

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

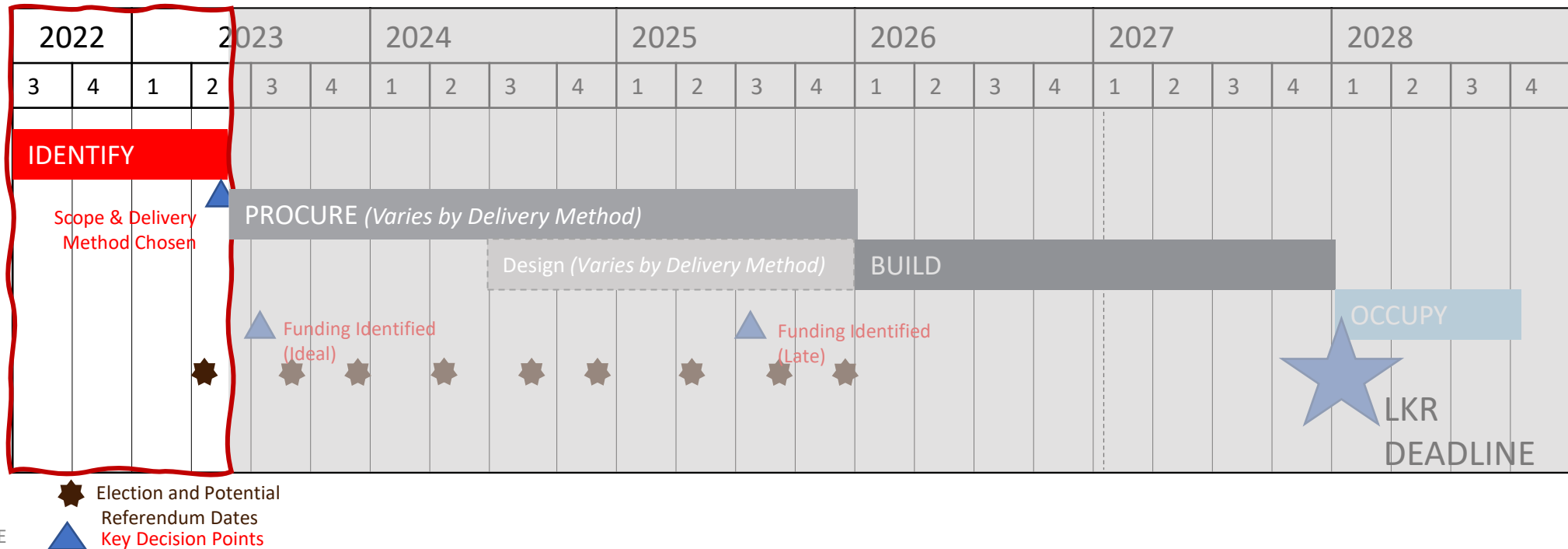
Let's Think and Do BETTER!!

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.

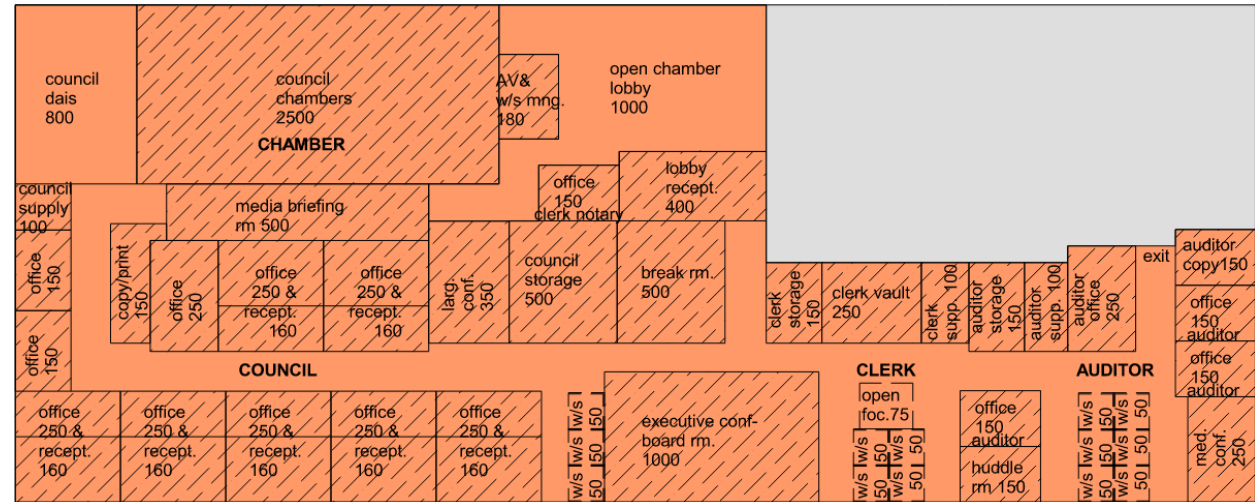
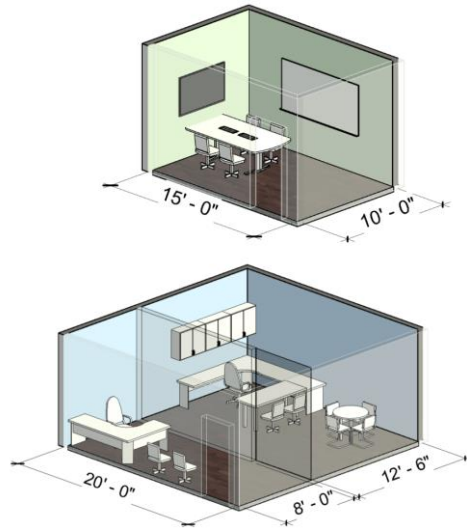
- Determined cost and the ideal funding and financing sources for the project(s).
- Engaged staff and public to validate project direction.



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	🕒	🕒	🕒	●

Poor	Acceptable	Moderate	Good	Excellent

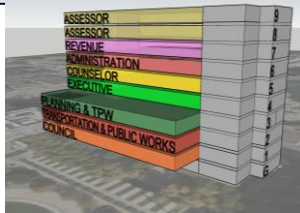
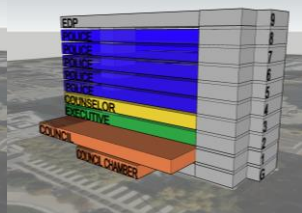
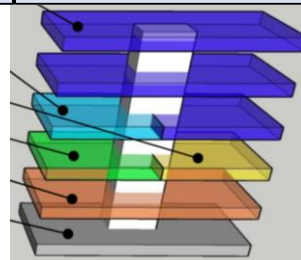
PROJECT CORNERSTONE: ACCOMPLISHMENTS TO DATE

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

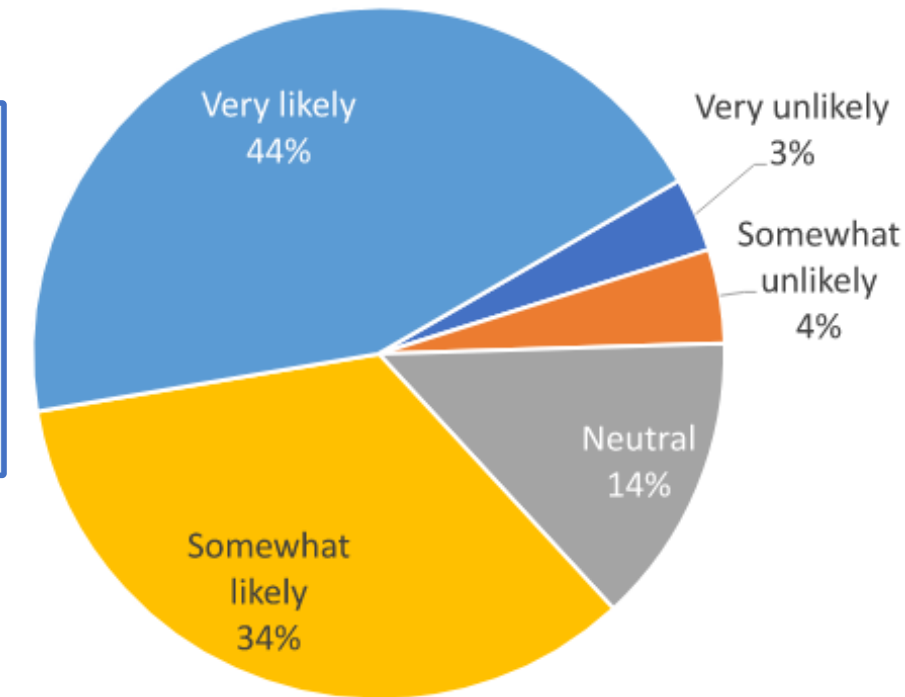
- (3) Focus Groups

• 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:

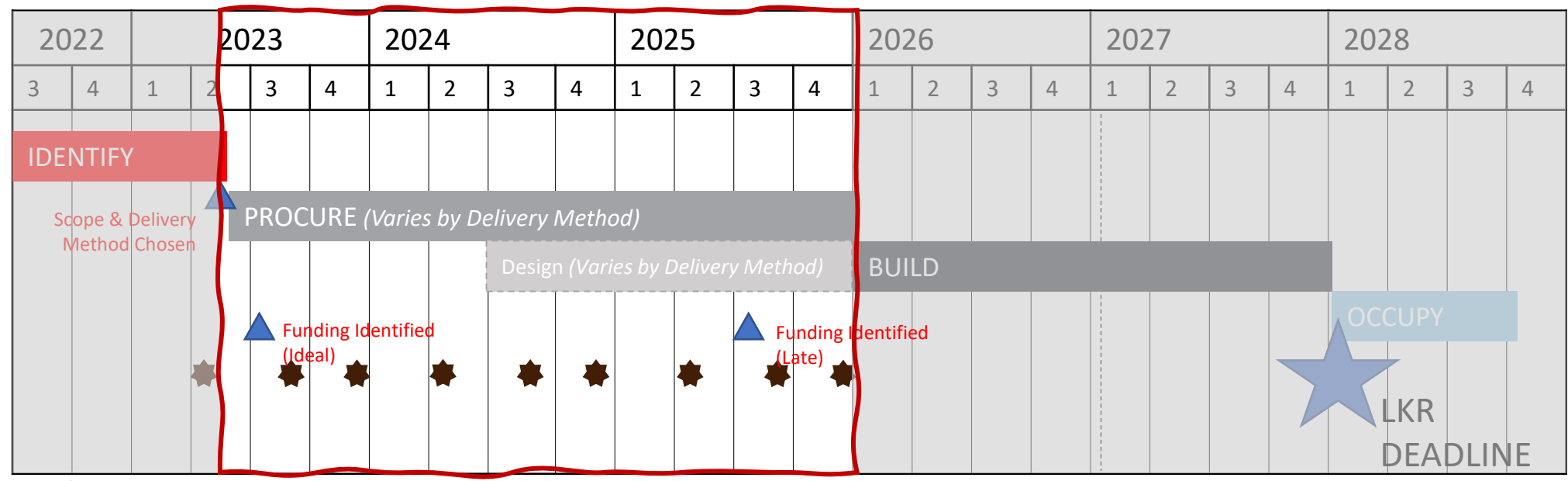
- Focus Group Meeting in April – attention on customer service spaces
- Final Analysis of Staff and Public input.

“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.

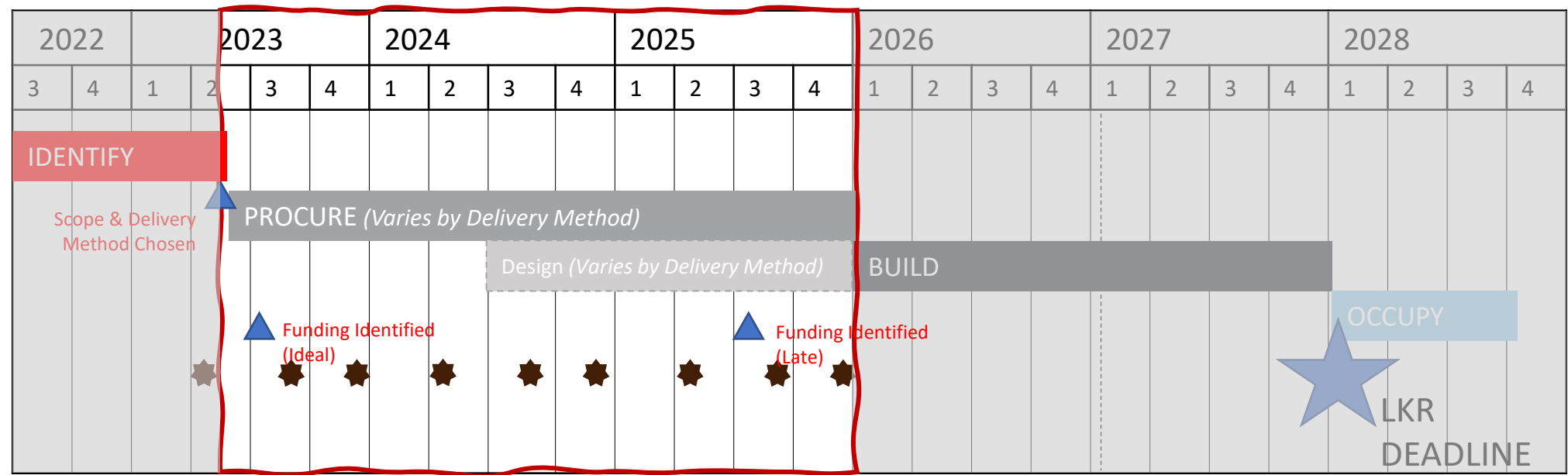


Election and Potential
 Referendum Dates
 Key Decision Points

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

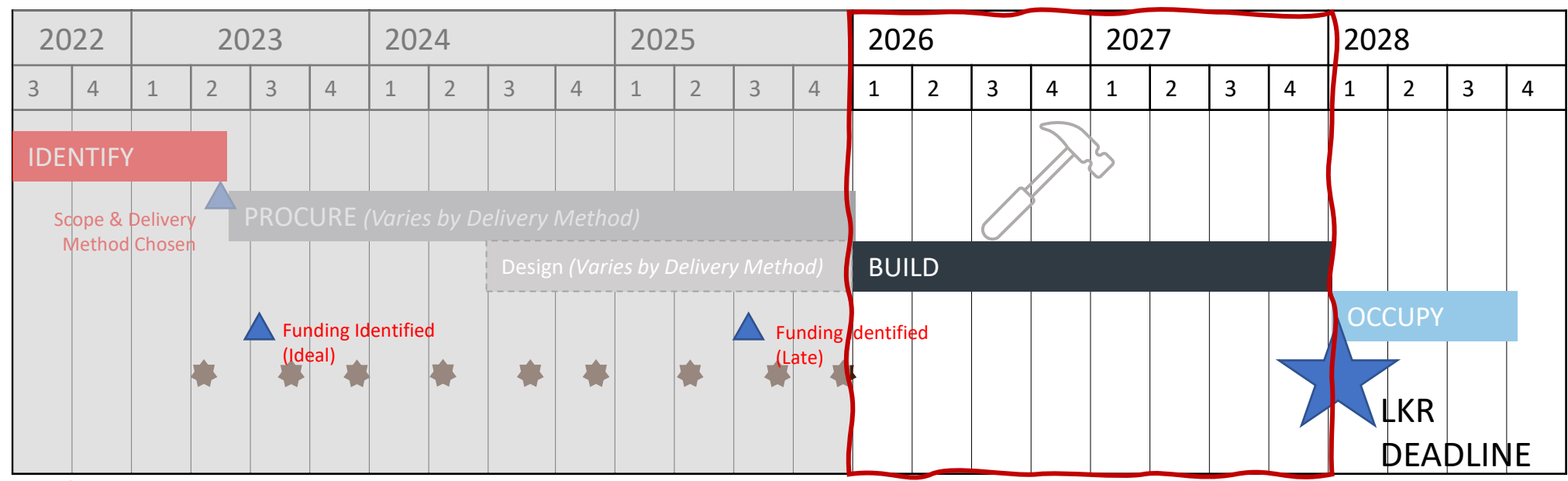


 Election and Potential Referendum Dates
 Key Decision Points

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:

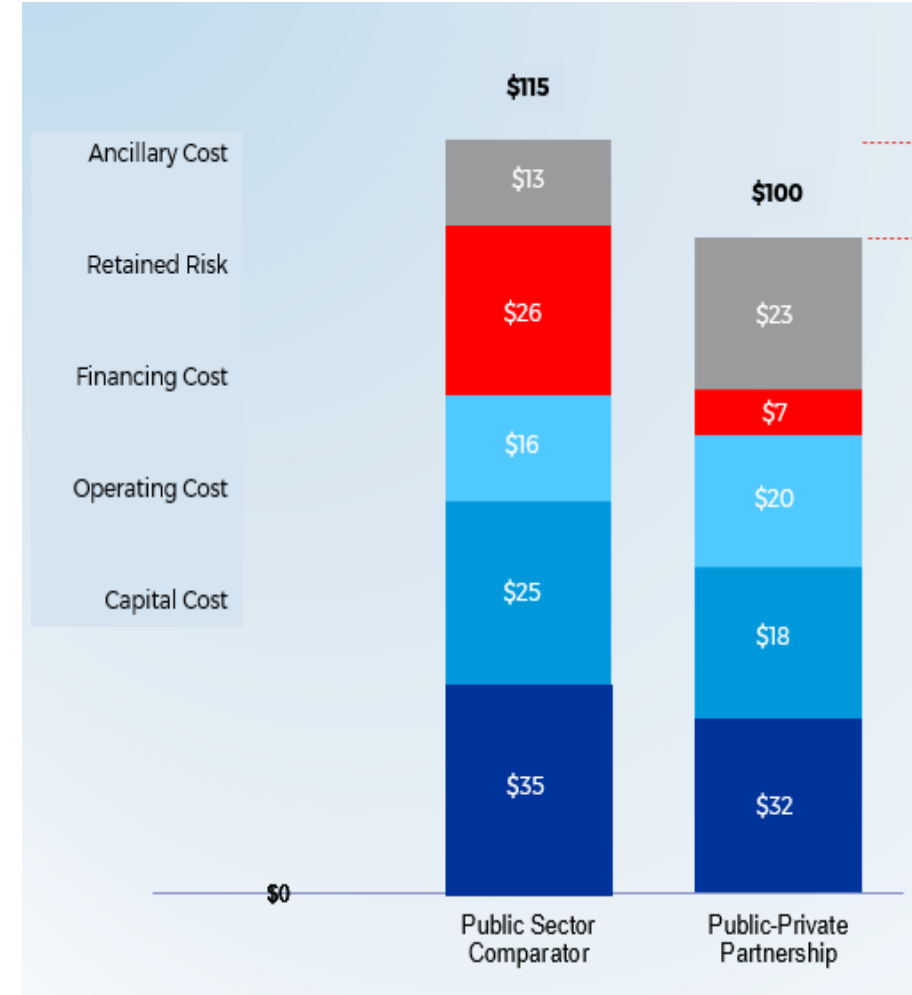
- Kansas City Airport
- Long Beach (CA) Civic Center

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