



Collaboration and the "Great Recession" Courthouse

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Course Description

- How does designing a project during a major worldwide economic downturn impact a project politically and design wise.
- What is the resultant when circuit civil, county civil, criminal, first appearance, and family courts need to co-exist in one building?
- Using the now occupied Broward County Judicial Complex as a case study, we will discuss how to leverage community and stakeholder involvement to achieve a building with major efficiencies and at a cost that can be approved by the County Commission.
- Session will also describe how typical courthouse design can be adapted to deal with a climate of austerity. (i.e. shared judges toilets, very limited attorney/client rooms, no true holding cells at criminal floors, integration of artwork, and shared common spaces.)
- Additional multidisciplinary justice design integrations that will be discussed include the assimilations of a diverse Owner's project team and a joint venture of three architectural/engineering firms into one cohesive team.

Learning Objectives

- **Better understand the challenges in navigating a highly complex stakeholder team with conflicting visions.**
- **Discuss methods to achieve community, stakeholder, and political buy in on a courthouse model they are currently not using.**
- **Gain insight on the tools and strategies of successfully designing a contemporary courthouse in a climate of austerity.**
- **Identify and formulate approaches to mitigate issues and successfully integrate a diverse project team.**

Panel Introductions



**Nina Gladstone,
AIA, LEED AP**

- Associate Principal
- Justice Architect
- Senior PM



**Enrique Maciá,
AIA, LEED AP**

- Senior Vice President
- Justice Architect



**Dory Khater,
Assoc. AIA, CGC,
LEED GA**

- Expansion Project Administrator
- Construction Management Division



Peter Jakubiec,

- Owner Project Construction Manager
- Project Executive



Broward County Judicial Complex

- Planning started in 2005
- 741,000 GSF (34,000 shell)
- 20 Stories + PH
- 42 Courtrooms
- 35 Hearing Rooms
- Juvenile, Civil and Criminal Courtrooms
- Design-Bid-Build
- LEED Gold
- Total cost including 500 car secured garage \$213 Million
- Construction Cost \$270 SF



Timeline

- June 2005 - AECOM/Heery/Cartaya JV - development of consensus for the best development plan for the district
- November 2006-\$450 million GO bond issue to build a new county courthouse 893,000 GSF rejected by voters.
- Starting in 2007, Program and site selection
- January 2009, the Courthouse Task Force Advisory Committee was formed
- June 2012, Cummings Construction selected in low bid, best value to build the Courthouse.
- Fall 2012, Tower construction begins
- December 2016, Phased move-in begins, with completion of Phase 1 May 2017.



Community and Stakeholder Involvement



Stakeholder Team

1. Broward County
2. Judiciary
 - Circuit Civil
 - County Civil
 - Criminal
 - First Appearance
 - Family Court- Juvenile Dependency and Delinquency
3. State Attorney
4. Public Defender
5. Clerk of the Court
6. Court Administration
7. Sheriff's Office
8. Broward County Legal Community



Courthouse Task Force

Members of the Courthouse Taskforce

- Broward County League of Cities
- Local Broward County Attorneys
- Chief Public Defender,
- State Attorney's Office
- Clerk of Courts
- Broward County Commissioner, Task Force Chair
- Mayor of the City of Fort Lauderdale
- Chief Judge, 17th Judicial Circuit, Broward County



Purpose

- The task force was been charged with developing a plan to either refurbish the existing courthouse or build a new one.
- The first meeting of the task force was held on January 23, 2009. The meeting provided an overview of courthouse history, consultant reports and review of the finance scenarios that have been discussed.

Stakeholder Team Conflicting Visions

- Original Program in 2007 was 893,000 GSF
- The Broward County Courthouse Task Force recommended reducing the size of the courthouse. New size of 675,000 BGSF plus expansion space of 43,000 BGSF.
- A comprehensive update to the 2007 building program was prepared by the programming consultant Carter Goble Associates in conjunction with County Administration and the building users, including the Court, Court Administration, Clerk of Court, State Attorney, Sheriff, and other agencies.
- Multiple meetings and workshops were organized to understand existing conditions, future needs, existing operations, and future operations.
- Space standards and grossing factors were developed as guidelines to provide specific requirements for the program.

Stakeholder Team Program Efficiencies

- More judicial offices than courtrooms to accommodate senior judges and future additional judges
- Judges to share courtrooms.
- Eliminate separate chambers – judges will conduct all hearings and trials in a hearing room or courtroom
- The size of litigation spaces should vary to meet the unique needs of each judicial division (i.e. family, probate, civil, criminal etc).
- Courtrooms should vary in size from 1,000 sq ft to 2,200 sq ft and hearing rooms should vary in size from 400 sq ft to 600 sq ft.
- Courthouse should include at least one courtroom large enough to accommodate civil cases with multiple parties.
- One floor of shell space, office space that can convert to courtrooms; multipurpose rooms; shared spaces/movable wall systems; and collocation of divisions with similar needs.

Schedule and Budget Efficiency

Schedule and Budget

- Architect, Staff, and Users worked together to reduce costs:
- OCPM provided value analysis and material comparison studies
- In-house estimating of key building components
- Evaluating the functions of individual user groups for space management
- Use of cost-effective, durable, low-maintenance materials

Economic Efficiency

- Bidding the project before material prices return to previous inflated levels
- Specifying at least three bidders for all materials to ensure competition and best value
- Ensuring design created a competitive bid environment to benefit the County, i.e. Steel vs. Concrete Frame, Glazing Systems, etc.

Integration of a diverse project team

- Broward Construction Management Division
- AECOM- Heery- Cartaya, Joint Venture
- 22% MBE Participation
- Construction PM- Weitz Construction
- 21% CBE Construction Manager
- 29% CBE Contractor
- High local participation to help gain support of project.

Benefit of Team Approach

- Scheduling Workshops-Storyboarding Process
- Owner/Contractor/Architect/OCPM Workshops
- Stakeholder Workshops and Detailed Planning
- Construction Project Manager
 - Collaboration
 - Market Feedback (i.e. Steel vs Concrete)
 - Early design cost workshops



New Broward County Courthouse									
2014									
	Quarter 1			Quarter 2			Quarter 3		Quarter 4
Tower	Initiate Stakeholder Roundtable Program	User Groups provide input in sequence	AV Award	AV Permit (T)			W/C Furniture - Purchase Complete	ETS Systems Coordination	Coordinate Moving Vendor
	Establish Risk Plan Project Team	Establish Risk Budget & Schedule	AV Amendment 3D				Owner Service Agreements for Tower		Palcoats IT & Security from existing Bldg (200 Peril) 12/14 - 5/15/15
	AV Negotiations with SAC	Establish Relationship Continuity of Operations Plan					BDO Security Guard, & Implementation		Life Safety Testing / Inspections 8 mos.
	PMO/CMO Coordinate involving RLI - W&B et al	Budget Planning for RLI - move impact/last transactions							Central/West/ East Decommission Planning
Garage & Plaza	Garage OLC - Present plans for permit submission - 1 mo			Garage Access - Review by City (T)					
	1000 Car Garage - Lease spaces - Procurement								Submit for Garage Permit
1000 Car Garage	1000 Car Garage - Choose Pedestrian Path to Q4 1/2014				1000 Car Garage - Substantial Completion 6/30/14	1000 Car Garage - Grand Opening Ceremony 12/15/14	What to do with Court Cola Building	Reconfigure East Midrise Parking Garage	
Midrise/ East/ North Wing					Coordinate All Users move in 5/20/14				
	WTP 1 East Wing Renovation 3/7/14 or 7/14/14	Midrise RLI CM@Risk Approval	East Wing Budget Request FY 14-15	Midrise NTP Contract	WTP 2 East Wing Renovation 7/14/14 or 10/14/14	North Wing 3rd Floor Redesign - 6 mos.			East Wing Renovation Coordination 12-6-14 or 8-2-15
FMD			East Wing Renovation Procurement				East & North Wing Switchgear & generator replace. Coord. 12 mos.	East Garage Parking Enhancements	
								North Tower Redesign ADA Reconfigure	

Financing Options



Financing- Expenditure Options

- Remodel existing judicial complex (with/without courtrooms)
- Remodeling an existing office building
- Relocate court functions to a different location
- Scale back capital projects planned for the judicial complex
- Determine affordable and appropriate size of proposed new Civil/Family Courthouse

Financing- Options Approved

- Remodeling existing building not cost effective
- Postpone projects in Judicial Complex (\$120 million)
 - Defer North Wing Renovation (\$28 million)
 - Defer East Wing Renovation (\$19 million)
 - Defer Regional Satellite Improvements North, West & South (\$13 million)
 - Defer Jail Project (\$60 million)
- Reduce Scope of Work of new proposed Courthouse building (\$87 million)

Financing Options

Voted Debt (General Obligation Bond Issue)

Pros

- Lowest cost of borrowing
- Not included in operating budget

Cons

- Requires referendum (prior referendum was turned down)
- Must Wait for Voter Approval
- Project would be On-hold

Non-Voted Debt

Pros

- Proceed with project
- “Hit” soft construction market
- Likely to get historically low interest rates
- Take advantage of Build America Bonds (expire end of year)

Cons

- Higher Cost of borrowing
- Included in operating millage rate

Financing Decision

- Minimize Burden To Taxpayers
- Avoid Increase in Taxes
- Use Existing Funds
- Utilize Non-voted Debt

Financing Decision

- \$120 million: \$60M in cash from previously allocated capital projects and \$60M from deferred Jail project (due to lower jail population)
- Federal Stimulus legislation
 - Build America Bonds (BABs) and Tax-exempt Bonds up to \$185 Million
 - Recovery Zone Bonds – Broward allocations up to \$48.78 Million

Bond Update

- \$215 million bonds to finance the courthouse project were sold on June 23, 2010:
 - All-in true interest cost of 4.19956%
 - Average annual debt service of \$13 million (after interest rebates)
 - Half-Cent Sales Tax Revenue Bonds rated in the double-A by all three rating agencies
- The bonds were sold in three series to produce the most cost-effective structure:
 - Bond Series A: \$95.9 million were sold as revenue bonds
 - Bond Series B: \$69.9 million were sold as taxable Build America Bonds (35% interest rebate)
 - Bond Series C: \$48.7 million were sold as taxable Recovery Zone Build America Bonds (45% interest rebate)
- Recovery Zone Bonds (45% interest rebate) included the full allocation granted to the City of Fort Lauderdale.
- Build America Bond program ended December 31, 2010

Financing Plan - Final

- Use Cash (\$120 million) to fund projects
- Minimize tax burden & avoid an increase in taxes
 - Use \$1 million rent savings to pay Debt Service
 - Use \$4 million from increase in Court Facilities Fee to pay debt service
 - Utilize non-voted debt for the balance of debt service
- Take advantage of reductions in voted debt service to avoid an increase in taxes
 - Total reduction of \$36.4 million in voted debt service
 - The last reduction is \$8.1 million in FY13
 - Utilize Federal Stimulus Build America Bonds to reduce borrowing costs

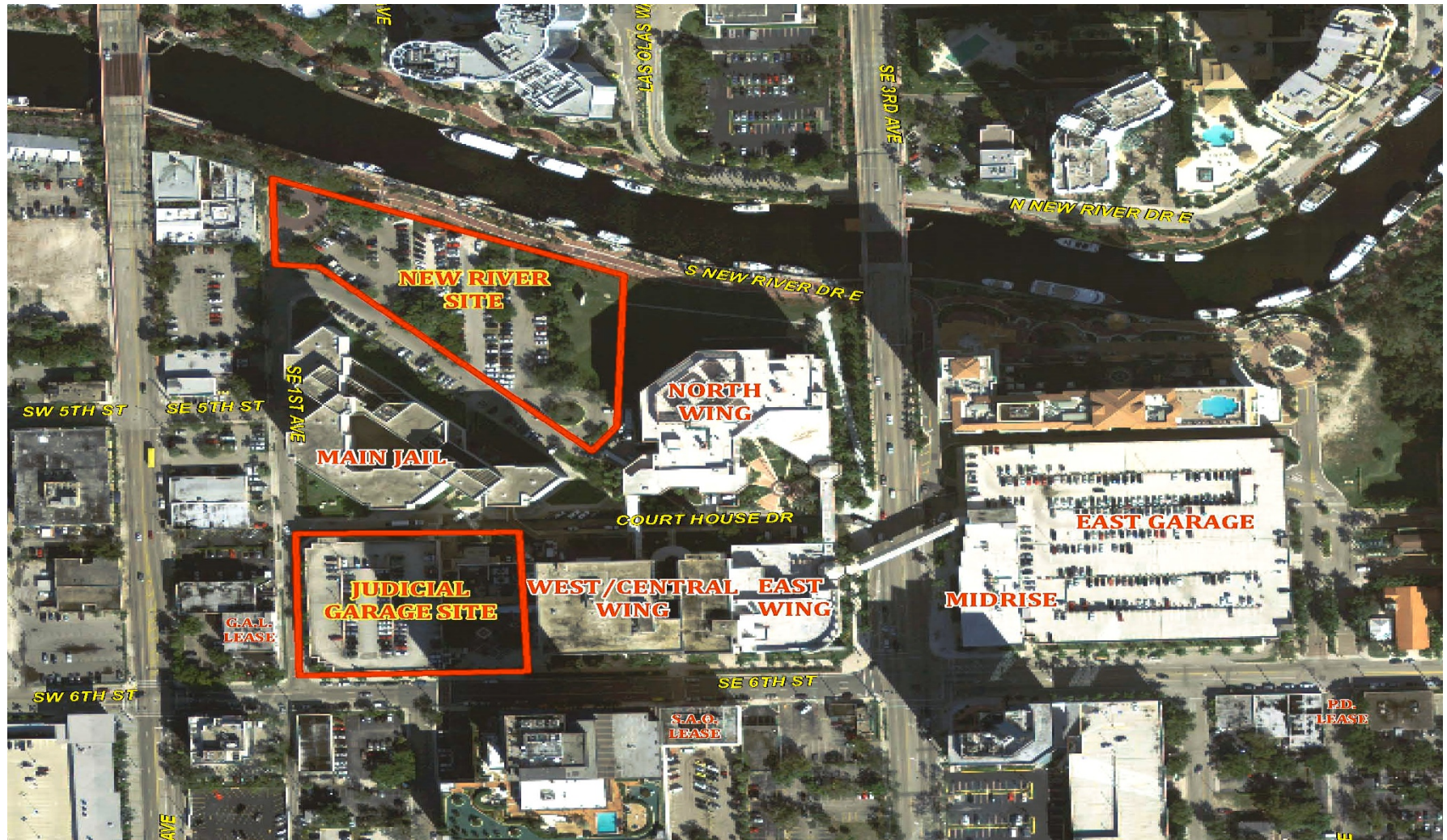
Site Selection & Concept Design



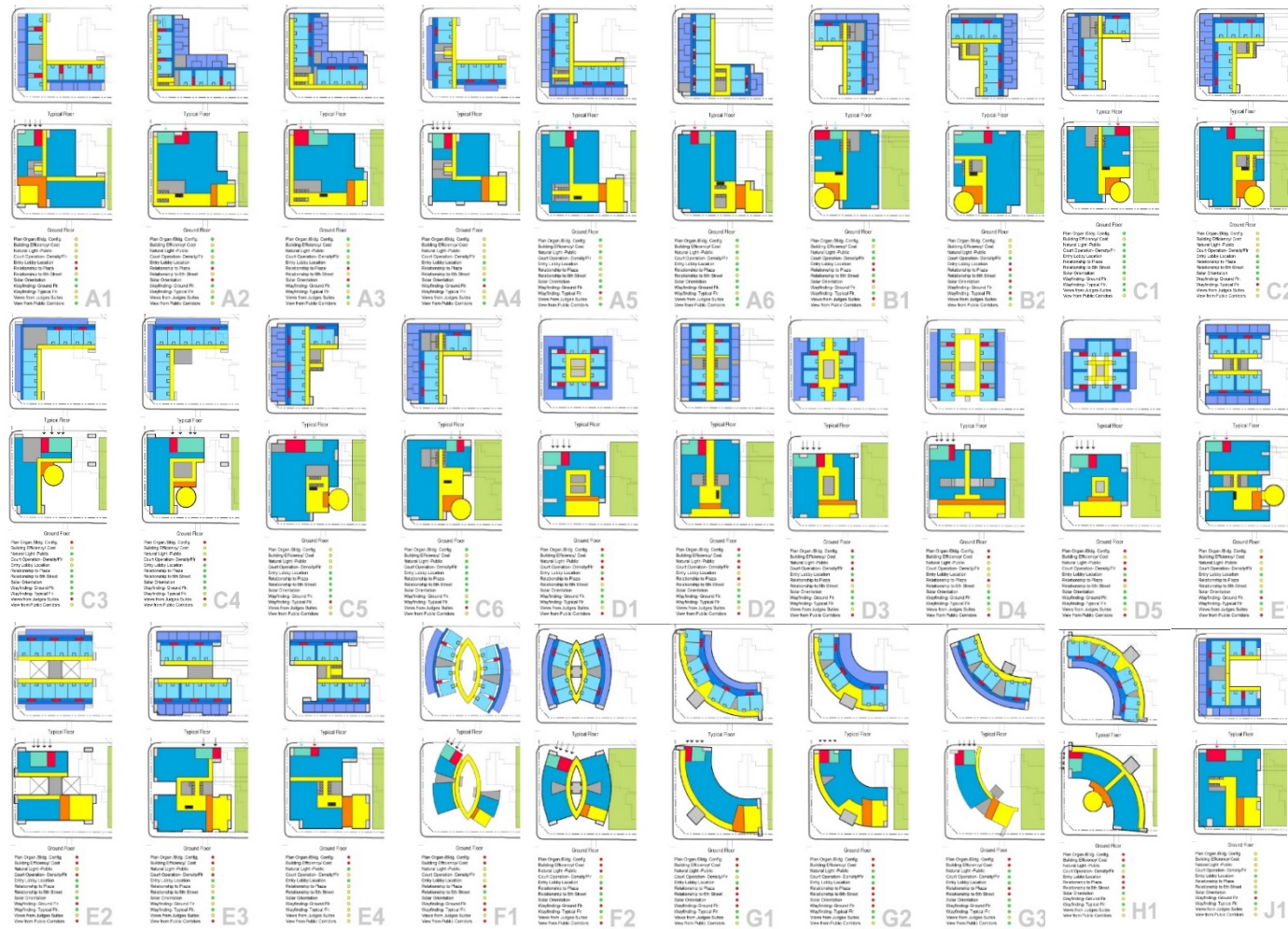
Site Selection

		Design Criteria														Costing Criteria					
	Site	Visual Access	Expandability	Utilities Available	Pedestrian Access	Vehicular Access	Presence/ Dignity	Access to Other Parts of Courts	Public Transportation	Parking in Close Proximity	Prisoner Access from Jail	No Environmental Issues	Site Large Enough for Proper Footprint	Meets Fort Lauderdale Design Guidelines	Sub Total	Ownership of Property	Construction Cost	Total	Estimate of Floors		
1	Civil/ Family Courthouse (808,730 SF) on 6th Street & 3rd Ave. w/ 4 courtrooms/ floor w/ parking between 6th Court & 7th Street	9	5	9	9	9	9	9	5	9	5	9	9	9	105	0	5	110	25		
2	Civil/ Family Courthouse (808,730 SF) w/ reduced base & 4 more floors in height w/ parking where Central West / Energy Center are located	9	0	9	9	5	9	9	5	9	5	9	5	9	92	0	7	99	28		
3	Civil/ Family Courthouse (508,730 SF) on 6th Street where Judge's garage now exists w/ parking where Central West / Energy Center are located.	9	0	9	9	5	7	3	5	9	5	9	3	9	82	9	3	94	25		
4	Civil/ Family Courthouse (508,730 SF) on 6th Street where Judge's garage now exists w/ SA/PD building (300,000 SF) on the New River Site (retail on 1st floor) w/parking where Central West / Energy Center are located.	7	0	7	9	5	7	3	5	9	5	5	7	9	78	9	3	90	16 Crthse 8 SA/PD		
5	Civil/ Family Courthouse (808,730 SF) on New River site w/parking where Central West / Energy Center and Judge's parking are located.	3	0	3	3	3	5	5	3	5	5	5	7	9	56	9	3	68	25		
6	Civil/ Family Courthouse (720,000 SF) on 6th Street & 3rd Ave. w/ 6 courtrooms/ floor w/ parking south of 6th Court and West of (Fazio) Lawyer's office building.	9	5	9	9	9	9	9	5	9	5	9	9	3	99	0	7	106	19		
7	Civil/ Family Courthouse (600,000 SF) on 6th Street & 3rd Ave. w/ 4 or 6 courtrooms/ floor w/ SA/PD on top of 1,500 car garage	9	5	9	9	9	9	9	5	9	5	9	9	7	103	0	7	110	15		
Ratings:		0=UNACCEPTABLE 3=POOR 5=ACCEPTABLE 7=GOOD 9=EXCELLENT																			
		NOTE 1: IN ALL 7 SCHEMES, THE NORTH TOWER ADDITION (7 STORIES/ 10 COURTHOOMS/ 84,000 SF/ 40-45 CARS) WILL BE BUILT																			
		NOTE 2: IN ALL 7 SCHEMES, A 1,500 CAR GARAGE WILL BE BUILT																			

Site Selection



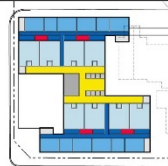
Concepts – Options Analysis



Concepts – Preliminary Options

BROWARD COUNTY COURTHOUSE
Fort Lauderdale, Florida

November 23, 2009
Phase D-1: Pre-Design Phase

ROWARD COUNTY COURTHOUSE
 rt Lauderdale, Florida

Typical Floor

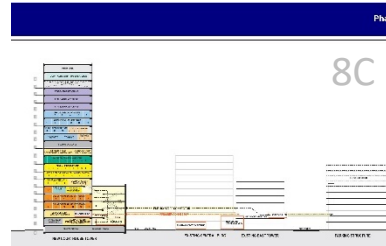


Ground Floor

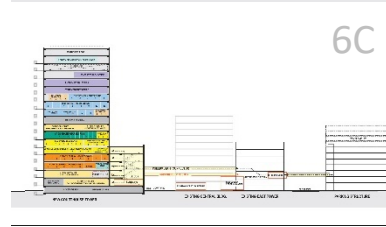
- | | |
|------------------------------|---|
| Plan Origin-Ring: Config | ● |
| Building Efficiency: Cost | ● |
| Natural Light -Public | ● |
| Court Operation- Density/Fit | ● |
| Entry Lobby Location | ● |
| Relationship to Plaza | ● |
| Relationship to 8th Street | ● |
| Solar Orientation | ● |
| Wayfinding- Ground Pl | ● |
| Wayfinding- Typical Fir | ● |
| Views from Judges Suites | ● |
| View from Public Corridors | ● |

E4

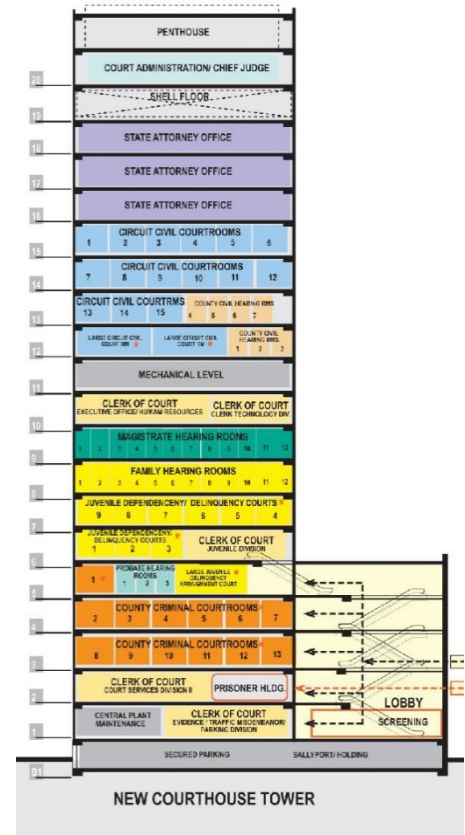
Iris Candela / Heery / Cartaya Joint Venture



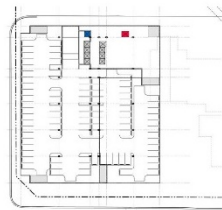
8C



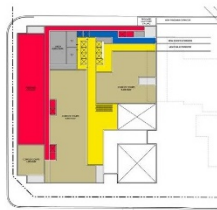
6C



Concepts – Detailed Options



Basement



Level 2



Level 4



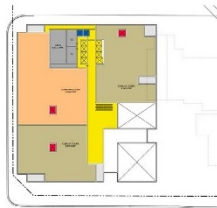
Level 6



Level 8



Level 1



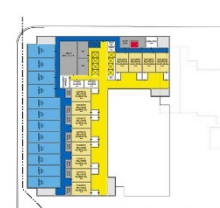
Level 3



Level 5



Level 7



Level 9



Level 10



Level 12



Level 14



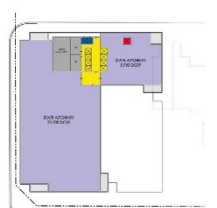
Level 16



Level 18



Level 11



Level 13



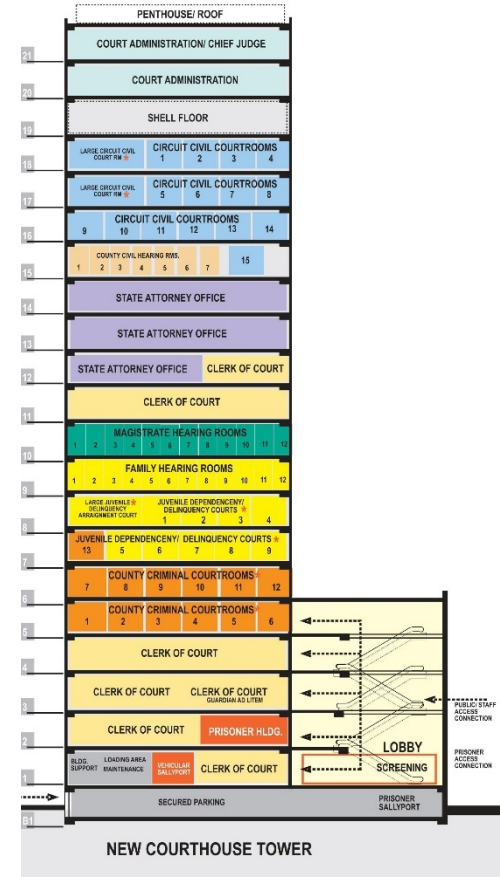
Level 15



Level 17



Level 20



Final Design



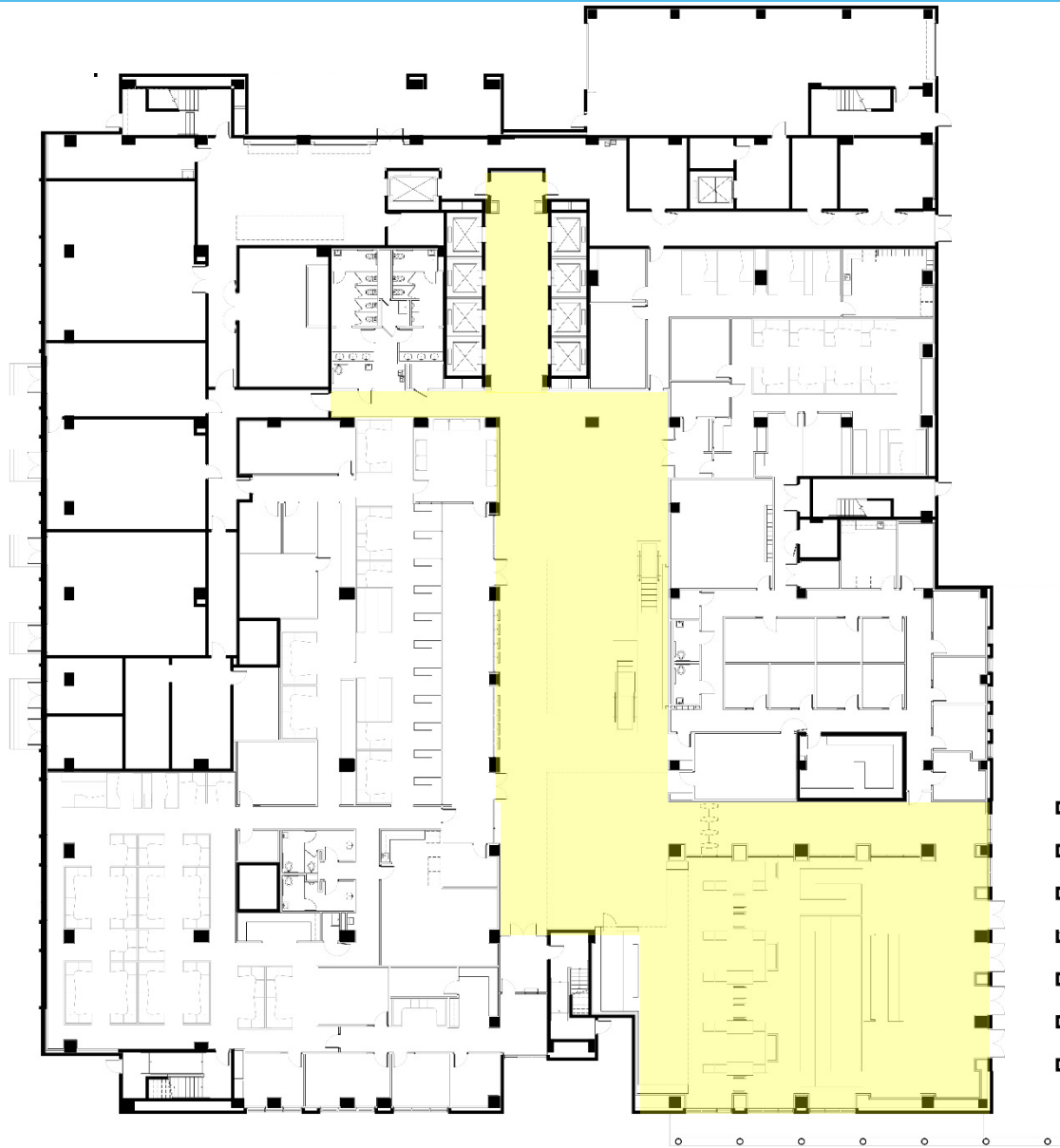
Site Plan



Site Plan



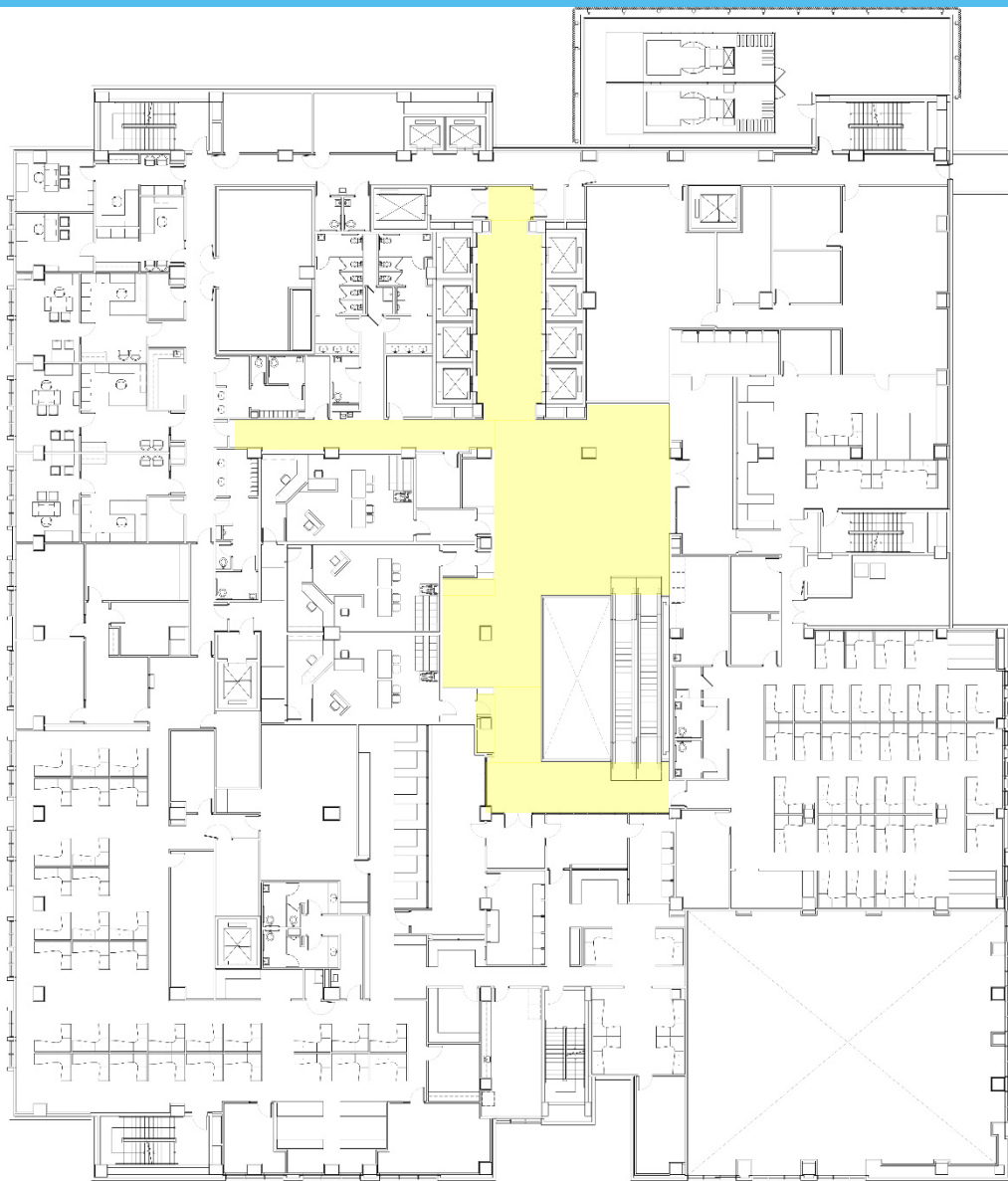
Ground Floor / Entry



Ground Floor Entry



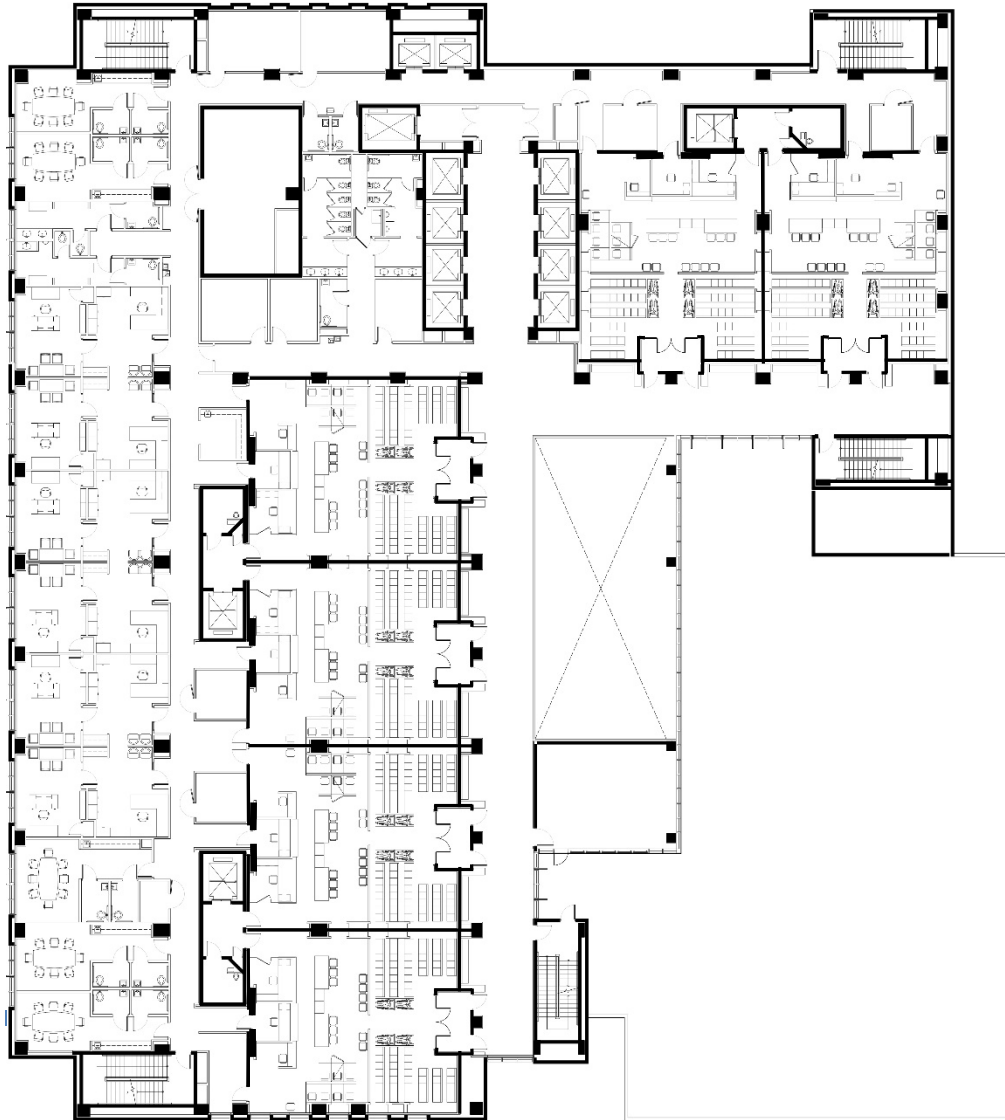
Podium / Atrium



Podium / Atrium



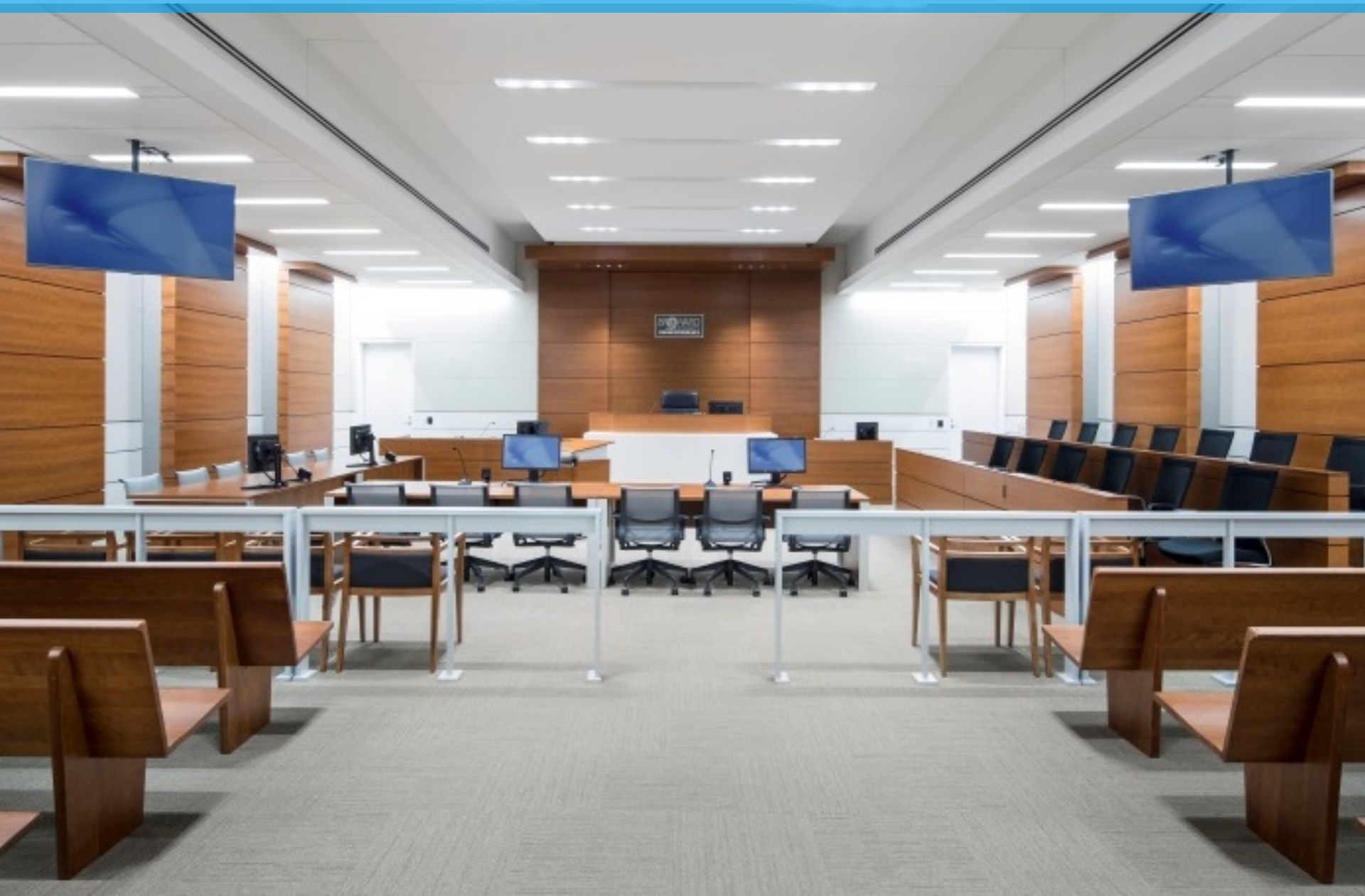
Court Floors - Criminal



A wide-angle photograph of a modern, brightly lit interior space, likely a courtroom or public hall. The floor is polished and reflects the overhead lights. The walls are white, and there are large windows on the left side. A wooden bench is visible in the foreground, and a digital display screen is mounted on the wall to the right.



Court Floors



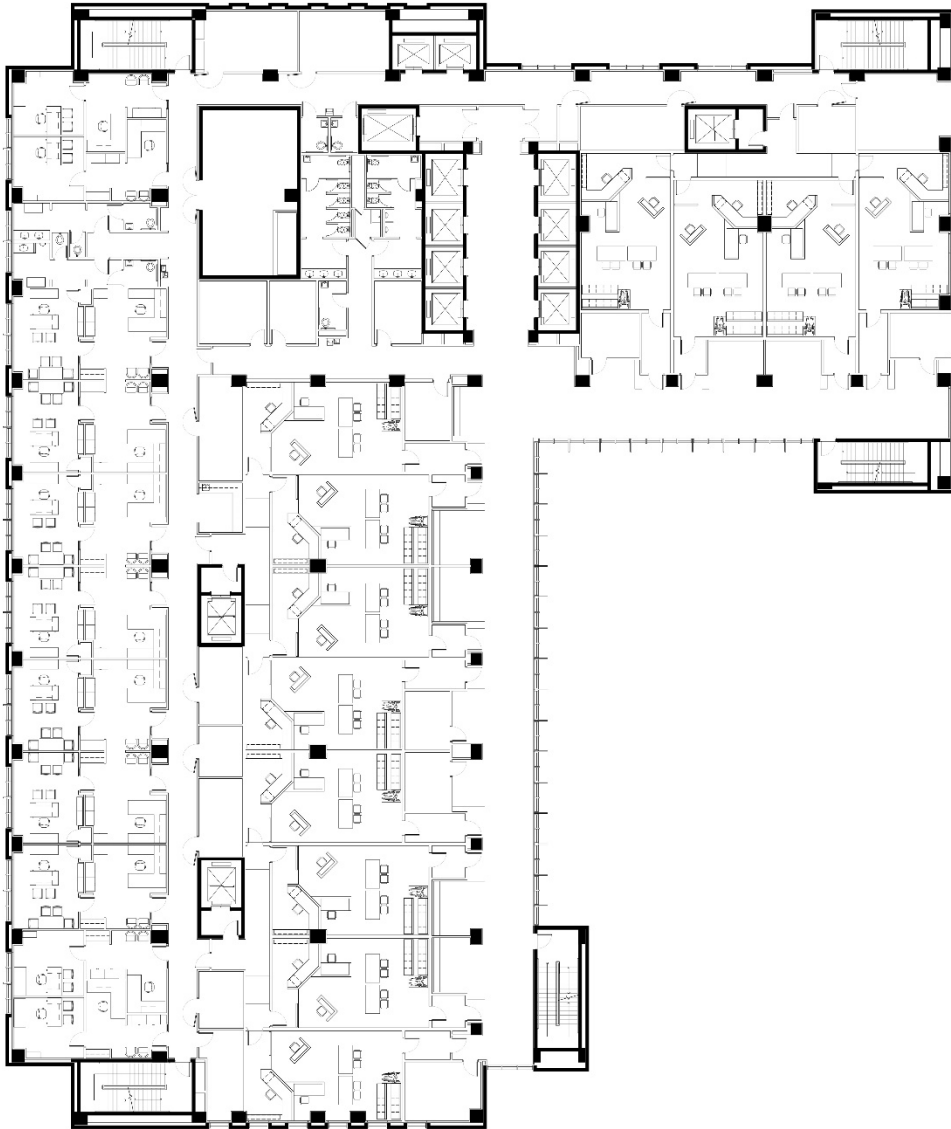
Court Floors - Juvenile



Court Floors - Juvenile



Court Floors – Domestic Relations



Court Floors – Family/Domestic Relations



Courthouse Design and Challenging Economics – Operations & Design



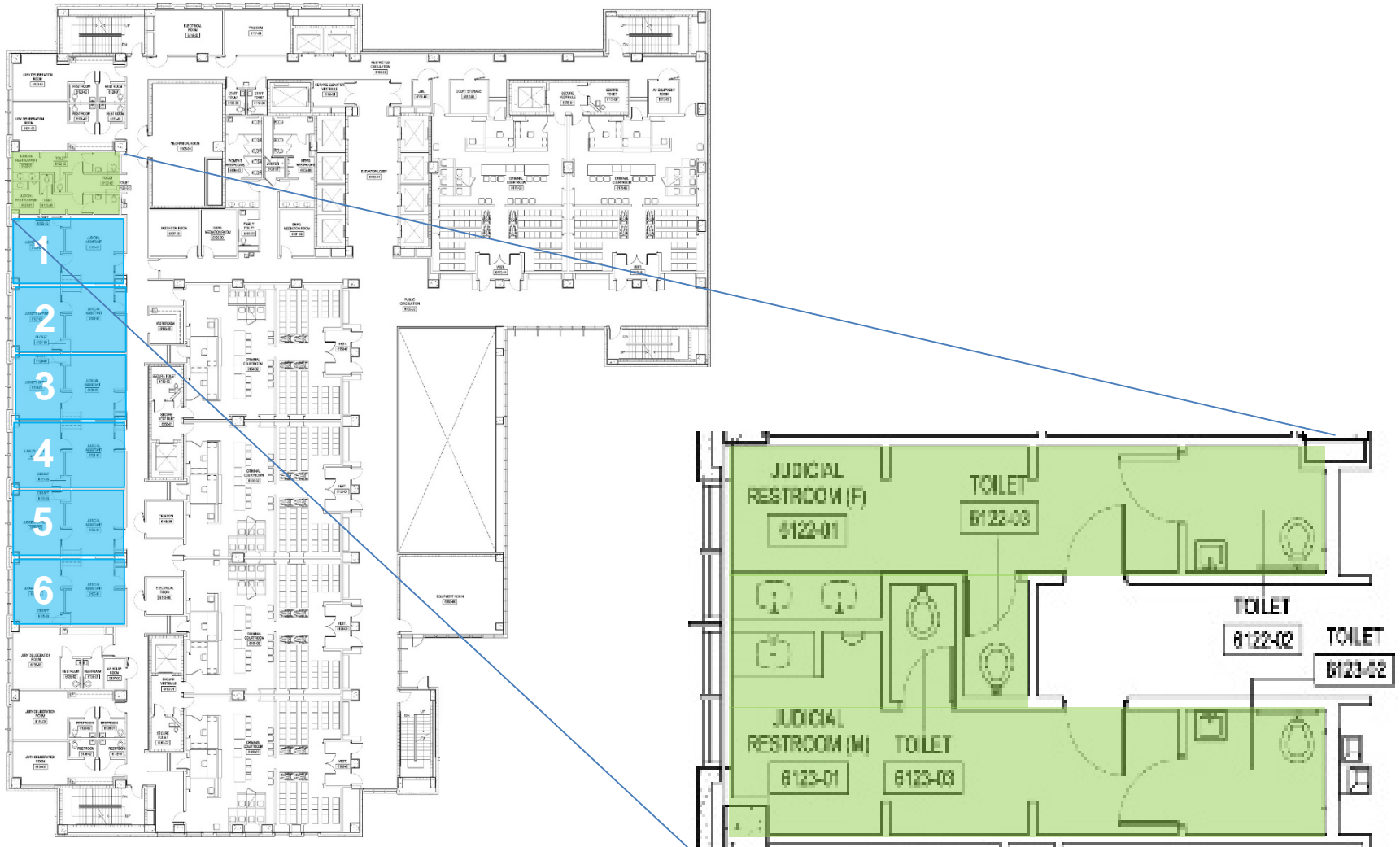
Courthouse Design and Challenging Economics - Operations

- Share courtrooms
- Staggered scheduling of court events to increase utilization of courtrooms as the number of judges increase
- Eliminate separate chambers – all hearings and trials in a hearing room or courtroom
- Reduce projected increase in staff
- Electronic filing
- Shared judicial toilets

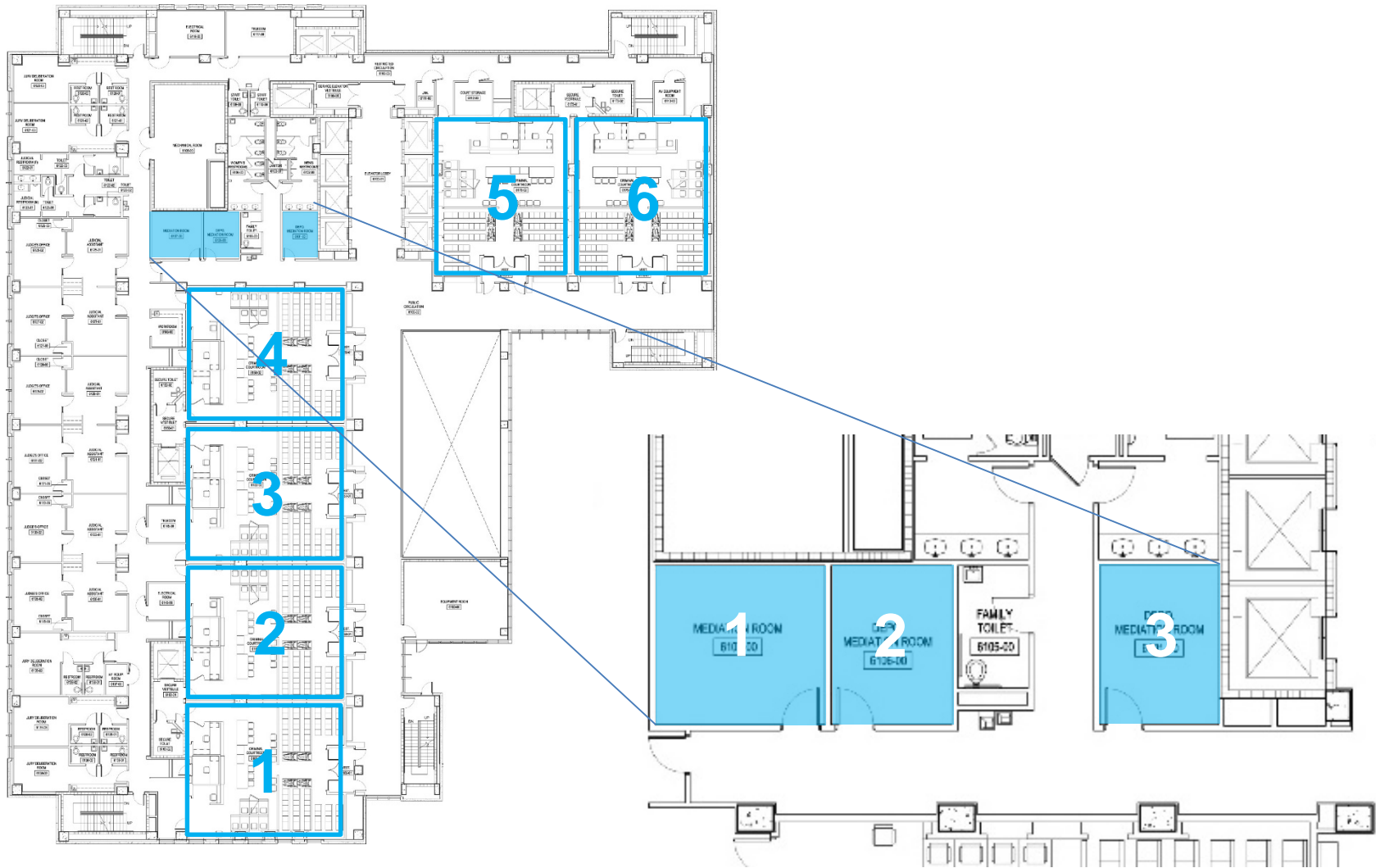
Courthouse Design and Challenging Economics - Design

- Reduce size of litigation & support spaces
- Leave agencies in the North and East Wings
- Relocate PD from leased space to the Midrise
- Reduce number & size of inmate holding areas
- Reduce size of magistrate offices
- Efficient design and layout of space

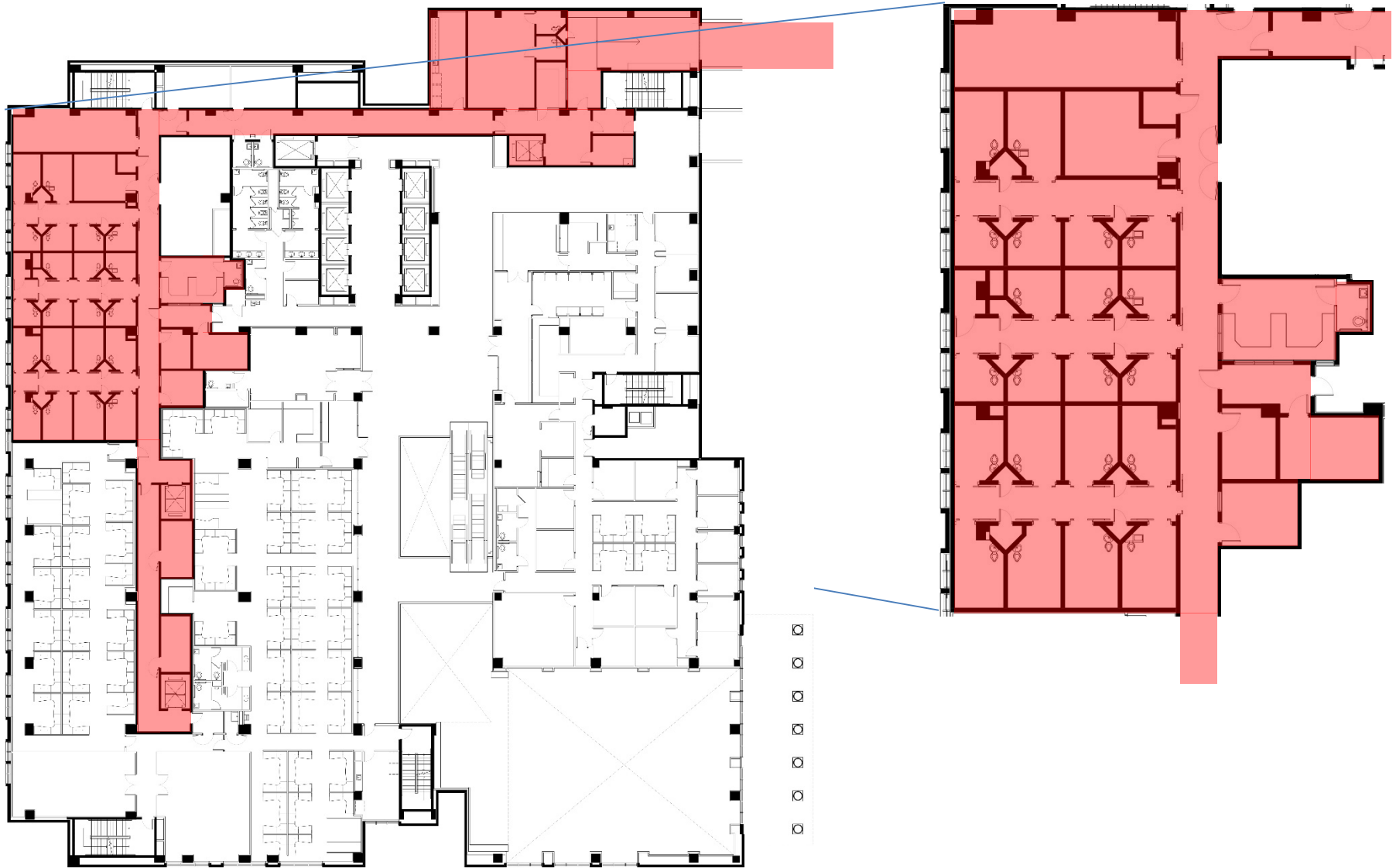
Shared Judges Toilets



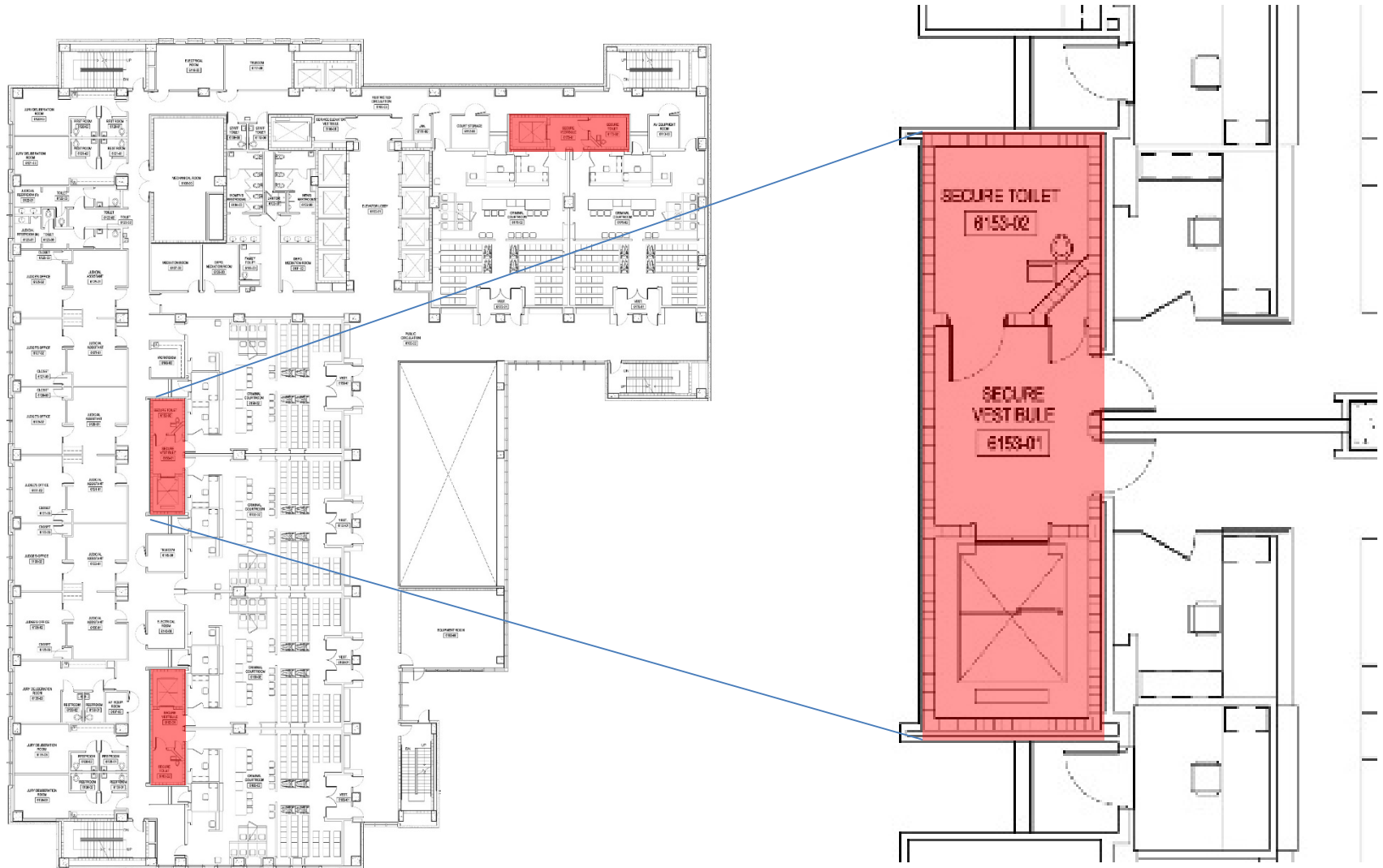
Limited Attorney/Client Rooms



Reduced Central Holding



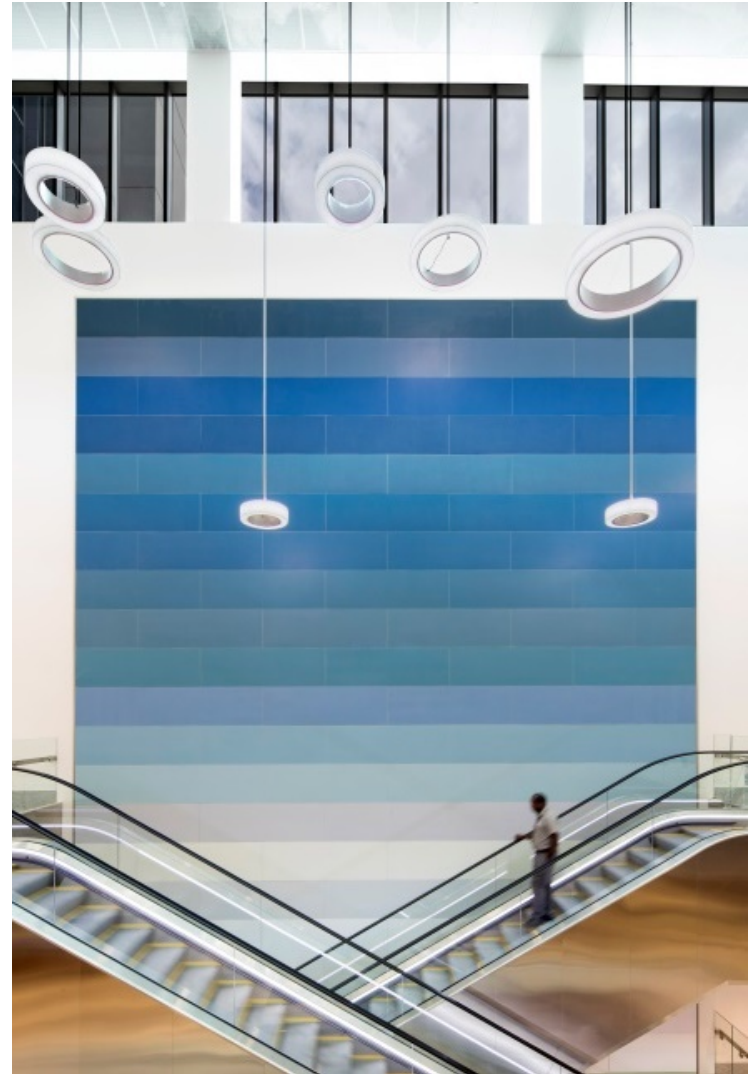
Limited Court Level Holding



Bench Height / Accessibility



Integrated Art Program



Integrated Art Program



Integrated Art Program



Appropriate Finishes



Construction/ Execution



Occupancy Planning

- Develop detailed planning for stakeholder groups to occupy the new Courthouse Tower.
- Develop detailed security planning and operational transition plans.
- Allow for flexibility and future expansion.
- Develop plan for agency procurement of furnishings and equipment during state budget periods.
- Compare inventory during construction to ensure it aligns with new space. (Design timing vs actual move in)

Moving into the new building..... Involves Everyone

Establish Relocation Project Team

- Relocation Project Manager
- Relocation Area Coordinators
- Agency Contacts
- Relocation Project Team Directory
- Consider:
 - Security Team
 - Computer Team
 - Data Team
 - Printer Team
 - AV Team Network Team
 - Testing Team
 - Training Team
 - Employee Team Vendor Liaisons
 - CMD/FMD/ BSO “Tiger Team”



Moving into the new building.....

Take Care of Small Details

- **Initiate housecleaning campaign**
 - Trash
 - Shred
 - Store
 - Move
- **Establish and implement relocation communications plan**
 - Stakeholders (Senior management)
 - Rank & file employees
 - Associated agencies
 - Public
 - FAQ and rumor control



Lessons Learned



Lessons Learned

- Task Force worked as a collaborative group to accomplish the necessary project approvals. Keep it active until the project is complete.
- Support timing of financing models and review all options available
- Provide a durable, efficient design that can be supported by commission and public
- Involve stakeholders early on and coordinate with those in elected roles to limit changes post design
- Support updates like e-filing and shared space to reduce building costs. Consider less expensive off site archive locations



Lessons Learned

- Audio Visual-Technology – Procure to maximize budget and latest technology available
- Use mock-ups early to gain user group approvals. Ensures function and space are adequate where drawings can not convey.
- Begin procurement of FF&E early to align with State and County budget deadlines that might not align with project schedule.
- Begin Move Management planning early to reduce down time for staff and ensure sensitive documents are moved correctly.
- Work collectively to support the County— Team shared one office as a collaborative team and appeared as one cohesive group in support of the County's project goals.



Questions

