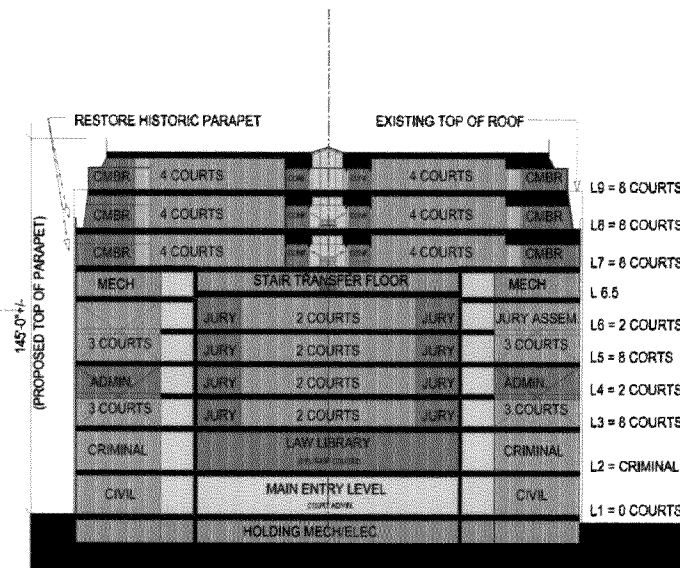
# MCCH Renovation Options

- “Do nothing” is not a viable option
- MCCH Renovation options achieve 36-46 courts (up to 7 more than current)
- Prior MCCH renovation studies exaggerated court capacity
- Assume one courtroom per judge
- Assume multiple courtroom sizes and types, though too early to specify individual court requirements
- MCCH must be vacated to renovate:
  - seismic, ADA and code upgrades
  - building systems—HVAC, plumbing, electrical and data
  - security

# MCCH Renovation Options: Plan 1



## LEVELS 7,8 & 9 NEW COURTS LEVELS STUDY



44 COURTS SECTION STUDY

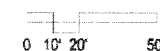


5A

MULTNOMAH COUNTY COURTHOUSE RENOVATION STUDY

MARCH 5, 2002

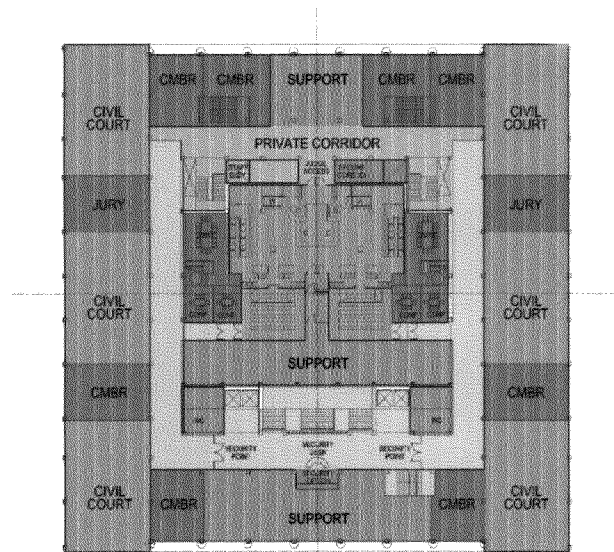
(PLAN 1)



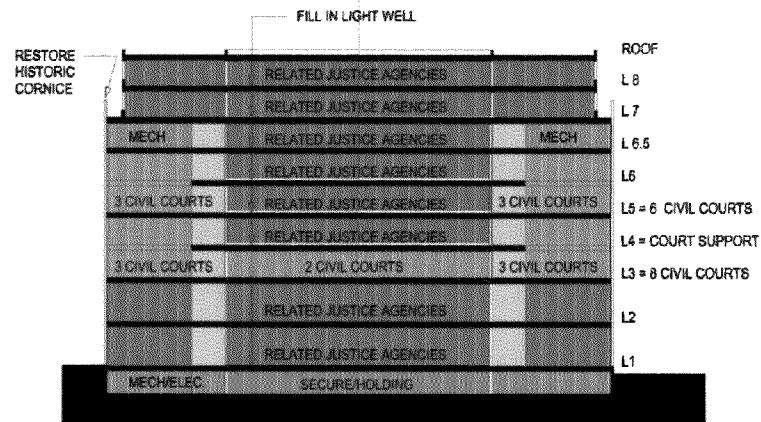
HELMUTH, OBATA &amp; KASSABAUM, INC.



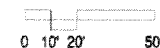
# MCCH Renovation Options: Plan 2



LEVELS 3 & 5 REVISED PLAN STUDY  
(38,000 +/- GSF)



12 CIVIL COURT - COUNTY OCCUPANCY STUDY



MULTNOMAH COUNTY COURTHOUSE RENOVATION STUDY

MARCH 5, 2002

(PLAN 2)



HELLMUTH, OBATA + KASSABAUM, INC.

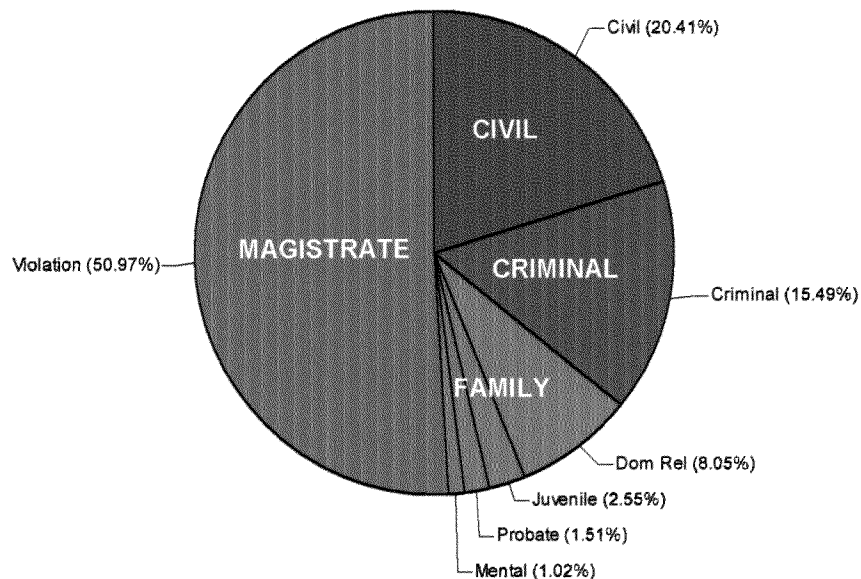
# Findings: Court Needs

- Current 50.5 courtroom need will grow to 64 in 20 years, 79 in 40 years (14-28 more)
- Even expanded MCCH could not handle Multnomah County's court needs for more than a few more years.
- Criminal courts alone need 18 now – must be co-located for security and cost reasons
- Family Law could consolidate at Juvenile location

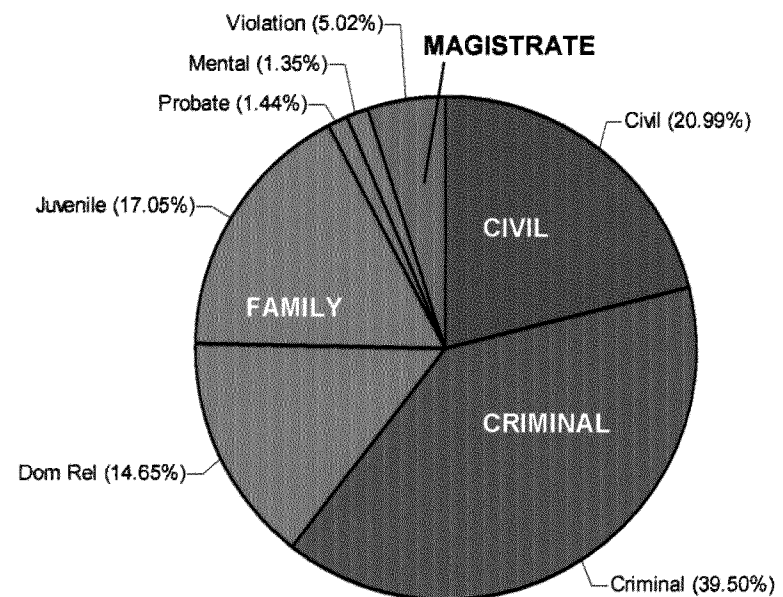


# Findings: Court Needs and Operations

Oregon Circuit Courts in 2000  
Distribution of Filings



Distribution of Judicial Workload



# Findings: The Split Court Option

- Multnomah County compares favorably on many measures of court operations
- Key factor is the centralized courthouse model:
  - Common jury pool
  - Master calendar – judges handle civil + criminal
  - Single location for efficient adjacencies
  - One judge:one courtroom model
- A split courthouse model would erode performance of court operations
- Unified court model could be maintained in multiple downtown locations



# East County Court Options

## Needs vary with assumptions:

- ▶ Traffic/small claims satellite: Convenience for high-volume visits, e.g. traffic tickets—avoid need for trips downtown = **4-8 courts**
- ▶ Full-service courthouse: Proportion of caseload generated in East County, currently 25% of total County population  
= **16 - 18 courts** in 2040



# Findings: The East County Option

- Filings and caseload more important than population in determining need for court services
  - Traffic and small claims are majority of filings (but small portion of court needs)
  - User convenience is well served by satellite locations for high-volume services
  - Most jurisdictions centralize other (major) case types
- ➔ Locating several **limited-service** courts in Gresham is sensible, but large number of **full-service** courts cannot be justified at this time



# Findings: Interim Space

## ➤ Lease for Interim?

- No obvious low-cost options due to specialized court requirements
- Civil courts can lease/convert office floors
- Criminal courts cannot share a commercial building due to security requirements

## ➤ Interim space is much more expensive (\$/s.f./Year) than permanent space

## ➤ Ideal approach is to create interim space that serves permanent need



# Findings: Interim Space

## Candidates for Interim Court Locations

### Scoring Key

	3 Superior		1 Fair
	2 Good		0 Potential Problem

PROPERTY	COUNTY OWNED	CAPACITY		ACCESS/CONVENIENCE				ADAPTABILITY FOR COURT USE				SECURITY			LEASE COSTS	COST OF CONVERSION OR RENOVATION	OVERALL SUITABILITY	REMARKS
Location	Yes / No	# Courts	Other	Parking	Transit	Surrounding Amenities	Convenience for Related Agencies	Functional, Efficient Layout Possibility	Ceiling / Span	Other	Site / Perimeter	Entry Control	Separate Circulation					
Ford Bldg	◆	6-8	Convert one floor to parking	⦿ Convert One Floor	○	○	○	⦿	⦿	⊗ Railroad Line	○	⦿ Potential	⦿ Potential	\$	\$\$\$	○	Architectural Character (Residual Value)	
Hansen Bldg	◆	1-2 (30-100)	Add 3-4 modular courts?	⦿	○	⦿	⊗	○	⊗	⊗ Difficult To Integrate Mod Units	⦿	⦿ Potential	⊗	\$	\$\$\$\$	⊗	Poor Value for Money	
Morrison Bldg	◆	4-5		○	○	○	⊗	○	○	⊗ Poor Image for Courts	⊗	○	○	\$	\$\$\$\$	⊗	Poor Value for Money	
Take over existing CBD 200k of single owner vacant building	Private	High Capacity 14-17		⦿ Surrounding Area Supply	⦿	⦿	⦿	⦿	⦿	⊗ Complex Renovation	○	⦿ Potential	⦿ Potential	\$\$	\$\$\$\$	○		
Gresham Neighborhood Center		4		⦿	○	⊗	⊗	○	⦿	⊗ Condemned	⊗	○	○	—	—	⊗	Unsuitable	
Gresham Courts	◆ Free Lease from City	1 Court	1 Potential	○	⦿	⦿	?	⊗	⦿	⊗ Poor Functional Quality	○	⊗	⊗	—	—	⊗	Should be Replaced	
Replacement Gresham	◆ Convert Current Lease?		4-5 (more than existing)	⦿	⦿	⦿	?	⦿	⦿	⦿ Lease is Owned	⦿ Potential	⦿ Potential	⦿ Potential	—	\$	⦿	Contributes to Long Term Solution	
Juvenile Justice Center Expand for Family Courts	◆	11 Existing	Add 4-6 New	⦿ Requires Structure	⊗	○	⦿	⦿	⦿	⦿ Family Law Consolidated	⦿	⦿	⦿	—	\$\$\$	⦿	Contributes to Long Term Solution. Add Parking Structure	
Interim New Facility on County Owned Site	◆	39+		⦿ Surrounding Supply	⦿	⦿	⦿	⦿	⦿	⦿ High Opportunity	⦿	⦿	⦿	—	\$\$	⦿		
1001 5TH including Bankruptcy Courts	No	12	Bankruptcy ~3 Floors	⦿ Surrounding Supply	⦿	⦿	⦿	⦿	⦿	⦿ Partly Converted	⦿ Potential	⊗	○	\$\$\$	\$	⦿	Civil Only - Convenient to Existing Justice Agencies, Galleria & Justice Center	
"Wild Card" e.g. Memorial Coliseum	? City	39?		⦿	⦿	⦿	⦿	○	⦿	? Deserves Investigation	?	?	?	\$\$?	\$\$\$\$?	?	Should be Studied	
Portion of private building	No	39	2000,000 GSF min	?	?	?	?	?	?	?	○	⊗	○	\$\$\$?	\$\$\$?			
Modulars or Prefabricated Structures	?	39		⦿ Must Create	?	?	⊗	⦿	○	Modular facility poorly suited for court use	○	⦿	⦿	\$\$\$	\$\$	⊗	Must find 25+ Acres	

◆ County Owned

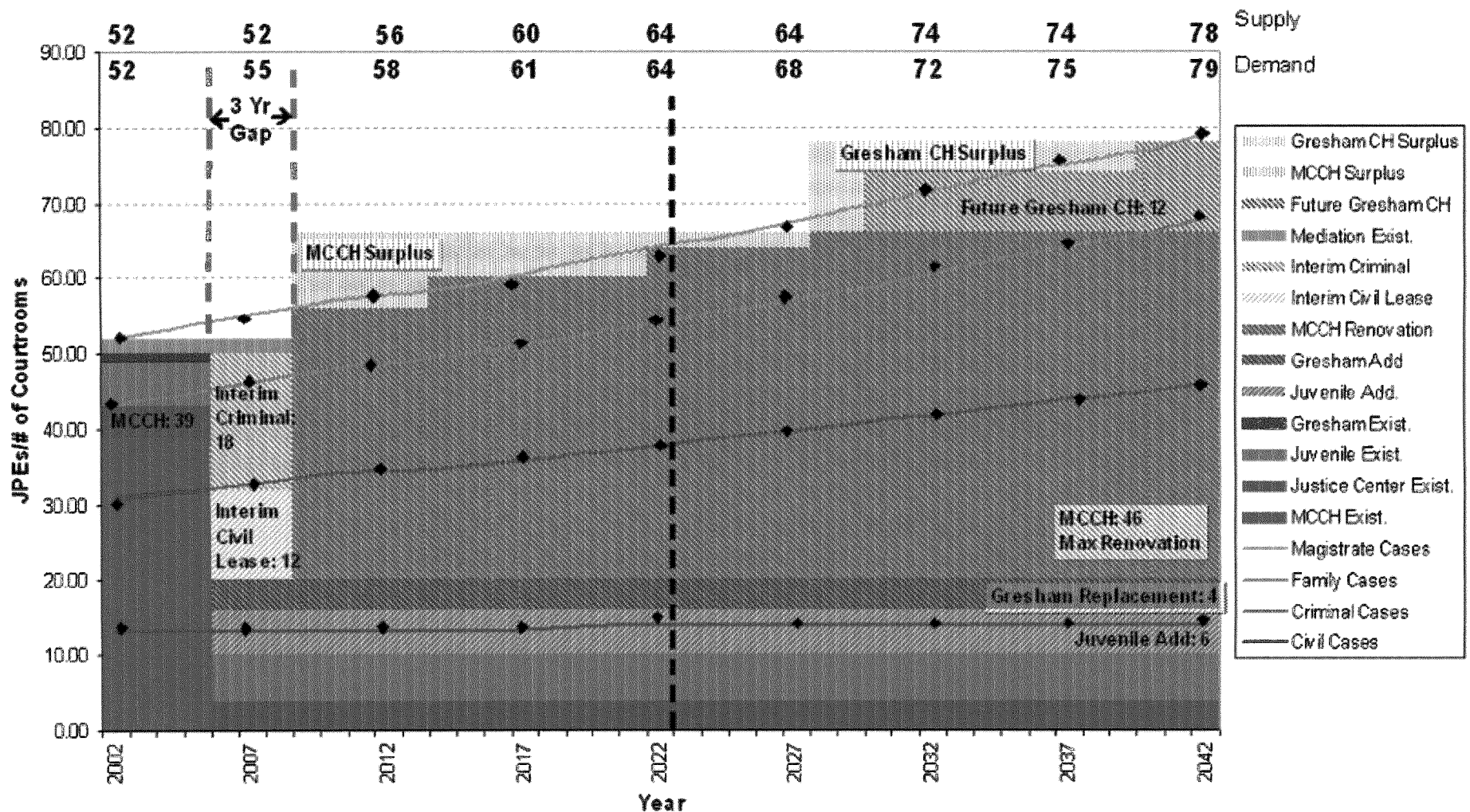


## Option A: Lease Interim Space

- Interim temporary space for Civil (12) and Criminal (18)
- Juvenile Justice Center expansion for Family Law (6 ->12)
- Gresham high-volume court satellite (1 ->4)
- Maximum expansion for MCCH (46)
- Justice Center arraignment courts (4 existing)



# Option A: Lease Interim Space



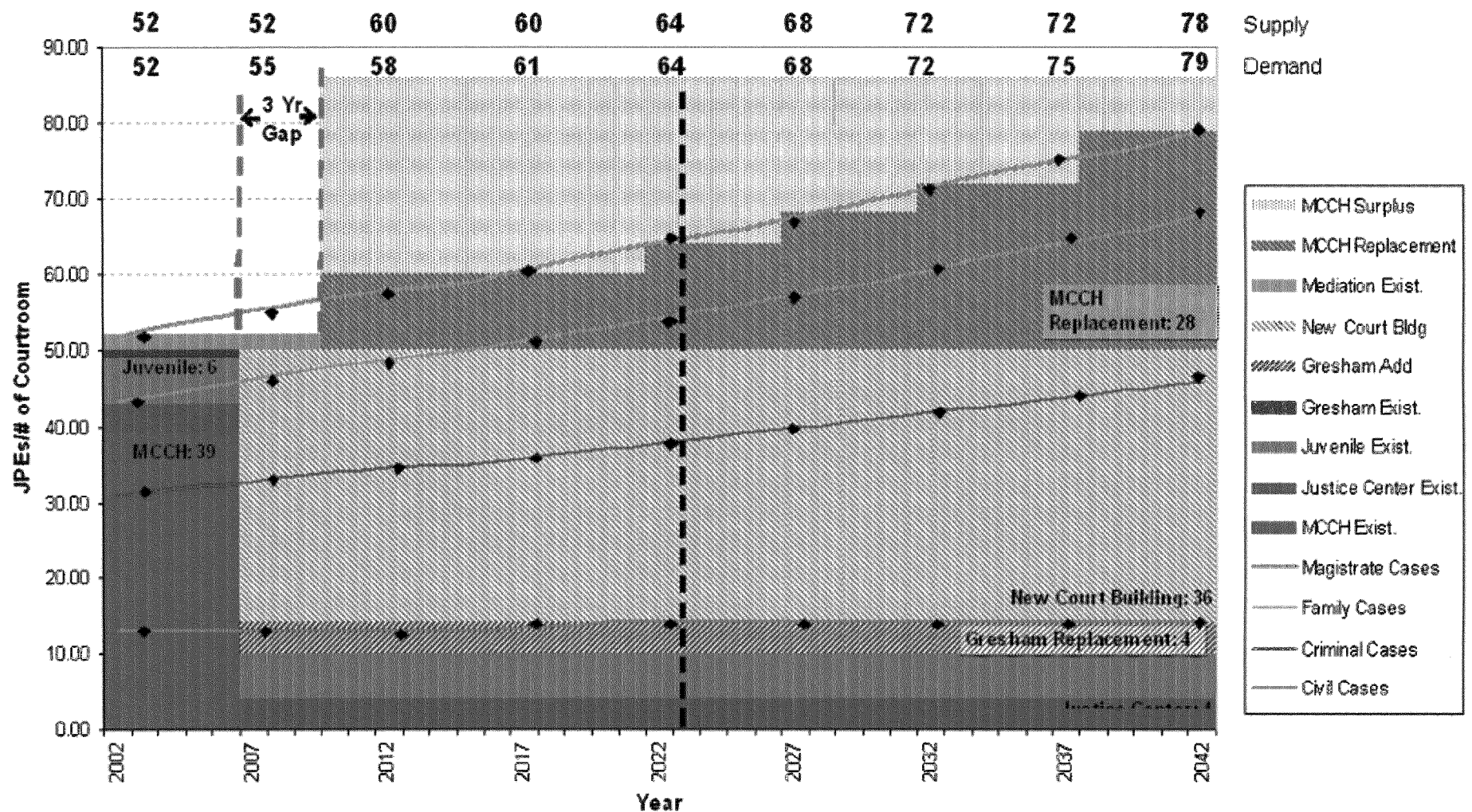


## Option B: Permanent Courthouse Annex

- Build permanent replacement space to house courts during renovation (36-39)
- Historic renovation of MCCH (36)
- Use surplus space to vacate County leases
- Gresham high-volume court satellite (1 -> 4)
- Justice Center arraignment courts (4 existing)
- Use surplus to vacate County leases when courts move back into MCCH



# Option B: Permanent Courthouse Annex



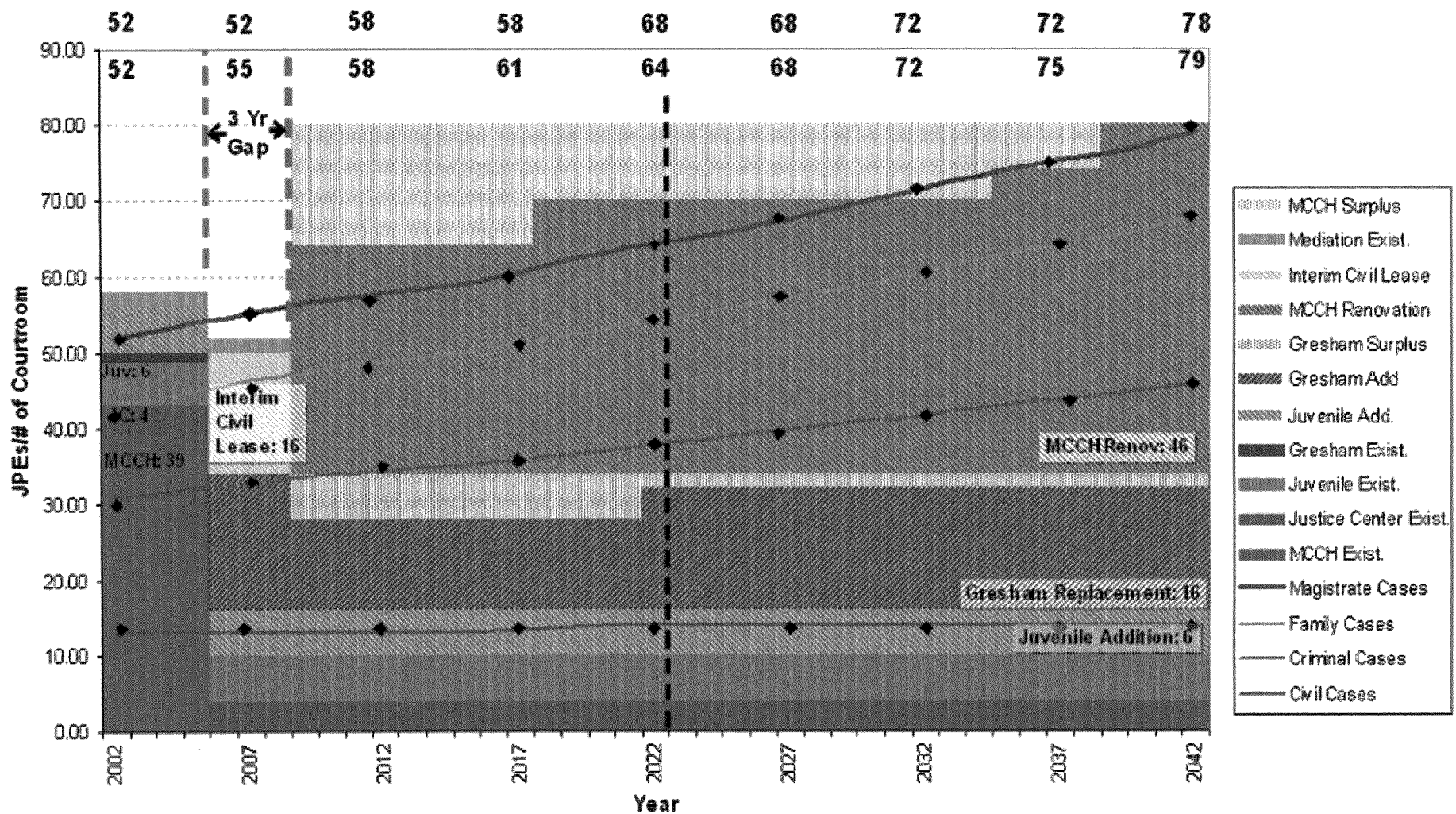


## Option C: Large East County Facility

- Interim and permanent Gresham facility sized for 25% of total Year 2040 courtrooms
- Maximum expansion of MCCH (46)
- Relocate criminal courts to Gresham during renovation (18)
- Interim downtown lease for civil courts (16)
- Juvenile Justice Center expansion for Family Law (6 ->12)
- Use surplus to vacate County leases when courts move back into MCCH
- Justice Center arraignment courts (4 existing)



# Option C: Large East County Facility





# Evaluation Criteria and Method

- **Historic Renovation of MCCH**
- **Function and Operational Efficiency**
  - lost efficiency (multiple locations)
  - security
- **User Convenience**
  - time savings for East County residents
  - needs of major court users
- **Cost Effectiveness**
  - total space for \$\$ spent
  - interim versus long-term costs



# Evaluation: Cost/Financial

## ➤ Total cost (40 year)

- Land and construction (hard and soft costs)
- Interim leases and tenant improvements
- Move costs (into courts)
- Conversions (courts <--> office space)
- Replacement (maintenance and updating)
- Building operations – **not** court operations

## ➤ Savings

- Use excess space to save County lease costs



# Cost Breakdowns by Option

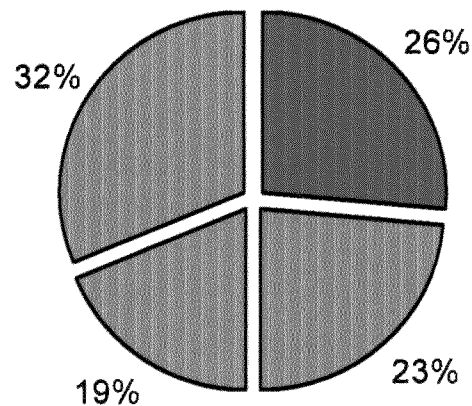
■ MCCH

■ Other Projects

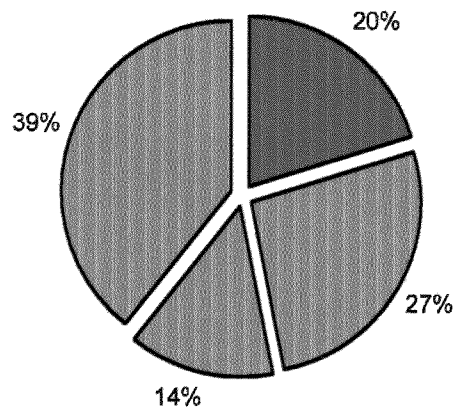
■ Other Costs

■ Operating Costs

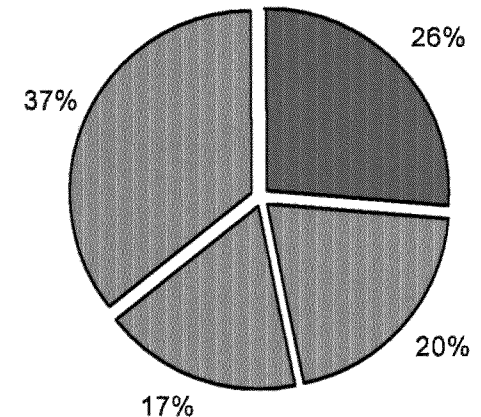
**Option A**



**Option B**



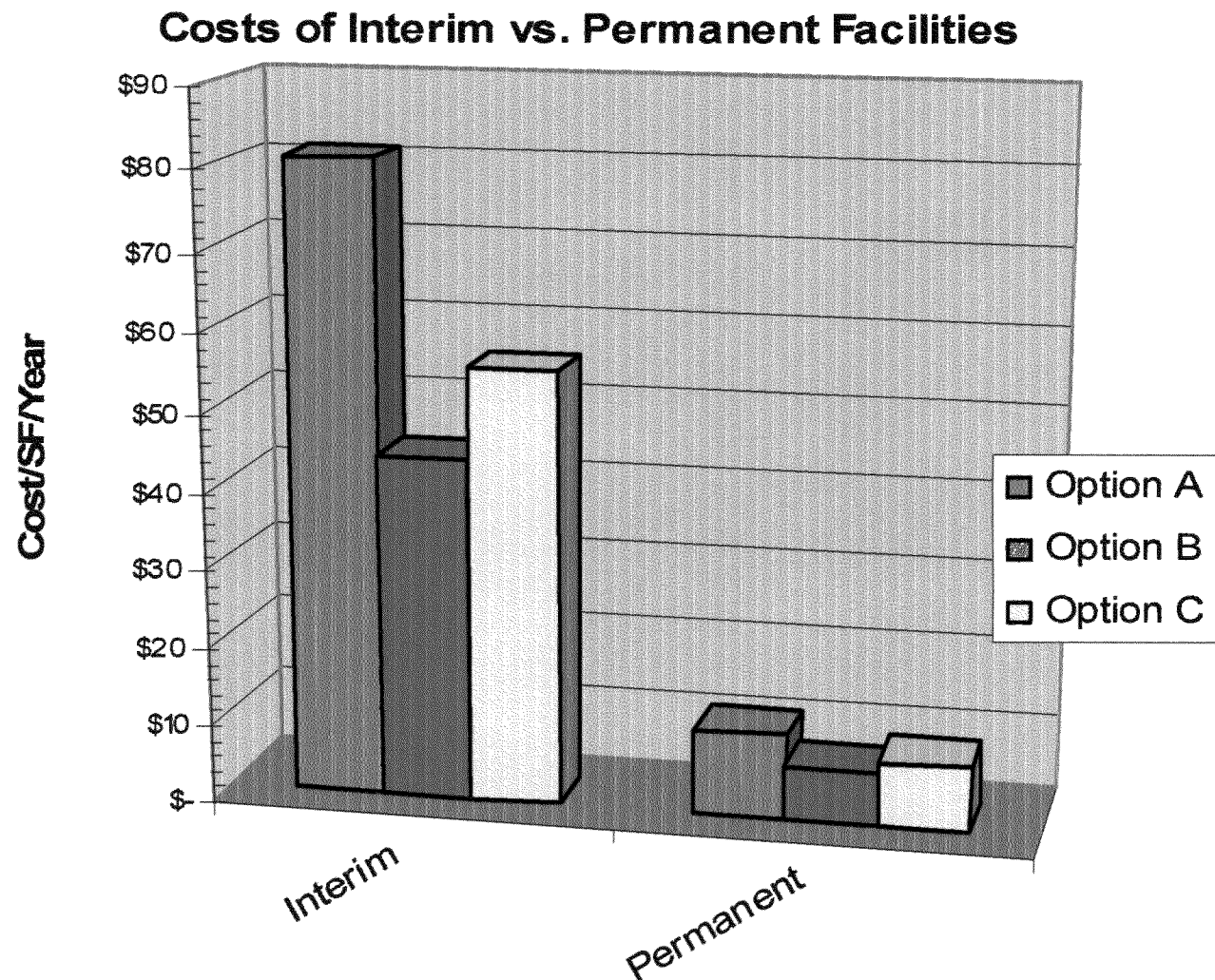
**Option C**



*Renovation of the Courthouse itself is only a small portion of the total 40-year costs – 1/5 to 1/4. The rest is: building interim space and expansion space, related project expenses, and operating costs*

# Interim vs. Permanent Space

"  
" costs  
7x more than  
" Permanent  
Space "  
(\$/s.f./ year)





# Facility Costs (\$ millions) (Construction + Lease)

	A	B	C
MCCH Renovation	\$118.1	\$88.6	\$118.1
Expansion Space	71.6	115.8	77.5
Interim Space	<u>73.4</u>	<u>6.2</u>	<u>33.7</u>
<b>Total Space</b>	<b>\$263.1</b>	<b>\$210.6</b>	<b>\$229.3</b>
Space Created (msf)	24.2	28.8	27.3

*By all measures, dollars go further when invested in permanent space that can also serve for interim.*



# Net Costs (Less Savings)

	A	B	C
Total real estate costs*	\$306.4 m	\$267.6 m	\$286.3 m
lease savings	<u>(20.7)</u>	<u>(\$88.3)</u>	<u>(\$63.1)</u>
<b>Net costs</b>	<b>\$285.7</b>	<b>\$179.2</b>	<b>\$223.2</b>
Cost/s.f./yr	\$12.64	\$9.28	\$10.50

*The benefits to permanent over interim space are even more apparent when considering lease savings from the additional space created.*

*\* Excludes building operating costs*



# Conclusions – Renovation

1. **Renovation of MCCH is an urgent priority**, given building deficiencies and the importance of supporting justice operations.
2. **Renovation of MCCH for continued court usage is feasible** though even a renovated MCCH would not fully meet some modern court standards.



# Conclusions – Court Needs

1. **Option B causes the least disruption to court operations**, in terms of moves and changes to how the court conducts its business.
2. **Option C would yield some convenience benefits to East County residents**, but at the expense of court efficiencies and operations.
3. **Dollars go further when invested in permanent space that can also serve during interim relocation.** For this reason, Option B performs best on all financial measures.






# MULTNOMAH COUNTY OREGON

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES  
FACILITIES AND PROPERTY MANAGEMENT DIVISION  
401 N DIXON ST  
PORTLAND, OREGON 97227  
(503) 988-3322

BOARD OF COUNTY COMMISSIONERS  
DIANE LINN • CHAIR OF THE BOARD  
MARIA ROJO DE STEFFEY • DISTRICT 1 COMMISSIONER  
SERENA CRUZ • DISTRICT 2 COMMISSIONER  
LISA NAITO • DISTRICT 3 COMMISSIONER  
LONNIE ROBERTS • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: HOK REPORT RECIPIENTS

FROM:  DOUG BUTLER

DATE: JUNE 12, 2002

SUBJECT: HOK'S COURTHOUSE RENOVATION STUDY

This is HOK's Courthouse Renovation Study, which HOK will be discussing at a June 18 presentation to the Board.

The Report summarizes and evaluates the three approaches to renovation that HOK initially described for the Board at an April 30 briefing. Some points may be of particular interest:

- HOK explains the standard it used in making assumptions about courtroom size (page 6).
- HOK responds to, and explains its disagreement with, the suggestion in a previous assessment that the current courthouse could be redesigned to hold 64 courtrooms. (Page 6.)
- HOK explains the factors that make purely interim courtroom space an expensive proposition. (Pages 10-11.)
- HOK explains that the courts' current operational model seems quite effective, in terms of disposition rates, etc., and identifies factors that they see as key to that success. (Pages 16-17.)
- HOK addresses the question of whether "one judge per courtroom" is a reasonable standard. (Pages 16-17.)
- HOK discusses the option of locating a large number of courts (13 or more) in Gresham. (Pages 19-21.)
- HOK addresses concerns about splitting court operations into two or more facilities. (Pages 21-23.)
- HOK addresses the cost-per-courtroom of various options. (Page 33.)



**MULTNOMAH COUNTY  
COURTHOUSE  
RENOVATION STUDY**

**SUMMARY OF FINDINGS  
AND  
RECOMMENDATIONS**

**June 7, 2002**



**Consulting**

**HELLMUTH, OBATA + KASSABAUM, INC.**



**MULTNOMAH COUNTY COURTHOUSE RENOVATION STUDY  
SUMMARY OF FINDINGS AND RECOMMENDATIONS**

**Submitted to:**

**THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS**

**and**

**THE MULTNOMAH COUNTY  
FACILITIES AND PROPERTY MANAGEMENT DIVISION**

**Prepared by:**

**HELLMUTH, OBATA + KASSABAUM**

**In conjunction with:**

**The National Center for State Courts  
Hoffman Construction Company  
Hawkins Associates  
Hanscomb Associates  
KPFF Engineers**

**June 7, 2002**



## INTRODUCTION

### Background

The subject of this analysis is the Multnomah County Courthouse ("MCCH" or "Courthouse"). Located in downtown Portland, Oregon, the building occupies a full city block bounded by Fourth and Fifth Avenues and Salmon and Main Streets. The Courthouse is among the largest and most significant courthouse buildings on the West Coast. MCCH was constructed between 1911 and 1914, with several subsequent additions, including a major addition in the interior courtyard built during the early 1950s. The Courthouse was designed by the Portland architectural firm of Whidden and Lewis in the Classical Revival Style, and was listed on the National Register of Historic Places in 1979.

The Courthouse contains approximately 296,000 square feet on eight floors above grade, plus a basement (Figure 1). Today MCCH is home to Oregon's Fourth District Circuit Court, with 39 of the 52 State courtrooms in Multnomah County. The building also houses space for the County District Attorney, the County Law Library, a day jail, and record storage for the Court.<sup>1</sup> Historically the building housed other County functions as well, but these have all since been relocated.

Notwithstanding its architectural heritage, MCCH has reached the end of its useful life, and is now both functionally and operationally obsolete. To continue serving its vital role in the County judicial system, the Courthouse must be completely overhauled and modernized. Moreover, as the need for courtrooms continues to grow beyond the capacity of existing County facilities, MCCH's future role must be clarified.

This study evaluates the feasibility of renovating the Courthouse, and assesses the future of the Courthouse's role in the context of the County's growing and evolving judicial needs. Since the Project Team ultimately concludes that implementing the renovation will require the Courthouse to be vacated during the renovation period, a significant portion of our analysis involves consideration of how the courts could be housed on an interim basis during the renovation period, and the extent to which any "interim facilities" could or should be part of the long-term space solutions for the County's court system.

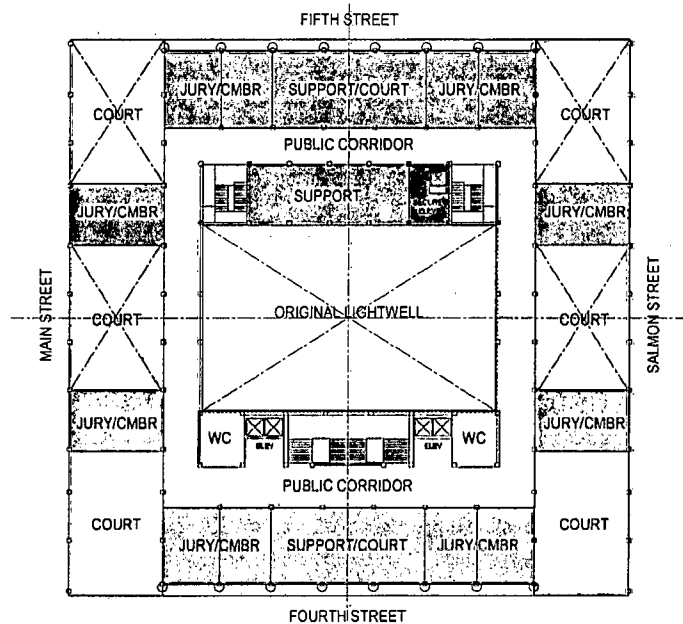
### Project Scope

The Multnomah County Board of Commissioners (the "Board") retained Hellmuth, Obata + Kassabaum, Inc. ("HOK") to study the feasibility of renovating the historic Multnomah County Courthouse. Specifically, the Board outlined the study elements as follows:

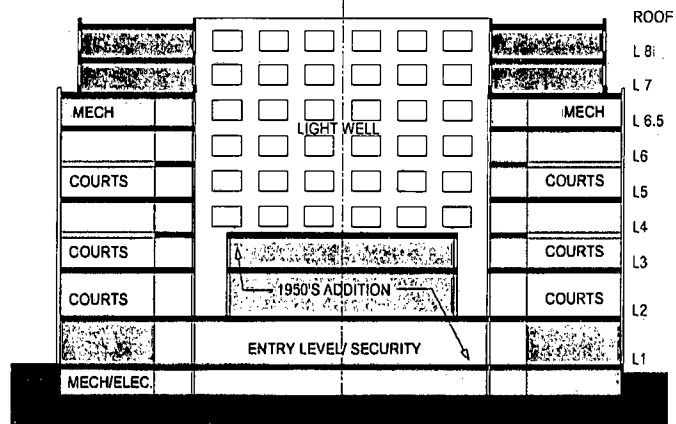
- Develop a cost analysis of either leasing and reconfiguring space as needed, or building a new county office facility for interim operation, including:
  - an operational assessment and space utilization analysis that will address the interim needs of the courts and other users during renovation of the Courthouse

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<sup>1</sup> Other minor space users include the County's telecommunications hub in the basement, and the Department of Community Justice.



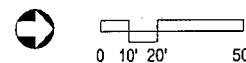
BASIC ORIGINAL COURTHOUSE ORGANIZATION



EXISTING BUILDING SECTION

- |  |                       |  |         |
|--|-----------------------|--|---------|
|  | COURTROOM             |  | PUBLIC  |
|  | COURT RELATED/ OFFICE |  | SECURE  |
|  | STAFF                 |  | UTILITY |

EXISTING BUILDING



HELLMUTH, OBATA + KASSABAUM, INC.



- identify appropriate space in the Portland Downtown and East County areas for interim use . . .
  - identify costs related to relocating the functions of the Courthouse to and from temporary spaces
  - all analysis shall include identifying operational issues and costs associated with a permanent East County courts facility . . . and how those requirements can be integrated into meeting interim court needs during the renovations of the Courthouse
- Identify court operation needs and a more detailed cost estimate for a renovated Courthouse.<sup>2</sup>

Framing our study are several fundamental assumptions provided by the Board:

- MCCH should be renovated primarily for continued court use, i.e., as court rooms, with space set aside for related justice agencies to the extent not needed for courtrooms.
- MCCH's historic character and design should be respected to the maximum practical extent.
- Court operations must be supported during the renovation.
- The analysis should consider court needs over a 40-year time horizon.
- Special consideration should be placed on the needs of the growing East County population when evaluating options for allocating the locations of courtrooms.
- Consideration also should be given to extending or expanding court space at existing Multnomah County facilities, namely the Justice Center, the Juvenile Justice Center, and other locations where courts are held.

Initially a key study goal was to assist the Board in deciding whether to "[submit] a general obligation bond for voter approval at the November 2002 election." However, HOK was subsequently directed to assume that our work would instead be intended for a future, but indeterminate election.<sup>3</sup> For this reason, our study generally does not specify particular buildings or sites for analysis, as there is no way of knowing what property might be available at uncertain future points in time. Thus, when developing our cost comparisons, our study uses either prototypical or illustrative sites and buildings that are based on existing properties in the study areas.

However, our 40-year analysis period for projecting court space needs must be grounded in particular calendar years, as they are based on date-specific demographic data and court usage statistics. Accordingly, we use 2002 as the base year or "Year 0" for our analysis, and our projection period implicitly commences in 2003, which is "Year 1." Thus, Year 40 translates to 2042.

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<sup>2</sup> Scope elements quoted from Attachment A to Resolution No. 01-114, adopted August 23, 2001.

<sup>3</sup> Measure 50, approved by Oregon's voters in May 1997, requires a minimum 50% voter turnout, as well as 50% of all votes, for a bond measure to be approved. Thus, the Board likely would not recommend a Courthouse bond measure until spring 2004 at the earliest (coinciding with the next presidential primaries).



Finally, HOK is well aware of the voluminous study and analysis of the MCCH that has been conducted over the years, and we have relied on this work where appropriate.<sup>4</sup> However, our team has taken a fresh view of three particular areas:

- The number and type of courtrooms projected to be needed over time;
- The nature and cost of renovations at the historic courthouse; and
- Developing interim space solutions for housing the courts during the renovation.

### **Project Team**

This study was prepared by HOK, which served as primary contractors to Multnomah County. The Project Team was led by Steve Morton and Pamela Adams, both with HOK Consulting. The Project Team was organized around three principal study areas:

- The Programming, Planning, and Design Analysis Team was lead by Chuck Oraftik, with HOK's Justice Group.
- Andrew Nelson, with HOK Consulting, led the Real Estate Economics and Financial Analysis Team.
- The Operational Analysis and Strategies Team was led by Chang-Ming Yeh and Bob Tobin, with the National Center for State Courts ("NCSC"), a subconsultant to HOK for this project on court operations issues.

HOK benefited greatly from the contributions of other subconsultants on this project as well:

- Bill Hawkins with Hawkins Associates advised on historic renovation issues.
- Cary Bubenik with Hoffman Construction Company led the cost estimation analysis.
- Gordon Beveridge with Hanscomb Associates advised on cost estimation issues.
- Jerry Abdie and Art Johnson with KPFF Consulting Engineers on structural issues.

The Project Team also wishes to acknowledge the insights and guidance from the following individuals, who together comprise the Multnomah County Courthouse Steering Committee:

- John Rakowitz and Steve Novick with the Office of Commission Chair Diane Linn
- Terri Naito with the Office of Commissioner Lisa Naito
- Doug Butler and Jim Emerson with the Multnomah County Facilities and Property Management Division

The Project Team also wishes to recognize the valuable input of the Courthouse Renovation Advisory Committee, as well as other individuals, whose gave generously of their time and ideas through many meetings and interviews:

---

<sup>4</sup> A list of key documents we reviewed is attached as Appendix A.



**Name/Title****Affiliation<sup>5</sup>***Advisory Committee*

Hon. Dan Noelle, Sheriff  
 Hon. Michael Schrunk, District Attorney  
 Jim Hennings, Executive Director  
 Hon. Jim Ellis, Former Presiding Judge  
 Hon. Dale Koch, Presiding Judge  
 Hon. Jean Maurer, Circuit Court Judge  
 Dave Boyer, Director of Finance  
 Doug Bray, Trial Court Administrator  
 Scott Keillor (for Max Talbot)  
 Craig Flower, Facilities Property Manager  
 Sharon James, Director  
 Jacque Jurkins, Director  
 Bernie Giusto, Chief of Police  
 Steve Novick, Senior Policy Advisor  
 Terri Naito, Executive Staff Assistant  
 David Martinez, Community Relations Liaison  
 Heather Schraeder, Staff  
 Doug Butler, Director  
 Jim Emerson, Long-Range Planner  
 Capt. Caroline Hasler, MCSO Facility  
 Security Administrator

Sheriff's Office  
 District Attorney's Office  
 Metropolitan Public Defender  
 Oregon Fourth Judicial District Circuit Court  
 Oregon Fourth Judicial District Circuit Court  
 Oregon Fourth Judicial District Circuit Court  
 Dept. of Business and Community Services  
 Oregon Fourth Judicial District Circuit Court  
 City of Gresham Community and Econ. Dev't  
 Multnomah County Courthouse  
 Family Court Services  
 MCCH Law Library  
 City of Gresham Police Department  
 Office of Commissioner Diane Linn (Chair)  
 Office of Commissioner Lisa Naito  
 Office of Commissioner Maria Rojo de Steffey  
 Office of Commissioner Lonnie Roberts  
 Facilities and Property Management Division  
 Facilities and Property Management Division

Sheriff's Office

*Other Individuals*

Harry Morton, Treasury Manager  
 R. Peter Wilcox, Planning and Dev't. Manager  
 Joe Vaughn, Associate Vice President  
 John Connors, County Director  
 John Bradley, First Deputy District Attorney  
 Joey Stewart, Office Manager  
 Cyrus Yamin  
 Mike Bloom  
 Dan Brown, Former Director  
 Gary Walker

Dept. of Business and Community Services  
 Facilities and Property Management Division  
 Norris, Beggs & Simpson  
 Metropolitan Public Defender  
 District Attorney's Office  
 District Attorney's Office  
 Facilities and Property Management Division  
 Multnomah Bar Association  
 Facilities and Property Management Division  
 Office of Commissioner Lonnie Roberts

<sup>5</sup> All agencies are from Multnomah County, except as noted.



## Report Organization

The remainder of this report is organized around the three major study areas: the Courthouse itself, the judicial system in Multnomah County, and real estate options for interim court facilities. We then close with a brief summary of conclusions and recommendations.

Within each section our focus is on providing the essence of our key findings, along with appropriate explanatory exhibits, so that the reader may follow the thread of the logic we used to develop our conclusions. More detailed explanations, calculations, and supporting documentation are reserved for the appendices.

**Part I** is a review of the Courthouse building, as well as options for how the building could be renovated. Additional explanation of HOK's approach to renovating the building is provided in Appendix B. Also included in Part I is a discussion of the challenges to finding appropriate interim space for housing the courts during the renovation period. As part of this analysis, we also evaluate the extent to which existing County assets and other private buildings could be used to meet short- and long-term court needs.

**Part II** is a brief overview of Multnomah County's current court system operations, with projections of court needs over the next 40 years. Also included is a high-level assessment of how splitting the courthouse into multiple facilities would affect operations of Multnomah County's judicial system.

**Part III** provides the real estate and financial analysis of the major options we developed for accommodating the Court's space needs, both during the interim period as well as over the next 40 years.

Finally, in **Part IV** we conclude with our summary findings and recommendations.

## Conclusions and Recommendations

MCCH is an historic and handsome building that should and can be preserved through an aggressive renovation program. The County would benefit greatly from the renovation in terms of a more functional building with a much extended lifespan; conversely, the County risks enormous costs and liabilities by further deferring renovation. MCCH could be renovated and expanded slightly into a more functional courthouse while still preserving its historic character. From this perspective, the renovation would indeed be "feasible."

However, the extent of renovations needed will require the entire building to be vacated for the duration of the renovation, creating the need to acquire and improve interim space to house the 39 courts during this period. Provisioning these facilities will be very expensive due to the specialized nature of court space and the lack of ready substitute interim solutions in the area – an estimated seven times more expensive than comparable permanent space, when considering the short length of time it would be used. The costs are simply too high to justify for the short interim period. Moves into and out of interim space also would be costly in terms of disruption to court operations and increased court operations costs under a multiple courthouse model, as no one building could accommodate all of the required courts.





Thus, if MCCH is renovated for continued court usage, the most feasible options will be those that maximize the proportion of interim space that can be used permanently as well. Over the next 40 years Multnomah County will require nearly 30 net additional courts, over and above the 52 now in its portfolio. Providing these new courts will require a careful long-range strategy to prevent continual crisis planning in which meeting short-term needs compromises the County's ability to provide for future needs efficiently and effectively. As part of the long-term court space strategy, establishing some limited-service courts in Gresham would increase convenience to East County residents, but moving many full-service courts there would not be cost effective in terms of facility or operational costs.

In any case, even schemes that rely little on "interim" court space would not optimize Multnomah County's court space planning. Even a fully renovated MCCH would not fully meet some modern court standards, and would not have the flexibility of a new courthouse to meet evolving approaches to justice administration. Moreover, the renovation costs, together with the interim court costs and increased operational costs, would likely exceed the costs to construct an entirely new facility.

For these reasons, and with various degrees of effectiveness, renovation of the building would be feasible and should be pursued. However, continued usage as a courthouse may not represent the best, most cost-effective approach to Multnomah County's court space needs.



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## I. MULTNOMAH COUNTY COURTHOUSE FACILITIES

### A. Courthouse Conditions and Assessment<sup>6</sup>

1. HOK concurs with prior studies that concluded that the historic Courthouse has reached the end of its useful life, and is now both functionally and operationally obsolete. Among the most significant issues:
  - a. All major building systems (mechanical, electricity, plumbing or "MEP") must be either completely replaced or significantly upgraded.
    - i. The building lacks a permanent cold water supply of filtered, refrigerated water.
    - ii. The plumbing system suffers from frequent failures.
    - iii. The sanitary and storm water systems must be separated.
    - iv. The electrical system is deficient for a modern courthouse, and suffers from occasional brown-outs.
  - b. MCCH's design suffers from severe security deficiencies.<sup>7</sup>
    - i. The prisoner transfer system is seriously deficient and must be replaced with a more secure system.
    - ii. The entry security system suffers from insufficient space and poor design.
    - iii. The internal circulation does not provide for separation of the various users of the courthouse, including judges, other court staff, and the general public.
  - c. MCCH does not meet required seismic standards and thus presents a safety risk to building tenants, users, and neighbors.
    - i. MCCH was designed almost a century ago, prior to any modern seismic standards.
    - ii. Located in a Seismic Zone III, MCCH must be able to withstand 8 million pounds of earthquake force, but a 1991 study estimated MCCH could withstand only 0.5 to 2 million pounds.
    - iii. Several areas of the building are especially vulnerable to significant damage, particularly at the convergences of building sections constructed at different times.
  - d. Maintenance and energy costs are excessive, draining scarce facility resources.
    - i. The HVAC system is outdated, ineffective, and inefficient.
    - ii. The building lacks sufficient insulation, and heat is distributed poorly due to old, worn pipes.
  - e. MCCH is functionally obsolete, falling short of modern court and building standards.
    - i. MCCH falls short of handicapped accessibility ("ADA") standards in several significant respects including the entry ramp, elevators, and interior ramps.
    - ii. The building has a severe shortage of meeting rooms for attorneys and clients, waiting rooms for witnesses, prisoner holding cells at courtrooms,

<sup>6</sup> This analysis of building condition is based largely on the January 1996 "Focus Study" prepared by SERA Architects, P.C. and Cost Planners, Inc., as well as independent analysis by the HOK Project Team. This section highlights aspects of MCCH's condition, and does not represent a comprehensive description of all physical condition issues.

<sup>7</sup> This safety analysis is drawn primarily from the November 1995 report by The Resource Group entitled "Multnomah County Courthouse Court Security Analysis," as well as independent analysis by HOK.



and mediation rooms, which are used much more extensively now than when MCCH was built.

- iii. MCCH suffers from insufficient chamber work space for chamber staff, as well as overcrowding in the District Attorney's office, and inadequate space for the County Law Library and court record storage.
2. Delaying renovation of the courthouse would be costly and risky, posing significant potential liabilities on Multnomah County's judicial operations, as well as all users of the Courthouse.
- a. Risks – Among the key risks of delaying the renovation are:
    - i. Seismic
      - o Potential injury or loss of life among courthouse users from catastrophic building damage or collapse
      - o Property damage to the courthouse itself and its contents
      - o Property damage to surrounding buildings
      - o Permanent loss of irreplaceable case records
    - ii. Security – Potential injury or loss of life among courthouse users due to:
      - o Mixing in-custody individuals with other court users
      - o Inadequate security screening infrastructure
      - o Lack of secured parking for judges
      - o Inadequate video infrastructure in courtrooms and hallways
    - iii. Other
      - o Risk of prisoner escape during transport due to lack of sally-port<sup>8</sup> and dedicated secure circulation corridors
      - o Lack of alternate court facilities if MCCH were rendered unusable by earthquake, fire, or other event
  - b. Costs – Among the key costs of delaying the renovation are:
    - i. Operational inefficiencies
      - o Extra Sheriff's costs due to inefficient security design
      - o Wasted court time due to long security lines resulting from lack of facilities within the courthouse (e.g., cafeteria, court records) and having only one operational entrance
      - o Wasted staff time and delayed court proceedings due to outdated telecommunications and computer technology, as well as an obsolete manual record storage system
    - ii. Greater building operating and maintenance ("O&M") costs
      - o Inefficient energy use due to poor insulation and obsolete HVAC systems
      - o Excessive maintenance costs to repair deteriorated physical plant
    - iii. Hidden costs
      - o Lower settlement rates due to shortage of meeting and mediation rooms
      - o Diminished ability of Public Defender's Office to render service due to lack of space in MCCH, resulting in increased travel time to and from court appearances, and reduced ability to handle multiple cases simultaneously

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<sup>8</sup> A sally-port is a secure, gated entrance into a jail or court, typically accessed via an underground tunnel and used to transport buildings into and out of the facility.





## B. Courthouse Renovation Options

1. With careful planning and sensitive design, MCCH can be upgraded for continued courthouse operations and related County functions, while still preserving its historic architectural heritage. HOK has developed two major renovation options:<sup>9</sup>
  - a. Renovation Plan 1 – Renovation plus Expansion: 44-46 Courtrooms (see Figure 2a)
    - i. Key Renovation Features:
      - o Total gross building area of 426,000 square feet ("GSF")
      - o Retain original perimeter space on floors 1-6
      - o Remove 1950s addition in center courtyard, and fill in floors 2-6 with new construction
      - o Remove two top floors and add three new floors, for a total of nine floors
      - o Add secure sally-port on 1<sup>st</sup> floor, secure holding area on basement level, and small secure holding areas on each floor; remove existing day jail
      - o Replace or upgrade all building systems
    - ii. Seismic upgrade would be achieved primarily through addition of shear walls when filling in the courtyard.
    - iii. Security would be enhanced by:
      - o Establishing "private corridors" on several floors for judges and court staff
      - o Dedicated secure elevator and secure holding areas on each floor for transport of prisoners
      - o Re-opening entry along Fifth Street for judges and court staff
  - b. Renovation Plan 2 – Renovation only: ± 32-36 Courtrooms (see Figure 2b)
    - i. Key Renovation Features:
      - o Total building area of 333,500 GSF
      - o Retain original perimeter space on floors 1-6
      - o Remove 1950s addition in center courtyard, and fill in floors 2-6 with new construction
      - o Retain two top floors but fill in center, for a total of eight floors
      - o Add secure sally-port on 1<sup>st</sup> floor, secure holding area on basement level, and small secure holding areas on each floor; remove existing day jail
      - o Replace or upgrade all building systems
    - ii. Seismic upgrade would be achieved primarily through addition of shear walls when filling in the courtyard.
    - iii. Security would be enhanced by:
      - o Establishing "private corridors" on several floors for judges and court staff
      - o Dedicated secure elevator and secure holding areas on each floor for transport of prisoners
      - o Re-opening entry along Fifth Street for judges and court staff
      - o However, these security features are more limited than in Plan 1, making this option more appropriate for civil and other non-criminal courts

<sup>9</sup> A full explanation of the two renovation options is presented as Appendix B.









2. At this early stage of feasibility planning, HOK used a rough standard of about 9,000 total gross square feet per courtroom, which includes an allowance for all related ancillary and support functions.
  - a. This figure is below the industry recommended planning standard for new courthouse buildings of 10,000 to 11,000 GSF per courtroom, and thus represents a fiscally-prudent planning target (the "Chevy" rather than the "Cadillac").
  - b. However, we did check the feasibility of this moderate space standard using our preliminary layouts for the MCCH renovation strategy.
  - c. Moreover, we know this target to be reasonable and achievable based on our extensive base of courthouse design projects.
3. The County's most recent assessment of MCCH's renovation potential determined that the building could support a much greater number of courtrooms, but HOK finds these conclusions to be unrealistic.<sup>10</sup>
  - a. Schema A, which provides for 64 courtrooms, assumed the construction of seven floors above the existing eight floors. We believe the extent and height of this expansion would be inconsistent with MCCH's historic character and ultimately would be resisted by the Portland community.
  - b. Even with the additional 170,000 GSF of floor area, the amount of space per court would be only 7,300 GSF, far below industry standards.
  - c. Schema B2 used an even more unreasonable assumption of 6,000 GSF per court in order to provide for 60 courts in the building.
  - d. HOK believes that neither of these two approaches would meet even minimal requirements for modern court operations.
4. Costs to renovate MCCH would amount to an estimated \$88.6 million for Plan 2, to \$118.1 million in the larger Plan 1, as shown in Figure 3.<sup>11</sup>
  - a. Plan 2 would represent a slightly better value in terms of cost per courtroom, \$2.46 million versus \$2.57 million for Plan 1.
  - b. These costs are in line with the costs of other recent court renovation projects around the country. (Refer to Appendix E.)
  - c. By comparison, we estimate that construction costs for a new court courthouse in downtown Portland would be approximately \$2.63 million per courtroom. (Refer to Section III.B.)

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<sup>10</sup> Multnomah County Courthouse Renovation Study," SERA Architects, P.C., Reissued April 12, 2001.

<sup>11</sup> These figures include hard construction costs and most normal soft costs and project contingencies, but exclude financing costs. Estimates were prepared by Hoffman Construction Company, with input from Hanscomb Associates and KPFF Consulting Engineers, all under the direction of HOK. Detailed cost breakdowns for these two options are provided in Appendix C.



**Figure 3: Multnomah County Courthouse Renovation Costs, in Millions  
(Excluding Financing Costs and Assuming 2002 Project Start Date)**

	Plan 1	Plan 2
Size (square feet)	426,000	333,500
Courts	44-46	32-36
Hard Construction Costs	\$79.8	\$59.9
Change Orders	6.4	4.8
Soft Costs	15.1	11.2
Furniture & Equipment	11.2	8.4
Project Contingency	5.6	4.2
Total Project Costs	\$118.1	\$88.6
Cost / Courtroom (\$M)	\$2.57M	\$2.46M

5. Even with substantial investment, MCCH would not fully meet current industry best practices as a courthouse – particularly for criminal trials – assuming the building's architectural heritage must be preserved.
  - a. Circulation and Access
    - i. Degree of separation between public and court officers/staff would be limited, particularly in Renovation Plan 2.
    - ii. Judges still would not have secure passage into the building.
  - b. Security
    - i. Site and historical preservation considerations would preclude constructing a secure underground sally-port entrance and van tunnel.
    - ii. The street entrance would be inferior to an underground tunnel and sally-port, as prisoners still must enter the building from the street rather than from under the building, creating more flight risk and incurring additional costs for extra Sheriff staff.
    - iii. The extent of secure holding areas and secure corridors would be limited, particularly in Plan 2.
  - c. Workspaces and Courtroom Layouts
    - i. While the new interior and upper level courtrooms would have modern configurations, the exterior (existing) courtrooms would suffer from:
      - o Insufficient adjacencies among court functions, particularly meeting areas and mediation rooms relative to judges' chambers
      - o Separation of staff support space from judges' chambers and courtrooms
    - ii. On-site record storage would be limited
6. In summary, HOK finds the two renovation options to have comparable overall benefits, and both would be far superior to the "do nothing" baseline option. (Refer to Figure 4.)
  - a. The smaller renovation would rank higher on aesthetic qualities, but would be somewhat less functional than the expanded courthouse. However, these differences are relatively slight.
  - b. Both renovation options would be far preferable than the current situation, in terms of court functionality and control of risk.



Figure 4

## MCCH IMPROVEMENT OPTIONS - Building Performance for Court Use

		Baseline No Action	Plan 1 Renovation up to 36 Courts	Plan 2 Expansion / Renovation up to 46 Courts
<b>SIZE</b>				
Building Area (square feet)		296,000		333,500
Courtrooms		39		32-36
<b>SHELL / EXTERIOR</b>				
Seismic Performance	—	Lifesafety	✓	Maintain ops
Exterior Skin / Windows	—	Falling stone in earthquake	✓	✓
Roof & Parapet	—	Needs improvement	✓	✓
<b>BUILDING SYSTEMS / CODES</b>				
HVAC	—		✓	✓
Elec, Lighting & Data Power Distribution Systems	—		✓	✓
ADA Accessibility	—		✓	✓
Fire / Lifesafety Compliance	—		✓	✓
Energy Efficiency	—		✓	✓
Air Quality	—		✓	✓
Hazardous Material compliance	—		✓	✓
<b>IMAGE / AESTHETIC QUALITY</b>				
	20		22	18
1 Extent of Historic Preservation				
2 Appropriate character of façade				Disturbs facade for Sally-port entry
3 Massing & exterior height conform to city guidelines				Disturbs facade for Sally-port entry
<b>SECURITY</b>				
	8		18	20
4 Entry Control				
5 Separate Circulation for Public, Staff and In-Custody				
6 Secure Sally-port for Sheriff Vehicles				
<b>FUNCTION / FLEXIBILITY (Modern Court Standards)</b>				
	32		54	56
7 Courtroom size / configuration				
8 Operational Efficiency / Effectiveness				
9 Enables good adjacencies				
10 Jury spaces and public amenities				
11 Well sized and configured judicial support and office spaces				
12 Acoustical control				
13 Technology infrastructure				
14 Supports Optimal and Flexible Floor Layout				
● 8 - Superior    ○ 4 - Fair ● 6 - Good    ⊗ 2 - Potential Problem — Significant Problem - May be a fatal flaw				
Percentage of Total		54%	84%	84%
Total Score		60	94	94
<b>CONTROL OF RISK</b>				
Lawsuits (e.g. ADA)				
Loss of records / rare books				
Earthquake damage causing loss of use	—		✓	✓
Caseload delay				
Structure failure				
Loss of life				
<b>COST OF UPGRADE</b>			\$88,600,000	\$118,100,000





7. The extent of renovations required at MCCH make in-place renovation unfeasible, so the building must be vacated entirely during the renovation period.
  - a. Providing temporary MEP and HVAC systems for tenant use during the renovation period would be prohibitively expensive and have no lasting value.
  - b. By their nature, courtroom activities require quiet during normal business hours, which would be inconsistent with a major construction project.
  - c. Limiting construction activity to weekends and evenings would:
    - i. Dramatically increase the project costs (50% +)
    - ii. Negatively affect neighboring buildings (particularly noise)
    - iii. Greatly increase the duration of the renovation period, and
    - iv. Still disrupt court operations, with attendant delays and costs
  - d. MCCH's already tenuous security arrangements would be significantly challenged if court operations continued while the building was being renovated.
  - e. Even if the renovation were phased, major sections of the building must be vacated simultaneously in order to undertake the seismic upgrade, further complicating arranging interim facilities, court operations and project logistics.
8. Despite the clear advantages of the two renovation options over the "do nothing" baseline option, the renovations options still would be more costly and less desirable than a new, modern courthouse.
  - a. The imperative to preserve MCCH's historic beauty and integrity limits the amount of space and the number of courts that could be accommodated within the building, thereby necessitating the County to choose costlier and suboptimal space options in order meet long-term court space needs.
  - b. Working within MCCH's basic building shape and layout in order to preserve its historic beauty and integrity would limit the County's potential to size and configure courtrooms and associated spaces to best meet its needs and modern court standards.
  - c. The need to vacate the building for the renovation will require the County to incur excessive interim costs that could be avoided by a single move into a new, larger court facility. (Refer to Section II.C.)

### **C. Interim Space Options**

1. Since MCCH must be vacated entirely for renovation, alternate courtroom facilities must be secured during the renovation period.
  - a. HOK estimates the renovation would last approximately 2.5 to 3.0 years, including move-out, construction, fit-out, and move-in.
  - b. Planning, design, and approvals all must be completed prior to this renovation.
  - c. The duration of the planning period would depend on the nature of the interim facilities, with a likely range of between three to four years.
  - d. Thus, the total interim period would last between five to six years.



2. Courtroom space is expensive to obtain on an interim basis.
  - a. Courts have many specialized requirements and significant security requirements. For this reason, courtroom spaces are not typically leased (except from other government agencies with excess courtrooms).
    - i. Courtroom layout and requirements
      - o High ceilings and clear space to allow for unobstructed views within the court and to accommodate multiple floor levels (judges bench and witness stands are typically elevated)
      - o Separate circulation corridors and entrances for in-custody prisoners, judges and court staff, and the general public
      - o Specialized furniture and equipment (e.g., telecommunications, computer, wiring)
      - o Handicapped accessibility in all areas
    - ii. Security Issues
      - o Secure prisoner holding within the courthouse
      - o Secure movement of prisoners within, into and out of the building
      - o Protection of judges and other court officials when entering and circulating within the building
  - b. Specialized interim improvements generally cannot be transported to the permanent location (e.g., telecommunications, special wiring).
  - c. MCCH's renovation period is too short to amortize improvement costs effectively.
  - d. The demands of court operations for security, decorum, and dignity, require space befitting its operations, so that "temporary" space cannot be constructed at a significantly lower quality and expense than "permanent" space.
3. Space for courts is difficult to obtain on an interim (leased) basis.
  - a. Courts are an undesirable tenant in multi-tenant buildings:
    - i. Courts use their space very intensively relative to typical office tenants, with considerable foot traffic throughout the day
    - ii. Courts generate significant parking requirements, challenging any shared parking arrangements
    - iii. A high security-risk population cannot be mixed in a regular office building, so a criminal court must have its own entire building
    - iv. Even civil trials often have in-custody participants, limiting the potential for civil courts in multi-tenant buildings
  - b. Courts are difficult/unpopular to site in a business district or residential area.
  - c. Landlords cannot be expected to provide more than a nominal share of the required tenant improvements.
  - d. Landlords are generally reluctant to lease space for a short period to tenants requiring specialized tenant fit-outs – even if the tenants pay for the improvements themselves – as the space would not be re-leasable without extensive remodeling once the courts vacate the premises.
4. Interim courtroom space would be especially costly to arrange in the case of MCCH due to several factors unique to Portland and MCCH.
  - a. The large number of courtrooms must be replaced (39) and amount of space that must be obtained ( $\pm$  296,000 GSF).
  - b. There are no obvious, natural candidate buildings in downtown Portland for conversion to a large courthouse.





- i. The only potentially available courthouse had been the Gus Solomon Federal Courthouse in downtown Portland, but it had only eight courtrooms, and the federal government has now converted most of the building for private tenants.
- ii. There are no other vacant public or institutional buildings of any substantial size, so any such conversion would be "makeshift" and suboptimal. (An analysis of County-owned facilities follows below.)
- c. Portland's private downtown office market is relatively small, with few realistic options for housing a significant portion of the courtrooms in a single building.<sup>12</sup>
  - i. Class "A" buildings generally too expensive (> \$25/sf/year) for public sector leasing.
  - ii. Class "B" and "C" buildings are generally inappropriate due to size, quality, and/or location:
    - o Most are too small (< 100,000 sf) to provide the required number of co-located courtrooms
    - o These are generally older buildings that would require extensive structural upgrades for ADA and seismic compliance
    - o Many of the larger Class "B" buildings in better condition are not centrally located or have poor transit access
  - iii. Major blocks of space (> 100K square feet) rarely come on the market.
    - o Portland is not a major headquarters city.
    - o Few private tenants occupy more than 0.5 million square feet.
    - o According to local brokers, there are few, if any, contiguous blocks of space in the downtown currently on the market with more than 100,000 square feet of space at any price.

#### **D. Other Existing Facilities in Multnomah County**

*HOK was asked to assess the potential to build or expand courts at several buildings owned or controlled by Multnomah County. Our conclusions are summarized in Figure 5 and explained presently. Project Costs for projects we recommend are included in Part III below.*

1. Of the existing judicial facilities owned or controlled by the County, only the Juvenile Justice Center represents a good candidate for expansion.
  - a. Expansion at Juvenile Justice Center ("JJC")
    - i. Multnomah County currently has six family courts at JJC.
    - ii. Six additional courtrooms and related support areas could be added on-site to create a 12-court Family Law/Juvenile Justice Complex.
    - iii. This would permit the vast majority of Family and Juvenile Law cases to be processed in one location with resulting efficiency and effectiveness.
    - iv. However, public transit near this location is very poor, and existing parking is inadequate.<sup>13</sup> A total of 400 additional parking spaces in a structured lot would be required to redress existing shortages and accommodate new parking needs.

<sup>12</sup> For respective, one knowledgeable real estate broker claims there have been less than ten deals in the last half year of more than about 100,000 square feet, and none over 200,000.

<sup>13</sup> Residential neighbors reportedly have complained repeatedly about the overflow of visitor and staff parking.

Figure 5  
Candidates for Interim Court Locations

Scoring Key

3 Superior

2 Good

1 Fair

0 Potential Problem

PROPERTY	COUNTY OWNED	CAPACITY		ACCESS CONVENIENCE				ADAPTABILITY FOR COURT USE			SECURITY			LEASE COSTS	COST OF CONSTRUCTION OR RENOVATION	OVERALL SUITABILITY	REMARKS
Location	Yes / No	# Courts	Other	Parking	Transit	Surrounding Amenities	Convenience for Related Agencies	Functional, Efficient Layout Possibility	Ceiling / Span	Other	Site / Perimeter	Entry Control	Separate Circulation				
Ford Bldg	◆	8-11	Convert one floor to parking	● Convenient One Floor	○	○	○	●	●	⊗ Railroad Line	○	● Potential	● Potential	\$	\$\$\$	○	Architectural Character (Residual Value)
Hansen Bldg	◆	1-2 (as is)	Add 3-4 modular courts?	●	○	●	⊗	○	⊗	⊗ Difficult To Integrate Mod Units	●	● Potential	⊗	\$	\$\$\$\$	⊗	Poor Value for Money
Morrison Bldg	◆	4-5		○	○	○	⊗	○	○	⊗ Poor Image for Courts	⊗	○	○	\$	\$\$\$\$	⊗	Poor Value for Money
Take over entire CBD 150K-200K sf vacant building	Private	High Capacity 14-17		● Surrounding Area Supply	●	●	●	●	●	⊗ Complex Renovation	○	● Potential	● Potential	\$\$	\$\$\$\$	○	
Gresham Neighborhood Center	◆	4		●	○	⊗	⊗	○	●	⊗ Condemned	⊗	○	○	—	—	⊗	Unsuitable
Gresham Courts	◆ Free Lease from City	1 Current	1 Potential	○	●	●	?	⊗	●	⊗ Poor Functional Quality	○	⊗	⊗	—	—	⊗	Should be Replaced
Replacement Gresham	No		4 3 more than existing	●	●	●	?	●	●	○ Lease vs. Owned	● Potential	● Potential	● Potential	—	\$	●	Contributes to Long Term Solution
Juvenile Justice Center Expand for Family Courts	◆	6 Existing	Add 6 New	● Requires Structure	⊗	○	●	●	●	● Family Law Consolidated	●	●	●	—	\$\$\$	●	Contributes to Long Term Solution. Adds Parking Structure
Interim New Facility on County Owned Site	◆	39+		● Surrounding Supply	●	●	●	●	●	● High Opportunity	●	●	●	—	\$\$	●	
Portion of CBD office bldg for civil courts	No	12	Bankruptcy +3 Floors	● Surrounding Supply	●	●	●	●	●	●	● Potential	⊗	○	\$\$\$	\$	●	Civil Only - Convenient to Existing Justice Agencies, Galleria & Justice Center
"Wild Card" e.g. Memorial Colisium	City	39?		●	●	●	●	○	●	? Requires Investigation	?	?	?	\$\$?	\$\$\$\$?	?	
Modulars or Prefabricated Structures	?	39		● Must Create	?	?	⊗	●	○	Modular facility poorly suited for court use	○	●	●	\$\$\$	\$\$	⊗	Must find 25+ Acres

Missing: Portland Bldg; Justice Center; Galleria

◆ County Owned





- v. Expansion at JJC would represent a good investment as it would help meet interim needs while also satisfying long-term needs at a sensible and efficient location.
    - vi. However, this expansion could compete with other potential expansion options that have been raised for JJC
  - b. Gresham Court Building
    - i. Multnomah County maintains one courtroom in the City of Gresham.
    - ii. The current Gresham court building is not owned by the County, but is leased for \$1 per year from the City of Gresham in return for the convenience of having a local court.
    - iii. This facility is severely deficient in terms of functional layout, security, efficiency, and parking, and in our view would not be a good candidate for renovation or expansion.
  - c. Justice Center ("JC")
    - i. Multnomah County has four courtrooms in the Justice Center.
    - ii. The JC building is fully committed to meeting other County justice needs and has no potential for expansion.
    - iii. The JC building would be a poor candidate for interim or permanent courts, as it could satisfy court needs only by displacing other required functions.
  - d. The Portland Building
    - i. Multnomah County maintains two mediation courtrooms in the Portland Building that are leased from the City of Portland.
    - ii. This building in our view would not be a good candidate for continued court operations, and these courts should be consolidated into other County court facilities after the interim period.
- 2. None of the existing *non-judicial* facilities owned by the County would be a strong candidate for renovation or new construction.
  - a. Ford Building
    - i. 105,000-square-foot industrial building located in southeast Portland, constructed in 1912; currently used for warehousing; approved for disposition and expected redevelopment.
    - ii. Of the four County buildings slated for disposition, the Ford building provides the best opportunity for use as an interim court facility.
      - o The adequate width of the column spacing, significant floor to floor height and available space (86,125 GSF) indicates that a courthouse with 8-11 courtrooms could be created here.
      - o The building has a pleasant historical architectural character, and is a City of Portland Landmark.
    - iii. Nevertheless, the Ford Building is not an ideal candidate for a courthouse.
      - o With less than 100 available parking spaces (18 on site, 40-50 street spaces and 30 spaces in a nearby city parking lot), the building would have a deficit of at least 140 spaces. Building these on site would either be very expensive (structured parking) or significantly reduce the space available in the building (a surface lot would require more land area, perhaps requiring demolition of a portion of the building).
      - o Public transit access to the site is only fair.



- o The southeast location across the river is not convenient for major court users (e.g., DA, Sheriff, private attorneys).
    - o A street with heavy truck traffic and a busy railroad line runs directly along side the building, causing almost constant and very disturbing noise and building vibrations, particularly when trains pass.
  - b. Hansen Building
    - i. 38,000-square-foot industrial building located in northeast Portland, constructed in 1956; currently used by Sheriff's Office; slated but not yet approved for disposition, most likely to be replaced with housing on 177,000 SF of land.
    - ii. The Hansen Building is not a suitable candidate for a courthouse.
      - o The building requires extensive renovation, and even then could house only one courtroom and perhaps two hearing rooms.
      - o Design deficiencies include: short column spacing, poor interior configuration, poor potential to achieve decent court layouts, poor electrical system, no air-conditioning or ventilation, dilapidated roof, and hazardous seismic conditions
      - o transit access to this site is fair, and its location is remote for most regular court users.
  - c. Morrison Building
    - i. 40,000-square-foot industrial building located in southeast Portland, constructed in 1953; currently used for County offices; approved for disposition, most likely to be replaced with housing on 47,000 SF of land.
    - ii. The Morrison Building is not a suitable candidate for a courthouse.
      - o The building needs extensive renovation, and even then could accommodate only for four to five courtrooms.
      - o Among other deficiencies: limited parking, dingy interior, dilapidated roof, lack of nearby amenities, poorly configured interior, outdated finishes, difficult to achieve decent court layout, HVAC and electrical equipment past lifecycle, hazardous seismic conditions.
      - o Transit access to this site is fair, and its location is remote for most regular court users.
  - d. Gresham Neighborhood Center
    - i. Condemned 25,000-square-foot building with 70,000 square feet of land, located in Gresham; approved for disposition.
    - ii. The Gresham Neighborhood Center is not a suitable candidate for a courthouse.
      - o The building is in poor condition and would be costly to repair.
      - o The building would only hold four courts in any case and would not be worth the investment.
- 3. HOK could not identify any other buildings in or near the downtown that would be good candidates for conversion to a courthouse, whether privately or publicly owned.
  - a. The City-owned Memorial Coliseum in southeast Portland would be potentially large enough to accommodate all the required courts, but
    - i. The building is not centrally located, and has limited transit access.
    - ii. The structure would effectively have to be rebuilt to accommodate the courthouse's operational and structural requirements.





- b. As an example, the privately-owned Galleria in downtown Portland would be potentially large enough to accommodate all of the required criminal courts, and has a good central location, but
  - i. The building is privately owned, and the owners have recently announced an ambitious renovation plan.
  - ii. Though largely vacant on the upper floors, the Galleria nonetheless does have several retail tenants on the ground floor who would have to be bought out or relocated.
  - iii. The structure would effectively have to be rebuilt to accommodate the courthouse's operational and structural requirements.
- c. All other buildings evaluated suffered from one or more of the following "fatal flaws."
  - i. The building is not centrally located, and/or has poor transit access.
  - ii. The building is too small to accommodate more than a few courtrooms.
  - iii. The structure would effectively have to be rebuilt to accommodate the courthouse's operational and structural requirements.



## II. MULTNOMAH COUNTY'S COURT SYSTEM OPERATIONS<sup>14</sup>

### A. Current Operational Model

1. Multnomah County compares favorably to other jurisdictions on many measures of court operations:
  - a. The Fourth Judicial District adheres to the American Bar Association (ABA) time standards in civil cases – 90 percent disposed within one year and 100 percent in 24 months – and has been quite successful in meeting these goals.
  - b. Portland is one of the fastest of the mid-size urban courts on the basis of felony case processing, ranking third among 17 urban courts evaluated by NCSC.
  - c. The Fourth Judicial Circuit has a high percentage of dispositions by jury trial (11.5%). The Court manages to maintain its case backlog at acceptable levels in part due to the relative shortness of jury trials in the Portland area.
  - d. The court does arraignments very quickly and typically disposes of most criminal offenses within 120 days from first appearance.<sup>15</sup>
2. A key factor in these ratings is that Multnomah County's Court system is based on an efficient centralized courthouse model.
  - a. The County uses a common jury pool for all courts.
  - b. The County uses a master calendar, assigning both civil and criminal cases from the same calendar and maximizing the availability of trial judges.
  - c. The single location enhances the ready availability of defenders, prosecutors, and the private bar, which facilitates the timely disposition of cases.
3. Multnomah County's high performance also depends on its system of allocating one courtroom per judge, and deviating from this standard would not be recommended.
  - a. Ratios less than one courtroom per judge ("1:1") are very rare in NCSC's and HOK's experience nationwide with hundreds of facilities and jurisdictions.
  - b. Although courtrooms may be empty for portions of the day, judges and the court system requires their guaranteed availability at all times:
    - i. Judges frequently traverse between their chambers and the courtroom throughout the day, working in the courtroom in small increments of time based on availability of various trial participants.
    - ii. Moreover, the reliable, immediate availability of courtrooms helps force pre-trial resolutions of cases through pleadings (criminal) and negotiation (civil), thereby reducing overall judicial administration costs.
  - c. Court systems typically do not add courtrooms one at a time per demand, so there is a lag between creation of new judgeships and construction of additional courtrooms, thereby temporarily reducing the courtroom per judgeship ratio.
    - i. Because construction is only cost effective in certain minimum increments for economies of scale, construction of additional court space should proceed in direct proportion to the demand (construction is "lumpy").

<sup>14</sup> The findings and conclusions in this section are based on analysis prepared by the National Center for State Courts ("NCSC") under contract to HOK and presented in Appendix D, Part I.

<sup>15</sup> By law, jailed defendants are tried within 60 days unless the defendant waives this right or is released from custody.





- ii. HOK used this common strategy (of lagging construction slightly behind demand) in developing demand projections for Multnomah County, but using ratios of less than 1:1 is not recommended as a standard assumption for future planning. (Section II.B below).
- iii. These temporary shortfalls can be facilitated through techniques to maximize use of courts such as evening court hours and encouraging more cases to be resolved through non-trial means.
- d. In any case, the actual courtrooms are a relatively minor share of the total space needed per judge, so having shared courtrooms would have only a limited impact on the overall space need.
  - i. The vast majority of space is accounted for by office space for support staff, judge's chambers, circulation areas, meeting rooms, and support areas.<sup>16</sup>
  - ii. Reducing the ratio from 1:1 to 4:5 (four courtrooms per five judges) would reduce the space need by only 3%.

## B. Interim and Long-Term Courtroom Need<sup>17</sup>

1. Expanding MCCH would not by itself satisfy Multnomah County's long-term court needs, unless existing county court facilities were expanded or augmented.
  - a. Even the most aggressive expansion of MCCH would not fulfill all of Multnomah County's additional courtroom needs – assuming the renovation respects the building's historic architectural heritage.<sup>18</sup>
    - i. MCCH currently has 39 courtrooms, and could accommodate up to 46 with a sensitive renovation and expansion.
    - ii. The County also currently has 13 additional courtrooms, split as follows:

**Figure 6: Current Distribution of Courtrooms in Multnomah County**

Facility	Courts
MCCH	39
Juvenile Justice Center	6
Justice Center	4
Portland Building	2
City of Gresham	1
<b>Current Total</b>	<b>52</b>

- iii. The number of courts needed by the County will rise from an estimated 52 today to a projected 64 in 20 years, and to 79 within 40 years.<sup>19</sup>

<sup>16</sup> For example, actual courts in MCCH account for about 40,000 net square feet out 296,000 GSF or only 13.5% of total space.

<sup>17</sup> The projections of court space needs in this section are based on analysis prepared by NCSC under contract to HOK and presented in Appendix D, Part II.

<sup>18</sup> As noted previously, HOK believes that SERA Architects seriously overstated MCCH's court count potential.

<sup>19</sup> The 20-year projections are based on proprietary models developed by the National Center for State Courts incorporating both time-series and causal components. HOK then extended the analysis out to



- iv. Depending upon when MCCH was renovated, Multnomah County's overall courtroom need upon reopening of the Courthouse would likely be between 56-58 courts, assuming the renovation was completed with the next ten years.
- v. Were MCCH expanded to 46 courtrooms as outlined here, the County's overall court needs could be satisfied for the next ten years or so by its current inventory of courts, but the County would begin to face a shortfall soon thereafter, growing to five courts within 20 years and to 20 courts in 40 years. (Refer to Figure 7.)

**Figure 7: Courtrooms vs. Court Need Over Time in Multnomah County**

Projection Period	Size of MCCH Post-Renovation*	Court Supply	Court Need	Surplus / (Deficit)
MCCH Re-opening	With Smaller MCCH	49	57	(8)
	With Larger MCCH	59	57	2
20th-Year	With Smaller MCCH	49	64	(15)
	With Larger MCCH	59	64	(5)
40th-Year	With Smaller MCCH	49	79	(30)
	With Larger MCCH	59	79	(20)

\* Assumes smaller MCCH would have 36 courtrooms, while the larger would have 46.

- b. Opting for the smaller renovation and/or incorporating space for currently on-site functions would exacerbate the shortfall.
  - i. The smaller MCCH renovation would yield an estimated ten fewer courtrooms, thereby increasing the shortfall by an equal amount.
  - ii. The District Attorney currently has about 34,000 net square feet of space in MCCH, while the Law Library has 13,000 square feet, for a total of about 47,000 square feet of space, equivalent to about five courtrooms.
- 2. If Multnomah County moves to a multi-courthouse model, the court facility strategy should address not only the overall demand, but also the types of courtrooms necessary.
  - a. Interviews with numerous court users revealed a strong and pervasive aversion to splitting the courts by function (e.g. civil versus criminal) because of the longstanding success Multnomah County has had with the combined criminal-civil master calendar.
    - i. Such a split would require adopting separate calendars for civil and criminal cases, with judges assigned by case type and specialization.
    - ii. The split also would likely require judges to preside over trials in only one type of case.
  - b. Notwithstanding these objections, the lack of a interim replacement facility for the courts large enough to house all of the courts requires that the courts be somehow split during the interim period.

40 years using simple trend-line projections. See Appendix D for additional explanation of the methodology.



- c. The need for heightened security in criminal trials makes this a logical portion to separate from other types of courts.
  - i. These higher security needs mandate that courts designated for criminal trials be built to a higher, more costly security standard.
  - ii. Separating criminal courts from other courts would reduce the fit-out costs for non-criminal courts by avoiding these extra security expenses.
  - iii. The locational siting issues discussed previously also suggest that criminal courts be separated from other types of courts.
- d. Based on current and projected caseloads and filings, the distribution of required courtrooms over time is as follows:

**Figure 8: Courtroom Needs Over Time, By Type**

Year	Total*	Civil	Criminal	Family	Minor Crim./Civil
2002 (Base Year)	52	13	18	12	9
MCCH Re-opening	56	13	20	14	9
20 <sup>th</sup> Year	64	14	24	17	10
40 <sup>th</sup> Year	79	14	32	22	12
Change Yrs. 1-40	28	1	14	10	3
% Change Yrs. 1-40	54%	8%	78%	83%	33%

\* Individual categories do not sum to "total" column in some years due to rounding.

- i. In the base year (2002), criminal trials require the single largest number of courts, followed by civil and family.
    - ii. The greatest growth over the next 40 years is anticipated to be in criminal courts on an absolute basis (increase of 14 courts) and family courts on a relative basis (increase of 83%).
  - e. More feasible from an operational perspective would be consolidating family courts at the Juvenile Justice Center ("JJC"), although this site could not accommodate all family courts.
    - i. However, as noted previously, HOK has concluded that the JJC site could add only six more courtrooms to the existing six, which limits the total number of courts to 12.
    - ii. This total exactly matches our estimate of the current need shown in Figure 8, but would not allow for any of the forecasted growth.
    - iii. Thus, the JJC site could accommodate more, but not all, of the need for Family courts.
3. Multnomah County could also locate several limited-service courts in the City of Gresham as part of a long-term court location strategy, but relocating a large number of regular courts there would not be recommended.
- a. Establishing full-service courtrooms at multiple locations in the same county based on the population densities in order to promote convenience to residents is uncommon and contrary to current industry trends.

- i. Where such split operations occur, they generally are based on historical factors and unusual geographic patterns that do not exist in Multnomah County.
- ii. The East County area (typically defined as the portion of Multnomah County lying east of 122<sup>nd</sup> Avenue) now accounts for a quarter of the County's population, and this proportion is projected to grow over time.
- iii. Apportioning courts to Gresham in proportion to its share of the County population would indicate a need for about 13 courtrooms now, growing to near 20 within 40 years.
- iv. However, such a population-based allocation model would take into account only a small share of actual court users, as weighted by frequency and extent of usage.
  - o While HOK did not specifically examine the pattern of criminal complaints in Multnomah County, nationwide criminal proceedings – particularly serious felonies – are disproportionately concentrated in urban courts relative to more suburban areas in terms of their respective population densities.
  - o Civil cases tend to be concentrated in large urban courts. While less than a fifth of Oregon's population resides in Multnomah County, MCCH accounts for half of all major court cases filed in the State.<sup>20</sup>
  - o Even these figures understate urban court usage, as the larger, more complex cases that require extended court time (and thus more court space) are even more concentrated in Portland.
  - o As a result, major court users – judges, attorneys, court staff – all disproportionately work in central areas.
- v. Focusing exclusively on the location of residential populations – whether in East County or elsewhere in Multnomah County – would overstate their importance in judicial operations, i.e., East County residents account for far lower proportion of court usage than their relative share of the County's population base.
- vi. Moreover, it is not clear that relocating full-service courts based on population densities would increase the convenience to residents.
  - o Assuming that jurors for trials held in Gresham could not be drawn only from East County, the three fourths of County residents not residing in East County would be more inconvenienced by the Gresham location than by one in the downtown.
  - o Parties to civil trials typically spend little, if any, time in court, and thus would generally prefer the court to be convenient to their attorney (to minimize travel costs) rather than to themselves, at least unless and until more attorneys were to relocate to Gresham.
- vii. Thus, basing court location decisions only on residential densities would increase overall costs and decrease the overall efficiency of court operations by increasing the inconvenience to the predominant court users.

<sup>20</sup> In 1999, the last year studied on a statewide basis, MCCH accounted for 48 percent of the personal injury and medical malpractice cases filed in all circuit courts statewide, 53 percent of the wrongful death actions, and 42 percent of the contract actions.





- b. Siting a significant proportion of interim courts in Gresham would not be financially prudent.
  - i. Even the "population-based" share of courtrooms (13) would satisfy only a third of the 39 courtrooms needed to be replaced during the interim period.
  - ii. As demonstrated below (Section III.B), interim court space is very expensive relative to permanent court space when measured by the amount of usage, because courts require costly improvements that have a long useful life. These sunk costs cannot be efficiently amortized over a short occupancy period, and thus represent a wasted investment when used only for a short period.
  - iii. Thus, building a larger facility in Gresham, with the intention of converting courtrooms back to office space for other justice needs when the courts were no longer needed after the interim period, would incur excessive costs relative to other options.
- c. More appropriate would be locating several courtrooms in Gresham to handle "high-volume" cases.
  - i. To better serve the public, many court systems create convenient satellite facilities to handle cases that account for a large proportion of court visits by the average citizen, and can be handled through more administrative or clerical functions – typically traffic, small claims, and landlord-tenant cases – and require relatively less courtroom and specialized space.
  - ii. More recently, courts are also including services to victims of domestic violence.
  - iii. In the case of Gresham, where a legal right exists to have misdemeanor cases arising east of 122<sup>nd</sup> Street tried in that court, there will also continue to be misdemeanor trials, even jury trials.
  - iv. Resolving these cases locally could be a convenience to East County residents who prefer to go to court closer to their home (though many work downtown and would prefer to handle these there).
  - v. HOK estimates the immediate need for about four such courtrooms in Gresham, rising to perhaps eight over the next 40 years.

### **C. Impact of A Split Courthouse Model**

- 1. In moving to a split courthouse model, operating expenses would be magnified by the strain on the judicial operations model historically used in the County, particularly during the interim adjustment period.
  - a. The lack of large appropriate replacement buildings implies that the courts must move into multiple facilities during the interim period (provided a new large permanent courthouse is not constructed instead).
  - b. Dividing courtrooms into multiple facilities dramatically increases the costs and decreases the efficiency of court operations. These drawbacks increase with the number of locations and the distances among them.
  - c. Operational issues would include:
    - i. Moving to a split jury pool model – splitting the jury pools by courthouse building or function – would require maintaining a larger total pool, as well as purchasing and maintaining duplicate equipment.



- ii. Public inconvenience and confusion would be increased, resulting in court delays and missed court appearances by witnesses, jurors, and other court users.
  - iii. The court already suffers from an outdated, disaggregated manual records system held together by "runners," and this system would be stressed to the breaking point with further disaggregation of the court system.
  - iv. The costs of such strains would be reflected not only in direct operating costs but also disrupted and delayed court operations.
  - d. Security issues would include:
    - i. Equipment and entrance screening staff would be required at multiple locations
    - ii. Building security officers would be spread over several locations, reducing the level of security.
    - iii. The pattern of prisoner delivery would be altered as there will probably not be a major holding area in each interim facility.
    - iv. Security officers would devote considerably more time and expense to moving prisoners from detention centers to the appropriate courtrooms.
  - e. Other costs would be borne by other parties. For example:
    - i. Attorneys and public defenders would have to lease space near each of the new facilities, as their court appearances require them to be located immediately adjacent to the courts.
    - ii. Relocation would be particularly hard on public defenders, who unlike the District Attorney, cannot assign someone to cover a court because there are a number of defender organizations.
2. The most significant impact would be on the processing of civil and criminal court cases.
- a. The separation of civil and criminal functions would break up the current large pool of judges and courtrooms, causing a major change in the way the court operates.
  - b. Enforced specialization will create different calendar systems and reduce the pool of judges available at any one location.
  - c. Court systems are dynamic and vulnerable to changes that affect the coordination of events that underlie caseload management, such as the availability of judges and courtrooms, the availability of attorneys, parties and witnesses, and the availability of case records.
  - d. The most obvious and demonstrable effect of relocation will be a decrease in the ability of the court to maintain the pressure that makes case management effective and controls the number of events per case.
  - e. We estimate that civil clearance ratios would slow by over 10% during the interim period, while performance against ABA standards for disposition time would be degraded by roughly 10% as well. (Refer to Figure 9.)



**Figure 9: Estimated Court Performance Indicators for Civil Cases  
During Transition Period of Three Years**

Measure	Base Year	Transition Year 1	Transition Year 2	Transition Year 3
Median Time (in months) From filing to termination	12.0	13.0	14.5	16.0
% of Pending Cases > Two years old	4.0	5.0	8.0	11.0
Clearance Ratio*	1.03	1.00	0.96	0.92

\* Clearance Ratio is the ratio of disposed cases to new cases. Figures above 1.0 indicate that the courts are disposing of cases at a faster rate than new cases are being filed.

- f. Similarly, we anticipate that there will be a decline in the pace of disposition of felony and misdemeanor criminal cases. (Refer to Figure 10.)
  - i. Multnomah County now nearly meets the ABA standard that 98% of felonies be terminated within 180 days and 100% within a year.
  - ii. The County is more challenged in meeting the ABA standards for misdemeanor cases, which call for 90% of cases to be disposed of within 30 days and 100% within 90 days.
  - iii. All of these rates would face declines at an accelerating pace under a split court operation system.
  - iv. The built-in delays and case accumulation could be expected to linger even if the system were reconsolidated after the renovation, and thus would take years to work out of the system

**Figure 10: Estimated Percentage of Cases Terminated by Type and Time Frame**

Type of Crime	Time Frame	Base Year	Transition Year 1	Transition Year 2	Transition Year 3
Felony	180 Days	85	82	80	78
Felony	365 Days	98	97	96	94
Misdemeanor	120 Days	77	74	71	68
Misdemeanor	180 Days	94	90	86	82

- g. The impact of these delays would be reflected in greater costs and lower effectiveness in the functioning of the judicial system, such as:
  - i. Lower case settlement rates due to the unavailability of judges to try the cases.
  - ii. Increased security costs as prisoners must be detained for longer periods.
  - iii. Greater litigation costs for plaintiffs and defendants in civil matters as cases extend for longer periods before settlement or judicial resolution.



### III. INTERIM AND PERMANENT COURTHOUSE OPTIONS

HOK's options analysis implicitly assumes a project start date of January 2003 in order to track with the demand analysis that, in turn, is based on date-specific demographic projections. However, since the actual project start date is uncertain, our study generally does not specify particular buildings or sites for analysis, as there is no way of determining what property might be available at future points in time. Thus, when developing our cost comparisons, our study uses either prototypical or illustrative sites and buildings that are based on existing properties in the study areas.

#### A. Derivation of Real Estate Options

1. Regardless of the decisions made concerning when and how to renovate MCCH, the County will soon be facing a shortage of courts.
  - a. As noted in Part II of this report, existing facilities currently match Multnomah County's courthouse need for 52 courts.
  - b. However, this need will grow to an estimated 58 courts within ten years, to 64 within 20 years, and to 79 within 40 years.
  - c. New courtrooms must be constructed in order to meet this additional need.
2. HOK developed three options for how Multnomah County could meet its 40-year need while also providing for interim facilities allowing for renovation of MCCH.
  - a. These three options were developed through consultation with the Multnomah County Courthouse Steering Committee, with input from the larger Advisory Committee.
  - b. The options represent prototypes of three different approaches for comparison purposes:
    - i. Option A – "Lease Interim Facilities" in which Multnomah County leases space for virtually all of the needed courtrooms, converts that space into courts, and then abandons the space and improvements once MCCH courthouse is renovated.
    - ii. Option B – "MCCH Annex" in which the County builds a 36-court annex building downtown for MCCH to meet both interim and long-term court needs, in addition to renovating MCCH for long-term court and other justice agency needs.
    - iii. Option C – "Large East County Facility" in which the County builds an 18-court facility in Gresham to meet both interim and long-term needs, and leases space downtown for the remaining 18 interim courts.
  - c. HOK followed several operational rules for setting the supply in each year under each option, taking into account the "lumpy" nature of building new courts:
    - i. Construct court facilities to meet long-term demand, with excess building space used as general office space when not needed for courts, then converted to courts as needed.
    - ii. Total supply should be within four units of demand (allow for temporary deficits or surpluses of no more than four courts) in any one year.<sup>21</sup>
    - iii. Convert or construct courts as needed in increments of no fewer than four courts in order to gain economies of scale.

<sup>21</sup> Temporary shortages could be handled by changing court operations, such as increasing the use of night courts.





- iv. Lease interim space for the minimum time necessary in increments of one year.
- v. Adjust as necessary to consolidate bond financings where appropriate.
- d. The specific building components of each option are summarized for key dates in Figure 11, and are shown visually in Figures 12a through 12c. Yearly demand projections and court count by building are provided in Appendix F.
  - i. Option A relies heavily on leased space to meet the interim need:
    - o An 18-court interim criminal court building, assumed to be housed in a  $\pm$  160,000 GSF Class "B" office building, leased in its entirety.
    - o A 12-court interim civil court complex, assumed to be leased in a Class "A" office building downtown.
    - o The remainder of the interim need would be satisfied by expanding the JJC (by six courts) and building a new four-court facility in Gresham (net gain of three courts).
  - ii. Option B relies on permanent space to meet the interim need:
    - o A new 36-court annex facility would be constructed downtown adjacent and connected to MCCH.<sup>22</sup>
    - o Excess space in this building after MCCH reopens would be converted to County office space for justice-related agencies until needed again for courts.
  - iii. Option C uses a mix of leased and permanent space to meet the interim need:
    - o A new 18-court annex facility would be constructed in Gresham (net gain of 17).
    - o An 18-court interim civil court complex, assumed to be leased in a Class "A" office building downtown.
    - o The remainder of the interim need would be satisfied by expanding the JJC (by six courts).
    - o Excess space in the Gresham facility would be converted to office space for justice-related agencies until needed again for courts.
- 3. Evaluated from a 40-year perspective, as directed by the County, Option B creates the most usable space, followed by Option C and then Option A.
  - a. Since court needs are the primary driver in setting the supply for each option, there is no significant difference among the options on this measure.
  - b. Differences emerge in the amount of office space created as a by-product of meeting the need for interim space.
    - i. The "long-term" approach means building for the long-term need, using the excess space as courts during the interim period, converting the space back to general office space when MCCH reopens, and then converting back to courts as needed over time.

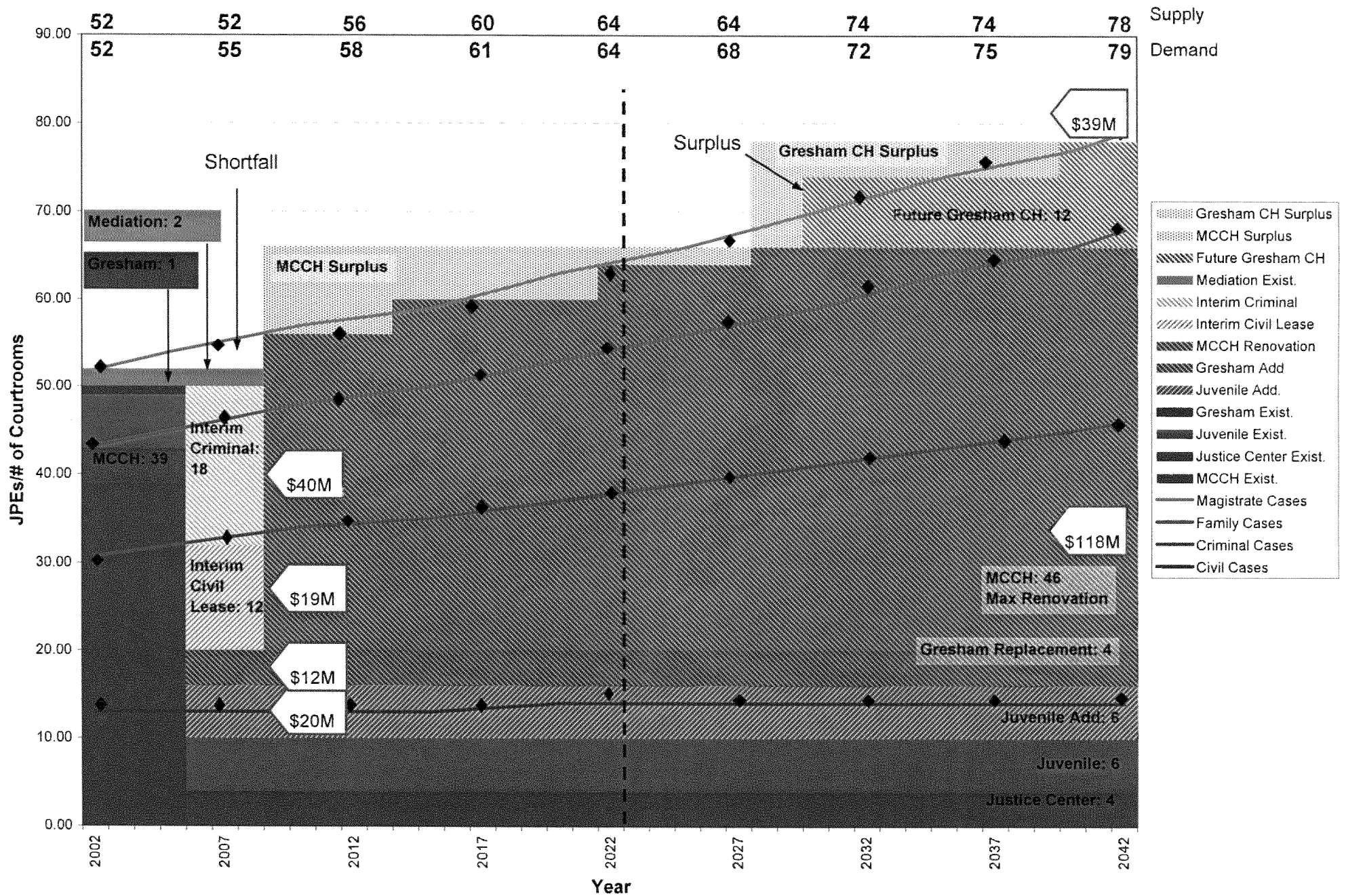
<sup>22</sup> HOK's annex prototype assume purchase and development of the block east of the Justice Center as a means of connecting the building to the Justice Center via a secure underground tunnel. Alternately, Multnomah County could save the land purchase expense by using its own Hawthorne Bridgehead site, although this site is further from the Justice Center and thus would be less desirable.

**Figure 11**  
**MULTNOMAH COUNTY COURTHOUSE RENOVATION**  
**SUMMARY OF OPTIONS**

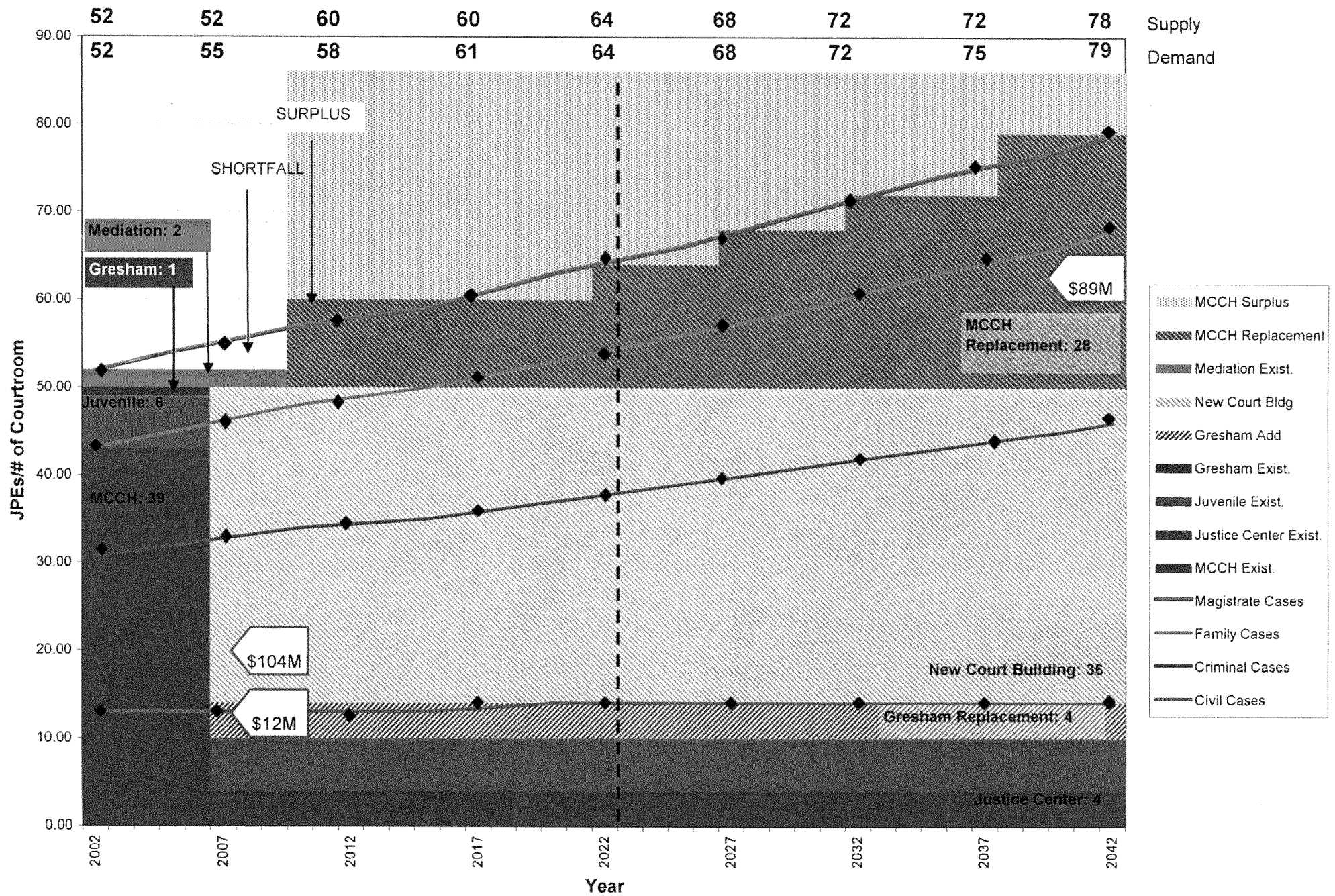
	Existing	Interim	20th Year	40th Year
<b>OPTION A: Lease Interim Facilities</b>				
MCCH (total build-out potential = 46 CRs)	39	0	44	46
Justice Center	4	4	4	4
Juvenile Justice Center	6	12	12	12
Portland (Mediation)	2	2	0	0
Gresham	1	4	4	4
Leased Interim Criminal Courts	0	18	0	0
Leased Interim Civil Courts	0	12	0	0
Future Gresham	<u>0</u>	<u>0</u>	<u>0</u>	<u>12</u>
<b>TOTAL COURTS</b>	<b>52</b>	<b>52</b>	<b>64</b>	<b>78</b>
<b>OPTION B: MCCH Annex</b>				
MCCH (total build-out potential = 36 CRs)	39	0	14	28
Justice Center	4	4	4	4
Juvenile Justice Center	6	6	6	6
Portland (Mediation)	2	2	0	0
Gresham	1	4	4	4
MCCH Annex	<u>0</u>	<u>36</u>	<u>36</u>	<u>36</u>
<b>TOTAL COURTS</b>	<b>52</b>	<b>52</b>	<b>64</b>	<b>78</b>
<b>OPTION C: Large East County Facility</b>				
MCCH (total build-out potential = 46 CRs)	39	0	36	46
Justice Center	4	4	4	4
Juvenile Justice Center	6	12	12	12
Portland (Mediation)	2	2	0	0
Gresham	1	18	12	16
Leased Interim Civil Courts	<u>0</u>	<u>18</u>	<u>0</u>	<u>0</u>
<b>TOTAL COURTS</b>	<b>52</b>	<b>54</b>	<b>64</b>	<b>78</b>



# Courtroom Demand vs. Supply Option A: Lease Interim Space

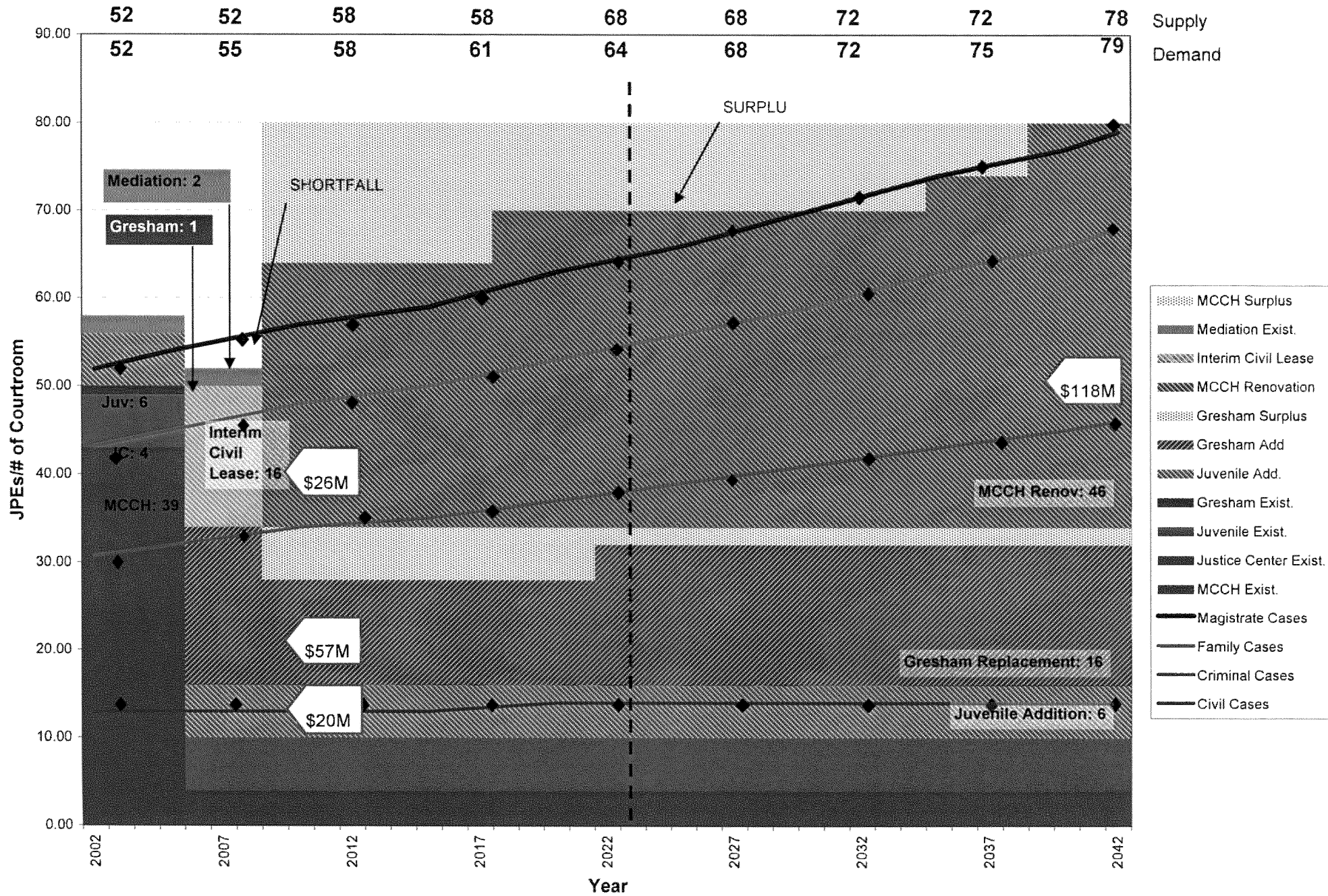


# Courtroom Demand vs. Supply Option B: Courthouse Annex



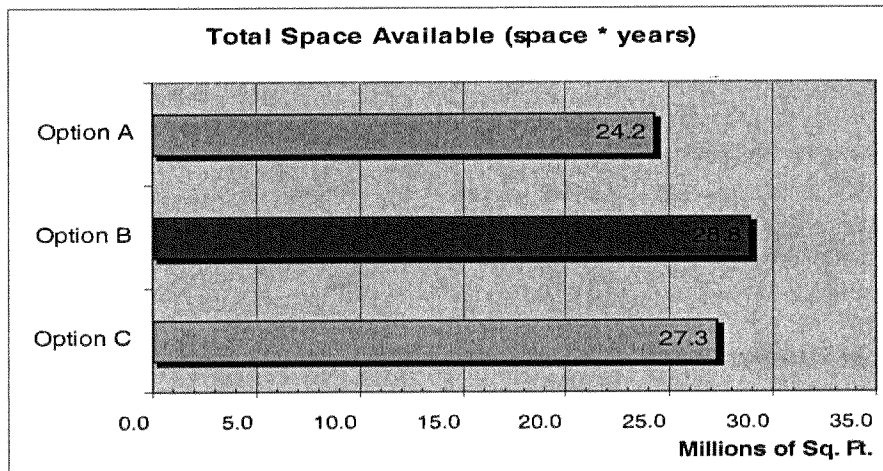


# Courtroom Demand vs. Supply Option C: Large East County Facility

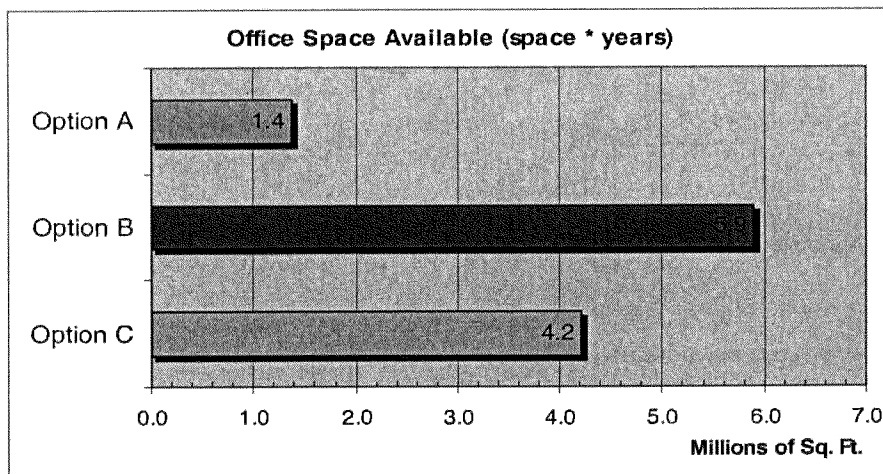


- ii. The two approaches yield different amounts of space in the County's asset portfolio, as shown in Figures 13 and 14:
- o Option A, which relies the heaviest on leased space to meet the interim need, yields the lowest amount of space available overall (a total of 24.2 million GSF over 40 years).
  - o Option B, which relies the most on permanent space to meet the interim, need yields the most space overall (28.8 MGSF).
  - o Option C, using a mix of leased and permanent space to meet the interim need, falls between Options A and B (27.3 MGSF).

**Figure 13 – Total Space Available under Each Option**



**Figure 14 – Office Space Available under Each Option**



- iii. Option B would have sufficient excess capacity in all years to house the District Attorney and the County Law Library with equivalent space to their current usage in MCCH, while options A and C could meet this need in only some years, requiring additional leased space.



## B. Financial Analysis of Real Estate Options

1. As a key component of our evaluation, HOK projected the real estate costs associated with each of the three options.
  - a. **These cost estimates are based on prototypical or illustrative building types as opposed to specific buildings or designs, and thus should be viewed as indicative of relative costs among different options and general gauges of expected costs, rather than as precise financial calculations for budgeting purposes.**
    - i. These cost estimates were developed to assist Multnomah County in evaluating alternative approaches to meeting both interim and long-term court needs.
    - ii. More precise cost projections should be developed based on specific plans for budgeting purposes once key project decisions have been reached.
  - b. Included in these estimates are the following major project costs:
    - i. Building development (hard construction costs, soft costs, professional fees, furniture and equipment, and contingencies).
    - ii. Leases for interim courts, including operating costs (assumes full-service leases), as well as for the District Attorney and Law Library when space is unavailable within MCCH.
    - iii. Specialized tenant improvements for the leased space.<sup>23</sup>
    - iv. Moves from permanent space into interim courts and visa versa (but not the costs of move-ins attributable to incremental growth).
    - v. Converting space from courts into general office space and visa versa.
    - vi. Replacement allowance for refurbishment of key building components including interiors (paint and carpet), mechanical and electrical, and roofs.
  - c. Also included, but shown separately, is the value of the excess space created to accommodate the interim space needs.
    - i. HOK uses conservative leasing assumptions to illustrate the cost savings the County could realize by selling existing facilities or abandoning existing leases.<sup>24</sup>
    - ii. Alternately, the county could lease this excess space to other governments or private users, but this approach would reduce the County's flexibility in meeting its court needs.
    - iii. Even if the County were not to follow either strategy, the value of this space still should be recognized when comparing the different options.
  - d. Finally, HOK also provides separate projections of building operating costs.
    - i. These costs are important, and could amount to between one third and one half of total real estate costs over the 40-year period.
    - ii. Nonetheless, we have de-emphasized operating costs in our evaluation.
      - o Assuming all facilities are maintained and operated to the same quality standard, the variation in operating costs from one building

<sup>23</sup> Not included, however, are the costs of removing the specialized tenant improvements after the lease expires, which the landlord could require for a short-term lease.

<sup>24</sup> We could not tie the excess space to specific County leases due to the uncertainty regarding the dates of the project period. Our analysis uses a rate of \$15/sf (2002 dollars), which is a typical rental rate for leased County office space currently.

- to the next is too small and uncertain to allow for meaningful comparisons among buildings.
- o Alternately stated, we would expect all facilities to have equivalent operating costs (for a given amount of space) within the limits of our ability to project them over time.
  - o Thus, our analysis focuses on the investment elements that help the County distinguish the costs of one option versus another.
  - o Despite these limitations, we provide rough estimates of operating costs to provide the County with a picture of the all-in costs of owning and operating the facilities under each option.
- e. **Excluded from these estimates are two important financial considerations – court operations and property costs.**
- i. **Court operations, which were discussed more qualitatively in Part II.**
  - ii. **Property tax losses attributable to taking parcels off of the tax rolls, as well as potential property tax gains from improving the market environment from well-designed public investments.**
- f. Our figures represent the total investment required, regardless of which government agency pays.
- i. Under Oregon law, counties are responsible for providing and paying for the building operations of the court facilities in their jurisdiction.
  - ii. Nonetheless, we are aware of the uncertainty as to the precise nature of the county's responsibility, and that some portion might be paid by the State (e.g., equipment)
2. Constructing the MCCH annex would cost approximately \$94.8 million, or about 7% more than the smaller MCCH renovation plan with an equivalent courtroom yield.

**Figure 15: Multnomah County Courthouse Renovation Costs, in Millions  
(Exclusive of Financing Costs and Assuming 2002 Project State Date)**

	MCCH Renovation Plan 1	MCCH Renovation Plan 2	New MCCH Annex
Size (square feet)	426,000	333,500	324,000
Courts	44-46	32-36	36
Hard Construction Costs	\$79.8	\$59.9	\$68.0
Change Orders	6.4	4.8	2.0
Soft Costs	15.1	11.2	10.4
Furniture & Equipment	11.2	8.4	9.5
Project Contingency	<u>5.6</u>	<u>4.2</u>	<u>4.8</u>
Total Project Costs	\$118.1	\$88.6	\$94.8
Cost / Courtroom (\$M)	\$2.57M	\$2.46M	\$2.63M



3. Option B is the least expensive option overall by all measures, particularly taking into account lease savings from surplus space. (Refer to Figure 16.)<sup>25</sup>
  - a. Option B has the lowest overall facility development costs, \$206.0 million, compared to \$208.6 million for Option C and \$222.9 million for Option A.<sup>26</sup>
  - b. Option B also has the lowest "other non-operating costs," \$61.6 million, versus \$77.7 million for Option C and \$83.4 million for Option A.
  - c. Overall, Option B has the lowest "total non-operating costs," about 7% less than Option C and 13% less than Option A.

**Figure 16 – Summary of Real Estate Costs, in Millions**  
(Excluding Financing Costs, Discounting, Inflation, and Court Operations)

	<b>Option A</b> <i>Lease Interim Space</i>	<b>Option B</b> <i>MCCH Annex</i>	<b>Option C</b> <i>Large East County Facility</i>
Facility Development	\$222.9	\$206.0	\$208.6
Lease (Including Operating Expenses)	40.1	4.7	20.7
Moves/Conversions	6.9	7.6	11.7
Replacement and Renewal	<u>36.4</u>	<u>49.3</u>	<u>45.3</u>
Total Non-Operating Costs	\$306.4	\$267.6	\$286.3
Less: Lease Savings in Surplus Space	<u>(\$20.7)</u>	<u>(\$88.3)</u>	<u>(\$63.1)</u>
Net Non-Operating Costs	\$285.7	\$179.2	\$223.2
Building Operating Costs	<u>\$140.6</u>	<u>\$172.2</u>	<u>\$160.1</u>
Total, All Real Estate Costs	\$426.3	\$351.5	\$383.3
<b>Court real estate costs / court space / year</b>	<b>\$12.50</b>	<b>\$7.81</b>	<b>\$9.68</b>
<b>Total real estate costs / total space / year</b>	<b>\$12.64</b>	<b>\$9.28</b>	<b>\$10.50</b>

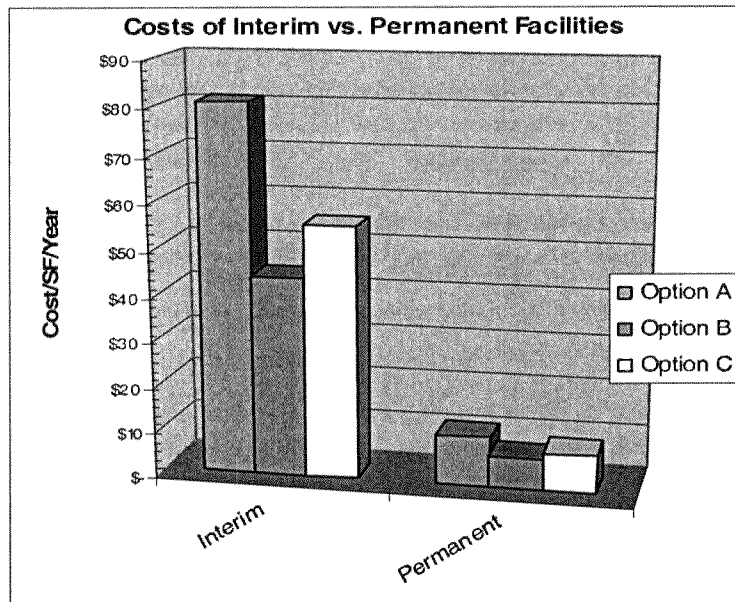
4. The gap between Option B and the other two options is magnified by considering the value of the excess space created.
  - a. With the greatest amount of excess space, Option B generates lease savings of \$88.3 million, compared to \$63.1 million for Option C and only \$20.7 million in Option A.
  - b. Combining these savings with the other non-operating costs, Option B has the lowest "net non-operating costs," \$179.2 million, versus \$223.2 million for Option C and \$285.7 million for Option A.

<sup>25</sup> These projections are based on the detailed assumptions and calculations for the three options provided in Appendix G.

<sup>26</sup> These figures exclude financing costs, discounting, and inflation.

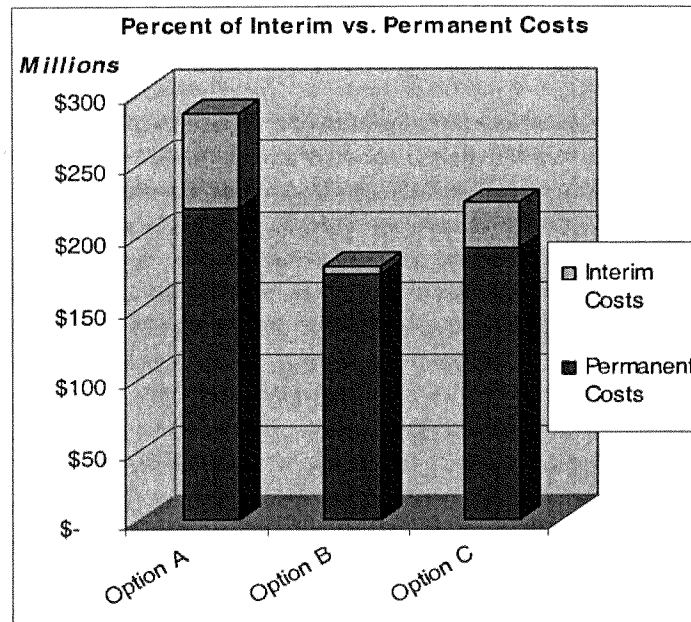
5. Controlling for the amount of space created, Option B emerges as an even greater value for the investment.
  - a. Focusing only on court space, the net cost per square foot of court space per year amounts to \$7.81 for Option B, compared to \$9.68 for Option C and \$12.50 for Option A.
  - b. Looking at all space created, the net cost per square foot of space per year amounts to \$9.28 for Option B, compared to \$10.50 for Option C and \$12.64 for Option A.
  - c. These comparisons are based a 40-year time horizon. Increasing the time horizon – as the new courts could reasonably be expected to have a longer useful life than 30+ years assumed herein – would further magnify the saving of Option B over the other two options.
6. A key finding of HOK's financial analysis is that creating "interim" space is quite expensive relative to creating "permanent" space. (Refer to Figure 17.)
  - a. We estimate that interim space costs approximately seven times that of permanent space, measured over the 40-year period, with a range of 6.4 for Option B to 7.3 to Option A.
  - b. The chief reason is the expense of lease payments and capital investments that have no lasting value.

**Figure 17: Comparison of the Costs of Developing Interim vs. Permanent Facilities**



7. Since "interim" space is so expensive, the most financially feasible long-term solutions will be those that maximize the proportion of interim space that can be part of the "permanent" solution. (Refer to Figure 18.)
  - a. Option B, with virtually no interim costs, has the lowest interim and lowest overall costs.
  - b. By contrast, Option A has the highest interim and highest overall costs due to the need to rebuild capital improvements after the interim period.



**Figure 18 – Comparison of Interim vs. Permanent Costs**

### C. Capital Costs over Time<sup>27</sup>

1. In order to project the full financial implications of the three options, the comparison must take into account the costs of financing the projects, as well as the impact of time-dependent variables (inflation and discounting).
  - a. The foregoing cost comparisons reflect a world without risk or inflation, and assuming all expenses are paid out of cash rather than financed.
  - b. To reflect real world conditions, these figures must be spread over time, inflated to the time period incurred, financed through bond measures, and discounted back to their present value.
  - c. Among the significant financing assumptions HOK used in developing these cost projections are:
    - i. Use short-term letters of credit (up to two years) during construction period.
    - ii. Take out short-term notes with permanent financing at end construction period or after two years, whichever comes first.
    - iii. Consolidate capital projects where possible (delay smaller capital projects slightly to synchronize with other construction projects).
    - iv. Use bond financing for all capital items, defined to include:
      - o Hard and soft construction costs
      - o Interim facility costs (rent, expenses, moves tenant improvements)
      - o Replacement costs of structural items

<sup>27</sup> These projections are based on the detailed assumptions and calculations for the three options provided in Appendix H.

- v. Pay for all other expense items out of cash flow:
    - o Operating expenses
    - o Leases after interim period
    - o Moves after interim period
    - o Renewal of non-structural tenant improvements
  - vi. These projections are subject to the same limitations and qualifications regarding precision and specificity that we expressed for the preceding cost estimates.
2. After converting the simple cost estimates into their equivalent capital costs over time, Option B still is shown to have the lowest overall costs. (Refer to Figure 19.)
- a. Project development costs are lower in Option A than in Options B and C on a present value basis, because some permanent facility costs are postponed into the future (and thus have a lower discounted value).
  - b. However, this "savings" is more than offset by the greater upfront interim costs in Options A and C.
  - c. Thus, total capitalized costs are lowest for Option B, \$187.6 million, versus \$211.4 million in Option C and \$214.7 million in Option A.

**Figure 19 – Present Value of Capitalized Costs, in Millions  
(Excluding Interest Expenses and Costs of Court Operations)**

	Option A	Option B	Option C
Land, Hard, and Soft Costs (Inc. financing fees)	\$169.7	\$177.3	\$178.7
Interim Expenses (Moves, Leases, TIs)			
Leases	26.8	3.7	15.7
Tenant Improvements	9.5	1.4	12.1
Moves	1.6	1.0	1.8
Capitalized Facilities Renewal Expenses	<u>7.1</u>	<u>4.1</u>	<u>3.1</u>
Total Capitalized Costs	\$214.7	\$187.6	\$211.4

3. Assuming Multnomah County uses serial bonds to finance the capital expenses, Option B still is shown to have the lowest overall costs when measured on a consistent discounted cash flow basis. (Refer to Figure 20.)
- a. Option B has the lowest overall present value costs, \$192.3 million, versus \$207.9 million for Option A and \$208.4 million for Option C.
  - b. Taking into account the value of the excess space magnifies Option B's cost advantage, \$154.2 million, versus \$179.0 million for Option C and \$197.8 million for Option A.
  - c. Controlling for the amount of space created, Option B again emerges as the most cost effective, with a cost of \$6.72 per square foot per year over the 40-year period, compared to \$7.76 for Option C and \$8.65 for Option A.
  - d. Adding in estimated operating costs yields the same relative rankings.



**Figure 20 – Present Value of Cash Flow, in Millions  
(Excluding Costs of Court Operations)**

	Option A	Option B	Option C
Interest Expense	\$91.5	\$80.8	\$90.5
Principal Payback	105.6	94.3	104.9
Rents for DA/Law Library	2.2	0.0	0.2
Facilities Renewal Expenses	8.6	17.3	12.8
Present Value of Total Non-Operating Costs	\$207.9	\$192.3	\$208.4
Rent Offsets	<u>(\$10.1)</u>	<u>(\$38.1)</u>	<u>(\$29.4)</u>
<b>Present Value of Net Cash Flow</b>	<b>\$197.8</b>	<b>\$154.2</b>	<b>\$179.0</b>
Operating Costs	<u>\$77.4</u>	<u>\$95.7</u>	<u>\$89.8</u>
Present Value of Total Cash Flow	\$275.2	\$249.6	\$268.8
Cost/sf/year (\$)	\$8.65	\$6.72	\$7.76

4. Based on reasonably foreseeable market trends and expectations, Option B would have the lowest overall costs on every measure considered.
- The major reason for Option B's cost advantage is the minimal use of interim facilities and improvements that would have no long-term value.
  - Option B also requires the least disruption to court operations in terms of both facility moves as well as how the Circuit Court conducts its business.



## IV. CONCLUSIONS AND RECOMMENDATIONS

### A. Courthouse Conditions and Assessment

- The historic Multnomah County Courthouse has reached the end of its useful life, and is now both functionally and operationally obsolete.
- Delaying renovation of the courthouse would be costly and risky, posing significant potential liabilities on Multnomah County's judicial operations, as well as all users of the Courthouse.

### B. Courthouse Renovation Options

- With careful planning and sensitive design, MCCH can be upgraded for continued courthouse operations and related County functions, while still preserving its historic architectural heritage.
- HOK estimates that the costs to renovate MCCH would amount to \$88.6 million for a renovation with up to 36 courts (Plan 2), to \$118.1 million for an expanded courthouse with 44-46 courts (Plan 1).
- The County's most recent assessment of MCCH's renovation potential determined that the building could support a much greater number of courtrooms, but HOK finds these conclusions to be unrealistic.
- HOK finds the two renovation options to have comparable overall benefits, and both would be far superior to the "do nothing" baseline option.
- However, even with substantial investment, MCCH would not fully meet current industry best practices as a courthouse – particularly for criminal trials – assuming the building's architectural heritage must be preserved.
- Despite the clear advantages of the two renovation options over the "do nothing" baseline option, the renovation options still would be more costly and less desirable than a new, modern courthouse.
- The extent of renovations required at MCCH make in-place renovation unfeasible, so the building must be vacated entirely during the renovation period.

### C. Interim Space Options

- Since MCCH must be vacated entirely for renovation, alternate space for provisioning of courtroom facilities must be secured during the renovation period.
- Courtroom space is expensive and difficult to obtain on an interim basis.
- Interim courtroom space would be especially costly to arrange in the case of MCCH due to several factors unique to Portland and MCCH, particularly the lack of substitute court buildings and the small pool of private sector buildings suitable for conversion.

### D. Other Existing Facilities in Multnomah County

- Of the existing judicial facilities owned or controlled by the County, only the Juvenile Justice Center represents a good candidate for expansion.
- None of the existing non-judicial facilities owned by the County would be a strong candidate for renovation or new construction.
- HOK could not identify any other buildings in or near the downtown that would be good candidates for conversion to a courthouse, whether privately or publicly owned.
- The indeterminate time line associated with starting the renovation project makes concrete verification of candidate sites for interim court space tenuous.

**E. Current Operational Model**

- Multnomah County compares favorably to other jurisdictions on many measures of court operations.
- A key factor in these ratings is that Multnomah County's Court system is based on an efficient centralized courthouse model.
- Multnomah County's high performance also depends on its system of allocating one courtroom per judge; deviating from this standard is not common and would not be recommended.

**F. Interim and Long-Term Courtroom Need**

- The number of courts needed by Multnomah County will rise from an estimated 52 today to a projected 64 in 20 years, and to 79 within 40 years – an increase of nearly 30 net additional courts.
- Expanding MCCH would not by itself satisfy the County's long-term (40-year) court needs, unless existing county court facilities were expanded or augmented. Thus, Multnomah County must move to a multiple or "split" courthouse model to meet long-term court needs, if MCCH is to remain as the County's major courthouse.
- Providing these needed courts will require a careful long-range strategy to prevent continual crisis planning in which meeting short-term needs compromises the County's ability to provide for future needs efficiently and effectively.
- Multnomah County could locate several limited-service courts in the City of Gresham as part of a long-term court location strategy, but relocating a large number of full-service courts there would not follow court facility best practices and accordingly would not be recommended.

**G. Impact of A Split Courthouse Model**

- In moving to a split courthouse model, operating expenses would be magnified by the strain on the judicial operations model historically used in the County, particularly during the interim adjustment period.
- These additional court operations costs could rival the facility development costs.
- The most significant impact would be on the processing of civil and criminal court cases.

**H. Derivation of Real Estate Options**

- Regardless of the decisions made concerning when and how to renovate MCCH, the County will soon be facing a shortage of courts.
- HOK developed three options for how Multnomah County could meet its 40-year need while also providing for interim facilities allowing for renovation of MCCH:
  - Option A – "Lease Interim Facilities" in which Multnomah County leases space for virtually all of the needed courtrooms, converts that space into courts, and then abandons the space and improvements once MCCH courthouse is renovated.
  - Option B – "MCCH Annex" in which the County builds a 36-court annex building downtown for MCCH to meet both interim and long-term court needs, in addition to renovating MCCH for long-term court and other justice agency needs.
  - Option C – "Large East County Facility" in which the County builds an 18-court facility in Gresham to meet both interim and long-term needs, and leases space downtown for the remaining 18 interim courts.
- Evaluated from a 40-year perspective, as directed by the County, all options create an equivalent number of courtrooms, but Option B creates the most usable space, followed by Option C and then Option A.



### **I. Financial Analysis of Real Estate Options**

- Constructing the MCCH annex would cost approximately \$94.8 million, or about 7% more than the smaller MCCH renovation plan with an equivalent courtroom yield.
- Option B has the lowest overall costs on all measures considered, in terms of both current dollars and after discounting for present value.
- Controlling for the greater amount of space created, Option B emerges as an even better value for the investment.
- A key finding of HOK's financial analysis is that creating "interim" space is quite expensive relative to creating "permanent" space – about seven times more expensive per unit of time.
- Since "interim" space is so expensive, the most financially feasible long-term solutions will be those – like Option B – that maximize the proportion of interim space that can be part of the "permanent" solution.
- Option B also requires the least disruption to court operations in terms of both facility moves as well as how the Circuit Court conducts its business.

### **J. Final Conclusions and Recommendations**

- MCCH is an historic and handsome building that should and can be preserved through an aggressive renovation program as the benefits to the County would exceed the costs of inaction.
- However, the extent of renovations needed will require the entire building to be vacated for the duration of the renovation, creating the need to acquire and improve interim space to house the courts during this period.
- Thus, if MCCH is renovated for continued court usage, the most feasible options will be those that maximize the proportion of interim space that can be used permanently as well.
- As part of the long-term court space strategy, establishing some limited-service courts in Gresham would increase convenience to some East County residents, but a substantial number of full-service courts there would not be cost effective in terms of facility or operational costs.
- In any case, even schemes that rely little on "interim" court space would not optimize Multnomah County's court space planning as even a fully renovated MCCH would not fully meet some modern court standards.
- Moreover, the renovation costs, together with the interim court costs and increased operational costs, would likely exceed the costs to construct an entirely new facility.
- For these reasons, and with various degrees of effectiveness, renovation of the historic courthouse would be feasible and should be pursued. However, continued usage as a courthouse may not represent the best, most cost-effective approach to Multnomah County's court space needs.





## **Appendix A Key Documents Reviewed**

"Multnomah County Strategic Space Plan – Phase I Report," SERA Architects, P.C., June, 1995

"Multnomah County Strategic Space Plan – Appendix Phase I Report," SERA Architects, P.C., June, 1995

"Court Space Needs – Cost-Saving Alternatives, Special Report," Multnomah County Auditor, December 1995

"Multnomah County Courthouse Focus Study," SERA Architects, P.C. and Cost Planners, Inc., January 12, 1996

"Multnomah County Strategic Space Plan – Phase II Report," SERA Architects, P.C., June 26, 1996

"Multnomah County 1998 Strategic space Plan," Multnomah County, undated

"Multnomah County Courthouse Renovation Study," SERA Architects, P.C., Reissued April 12, 2001

"Property Disposition / Development Options Report," Multnomah County Facilities and Property Management Division, Department of Sustainable Community Development, June 29, 2001

Miscellaneous documents concerning East County Justice Facility Concepts, prepared by Multnomah County Facilities and Property Management Division, 1999 – 2001

"Central City Office Market Report, Portland Oregon, Fourth Quarter – December 31, 2001," Norris, Beggs & Simpson

"2000 BOMA Experience Exchange Report," Building Owners and Managers Association

## Appendix B

### Multnomah County Courthouse Renovation Options

The existing courthouse is an architectural gem, has served the public and county well for many years and should be renewed and preserved for many more as a centerpiece and focal piece of the County's facilities. It is also much in need of a major, costly physical plant overhaul. More importantly, just as a 1910 vintage hospital is not well suited or easily adapted for continued use as a modern medical facility, the MCCH is not well suited or easily adapted for continued use as a courthouse without major changes;

- It lacks sufficient space for tomorrow's, or even today's, needs.
- It does not meet current codes, is technologically deficient, contains hazardous materials, is energy inefficient, and presents potential life safety risks.
- More significantly, the inherent design and planning configuration, structural modules, circulation and fire and life safety systems make conversion to a modern fully functional, secure and efficient courthouse a very problematic challenge.

Above and beyond the severe deficiencies of all of its building systems, the existing Multnomah County Court House does not lend itself well to functional, efficient, secure courthouse planning and design. The elevators, exit stairs, public restrooms and corridors are located such that the remaining floor plate is only about 32 feet wide (and forms sort of a square donut). This is no wider than a courtroom and therefore, prohibits secure access to courtrooms for judges, staff, juries or in-custody defendants; they all are forced to concurrently use the common public corridor.

Because of the pattern in which many courtrooms, corridors and other designated historical spaces align vertically, there are only a few, very small and poorly located areas where vertical connections are possible. Consequently, only minor improvement can be made to the existing MCCH security, effectiveness and operations given its current configuration and historical requirements.

If the hole of the "donut" were filled in, this new space would provide the area and configuration that would accommodate two fully-secure and functionally-effective and efficient courtrooms on each of five floors (a total of ten new state of the art courtrooms). Twelve of the existing historical courtrooms do lend themselves to renovation and modification that could result in functionally effective and efficient, but non-custody courtrooms. However, as noted previously, these courtrooms, due to the floor plan configuration, would still require judges, staff, juries and inmates to concurrently use public corridors.

After exploring various options, we believe that four of the 12 historical courtrooms could be provided separate and controlled judge, staff and jury access (but still not inmate access). This would entail making certain space planning and exiting/life safety modifications and restrictions to one of the four sides of the public corridor loop.

In an effort to find some way for the MCCH to properly serve the needs of the public and the courts for many more years without destroying the historical integrity of the building, we explored several planning alternatives. These were boiled down to two options; Renovation Plan 1 and Renovation Plan 2. (Please refer to drawings for both options on the following pages.)



### Renovation Plan 1

- Renovation, restoration and expansion
- 46 Courtroom Capacity
- Courthouse only, no D.A. or other related justice agencies.

Plan 1 makes provision for advanced, secure, efficient courtrooms by providing ten new courtrooms in the "donut hole" as described previously. In addition it would remove the top two floors of the MCCH that currently house court-related agencies such as the District Attorney. It would replace these two existing (and set back) floors with three new floors (also set back) which would contain 24 new courtrooms for a total of 34 new, state of the art courtrooms.

In addition to being set back, these top three floors would be part of a traditional roof form that is in keeping with the building's classical beaux art design. The original tall and prominent parapet would be restored in order to enhance the historical restoration and further reduce the visual mass of the extra, set back floor.

As described previously, the 12 existing historical courtrooms would be renovated and updated to meet today's codes and modern court and technological standards. These courtrooms would be capable of meeting most requirements for most non-custody trials and hearings. Also as noted previously, four of these 12 historical courtrooms would have separate, controlled access for judges, staff and juries (but not inmates).

New public entry and security lobby as well as secure vehicle entry would be created on the first floor. A new large, central inmate holding unit would be created in basement and directly connected to the secure vehicle entry and all new courtrooms. All floors would be renovated to meet current ADA, energy, seismic, life safety and other code requirements.

The resulting 426,000 GSF building would, therefore, contain 46 courtrooms of which 34 are entirely new and 12 would be historical.

### Renovation Plan 2

- Renovation and restoration
- 10-36 Courtroom Capacity
- Includes space for the District Attorney, court-related and other justice or county agencies.

This option assumes that a new county building would be constructed for interim court use and would continue to be used indefinitely for most, if not all, criminal, in-custody cases. It assumes that this new facility would be within a few minutes walk of the MCCH. Therefore, each building could be considered an annex of the other and both could function in close association with the other as a justice center or complex. Under this approach the MCCH would function primarily as a courthouse for civil cases and family matters. Most, if not all, criminal and in-custody cases would not occur at the MCCH; as a result, the need for new high security courtrooms and complete separation of all circulation paths is greatly reduced (but not eliminated).





This option makes provision for advanced, secure, efficient courtrooms by providing up to ten new courtrooms in the "donut hole" as described previously. It would not remove the top two floors of the MCCH; but it would also restore the original prominent parapet to its 1910 grandeur and height. As described previously, the 12 existing historical courtrooms would be renovated and updated as required to meet today's codes and modern court and technological standards. These courtrooms would be capable of meeting virtually all requirements for most non-custody trials and hearings. Also as noted previously, four of these 12 historical courtrooms would have separate, controlled access for judges, staff and juries (but not inmates).

In addition to the ten new and 12 renovated courtrooms, another 10 to 14 courtrooms appropriate for non-criminal, non-custody cases could be created elsewhere in the building. A new modest, central inmate holding unit would again be created in the basement and directly connected to each of the ten new courtrooms. All floors would be renovated to meet current ADA, energy, seismic, life safety, and other code requirements.

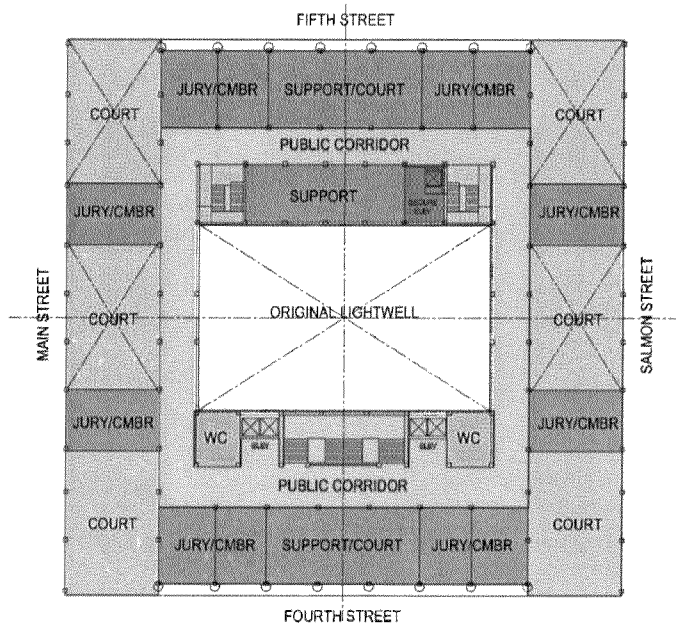
Since the entire building would not be needed for courts, the renovation of the MCCH under Renovation Plan 2 would be able to include space for the District Attorney and other court- and justice-related agencies. There may even be sufficient space to house other county, non-justice agencies.

The resulting 360,000 sq. ft. building would, therefore, contain anywhere up to 36 courtrooms of which ten would be entirely new. This option would allow the renovated MCCH and the newly constructed nearby criminal court building (holding 36 to 40 courts) to serve the county's judicial needs for 40 or more years.

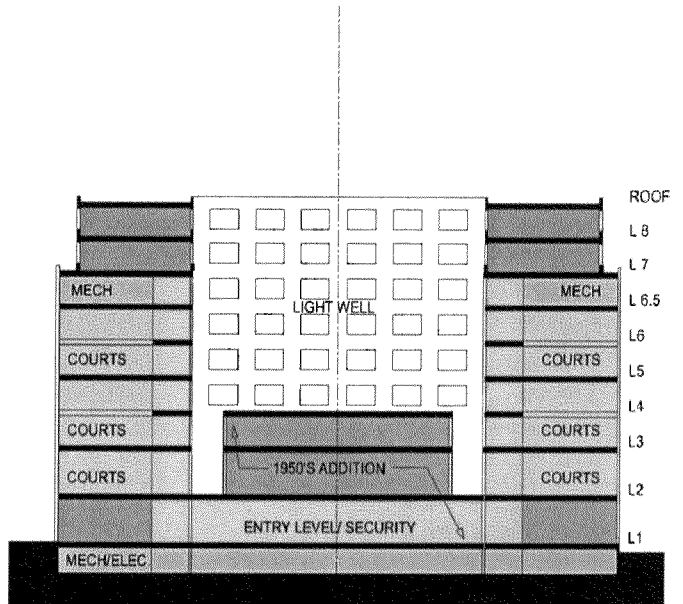


## **Appendix B**

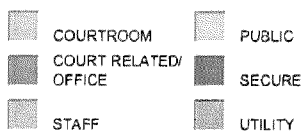
### **Multnomah County Courthouse Renovation Options**



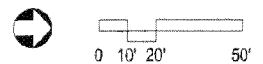
BASIC ORIGINAL COURTHOUSE ORGANIZATION



EXISTING BUILDING SECTION

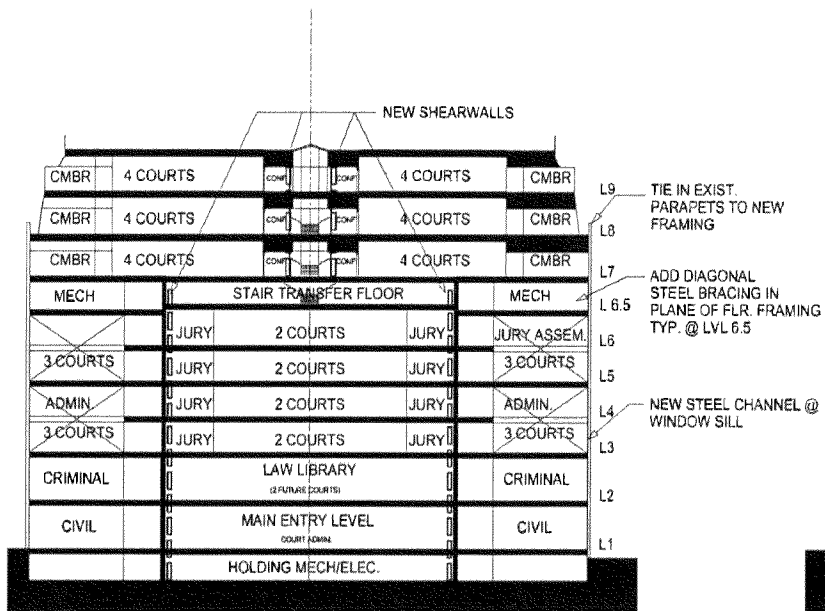


## EXISTING BUILDING

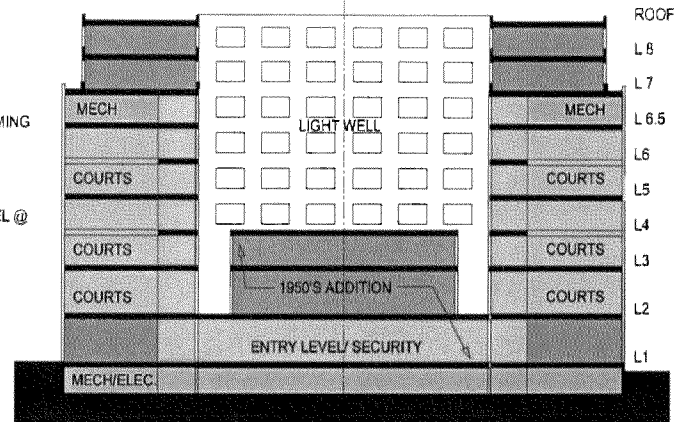


HELLMUTH, OBATA + KASSABAUM, INC.

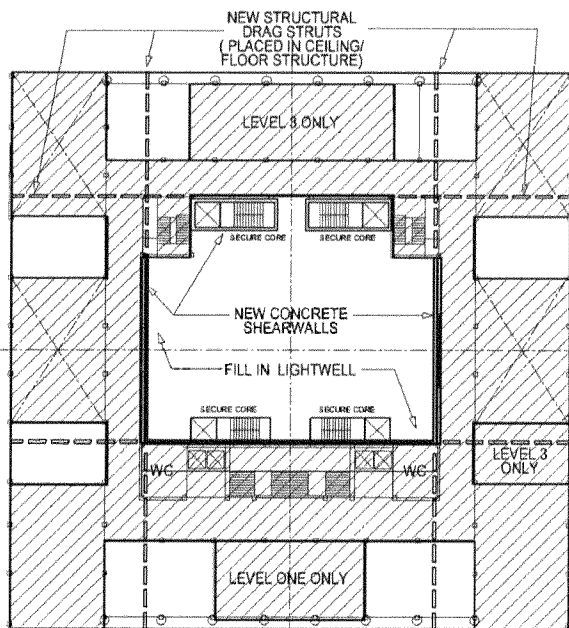




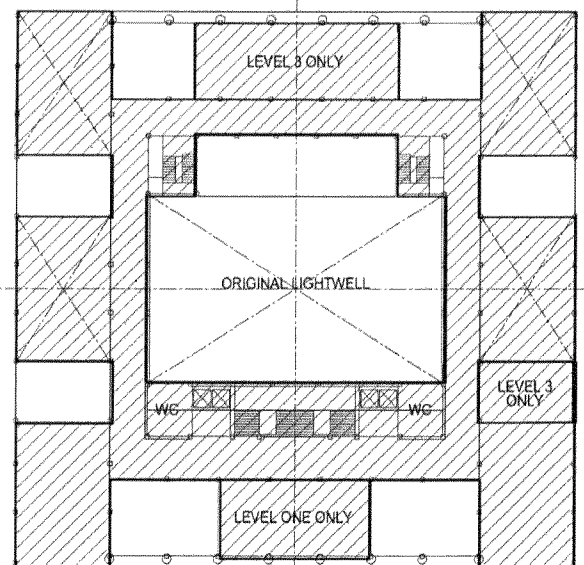
44 COURTS STRUCTURAL UPGRADE



EXISTING BUILDING SECTION



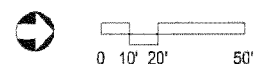
PROPOSED SECURE CORE LOCATION & TYPICAL STRUCTURAL UPGRADE SCHEME



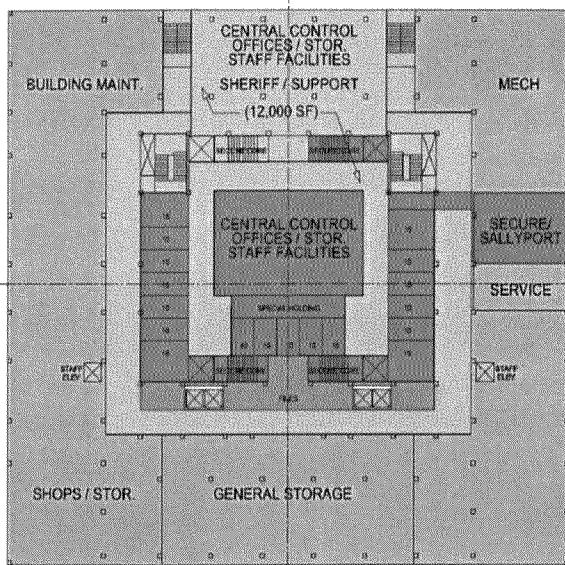
PRESERVATION ZONES 1 & 2 (VARIES FL. TO FL.)

COURTROOM PUBLIC  
COURT RELATED/ OFFICE UTILITY

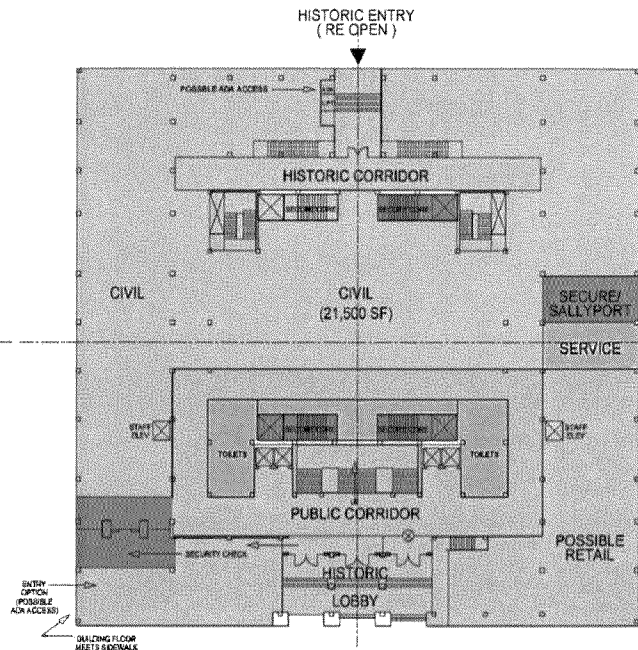
# DIAGRAM STUDY - STRUCTURE / CORE



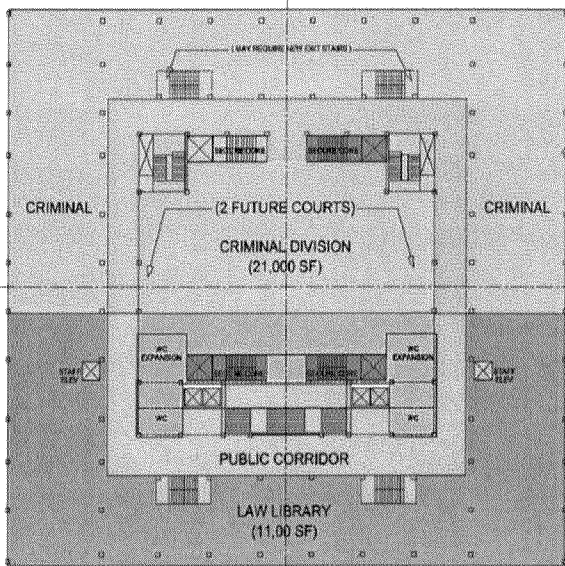
HELLMUTH, OBATA + KASSABAUM, INC.



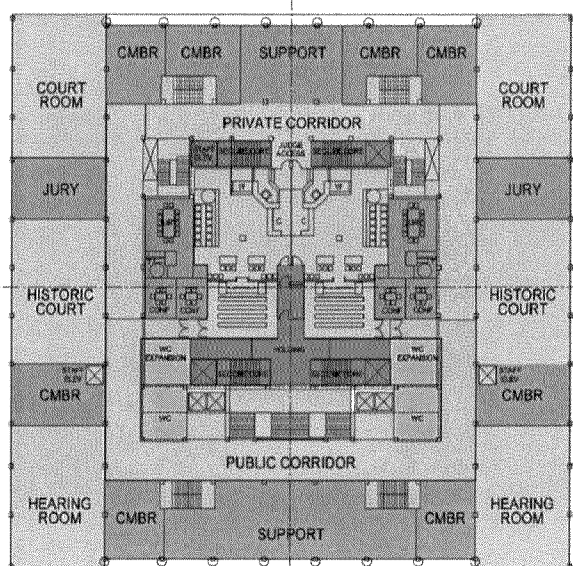
LEVEL B1 REVISED PLAN STUDY



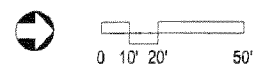
LEVEL 1 REVISED PLAN STUDY



LEVEL 2 REVISED PLAN STUDY



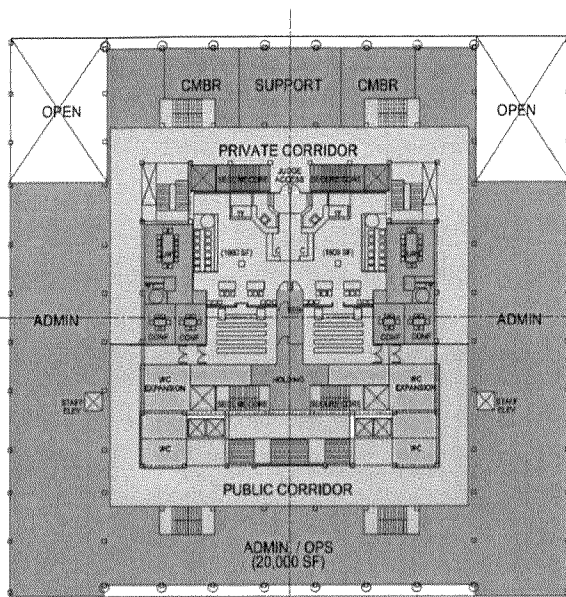
LEVELS 3 & 5 REVISED PLAN STUDY



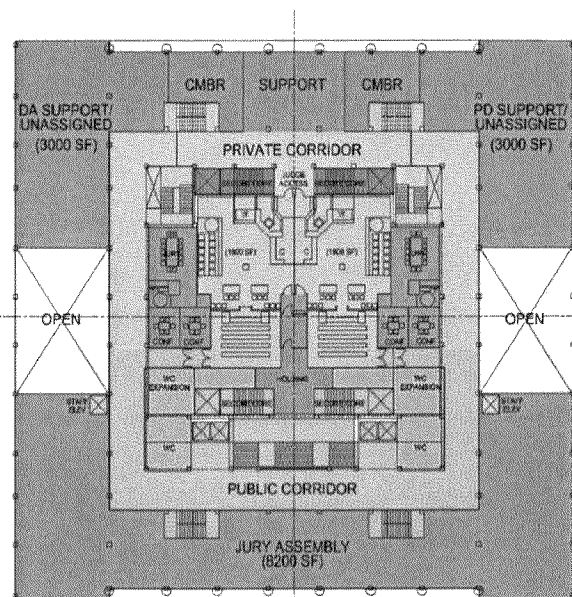
# PLAN 1 - EXPANSION + RENOVATION (44 - 46 COURTS)



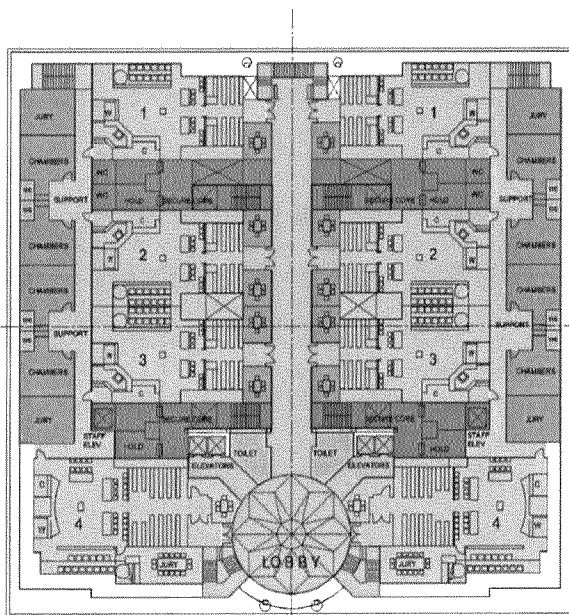
HELLMUTH, OBATA + KASSABAUM, INC.



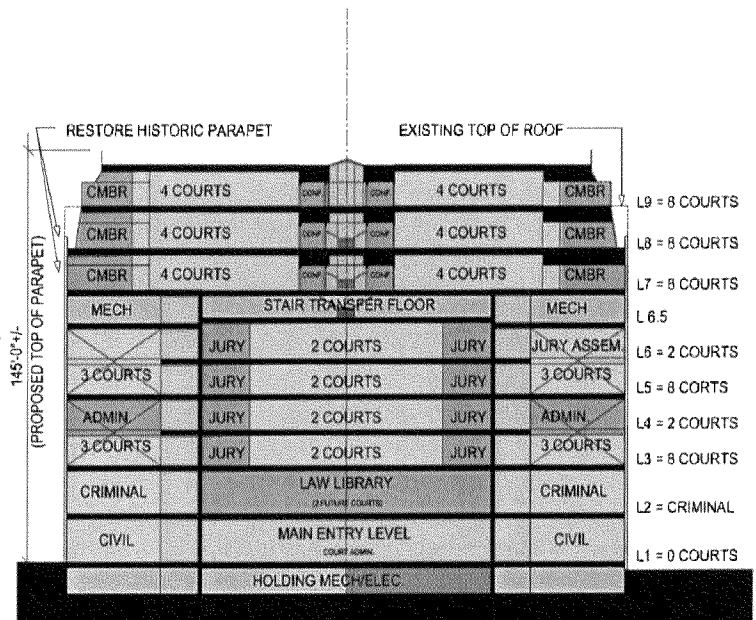
LEVEL 4 REVISED PLAN STUDY



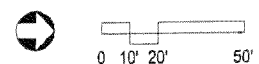
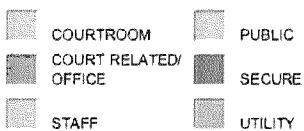
LEVEL 6 REVISED PLAN STUDY



LEVELS 7,8 & 9 NEW COURTS LEVELS STUDY



44 COURTS SECTION STUDY

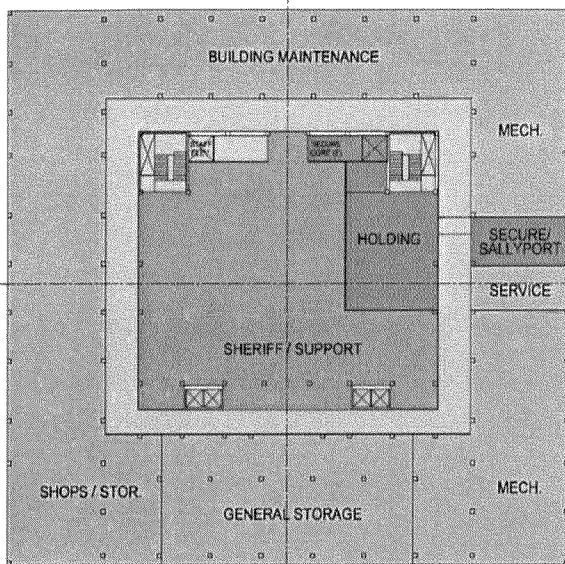


# PLAN 1 - EXPANSION + RENOVATION (44 - 46 COURTS)

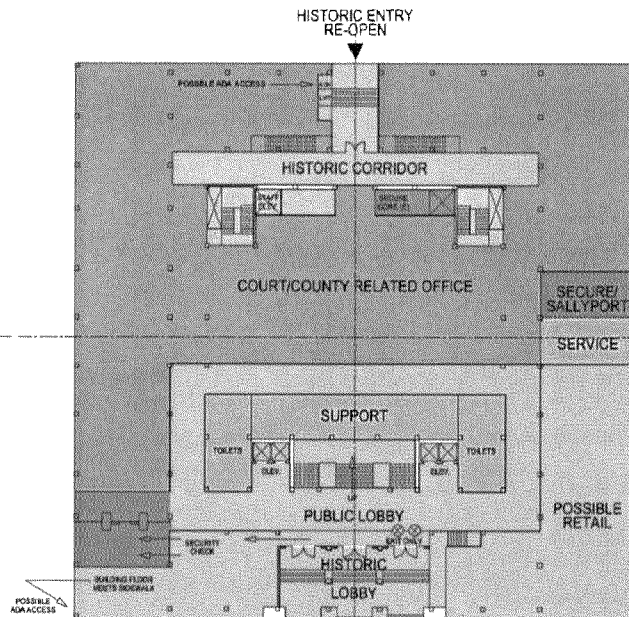


HELLMUTH, OBATA + KASSABAUM, INC.

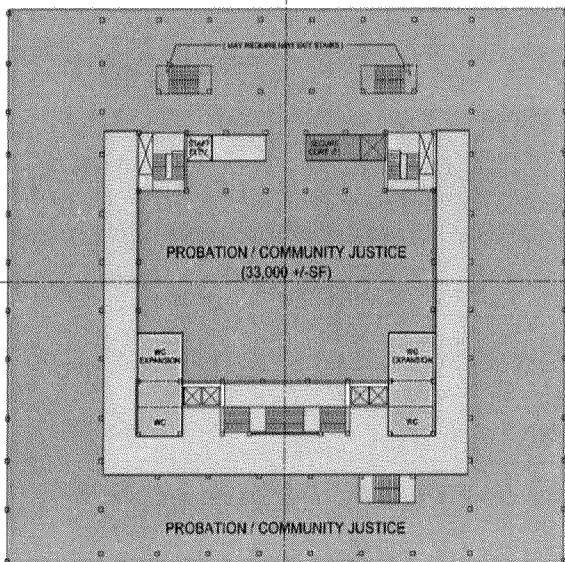




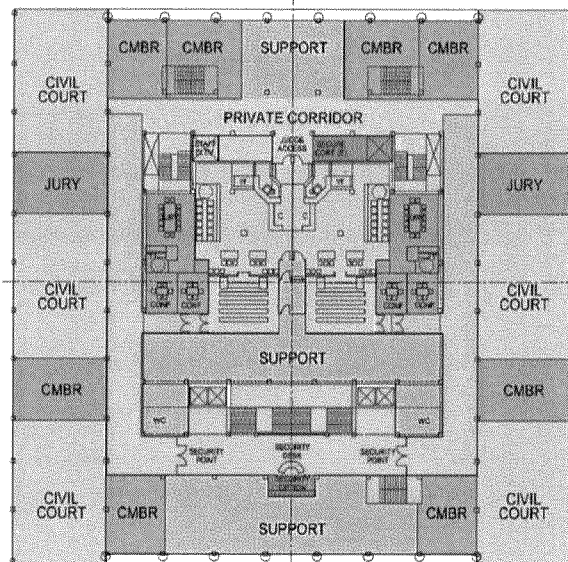
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(39,000 +/- GSF)



LEVEL 1 REVISED PLAN STUDY  
(39,000 +/- GSF)



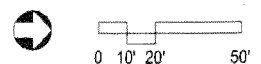
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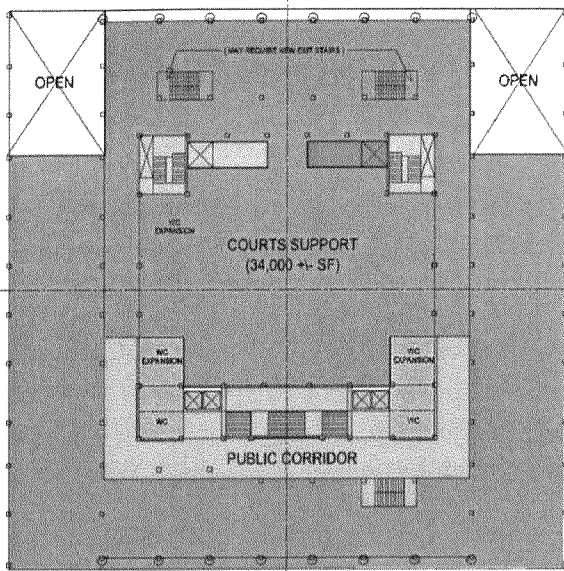
LEVELS 3 & 5 REVISED PLAN STUDY  
(39,000 +/- GSF)



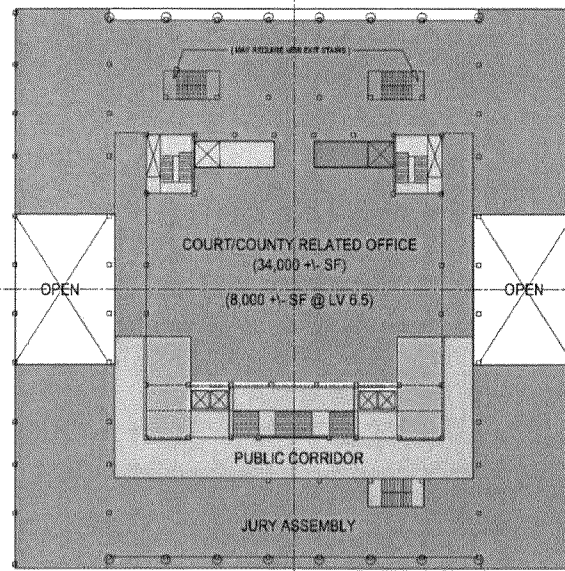
## PLAN 2 - RENOVATION ONLY (UP TO 36 COURTS)



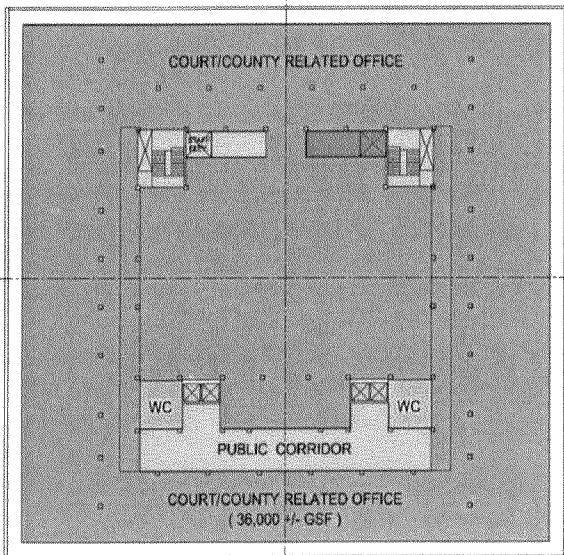
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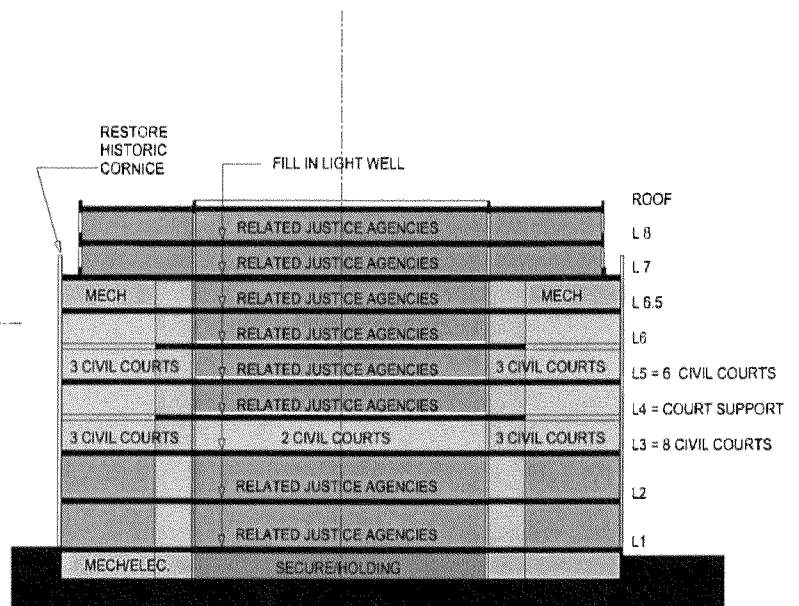
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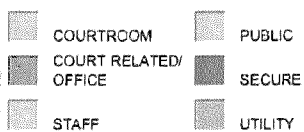
LEVEL 6 REVISED PLAN STUDY



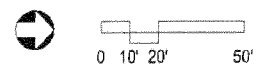
LEVEL L8 REVISED PLAN STUDY



12 CIVIL COURT - COUNTY OCCUPANCY STUDY



**PLAN 2 - RENOVATION ONLY**  
(UP TO 36 COURTS)



HELLMUTH, OBATA + KASSABAUM, INC.



**Appendix C**  
**Detailed Renovation Cost Breakdowns**  
**Multnomah County Courthouse**



**Multnomah County Court House  
RENOVATION AND EXPANSION -- PLAN 1**

26-Mar

	Renovation	Total \$
<b>Construction Cost</b>		
Based on 426,000 GSF 46 Courts	79,798,416	
<b>Subtotal</b>	79,798,416	79,798,416
<b>Suppl Work Allowance(CO Contingency)</b>		6,383,873

**Soft Costs**

Plan check/permits	0.50%	398,992	
Client Admin	1.75%	1,396,472	
Utility Connection	0.10%	79,798	
In House Insp	0.75%	598,488	
Site Office	0.25%	199,496	
<b>Subtotal</b>	3.35%	2,673,247	2,673,247

**Professional Fees**

Programming	0.30%	239,395	
A/E Fees	7.50%	5,984,881	
Int Design	0.70%	558,589	
Site Survey	0.00%	-	
Archeological	0.00%	-	
Environmental	0.15%	119,698	
Geotech	0.05%	39,899	
Specialty Consultants	1.25%	997,480	
Test and Insp	1.15%	917,682	
Constr Manager	4.50%	3,590,929	
<b>Subtotal</b>	15.60%	12,448,553	12,448,553

**FF& E**

Equipment	0.5%	398,992	
Furniture	9.0%	7,181,857	
<b>Subtotal</b>	9.50%	7,580,850	7,580,850

**Miscellaneous**

Telecoms	4.50%	3,590,929	
Secondary Moving costs		elsewhere	
<b>Subtotal</b>	4.50%	3,590,929	3,590,929

<b>Project Cont</b>	7.0%	5,585,889	
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<b>TOTAL Soft Cost</b>	48.0%	31,879,467	31,879,467
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**TOTAL PROJECT COST - 426,000GSF 44-46 Courts 118,061,756**

**Multnomah County Court House  
RENOVATION PLAN 2**

26-Mar

	Renovation	Total \$
<b>Construction Cost</b>		
Based on: 333,500 GSF	59,941,758	
up to: 36 Courts		
<b>Subtotal</b>	<b>59,941,758</b>	<b>59,941,758</b>
<b>Suppl Work Allowance(CO Contingency)</b>		<b>4,795,341</b>

**Soft Costs**

Plan check/permits	0.50%	299,709	
Client Admin	1.75%	1,019,010	
Utility Connection	0.10%	59,942	
In House Insp	0.75%	359,651	
Site Office	0.25%	149,854	
<b>Subtotal</b>	<b>3.20%</b>	<b>1,888,165</b>	<b>1,888,165</b>

**Professional Fees**

Programming	0.30%	179,825	
A/E Fees	7.50%	4,495,632	
Int Design	0.70%	419,592	
Site Survey	0.00%	-	
Archeological	0.00%	-	
Environmental	0.15%	89,913	
Geotech	0.05%	29,971	
Specialty Consultants	1.25%	749,272	
Test and Insp	1.15%	689,330	
Constr Manager	4.50%	2,697,379	
<b>Subtotal</b>	<b>15.60%</b>	<b>9,350,914</b>	<b>9,350,914</b>

**FF& E**

Equipment	0.50%	299,709	
Furniture	9%	5,394,758	

<b>Subtotal</b>	<b>9.500%</b>	<b>5,694,467</b>	<b>5,694,467</b>
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**Miscellaneous**

Telecoms	4.50%	2,697,379	
Secondary Moving costs		elsewhere	

<b>Subtotal</b>	<b>4.50%</b>	<b>2,697,379</b>	<b>2,697,379</b>
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<b>Project Cont</b>	<b>7%</b>	<b>4,195,923</b>	
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<b>TOTAL Soft Cost</b>	<b>47.80%</b>	<b>23,826,849</b>	<b>23,826,849</b>
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<b>TOTAL PROJECT COST -333,500GSF Courts/Offices</b>		<b>88,563,947</b>	
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**Multnomah County Court House**  
**NEW INTERIM OPTION**

26-Mar

	New Option	Total \$
<b>Construction Cost</b>		
Based on: 324,000 sf	68,040,000	
36 courts		
<b>Subtotal</b>	<b>68,040,000</b>	<b>68,040,000</b>
<b>Suppl Work Allowance(CO Contingency)</b>		<b>2,041,200</b>

**Soft Costs**

Plan check/permits	0.30%	204,120	
Client Admin	1.50%	1,020,600	
Utility Connection	0.25%	170,100	
In House Insp	0.50%	340,200	
Site Office	0.25%	170,100	
<b>Subtotal</b>	<b>2.80%</b>	<b>1,905,120</b>	<b>1,905,120</b>

**Professional Fees**

Programming	0.30%	204,120	
A/E Fees	6.00%	4,082,400	
Int Design	0.50%	340,200	
Site Survey	0.04%	27,216	
Archeological	0.01%	6,804	
Environmental	0.30%	204,120	
Geotech	0.05%	34,020	
Specialty Consultants	1.00%	680,400	
Test and Insp	0.80%	544,320	
Constr Manager	3.50%	2,381,400	
<b>Subtotal</b>	<b>12.50%</b>	<b>8,505,000</b>	<b>8,505,000</b>

**FF& E**

Equipment	0.50%	340,200	
Furniture	9%	6,123,600	
<b>Subtotal</b>	<b>9.5%</b>	<b>6,463,800</b>	<b>6,463,800</b>

**Miscellaneous**

Telecoms	4.50%	3,061,800	
Secondary Moving costs			
<b>Subtotal</b>	<b>4.50%</b>	<b>3,061,800</b>	<b>3,061,800</b>

<b>Project Cont</b>	<b>7%</b>	<b>4,762,800</b>	
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<b>TOTAL</b>	<b>Soft Cost</b>	<b>39.30%</b>	<b>24,698,520</b>	<b>24,698,520</b>
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<b>TOTAL PROJECT COST - 324,000 GSF/36 Courts</b>	<b>94,779,720</b>
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**Appendix D**  
**Overview of Court System Operations in Multnomah County And the Likely**  
**Operational Effects of Temporary Relocation**

## **INTRODUCTION**

Under contract with Multnomah County, Oregon, Hellmuth, Obata & Kassabaum, Inc. (HOK) has undertaken to perform a renovation feasibility study pertaining to the main courthouse facility in central Portland. As a member of the HOK project team, the National Center for State Courts (NCSC) subcontracted with HOK to provide court-specific products connected with the study:

- An overview of court operations in Multnomah County (including major court-related agencies) and the likely effects of temporary relocation on these operations during the period of renovation
- The estimated need for judicial officers, including judges and referees, over a 20-40 year period as a basis for projecting courthouse space needs

This report is submitted in fulfillment of the obligation of the NCSC and contains both of the above products.

## **PART I**

### **AN OVERVIEW OF COURT SYSTEM OPERATIONS IN MULTNOMAH COUNTY AND THE LIKELY OPERATIONAL EFFECTS OF TEMPORARY RELOCATION**

#### **A. THE CIRCUIT COURT**

##### **1. Jurisdiction and Judicial Officers**

The Circuit Court of the state of Oregon for Multnomah County is a single-county district; it is Oregon's Fourth Judicial Circuit. The court has general jurisdiction for all cases arising in the district with the exception of two limited jurisdiction municipal courts operated by the cities of Troutdale and Fairview. The court has 37 circuit court judges, soon to be 38. There are 36 judges with offices and courtrooms in the main county courthouse; these judges may hold court at various other locations within the county – the Juvenile Justice Center (six courtrooms), Gresham (one courtroom), the Justice Center

(four courtrooms), and two community courts which are located in temporary facilities. One judge has offices and associated conference rooms in the Portland Building for the circuit court's judicial settlement program. There is office space for a second judge in the Portland Building, but there are no courtrooms in that facility. The court's judicial settlement program requires a number of small meeting rooms for participants and judges to work toward settlement of civil and family law actions; the Portland Building space is a less formal configuration not usually found in older courthouses.

The court is served also by 12.5 FTE referees (currently four sit in the Justice Center, four sit at the Juvenile Justice Center, three sit in the courthouse, and one and one-half sit in Gresham). This gives the court currently 49.5 judicial officer FTEs, roughly the number of courtrooms in and outside of the county courthouse. Except in juvenile court, the referees sit as judges pro tempore of the circuit court and handle the high volume calendars in the main courthouse, specifically those for traffic, small claims, landlord-tenant, parking, and infractions and violations. Referees provide one-third of the judicial officer time on adult misdemeanors, accept pleas, bear the major responsibility for mental health cases, and handle the bulk of juvenile delinquency and juvenile dependency cases. They do not handle serious felony matters or terminations of parental rights.

Attorneys serve pro bono as pro tem judges to hear summary judgment motions in civil cases. This assistance to the court is not included in the 49.5 judicial FTE, and provides an estimated 0.25 in judicial officers each month (there are five attorneys currently hearing motions). Unlike many courts that have a motions calendar run by one or two judges, most judges on the master-civil-criminal calendar hear civil motions in the opening hour of the court day between 8 and 9 a.m. Judges hear about half of the summary judgment motions, and the remainder are heard by the volunteer attorneys who assist the court.



## **2. Staff Assigned to Judges and Trial Court Administrator**

There are 92 employees who serve the judiciary directly, primarily court reporters, judicial assistants, and courtroom clerks. The Trial Court Administrator manages a court support staff of about 250 persons including eight temporary courtroom clerks. The bulk of these employees are in the main courthouse, but there are 47.5 FTE positions outside the courthouse: Juvenile Justice Center (16.5), Justice Center (25), and Gresham (6). The employees in the office of court administration are divided between those who are performing general administrative functions and those assigned to specific court functions.

## **3. Telecommunications and Computer Systems**

The court's case management system is a standard system designed and installed by the Office of the State Court Administrator for use in all circuit courts in the state of Oregon. This is the Oregon Judicial Information Network/Financial Information and Accounting System (OJIN/FIAS). The system tracks the documents filed and events scheduled in an action and accounts for all money paid into the court on each action. OJIN/FIAS runs on an IBM i400 under the OS400 operating system and is networked into the State Court Administrator's statewide system. The IBM mainframe is located in the courthouse basement in a dedicated computer room. Locally, the system is used in a PC/Windows NT and Windows 2000 environment and all workstations are on a local network. All remote locations, other than the two temporary community court locations, are tied to the i400 by T1 communication lines. In the courthouse, there are approximately 350 devices, and courtwide approximately 450. These are supported by five technicians through a centralized help desk located in the county courthouse. Support for the statewide network and OJIN software is provided by the Office of the State Court Administrator.

The court uses the Multnomah County telephone system. All support for the telephone system is provided by the county staff. The telephone system and support services cost are billed by the county and paid for by the circuit court from state funds.

#### **4. Case Filing and Financial Activity**

The volume of cases in the court is large, about 580,000 annually, but the great majority of the cases are parking cases that are labor-intensive but require little judicial attention. The number of civil case filings in 2000 was 21,276; the number of criminal cases was 21,513, of which 7,826 were felonies. In both categories, the court disposed of more cases than were filed in that year. This positive clearance rate indicates timely disposition of cases.

The court annually receives and disseminates tens of millions of dollars in fines, fees, cost, and restitution, and has major internal security needs. A high number of court employees are engaged in accounting, collections and cashiering functions. The bulk of the money taken in comes from the high-volume parking enforcement and traffic functions. Monthly revenue averages about \$2.1 million. All of this money is distributed by the court according to statutory direction to municipal, county, and state agencies and to the state general fund.

#### **5. Estimated Need for Additional Judges and Staff - Workload Studies**

The state of Oregon, through contracted services from NCSC, completed a weighted caseload study in 2000.<sup>1</sup> Based on the data, the Fourth Judicial Circuit was found to be short 12 circuit judges and 46 staff. Some of the estimated staff need has been met, but there may be some attrition due to cuts in the state budget. The creation of judgeships is a legislative function, so response to the perceived shortage may be more prolonged.

The weighted caseload study revealed that the Fourth Judicial Circuit differed markedly from the rest of the state in allocation of judicial time among case types, a fairly common pattern for large urban courts. The amount of judicial time on each adult

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<sup>1</sup> *Oregon Circuit Court Judicial Workload Assessment Study*, National Center for State Courts, June 2000. The study is based on data supplied by judges on how they allocate their time among the various types of cases and proceedings assigned to them. Each case type is ultimately assigned a weight based on the average number of minutes spent on the case. This data can be used to estimate the amount of judge time based on the case mix.

felony was far above the state average, apparently because of the number of serious felonies in the circuit. In all juvenile areas, but particularly dependency, the Fourth Judicial Circuit's judicial time was above state average in time per case.<sup>2</sup> The judicial time spent on an average civil case was above the state average but not by much, despite the fact that complex litigation is heavily concentrated in Portland. For example, virtually all of the asbestos cases in the state are heard in the Fourth Judicial Circuit. Eight asbestos trials are set every other month. Estimated trial time for these large, multi-party cases is usually six to eight weeks. Few of the cases actually go to trial due to the court's aggressive policy on requiring judicial settlement conferences as the cases approach trial. The imminence of trial and judicial participation in the settlement negotiations, generally is successful in reaching a pretrial resolution.

#### **6. Circuit Court Performance in Managing Its Caseload**

The Fourth Judicial Circuit adheres to the American Bar Association (ABA) time standards in civil cases – 90 percent disposed within one year and 100 percent in 24 months--and has been quite successful in meeting this goal. Medical malpractice cases are being disposed in a median time of 14-15 months. Some major multi-defendant cases tend to run beyond the time norms and require a courtroom adaptable to the number of parties and lawyers.

Large urban courts tend to accumulate cases. This is not true in Portland; the disposition rate and time statistics for this court compare favorably with other courts of similar size. Studies of felony case processing indicate that Portland is one of the fastest of the mid-size urban courts, ranking third among 17 urban courts with an median case processing time of 105 days for felony cases.<sup>3</sup> This study also showed the Fourth Judicial Circuit had the highest percentage of dispositions by jury trial (11.5 percent). This

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<sup>2</sup> The amount of judicial time has nothing to do with the length of time from initiation to disposition, a different calculation.

<sup>3</sup> *Examining the Work of State Courts*, National Center for State Courts, 1998, p. 107 et seq. "Measuring the Pace of Felony Litigation."



unusual combination of early dispositions and a high number of jury trials is locally attributed to the relative shortness of jury trials in the Portland area, a phenomenon also found in the civil area.

The court does arraignments very quickly and disposes of cases involving jailed defendants within 60 days.<sup>4</sup> The Fourth Judicial Circuit is devoting many resources to criminal cases, many of which are drug cases. The court assigns eight judges to misdemeanors and less serious felonies; a judge is assigned to preside over this calendar. Three judges are assigned to drug court. Practically all drug offenses in Oregon are felonies and so compose a large portion of the criminal caseload.

The court attributes its success in resolving cases to having the judges concentrated in a single location, and the use of a master calendar that is made credible by the availability of judges and courtrooms on a flexible basis. Both civil and criminal cases are assigned from the same master calendar. Often, the certainty of a trial leads to settlement. The presiding judge conducts calendar calls and assigns cases to courtrooms for trial and also handles ex parte and emergency proceedings. Because no one knows the courtroom to which they will be assigned, witnesses are often instructed to gather in the area adjacent to the presiding judge's courtroom. A calendar secretary for the presiding judge keeps track of judicial availability by staying in touch with the personal employees of judges who can indicate the availability of the judge. Not all cases are placed on the master calendar. Some complex cases are assigned to a judge for all purposes.

## **7. Family Court**

The Fourth Judicial Circuit has a Family Court to which 8 of its 37 circuit judges are assigned. Judges assigned to Family Court usually seek to do this work and the assignments tend to be career long for most of the judges. One of them, appointed by the

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<sup>4</sup> The American Bar Association Standards call for 90 percent of felonies to be disposed of within 120 days of arrest, 98 percent in 180 days, and 100 percent in 365 days.

presiding judge, serves as the Chief Family Court Judge. The Chief Judge presides over the cases assigned to the Family Court. The court handles cases in domestic relations, juvenile, probate, guardianship, and mental health. Because of their jurisdiction they do not hear jury trials, but are occasionally assigned a jury trial from the circuit court's civil and criminal jurisdiction when time is available on the Family Court calendar. Judges not assigned to Family Court also may take cases from its calendar when there is need for assistance and time available. The availability of other judges in the same location allows the court flexibility when help is needed. As much as possible, the Family Court follows a "one judge to one family" philosophy both for all current juvenile, domestic relations, and even criminal actions involving one family, and that judge gets the family if it comes back into the system on new proceedings or modification of existing orders and judgments.

Four and one-half referee FTE are allocated to the family court. Four of the referees occupy four courtrooms in the Juvenile Justice Center. The other two courtrooms at the juvenile facility are used by circuit judges who serve there on a monthly rotating basis. There is a courtroom in the main courthouse with a secure holding area that is used by another referee on a half-time basis for hearing mental health cases.

The circuit court judges and referees assigned to Family Court have their own calendar presided over by the Chief Judge. These judicial officers are supported by a family services unit that handles custody evaluations and mediation of child custody cases. The family services program is a county agency funded through filing fee assessments on domestic relations actions. This unit provides mediation and evaluation services and offers parenting courses.

The Family Court is supported by clerical staff under the trial court administrator for the filing, data entry, and case scheduling functions for all actions within the scope of its assigned jurisdiction. The intake point for domestic violence restraining orders is the family court clerk's office in the county courthouse. This clerk's office also has a self-

help center for domestic relations matters in the courthouse. The self-help center is staffed by three "facilitators" who provide pro se parties with assistance in completing the forms available at the center. Assistance is provided also for individuals to complete petitions for domestic violence, stalking, and other types of restraining orders; this assistance may be by clerical staff or volunteers from the domestic violence community.

#### **8. Jury Management**

The large number of jury trials in the Fourth Judicial Circuit requires that a number of jurors be summoned daily. The Fourth Judicial Circuit uses a "one trial, one day" system in lieu of summoning jurors for long periods of service. Because jurors rarely serve beyond a day or two, the number of jurors summoned is quite high. Parking is limited and expensive, but access to the court by public transport is good. A high number of jurors use public transportation because of the good connections to the downtown area. About 200 potential jurors per court day come to the central jury assembly area in the courthouse. They may serve on either a civil or criminal jury and may be assigned to serve at the Gresham annex courthouse. Grand jurors, as well as petit jurors, are also selected from the jurors summoned. The District Attorney has three grand juries in operation at all times. Grand jurors serve for a one month period.

#### **9. Records Management in the Courthouse**

The physical system for storing and retrieving documents for cases is large and has outgrown the courthouse facility. Documents are grouped by case in files. The files are important, and no proceedings are conducted without the file being available to the judge presiding over the hearing.

There is a great movement of records within the building and to the outlying facilities to match up the file with the scheduled proceeding. Currently all files are maintained by and under the control of the file room staff. The exception to this is that the current active files for probate proceedings, juvenile proceedings, Gresham proceedings, and small claims and FED (landlord-tenant matters) are kept by the clerical staff with responsibility for calendaring and data entry for those cases. When these



current files reach disposition, they are forwarded to the file room for archival storage. Currently, the main file room and the courthouse basement are at maximum for file storage. There are two remote storage areas, and the court operates a shuttle to the remote locations on a daily basis. For files in the remote locations, there is usually a one day turn around to bring a file into the courthouse.

## **B. COURT-RELATED ORGANIZATIONS**

### **1. The Professional Bar**

Oregon has an integrated state bar and all attorneys at law are required to be members. There are 10,044 members of the Oregon State Bar. Of that number, 4,725 have their principal location of business in Multnomah County. The county and the metropolitan area is the center of legal activity in Oregon. Members of the civil bar are concentrated in the downtown area near the courthouse for convenience and quick access. Because Portland is a major litigation center, there is a very large and active civil bar. While attorneys who practice law in Portland appear throughout the state, the Multnomah County courthouse is their forum of choice for major civil litigation. In 1999, the last year studied on a statewide basis, the court accounted for 48 percent of the personal injury and medical malpractice cases filed in all circuit courts statewide, 53 percent of the wrongful death actions, and 42 percent of the contract actions. The Multnomah County courthouse is a legal center in this state for the trial bar.

### **2. Office of the District Attorney**

The District Attorney occupies two-thirds of the sixth floor of the courthouse and all of the eighth floor. The District Attorney also has satellite locations at the Juvenile Justice Center, the downtown Justice Center, the Portland Building, Gresham, and neighborhood offices in all of the city precincts. The District Attorney has made a major effort to put deputy district attorneys in the community. In addition, the office of the District Attorney provides the foundation for the community courts that operate in the three main neighborhood centers in the city of Portland. Notwithstanding all of this

successful outreach to the community, the majority of the work done by the office of the District Attorney in charging and prosecuting cases is done in the county courthouse.

There are about 230 employees in the office of the District Attorney, of whom about 90 are attorneys. Most of these employees are housed in the courthouse, including 70-80 attorneys.

The District Attorney does not utilize preliminary hearings in felony proceedings and operates three seven-member grand juries in the courthouse using indictment as the principal charging mechanism in felonies. Officer-issued citations and complaints or District Attorney-issued informations are used for misdemeanors. Because of the dependence on the grand jurors, all felony charging and prosecution work takes place in the courthouse. Misdemeanors may be handled in the Justice Center, Gresham, or the community courts.

All juvenile matters are handled by the District Attorney's Juvenile Unit. This unit is located at the Juvenile Justice Center and provides services for all delinquency, dependency, and termination of parental rights actions in the county. Most of these matters are handled at the Juvenile Justice Center, but there can be proceedings in the courthouse if the assigned judge is not sitting currently at the Juvenile Justice Center.

The District Attorney has a large record system. Record storage is dispersed, due to a lack of space in the courthouse and the Justice Center. The distribution of records necessitates the use of runners to move records from one location to another throughout the life of a case. The runners are an added cost of operating in multiple facilities.

Because the circuit court operates a master calendar which may assign both felony and misdemeanor cases to any judge in the general trial departments of the court, it would not be possible to split up the office of the District Attorney to have one facility for felony prosecution programs and another for misdemeanor programs for purposes of trial and pleas. Defendants often do not have just one case in the system at a time, and proceedings often involve a mix of felony and misdemeanor matters. Further, a judge may handle serially both felony and misdemeanor matters for different defendants

throughout a day. This court structure requires the office of the District Attorney to be co-located with the court for efficiency of handling the workload of the office. The District Attorney's staff in the Justice Center, where in-custody arraignments are held, is focused on the issuing of misdemeanor charging instruments and supporting the misdemeanor arraignment court (JC4), plea proceedings (JC2), and the Westside Community Court (JC1). The District Attorney's staff who issue charging instruments for felony offenses or any offenses involving domestic violence work out of the courthouse. Police reports for arrests the night before are reviewed by deputy district attorneys each morning and informations are prepared for the afternoon arraignments in the Justice Center. All of these files and associated paperwork for the newly issued cases are sent to the Justice Center by messenger for morning and afternoon proceedings in the felony arraignment court (JC3). Arraignment court starting times for proceedings must await the arrival of the District Attorney's "bucket" of files. Moving the courthouse District Attorney staff farther from the Justice Center will result in additional delay in these felony and domestic violence arraignment proceedings.

The felony caseload has been relatively flat in recent years, but the mix is changing. There are more cases involving crimes against persons. The District Attorney is concentrating attorney and staff resources on these crimes of violence. Many drug cases are being diverted through the drug court program, and the District Attorney has structured plea offers for both felony drug offenses and most misdemeanor offenses, which provide substantial inducement to defendants to plead guilty early in the process.

The largest law enforcement agency in the county is the Portland Police Department.<sup>5</sup> The District Attorney has identified being near this department as a key requirement for the efficiency of his office. Most importantly, however, the attorney staff must be within easy call of the judges. Both the court and the District Attorney strive to close criminal prosecutions at the earliest possible time, and if a defendant is ready to

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<sup>5</sup> The sheriff has some police functions. The Portland Port Authority, the State Police, and the Gresham Police Department are among the other law enforcement agencies.



plead guilty, a judge, a courtroom, and a deputy district attorney will need to be found to have the hearing, to take the plea, and enter the conviction. Proximity is a matter of efficiency, community safety, and service.

### **3. Law Library**

The Multnomah County Law Library is a private, not-for-profit organization, which is funded through assessments on filing fees for civil and domestic relation actions in the circuit court. The law library occupies 9,000 square feet in the courthouse pursuant to a contract negotiated with the county in 1927. The library has an additional 8,000 square feet of leased space in an adjacent office building which is outside of the contract with the county, but which is staffed daily, and 15,000 square feet of other storage space which is not staffed. The 1927 contract provides that the cost of relocating the library out of its present quarters will be a county expense. The courthouse library is easily accessible to attorneys and judges and is a very important resource for the legal community.

### **4. Indigent Defense Services to Adult Criminal Defendants**

Indigent defense in Oregon is state-funded through a legislative appropriation to the Oregon Judicial Department. The Oregon Judicial Department, through the Office of the State Court Administrator, provides payment for legal services to the indigent being prosecuted for criminal offenses. Most of the services provided to the indigent are through contracts negotiated with private groups of attorneys to provide legal representation. A small percentage of the indigent representation, less than five percent, is provided by direct payment for the attorney's services on an hourly basis.

Statewide, publicly paid attorneys are provided, based on indigence, to 55 percent of individuals charged with misdemeanors. For felony offenses, the appointment of publicly paid defense attorneys climbs to 80 percent. These figures are provided by the Office of the State Court Administrator. No individual data is available for Multnomah County appointments.

In Multnomah County, there are 12 contractors providing legal representation to adults charged with felony or misdemeanor offenses. Ten of these contractors are private law firms or consortia of private attorneys sharing a contract. In addition, there are two not-for-profit public defender organizations—the Metropolitan Public Defenders (MPD) and Multnomah Defenders, Inc. (MDI). These two organizations have the largest proportion of the contracted work, about 60 percent. The Oregon Judicial Department expends approximately \$15 million dollars a year for indigent defense services for adult offenders in Multnomah County.

The appointment of counsel takes place at the initial appearance of a defendant in a prosecution and continues through the case, unless there is cause for a substitution of counsel or the defendant fails to appear and does not re-appear for a period of more than six months. Defendants on bench warrant status for failure to appear for more than six months will have new counsel appointed when back before the court.

All of the firms providing indigent defense services have their law offices in rented space outside of the courthouse. There is some time lost in transit, but both firms are within walking distance to the courthouse and the Justice Center. The private law firms and consortia have their offices throughout the city, but most have downtown space. Some of the contractors for adult indigent defense services also provide contract services for the indigent in delinquency, dependency, termination of parental rights, and juvenile proceedings.

Because of the current split of proceedings between the Justice Center, the community courts, and the courthouse (even within the courthouse), and the changing number of judges assigned on any given day to work to criminal proceedings, criminal defense attorneys are daily in the bind of having appearances scheduled in several locations. Unlike the District Attorneys, who may cover a courtroom with one or two deputies who will make all appearances for the state, the defense attorneys are not able to so easily consolidate proceedings across firms. The daily constant for the defense attorney is rushing from one courtroom to the next, and hoping that the client will be

there for the proceeding. Clients are frequently missing; sometimes they have absconded, sometimes they are in the wrong building, or in the right building and sitting in the wrong courtroom, or they thought it was yesterday or tomorrow that they were supposed to be in court. The complexity of the system is a hurdle for the accused, and most attorneys providing services for the indigent rarely are able to meet their client at their office on the date set for appearance and come to the courthouse with them to be sure they are in the right courtroom for the proceeding. The clients, who are expected to arrive on their own at the right time, on the right date, and in the right courtroom, frequently get lost. Too often, a bench warrant is the process by which they are found.

#### **5. Multnomah County Sheriff's Office**

The sheriff currently brings detainees five days a week from five locations to the courthouse. There are fourteen day shift deputies, one sergeant, and four swing shift deputies engaged in prisoner transport to and from the court. The sheriff has a holding area in the building staffed by five deputies. There are twenty-two deputies, one contract security officer, and a sergeant for courtroom security. Seven contract security officers and two deputies cover the main entrance and employee's entrance to the courthouse. The building is used in off-hours and the holding facility is staffed seven days per week. Weekend sentences are being served there. The concentration of sheriff personnel is made possible by the concentration of court functions at one point. Even with this concentration, there are days when the number of trials stretches the resources of the sheriff. There is also a concentration of security, communication, and weaponry at this point, over \$300,000 in value.

The sheriff also provides courtroom security and transport to the Juvenile Justice Center and provides eight officers at the Justice Center. Parties to family cases are sometimes in custody, so that the sheriff has to provide transport to the courthouse and Juvenile Justice Center.

There is substantial traffic at the courthouse: 450 regular employees, 1,300 members of the bar who may use the facility as well as assistant district attorneys and



assistant public defenders, and 2,500-5,000 visitors daily. The presence of many law enforcement officers and correctional deputies in the building enhances security. The fact that prisoners are conducted through halls and that court visitors tend to congregate in the halls for lack of space opens up many opportunities for incidents. The success of the sheriff in keeping incidents to a minimum is attributed in large part to the efficiency of being able to focus personnel resources on the main courthouse location.

### **C. ALTERNATIVES FOR DIVISION OF COURT OPERATIONS IN THE EVENT OF RELOCATION**

If the court is unable to locate in one facility during renovation of the county courthouse, the courts must be split by type of trial. There are four severable court components: criminal, civil, family/juvenile, and high-volume limited jurisdiction.<sup>6</sup> Of the four components, criminal cases will require the most space due to the high incidence of jury trials and the security needs. Roughly 50 percent of court space need is attributable to criminal cases. Family/juvenile cases take up relatively little space in the courthouse due to the space at the Juvenile Justice Center.<sup>7</sup> High volume cases (parking, traffic, small claims, landlord tenant, etc.) require few courtrooms but a substantial amount of administrative and record space. Civil cases have significant jury trial needs but relatively light security needs.

Each component has its own problems of site location, with civil perhaps the easiest and criminal the hardest. For the purposes of this section, it is assumed that space will be available in the market for either lease or sale to convert for court need. Under the most simple scenario each component would be a separate location, but it is conceivable that some components could be combined. Another possibility is that some components will be at two or more locations. For example, some aspects of civil, family, and criminal could be placed in an expanded multi-functional court at Gresham in anticipation of making this a permanent feature of the court system.

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<sup>6</sup> Even within the high-volume cases, parking may constitute a subset that can be separately handled as it is largely a clerical function involving some 19 employees.

<sup>7</sup> The location of the family division in proximity to the Juvenile Justice Center makes sense. The Center is at a central point in the county in terms of population distribution.

## **D. EFFECT OF RELOCATION ON COURT OPERATIONS**

When circumstances force the temporary relocation of court operations, there is an inevitable disruption in court functions and the level of public service and convenience, even when the court functions are not divided among two or more facilities. If court functions are divided among two or more sites, the level of disruption increases. There will be a major initial disruption and some ongoing inefficiencies, redundancies, inconveniences, and confusion. These adversities may have to be borne but should be understood.

There are four basic negative effects that occur when formerly co-located court functions are dispersed:

- Duplication of infrastructure and support systems
- Public inconvenience and increases in failures to appear by out-of-custody defendants and witnesses
- Serious problems stemming from reconstitution of manual record systems in new locations and the ensuing difficulty of preserving the functionality of the record system
- Disruption of calendaring and case processing systems with consequent delay in the disposition of cases

### **1. Duplication of Infrastructure and Support Systems**

*Court Administration:* The largest complement of personnel in the court system is found in court administration. It is this aspect of court operations that will be hardest hit by relocation because many services that can be provided efficiently at a central point will now be spread out with inevitable redundancies. There will have to be some form of middle management at each new location. Mainly, however, there will be loss of cohesion and communication.

An immediate impact will be felt in docketing, which may have to be decentralized with the inevitable loss of backup and cross-support that exists in a central unit. Dockets might have to be split up to follow the particular court operation it supports. Some court administrative functions are central in nature (accounting, information systems, collections, purchasing, etc.) and might, for the most part, remain in



one location, probably adjacent to the court administrator who in turn would probably be located adjacent to the presiding judge. The location of the presiding judge would, in all probability, be with the criminal component that consumes so much judge-time and requires a high degree of calendar management. The use of a common master calendar for civil and criminal cases would give way to divisional specialization and different methods of case assignment, probably meaning that there would be a presiding judge for civil.

*Jury Assembly:* The single largest group of citizens having contact with the court is composed of jurors. Public attitudes and respect for court processes are heavily influenced by the experiences of persons on jury duty. At present, there is a centralized jury system with a central assembly area and a relatively efficient use of jurors. Splitting civil and criminal would cause a major change. If management and assembly stay central, there will be a need to move some jurors to another court location or perhaps direct them to appear there. At present, that is only done on a very limited basis for Gresham. The probable results of this are that trials will be delayed, costs of juror services will rise due to dealing with two separate calendars, and jurors will be inconvenienced and confused.

*District Attorney and Public Defender:* Both defenders and prosecutors will have to relocate near the new facilities, as many defenders and prosecutors are in and out of the courthouse every day and are more or less on call. It is unlikely that there will be enough space to house the District Attorney in the same building as the courts, meaning that rented space will be required to replace the space occupied in the court house. If for some reason, the criminal component cannot relocate in one facility, both the District Attorney and the major public defender offices would cover multiple locations and would decline in efficiency. As it is, they are spread over a number of locations. Relocation will be particularly hard on public defenders, who unlike the District Attorney, cannot assign someone to cover a court because there are a number of defender organizations. Public defenders will find themselves spread more thinly, even if they can overcome the

inevitable site location problems of defenders, and relocate reasonably close to the criminal courts.

*Sheriff:* The biggest single problem under relocation will be security, particularly in the criminal component. To find leasable temporary space that can be adapted to modern security standards will be difficult, particularly secure passage of prisoners to a court.<sup>8</sup> This will mean increased surveillance by the sheriff. Equipment and entrance screening staff may be required at several locations; building security officers will be spread over several locations reducing the level of security; and the pattern of prisoner delivery will be altered as there will probably not be a major holding area in rented space. The sheriff, more than any other court-related unit, will be adversely affected by the relocation. The level of security for court users and judges will suffer.

*Private Attorneys:* The civil and family bars are a crucial support system for the courts, although not funded in any significant way by the state or county. Their ready availability is a major factor in moving cases. Most of them are located in leased accommodations in the downtown area. Members of the civil bar also preside over motions calendars as pro tems and are important as a resource to the court. Some small firms may actually relocate if the civil component is located outside the downtown area.<sup>9</sup> There is a great loss of efficiency and greater difficulty in mobilizing witnesses when litigators are not adjacent to the courts. Some of the time lost in transit will be charged to clients.

*Increased Staff and Operational Costs or Delay in Processing:* The cost to state and county governments for infrastructure duplication can be estimated in terms of additional personnel, rental costs, and security equipment, but in the case of the state-funded part of the system (the court and defenders), this is largely a meaningless exercise given the fiscal condition of the state and the lack of support for the facility goals of

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<sup>8</sup> It is unlikely that criminal courts could relocate in a privately owned building also occupied by lessees outside the justice community.

<sup>9</sup> There will be other losses to the downtown economy as the result of relocation.

Multnomah County.<sup>10</sup> In short, the existing personnel will be spread more thinly with the effects being felt in operational effectiveness and efficiency.

## **2. Public Inconvenience and Confusion**

Most people come to court infrequently and find it a confusing environment, even with clear directions. For the many people for whom English is a second language or are illiterate, the confusion is compounded. Even now, there is a large rate of failures to appear, some deliberate, some inadvertent. To spread court operations over a number of new locations will require a large public education campaign to reduce the incidence of non-appearance or appearance at the wrong location. In any event, there will be some increase in the issuance of bench warrants for some people who are simply confused. The problem of getting witnesses and out-of-custody defendants to court will adversely affect trial calendars.

The downtown area is served well by public transportation. Many witnesses, jurors, and parties can reach the court conveniently and avoid the difficulty and expense of parking. It would be desirable to find adequate space for the various court components in locations that are accessible by public transportation or centrally located. If the criminal facility is relocated in an area that is not convenient to transportation or centrally located, both the District Attorney and public defender will have witness problems.

## **3. Problems Stemming from Reconstitution of Manual Record Systems in New Location**

Due to lack of space in the courthouse, the court already has serious record management problems. Runners are used to bring records from other locations, and records are transported through the halls to and from courts. Some records on active cases are located with judicial staff. Some records are stored off-site and have to be retrieved when a case is reopened. Keeping control of this system is a challenge; any large court teeters on the edge of dysfunction in this area. If there are more intake points

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<sup>10</sup> During the course of the feasibility study, the court was in the process of reducing staff due to severe budget cuts by the state.



for records, the control will lessen and court records will be diffused over more locations. There will be new strains placed on an already taxed system and great risk of lost and misplaced records. The logistical aspects of decentralizing the record system will be daunting.

Record management is not just a court problem. The District Attorney and the public defender will have to set up record systems in new locations and rethink their method of record movement to and from court. If the District Attorney is not in the criminal facility, there will be increased use of record runners.

#### **4. Disruption of Calendaring and Case Processing Systems**

There will be a negative impact on the processing of civil and criminal cases. The court has organized its case management system around an integrated criminal-civil master calendar to provide the maximum flexibility in assigning cases to a trial judge who is free, thus reducing the need for continuances and delays in settlement or pleas. The separation of civil and criminal functions will break up this large pool of judges and courtrooms, causing a major change in the way the court does business. Enforced specialization will create different calendar systems and reduce the pool of judges available at one location. Criminal cases have time deadlines of various kinds that will be harder to meet, but fortunately, some of the early deadlines are met at the Justice Center.

Court systems are dynamic and very vulnerable to changes that affect the coordination of events that underlie caseflow management, in particular the availability of judges and courtrooms, the availability of attorneys, parties and witnesses, and the availability of case records. The most obvious and demonstrable effect of relocation on caseflow management will be a decrease in the ability of the court to maintain the pressure that makes case management effective and controls the number of events per case. Adding even one event per case can cause serious management problems because this involves rescheduling and delay and encourages dilatory tactics. This will occur in Multnomah County and will reflect itself in poorer performance by the court. The

seriousness of this is hard to predict, but it is certain that the court will suffer a loss of efficiency with chain reaction effects through the justice system.

The areas where the court performance will be most affected by relocation are general civil, felonies, and misdemeanors. If a court starts to slow down, the decline rarely follows a straight arithmetic pattern, because once cases start churning in the system and competing for court time with new cases, the effects are cumulative. These cumulative effects can take various forms, the safest course is to assume a gradual reduction in efficiency over the period of temporary relocation (minimum three years).

Court performance is measured in a number of ways, the most common being:

- Time from filing to disposition in relation to time standards or in relation to time to disposition in a base year
- Clearance ratio (dispositions per year divided by filings per year)
- Backlog index (pending cases at start of year divided by the number of cases disposed during the year)
- Average age of pending cases

*Civil Cases:* If the civil component of the court is housed separately from the criminal component, the court will have to establish a civil calendar system, presumably a master calendar system with some major cases assigned to individual judges for all purposes. It can be assumed that the pool of judges for civil cases will be sharply reduced. Moreover, the time available for the general pool of cases will be reduced by the time devoted to the cases that are specially assigned, usually the most time consuming cases. The effects of this change are quite predictable. There will be less likelihood of being able to provide a trial judge when parties are ready to litigate, with the necessity of rescheduling and delay in settlement. The legal culture in Multnomah County is very positive and not particularly delay-oriented, but this arises in part from the knowledge and expectation that lawyers do not have the luxury of procrastination under the current system. Once the calendaring system loses its stringency, there is always a slowing effect.

Some decline from the most recent base year can be anticipated. The variables are many, but even if relocation has a relatively modest impact, there will be some significant declines in performance indicators. Tables 1 and 2 are simply broad estimates of what is likely to occur during renovation. Table 1 reflects general performance indicators and Table 2 reflects performance in relation to time standards. In essence, our estimate is that civil clearance ratios would slow by over 10 percent and performance against ABA standards for disposition time would be degraded by roughly 10 percent as well

**Table 1: Estimated Court Performance Indicators for Civil Cases During Transition Period of Three Years**

Measure	Base Year	Transition Year 1	Transition Year2	Transition Year 3
Median Time (in months) from filing to termination	12.0	13.0	14.5	16.0
% of Pending Cases more than 2 years old	4.0	5.0	8.0	11.0
Clearance Ratio	1.03	1.00	.96	.92



**Table 2: Estimated Court Performance in Relation to ABA Time Standards for Civil Cases During Transition Period**

Standard	Base Year	Transition Year 1	Transition Year2	Transition Year 3
90% of Cases Disposed within 12 Months	80 %	75%	72%	69%
98% of Cases Disposed within 18 Months	90%	83%	79%	76%
100% of Case Disposed within 2 Years	96%	95%	92%	89%

The loss of efficiency in civil cases is not easily restored without major redeployment of resources or crash efforts. This decline will not be a temporary phenomenon.

*Criminal Cases:* Multnomah County does an excellent job in moving felony cases to disposition. The whole justice system is keyed to this priority. The front-end process at the Justice Center and the expeditious handling of cases involving in-custody defendants will not be particularly affected by the relocation of the criminal component of the court to a new location separate from the civil component.<sup>11</sup> There is reason to believe that the reduction in the pool of judges available for criminal cases will erode performance in cases involving out-of-custody defendants.<sup>12</sup> The pressure to enter pleas will be reduced and the likelihood of gambles on judge unavailability will increase. There will be some delay, even if the high priority accorded to felonies is maintained, but hopefully this delay will not be great.

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<sup>11</sup> Another possible side effect that may arise from the separation of the Family Division from the criminal component of the court is that it will be harder to implement the one-judge, one-family program of the court whereby probationers involved in juvenile dependency situations are referred to a Family Division judge.

<sup>12</sup> It should be noted that some major felonies are assigned to individual judges and separately scheduled.

The ABA time standards call for 98 percent of felonies to be terminated within 180 days and 100 percent within 365 days. Multnomah County disposes of about 85 percent of its felonies within 180 days and 98.5 percent of all felonies within a year (365 days). It can be anticipated that there will be a decline in the speed of termination as estimated below.

**Table 3: Estimated Percentage of Felony Cases Terminated by Time Frames and Year During Transition Period**

Time Frame	Base Year	Transition Year 1	Transition Year 2	Transition Year 3
0-180 Days	85.0	82.0	80.0	78.0
181-365 Days	13.5	15.5	16.0	16.0
Total Within A Year	98.5	91.5	96.0	94.0

Statistically, the estimated decline is not dramatic. In terms of the long-range effect on expeditious criminal case processing and public safety, it represents descent into mediocrity.

Multnomah County has not been particularly speedy in moving misdemeanor cases to disposition, as most resources are focused on felony cases, particularly crimes against persons. It is quite likely that the effects of a slowdown in the criminal calendar will be felt in misdemeanor processing. ABA Time Standards call for 90 percent of misdemeanors to be disposed of within 30 days and 100 percent within 90 days. As noted in Table 4, Multnomah County already diverges from these standards (most courts find them a bit ambitious) and promises to fall further behind in the new scheduling environment brought about by relocation.

**Table 4: Estimated Percentage of Misdemeanors Terminated Within Time Frames  
by Year During Transition Period**

<b>Time Frame</b>	<b>Base Year</b>	<b>Transition Year 1</b>	<b>Transition Year 2</b>	<b>Transition Year 3</b>
0-120 Days	77.0	74.0	71.0	68.0
121-180 Days	17.0	16.0	15.0	14.0
181-365	4.5	6.5	9.0	11.0
Total Within One Year	98.5	96.5	94.0	93.0

The current rate of disposition for misdemeanors is marginally acceptable. The likely rate after relocation will not be good and will start to have a very negative effect on the criminal justice system.

*Conclusion:* Some loss of efficiency is a price a court system may have to pay for a temporary relocation under a condition of split operations. Unfortunately, the built-in delays and case accumulation will take years to work out of the system.

## **PART II**

### **PROJECTIONS OF JUDICIAL OFFICER NEEDS**

The NCSC makes projections of judicial officer requirements in connection with court facility master planning using a time series model and a causal model. The forecast period is 20 years, often with interim forecasts at five-year intervals. The forecast is based on fifteen years of previous annual observations of caseload in major case categories and of population. Below is a summary of the models employed in the Multnomah County study.

#### **A. Methodology**

*The Time Series Model:* The time series model is presented as a “Trend Extrapolation Model.” In every instance except for the analysis of the civil data, the method of exponential smoothing was used for the time series forecast. For the civil data presented alone (rather than combined with felony data), a moving average was used; however, since the slope of the line for the historical data was negative for the years 1998, 1999, and 2000, a constant value (the year 2000 filings) was substituted for the forecast values for each of the 20 years. This is due to the limits of times series analysis for forecasting negative values.

*The Causal Model:* The causal model was built using regression analysis with population and a second independent variable (Auto-1) that may be the last observation on the dependent variable. The regression model is run out 20 years and provides a 95 percent confidence interval by which to assess the model over the forecast period. It is normal for the span of the confidence interval to widen further out on the prediction line.

*The Arithmetic Average:* With each of the statistical models, the underlying data table includes a column that is a simple average. In the regression model it is labeled “Forecast Average” and displays values from 1986 through 2020. For each year observed or predicted, the average is the sum of the time series data plus the regression data. This sum is then divided by two, which represents the number of models under



consideration. For the period 1986 to 2000 the formula yields the actual observed filings for the year. For the years 2001 to 2020 the formula yields a quotient that is the midpoint between the two predicted values for the year. This becomes evident in the graphical data.

*The Percentage Increase Over Time:* For each of the data types modeled, there are two data entries in the extreme right hand column in the data table. The first, always on the Year 2000, measures the simple percentage increase for the 11-year period between the Year 1990 observation and the Year 2000 observation. It does not measure any variation in the years between these two compared years.

The second measured percentage difference is at the Year 2020 entry. It is the percentage difference between the Year 2000 value and the Year 2020 value for each year in the observed period. Since the slope of the line is always positive, the intervening years represent a steady march up to the 2020 value, although it is likely that the actual advance will be less orderly.

*The Graphical Presentation of the Data and Predicted Value to 2020:* For each of the separate data on cases filed there is a line graph that plots the observed values over the years from 1986 to 2000. The vertical axis, the "y" axis, shows the number of cases, and the horizontal axis, the "x" axis, lists the years. The first year, 1986 is at the intercept, and 2020 is the limit of the x axis. The Year 2001 is marked as the beginning of the predicted case filings. For the predicted data, three values are plotted for each year:

- Trend:** the predicted value derived from the time series model (moving average or exponential smoothing)
- Population:** the predicted value using the causal model (regression using population as the independent variable or one of the independent variables)
- Average:** the simple arithmetic average of the above two predicted values. Since it is based on the two predictions, it will always be the mid-line value, equidistant from the other two. It is labeled "Average" and "Forecast Average" on the time series and causal model respectively, but it is the same value in each.

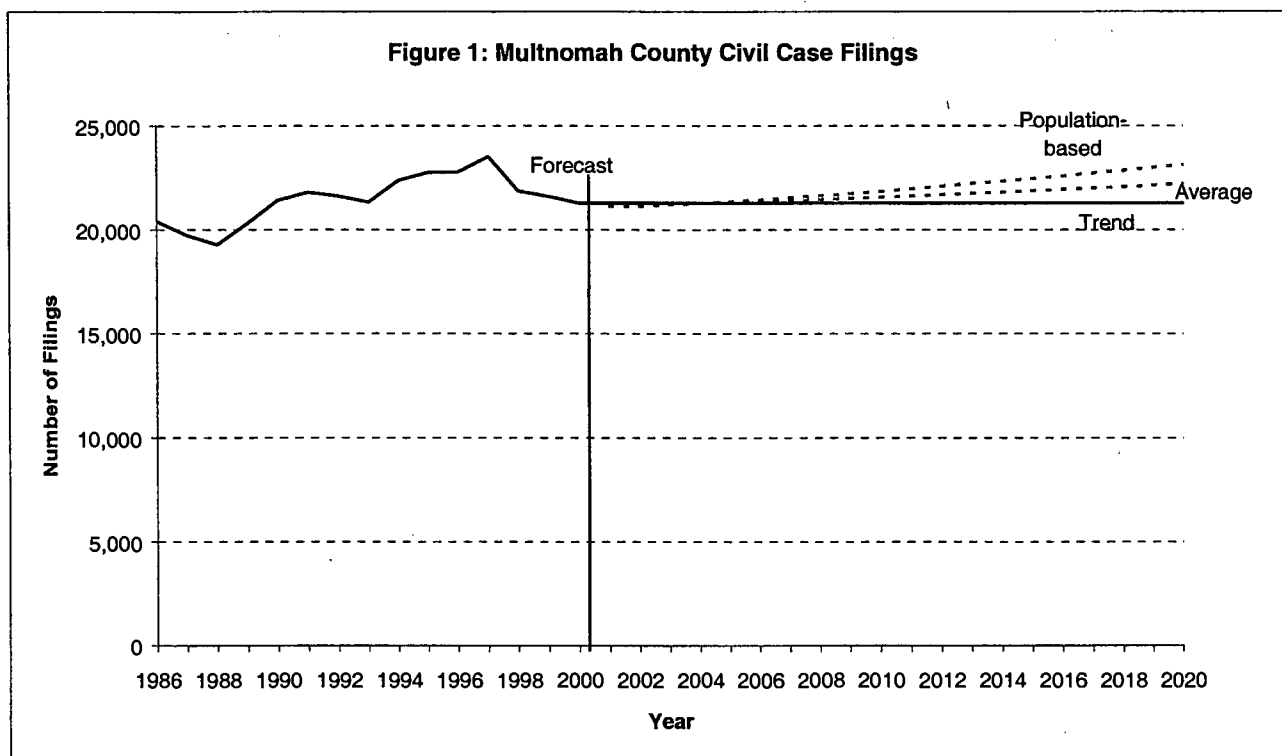
Graphing the confidence interval allows the reader a better sense of the fit of the predicted values to the actual observations and the range of possible variations from the predicted values. The graphic presentations are attached in the next section with commentaries on the data for each of the case type projections and underlying data.

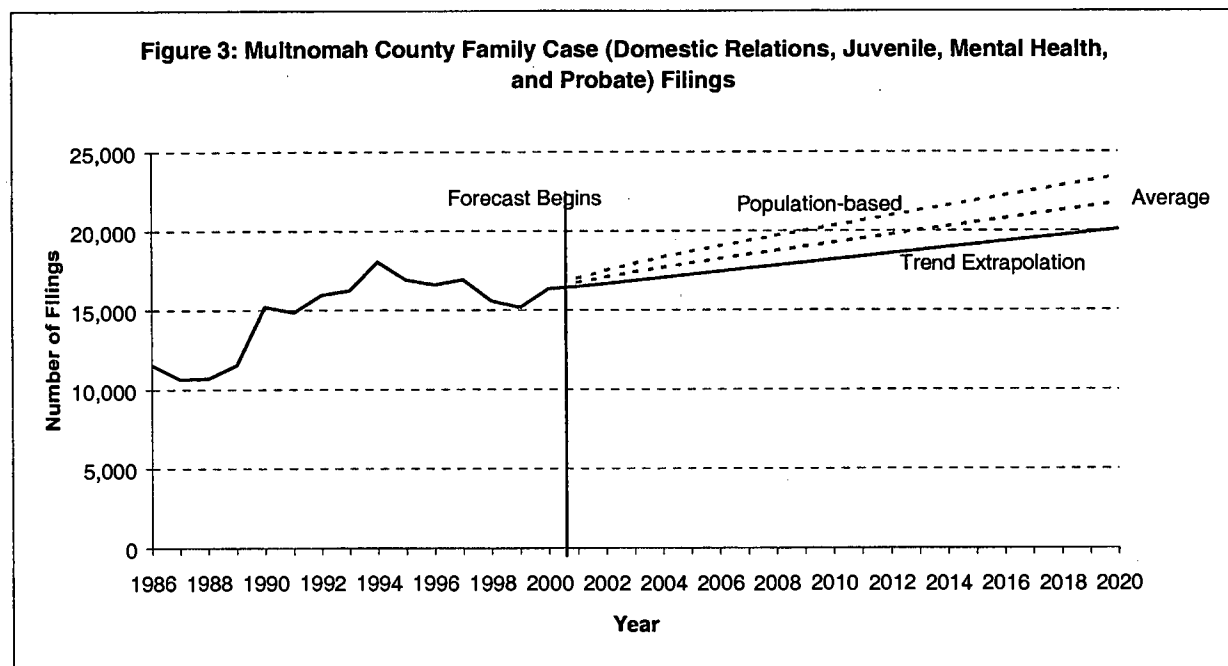
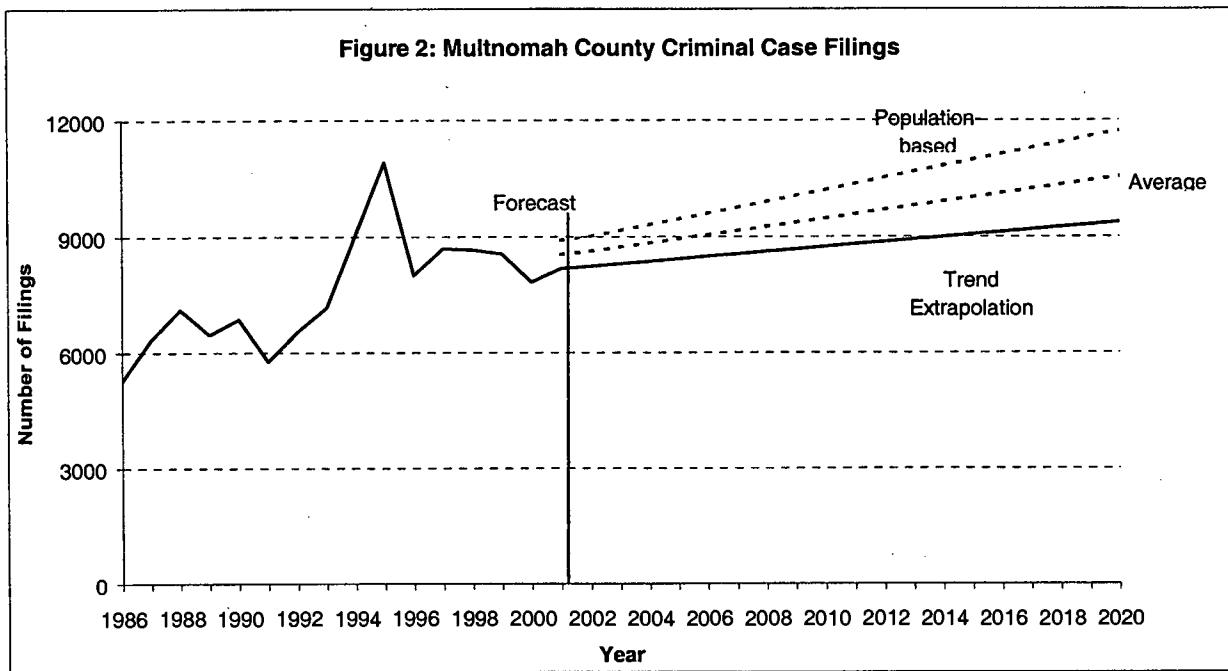
## **B. Court Caseload Projections**

### **1. Historic Caseload Analysis**

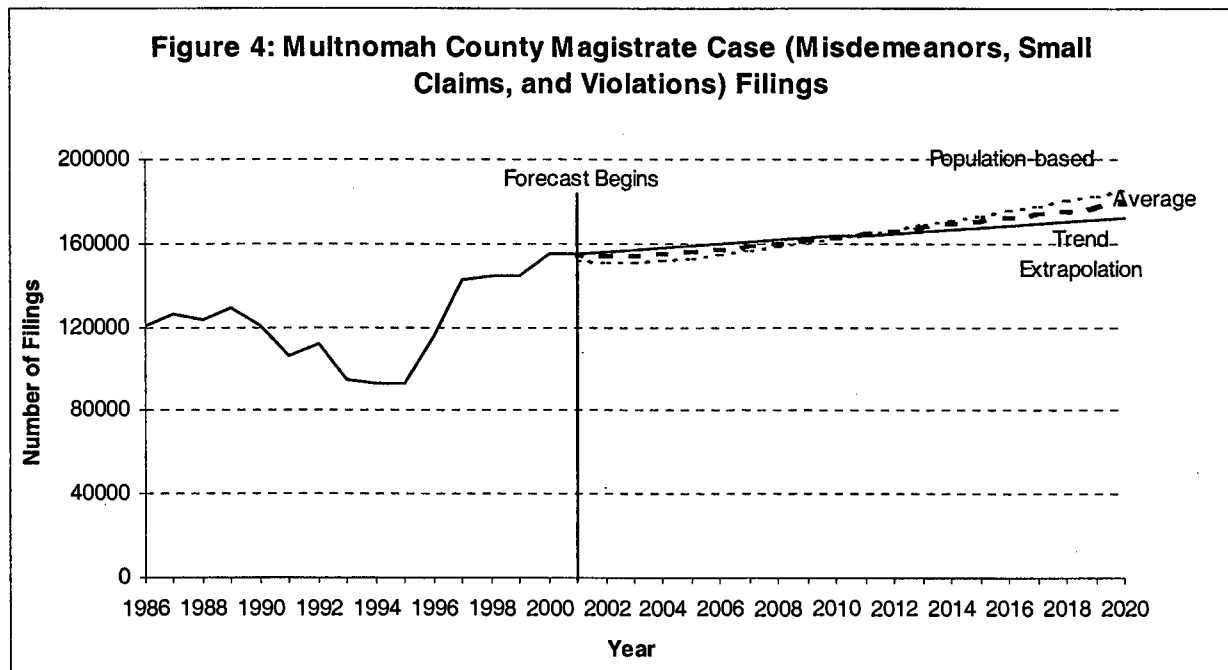
To project the Fourth Judicial Circuit of Oregon caseloads for the next 20 years, the National Center's project team first analyzed historic case filing data from the years 1986 through 2000. This section of the report presents the results of this analysis.

Figures 1 – 4, which follow, show the number of civil, criminal, family, and magistrate case filings in the Fourth Judicial Circuit, 1986 – 2000, respectively.









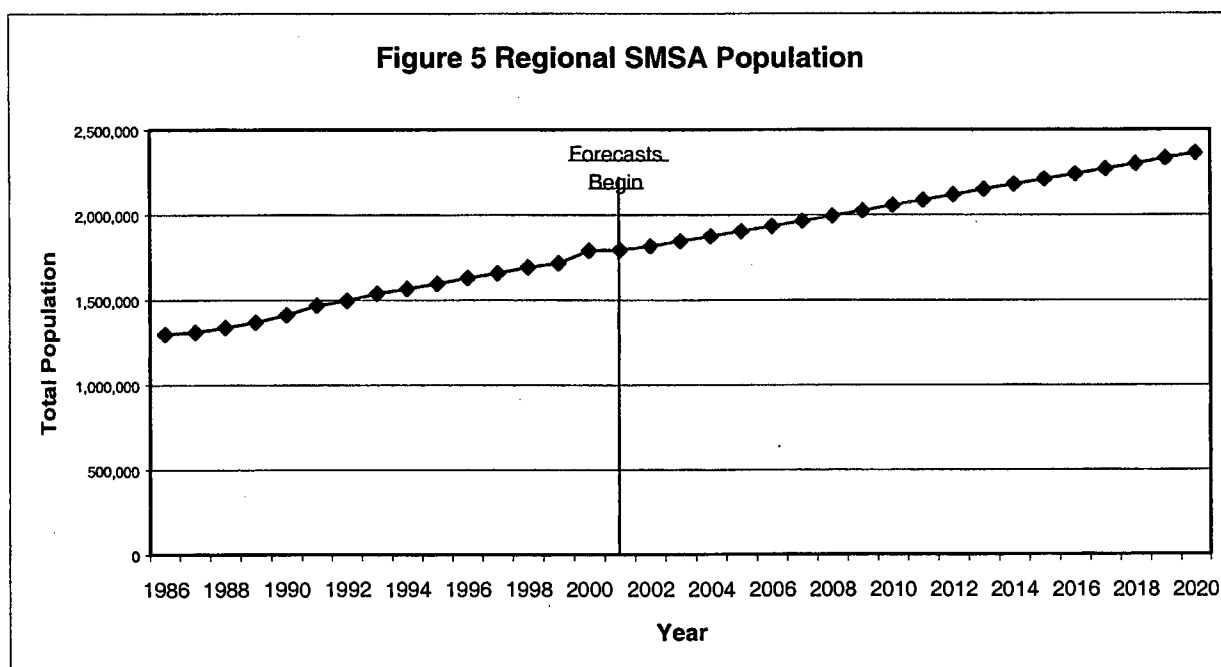
We offer the following observations based on the historical data contained in the figures:

- Civil filings were almost flat between 1986 and 2000
- Criminal case filings generally increased between 1986 and 1995, but declined sharply in 1996 and thereafter leveled off
- Family cases generally increased through 1994, declined through 1999, and increased sharply during 2000
- Magistrate cases (Misdemeanors, Small Claims, and Violations) declined through 1995, increased sharply between 1996 and 1997, and leveled off afterwards

## 2. Population Analysis and Projections

The size of the population served by a court can be a reliable indicator of the court's workload. There is often a strong relationship between the size of the population of the communities served by the courts and the level of services provided by the courts. In addition, national research shows that the volume and mix of cases in a court are strongly dependent on the number and ages of individuals living in the community.

Therefore, it is important to investigate how population is expected to change over the next twenty years and to identify the relationship between historic case filing and population data. Historic data to perform this analysis were obtained from the U.S Census website ([www.census.gov](http://www.census.gov)). Figure 5 illustrates the forecasted Portland Metropolitan population growth trend for the four metropolitan counties: Multnomah, Clackamas, and Washington Counties, Oregon, and Clark County, Washington. Note that population increased between 1986 and 2000 at an almost linear rate and is projected to continue at this rate through 2020.



### **3. The Process of Projecting Fourth Judicial Circuit Court Caseloads**

Two projection methods are used here to estimate future caseloads for the Fourth Judicial Circuit. The first involves an analysis of the previous history of case filings to identify a trend that can be the basis for making an inference about probable future activity. In other words, future changes in case filings are “projected” based on past filing trends. The second method uses population to estimate filings. Changes in case

filings (the dependent variable) are estimated by examining changes in population (the independent variable), which is thought to cause or influence the number of case filings. Once the relationship is established, the model can then be used to generate forecasts of future caseloads.

It is important to remember that the primary purpose of the forecasting process is to provide a *realistic* and *reasonable* basis for estimating personnel or staffing and facility space needs for the Fourth Judicial Circuit. The caseload projections offered here are not statements of actual court personnel requirements or actual space needs; rather, these projections are only predictions of what may be expected in the future, assuming that current trends and practices continue unchanged. Please note that projections become more tenuous the further into the future they extend, regardless of the estimating technique used.

*Caseload Projections Based on Past Trends:* The National Center's project team analyzed historical case filing patterns to identify a trend that could be extended into the future. Projections based on past filing trends implicitly assume that caseloads change fairly consistently over time, or at least that the factors that influenced caseload growth in the past will continue to affect filings in the future. Of course, any dramatic changes to court jurisdiction, laws, or demographics may affect the level of filings. While it is likely that circuit court caseloads will increase over time, recent experience in the Fourth Judicial Circuit shows that caseloads are subject to significant fluctuations from year to year. Thus, a technique was needed that could "smooth-out" such fluctuations to enable researchers to ascertain underlying trends. *Exponential Smoothing* is such a technique. Exponential smoothing has been used successfully in a variety of contexts to produce forecasts and is particularly well regarded in the business world. It is easy to use and understand and typically out-performs much more complex methods. It is robust to violations of its underlying assumptions. Exponential smoothing weights more recent

observations more heavily than it does caseloads from many years ago. The unequal weighting is accomplished by using one or more *smoothing constants*, which determine how much weight is given to each observation.

*Caseload Projections Based on Population:* The second method used by the National Center's project team to project future caseload uses estimated population growth to predict future case filings. Not only is population the single demographic indicator that exhibits consistent change over time, but also population has been shown to have a close relationship to filing levels in courts throughout the country. In general, the change in population over time is a good predictor of changes in caseload. Regression analysis will be used to project caseloads based on the historic relationship between case filings and population.

*Composite Projections:* The trend extrapolation and population based forecasts were averaged to provide a "composite" forecast. Generally, the trend, population-based, and composite forecasts provide a range of possible change in caseloads, with the trend forecasts providing an upper estimate and the population-based forecast a lower estimate and the composite forecast a mid-range estimate. We recommend that the composite forecast be used to provide "point" or "best guess" forecasts for any particular year in the future.

#### **4. Projected Caseloads**

This section of the report contains the National Center's projections of future case filings in the Fourth Judicial Circuit through the year 2020.

*Civil Case Filings:* Figure 1 shows the forecasted civil case filings produced by a simple moving average smoothing (trend forecasts) and by regression analysis (population forecasts) as well as their average. The trend forecasts are flat while the population-based forecasts (and the average) project a very modest and gradual increase. The composite forecast projects only a four percent increase in civil case filings between 2000 and 2020.



*Criminal Case Filings:* Figures 2 shows the projected number of criminal case filings for the Fourth Judicial Circuit through 2020 using the two projection methods previously described: projections based on past trends (using Holt Exponential Smoothing) and projections based on population, respectively. The average of the two forecasts is also shown. All three forecasting approaches project moderate growth in the criminal caseload. The composite forecast projects a 35 percent increase in criminal case filings between 2000 and 2020.

*Family Court Case Filings:* Figures 3 shows the projected number of family court case filings for the Fourth Judicial Circuit through 2020. All three forecasting approaches project moderate growth in Family Court case filings. The composite forecast projects a 33 percent increase in Family Court case filings between 2000 and 2020.

*Magistrate Case Filings:* Figures 4 shows the projected number of magistrate case filings for the Fourth Judicial Circuit through 2020. All three forecasting approaches project relatively slow growth in magistrate case filings. The composite forecast projects a 15 percent increase in magistrate case filings between 2000 and 2020.

*Forecast Summary:* Table 5 provides a summary of the forecasts, in five-year intervals.

**Table 5: Multnomah County, Oregon Case Filing Forecasts, 2000 - 2020**

<u>Civil Cases</u>			<u>Family Cases<sup>13</sup></u>		
Year	Number of Filings	% Change	Year	Number of Filings	% Change
2000	21,276	NA	2000	16,336	NA
2005	21,314	0.2%	2005	17,963	10.0%
2010	21,563	1.2%	2010	19,252	7.2%
2015	21,870	1.4%	2015	20,522	6.6%
2020	22,210	1.6%	2020	21,774	6.1%

<u>Criminal Cases</u>			<u>Magistrate Cases<sup>14</sup></u>		
Year	Number of Filings	% Change	Year	Number of Filings	% Change
2000	7,826	NA	2000	154,621	NA
2005	8,935	14.2%	2005	156,209	1.0%
2010	9,470	6.0%	2010	162,798	4.2%
2015	10,012	5.7%	2015	170,553	4.8%
2020	10,549	5.4%	2020	178,549	4.7%

<u>Portland SMSA Population<sup>15</sup></u>		
Year	Population	% Change
2000	1,789,457	NA
2005	1,903,600	6.4%
2010	2,055,900	8.0%
2015	2,210,800	7.5%
2020	2,363,600	6.9%

### C. Projections of Judicial Officer Requirements

Based on the above methodology, the NCSC projection for judicial officer requirements (i.e., courtroom or hearing room needs) through 2020 is depicted in Table 6.

<sup>13</sup> Domestic relations, juvenile, mental health

<sup>14</sup> Misdemeanors, small claims, and violations

<sup>15</sup> Clackamas, Multnomah, and Washington Counties, Oregon and Clark County, Washington populations combined.

**Table 6: Courtroom Needs to 2020**

<b>Year</b>	<b>Overall Requirement</b>	<b>Civil</b>	<b>Criminal</b>	<b>Family</b>	<b>Minor Crim/Civil</b>
Base Year	50.5	13	17	12	8.5
2005	54	13	19	13	9
2010	57	13	21	14	9
2015	59	13	22	15	9
2020	63	14	23	16	10

The standard time frame for projecting judicial needs in a facility master plan is 20 years, but the feasibility study in Multnomah County required that the prime contractor work within a 40-year time frame. Using the data and projections reflected in Table 5, the prime contractor projected an additional 22 years, as depicted in Table 7.

**Table 7: Courtroom Needs to 2040**

Year	Overall Requirement*	Civil	Criminal	Family	Minor Crim/Civil
2000	50.5	13	17	12	8.5
2002	52	13	18	12	9
(Base Year)					
2005	54	13	19	13	9
2010	57	13	21	14	9
2015	59	13	22	15	9
2020	63	14	23	16	10
2022	64	14	24	17	10
2040	77	14	31	21	11
2042	79	14	32	22	12

\*Categories may not sum to total in some years due to rounding.





## **Appendix E**

### **Comparable Court Renovation Costs in Other Jurisdictions**

# Courthouse Renovation Case Studies

	COURTHOUSE	DOWNTOWN LOCATION	SIZE	COST	INTERIM FACILITIES	REMARKS
1	San Francisco County CA	⊗	30 Courts Damaged; Replaced with 35 Courts	\$84/sf Tenant Improvements \$20/sf Soft Costs \$17/sf Lease Cost	YES	Earthquake results in courts moving to an interim facility (one location). All costs paid for by "FEMA" as part of federal earthquake relief. Interim facility built 8 blocks away and close to public transit. Courts did not move back into damaged courthouse. New, larger facility built at county expense.
2	Boston MA	⊗	20 Courts Remodeled to 5 Courts (Supreme Court and Appeals) Plus Offices for State Administration	\$80 MIL (1989) 360,000 GSF	YES	New federal courthouse made nearby old federal courthouse available until new state courthouse was built
3	Peoria County IL	○	2 Remodeled Courts (1960's) 8 New Courts, 82,000 GSF	\$1.6 MIL (1990) \$8.0 MIL (1991)	NO	New, much larger addition built then all old courts and support are moved into new & renovated bldg.
4	Prince Georges County MD	○	6 Remodeled Courts 25 New Courts, 370,000 GSF	\$ 63.5 MIL (1991)	NO	New, much larger addition built then all old courts and support are moved into new & renovated bldg. Old court to be used for other functions
5	Riley County KS	○	4 Remodeled Courts (1906) No Sep. of Circ.	\$1.7 MIL (1986) 20,100 GSF	NO	Small project; Cosmetic remodel done room by room
6	Botetourt County VA	○	1 Remodeled Court (4,000 GSF) 1 New Court (10,000 GSF) No Separation of Inmates	\$2.3 MIL (1999)	NO	Small project; New addition built, old court moved into new. No separation of circulation.
7	Escambia County FL	○	6 Remodeled Courts (1960's) 14 New Courts	\$25.5 MIL (1999) 306,000 GSF	NO	New addition built, old court moved into new
8	Grant County WI	○	2 Remodeled Courts (26,300 GSF) 1 Court Addition (5,140 GSF) No Inmate Circulation	\$2.3 MIL (2000)	NO	Small project; Cosmetic remodel and addition done room by room. No separation of inmate circulation
9	Greensville County VA	○	2 Remodeled Courts 1 New	\$4.4 MIL (1997) 34,600 GSF	NO	New addition built, old court into new + room by room
10	Anne Arundel County MD	⊗	1 Remodeled Court 18 New Courts	\$41.5 MIL (1999) 285,000 GSF New 10,000 GSF Renovated	NO	New 18 Court addition built. 1 existing courtroom then restored. Second existing courtroom converted to wedding chapel.
11	Courthouse East, City of Baltimore MD	⊗	1 Floor of 6 Floor Building 5 New Courts	Cost Unknown 63,000GSF	NO	Floor was previously a post office which was relocated
12	Supreme Court / Civil Branch, NYC NY	⊗	8 Courtrooms, 3 Floors of Existing 6 Floor Building	Cost Unknown	NO	Was previously an office building. Note: Civil only, no in-custody cases, no seismic upgrade
13	Wood County OH	○	3 Remodeled Courts	Cost Unknown 55,000 GSF	NO	Work done very gradually over 8 years No seismic upgrade
14	US Courthouse, Portland OR	⊗	2 New Courts	Cost Unknown 177,623 GSF	NO	2 new courts created on 1 floor that was a post office. Rest of bldg was cleaning / restoration. No seismic upgrade
15	Court of Appeals SC	○	No New Courts or SF 2 Existing Courtrooms. (restoration only)	Cost Unknown 50,000 GSF (+/-)	NO	No seismic upgrade
16	US Courthouse, Milwaukee WI	⊗	1 New Courtroom	Cost Unknown 5,200 GSF	NO	Existing storage space remodeled. No seismic upgrade
17	Court of Appeal, Alberta Alberta, Canada	○	4 New Courtrooms	Cost Unknown 32,000 GSF	NO	New courthouse constructed. Then all courts relocated prior to remodel.
18	Manitoba Law Courts Manitoba, Canada	○	35 Remodeled Courtrooms	Cost Unknown 160,000 GSF	NO	New courthouse built adjacent. No seismic upgrade.
19	Unified Family Court Hamilton, Canada	⊗	6 New Courtrooms	Cost Unknown	NO	Building previously was a library. Note: New construction added to rear for secure areas
20	Harford County MD	○	1 Remodeled Courtroom 4 New Courts	Cost Unknown 95,000 GSF (existing) 18,000 GSF (new)	NO	New "addition" became courthouse; old moved into new. Old then remodeled. No seismic upgrade.
21	Clark County WA	○	6 Existing 4 New Courts	Cost Unknown 60,000 GSF	NO	New jail built next door and converted old jail on fifth floor to courts. Building only partially remodeled (2 of 6 floors) No seismic upgrade.



**Appendix F**  
**Court Needs and Supply, By Year and Option**

MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Courthouses Needed (Demand)	52	53	53	54	54	55	56	56	57	57	58
Option A -- Leased Interim Space										MCCH CRs =	46
Interim space in four buildings											
Central City Bldg	0	0	0	0	12	12	12	0	0	0	0
Interim Leased Criminal Courts	0	0	0	0	18	18	18	0	0	0	0
Gresham	1	1	1	1	4	4	4	4	4	4	4
Juvenile Justice Center	6	6	6	6	12	12	12	12	12	12	12
Future Gresham CH	0	0	0	0	0	0	0	0	0	0	0
Justice Center	4	4	4	4	4	4	4	4	4	4	4
Portland	2	2	2	2	2	2	2	0	0	0	0
MCCH	39	39	39	39	0	0	0	36	36	36	36
Total	52	52	52	52	52	52	52	56	56	56	56
Shortfall (Excess)	0	1	1	2	2	3	4	0	1	1	2
Total Space Available in MCCH	47,000	47,000	47,000	47,000	-	-	-	92,600	92,600	92,600	92,600
Office Space Available in Gresham	-	-	-	-	-	-	-	-	-	-	-
Total Office Space Available	47,000	47,000	47,000	47,000	-	-	-	92,600	92,600	92,600	92,600
Space Needed for DA+Library (sf)	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
Net Space Available for Other Agencies								45,600	45,600	45,600	45,600
Add'l Space Needed for DA+Library (sf)								-	-	-	-

**Option B -- MCCH Annex**

**MCCH CRs = 36**

New Court Building	0	0	0	0	0	36	36	36	36	36	36
Justice Center	4	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	6	6	6	6	6	6	6	6	6	6	6
Portland	2	2	2	2	2	2	2	2	0	0	0
MCCH	39	39	39	39	39	0	0	0	10	10	10
Gresham	1	1	1	1	1	4	4	4	4	4	4
Total	52	52	52	52	52	52	52	52	60	60	60
Shortfall (Excess)	0	1	1	2	2	3	4	4	-3	-3	-2
Total Space Available in MCCH	47,000	47,000	47,000	47,000	47,000	-	-	-	240,760	240,760	240,760
Office Space Available in New Building	-	-	-	-	-	-	-	-	-	-	-
Total Office Space Available									240,760	240,760	240,760
Space Needed for DA+Library (sf)	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
Net Space Available for Other Agencies						-	-	-	193,760	193,760	193,760



**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
<b>Courthouses Needed (Demand)</b>	59	59	60	60	61	62	62	63	63	64	65
<b>Option A -- Leased Interim Space</b>											
Interim space in four buildings											
Central City Bldg	0	0	0	0	0	0	0	0	0	0	0
Interim Leased Criminal Courts	0	0	0	0	0	0	0	0	0	0	0
Gresham	4	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	12	12	12	12	12	12	12	12	12	12	12
Future Gresham CH	0	0	0	0	0	0	0	0	0	0	0
Justice Center	4	4	4	4	4	4	4	4	4	4	4
Portland	0	0	0	0	0	0	0	0	0	0	0
MCCH	<u>36</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>44</u>	<u>44</u>
Total	56	60	60	60	60	60	60	60	60	64	64
Shortfall (Excess)	3	-1	0	0	1	2	2	3	3	0	1
Total Space Available in MCCH	92,600	55,560	55,560	55,560	55,560	55,560	55,560	55,560	55,560	18,520	18,520
Office Space Available in Gresham	-	-	-	-	-	-	-	-	-	-	-
Total Office Space Available	92,600	55,560	55,560	55,560	55,560	55,560	55,560	55,560	55,560	18,520	18,520
Space Needed for DA+Library (sf)	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>
Net Space Available for Other Agencies	45,600	8,560	8,560	8,560	8,560	8,560	8,560	8,560	8,560	(28,480)	(28,480)
Add'l Space Needed for DA+Library (sf)	-	-	-	-	-	-	-	-	-	28,480	28,480

**Option B -- MCCH Annex**

New Court Building	36	36	36	36	36	36	36	36	36	36	36
Justice Center	4	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	6	6	6	6	6	6	6	6	6	6	6
Portland	0	0	0	0	0	0	0	0	0	0	0
MCCH	10	10	10	10	10	10	10	10	10	14	14
Gresham	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
Total	60	60	60	60	60	60	60	60	60	64	64
Shortfall (Excess)	-1	-1	0	0	1	2	2	3	3	0	1
Total Space Available in MCCH	240,760	240,760	240,760	240,760	240,760	240,760	240,760	240,760	240,760	203,720	203,720
Office Space Available in New Building	-	-	-	-	-	-	-	-	-	-	-
Total Office Space Available	240,760	240,760	240,760	240,760	240,760	240,760	240,760	240,760	240,760	203,720	203,720
Space Needed for DA+Library (sf)	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>
Net Space Available for Other Agencies	193,760	193,760	193,760	193,760	193,760	193,760	193,760	193,760	193,760	156,720	156,720

**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	Year 31
<b>Courthouses Needed (Demand)</b>	66	66	67	68	69	69	70	71	72	72
<b>Option A -- Leased Interim Space</b>										
Interim space in <b>four</b> buildings										
Central City Bldg	0	0	0	0	0	0	0	0	0	0
Interim Leased Criminal Courts	0	0	0	0	0	0	0	0	0	0
Gresham	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	12	12	12	12	12	12	12	12	12	12
Future Gresham CH	0	0	0	0	0	0	8	8	8	8
Justice Center	4	4	4	4	4	4	4	4	4	4
Portland	0	0	0	0	0	0	0	0	0	0
MCCH	44	44	44	44	46	46	46	46	46	46
Total	64	64	64	64	66	66	74	74	74	74
Shortfall (Excess)	2	2	3	4	3	3	-4	-3	-2	-2
 Total Space Available in MCCH	18,520	18,520	18,520	18,520	-	-	-	-	-	-
Office Space Available in Gresham	-	-	-	-	-	-	36,000	36,000	36,000	36,000
Total Office Space Available	18,520	18,520	18,520	18,520	-	-	36,000	36,000	36,000	36,000
 Space Needed for DA+Library (sf)	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
Net Space Available for Other Agencies	(28,480)	(28,480)	(28,480)	(28,480)	(47,000)	(47,000)	(11,000)	(11,000)	(11,000)	(11,000)
Add'l Space Needed for DA+Library (sf)	28,480	28,480	28,480	28,480	47,000	47,000	11,000	11,000	11,000	11,000
 <b>Option B -- MCCH Annex</b>										
New Court Building	36	36	36	36	36	36	36	36	36	36
Justice Center	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	6	6	6	6	6	6	6	6	6	6
Portland	0	0	0	0	0	0	0	0	0	0
MCCH	14	14	14	18	18	18	18	18	22	22
Gresham	4	4	4	4	4	4	4	4	4	4
Total	64	64	64	68	68	68	68	68	72	72
Shortfall (Excess)	2	2	3	0	1	1	2	3	0	0
 Total Space Available in MCCH	203,720	203,720	203,720	166,680	166,680	166,680	166,680	166,680	129,640	129,640
Office Space Available in New Building	-	-	-	-	-	-	-	-	-	-
Total Office Space Available	203,720	203,720	203,720	166,680	166,680	166,680	166,680	166,680	129,640	129,640
 Space Needed for DA+Library (sf)	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
Net Space Available for Other Agencies	156,720	156,720	156,720	119,680	119,680	119,680	119,680	119,680	82,640	82,640

**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 32	Year 33	Year 34	Year 35	Year 36	Year 37	Year 38	Year 39	Year 40
<b>Courthouses Needed (Demand)</b>	73	74	75	75	76	77	78	78	79
<b>Option A -- Leased Interim Space</b>									
Interim space in four buildings									
Central City Bldg	0	0	0	0	0	0	0	0	0
Interim Leased Criminal Courts	0	0	0	0	0	0	0	0	0
Gresham	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	12	12	12	12	12	12	12	12	12
Future Gresham CH	8	8	8	8	8	8	12	12	12
Justice Center	4	4	4	4	4	4	4	4	4
Portland	0	0	0	0	0	0	0	0	0
MCCH	<u>46</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>46</u>
Total	74	74	74	74	74	74	78	78	78
Shortfall (Excess)	-1	0	1	1	2	3	0	0	1
Total Space Available in MCCH	-	-	-	-	-	-	-	-	-
Office Space Available in Gresham	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	-	-	-
Total Office Space Available	36,000	36,000	36,000	36,000	36,000	36,000	-	-	-
Space Needed for DA+Library (sf)	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>
Net Space Available for Other Agencies	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(47,000)	(47,000)	(47,000)
Add'l Space Needed for DA+Library (sf)	11,000	11,000	11,000	11,000	11,000	11,000	47,000	47,000	47,000
<b>Option B -- MCCH Annex</b>									
New Court Building	36	36	36	36	36	36	36	36	36
Justice Center	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	6	6	6	6	6	6	6	6	6
Portland	0	0	0	0	0	0	0	0	0
MCCH	22	22	22	22	28	28	28	28	28
Gresham	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
Total	72	72	72	72	78	78	78	78	78
Shortfall (Excess)	1	2	3	3	-2	-1	0	0	1
Total Space Available in MCCH	129,640	129,640	129,640	129,640	74,080	74,080	74,080	74,080	74,080
Office Space Available in New Building	-	-	-	-	-	-	-	-	-
Total Office Space Available	129,640	129,640	129,640	129,640	74,080	74,080	74,080	74,080	74,080
Space Needed for DA+Library (sf)	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>
Net Space Available for Other Agencies	82,640	82,640	82,640	82,640	27,080	27,080	27,080	27,080	27,080

**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Courthouses Needed (Demand)</b>	52	53	53	54	54	55	56	56	57	57	58
<i>Add'l Space Needed for DA+Library (sf)</i>											
<b>Option C -- Large East County Satellite</b>											
										<b>MCCH CRs =</b>	<b>46</b>
Central City Bldg	0	0	0	0	16	16	16	0	0	0	0
Justice Center	4	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	6	6	6	6	12	12	12	12	12	12	12
Portland	2	2	2	2	2	2	2	0	0	0	0
MCCH	39	39	39	39	0	0	0	30	30	30	30
Gresham	1	1	1	1	18	18	18	12	12	12	12
<b>Total</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>Shortfall (Excess)</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>-2</b>	<b>-1</b>	<b>-1</b>	<b>0</b>
<i>Total Space Available in MCCH</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>148,160</i>	<i>148,160</i>	<i>148,160</i>	<i>148,160</i>
<i>Office Space Available in Gresham</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>54,000</i>	<i>54,000</i>	<i>54,000</i>	<i>54,000</i>
<b>Total Office Space Available</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,160</b>	<b>202,160</b>	<b>202,160</b>	<b>202,160</b>
<i>Space Needed for DA+Library (sf)</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>	<i>47,000</i>
<i>Net Space Available for Other Agencies</i>								<i>155,160</i>	<i>155,160</i>	<i>155,160</i>	<i>155,160</i>
<i>Add'l Space Needed for DA+Library (sf)</i>											

**Deficit calculations**

Option A -- Leased Interim Space	1	1	2	2	3	4	0	1	1	2
Option A -- Leased Interim Space	1	1	2	2	3	4	0	1	1	2
Option B -- MCCH Annex	1	1	2	2	3	4	4	0	0	0
Option C -- Large East County Satellite	1	1	2	2	3	4	0	0	0	0

**Deficit/Suplus Calculation**

Option A -- Leased Interim Space	53	53	54	54	55	56	56	57	57	58
Option A -- Leased Interim Space	53	53	54	54	55	56	56	57	57	58
Option B -- MCCH Annex	53	53	54	54	55	56	56	57	57	58
Option C -- Large East County Satellite	53	53	54	54	55	56	56	57	57	58



**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
<b>Courthouses Needed (Demand)</b>	59	59	60	60	61	62	62	63	63	64	65
<i>Add'l Space Needed for DA+Library (sf)</i>	-	-	-	-	-	-	-	-	-	-	-
<b>Option C -- Large East County Satellite</b>											
Central City Bldg	0	0	0	0	0	0	0	0	0	0	0
Justice Center	4	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	12	12	12	12	12	12	12	12	12	12	12
Portland	0	0	0	0	0	0	0	0	0	0	0
MCCH	30	30	30	30	30	36	36	36	36	36	36
Gresham	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>16</u>	<u>16</u>
Total	58	58	58	58	58	64	64	64	64	68	68
Shortfall (Excess)	1	1	2	2	3	-2	-2	-1	-1	-4	-3
<i>Total Space Available in MCCH</i>	<i>148,160</i>	<i>148,160</i>	<i>148,160</i>	<i>148,160</i>	<i>148,160</i>	<i>92,600</i>	<i>92,600</i>	<i>92,600</i>	<i>92,600</i>	<i>92,600</i>	<i>92,600</i>
<i>Office Space Available in Gresham</i>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>54,000</i></u>	<u><i>18,000</i></u>	<u><i>18,000</i></u>
<i>Total Office Space Available</i>	<i>202,160</i>	<i>202,160</i>	<i>202,160</i>	<i>202,160</i>	<i>202,160</i>	<i>146,600</i>	<i>146,600</i>	<i>146,600</i>	<i>146,600</i>	<i>110,600</i>	<i>110,600</i>
<i>Space Needed for DA+Library (sf)</i>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>	<u><i>47,000</i></u>
<i>Net Space Available for Other Agencies</i>	<i>155,160</i>	<i>155,160</i>	<i>155,160</i>	<i>155,160</i>	<i>155,160</i>	<i>99,600</i>	<i>99,600</i>	<i>99,600</i>	<i>99,600</i>	<i>63,600</i>	<i>63,600</i>
<i>Add'l Space Needed for DA+Library (sf)</i>	-	-	-	-	-	-	-	-	-	-	-
<b>Deficit calculations</b>											
Option A -- Leased Interim Space	3	0	0	0	1	2	2	3	3	0	1
Option A -- Leased Interim Space	3	0	0	0	1	0	0	0	0	0	1
Option B -- MCCH Annex	0	0	0	0	1	2	2	3	3	0	1
Option C -- Large East County Satellite	1	1	2	2	3	0	0	0	0	0	0
<b>Deficit/Suplus Calculation</b>											
Option A -- Leased Interim Space	59	59	60	60	61	62	62	63	63	64	65
Option A -- Leased Interim Space	59	59	60	60	61	62	62	63	63	64	65
Option B -- MCCH Annex	59	59	60	60	61	62	62	63	63	64	65
Option C -- Large East County Satellite	59	59	60	60	61	62	62	63	63	64	65

**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	Year 31
<b>Courthouses Needed (Demand)</b>	66	66	67	68	69	69	70	71	72	72
<i>Add'l Space Needed for DA+Library (sf)</i>	-	-	-	-	-	-	-	-	-	-
<b>Option C -- Large East County Satellite</b>										
Central City Bldg	0	0	0	0	0	0	0	0	0	0
Justice Center	4	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	12	12	12	12	12	12	12	12	12	12
Portland	0	0	0	0	0	0	0	0	0	0
MCCH	36	36	36	36	36	36	36	36	36	36
Gresham	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>
Total	68	68	68	68	68	68	68	68	68	68
Shortfall (Excess)	-2	-2	-1	0	1	1	2	3	4	4
<i>Total Space Available in MCCH</i>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>	<u>92,600</u>
<i>Office Space Available in Gresham</i>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>
<i>Total Office Space Available</i>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>	<u>110,600</u>
<i>Space Needed for DA+Library (sf)</i>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>
<i>Net Space Available for Other Agencies</i>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>	<u>63,600</u>
<i>Add'l Space Needed for DA+Library (sf)</i>	-	-	-	-	-	-	-	-	-	-
<b>Deficit calculations</b>										
Option A -- Leased Interim Space	2	2	3	4	3	3	0	0	0	0
Option A -- Leased Interim Space	2	2	3	4	3	3	0	0	0	0
Option B -- MCCH Annex	2	2	3	0	1	1	2	3	0	0
Option C -- Large East County Satellite	0	0	0	0	1	1	2	3	4	4
<b>Deficit/Suplus Calculation</b>										
Option A -- Leased Interim Space	66	66	67	68	69	69	70	71	72	72
Option A -- Leased Interim Space	66	66	67	68	69	69	70	71	72	72
Option B -- MCCH Annex	66	66	67	68	69	69	70	71	72	72
Option C -- Large East County Satellite	66	66	67	68	69	69	70	71	72	72

**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 32	Year 33	Year 34	Year 35	Year 36	Year 37	Year 38	Year 39	Year 40
<b>Courthouses Needed (Demand)</b>	73	74	75	75	76	77	78	78	79
<i>Add'l Space Needed for DA+Library (sf)</i>	-	-	-	-	-	-	-	-	-
<b>Option C -- Large East County Satellite</b>									
Central City Bldg	0	0	0	0	0	0	0	0	0
Justice Center	4	4	4	4	4	4	4	4	4
Juvenile Justice Center	12	12	12	12	12	12	12	12	12
Portland	0	0	0	0	0	0	0	0	0
MCCH	36	40	40	40	40	46	46	46	46
Gresham	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>
Total	68	72	72	72	72	78	78	78	78
Shortfall (Excess)	5	2	3	3	4	-1	0	0	1
<i>Total Space Available in MCCH</i>	92,600	55,560	55,560	55,560	55,560	-	-	-	-
<i>Office Space Available in Gresham</i>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>
<i>Total Office Space Available</i>	110,600	73,560	73,560	73,560	73,560	18,000	18,000	18,000	18,000
<i>Space Needed for DA+Library (sf)</i>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>	<u>47,000</u>
<i>Net Space Available for Other Agencies</i>	63,600	26,560	26,560	26,560	26,560	(29,000)	(29,000)	(29,000)	(29,000)
<i>Add'l Space Needed for DA+Library (sf)</i>	-	-	-	-	-	29,000	29,000	29,000	29,000
<b>Deficit calculations</b>									
Option A -- Leased Interim Space	0	0	1	1	2	3	0	0	1
Option A -- Leased Interim Space	0	0	1	1	2	3	0	0	1
Option B -- MCCH Annex	1	2	3	3	0	0	0	0	1
Option C -- Large East County Satellite	5	2	3	3	4	0	0	0	1
<b>Deficit/Suplus Calculation</b>									
Option A -- Leased Interim Space	73	74	75	75	76	77	78	78	79
Option A -- Leased Interim Space	73	74	75	75	76	77	78	78	79
Option B -- MCCH Annex	73	74	75	75	76	77	78	78	79
Option C -- Large East County Satellite	73	74	75	75	76	77	78	78	79

**MULTNOMAH COUNTY COURTHOUSE  
YEARLY COURT NEEDS AND SUPPLY**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Courthouses Needed (Demand)</b>	52	53	53	54	54	55	56	56	57	57	58

**General Assumptions**

Never build in increments of fewer than four courtrooms (one floor at a time) i.e., allow for temporary shortfalls

Period required to design and build new office or courthouse building

Period required to renovate existing courthouse building

Period required to renovate interim facilities

Don't decommission single courtrooms for temporary excesses

Renovation period for converting CRs to general office

4 years

2.5 years

2 - 3 years

1 year

	New	MCCH
Courtroom size (sf)	9000	9260
DA	34000	
Library	13000	
	47000	





## **Appendix G**

### **Real Estate Cost Calculations and Assumptions**

**MULTNOMAH COUNTY COURTHOUSE  
SUMMARY OF KEY ASSUMPTIONS**

***Courtroom Construction Rules***

Convert space <--> courtrooms in increments of at least four courtrooms  
 Period required to design and build new office or courthouse building  
 Period required to renovate existing courthouse building  
 Period required to renovate interim facilities  
 Renovation period for converting CRs to general office  
 Allow for temporary shortfalls of up to four courtrooms

4 years
2.5 years
2 - 3 years
1 year

***General Expenses***

Replacement Costs (2002 \$)	
Finish (every 10 years)	\$ 20.00
M&E (every 20 years)	\$ 10.00
Roof (every 20 years)	\$ 8.00
Conversion Costs/sf (courts <--> office space)	\$ 40.00
Moves costs/sf (between courts only)	\$ 3.00
Lease rate/sf for Class A space, fully serviced, downtown Portland, 2003	\$ 21.00
Lease rate/sf for Class B space, fully serviced, downtown Portland, 2003	\$ 17.50
Load Factor (Class A space only)	18%
Operating Expense Rate for County Space	\$ 6.00
Tenant improvement allowances:	
5-year deal	3/4 years of rent
Leased CH: TIs	1 years of rent
Leased CH: structural	50% of total
Inflation	3% per annum
Rent escalation	0% year 1
thereafter, in 5-year cumulative increments	3%
Soft cost as % of direct construction [except for MCCH]	
new construction	40%
renovation	45%
TIs	35%
Land (contingency)	5%
Tenant Improvement Costs	
Courtrooms	75.00
Office Space and Conversions	40.00
Rent for Surplus County Space	\$15
Inflator for Surplus Space Rent	1.5%

### ***Financing Assumptions***

Short Term Letter of Credit Rate (LIBOR - One year)	2.75%
Serial Bond Rate	5%
Underwriting Fees on Permanent Debt	1%
Short Term Debt Financing Fees	1.25%
Minimum Attractive Rate of Return (Discount Rate)	6%

### ***Financing Rules:***

#### **Capital Items:**

Hard and soft construction costs  
Interim facility costs (rent, expenses, moves)  
Replacement costs of structural items  
Tenant improvements

#### **Non-Capital Items (Expensed):**

Operating Expenses  
Leases after Interim Period  
Moves after Interim Period  
Renewal of non-structural items (TIs)

Use short-term letter of credit (up to two years) during construction period.

Take out with permanent financing at and of two years of construction period, whichever comes first.

Consolidate capital projects where possible (delay replacements slightly to sync with other construction periods).

**MULTNOMAH COUNTY COURTHOUSE RENOVATION**  
**SUMMARY OF REAL ESTATE COSTS, IN MILLIONS**  
**40-Year Uninflated Costs**

*Excludes financing costs, court operations, moves in surplus space, discounting and inflation*

	Option A Leased Interim	Option B MCCH Annex	Option C East County
<b>Land + Construction Costs</b>			
MCCH	\$ 118.1	\$ 88.6	\$ 118.1
Courthouse Annex	-	103.6	-
Leased Interim Criminal Facility	23.1	-	-
Gresham	51.3	12.3	57.2
Juvenile Justice Center	20.4	-	20.4
Other Leased Space	10.2	1.5	13.1
<b>Subtotal</b>	<b>\$ 222.9</b>	<b>\$ 206.0</b>	<b>\$ 208.6</b>
<b>Lease Costs (Incl. Operating Exp.)</b>			
Leased Interim Criminal Facility	\$ 17.0	\$ -	\$ -
Other Interim Leased Space	15.4	4.7	18.9
Future County Space Needed for DA + Library	7.7	-	1.7
<b>Subtotal</b>	<b>\$ 40.1</b>	<b>\$ 4.7</b>	<b>\$ 20.7</b>
<b>Moves/Conversion/Replacements</b>			
MCCH	\$ 35.6	\$ 31.3	\$ 37.9
Courthouse Annex	-	23.0	-
Gresham	4.1	2.7	15.5
Juvenile Justice Center	3.6	-	3.6
<b>Subtotal</b>	<b>\$ 43.3</b>	<b>\$ 57.0</b>	<b>\$ 57.0</b>
<b>TOTAL NON-OPERATING COSTS</b>	<b>\$ 306.4</b>	<b>\$ 267.6</b>	<b>\$ 286.3</b>
<b>Less: Lease Savings in Surplus Space</b>			
MCCH	\$ (15.3)	\$ (88.3)	\$ (46.9)
Gresham	(5.4)	-	(16.2)
<b>Subtotal</b>	<b>\$ (20.7)</b>	<b>\$ (88.3)</b>	<b>\$ (63.1)</b>
<b>NET NON-OPERATING COSTS</b>	<b>\$ 285.7</b>	<b>\$ 179.3</b>	<b>\$ 223.2</b>
<b>BUILDING OPERATING COSTS (40 Years)</b>	<b>\$ 140.6</b>	<b>\$ 172.2</b>	<b>\$ 160.1</b>
<b>TOTAL, ALL REAL ESTATE COSTS</b>	<b>\$ 426.3</b>	<b>\$ 351.5</b>	<b>\$ 383.3</b>
<b>SUMMARY SPACE SUPPLY CALCULATIONS (40 Years)</b>			
Net space used for Courts (Total - Surplus)	22.9	23.0	23.1
Surplus Non-Court Space	1.4	5.9	4.2
Total space sf available (sf * years)	24.2	28.8	27.3
<b>Court costs / court space / year</b>	<b>\$ 12.50</b>	<b>\$ 7.81</b>	<b>\$ 9.68</b>
<b>Total costs / total space / year</b>	<b>\$ 12.64</b>	<b>\$ 9.28</b>	<b>\$ 10.50</b>



**FINANCIAL CALCULATIONS FOR OPTION A:**  
**Leased Interim Courthouse**

<i>Building ==&gt;</i> <i>Type of Space ==&gt;</i>	Central City Bldg Courts	Central City Bldg DA/Library	Interim Leased Courthouse	Future Gresham Courts	Gresham Courts	Juvenile Justice Center Courts	MCCH Courts	Grand Total
<b>Hard Costs</b>								
Structural Costs	\$ -	\$ -	\$ 6,075,000	\$ 21,600,000	\$ 7,200,000	\$ 9,738,000	\$ 79,798,416	\$ 124,411,416
Tenant Improvements	6,399,000	1,139,750	9,315,000	-	-	-	-	16,853,750
Land	-	-	-	2,353,200	1,908,000	-	-	4,261,200
Parking	-	-	-	4,320,000	-	4,800,000	-	9,120,000
Site Improvement Costs	-	-	-	185,000	120,000	-	-	305,000
Total	\$ 6,399,000	\$ 1,139,750	\$ 15,390,000	\$ 28,458,200	\$ 9,228,000	\$ 14,538,000	\$ 79,798,416	\$ 154,951,366
<b>Soft Costs</b>								
Structural Costs	\$ -	\$ -	\$ 3,037,500	\$ 8,640,000	\$ 2,880,000	\$ 3,895,200	\$ 38,263,340	\$ 56,716,040
Tenant Improvements	2,239,650	398,913	4,657,500	-	-	-	-	7,296,063
Land	-	-	-	117,660	95,400	-	-	213,060
Parking	-	-	-	1,728,000	-	1,920,000	-	3,648,000
Site Improvement Costs	-	-	-	74,000	48,000	-	-	122,000
Total	\$ 2,239,650	\$ 398,913	\$ 7,695,000	\$ 10,559,660	\$ 3,023,400	\$ 5,815,200	\$ 38,263,340	\$ 67,995,163
<b>Total Land + Improvement Costs</b>								
Structural Costs	\$ -	\$ -	\$ 9,112,500	\$ 30,240,000	\$ 10,080,000	\$ 13,633,200	\$ 118,061,756	\$ 181,127,456
Tenant Improvements	8,638,650	1,538,663	13,972,500	-	-	-	-	24,149,813
Land	-	-	-	2,470,860	2,003,400	-	-	4,474,260
Parking	-	-	-	6,048,000	-	6,720,000	-	12,768,000
Site Improvement Costs	-	-	-	259,000	168,000	-	-	427,000
Total	\$ 8,638,650	\$ 1,538,663	\$ 23,085,000	\$ 39,017,860	\$ 12,251,400	\$ 20,353,200	\$ 118,061,756	\$ 222,946,529
<b>Net Lease Costs</b>	\$ 10,704,960	\$ 4,658,640	\$ 17,010,000	\$ -	\$ -	\$ -	\$ -	\$ 32,373,600
Move + CR Conversion Costs	-	-	-	1,440,000	-	-	5,488,174	6,928,174
Replacement Costs	-	-	-	-	2,680,000	3,603,060	30,092,000	36,375,060
Less: Lease Savings in Surplus Space	\$ -	\$ -	\$ -	\$ (5,400,000)	\$ -	\$ -	\$ (15,279,000)	(20,679,000)
Total Costs	\$ 19,343,610	\$ 6,197,303	\$ 40,095,000	\$ 35,057,860	\$ 14,931,400	\$ 23,956,260	\$ 138,362,930	\$ 277,944,363
<b>Total Land + Imp. Costs per New CR</b>	\$ 719,888	NA	\$ 1,282,500	\$ 3,251,488	\$ 3,062,850	\$ 3,392,200	\$ 2,566,560	\$ 2,274,965
<b>Total All Costs per New CR</b>	\$ 1,611,968	NA	\$ 2,227,500	\$ 2,921,488	\$ 3,732,850	\$ 3,992,710	\$ 3,007,890	\$ 2,836,167
<b>Total CRs available (CRs * years)</b>	36	-	54	116	151	462	1,571	2,562
<b>Cum. CR Deficits (ignores surpluses)</b>	-	-	-	-	-	-	-	57
<b>Total office sf available (sf * years)</b>	-	-	-	360,000	-	-	1,018,600	1,378,600

*Note: excludes costs of financing, O&M, inflation and discounting*

**FINANCIAL ASSUMPTIONS FOR OPTION A**  
**Leased Interim Courthouse**

<i>Building ==&gt;</i> <i>Type of Space ==&gt;</i>	Central City Bldg Courts	Central City Bldg DA/Library	Interim Leased Facility	Future Gresham Courts	Gresham Courts	Juvenile Justice Center Courts	MCCH Courts/DA/Lib
Schedules							
Construction Duration	1	1	3	2+	2+	2+	4
Construction Period	Years 3	Year 3	Years 1-3	Years 26-27	Years 2-3	Years 2-3	Year 4-6
Lease Duration	4	4	6	15	40	40	40
Lease Period	Years 3-6	Years 3-6	Years 1-6	Years 26-40	Years 2-40	Years 2-40	Years 1-40
Space Calculations							
Occupied	108,000	47,000	162,000	108,000	36,000	48,690	426,000
Lease	127,440	55,460	162,000	-	-	-	-
Build/Renovate	108,000	47,000	162,000	108,000	36,000	48,690	426,000
Courtrooms	12	0	18	12	4	6	46
Load Factor	18%	18%	0	0	0	0	0
Construction Costs/sf							
Structural	0.00	0.00	37.50	200.00	200.00	200.00	187.32
Tenant Imp.	75.00	40.00	75.00	0.00	0.00	0.00	0.00
TI Allowance	<u>-15.75</u>	<u>-15.75</u>	<u>-17.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Net TI Cost	59.25	24.25	57.50	0.00	0.00	0.00	0.00
Land Costs							
Land required				185,000.0	120,000		
Land cost/sf				\$ 12.00	\$ 15.00		
Commission				6%	6%		
Site Improv't Costs/sf				\$ 1.00	\$ 1.00		
Parking Costs							
Spaces needed				360		400	
Cost/space				\$ 12,000		\$ 12,000	
Lease rate/sf (in 2003)	\$ 21.00	\$ 21.00	\$ 17.50	\$ -	\$ -	\$ -	\$ -

## Moves + Conversion Costs

Conversion Costs/sf	\$	40.00	\$	40.00
CRs converted		4		10
Moves costs/sf			\$	3.00
Moves (sf)				629,391

## Replacement Costs

Replacement Costs (2002 \$)				
Finish (every 10 years)	\$	20.00	\$	20.00
M&E (every 20 years)	\$	10.00	\$	10.00
Roof (every 20 years)	\$	8.00	\$	8.00

Replacement Cost Sizes				
Finish (every 10 years)	108,000	36,000	48,690	426,000
M&E (every 20 years)	108,000	36,000	48,690	426,000
Roof (every 20 years)	30,000	20,000	24,345	34,000

Replacements				
Finish (every 10 years)	0	3	3	3
M&E (every 20 years)	0	1	1	1
Roof (every 20 years)	0	1	1	1

## Other General Assumptions

	<i>New</i>	<i>MCCH</i>		
Courtroom size (sf)	9,000	9,261	Inflation	3% per annum
			Rent escalation	0% year 1
Tenant improvement allowance				3% thereafter, in 5-year cumulative increments
5-year deal	3/4 years of rent		Expenses as % of Rent	1/3
Leased Interim CH deal	1 years of rent			
	1/2 structural improvements		Lease Savings Rate for County	\$ 15.00 per square foot

## Soft cost as % of direct construction [except for MCCH]

new construction	40%	
renovation	50%	47.95%
TIs	35%	
Land (contingency)	5%	

**FINANCIAL CALCULATIONS FOR OPTION B**  
**MCCH Annex**

<i>Building ==&gt;</i> <i>Type of Space ==&gt;</i>	Central City Bldg Courts	Central City Bldg DA/Library	Gresham Courts	Juvenile Justice Center Courts	MCCH Courts	New Court Building Courts	Grand Total
Hard Costs							
Structural Costs	\$ -	\$ -	\$ 7,200,000	\$ -	\$ 59,941,758	\$ 68,040,000	\$ 135,181,758
Tenant Improvements	-	1,139,750	-	-	-	-	1,139,750
Land	-	-	1,908,000	-	-	8,395,200	10,303,200
Parking	-	-	-	-	-	-	-
Site Improvement Costs	-	-	120,000	-	-	-	120,000
Total	\$ -	\$ 1,139,750	\$ 9,228,000	\$ -	\$ 59,941,758	\$ 76,435,200	\$ 146,744,708
Soft Costs							
Structural Costs	\$ -	\$ -	\$ 2,880,000	\$ -	\$ 28,652,160	\$ 26,739,720	\$ 58,271,880
Tenant Improvements	-	398,913	-	-	-	-	398,913
Land	-	-	95,400	-	-	419,760	515,160
Parking	-	-	-	-	-	-	-
Site Improvement Costs	-	-	48,000	-	-	-	48,000
Total	\$ -	\$ 398,913	\$ 3,023,400	\$ -	\$ 28,652,160	\$ 27,159,480	\$ 59,233,953
Total Land + Improvement Costs							
Structural Costs	\$ -	\$ -	\$ 10,080,000	\$ -	\$ 88,593,918	\$ 94,779,720	\$ 193,453,638
Tenant Improvements	-	1,538,663	-	-	-	-	1,538,663
Land	-	-	2,003,400	-	-	8,814,960	10,818,360
Parking	-	-	-	-	-	-	-
Site Improvement Costs	-	-	168,000	-	-	-	168,000
Total	\$ -	\$ 1,538,663	\$ 12,251,400	\$ -	\$ 88,593,918	\$ 103,594,680	\$ 205,978,661
Net Lease Costs	\$ -	\$ 4,658,640	\$ -	\$ -	\$ -	\$ -	\$ 4,658,640
Extra Move + CR Conversion Costs	-	-	-	-	7,645,800	-	7,645,800
Replacement Costs	-	-	2,664,000	-	23,625,000	23,040,000	49,329,000
Less: Lease Savings in Surplus Space	-	-	-	-	(88,340,400)	-	(88,340,400)
Total Costs	\$ -	\$ 6,197,303	\$ 14,915,400	\$ -	\$ 31,524,318	\$ 126,634,680	\$ 179,271,701
Total Land + Imp. Costs per New CR	NA	NA	\$ 3,062,850	NA	\$ 2,460,942	\$ 2,877,630	\$ 2,511,935
Total All Costs per New CR	NA	NA	\$ 3,728,850	NA	\$ 875,676	\$ 3,517,630	\$ 2,186,240
Total CRs available (CRs * years)	-	-	148	240	708	1,296	2,566
Cum. CR Deficits (ignores surpluses)	-	-	-	-	-	-	53
Total office sf available (sf * years)	-	141,000	-	-	5,889,360	-	5,889,360

*Note: excludes costs of financing, O&M, inflation and discounting*



**FINANCIAL ASSUMPTIONS FOR OPTION B**  
**MCCH Annex**

<i>Building ==&gt;</i> <i>Type of Space ==&gt;</i>	Central City Bldg Courts	Central City Bldg DA/Library	Interim Leased Courtroom	Gresham Courts	Juvenile Justice Center Courts	MCCH Courts/DA/Lib	New Court Building Courts
<b>Schedules</b>							
Construction Duration	NA	1	NA	2+	NA	4	4
Construction Period	NA	Year 4	NA	Years 2-3	NA	Years 5-7	Years 1-4
Lease Duration	NA	4	NA	40	NA	40	40
Lease Period	NA	Years 4-7	NA	Years 2-40	NA	Years 1-40	Years 1-40
<b>Space Calculations</b>							
Occupied	NA	47,000	NA	36,000	NA	333,500	324,000
Lease	NA	55,460	NA	-	NA	-	-
Build/Renovate	NA	47,000	NA	36,000	NA	333,500	324,000
Courtrooms	0	0	0	4	6	36	36
Load Factor	NA	18%	NA	0	NA	0	0
<b>Construction Costs/sf</b>							
Structural	NA	0.00	NA	200.00	NA	179.74	210.00
	NA		NA		NA		
Tenant Imp.	NA	40.00	NA	0.00	NA	0.00	0.00
TI Allowance	NA	-15.75	NA	0.00	NA	0.00	0.00
Net TI Cost	NA	24.25	NA	0.00	NA	0.00	0.00
<b>Land Costs</b>							
Land required				120,000			28,800
Land cost/sf				\$ 15.00		\$	275.00
Commission				6%			6%
Site Improv't Costs/sf				\$ 1.00			0
<b>Parking Costs</b>							
Spaces needed							
Cost/space							
Lease rate/sf (in 2003)	NA	\$ 21.00	NA	NA	\$ -	\$ -	\$ -

## Conversion Costs

Costs/sf	\$	40.00
CRs converted		18
Moves costs/sf	\$	3.00
Moves (sf)		388,600

## Replacement Costs

Replacement Costs (2002 \$)				
Finish (every 10 years)	\$	20.00	\$	20.00 \$ 20.00
M&E (every 20 years)	\$	10.00	\$	10.00 \$ 10.00
Roof (every 20 years)	\$	8.00	\$	8.00 \$ 8.00

Replacement Cost Sizes				
Finish (every 10 years)	36,000	333,500	324,000	
M&E (every 20 years)	36,000	333,500	324,000	
Roof (every 20 years)	18,000	35,000	45,000	

Replacements				
Finish (every 10 years)	3	3	3	
M&E (every 20 years)	1	1	1	
Roof (every 20 years)	1	1	1	

## Other General Assumptions

	<i>New</i>	<i>MCCH</i>		
Courtroom size (sf)	9,000	9260	Inflation	3% per annum
			Rent escalation	0% year 1
Tenant improvement allowance				3% thereafter, in 5-year cumulative increments
5-year deal	3/4 years of rent		Expenses as % of Rent	1/3
20-year deal	1 years of rent			
			Lease Savings Rate for County	\$ 15.00 per square foot
Soft cost as % of direct construction [except for MCCH]				
new construction	40%		New CH	39.3%
renovation	45%	47.80%		
TIs	35%			
Land (contingency)	5%			

**FINANCIAL CALCULATIONS FOR OPTION C**  
**Large East County Facility**

<b>Building ==&gt;</b> <b>Type of Space ==&gt;</b>	<b>Central City Bldg Courts</b>	<b>Central City Bldg DA/Library</b>	<b>Interim Leased Courthouse</b>	<b>Gresham Courts</b>	<b>Juvenile Justice Center Courts</b>	<b>MCCH Courts</b>	<b>Grand Total</b>
<b>Hard Costs</b>							
Structural Costs	\$ -	\$ -	\$ -	\$ 32,400,000	\$ 9,738,000	\$ 79,798,416	\$ 121,936,416
Tenant Improvements	8,532,000	1,139,750	-	-	-	-	9,671,750
Land	-	-	-	2,353,200	-	-	2,353,200
Parking	-	-	-	6,480,000	4,800,000	-	11,280,000
Site Improvement Costs	-	-	-	185,000	-	-	185,000
<b>Total</b>	<b>\$ 8,532,000</b>	<b>\$ 1,139,750</b>	<b>\$ -</b>	<b>\$ 41,418,200</b>	<b>\$ 14,538,000</b>	<b>\$ 79,798,416</b>	<b>\$ 145,426,366</b>
<b>Soft Costs</b>							
Structural Costs	\$ -	\$ -	\$ -	\$ 12,960,000	\$ 3,895,200	\$ 38,263,340	\$ 55,118,540
Tenant Improvements	2,986,200	398,913	-	-	-	-	3,385,113
Land	-	-	-	117,660	-	-	117,660
Parking	-	-	-	2,592,000	1,920,000	-	4,512,000
Site Improvement Costs	-	-	-	74,000	-	-	74,000
<b>Total</b>	<b>\$ 2,986,200</b>	<b>\$ 398,913</b>	<b>\$ -</b>	<b>\$ 15,743,660</b>	<b>\$ 5,815,200</b>	<b>\$ 38,263,340</b>	<b>\$ 63,207,313</b>
<b>Total Land + Improvement Costs</b>							
Structural Costs	\$ -	\$ -	\$ -	\$ 45,360,000	\$ 13,633,200	\$ 118,061,756	\$ 177,054,956
Tenant Improvements	11,518,200	1,538,663	-	-	-	-	13,056,863
Land	-	-	-	2,470,860	-	-	2,470,860
Parking	-	-	-	9,072,000	6,720,000	-	15,792,000
Site Improvement Costs	-	-	-	259,000	-	-	259,000
<b>Total</b>	<b>\$ 11,518,200</b>	<b>\$ 1,538,663</b>	<b>\$ -</b>	<b>\$ 57,161,860</b>	<b>\$ 20,353,200</b>	<b>\$ 118,061,756</b>	<b>\$ 208,633,679</b>
<b>Lease Costs</b>	<b>\$ 14,273,280</b>	<b>\$ 4,658,640</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,931,920</b>
Extra Move + CR Conversion Costs	-	-	-	3,924,000	-	7,814,760	11,738,760
Replacement Costs	-	-	-	11,580,000	3,603,060	30,100,000	45,283,060
Less: Lease Savings in Surplus Space	-	-	-	(16,200,000)	-	(46,948,200)	(63,148,200)
<b>Total Costs</b>	<b>\$ 25,791,480</b>	<b>\$ 6,197,303</b>	<b>\$ -</b>	<b>\$ 56,465,860</b>	<b>\$ 23,956,260</b>	<b>\$ 109,028,316</b>	<b>\$ 221,439,219</b>
<b>Total Land + Imp. Costs per New CR</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$ 3,175,659</b>	<b>\$ 3,392,200</b>	<b>\$ 2,566,560</b>	<b>\$ 2,006,093</b>
<b>Total All Costs per New CR</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$ 3,136,992</b>	<b>\$ 3,992,710</b>	<b>\$ 2,370,181</b>	<b>\$ 2,129,223</b>
<b>Total CRs available (CRs * years)</b>	<b>48</b>	<b>-</b>	<b>-</b>	<b>549</b>	<b>462</b>	<b>1,343</b>	<b>2,574</b>
<b>Cum. CR Deficits (ignores surpluses)</b>							<b>55</b>
<b>Total office sf available (sf * years)</b>	<b>-</b>	<b>141,000</b>	<b>-</b>	<b>1,080,000</b>	<b>-</b>	<b>3,129,880</b>	
						<b>4,209,880</b>	<b>4,209,880</b>
						<b>63,148,200</b>	

Note: excludes costs of financing, O&M, inflation and discounting  
financial calculations opt C final.xls

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**FINANCIAL ASSUMPTIONS FOR OPTION C**  
**Large East County Facility**

<i>Building ==&gt;</i> <i>Type of Space ==&gt;</i>	Central City Bldg Courts	Central City Bldg DA/Library	Interim Leased Courthouse	Interim Leased Office	Gresham Courts	Juvenile Justice Center Courts	MCCH Courts/DA/Lib
Schedules							
Construction Duration	1	1	NA	NA	3	2+	4
Construction Period	Year 3	Year 3	NA	NA	Years 1-3	Years 2-3	Year 4-6
Lease Duration	4	4	NA	NA	40	40	40
Lease Period	Years 3-6	Years 3-6	NA	NA	Years 1-40	Years 2-40	Years 1-40
Space Calculations							
Occupied	144,000	47,000	0	0	162,000	48,690	426,000
Lease	169,920	55,460	NA	NA	-	-	-
Build/Renovate	144,000	47,000	NA	NA	162,000	48,690	426,000
Courtrooms	16	0	18	0	18	6	46
Load Factor	18%	18%	0	0	0	0	0
Construction Costs/sf							
Structural	0.00	0.00	0.00	0.00	200.00	200.00	187.32
Tenant Imp.	75.00	40.00	0.00	0.00	0.00	0.00	0.00
TI Allowance	<u>-15.75</u>	<u>-15.75</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Net TI Cost	59.25	24.25	0.00	0.00	0.00	0.00	0.00
Land Costs							
Land required					185,000		
Land cost/sf					\$ 12.00		
Commission					6%		
Site Improv't Costs/sf					\$ 1.00		
Parking Costs							
Spaces needed					540	400	
Cost/space					\$ 12,000	\$ 12,000	
Lease rate/sf (in 2003)	\$ 21.00	\$ 21.00	\$ -	\$ -	\$ -	\$ -	\$ -



## Conversion Costs

Costs/sf	\$	40.00	\$	40.00
CRs converted		10		16
Moves costs/sf	\$	3.00	\$	3.00
Moves (sf)		108,000		684,920

## Replacement Costs

Replacement Costs (2002 \$)				
Finish (every 10 years)	\$	20.00	\$	20.00
M&E (every 20 years)	\$	10.00	\$	10.00
Roof (every 20 years)	\$	8.00	\$	8.00

Replacement Cost Sizes				
Finish (every 10 years)		162,000	48,690	426,000
M&E (every 20 years)		162,000	48,690	426,000
Roof (every 20 years)		30,000	24,345	35,000

Replacements				
Finish (every 10 years)		3	3	3
M&E (every 20 years)		1	1	1
Roof (every 20 years)		1	1	1

## Other General Assumptions

	<i>New</i>	<i>MCCH</i>		
Courtroom size (sf)	9,000	9260	Inflation	3% per annum
			Rent escalation	0% year 1
Tenant improvement allowance				3% thereafter, in 5-year cumulative increments
5-year deal	0.75	years of rent	Expenses as % of Rent	1/3
Interim CH deal	1	years of rent		
	1/2	structural improvements	Lease Savings Rate for County	\$ 15.00 per square foot

Soft cost as % of direct construction [except for MCCH]		
new construction	40%	
renovation	50%	47.95%
TIs	35%	
Land (contingency)	5%	



## **Appendix H**

### **Real Estate Cost Projections and Assumptions**

**MULTNOMAH COUNTY COURTHOUSE**  
**FINANCIAL SUMMARY OF SCENARIOS -- IN MILLIONS**  
**40-Year Cash Flow, All Real Estate Costs**

	OPTION A		OPTION B		OPTION C	
<b>Current Dollar Cash Flow (in inflated dollars)</b>						
<i>Capitalized Expenses (not part of cashflow)</i>						
Land, Hard, and Soft Costs (inc. financing fees)	\$	286.5	\$	231.2	\$	235.1
Interim Expenses (Moves, Leases, TIs)						
Leases		33.7		5.2		20.3
Tenant Improvements		11.3		1.8		14.4
Moves		2.1		1.4		2.4
Capitalized Facilities Renewal Expenses (inc. financing fees)		31.8		17.6		13.0
Total Capitalized Costs	\$	365.5	\$	257.1	\$	285.2
<i>Annual Cashflow</i>						
Rents for DA and Law Library	\$	12.1	\$	-	\$	2.3
Rent Offsets		(27.4)		(121.7)		(84.7)
Facilities Renewal Expenses		22.9		56.8		40.1
Interest Expense		22.5		16.5		18.6
Principal Payback		31.1		24.8		28.0
<b>TOTAL CASH FLOW</b>	<b>\$</b>	<b>543.3</b>	<b>\$</b>	<b>348.0</b>	<b>\$</b>	<b>423.9</b>
Net Space rented or constructed for courts		22.9		23.0		23.1
Cost/sf/year	\$	23.76	\$	15.16	\$	18.39
<b>Present Value Basis (discounted)</b>						
<i>Capitalized Expenses (not part of cashflow)</i>						
Land, Hard, and Soft Costs (inc. financing fees)	\$	169.7	\$	177.3	\$	178.7
Interim Expenses (Moves, Leases, TIs)						
Leases		26.8		3.7		15.7
Tenant Improvements		9.5		1.4		12.1
Moves		1.6		1.0		1.8
Capitalized Facilities Renewal Expenses (inc. financing fees)		7.1		4.1		3.1
Total Capitalized Costs	\$	214.7	\$	187.6	\$	211.4
<i>Annual Cashflow</i>						
Rents	\$	2.2	\$	-	\$	0.2
Rent Offsets		(10.1)		(38.1)		(29.4)
Facilities Renewal Expenses		8.6		17.3		12.8
Interest Expense		91.5		80.8		90.5
Principal Payback		105.6		94.3		104.9
<b>PRESENT VALUE OF TOTAL CASH FLOW</b>	<b>\$</b>	<b>197.8</b>	<b>\$</b>	<b>154.2</b>	<b>\$</b>	<b>179.0</b>
Cost/sf/year	\$	8.65	\$	6.72	\$	7.76

**SUMMARY OF BOND ISSUANCES  
BY YEAR OF ISSUANCE, IN MILLIONS**

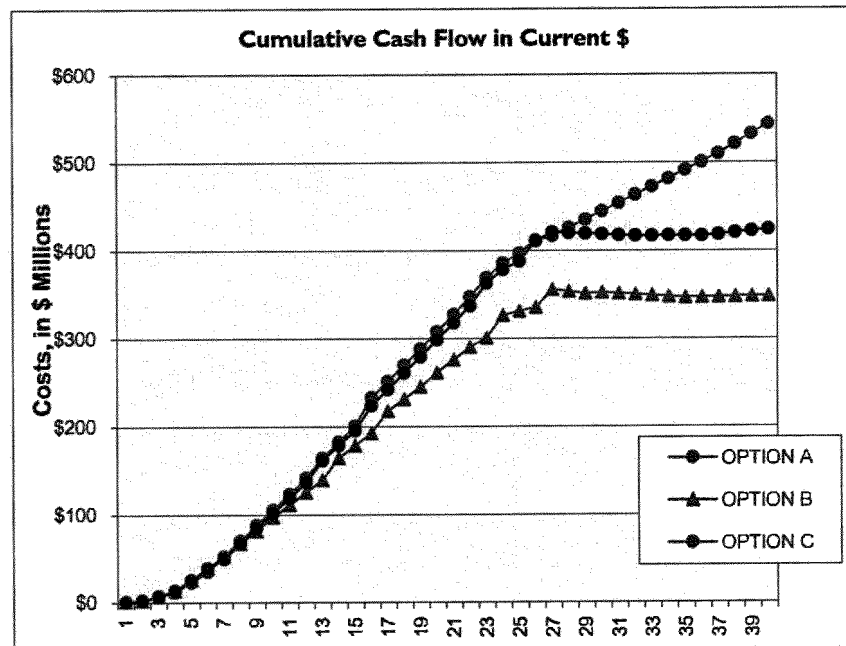
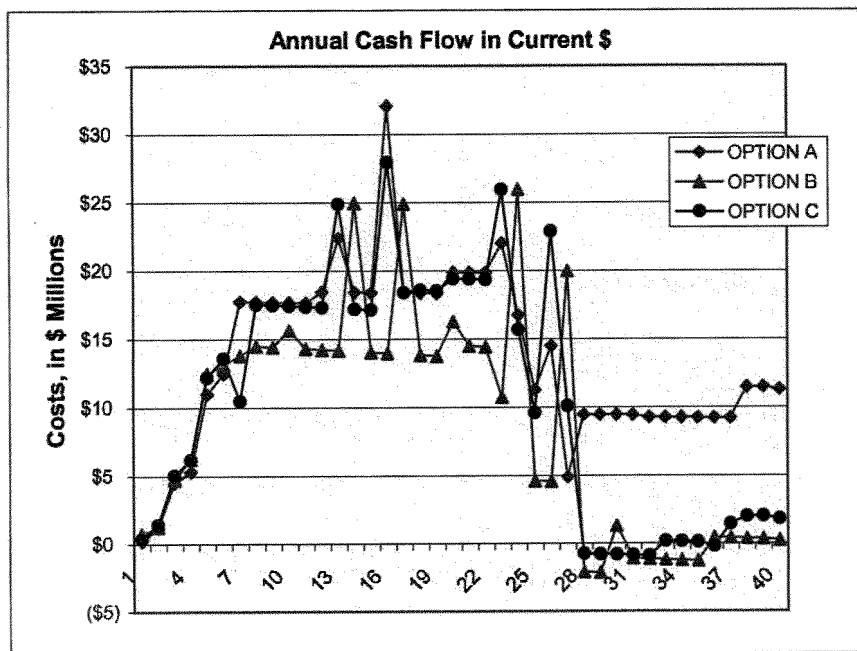
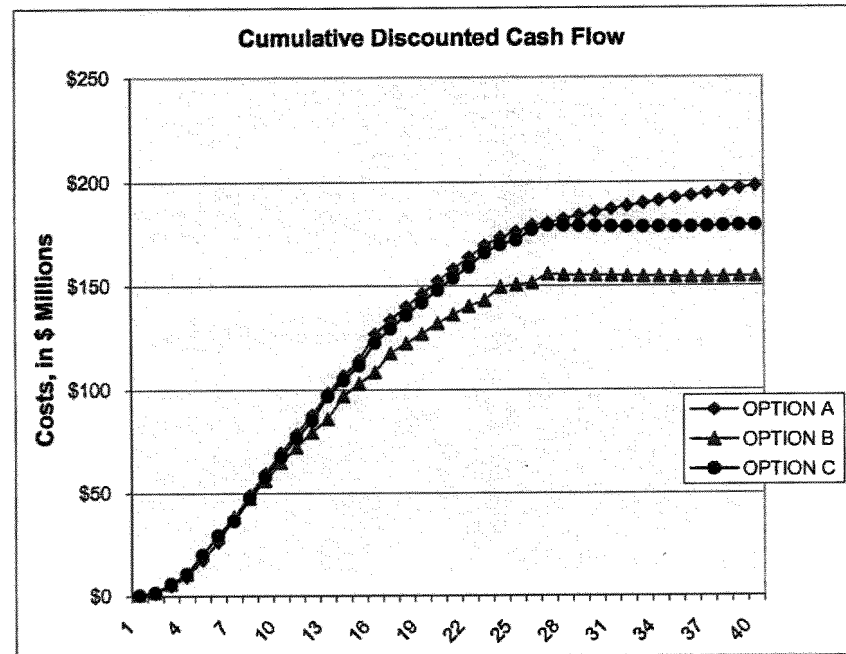
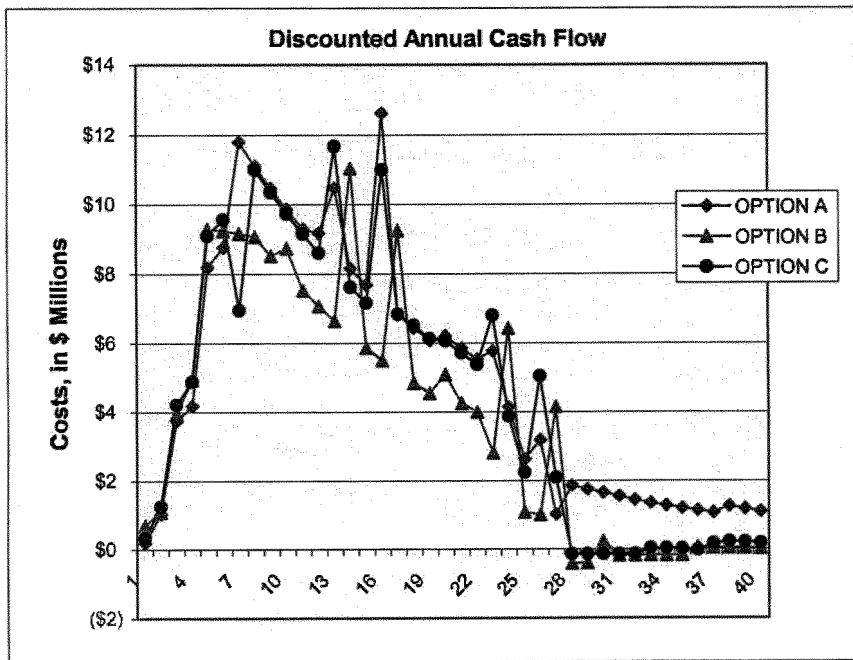
<b>Bond Issuances</b>	<b>Scenario A Leased Interim Courtrooms</b>			<b>Scenario B MCCH Annex</b>			<b>Scenario C Large East County Facility</b>		
	Year	Amount	P.V.	Year	Amount	P.V.	Year	Amount	P.V.
1st Issuance	3	\$42.4	\$35.6	3	\$44.9	\$37.7	3	\$51.1	\$42.9
2nd Issuance	5	68.5	51.2	5	96.1	71.8	5	75.3	56.3
3rd Issuance	7	129.1	85.9	8	89.7	56.3	8	134.4	84.3
4th Issuance	12	2.1	1.1	20	1.2	0.4	16	3.6	1.4
5th Issuance	20	2.7	0.8	24	8.4	2.1	18	2.5	0.9
6th Issuance	23	3.4	0.9	25	3.1	0.7	20	2.6	0.8
7th Issuance	28	116.5	22.8	27	8.1	1.7	23	6.0	1.6
8th Issuance	38	4.5	0.5	30	3.6	0.6	26	7.1	1.6
9th Issuance				36	4.3	0.5	33	2.5	0.4
10th Issuance							37	2.9	0.3
TOTAL, Years 1-10		\$240.0	\$172.6		\$230.7	\$165.8		\$260.8	\$183.5
TOTAL, Years 1-20		\$244.8	\$174.5		\$232.0	\$166.2		\$269.6	\$186.6
TOTAL, 1-40		\$369.1	\$198.7		\$259.6	\$171.9		\$288.1	\$190.5

**Cash Flow**

Year 1	\$0.2	\$0.2	\$0.7	\$0.7	\$0.3	\$0.3
Year 2	1.2	1.0	1.2	1.1	1.4	1.2
Year 3	4.4	3.7	4.7	3.9	5.0	4.2
Year 4	5.3	4.2	6.2	4.9	6.2	4.9
Year 5	10.9	8.2	12.4	9.3	12.2	9.1
Year 6	12.4	8.8	13.1	9.2	13.6	9.6
Year 7	17.7	11.8	13.8	9.2	10.4	6.9
Year 8	17.7	11.1	14.4	9.1	17.5	11.0
Year 9	17.7	10.5	14.4	8.5	17.5	10.3
Year 10	17.6	9.9	15.6	8.7	17.4	9.7
TOTAL, Years 1-10	\$105.1	\$69.2	\$96.6	\$64.6	\$101.4	\$67.3
TOTAL, Years 1-20	\$307.2	\$152.1	\$260.7	\$131.8	\$298.0	\$147.9
TOTAL, Years 1-40	\$543.3	\$197.8	\$348.0	\$154.2	\$423.9	\$179.0

**Bond estimates based on generic financing assumptions, without regard to bonding authority or potential bond limits.**





**OPTION A: LEASED INTERIM FACILITIES**
**CAPITALIZED EXPENSES**

TOTAL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>CONSTRUCTION</b>																
Interim Leased Facility (Years 1-3)	\$ 23,777,550	\$ 3,962,925	\$ 11,888,775	\$ 7,925,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Future Gresham Conversion (Year 38)	4,427,688	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Juvenile Justice Center (Years 2-3)	18,508,037	-	10,796,355	7,711,682	-	-	-	-	-	-	-	-	-	-	-	-
Gresham Courts Building (Years 2-3 and 26-27)	97,143,086	-	9,114,816	3,882,894	-	-	-	-	-	-	-	-	-	-	-	-
MCCH Courts/DA/LIB Building (Years 4-6)	132,879,547	-	-	21,532,863	66,439,774	44,906,910	-	-	-	-	-	-	-	-	-	-
MCCH Conversion	6,388,544	-	-	-	-	-	-	-	-	-	-	2,112,608	-	-	-	-
Subtotal Land, Hard, and Soft Costs - All buildings	\$283,122,453	\$3,962,925	\$31,799,746	\$19,520,426	\$21,532,863	\$66,439,774	\$44,906,910	\$0	\$0	\$0	\$0	\$2,112,608	\$0	\$0	\$0	\$0

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	2,308,254	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCH (includes Facilities Replacement in Year 26)	29,147,829	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gresham	1,026,265	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - MEP/ROOF	\$ 31,480,348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Interim Leased Facility	\$ 17,010,000	\$ 2,835,000	\$ 2,835,000	\$ 2,835,000	\$ 2,835,000	\$ 2,835,000	\$ 2,835,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Central City Building	\$ 16,299,243	-	-	4,074,811	4,074,811	4,074,811	4,074,811	-	-	-	-	-	-	-	-	-
Subtotal Rents	\$ 33,309,243	\$ 2,835,000	\$ 2,835,000	\$ 6,909,811	\$ 6,909,811	\$ 6,909,811	\$ 6,909,811	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

Vacating MCCH in year 4	\$ 999,452	\$ -	\$ -	\$ -	\$ 999,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36 CRs to MCCH end of year 8	\$ 1,092,917	-	-	-	-	1,092,917	-	-	-	-	-	-	-	-	-	-
Subtotal Moving Costs	\$ 2,092,369	\$ -	\$ -	\$ -	\$ 999,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building (Courts)	\$ 9,439,686	\$ -	\$ -	\$ 9,439,686	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Central City Building (DA/Lib)	\$ 1,681,338	-	-	1,681,338	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal TI Allowances	\$ 11,121,024	\$ -	\$ -	\$ 11,121,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

\$ 381,125,438	\$ 6,797,925	\$34,634,746	\$37,551,261	\$29,442,126	\$ 73,349,584	\$ 52,909,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,112,608	\$ -	\$ -	\$ -	\$ -
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**AMOUNT TO BE FINANCED**

\$ 365,482,643	\$ 6,882,899	\$35,087,881	\$38,020,652	\$29,810,153	\$ 74,266,454	\$ 53,571,008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,112,808	\$ -	\$ -	\$ -	\$ -
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**PRESENT VALUE OF ALL CAPITAL ITEMS**

\$ 214,733,587	\$ 6,493,301	\$31,210,111	\$31,922,872	\$23,612,433	\$ 55,496,215	\$ 37,765,447	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,049,900	\$ -	\$ -	\$ -	\$ -
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**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	\$ 365,482,643	-	-	41,950,580	-	67,830,804	127,837,463	-	-	-	-	2,112,606	-	-	-	-
Annual Short Term Interest Expense	\$ 15,370,236	189,280	1,153,641	1,045,568	1,865,347	2,042,327	3,515,530	-	-	-	-	-	-	-	-	-
Total Annual Interest Expense	\$ 225,208,824	\$ 189,280	\$ 1,153,641	\$ 3,164,072	\$ 3,819,782	\$ 7,454,946	\$ 8,753,918	\$ 11,511,237	\$ 11,123,908	\$ 10,717,212	\$ 10,290,182	\$ 9,841,800	\$ 9,477,585	\$ 8,980,117	\$ 8,457,671	\$ 7,909,103
Present Value of Total Annual Interest Expenses	91,529,217	178,566	1,026,736	2,656,616	3,104,835	5,570,769	6,171,167	7,655,630	6,979,277	6,343,501	5,745,884	5,184,537	4,710,119	4,210,229	3,740,838	3,300,192
Total Annual Principal Payback	310,512,016	-	-	1,281,381	1,345,450	3,484,615	7,746,585	8,133,915	8,540,610	8,967,641	9,416,023	9,851,354	10,448,021	10,871,367	11,519,936	12,095,933
Present Value of Annual Principal Payback	105,578,679	-	-	1,075,872	1,065,722	2,603,907	2,578,342	5,151,922	5,103,319	5,055,174	5,007,484	4,960,243	4,945,518	4,898,862	4,852,646	4,806,867

**EXPENSES**

<b>RENT OFFSETS</b>																
Space Available in MCCH	\$ (16,676,148)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,541,575)	\$ (1,564,698)	\$ (1,588,169)	\$ (1,611,991)	\$ (1,636,171)	\$ (996,428)	\$ (1,011,375)	\$ (1,026,545)	\$ (1,041,943)
Space Available in Gresham	\$ (6,788,740)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Rent Offsets	\$ (27,444,888)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,541,575)	\$ (1,564,698)	\$ (1,588,169)	\$ (1,611,991)	\$ (1,636,171)	\$ (996,428)	\$ (1,011,375)	\$ (1,026,545)	\$ (1,041,943)

**FACILITIES RENEWAL - FINISHES (Operating funds)**

Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	6,703,873	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCH	13,672,099	-	-	-	-	-	-	-	-	-	-	-	2,860,116	-	-	13,672,099
1st Gresham	2,478,327	-	-	-	-	-	-	-	-	-	-	-	1,057,344	-	-	-
Subtotal Total Facilities Renewal Expenses - Finishes	\$ 22,854,299	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,917,461	\$ -	\$ -	\$ 13,672,099

**MOVING COSTS (Capitalized for initial construction only)**

Vacating MCCH in year 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36 CRs to MCCH end of year 8	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Moving Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**OTHER LEASED SPACE**

Add'l Space Needed for DA/Library (sf)	\$ 12,135,997	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>TOTAL, ALL EXPENSES</b>	\$ 7,545,409	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,541,575)	\$ (1,564,698)	\$ (1,588,169)	\$ (1,611,991)	\$ (1,636,171)	\$ (996,428)	\$ 2,906,086	\$ (1,026,545)	\$ (1,041,943)
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<b>PRESENT VALUE OF EXPENSES</b>	\$ 719,996	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,025,235)	\$ (881,711)	\$ (940,035)	\$ (900,127)	\$ (851,915)	\$ (495,194)	\$ 1,362,486	\$ (454,042)	\$ (434,767)
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<b>TOTAL CASH FLOW</b>	\$ 543,266,248	\$ 189,280	\$ 1,153,641	\$ 4,445,453	\$ 5,265,232	\$ 10,939,561	\$ 12,412,764	\$ 17,716,246	\$ 17,693,124	\$ 17,669,854	\$ 17,645,831	\$ 17,621,651	\$ 18,432,610	\$ 22,335,125	\$ 18,402,493	\$ 18,387,095
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<b>PRESENT VALUE OF ALL PAYMENTS</b>	\$ 197,829,892	\$ 178,566	\$ 1,026,736	\$ 3,732,488	\$ 4,170,557	\$ 8,174,677	\$ 8,750,509	\$ 11,782,317	\$ 11,100,885	\$ 10,458,641	\$ 9,853,340	\$ 9,282,868	\$ 9,160,443	\$ 10,471,578	\$ 8,139,441	\$ 7,672,292
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**OTHER OPERATING COSTS (Expensed)**

Operating Costs	\$ 288,488,225	\$ 2,519,524	\$ 2,595,110	\$ 2,672,963	\$ 1,265,387	\$ 1,303,349	\$ 1,342,449	\$ 4,393,454	\$ 4,525,257	\$ 4,681,015	\$ 4,800,846	\$ 4,944,871	\$ 5,093,217	\$ 5,246,014	\$ 5,403,394	\$ 5,565,496
Present Value of Other Operating Expenses	\$ 77,389,027	\$ 2,376,910	\$ 2,303,639	\$ 2,244,271	\$ 1,002,305	\$ 973,938	\$ 946,374	\$ 2,921,898	\$ 2,839,202	\$ 2,758,848	\$ 2,680,787	\$ 2,604,896	\$ 2,531,173	\$ 2,459,536	\$ 2,389,928	\$ 2,322,287

<b>GRAND TOTAL CASH FLOW</b>	\$ 831,754,474	\$ 2,708,804	\$ 3,748,761	\$ 7,118,416	\$ 6,530,619	\$ 12,242,910	\$ 13,755,213	\$ 22,109,702	\$ 22,218,382	\$ 22,330,669	\$ 22,446,677	\$ 22,566,522	\$ 23,625,828	\$ 27,581,138	\$ 23,805,887	\$ 23,952,591
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<b>PRESENT VALUE OF ALL PAYMENTS</b>	\$ 275,217,919	\$ 2,555,475	\$ 3,336,375	\$ 5,976,760	\$ 5,172,862	\$ 9,148,614	\$ 9,696,882	\$ 14,704,214	\$ 13,940,088	\$ 13,217,489	\$ 12,534,107	\$ 11,887,763	\$ 11,691,818	\$ 12,931,114	\$ 10,529,367	\$ 9,994,579
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[illegible]

**OPTION A: LEASED INTERIM FACILITIES**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

Interim Leased Facility (Years 1-3)	\$ -	\$ -	\$ -	\$ -	\$ 4,427,688	\$ -	\$ -
Future Gresham Conversion (Year 38)	-	-	-	-	-	-	-
Juvenile Justice Center (Years 2-3)	-	-	-	-	-	-	-
Gresham Courts Building (Years 2-3 and 26-27)	-	-	-	-	-	-	-
MCCH Courts/DA/LIB Building (Years 4-6)	-	-	-	-	-	-	-
MCCH Conversion	-	-	-	-	-	-	-
Subtotal Land, Hard, and Soft Costs - All buildings	\$0	\$0	\$0	\$0	\$4,427,688	\$0	\$0

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	-	-	-	-	-	-	-
MCCH (includes Facilities Replacement in Year 26)	-	-	-	-	-	-	-
Gresham	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - MEP/ROOF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Interim Leased Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Central City Building	-	-	-	-	-	-	-
Subtotal Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

Vacating MCCH in year 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36 CRs to MCCH end of year 6	-	-	-	-	-	-	-
Subtotal Moving Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building (Courts)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Central City Building (DA/Lib)	-	-	-	-	-	-	-
Subtotal TI Allowances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

AMOUNT TO BE FINANCED	\$ -	\$ -	\$ -	\$ -	\$ 4,427,688	\$ -	\$ -
PRESENT VALUE OF ALL CAPITAL ITEMS	\$ -	\$ -	\$ -	\$ -	\$ 483,676	\$ -	\$ -

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	-	-	-	-	4,427,688	-	-
Annual Short Term Interest Expense	-	-	-	-	-	-	-
<b>Total Annual Interest Expense</b>	<b>\$ 4,776,510</b>	<b>\$ 4,523,703</b>	<b>\$ 4,258,254</b>	<b>\$ 3,979,534</b>	<b>\$ 3,610,476</b>	<b>\$ 3,596,424</b>	<b>\$ 3,266,670</b>
<i>Present Value of Total Annual Interest Expenses</i>	<i>658,736</i>	<i>588,557</i>	<i>522,661</i>	<i>460,803</i>	<i>427,176</i>	<i>370,631</i>	<i>317,593</i>
<b>Total Annual Principal Payback</b>	<b>5,056,155</b>	<b>5,308,962</b>	<b>5,574,410</b>	<b>5,853,131</b>	<b>6,281,031</b>	<b>6,595,083</b>	<b>6,707,945</b>
<i>Present Value of Annual Principal Payback</i>	<i>697,302</i>	<i>690,724</i>	<i>684,207</i>	<i>677,753</i>	<i>666,133</i>	<i>679,660</i>	<i>652,161</i>

**EXPENSES**
**RENT OFFSETS**

Space Available in MCCH	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Space Available in Gresham	(895,858)	(909,298)	(922,935)	(936,779)	-	-	-
Subtotal Rent Offsets	\$ (895,858)	\$ (909,298)	\$ (922,935)	\$ (936,779)	\$ -	\$ -	\$ -

**FACILITIES RENEWAL - FINISHES (Operating funds)**

Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	-	-	-	-	-	-	-
MCCH	-	-	-	-	-	-	-
1st Gresham	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - Finishes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

Vacating MCCH in year 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36 CRs to MCCH end of year 6	-	-	-	-	-	-	-
Subtotal Moving Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**OTHER LEASED SPACE**

Add Space Needed for DA+Library (st)	\$ 273,734	\$ 277,840	\$ 282,008	\$ 286,238	\$ 1,241,363	\$ 1,259,983	\$ 1,278,883
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**TOTAL, ALL EXPENSES**

PRESENT VALUE OF EXPENSES	\$ (622,124)	\$ (631,455)	\$ (640,827)	\$ (650,541)	\$ 1,241,363	\$ 1,259,983	\$ 1,278,883
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**TOTAL CASH FLOW**

PRESENT VALUE OF ALL PAYMENTS	\$ 9,210,541	\$ 9,201,209	\$ 9,191,738	\$ 9,182,124	\$ 11,432,870	\$ 11,451,490	\$ 11,253,498
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**OTHER OPERATING COSTS (Expensed)**

Operating Costs	11,529,405	11,875,287	12,231,546	12,598,492	12,976,447	13,365,741	13,768,713
Present Value of Other Operating Expenses	\$ 1,590,038	\$ 1,545,037	\$ 1,501,309	\$ 1,458,820	\$ 1,417,532	\$ 1,377,413	\$ 1,338,430

**GRAND TOTAL CASH FLOW**

PRESENT VALUE OF ALL PAYMENTS	\$ 20,739,946	\$ 21,076,497	\$ 21,423,284	\$ 21,780,616	\$ 24,409,317	\$ 24,817,231	\$ 25,020,211
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	\$ 2,860,278	\$ 2,742,162	\$ 2,629,510	\$ 2,522,047	\$ 2,666,446	\$ 2,557,553	\$ 2,432,520
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**OPTION B: MCCH ANNEX**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

New Court Building (2003-2006)	\$ 106,702,520	\$ 22,634,188	\$ 13,987,132	\$ 35,040,600	\$ 35,040,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gresham Courts Building(2003-2005)	11,061,891	3,522,291	3,769,800	3,769,800												
MCCH Courts/DA/LIB Building(2006-2009)	99,713,236			16,124,129	38,612,455	22,488,326	22,488,326									
MCCH Conversions	10,987,079															
Subtotal Land, Hard, and Soft Costs - All buildings	\$ 228,474,726	\$ 26,156,479	\$ 17,756,932	\$ 38,810,400	\$ 51,164,729	\$ 38,612,455	\$ 22,488,326	\$ 22,488,326	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

New Court Building	\$ 7,318,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	1,231,154															
MCCH	8,029,960															
Gresham	1,024,528															
Subtotal Total Facilities Renewal Expenses - MEP/ROOF	\$ 17,603,701	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Central City Building	\$ 5,090,622	\$ -	\$ -	\$ -	\$ 1,272,655	\$ 1,272,655	\$ 1,272,655	\$ 1,272,655	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Rents	\$ 5,090,622	\$ -	\$ -	\$ -	\$ 1,272,655	\$ 1,272,655	\$ 1,272,655	\$ 1,272,655	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

MCCH	\$ 1,341,254	\$ -	\$ -	\$ -	\$ 999,452	\$ -	\$ -	\$ 341,802	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Moving Costs	\$ 1,341,254	\$ -	\$ -	\$ -	\$ 999,452	\$ -	\$ -	\$ 341,802	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building (DA/Lib)	\$ 1,731,778	\$ -	\$ -	\$ -	\$ 1,731,778	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal TI Allowances	\$ 1,731,778	\$ -	\$ -	\$ -	\$ 1,731,778	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

	\$ 254,242,081	\$ 26,156,479	\$ 17,756,932	\$ 38,810,400	\$ 55,168,615	\$ 39,885,110	\$ 23,780,981	\$ 24,102,783	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AMOUNT TO BE FINANCED	\$ 257,062,597	\$ 26,483,435	\$ 17,978,894	\$ 39,295,530	\$ 55,858,223	\$ 40,383,674	\$ 24,057,993	\$ 24,404,066	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PRESENT VALUE OF ALL CAPITAL ITEMS	\$ 187,577,076	\$ 24,984,373	\$ 16,001,152	\$ 32,993,285	\$ 44,244,944	\$ 30,177,031	\$ 16,959,936	\$ 16,230,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	\$ 257,062,597	\$ -	\$ -	\$ 44,462,329	\$ -	\$ 95,153,753	\$ -	\$ -	\$ 88,845,736	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Short Term Interest Expense	\$ 10,974,318	\$ 728,294	\$ 1,222,714	\$ 1,080,627	\$ 2,616,728	\$ 1,110,551	\$ 1,772,146	\$ 2,443,258	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Interest Expense	\$ 184,950,736	\$ 728,294	\$ 1,222,714	\$ 3,325,975	\$ 4,794,171	\$ 8,021,958	\$ 6,463,363	\$ 8,903,277	\$ 10,703,970	\$ 10,313,384	\$ 9,903,289	\$ 9,472,648	\$ 9,020,498	\$ 8,545,736	\$ 8,047,238	\$ 7,559,301
Present Value of Total Annual Interest Expenses	\$ 80,755,348	\$ 687,070	\$ 1,088,211	\$ 2,792,552	\$ 3,797,432	\$ 5,994,473	\$ 5,966,337	\$ 5,921,188	\$ 6,715,803	\$ 6,104,476	\$ 5,529,934	\$ 4,990,073	\$ 4,482,910	\$ 4,006,575	\$ 3,559,301	\$ 3,123,748
Total Annual Principal Payback	\$ 247,910,613	\$ -	\$ -	\$ 1,358,102	\$ 1,426,008	\$ 4,403,781	\$ 4,623,970	\$ 4,855,168	\$ 7,811,721	\$ 8,202,307	\$ 8,612,422	\$ 9,043,043	\$ 9,495,195	\$ 9,969,955	\$ 10,468,453	\$ 10,939,955
Present Value of Annual Principal Payback	\$ 94,283,785	\$ -	\$ -	\$ 1,140,289	\$ 1,129,532	\$ 3,290,761	\$ 3,259,716	\$ 3,228,964	\$ 4,901,170	\$ 4,854,933	\$ 4,809,131	\$ 4,763,762	\$ 4,718,821	\$ 4,674,304	\$ 4,630,207	\$ 4,586,207

**EXPENSES**
**RENT OFFSETS**

Space Available in MCCH	\$ (121,670,675)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,068,215)	\$ (4,129,239)	\$ (4,191,177)	\$ (4,254,045)	\$ (4,317,855)	\$ (4,382,623)	\$ (4,448,363)	\$ (4,514,111)
Subtotal Rent Offsets	\$ (121,670,675)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,068,215)	\$ (4,129,239)	\$ (4,191,177)	\$ (4,254,045)	\$ (4,317,855)	\$ (4,382,623)	\$ (4,448,363)	\$ (4,514,111)

**FACILITIES RENEWAL - FINISHES (Operating funds)**

New Court Building	\$ 22,974,087	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,801,581
Juvenile Justice Center	5,431,165										1,308,706					
MCCH	25,840,491															
Gresham	2,552,676															1,089,065
Subtotal Total Facilities Renewal Expenses - Finishes	\$ 56,798,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,308,706	\$ -	\$ -	\$ -	\$ -	\$ 10,890,646

**MOVING COSTS (Capitalized for initial construction only)**

None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**OTHER LEASED SPACE**

Add'l Space Needed for DA+Library (sf)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**TOTAL, ALL EXPENSES**

	\$ (64,872,255)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,068,215)	\$ (4,129,239)	\$ (2,882,471)	\$ (4,254,045)	\$ (4,317,855)	\$ (4,382,623)	\$ (4,448,363)	\$ (4,514,111)
PRESENT VALUE OF EXPENSES	\$ (20,814,505)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,552,449)	\$ (2,444,090)	\$ (1,609,557)	\$ (2,240,978)	\$ (2,145,842)	\$ (2,054,745)	\$ (1,963,623)	\$ (1,872,488)

**TOTAL CASH FLOW**

	\$ 347,989,093	\$ 728,294	\$ 1,222,714	\$ 4,684,077	\$ 6,220,178	\$ 12,425,736	\$ 13,087,333	\$ 13,768,445	\$ 14,447,478	\$ 14,386,452	\$ 15,633,220	\$ 14,261,848	\$ 14,197,838	\$ 14,133,068	\$ 14,068,453	\$ 13,999,955
PRESENT VALUE OF ALL PAYMENTS	\$ 154,224,628	\$ 687,070	\$ 1,088,211	\$ 3,932,841	\$ 4,926,964	\$ 9,285,234	\$ 9,226,053	\$ 9,150,152	\$ 9,064,525	\$ 8,515,319	\$ 8,729,508	\$ 7,512,857	\$ 7,055,889	\$ 6,626,134	\$ 6,203,936	\$ 5,790,646

**OTHER OPERATING COSTS (Expensed)**

Operating Costs	\$ 345,248,140	\$ 2,519,524	\$ 2,595,110	\$ 2,872,963	\$ 2,753,152	\$ 2,891,392	\$ 2,978,134	\$ 3,087,478	\$ 5,914,727	\$ 6,092,169	\$ 6,274,934	\$ 6,463,182	\$ 6,657,077	\$ 6,856,790	\$ 7,062,493	\$ 7,277,248
Present Value of Other Operating Expenses	\$ 95,692,545	\$ 2,376,910	\$ 2,309,639	\$ 2,244,271	\$ 2,180,754	\$ 2,160,616	\$ 2,099,467	\$ 2,040,048	\$ 3,710,973	\$ 3,605,945	\$ 3,503,890	\$ 3,404,724	\$ 3,308,363	\$ 3,214,730	\$ 3,123,748	\$ 3,033,766

**GRAND TOTAL CASH FLOW**

	\$ 693,237,233	\$ 3,247,819	\$ 3,617,824	\$ 7,357,040	\$ 8,973,330	\$ 15,917,130	\$ 16,065,467	\$ 18,825,922	\$ 20,362,203	\$ 20,478,621	\$ 21,908,153	\$ 20,724,828	\$ 20,854,913	\$ 20,989,857	\$ 21,124,936	\$ 21,260,011
PRESENT VALUE OF ALL PAYMENTS	\$ 249,917,172	\$ 3,063,980	\$ 3,397,850	\$ 6,177,113	\$ 7,107,718	\$ 11,445,851	\$ 11,325,520	\$ 11,190,199	\$ 12,775,498	\$ 12,121,264	\$ 12,233,398	\$ 10,917,581	\$ 10,364,253	\$ 9,840,864	\$ 9,317,488	\$ 8,794,011

**OPTION B: MCCH ANNEX**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

New Court Building (2003-2006)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gresham Courts Building(2003-2005)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCH Courts/DA/LIB Building(2006-2009)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCH Conversions	-	-	-	-	-	-	-	-	-	-	-	3,103,444	-	-	-	-	-
Subtotal Land, Hard, and Soft Costs - All buildings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,103,444	\$ -	\$ -	\$ -	\$ -	\$ -

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

New Court Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,818,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	-	-	-	-	-	1,231,154	-	-	-	-	-	-	-	-	-	-	-
MCCH	-	-	-	-	-	-	-	-	-	-	-	-	-	8,029,960	-	-	-
Gresham	-	-	-	-	-	-	-	-	-	-	1,024,528	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - MEP/ROOF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,231,154	\$ -	\$ -	\$ -	\$ -	\$ 8,342,587	\$ -	\$ -	\$ 8,029,960	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Central City Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

MCCH	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Moving Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building (DA/Lib)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal TI Allowances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,231,154	\$ -	\$ -	\$ -	\$ -	\$ 8,342,587	\$ 3,103,444	\$ -	\$ 8,029,960	\$ -	\$ -	\$ -
AMOUNT TO BE FINANCED	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,231,154	\$ -	\$ -	\$ -	\$ -	\$ 8,342,587	\$ 3,103,444	\$ -	\$ 8,029,960	\$ -	\$ -	\$ -
PRESENT VALUE OF ALL CAPITAL ITEMS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 383,880	\$ -	\$ -	\$ -	\$ -	\$ 2,060,440	\$ 723,098	\$ -	\$ 1,665,156	\$ -	\$ -	\$ -

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,231,154	\$ -	\$ -	\$ -	\$ -	\$ 8,342,587	\$ 3,103,444	\$ -	\$ 8,029,960	\$ -	\$ -	\$ -
Annual Short Term Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

<b>Total Annual Interest Expense</b>	\$ 7,523,816	\$ 6,974,222	\$ 6,397,148	\$ 5,791,221	\$ 5,154,998	\$ 4,548,136	\$ 3,845,820	\$ 3,107,337	\$ 2,331,931	\$ 2,119,227	\$ 1,597,505	\$ 1,265,984	\$ 1,323,400	\$ 945,634	\$ 909,005		
<i>Present Value of Total Annual Interest Expenses</i>	\$ 3,139,425	\$ 2,745,377	\$ 2,375,673	\$ 2,028,918	\$ 1,703,794	\$ 1,418,442	\$ 1,131,269	\$ 862,302	\$ 610,493	\$ 523,404	\$ 372,216	\$ 278,276	\$ 274,431	\$ 184,994	\$ 167,763		
<b>Total Annual Principal Payback</b>	\$ 10,991,675	\$ 11,541,469	\$ 12,118,543	\$ 12,724,470	\$ 13,360,693	\$ 14,066,333	\$ 14,769,650	\$ 15,508,133	\$ 12,660,089	\$ 13,568,918	\$ 6,630,422	\$ 6,961,943	\$ 7,555,315	\$ 732,577	\$ 769,206		
<i>Present Value of Annual Principal Payback</i>	\$ 4,586,526	\$ 4,543,256	\$ 4,500,396	\$ 4,457,939	\$ 4,415,883	\$ 4,385,949	\$ 4,344,572	\$ 4,303,586	\$ 3,319,613	\$ 3,351,232	\$ 1,544,879	\$ 1,530,305	\$ 1,568,730	\$ 143,314	\$ 141,962		

**EXPENSES**
**RENT OFFSETS**

Space Available In MCCH	\$ (4,515,088)	\$ (4,582,814)	\$ (4,651,557)	\$ (4,721,330)	\$ (4,792,150)	\$ (4,115,720)	\$ (4,177,455)	\$ (4,240,117)	\$ (4,303,719)	\$ (4,368,275)	\$ (3,627,654)	\$ (3,682,068)	\$ (3,737,299)	\$ (3,793,359)	\$ (3,850,259)		
Subtotal Rent Offsets	\$ (4,515,088)	\$ (4,582,814)	\$ (4,651,557)	\$ (4,721,330)	\$ (4,792,150)	\$ (4,115,720)	\$ (4,177,455)	\$ (4,240,117)	\$ (4,303,719)	\$ (4,368,275)	\$ (3,627,654)	\$ (3,682,068)	\$ (3,737,299)	\$ (3,793,359)	\$ (3,850,259)		

**FACILITIES RENEWAL - FINISHES (Operating funds)**

New Court Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,172,508	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center	-	-	-	-	-	1,758,791	-	-	-	-	-	-	-	-	-	-	-
MCCH	-	-	11,024,494	-	-	-	-	-	-	-	-	-	14,815,998	-	-	-	-
Gresham	-	-	-	-	-	-	-	-	-	1,463,812	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - Finishes	\$ -	\$ -	\$ 11,024,494	\$ -	\$ -	\$ 1,758,791	\$ -	\$ -	\$ -	\$ 14,636,118	\$ -	\$ -	\$ 14,815,998	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**OTHER LEASED SPACE**

Add'l Space Needed for DA+Library (af)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**TOTAL, ALL EXPENSES**

	\$ (4,515,088)	\$ (4,582,814)	\$ 6,372,937	\$ (4,721,330)	\$ (4,792,150)	\$ (2,356,928)	\$ (4,177,455)	\$ (4,240,117)	\$ (4,303,719)	\$ 10,267,843	\$ (3,627,654)	\$ (3,682,068)	\$ 11,078,698	\$ (3,793,359)	\$ (3,850,259)		
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**PRESENT VALUE OF EXPENSES**

	\$ (1,883,989)	\$ (1,804,008)	\$ 2,366,682	\$ (1,654,089)	\$ (1,583,868)	\$ (734,901)	\$ (1,228,821)	\$ (1,178,654)	\$ (1,128,702)	\$ 2,535,937	\$ (845,238)	\$ (809,356)	\$ 2,297,367	\$ (742,095)	\$ (710,591)		
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**TOTAL CASH FLOW**

	\$ 14,000,603	\$ 13,932,877	\$ 24,888,628	\$ 13,794,361	\$ 13,723,541	\$ 16,258,541	\$ 14,438,015	\$ 14,375,353	\$ 10,708,301	\$ 25,955,988	\$ 4,800,273	\$ 4,545,858	\$ 19,957,413	\$ (2,115,148)	\$ (2,172,048)		
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**PRESENT VALUE OF ALL PAYMENTS**

	\$ 5,841,982	\$ 5,484,625	\$ 9,242,751	\$ 4,832,769	\$ 4,535,809	\$ 5,069,490	\$ 4,247,020	\$ 3,989,234	\$ 2,803,404	\$ 6,410,572	\$ 1,071,857	\$ 999,225	\$ 4,138,528	\$ (413,787)	\$ (400,866)		
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**OTHER OPERATING COSTS (Expensed)**

Operating Costs	7,274,368	7,492,599	7,717,377	7,946,898	8,187,365	8,432,988	8,685,976	8,946,555	9,214,952	9,491,400	9,778,142	10,069,427	10,371,509	10,682,655	11,003,134		
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<i>Present Value of Other Operating Expenses</i>	\$ 3,035,340	\$ 2,949,434	\$ 2,865,959	\$ 2,784,847	\$ 2,706,031	\$ 2,629,445	\$ 2,555,027	\$ 2,482,715	\$ 2,412,449	\$ 2,344,172	\$ 2,277,828	\$ 2,213,361	\$ 2,150,719	\$ 2,089,849	\$ 2,030,703		
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**GRAND TOTAL CASH FLOW**

	\$ 21,274,971	\$ 21,425,478	\$ 32,606,005	\$ 21,743,259	\$ 21,910,906	\$ 24,691,528	\$ 23,123,990	\$ 23,321,908	\$ 19,923,253	\$ 35,447,388	\$ 14,376,415	\$ 14,815,285	\$ 30,328,922	\$ 8,567,507	\$ 8,831,086		
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<b>PRESENT VALUE OF ALL PAYMENTS</b>	\$ 8,877,302	\$ 8,434,059	\$ 12,108,710	\$ 7,617,616	\$ 7,241,840	\$ 7,698,935	\$ 6,802,047	\$ 6,471,948	\$ 5,215,853	\$ 8,754,744	\$ 3,349,685	\$ 3,212,586	\$ 6,289,248	\$ 1,676,063	\$ 1,629,836		
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**OPTION B: MCCH ANNEX**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

New Court Building (2003-2006)

Gresham Courts Building(2003-2005)

MCCH Courts/DA/LIB Building(2006-2009)

MCCH Conversions

Subtotal Land, Hard, and Soft Costs - All buildings

	30	31	32	33	34	35	36	37	38	39	40
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>3,597,742</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,295,893</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
\$ 3,597,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,295,893	\$ -	\$ -	\$ -	\$ -

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

New Court Building

Juvenile Justice Center

MCCH

Gresham

Subtotal Total Facilities Renewal Expenses - MEP/ROOF

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Central City Building

Subtotal Rents

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

MCCH

Subtotal Moving Costs

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building (DA/Lib)

Subtotal TI Allowances

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

AMOUNT TO BE FINANCED

PRESENT VALUE OF ALL CAPITAL ITEMS

\$ 3,597,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,295,893	\$ -	\$ -	\$ -	\$ -
\$ 3,597,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,295,893	\$ -	\$ -	\$ -	\$ -
\$ 626,403	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 527,281	\$ -	\$ -	\$ -	\$ -

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)

Annual Short Term Interest Expense

\$ 3,597,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,295,893	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Total Annual Interest Expense**

Present Value of Total Annual Interest Expenses

Total Annual Principal Payback

Present Value of Annual Principal Payback

\$ 1,052,231	\$ 1,006,353	\$ 958,181	\$ 907,600	\$ 854,491	\$ 799,726	\$ 957,115	\$ 889,074	\$ 817,630	\$ 742,614	\$ 683,847	\$ 64,541
\$ 183,204	\$ 165,298	\$ 148,477	\$ 132,679	\$ 117,844	\$ 103,918	\$ 117,477	\$ 102,949	\$ 89,317	\$ 78,530	\$ 64,541	\$ 64,541
\$ 917,659	\$ 963,437	\$ 1,011,609	\$ 1,062,180	\$ 1,115,299	\$ 1,171,064	\$ 1,360,835	\$ 1,428,877	\$ 1,500,321	\$ 1,575,337	\$ 1,554,325	\$ 1,554,325
\$ 159,756	\$ 158,249	\$ 156,756	\$ 155,277	\$ 153,813	\$ 152,362	\$ 167,030	\$ 165,454	\$ 163,893	\$ 162,347	\$ 151,115	\$ 151,115

**EXPENSES**
**RENT OFFSETS**

Space Available in MCCH

Subtotal Rent Offsets

\$ (3,039,566)	\$ (3,085,159)	\$ (3,131,437)	\$ (3,178,408)	\$ (3,226,084)	\$ (3,274,476)	\$ (1,899,196)	\$ (1,927,684)	\$ (1,956,599)	\$ (1,985,948)	\$ (2,015,737)	\$ (2,015,737)
\$ (3,039,566)	\$ (3,085,159)	\$ (3,131,437)	\$ (3,178,408)	\$ (3,226,084)	\$ (3,274,476)	\$ (1,899,196)	\$ (1,927,684)	\$ (1,956,599)	\$ (1,985,948)	\$ (2,015,737)	\$ (2,015,737)

**FACILITIES RENEWAL - FINISHES (Operating funds)**

New Court Building

Juvenile Justice Center

MCCH

Gresham

Subtotal Total Facilities Renewal Expenses - Finishes

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2,363,668	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
\$ 2,363,668	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

None

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**OTHER LEASED SPACE**

Add'l Space Needed for DA+Library (sf)

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**TOTAL, ALL EXPENSES**

PRESENT VALUE OF EXPENSES

\$ (675,898)	\$ (3,085,159)	\$ (3,131,437)	\$ (3,178,408)	\$ (3,226,084)	\$ (3,274,476)	\$ (1,899,196)	\$ (1,927,684)	\$ (1,956,599)	\$ (1,985,948)	\$ (2,015,737)	\$ (2,015,737)
\$ (117,681)	\$ (506,752)	\$ (485,239)	\$ (464,639)	\$ (444,914)	\$ (426,026)	\$ (233,109)	\$ (223,213)	\$ (213,737)	\$ (204,663)	\$ (195,974)	\$ (195,974)

**TOTAL CASH FLOW**

PRESENT VALUE OF ALL PAYMENTS

\$ 1,293,892	\$ (1,115,369)	\$ (1,161,847)	\$ (1,208,618)	\$ (1,256,294)	\$ (1,304,688)	\$ 418,755	\$ 390,267	\$ 361,352	\$ 332,003	\$ 202,434	\$ 202,434
\$ 225,280	\$ (183,205)	\$ (180,006)	\$ (176,683)	\$ (173,257)	\$ (169,746)	\$ 51,398	\$ 45,190	\$ 39,474	\$ 34,215	\$ 19,681	\$ 19,681

**OTHER OPERATING COSTS (Expensed)**

Operating Costs

Present Value of Other Operating Expenses

<u>11,333,228</u>	<u>11,673,225</u>	<u>12,023,422</u>	<u>12,384,125</u>	<u>12,755,648</u>	<u>13,136,318</u>	<u>13,532,467</u>	<u>13,938,441</u>	<u>14,356,595</u>	<u>14,787,292</u>	<u>15,230,911</u>	<u>15,230,911</u>
\$ 1,973,230	\$ 1,917,384	\$ 1,863,118	\$ 1,810,388	\$ 1,759,151	\$ 1,709,384	\$ 1,660,985	\$ 1,613,976	\$ 1,568,298	\$ 1,523,912	\$ 1,480,783	\$ 1,480,783

**GRAND TOTAL CASH FLOW**

PRESENT VALUE OF ALL PAYMENTS

\$ 12,627,121	\$ 10,557,856	\$ 10,861,775	\$ 11,175,508	\$ 11,499,354	\$ 11,833,632	\$ 13,951,222	\$ 14,328,708	\$ 14,717,946	\$ 15,118,285	\$ 15,433,346	\$ 15,433,346
\$ 2,198,510	\$ 1,734,179	\$ 1,683,112	\$ 1,633,705	\$ 1,585,893	\$ 1,539,817	\$ 1,712,384	\$ 1,659,167	\$ 1,607,772	\$ 1,558,127	\$ 1,500,464	\$ 1,500,464

**OPTION C: LARGE EAST COUNTY FACILITY**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

Central City Building (Years 4-6)	\$ 13,448,568	\$ 1,743,333	\$ 6,724,284	\$ 4,980,951	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center (Years 2-3)	18,508,037	-	10,796,355	7,711,682	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gresham Courts Building (Years 1-3)	50,829,326	10,592,376	20,118,475	20,118,475	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gresham Conversions	5,257,328	-	-	-	-	-	-	2,856,528	-	-	-	-	-	-	-	-	-	-
MCCH Courts/DA/LIB Building (Years 4-6)	132,879,547	-	-	21,532,863	68,439,774	44,906,910	-	-	-	-	-	-	-	-	-	-	-	-
MCCH Conversions	11,450,923	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Land, Hard, and Soft Costs - All buildings</b>	<b>\$ 232,373,729</b>	<b>\$ 12,335,709</b>	<b>\$ 37,639,114</b>	<b>\$ 32,811,108</b>	<b>\$ 21,532,863</b>	<b>\$ 68,439,774</b>	<b>\$ 44,906,910</b>	<b>\$ 2,856,528</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

Juvenile Justice Center	\$ 2,306,254	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCCH	6,987,356	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gresham	3,670,871	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Total Facilities Renewal Expenses - MEP/ROOF</b>	<b>\$ 12,964,481</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**RENTS (Capitalized for initial construction only)**

Central City Building	\$ 20,084,874	\$ -	\$ -	\$ 5,021,218	\$ 5,021,218	\$ 5,021,218	\$ 5,021,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Rents</b>	<b>\$ 20,084,874</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,021,218</b>	<b>\$ 5,021,218</b>	<b>\$ 5,021,218</b>	<b>\$ 5,021,218</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**MOVING COSTS (Capitalized for initial construction only)**

Vacating Interim Facility in Year 4	\$ 999,452	\$ -	\$ -	\$ -	\$ 999,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30 CRs to MCCH at end of year 6	\$ 995,217	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 995,217	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12 CRs into Gresham	\$ 388,873	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 388,873	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Moving Costs</b>	<b>\$ 2,381,541</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 999,452</b>	<b>\$ -</b>	<b>\$ 1,382,090</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building	\$ 14,267,586	\$ -	\$ -	\$ 14,267,586	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal TI Allowances</b>	<b>\$ 14,267,586</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,267,586</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SUBTOTAL, ALL CAPITAL ITEMS**

	\$ 282,072,212	\$ 12,335,709	\$ 37,639,114	\$ 52,069,913	\$ 27,553,534	\$ 71,460,992	\$ 51,310,218	\$ 2,856,528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>AMOUNT TO BE FINANCED</b>	<b>\$ 285,227,205</b>	<b>\$ 12,489,905</b>	<b>\$ 38,109,603</b>	<b>\$ 52,751,162</b>	<b>\$ 27,897,953</b>	<b>\$ 72,354,254</b>	<b>\$ 51,951,598</b>	<b>\$ 2,856,528</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>PRESENT VALUE OF ALL CAPITAL ITEMS</b>	<b>\$ 211,443,804</b>	<b>\$ 11,782,929</b>	<b>\$ 33,917,411</b>	<b>\$ 44,290,893</b>	<b>\$ 22,097,792</b>	<b>\$ 54,067,308</b>	<b>\$ 38,623,825</b>	<b>\$ 1,766,743</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	\$ 285,227,205	\$ -	\$ -	\$ 50,599,508	\$ -	\$ 74,553,186	\$ -	\$ -	\$ 133,058,307	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Short Term Interest Expense	\$ 13,783,187	\$ 343,472	\$ 1,391,486	\$ 913,584	\$ 2,050,213	\$ 2,017,570	\$ 3,407,757	\$ 3,659,103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Annual Interest Expense</b>	<b>\$ 185,751,636</b>	<b>\$ 343,472</b>	<b>\$ 1,391,486</b>	<b>\$ 3,468,859</b>	<b>\$ 4,528,210</b>	<b>\$ 8,179,361</b>	<b>\$ 9,370,467</b>	<b>\$ 9,412,820</b>	<b>\$ 12,253,697</b>	<b>\$ 11,820,046</b>	<b>\$ 11,364,713</b>	<b>\$ 10,888,613</b>	<b>\$ 10,384,608</b>	<b>\$ 9,857,502</b>	<b>\$ 9,304,042</b>	<b>\$ 8,722,908</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Present Value of Total Annual Interest Expenses</i>	<i>\$ 90,504,375</i>	<i>\$ 324,031</i>	<i>\$ 1,238,418</i>	<i>\$ 2,912,521</i>	<i>\$ 3,586,768</i>	<i>\$ 6,112,095</i>	<i>\$ 6,605,824</i>	<i>\$ 6,260,063</i>	<i>\$ 7,688,121</i>	<i>\$ 6,998,267</i>	<i>\$ 6,345,996</i>	<i>\$ 5,734,932</i>	<i>\$ 5,160,832</i>	<i>\$ 4,621,582</i>	<i>\$ 4,115,187</i>	<i>\$ 3,639,765</i>	<i>\$ -</i>	<i>\$ -</i>
<b>Total Annual Principal Payback</b>	<b>\$ 280,421,223</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,545,563</b>	<b>\$ 1,822,841</b>	<b>\$ 3,981,211</b>	<b>\$ 4,180,271</b>	<b>\$ 4,369,285</b>	<b>\$ 8,673,017</b>	<b>\$ 9,106,668</b>	<b>\$ 9,562,001</b>	<b>\$ 10,046,101</b>	<b>\$ 10,542,106</b>	<b>\$ 11,069,212</b>	<b>\$ 11,622,872</b>	<b>\$ 12,203,806</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Present Value of Annual Principal Payback</i>	<i>\$ 104,894,021</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 1,297,684</i>	<i>\$ 1,285,442</i>	<i>\$ 2,974,992</i>	<i>\$ 2,946,926</i>	<i>\$ 2,910,125</i>	<i>\$ 5,441,558</i>	<i>\$ 5,390,223</i>	<i>\$ 5,339,372</i>	<i>\$ 5,289,000</i>	<i>\$ 5,239,104</i>	<i>\$ 5,189,678</i>	<i>\$ 5,140,719</i>	<i>\$ 5,092,222</i>	<i>\$ -</i>	<i>\$ -</i>

**EXPENSES**
**RENT OFFSETS**

Space Available in MCCH	\$ (62,995,513)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,466,519)	\$ (2,503,517)	\$ (2,541,070)	\$ (2,579,186)	\$ (2,617,874)	\$ (2,657,142)	\$ (2,696,999)	\$ (2,737,454)	\$ (2,778,516)	\$ -	\$ -
Space Available in Gresham	\$ (21,697,271)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (888,974)	\$ (912,459)	\$ (928,146)	\$ (940,038)	\$ (954,139)	\$ (968,451)	\$ (982,977)	\$ (997,722)	\$ (1,012,688)	\$ -	\$ -
<b>Subtotal Rent Offsets</b>	<b>\$ (84,692,785)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (3,355,494)</b>	<b>\$ (3,415,976)</b>	<b>\$ (3,469,216)</b>	<b>\$ (3,519,224)</b>	<b>\$ (3,572,012)</b>	<b>\$ (3,625,593)</b>	<b>\$ (3,679,978)</b>	<b>\$ (3,735,176)</b>	<b>\$ (3,791,204)</b>	<b>\$ -</b>	<b>\$ -</b>

**FACILITIES RENEWAL - FINISHES (Operating funds)**

Juvenile Justice Center	\$ 8,703,873	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCCH	22,266,882	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gresham	11,152,470	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Total Facilities Renewal Expenses - Finishes</b>	<b>\$ 40,123,225</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**MOVING COSTS (Capitalized for initial construction only)**

None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

**OTHER LEASED SPACE**

Add'l Space Needed for DA/Library (sf)	\$ 2,332,482	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**TOTAL, ALL EXPENSES**

	\$ (42,237,076)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,365,494)	\$ (3,415,976)	\$ (3,467,216)	\$ (3,519,224)	\$ (3,572,012)	\$ (3,625,593)	\$ 3,938,189	\$ (3,735,176)	\$ (3,791,204)	\$ -	\$ -
<b>PRESENT VALUE OF EXPENSES</b>	<b>\$ (16,391,875)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,143,226)</b>	<b>\$ (2,052,240)</b>	<b>\$ (1,965,116)</b>	<b>\$ (1,881,692)</b>	<b>\$ (1,801,808)</b>	<b>\$ 1,848,377</b>	<b>\$ (1,652,072)</b>	<b>\$ (1,581,937)</b>	<b>\$ -</b>	<b>\$ -</b>

**TOTAL CASH FLOW**

	\$ 423,935,780	\$ 343,472	\$ 1,391,486	\$ 5,014,422	\$ 6,151,050	\$ 12,160,572	\$ 13,550,759	\$ 10,436,811	\$ 17,510,738	\$ 17,458,498	\$ 17,407,490	\$ 17,354,702	\$ 17,301,121	\$ 24,864,903	\$ 17,191,538	\$ 17,135,510	\$ -	\$ -
<b>PRESENT VALUE OF ALL PAYMENTS</b>	<b>\$ 179,006,521</b>	<b>\$ 324,031</b>	<b>\$ 1,238,418</b>	<b>\$ 4,210,205</b>	<b>\$ 4,872,208</b>	<b>\$ 9,087,087</b>	<b>\$ 9,552,750</b>	<b>\$ 6,940,943</b>	<b>\$ 10,986,454</b>	<b>\$ 10,334,250</b>	<b>\$ 9,720,251</b>	<b>\$ 9,142,240</b>	<b>\$ 8,598,127</b>	<b>\$ 11,657,637</b>	<b>\$ 7,603,834</b>	<b>\$ 7,150,050</b>	<b>\$ -</b>	<b>\$ -</b>

**OTHER OPERATING COSTS (Expensed)**

Operating Costs	\$ 321,640,277	\$ 2,519,524	\$ 2,595,110	\$ 2,672,963	\$ 2,116,272	\$ 2,179,760	\$ 2,245,153	\$ 5,323,238	\$ 5,482,936	\$ 5,647,424	\$ 5,816,846	\$ 5,991,352	\$ 6,171,092	\$ 6,356,225	\$ 6,546,912	\$ 6,743,319	\$ -	\$ -
<i>Present Value of Other Operating Expenses</i>	<i>\$ 89,779,069</i>	<i>\$ 2,376,910</i>	<i>\$ 2,309,639</i>	<i>\$ 2,244,271</i>	<i>\$ 1,676,285</i>	<i>\$ 1,628,843</i>	<i>\$ 1,582,744</i>	<i>\$ 3,540,258</i>	<i>\$ 3,440,062</i>	<i>\$ 3,342,701</i>	<i>\$ 3,248,097</i>	<i>\$ 3,156,169</i>	<i>\$ 3,066,844</i>	<i>\$ 2,980,046</i>	<i>\$ 2,895,705</i>	<i>\$ 2,813,751</i>	<i>\$ -</i>	<i>\$ -</i>

**GRAND TOTAL CASH FLOW**

	\$ 745,576,058	\$ 2,862,997	\$ 3,986,598	\$ 7,687,385	\$ 8,267,322	\$ 14,340,332	\$ 15,795,911	\$ 15,759,850	\$ 22,993,673	\$ 23,106,922	\$ 23,224,338	\$ 23,346,053	\$ 23,472,214	\$ 31,221,128	\$ 23,738,450	\$ 23,878,829	\$ -	\$ -
<b>PRESENT VALUE OF ALL PAYMENTS</b>	<b>\$ 268,785,590</b>	<b>\$ 2,700,940</b>	<b>\$ 3,548,057</b>	<b>\$ 6,454,477</b>	<b>\$ 6,548,493</b>	<b>\$ 10,715,930</b>	<b>\$ 11,135,494</b>	<b>\$ 10,481,200</b>	<b>\$ 14,426,515</b>	<b>\$ 13,676,952</b>	<b>\$ 12,968,348</b>	<b>\$ 12,298,410</b>	<b>\$ 11,664,971</b>	<b>\$ 14,637,683</b>	<b>\$ 10,499,539</b>	<b>\$ 9,963,801</b>	<b>\$ -</b>	<b>\$ -</b>

**OPTION C: LARGE EAST COUNTY FACILITY**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

Central City Building (Years 4-6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center (Years 2-3)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grasham Courts Building (Years 1-3)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grasham Conversions	-	-	-	-	2,600,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCH Courts/DA/LIB Building (Years 4-6)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCH Conversions	3,566,634	-	2,522,562	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Land, Hard, and Soft Costs - All buildings	\$ 3,566,634	\$ -	\$ 2,522,562	\$ -	\$ 2,600,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

Juvenile Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,306,254	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCCH	-	-	-	-	-	-	-	-	-	6,987,358	-	-	-	-	-	-	-	-	-
Grasham	-	-	-	-	-	-	-	3,670,871	-	-	-	-	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - MEP/ROOF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,977,125	\$ -	\$ -	\$ 6,987,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Central City Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

Vacating Interim Facility in Year 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30 CRs to MCCH at end of year 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
12 CRs into Grasham	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Moving Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal TI Allowances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

\$ 3,566,634	\$ -	\$ 2,522,562	\$ -	\$ 2,600,800	\$ -	\$ -	\$ 5,977,125	\$ -	\$ -	\$ 6,987,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 3,566,634	\$ -	\$ 2,522,562	\$ -	\$ 2,600,800	\$ -	\$ -	\$ 5,977,125	\$ -	\$ -	\$ 6,987,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 1,403,992	\$ -	\$ 883,784	\$ -	\$ 810,942	\$ -	\$ -	\$ 1,564,795	\$ -	\$ -	\$ 1,535,691	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	\$ 3,566,634	\$ -	\$ 2,522,562	\$ -	\$ 2,600,800	\$ -	\$ -	\$ 5,977,125	\$ -	\$ -	\$ 6,987,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Short Term Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Interest Expense	\$ 8,292,833	\$ 7,648,686	\$ 7,095,621	\$ 6,379,391	\$ 5,758,691	\$ 4,965,076	\$ 4,131,760	\$ 3,558,684	\$ 2,835,668	\$ 2,076,933	\$ 1,935,021	\$ 1,404,837	\$ 848,143	\$ 602,801	\$ 755,192	\$ 705,202	\$ 655,192	\$ 605,202	\$ 555,202
Present Value of Total Annual Interest Expenses	\$ 3,264,443	\$ 2,839,707	\$ 2,485,907	\$ 2,108,472	\$ 1,795,587	\$ 1,460,504	\$ 1,148,590	\$ 931,648	\$ 700,399	\$ 483,923	\$ 425,337	\$ 291,318	\$ 165,922	\$ 148,162	\$ 131,487	\$ 115,833	\$ 100,187	\$ 84,437	\$ 68,687
Total Annual Principal Payback	\$ 12,922,939	\$ 13,589,086	\$ 14,324,592	\$ 15,040,821	\$ 15,872,304	\$ 16,685,919	\$ 17,499,215	\$ 14,455,810	\$ 15,178,705	\$ 9,895,478	\$ 10,603,679	\$ 11,133,883	\$ 906,844	\$ 952,168	\$ 999,795	\$ 1,048,785	\$ 1,097,775	\$ 1,146,765	\$ 1,195,755
Present Value of Annual Principal Payback	\$ 5,087,087	\$ 5,039,076	\$ 5,018,532	\$ 4,971,187	\$ 4,949,059	\$ 4,902,370	\$ 4,856,121	\$ 3,784,518	\$ 3,748,815	\$ 2,305,632	\$ 2,330,795	\$ 2,308,806	\$ 177,406	\$ 175,732	\$ 174,075	\$ 172,432	\$ 170,789	\$ 169,146	\$ 167,503

**EXPENSES**
**RENT OFFSETS**

Space Available in MCCH	\$ (1,762,621)	\$ (1,769,060)	\$ (1,815,896)	\$ (1,843,135)	\$ (1,870,782)	\$ (1,898,843)	\$ (1,927,326)	\$ (1,956,236)	\$ (1,985,579)	\$ (2,015,363)	\$ (2,045,594)	\$ (2,076,277)	\$ (2,107,422)	\$ (2,139,033)	\$ (2,171,118)	\$ (2,203,665)	\$ (2,236,212)	\$ (2,268,759)	\$ (2,301,306)
Space Available in Grasham	\$ (1,027,878)	\$ (1,043,296)	\$ (1,058,946)	\$ (1,074,830)	\$ (1,090,951)	\$ (1,107,306)	\$ (1,123,884)	\$ (1,140,686)	\$ (1,157,713)	\$ (1,174,965)	\$ (1,192,342)	\$ (1,209,844)	\$ (1,227,471)	\$ (1,245,223)	\$ (1,263,099)	\$ (1,281,099)	\$ (1,299,223)	\$ (1,317,471)	\$ (1,335,844)
Subtotal Rent Offsets	\$ (2,790,499)	\$ (2,832,357)	\$ (2,874,842)	\$ (2,917,965)	\$ (2,934,432)	\$ (2,967,949)	\$ (2,301,968)	\$ (2,336,498)	\$ (2,371,545)	\$ (2,407,118)	\$ (2,444,225)	\$ (2,479,873)	\$ (2,517,072)	\$ (2,554,828)	\$ (2,593,150)	\$ (2,632,047)	\$ (2,670,501)	\$ (2,708,623)	\$ (2,746,410)

**FACILITIES RENEWAL - FINISHES (Operating funds)**

Juvenile Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,843,757	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCCH	9,499,862	-	-	-	-	-	-	-	-	-	12,767,020	-	-	-	-	-	-	-	-
Grasham	-	-	-	-	-	-	-	6,394,420	-	-	-	-	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - Finishes	\$ 9,499,862	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,238,177	\$ -	\$ -	\$ 12,767,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**OTHER LEASED SPACE**

Add'l Space Needed for DA+Library (sf)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**TOTAL, ALL EXPENSES**

\$ 6,709,363	\$ (2,832,357)	\$ (2,874,842)	\$ (2,917,965)	\$ (2,234,432)	\$ (2,267,949)	\$ (2,301,968)	\$ 7,901,680	\$ (2,371,545)	\$ (2,407,118)	\$ 10,323,795	\$ (2,479,873)	\$ (2,517,072)	\$ (2,554,828)	\$ (2,593,150)	\$ (2,632,047)	\$ (2,670,501)	\$ (2,708,623)	\$ (2,746,410)	\$ (2,784,297)
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**PRESENT VALUE OF EXPENSES**

\$ 2,641,116	\$ (1,051,837)	\$ (1,007,183)	\$ (954,425)	\$ (698,707)	\$ (667,129)	\$ (638,808)	\$ 2,068,638	\$ (585,721)	\$ (560,855)	\$ 2,269,274	\$ (514,246)	\$ (492,415)	\$ (471,511)	\$ (451,494)	\$ (432,327)	\$ (413,160)	\$ (394,007)	\$ (374,854)	\$ (355,701)
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**TOTAL CASH FLOW**

\$ 27,925,135	\$ 18,363,415	\$ 18,545,371	\$ 18,502,248	\$ 19,396,562	\$ 19,383,048	\$ 19,329,027	\$ 25,918,253	\$ 15,843,028	\$ 9,565,291	\$ 22,862,495	\$ 10,058,826	\$ (782,084)	\$ (799,840)	\$ (838,183)	\$ (877,060)	\$ (915,937)	\$ (954,814)	\$ (993,691)	\$ (1,032,568)
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**PRESENT VALUE OF ALL PAYMENTS**

\$ 10,992,626	\$ 6,826,946	\$ 6,497,256	\$ 6,115,234	\$ 6,047,940	\$ 5,695,745	\$ 5,363,903	\$ 6,784,804	\$ 3,863,492	\$ 2,228,700	\$ 5,025,406	\$ 2,085,878	\$ (149,087)	\$ (147,616)	\$ (145,933)	\$ (144,061)	\$ (142,188)	\$ (140,315)	\$ (138,442)	\$ (136,569)
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**OTHER OPERATING COSTS (Expensed)**

Operating Costs	\$ 6,945,619	\$ 7,153,987	\$ 7,368,607	\$ 7,589,665	\$ 7,817,355	\$ 8,051,876	\$ 8,293,432	\$ 8,542,235	\$ 8,798,502	\$ 9,062,457	\$ 9,334,331	\$ 9,614,361	\$ 9,902,792	\$ 10,199,675	\$ 10,505,672	\$ 10,821,048	\$ 11,145,874	\$ 11,470,249	\$ 11,794,174
Present Value of Other Operating Expenses	\$ 2,734,117	\$ 2,656,736	\$ 2,581,546	\$ 2,508,483	\$ 2,437,488	\$ 2,368,503	\$ 2,301,470	\$ 2,236,334	\$ 2,173,041	\$ 2,111,540	\$ 2,051,780	\$ 1,993,710	\$ 1,937,285	\$ 1,882,456	\$ 1,829,179	\$ 1,777,409	\$ 1,725,138	\$ 1,673,267	\$ 1,620,896

**GRAND TOTAL CASH FLOW**

\$ 34,870,754	\$ 25,537,403	\$ 25,913,978	\$ 26,091,913	\$ 27,213,917	\$ 27,414,922	\$ 27,622,459	\$ 34,458,488	\$ 24,441,530	\$ 18,627,748	\$ 32,198,826	\$ 18,673,187	\$ 9,140,707	\$ 9,400,038	\$ 9,687,709	\$ 9,943,988	\$ 10,199,675	\$ 10,455,362	\$ 10,711,049	\$ 10,966,736
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**PRESENT VALUE OF ALL PAYMENTS**

\$ 13,726,743	\$ 9,483,683	\$ 9,078,801	\$ 8,623,717	\$ 8,485,428	\$ 8,064,247	\$ 7,665,373	\$ 9,021,138	\$ 6,036,534	\$ 4,340,240	\$ 7,077,185	\$ 4,079,588	\$ 1,768,198	\$ 1,734,840	\$ 1,693,246	\$ 1,653,348	\$ 1,613,450	\$ 1,573,552	\$ 1,533,654	\$ 1,493,756
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**OPTION C: LARGE EAST COUNTY FACILITY**
**CAPITALIZED EXPENSES**
**CONSTRUCTION**

Central City Building (Years 4-6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juvenile Justice Center (Years 2-3)	-	-	-	-	-	-	-	-	-
Gresham Courts Building (Years 1-3)	-	-	-	-	-	-	-	-	-
Gresham Conversions	-	-	-	-	-	-	-	-	-
MCCH Courts/DA/LIB Building (Years 4-6)	-	-	-	-	-	-	-	-	-
MCCH Conversions	-	2,522,562	-	-	-	2,839,165	-	-	-
Subtotal Land, Hard, and Soft Costs - All buildings	\$ -	\$ 2,522,562	\$ -	\$ -	\$ -	\$ 2,839,165	\$ -	\$ -	\$ -

**FACILITIES RENEWAL - MEP/ROOF (Capital funds)**

Juvenile Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCCH	-	-	-	-	-	-	-	-	-
Gresham	-	-	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - MEP/ROOF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**RENTS (Capitalized for initial construction only)**

Central City Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

Vacating Interim Facility in Year 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30 CRs to MCCH at end of year 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12 CRs into Gresham	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Moving Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TI PAYMENTS (Capitalized for initial construction only)**

Central City Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal TI Allowances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**SUBTOTAL, ALL CAPITAL ITEMS**

	\$ -	\$ 2,522,562	\$ -	\$ -	\$ -	\$ 2,839,165	\$ -	\$ -	\$ -
AMOUNT TO BE FINANCED	\$ -	\$ 2,522,562	\$ -	\$ -	\$ -	\$ 2,839,165	\$ -	\$ -	\$ -
PRESENT VALUE OF ALL CAPITAL ITEMS	\$ -	\$ 368,764	\$ -	\$ -	\$ -	\$ 328,756	\$ -	\$ -	\$ -

**FINANCING COSTS (20 Year Serial Bond)**

Principal Payback (Bond Issues)	\$ -	\$ 2,522,562	\$ -	\$ -	\$ -	\$ 2,839,165	\$ -	\$ -	\$ -
Annual Short Term Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Interest Expense	\$ 652,713	\$ 724,989	\$ 663,267	\$ 598,459	\$ 530,410	\$ 616,790	\$ 552,606	\$ 495,435	\$ 435,405
Present Value of Total Annual Interest Expenses	\$ 101,143	\$ 105,983	\$ 91,472	\$ 77,863	\$ 65,103	\$ 71,420	\$ 60,388	\$ 51,057	\$ 42,331
Total Annual Principal Payback	\$ 1,102,274	\$ 1,234,440	\$ 1,296,162	\$ 1,360,870	\$ 1,139,960	\$ 1,283,881	\$ 1,143,424	\$ 1,200,585	\$ 1,049,843
Present Value of Annual Principal Payback	\$ 170,806	\$ 180,458	\$ 178,756	\$ 177,069	\$ 139,920	\$ 148,641	\$ 124,906	\$ 123,728	\$ 102,068

**EXPENSES**
**RENT OFFSETS**

Space Available in MCCH	\$ (2,236,740)	\$ (1,362,175)	\$ (1,382,606)	\$ (1,403,347)	\$ (1,424,397)	\$ -	\$ -	\$ -	\$ -
Space Available in Gresham	\$ (434,788)	\$ (441,309)	\$ (447,929)	\$ (454,648)	\$ (461,468)	\$ (468,390)	\$ (475,416)	\$ (482,547)	\$ (489,785)
Subtotal Rent Offsets	\$ (2,671,528)	\$ (1,803,484)	\$ (1,830,537)	\$ (1,857,995)	\$ (1,885,865)	\$ (468,390)	\$ (475,416)	\$ (482,547)	\$ (489,785)

**FACILITIES RENEWAL - FINISHES (Operating funds)**

Juvenile Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCCH	-	-	-	-	-	-	-	-	-
Gresham	-	-	-	-	-	-	-	-	-
Subtotal Total Facilities Renewal Expenses - Finishes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**MOVING COSTS (Capitalized for initial construction only)**

None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**OTHER LEASED SPACE**

Add'l Space Needed for DA+Library (sf)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 765,947	\$ 777,436	\$ 789,098
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**TOTAL, ALL EXPENSES**

	\$ (2,671,528)	\$ (1,803,484)	\$ (1,830,537)	\$ (1,857,995)	\$ (1,885,865)	\$ (468,390)	\$ 280,532	\$ 294,690	\$ 299,313
PRESENT VALUE OF EXPENSES	\$ (413,973)	\$ (263,645)	\$ (252,452)	\$ (241,735)	\$ (231,472)	\$ (54,236)	\$ 31,737	\$ 30,390	\$ 29,100

**TOTAL CASH FLOW**

	\$ (916,541)	\$ 155,944	\$ 128,892	\$ 101,434	\$ (215,404)	\$ 1,432,081	\$ 1,886,561	\$ 1,990,919	\$ 1,784,581
PRESENT VALUE OF ALL PAYMENTS	\$ (142,025)	\$ 22,797	\$ 17,776	\$ 13,187	\$ (26,450)	\$ 165,825	\$ 217,010	\$ 205,175	\$ 173,499

**OTHER OPERATING COSTS (Expensed)**

Operating Costs	\$ 11,145,679	\$ 11,480,050	\$ 11,824,451	\$ 12,179,185	\$ 12,544,560	\$ 12,920,897	\$ 13,308,524	\$ 13,707,780	\$ 14,119,013
Present Value of Other Operating Expenses	\$ 1,727,105	\$ 1,678,225	\$ 1,630,728	\$ 1,584,575	\$ 1,539,729	\$ 1,496,152	\$ 1,453,808	\$ 1,412,662	\$ 1,372,681

**GRAND TOTAL CASH FLOW**

	\$ 10,229,139	\$ 11,635,994	\$ 11,953,343	\$ 12,280,618	\$ 12,329,068	\$ 14,352,978	\$ 15,295,085	\$ 15,698,699	\$ 15,903,574
PRESENT VALUE OF ALL PAYMENTS	\$ 1,585,081	\$ 1,701,022	\$ 1,648,504	\$ 1,597,773	\$ 1,513,279	\$ 1,661,977	\$ 1,670,818	\$ 1,617,838	\$ 1,546,180