

PROJECT CORNERSTONE

Committee of the Whole

21 March 2023

WHY WE ARE HERE - FUNDAMENTALLY

- To Discuss Project Cornerstone
 - Clayton is our County seat; it is the location where Executive, Legislative and Judicial functions are located; some by Charter requirement.
 - Specifically the LKR building is a cornerstone of St. Louis County government purpose
 - A feature within which our Executive and Legislative functions (as well as other important county functions) occur
 - An old building in need of major renovation
- Bill 47
 - Request for additional funding to allow WSP to help St. Louis County ensure Project Cornerstone's schedules are met.
 - Funding is not for more planning
 - We are moving the project into implementation and procurement

WHY WE ARE HERE - SPECIFICALLY

L.K. ROOS BUILDING

- City of Clayton – Sprinkler Mandate by 1/1/2028.
 - No choice to do nothing
- Minimum Impacts of this mandate
 - Complete Sprinkler installation - SAFETY
 - Hazardous Material Abatement - SAFETY
 - Ceiling, lights, and equipment (WiFi, fire alarm etc) replacement – EFFICIENCY
 - Floor Renovation - FUNCTIONALITY
- Potential Opportunities being explored due to this mandate
 - Provide better customer service to citizens
 - Create modern hybrid work environment for County staff to function more effectively
 - Address outstanding capital and maintenance needs
 - Consolidate our County real estate portfolio and drive economic development

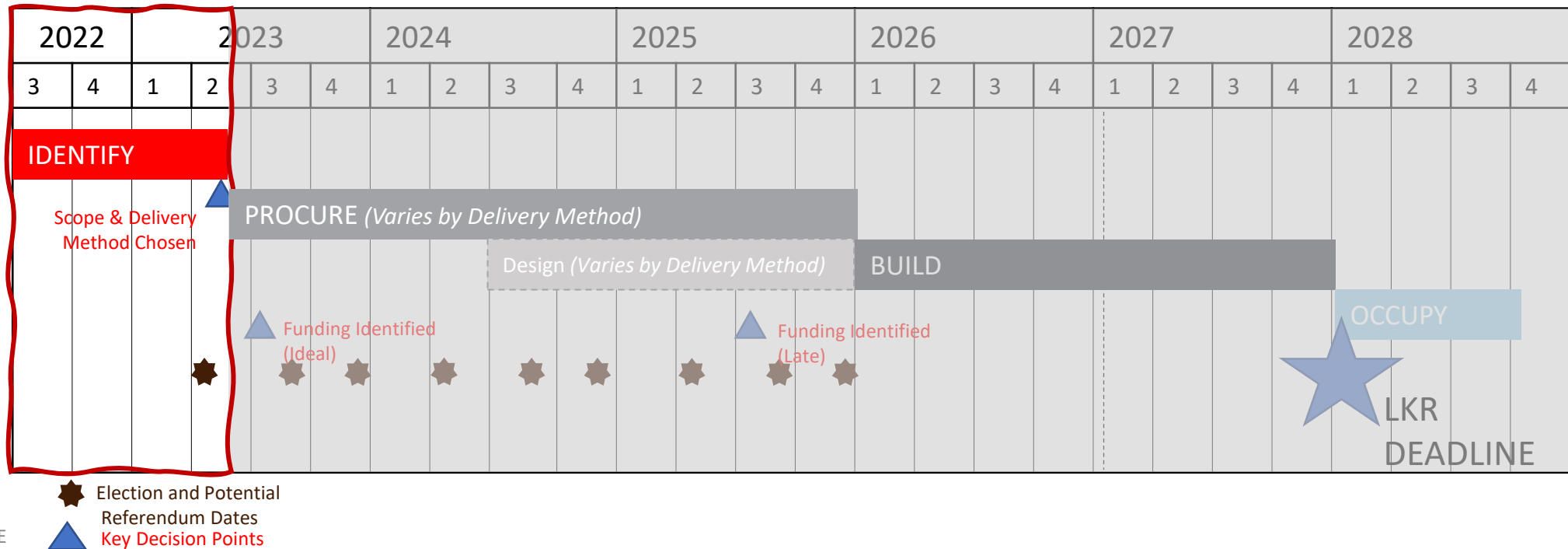
Let's Think and Do BETTER!!

PROJECT CORNERSTONE: IDENTIFY Phase (CURRENT)

In the IDENTIFY phase we will have:

- Identified the physical project(s).
- Identified the ideal site(s) for the projects.
- Identified the delivery option(s) best serving the county's goals.

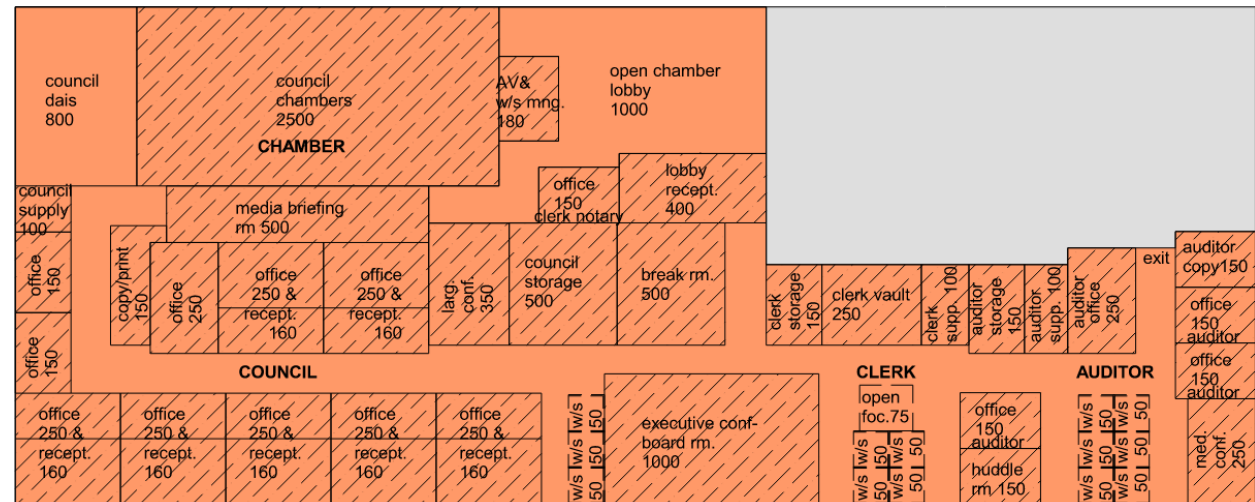
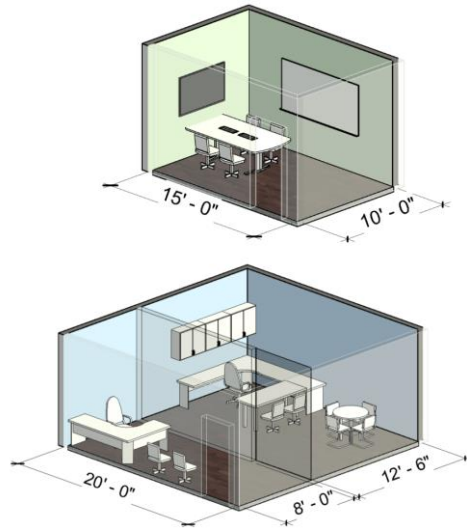
- Determined cost and the ideal funding and financing sources for the project(s).
- Engaged staff and public to validate project direction.



PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

Identified COUNTY SPACE and FUNCTIONAL PROGRAMS

- Departmental Space Needs
- Departmental Relationships
- Analyzed to facilitate commitment to Hybrid Work Model



IN PROCESS:

- Finalizing departmental prototypes and concept planning

PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

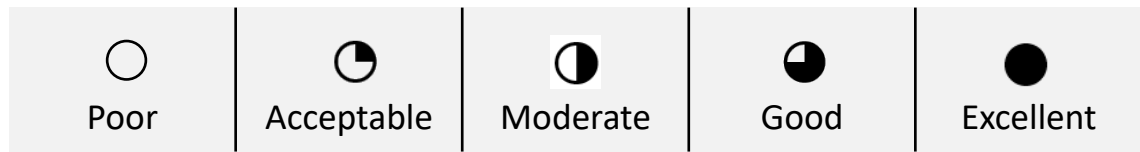
EVALUATED DELIVERY MODEL OPTIONS

- Developed project goals
- Identified potential delivery models
- Analyzed how each delivery model achieves project goals

IN PROCESS:

- Coordinate with Concept Scoring
- Finalize delivery model recommendations

#	Delivery Goal	DBB	CMAR	DB	DBF / M
★	1 Serving customers conveniently where they live and work	●	●	●	●
★	2 Modern environment that facilitates collaborative, effective work	⦿	◐	◑	●
★	3 Well-maintained facilities and life-cycle optimization	⦿	⦿	◑	●
★	4 Flexible space to accommodate changing functional needs	⦿	⦿	⦿	◑
★	5 Future-proofing for new technology	⦿	◐	◑	◑
★	6 Lowest cost and cost certainty while ensuring quality/value	◐	◑	◑	●
★	7 Leverage underutilized assets to defray public cost and provide additional amenities	⦿	◐	◑	●
★	8 Design creates civic pride & positive perception of local government	◐	◑	●	●
★	9 Transit + Parking Accessibility	◐	◑	◑	◑
	10 Economic and transit-oriented development (TOD) goals	⦿	◐	◑	◑
	11 Sustainability and resiliency	⦿	⦿	◑	◑
	12 Amenities to improve work environment/morale	⦿	⦿	◑	◑
	13 Schedule Certainty	⦿	◐	◑	◑
	14 Park, recreational, and green space	⦿	⦿	◑	◑
	15 Private sector investment to smooth out spending peaks and financial risks	⦿	⦿	⦿	●
	16 Minimize community impacts	⦿	⦿	◑	◑
	17 Innovation / Alternate Technical Concepts	⦿	◐	◑	●
	18 Other risk transfer efficiencies	⦿	◐	◑	●
	19 Swing space during construction	⦿	⦿	◑	◑



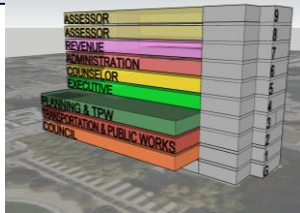
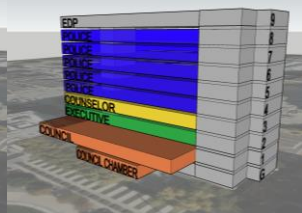
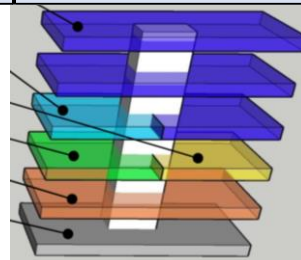
PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

IDENTIFIED 8 PROJECT OPTIONS

- 1 thru 3 renovate existing buildings in Clayton
 - L.K.Roos and Police Headquarters.
- 4 renovates existing LKR & sells PHQ; has satellite; colocation of core function
- 5 and 6 build a new Administration Building in Clayton; 6 has satellite
 - New LKR, renovated Police Headquarters.
- 7 and 8 each build a new Administration Building in Clayton
 - Consolidated L.K.Roos and PHQ functions

IN PROCESS:

- BUDGETING AND SCORING

STRATEGY							
EXISTING				NEW LKR		CONSOLIDATED LKR/PHQ	
1	2	3	4	5	6	7	8
LKR: FIRE SUPPRESSION ONLY	LKR Interior Renovation	LKR Interior + Exterior Renovation	LKR Int + Ext w/ PHQ and MC Sat	New LKR Replacement (PHQ Reno)	Clayton Admin + MidCounty Sat (PHQ Reno)	Clayton Consolidated + MidCounty Sat	New Single Clayton Facility
							

PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

REAL ESTATE EVALUATION

- Clayton Real Estate potential
- County Owned Property Real Estate potential
- Satellite use and site identification
 - New mid county location
 - SW location

IN PROCESS:

- Finalize property valuations
- Refine satellite opportunities and Score/Rank potentials



PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

FINANCIAL MODELING

- Developed a financial model to analyze the capital and maintenance costs to compare each build scenario and delivery option
 - Life cycle costs, costs of design/construction/operation/maintenance; debt & debt repayment
- 20 year look ahead to consider full life-cycle
- Includes adjustment for risk and innovation based on delivery model

IN PROCESS:

- Finalize cost and revenue inputs
- Select best build scenario and delivery option
- Identify funding sources

PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

ENGAGEMENT

• IN-PERSON PUBLIC SURVEYS

- Mid November 2022
 - (2) days at Clayton
 - (1) day at NW Crossing
 - (1) day at So. County Satellite

• STAFF MINI-FOCUS GROUPS

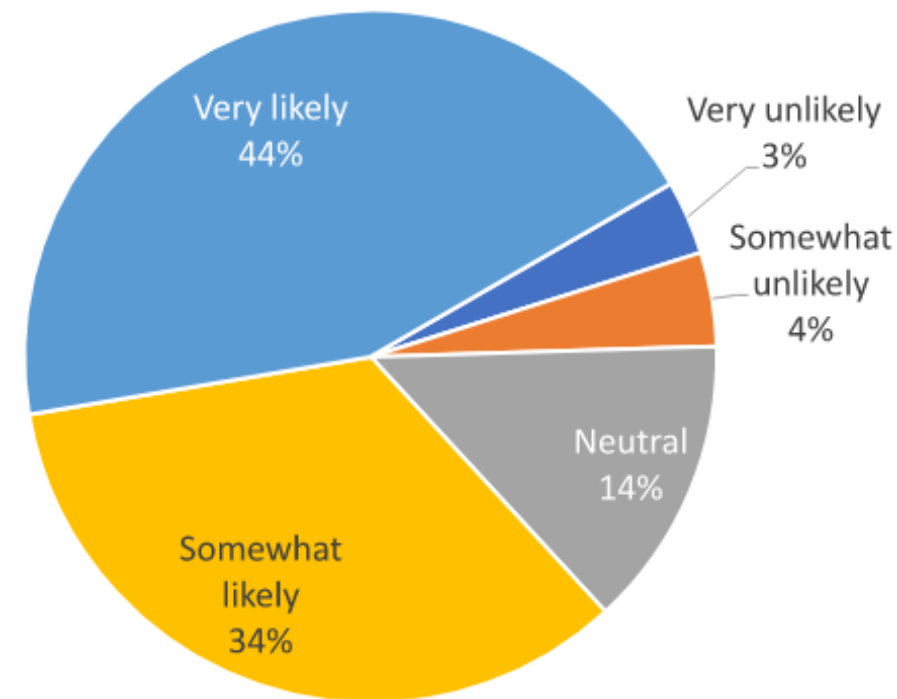
- (3) Focus Groups

• Independent Public Survey

- 433 Responses Received (2/21-3/1)

St. Louis County is considering consolidating services and existing locations into new comprehensive satellite locations.

Residents' Propensity to Support Idea



IN PROCESS:

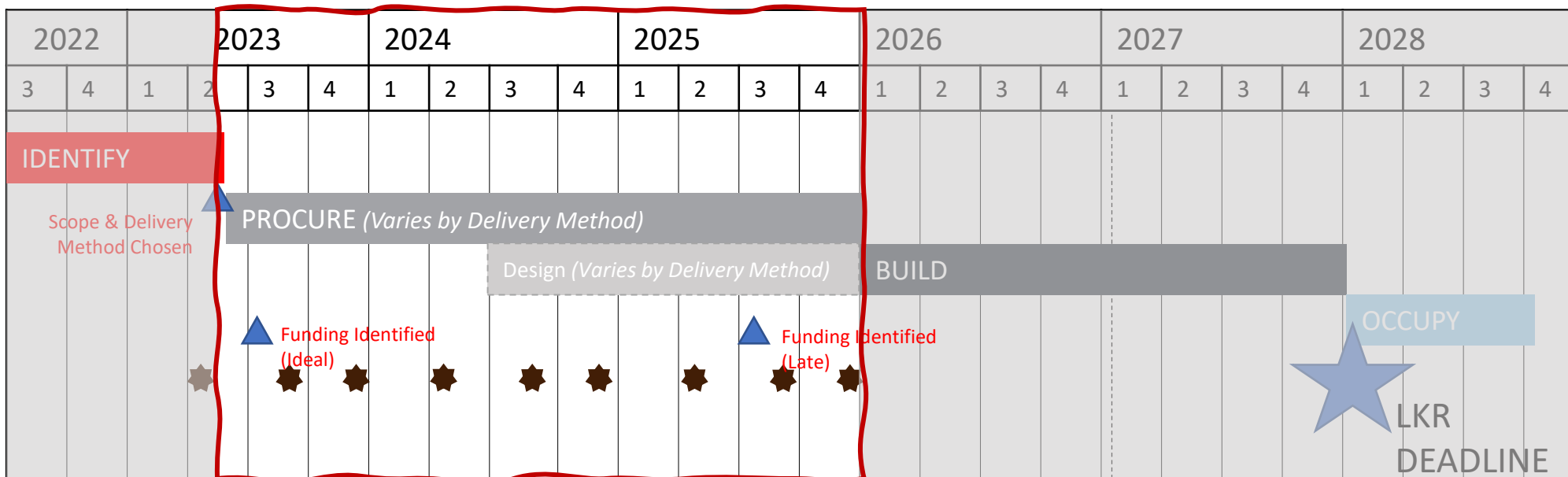
- Focus Group Meeting in April – attention on customer service spaces
- Final Analysis of Staff and Public input.

“Customer-centered to me means that we’re always trying to serve our customers no matter where we are and no matter what we’re doing.”

WHAT IS NEXT... PROCURE Phase

Keys for a successful PROCURE Phase will be:

- Early identification of funding and getting funding in place provides confidence to bidder community, which drives competition/value.
- Revising and approving ordinances to allow for additional alternative delivery methods provides County the flexibility to deliver this project and future ones.

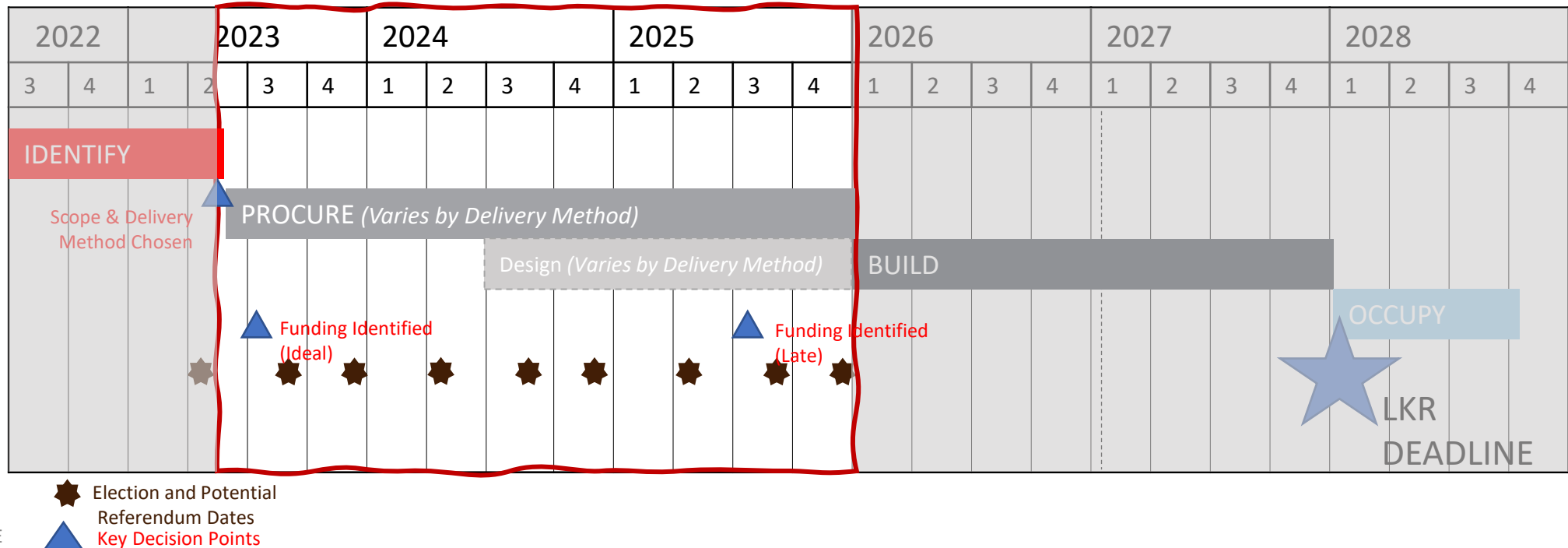


★ Election and Potential Referendum Dates
 ▲ Key Decision Points

WHAT IS NEXT... PROCURE Phase

Actions taken in the PROCURE Phase are dependent on final recommendations from the prior IDENTIFY Phase; Actions will include concrete steps that assure project success:

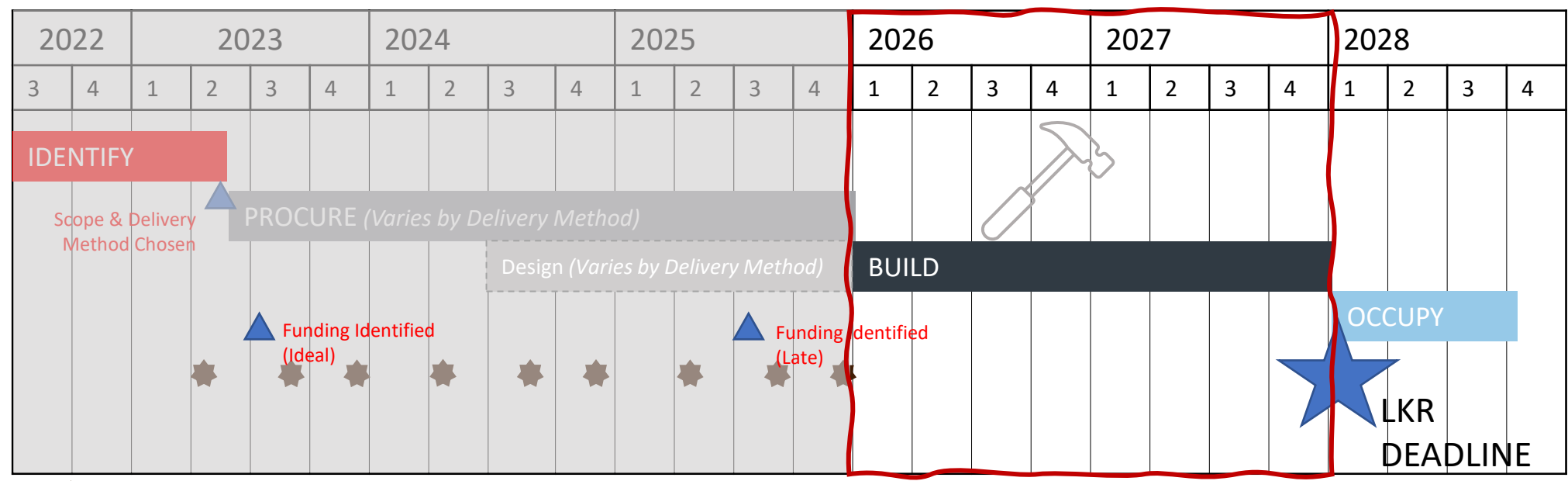
- Concept or Schematic Design level bridging documents and Performance specifications
- Market and Stakeholder Outreach
- Preparation and Release of Request for Qualifications (RFQ)
- Preparation and Release of Request for Proposal (RFP)
- Procurement Administration
- Technical review of Design/Build/Developer submittals



WHAT IS FUTURE... BUILD Phase

BUILD will construct the project IDENTIFIED and PROCURED:

- Critical start date no later than 1/1/ 2026 to hit LKR Sprinkler deadline.
- Construction duration is variable based on scope of work and delivery method; anticipate 2 year average.
- Tasks include Request for Information, submittals, and contract reviews.
- Construction administration services to ensure project requirements are met



Election and Potential Referendum Dates
 Key Decision Points

PROCURE Phase: REGROUP ON THE BUDGET REQUEST

- Bill 47
 - Ensures Project Cornerstone's schedules are met
 - Supports the work related to the anticipated build and delivery recommendations from the IDENTIFY Phase
 - Allows WSP to provide BUILD Phase administration services once the PROCURE Phase is complete

AND...

- County staff will continue to provide contract/task oversight to assure project deliverables meet contract/project goals

PROJECT CORNERSTONE: NEXT STEPS

- 3/1/23 Researching, preparing, discussing procurement ordinance updates to allow for P3, CMAR etc
- 3/21/23 Perfection of Bill 47
- 3/28/23 Final Passage of Bill 47
- 4/12/23 County Executive Signature
- Mid April Focus Group Meeting
- 4/28/23 Start PROCURE Phase
- 5/8/23 IDENTIFIED: Preferred Option, Sites, Delivery Method, and Funding Strategy
- May COW Meeting #2
- ASAP Secure funding
- 6/6/23 Council approval of procurement ordinance updates



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Appendix

DELIVERY METHODS: DESIGN-BID-BUILD

TRADITIONAL DESIGN-BID-BUILD

- Architect/Engineer Design Firm Hired to design project.
- A/E provides contract documents issued to bidding community.
- Bidding community submits bid in conformance with County procurement requirements.
- Lowest qualified bid, if provided, is selected.

Examples:

- Emergency Communications Center
- Police Precincts 01 and 03

PROS:

- Maximum control over project design and flexibility to make changes
- Lower financing cost using tax exempt bonds

CONS:

- At mercy of construction climate and bidding community participation
- No guaranteed budgets
- Maintenance not included
- Contractors not incentivized to create innovative solutions and take on County risk

DELIVERY METHODS: CMAR

CONSTRUCTION MANAGER AT RISK (CMAR):

- CMAR is hired at Design-Phase.
- Responsible for competitively bidding all aspects of the project.
- Responsible for completing project for a Guaranteed Maximum Price (GMP)
- Permitted under RSMo Section 67.5050

Examples:

- Parkway School District
- Washington University

PROS:

- Guaranteed Maximum Price
- Quicker procurement
- Coordination between designer and contractor to ensure constructability

CONS:

- GMP is accurate but, not necessarily lowest price driven by competition
- Designer and Contractor not a fully integrated team
- County still bears risks on budget and schedule issues
- Maintenance not included
- **County needs CMAR ordinance**

DELIVERY METHODS: DESIGN-BUILD

DESIGN BUILD

- DB firm is hired to control both design and build phases of Project Cornerstone.
- DB firm designs to identified project design, performance, and budget requirements.

Examples:

- County Courts
- Page-Olive Extension
- Creve Coeur Soccer Park

PROS:

- Guaranteed Maximum Price with maximum competition
- Integrated design team for design and construction to ensure constructability and budget

CONS:

- Owner responsible for project cash flow
- Reduced control over design
- Maintenance not included
- Longer procurement

DELIVERY METHODS: PUBLIC-PRIVATE-PARTNERSHIP

PUBLIC-PRIVATE-PARTNERSHIP (P3)

- Contractual agreement with private entity to design, build, finance, operate, and maintain the county owned facility.
- P3 finances facility and recuperates cost over long-term negotiated payment terms.

Examples:

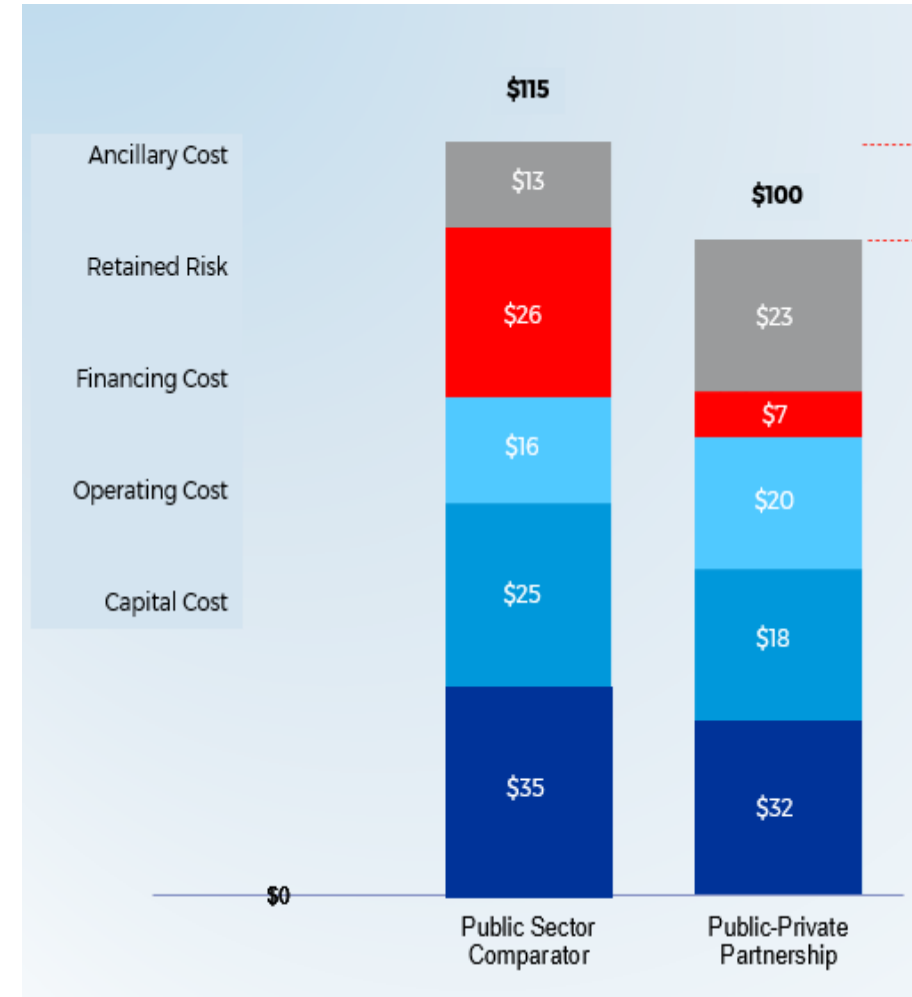
- Kansas City Airport
- Long Beach (CA) Civic Center

PROS:

- Guaranteed Maximum Price
- Performance based contracting to transfer County's risk to developer
- Maintenance included with life-cycle optimization
- Maximum innovation to serve County goals
- Developer may take real estate risk

CONS:

- Higher financing cost
- Longer procurement
- Reduced control over design and more costly change orders
- **County needs P3 ordinance**



PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

DELIVERY MODEL SEQUENCE

Design-Bid-Build (DBB)



Construction Manager At-Risk (CMAR)



Design-Build (DB)



Design-Build-Finance-Operate-Maintain (P3)



Key

- PD: Preliminary Design
- SD: Schematic Design
- DD: Design Development
- CD: Contract Documents
- CP: Construction Procurement
- CA: Construction Administration
- SUB: Subcontractors Selected
- O&M: Project Maintenance
- \$: Cost of Construction Determined
- PDA Predevelopment Agreement
- C Construction Contract Determined
- CM Construction Manager Selected
- Construction Completed