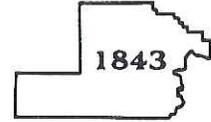


# Yamhill County



Location: 434 NE Evans St, McMinnville • Mailing: 535 NE Fifth St, McMinnville, OR 97128  
Phone (503) 434-7501 • Fax (503) 434-7553  
TTY (800) 735-2900 • [www.co.yamhill.or.us](http://www.co.yamhill.or.us)

**KENNETH HUFFER**  
COUNTY ADMINISTRATOR

**JUSTIN HOGUE**  
BUSINESS SERVICES DIRECTOR

**DATE:** September 24, 2021

**TO:** Yamhill County Board of Commissioners and Ken Huffer, County Administrator

**FROM:** Justin Hogue, Business Services Director

**SUBJECT:** Intent to Award contract for Capital Planning Services

**ATTACHMENT(S):** Proposal for Capital Planning Services, Sample Deliverables Package

I am requesting approval for the intent to award a contract to SERA Architects, Inc. (SERA) for the provision of capital planning services. The County engaged in an informal selection procedure for the procurement of capital planning services, pursuant to OAR 137-048-0210, and distributed a request for proposals (RFP) on August 24, 2021 to nine (9) firms. The RFP conveyed that the County desired to build upon the Space Needs Analysis study provided by SERA by developing a strategic capital plan to meet current, 2021, through 2035 program functions that would entail leveraging the existing building stock of properties and exploring new construction opportunities as follows:

- Construction of a new building of approximately 110,000 square feet to house the Health and Human Services programs.
- The renovation of 22,000 square feet of the existing Stern Building and HHS Evans Complex, in addition to 6,500 square feet of the existing Courthouse building, to allow the county to vacate or re-purpose the existing Fenton House, Spence House, Planning Building, Health Center, HSS Administration, Moore, and IT Houses.
- An additional 30,000 square foot building addition to the existing Courthouse. A 10,000 square foot Jail remodel to accommodate the current 2021 program. A separate restitution center to allow the County to vacate the existing Annex building or re-purpose the building.

The County received one (1) proposal in response to the RFP from SERA. SERA is well experienced in developing master facility plans, having developed many such plans for municipal, county, state, and federal clients such as Clackamas County and Bonneville Power Administration. In addition to their experience, SERA's familiarity with the City of McMinnville, Yamhill County's needs, and intimate knowledge of our current portfolio of buildings makes them well suited to undertake this endeavor.

B.D. 21-395

The RFP requested the following material be provided to the County:

- Site map with overlays that include existing conditions, land utilization, structure placement, access, circulation, and parking.
- Additional site maps with overlays displaying applicable regulatory information including zoning and design requirements.
- Reports with meeting findings, objectives and criteria of project, site conditions, and site design options.
- A final report and three (3) site design alternatives that include recommendations for site development, conceptual site development drawings, utilization analysis, parking, cost forecast, and project phasing.

Based upon the scope of work, SERA provided a quote of Ninety-Five Thousand Four Hundred Thirty Dollars (\$95,430.00) to provide the requested services and deliverables. With Board approval and successful contract negotiations, the project is slated to commence mid-October with a targeted completion date of mid-February.

Thank you for your consideration.

Justin Hogue  
Business Services Director

Accepted by Yamhill County  
Board of Commissioners on  
9/30/21 by Board Order  
# 21-395

# YAMHILL COUNTY

## STRATEGIC CAPITAL PLANNING SERVICES

SEPTEMBER 14, 2021

SERA



September 14, 2021

Yamhill County Board of Commissioners  
Justin Hogue, Business Services Director  
535 NE 5th Street  
McMinnville, OR 97128

Re: Proposal for Strategic Capital Planning Services, Yamhill County

Dear Mr. Hogue:

We are excited about the possibility to continue our working relationship with Yamhill County, by developing a strategic capital plan that builds upon the space needs analysis and facility condition assessment prepared by SERA Architects last year. Not only does SERA have an intimate knowledge of the County's needs and existing conditions, we have the depth of experience on similar planning efforts, with clients such as Clackamas County, Bonneville Power Administration, the Department of Administrative Services for the State of Oregon, and Metro's Oregon Convention Center. We also have a team of individuals leading the effort who have specific knowledge of not only your community, but also a knowledge of the process for strategic financial planning and cost estimating in these uncertain times.

From principals to job captains, SERA is well known for strong team members. We row together and are dedicated to making the project experience and outcomes relatable for all. We spend time listening, getting to know our clients and what the project is about. Our project deliverables are about and for you, the citizens and leaders in Yamhill County.

SERA as a "Resident Proposer" of the State of Oregon is ready to begin this effort immediately and can accommodate your timeline, with the staff identified. Project Manager, Chris Meigel, will be the point of contact for the project. We appreciate your consideration of our proposal and look forward to working with you.

Sincerely,

SERA Architects, Inc.



**Becky Epstein, LEED AP**  
*Principal in Charge*



**Chris Meigel, LEED AP**  
*Project Manager*

SERA

SERA ARCHITECTS  
338 NW 5TH AVENUE  
PORTLAND, OR 97209

T 503.445.7372  
F 503.445.7395

[SERADESIGN.COM](http://SERADESIGN.COM)



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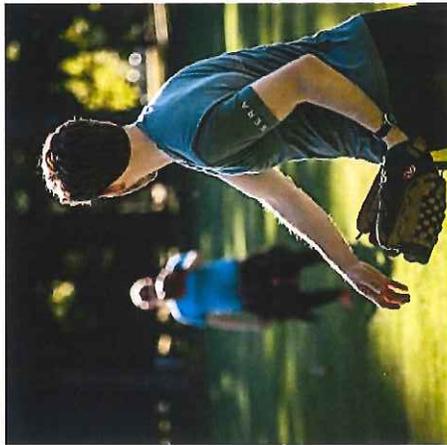
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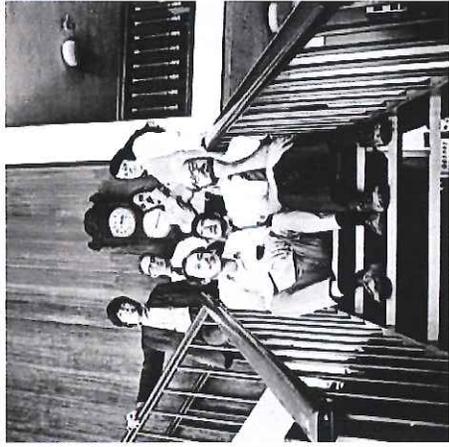
185

DESIGN  
PROFESSIONALS  
ARCHITECTS

INTERIOR DESIGNERS  
URBAN PLANNERS  
LANDSCAPE ARCHITECTS



100%  
EMPLOYEE OWNED



58  
LEED ACCREDITED  
PROFESSIONALS



53

YEARS IN BUSINESS

PORTLAND 1968  
BAY AREA 2015

**With 53 years of experience, SERA is a multidisciplinary firm committed to design that enriches lives by strengthening the identity and livability of communities.**

We are proud to be recognized for translating diverse challenges into designs that respond to our clients' needs, budgets and specific site conditions.

SERA's work is rooted in collaboration, iteration and timeless designs, rather than a preconceived idea. Our clients benefit from a holistic design process that results in long-term economic benefits, healthier people and stronger communities. We provide a wide-range of services including feasibility studies, master planning, building evaluations, design, contract administration for new buildings and renovations, and post occupancy optimization.

We are a 100% employee-owned, multidisciplinary firm. With a staff of 185 delivering projects in architecture, interior design, urban design and planning, supported by in-house landscape architecture, technology, visualization and sustainability resource groups.

## Understanding the Project

The Yamhill County's Strategic Capital Plan will be another step in the journey to enhance public services, and we would be proud to continue to be part of that effort. The SERA team has a deep portfolio of facility master planning projects, including the completion of many plans for municipal, county, state and federal clients. The success of these plans is attributed to SERA's ability to find the right balance between framework and flexibility so that changing input from elected officials, technology, or changes in service delivery models can be accommodated to enhance the strategic future needs of the County.

We are strategic thinkers, but not only do we focus on the strategic nature of space planning, we understand the value of capital planning and the impact it plays on the long-term decisions Yamhill County is currently facing. The County's population is growing, service delivery is changing to meet new demands, and the buildings are challenged to support changes. Solving these demands holistically - strategically, can improve your staff's productivity and breath new life into your building portfolio.

Our first exercise will be to discuss the project understanding together and confirm the County's motivation, assumptions, and deliverable expectations so we can create the foundation for a successful project. Understanding your big picture is a first step for us in building the relationship and the workflow for the project. We have the capacity to service various schedule strategies and complete the plan in the next six months.

## Methodology

Our approach is to lead the County's stakeholders through a project process that is:

- **Exploratory and iterative:** listening to you and conveying it back what we hear
- **Purposeful and creative:** integrating your feedback and facility mission
- **Organized and candid:** planning time for decision making and stakeholder involvement

We follow Best for Project Behavior, a vision that we have honed over the years and strive daily to exhibit and teach in our work. We check our egos at the door and work hard to provide high quality, responsible design solutions, trusted advice and team unity.

Best for Project Behavior starts with us acquiring a thorough understanding of your expectations and your project assumptions—repeating back what we think we have heard and gaining an understanding of what you need to make the facilities plan successful. We will ask a lot of questions to gain an understanding of the big picture.

We will use our expertise and knowledge of working with other counties and clients to provide benchmarking and examples of how other counties chose to address their facilities and future—needs all so you can explore all the options and select the right approach for Yamhill County.

We will be a strategic team player to ensure communication flows, is helpful and remains positive. We will bring energy, patience and preparation to meetings, and work with Yamhill County to establish a micro and macro schedule so you can keep stakeholders informed and engaged.

**Scope of Work**

**TASK 1: Inventory & Analysis**

**Objectives and Criteria**—Develop and refine the project’s objectives and criteria with the County stakeholders. Analyze the Owner’s objectives and criteria with respect to the opportunities of the site and other program elements.

**Deliverables:** Two (2) Meetings with stakeholders, resulting in a written narrative identifying the refined objectives and criteria for the Project.

**Base Mapping & Site Context**—Create a map of significant existing conditions of the sites, which will include building footprints, circulation systems and right of ways, approved land use patterns, and proximate development.

**Deliverables:** Underlying site map and series of overlays in 2D model and print form (.rvt and .pdf) which reflect the land utilization, structure placement, access, circulation, and parking.

**Site Analysis**—Analyze the Sites to determine the net developable area, based upon the previous space needs information gathered. Analysis may consist of on-site observations, topographical analysis, analysis of deed, zoning and other legal restrictions, studies of optimal site orientation, and constructability.

**Deliverables:** A workshop to discuss initial analysis of the Base Map and Site Context and its impact on the objectives and criteria. Followed by a meeting to review refined analysis. Site plan diagrams reflecting the opportunities and constraints for each study area.

**Governmental Authorities Research/Analysis**—Research, obtain and analyze applicable regulatory and real property information from governmental authorities having jurisdiction over the Project, including parking, zoning and design requirements and determine their impact on the Project.

**Deliverables:** Two (2) meetings with staff to review initial findings and then initial analysis. Two additional map overlays indicating zoning, site development and parking requirements. Report indicating design requirements and impact on Project.

**TASK 2: Preparation of Design Alternatives**

**Site Development Planning**—Based upon the Inventory and Analysis in Task 1, the team will prepare conceptual Site development drawings and a report for the County’s use:

**Site Utilization Design Alternatives**—Prepare a maximum of three (3) Site utilization design alternatives based upon the conclusions of the detailed Site utilization analysis. Each alternative will indicate proposed building, use, access and parking. Each alternative will be studied as to end state condition with proposed phasing or swing space. Each alternative will be accompanied with a project cost forecast.

**Deliverables:** Two (2) meetings will be held to review the progress of the design alternatives. Each design alternative will be indicated in site plans indicating various criteria and objectives of the planning effort including utilization and site development.

**Report Out**—Prepare a report for the Owner containing the three design alternatives and recommendations for Site development and utilization.

**Deliverables:** Report, combining Task 1 and Task 2 findings. The report will be issued in Draft and Final form for the County's review and approval. Deliverables include a PowerPoint presentation deck, site plan diagrams and analysis material, and a report with details of the analysis material.

**Presentations**—Present design alternatives to stakeholders, or other interested entities as directed by the County.

**Deliverables:** Two (2) presentations, to staff and leadership to share the overall findings of these planning efforts.

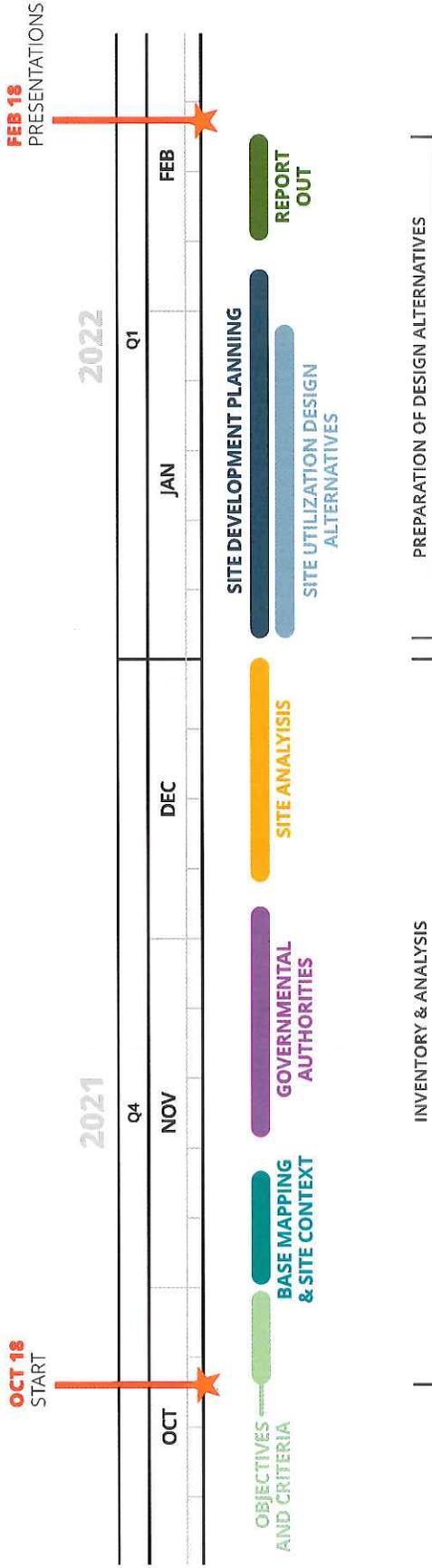
**Timeline**

We expect Task 1 to take approximately 8-12 weeks and Task 2 to take approximately 6-8 weeks to complete.

This is based upon the assumption of starting work in October of 2021.



**Project Schedule**



## Qualifications

### **SERA Architects, Inc.**

SERA started in Portland in 1968 as a work collective called the Design Collaborative, a group of design-oriented firms. From these roots, our work expanded with the growth of the city. We moved into a renovated historic building in 1970, became SERA (an acronym from the founders' names), and demonstrated the way to preserve our city's vital historic buildings through adaptive reuse.

When working with public agencies, we understand how important it is to design spaces that are safe and inviting for the community, as well as fiscally responsible and easily maintained. We acknowledge that the taxpayer is always present at the table, and we enjoy getting to know the concerns and drivers of public agencies, as well as fostering long-term relationships.

SERA is known for exceptional service and responsible designs. Our long standing client relationships and reputation reflect our dedication to our firm, staff, clients and projects. Our public studio team members understand the unique goals, needs, objectives and constraints under which government agencies work.

### **DCW Cost Management**

DCW Cost Management is one of SERA's trusted partners and frequently collaborates with our designers. Integral to providing fiscally-responsible design solutions is understanding how much the lines we draw cost. Trish Drew and her team work united with our team from early in the process to give guidance and real-time cost input. DCW will provide cost forecasts for proposed alterations and improvements.

DCW Cost Management is an independent third-party cost consultancy, providing managed solutions through cost advice for their clients who are investing in infrastructure, property maintenance and construction development. Because they are embedded in the regional construction community, they deliver costs that are reflective of the market and are detailed using a clear, efficient construction development perspective. They have a proven track record of providing accurate cost planning and cost control services.

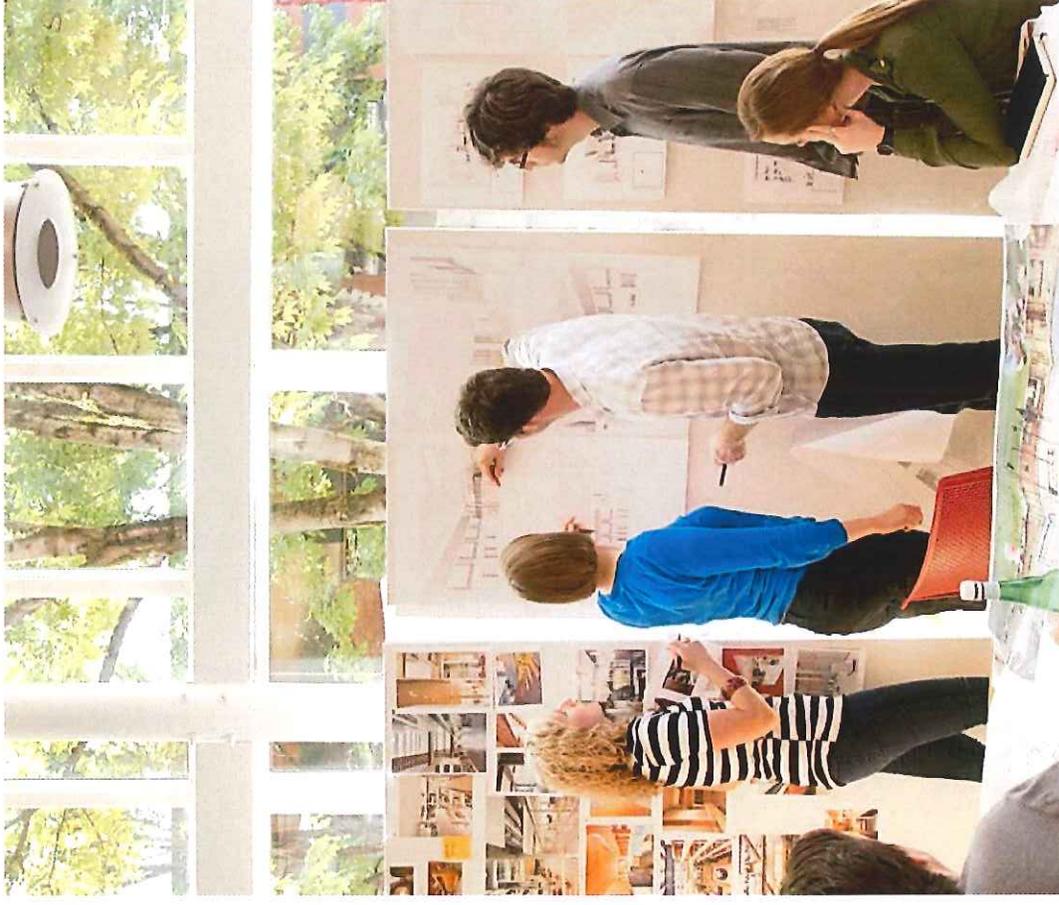
### Experience with Facilities Master Plans & Assessments

Strategic facility planning and space needs programming provides municipalities with a proactive approach to balance the demand for services with space and budgetary limitations.

Facilities, new or renovated, require a sizeable capital investment and ongoing maintenance; programming sets the stage to ensure a good return on this investment. The size and functions of a building affect the ability to deliver services efficiently and effectively. Strategic decisions concerning how and what to build need careful, informed planning. More importantly, these plans are not static and require iterative feedback over time to support the fluctuations of each department's service delivery model.

SERA has a proven track record of working successfully in the public realm providing integrated architecture, interior design, and urban planning expertise to provide a holistic big picture framework for municipalities to execute over time. In addition, SERA understands the intricacies of working with existing site and building limitations, while maximizing functional relationships and maintaining future flexibility. The end result makes the most of available facilities and resources for current needs, while planning for short- and long-term space requirements.

**We have worked with city and municipal agencies throughout the region providing this type of strategic planning for a variety of building types and sizes, including city halls, general offices, permitting and customer service centers, community and aquatic centers, maintenance and support facilities, public safety facilities and courthouses.** For example, our 20-year relationship with Clackamas County started with a facilities master plan which assessed their building stock, projected future needs and assisted in the selection of a centralized campus for service delivery to their constituents using their Master Plan as a roadmap for their future.



*SERA's experience and process will provide informed planning and project prioritization to help the County proceed confidently with your long-term visions.*



**Clackamas County—Facilities Master Planning | Oregon City, OR**



In 1998, SERA worked with Clackamas County to develop a comprehensive Facilities Master Plan to assess county building conditions, operational efficiencies and the potential for improved customer service delivery through the co-location of services. We worked closely with a Steering Committee comprised of County department heads and citizens. More than 50 of the County's buildings (totaling 265,000 net sf) were analyzed for consolidation of County departments that have centralized functions. Departments were interviewed to define staff counts and projected growth and we conducted a use-analysis of existing facilities, configuration, and workflow.

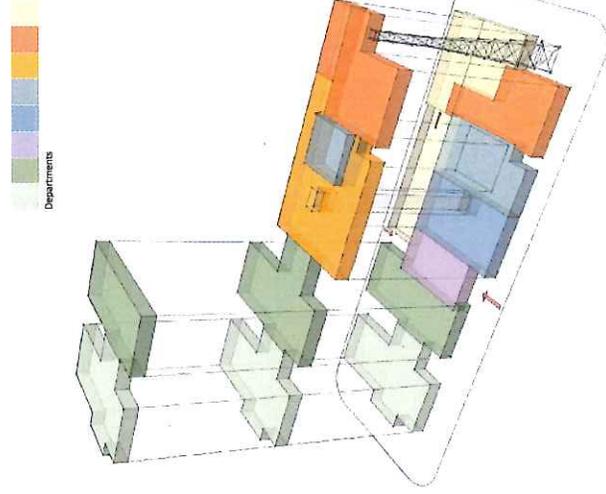
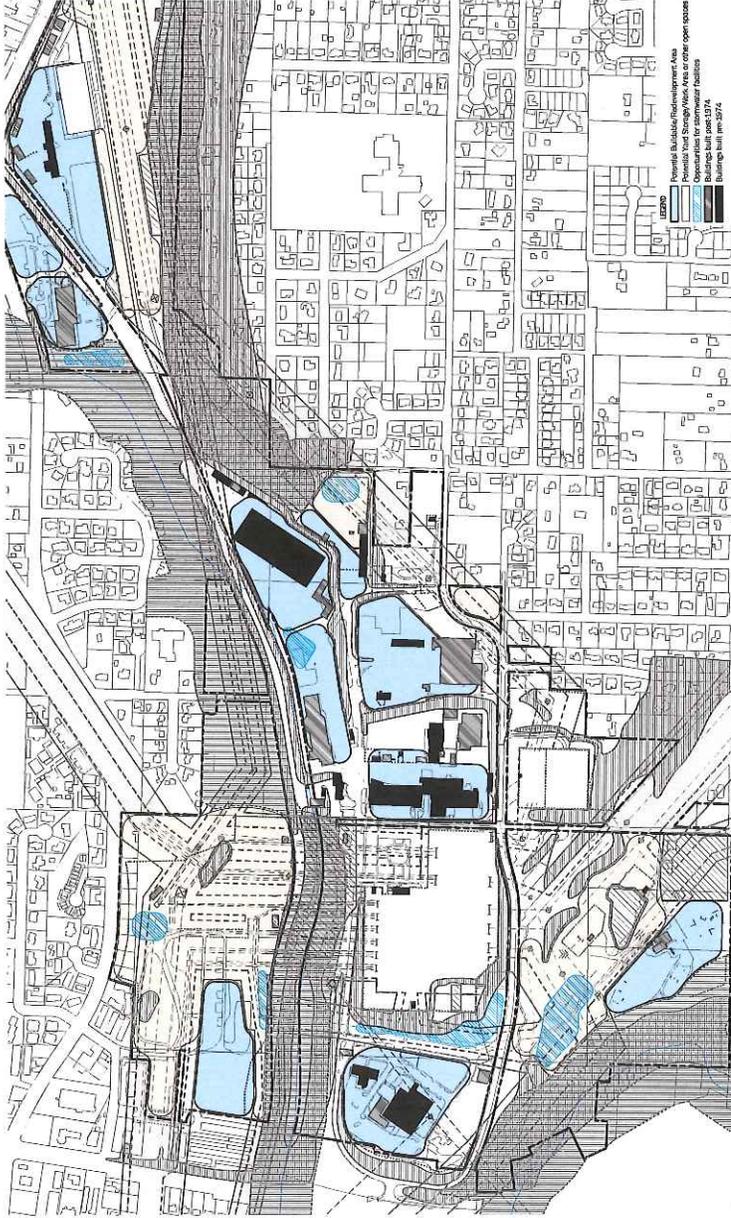
A continuation of the previous Clackamas County study for space needs, the Red Soils Campus Master Plan supports the consolidation of all of Clackamas County's facilities on the Red Soils site, a 57-acre pedestrian-oriented campus. Key design elements include requirements that all buildings meet a minimum of LEED Silver certification, incorporate pedestrian and bicycle circulation, and be sited facing a central public plaza, to serve as a gathering place for the community.

Since the adoption of the county-wide master plan in 2006, SERA has worked with the County to develop:

- Red Soils campus central plaza
- 125,000 sf four-story Development Services office building and conference center with 55,000 sf of underground structured parking
- Central Utility Plant and Utilidor
- Relocation of Dog Control to a rural location
- Remodel of the Courthouse and Holman Building in downtown Oregon City
- Brooks Building renovation for Public Safety Operations and the Sheriff's Office
- Evidence and Crime Lab renovation

<b>CLIENT</b>	Clackamas County
<b>CONTACT</b>	Jeff Jorgensen, Facilities Division Director
<b>PHONE</b>	503-734-6248
<b>DATES OF PERFORMANCE</b>	1998 - 2019
<b>RELEVANT TEAM MEMBERS</b>	Becky Epstein, Chris Meigel, Cassandra Tyler

**Bonneville Power Administration—Ross Complex Strategic Framework Plan | Vancouver, WA**



*This strategic plan focused on re-envisioning a 270 acre campus for a federal agency to better manage heavy fleet trucks, staff and service vehicles, pedestrians while optimizing the use of existing historic buildings and reducing lease space office campus.*

From 2014 through 2020, SERA worked with Bonneville Power Administration (BPA) to prepare a Strategic Framework Plan (SFP) and subsequent updates to the Ross Complex. The intent of the SFP was to create stronger linkages across functions on the diverse campus; of office and technical support spaces with improved multi-modal circulation, code compliance, design standards and stormwater conveyance. The team compiled the data and studies into a plan that created functional districts based on existing infrastructure, work affinities, security needs and placemaking principles, which provided clarity for circulation and proposed relationships to reinforce the BPA culture, and to request funding for the build out over a 10 year timeline.

<b>CLIENT</b>	Bonneville Power Administration
<b>CONTACT</b>	Thane J. Miller, Facilities Program Manager, BPA Planning & Projects, NWM
<b>PHONE</b>	503-230-5217
<b>DATES OF PERFORMANCE</b>	2014 - 2020
<b>RELEVANT TEAM MEMBERS</b>	Becky Epstein, Chris Meigel

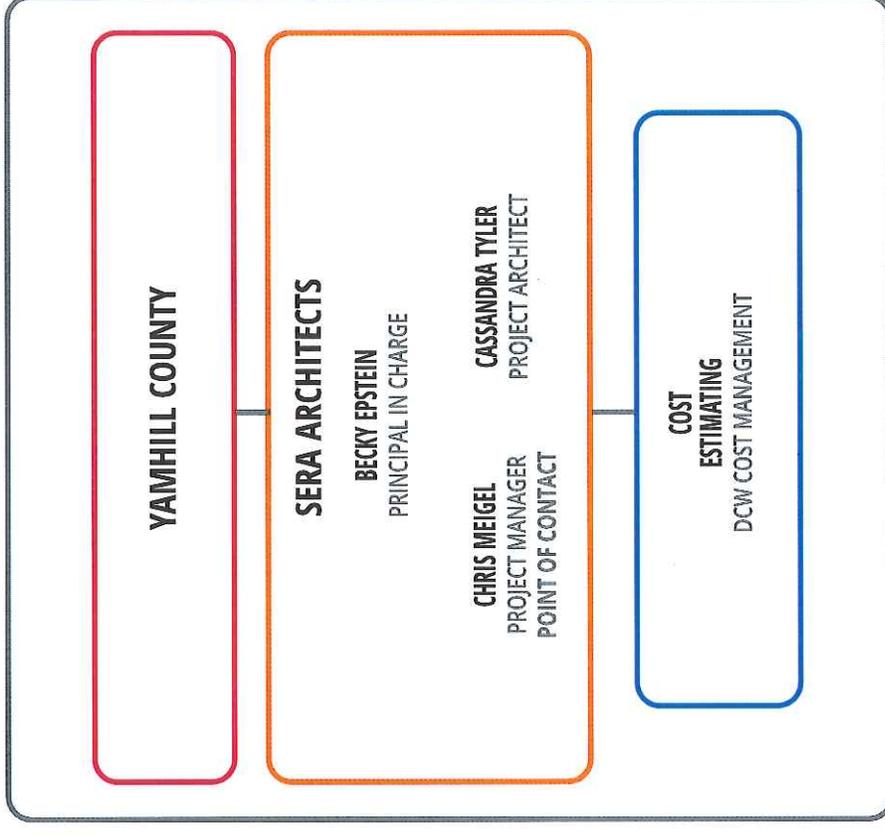
### Team Organization

When pursuing each project, we carefully consider the firm's overall workload and availability of the most appropriate team members. Our team will work closely with you on all aspects of the Strategic Capital Planning Services to achieve your expectations. **SERA's core staff identified in this proposal will be supported by additional team members to reinforce our Quality Control/Quality Assurance program, and subject matter experts for historic buildings;** and if desired by the County, virtual reality, Building Information Modeling (BIM) or sustainable design strategies.

**DCW Cost Management** is a trusted partner of SERA and is a collaborator with our designers/planners. Integral to providing fiscally responsible design solutions is understanding how much the lines we draw cost. Trish Drew and her team work hand in hand with our team from early in the process to give guidance and real time cost input.

### Org Chart

SERA's core team members are highly experienced and have worked together for many years. These team members will be joined by DCW Cost Management to provide cost forecasts for proposed alterations and improvements.

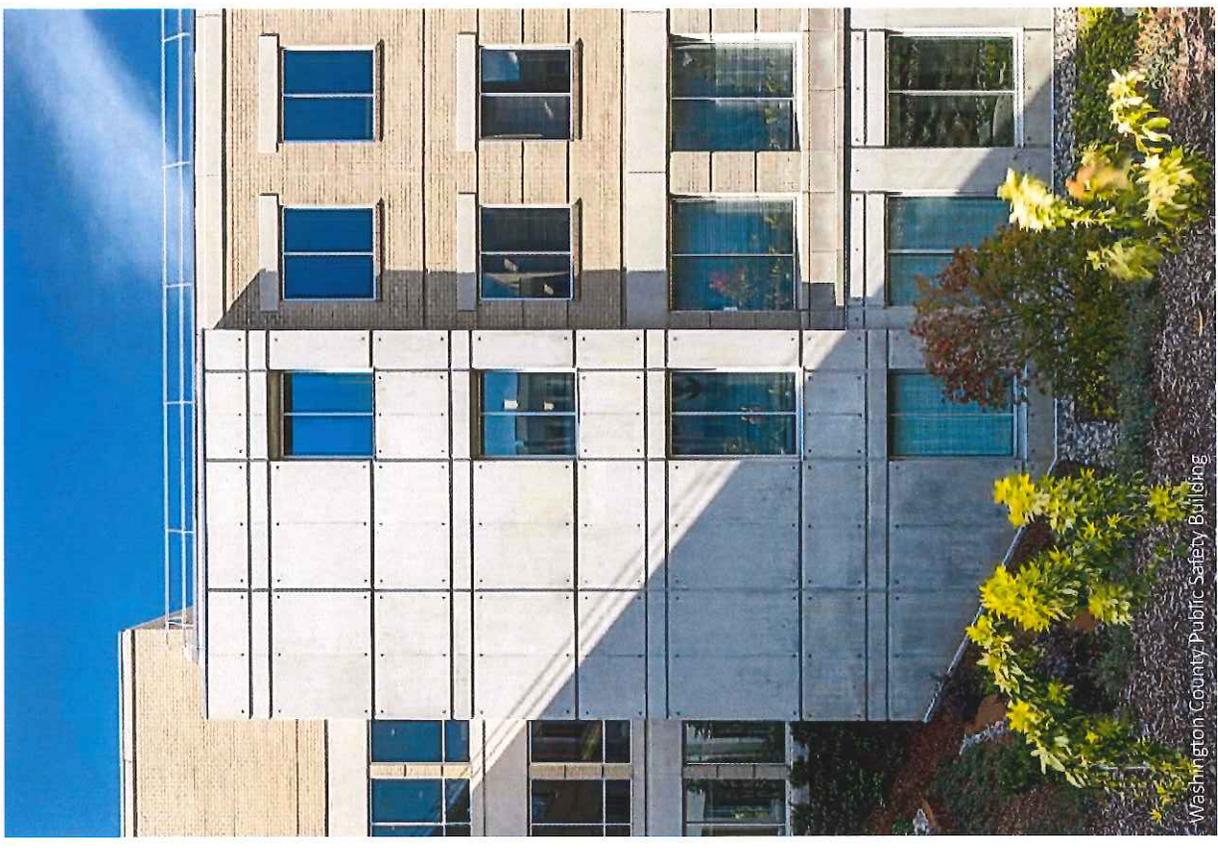


**Key Team Members**

The people highlighted below are well tenured, experienced, inquisitive, and will bring a deep level of experience in project delivery.

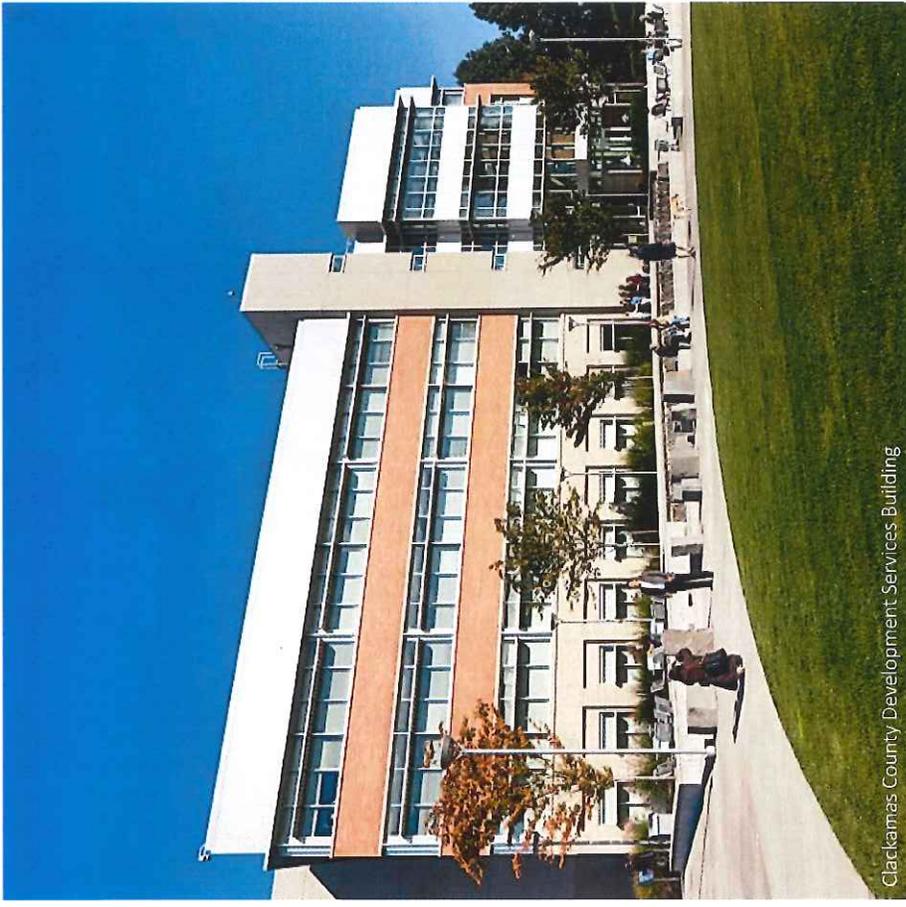
- **Principal in Charge is Becky Epstein**, with SERA since 2005, will manage the contracts, budget, schedule and internal workflows to ensure a successful project outcome for the County.
- **Chris Meigel, Project Manager**, will work with County leadership and SERA's design team to translate project goals and stakeholder requirements into day-to-day objectives. He will lead creation of work planning, and tracking progress—all with a focus on propelling the project forward.
- **As Project Architect, Cassandra Tyler**, will provide documentation support and technical design coordination, and serve as the liaison working with County stakeholders and our cost estimator DCW.

*Detailed resumes for each of SERA's key personnel and subconsultant can be found in the Appendix.*



### Cost of Services

Based upon the scope of work and services indicated above, our labor fee is a fixed fee of **Ninety-Five Thousand Four Hundred Thirty Dollars (\$95,430.00)**. Our services will be billed monthly as a percentage complete against this maximum. The fee does not include reimbursable expenses, which should be estimated at an additional 4% of the total selected fee for services. Expenses will also be billed monthly.



Clackamas County Development Services Building

# APPENDIX





## BECKY EPSTEIN | LEED AP

**Principal**  
*Principal in Charge*

Becky's expertise includes adaptive re-use, historic, culturally or sensitive existing building modernizations, as well as new facilities for multi-stakeholder organizations—from government office, municipal and support facilities to multi-family housing, hospitals and libraries.

As director of SERA's Public Studio, she focuses on projects that transform the building and site, while successfully executing project delivery and building cohesive teams. Becky actively participates in local industry forums to promote collaborative design and construction, and uses her leadership role to be a solutions-focused facilitator, helping her clients and teams think outside the box and be more inclusive. She brings particular strength in evaluating existing buildings and facilities, through her work with multiple counties in Oregon and Federal courthouse evaluations nationwide and product specification.

### EDUCATION

M. Architecture, Arizona State University  
B.S. Design, Arizona State University

### REGISTRATION

Licensed Architect in Israel  
LEED Accredited Professional

### WORK HISTORY

SERA since 2005, other firms since 1993

### SELECT EXPERIENCE

Yamhill County, Facility & Space Needs Assessment (McMinnville, OR)	Metro, Oregon Convention Center Space Master Plan (Portland, OR)
Clackamas County (Oregon City, OR)	State of Oregon Department of Administrative Services, ATA Contract for Architectural and Engineering Services 2008-2026 (Oregon)
Central Utility Plant	North Valley Complex Renovation
Development Services Building	Due Diligence Studies
District Attorney Department Remodel	Agency Restroom ADA Upgrade Finish & Refresh
Family Justice Center Concept Design	Red Lot Parking Feasibility Study
New Courthouse, Planning	Washington County A/E Services On-Call 2012-2019 (Washington County, OR)
Red Soils Campus Central Plaza	Facilities Assessment
Red Soils Campus Master Plan & Update	ADA Upgrades
Dog Control Services Center	Tenant Improvement Projects
Silver Oaks Building Renovation	Space Plan Test Fits
Brooks Building Renovation (Sheriffs Department)	
Linn County, Courthouse Planning and Programming (Albany, OR)	City of Wilsonville A/E On-Call (Wilsonville, OR)
Bonneville Power Administration Facilities Management Services (Vancouver, WA)	City of Vancouver A/E On-Call (Vancouver, WA)
Ross Complex Strategic Framework Guide	Corvallis Professional Services On-call (Corvallis, OR)
Ross Complex Refresh & Precursory Projects	



## CHRIS MEIGEL | LEED AP

**Associate**  
*Project Manager*

As a project manager with 27 years of experience, Chris leads our team by collaborating with partners, the owner, and contractor to help identify and meet overall project goals. Chris has an expansive resume of successful projects and utilizes LEAN delivery methods to ensure that our team uses the most effective and efficient means to identify and solve problems, bringing a client's initial vision to reality. Chris focuses on building collaborative and flexible, interdisciplinary teams to bring out the best in everyone involved, while maximizing ideas and solutions at early stages in the design process. He is committed to working with the client, facilities groups, users, and city officials on problem-solving and team management, helping to ensure all projects are completed on-time and on-budget.

### **SELECT EXPERIENCE**

Yamhill County, Facility & Space Needs Assessment  
(McMinnville, OR)

J.K. Gill, Office Building, Core & Shell Renovation  
(Portland, OR)

Metro / Oregon Convention Center, Interior Space  
Planning & Renovation (Portland, OR)

State of Oregon Department of Administrative  
Services, ATA Contract for Architectural and  
Engineering Services 2008-2026 (Oregon)

Due Diligence Studies

Agency Restroom ADA Upgrade Finish & Refresh

Clackamas County, Red Soils Campus Master Plan  
(Oregon City, OR)

Washington County, Public Services Building Seismic  
Upgrade & Building Modernization (Hillsboro, OR)

### **EDUCATION**

B. Science, Building Science, Rensselaer  
Polytechnic Institute

### **REGISTRATION**

LEED Accredited Professional

### **WORK HISTORY**

SERA since 2018, other firms since 1993



## CASSANDRA TYLER | DBIA, LEED AP BD+C, NCARB

**Associate**  
*Project Architect*

Cassandra brings over 15 years of experience to public projects. As a technical designer with an extensive knowledge of building systems and detailing, she helps the project team develop detailed drawing sets and find solutions to design challenges. Cassandra provides construction administration, code analysis and documentation, move coordination, BOMA calculations and existing building analysis. For ongoing contracts, her ability to access current building systems and work within the constraints of the existing system is advantageous.

### **EDUCATION**

M. Architecture, University of Idaho  
B.S. Architecture, University of Idaho  
MSCE, Washington State University  
Sustainable MBA, Marylhurst University

### **REGISTRATION**

Licensed Architect in Oregon and Idaho  
NCARB-certified  
LEED Accredited Professional (BD+C)  
DBIA Certified Professional

### **WORK HISTORY**

SERA since 2006

### **SELECT EXPERIENCE**

Yamhill County, Facility & Space Needs Assessment (McMinnville, OR)	State of Oregon, Department of Environment Quality Phases I, II and III (Portland, OR)
Clackamas County (Oregon City, OR) Development Services Building	State of Oregon Department of Administrative Services, ATA Contract for Architectural and Engineering Services 2008-2026 (Oregon)
Silver Oaks Building Renovation	North Valley Complex
Central Utility Plant	Ridder Road Emergency Storage Warehouse
Dog Control Services Center	Mill Creek Complex Emergency Storage Warehouse
Oregon Department of Transportation, Headquarters Renovation (Salem, OR)	Washington County (Hillsboro, OR) Public Services Building Modernization
Oregon Military Department, Joint Forces Headquarters (Salem, OR)	



## **Trish Drew, DCW Consultants**

### **Principal**

#### *Cost Estimator*

Trish Drew, CPE, LEED AP brings 30+ years of construction industry experience to our team, with over 20 years in construction management. She has been an active member of the design team achieving maximum design to budget results. Beginning at the programmatic level, Trish works with the team to provide "live" budgetary feedback on design concepts, thus significantly reducing redesign.

#### **EDUCATION**

Marketing and International Business Studies,  
University of Washington

#### **REGISTRATION**

Certified Professional Estimator (CPE)  
Leadership in Energy and Environmental Design  
Accredited Professional (LEED AP)

#### **SELECT EXPERIENCE**

Beaverton Center for the Arts - PIC (Beaverton, OR)

Beaverton Creekside Garage - PIC (Beaverton, OR)

Beaverton Fountain - PIC (Beaverton, OR)

State of Oregon, Property Conditions Assessment - PIC (Wilsonville, OR)

Metro, Oregon Convention Center Space Master Plan - PIC (Portland, OR)

Yamhill County Facilities Assessment - PIC (McMinnville, OR)

Bonnevile Power Administration, Ross Complex Master Plan & Control Center Design - PIC (Vancouver, WA)

Washington County Charles D. Cameron Public Services Building - PIC (Hillsboro, OR)

Washington County Law Enforcement Center, Seismic Retrofit - PIC (Hillsboro, OR)

State of Oregon Department of Administrative Services, ATA Contract for Architectural and Engineering Services 2008-2026 - PIC (Oregon)

North Valley Complex Renovation

Due Diligence Studies

Red Lot Parking Feasibility Study

City of Seattle 23 Building Facilities Conditions Assessment - PIC (Seattle, WA)

Pike Place Market 13 Building Facilities Conditions Assessment - PIC (Seattle, WA)

Bonney Lake Operations and Maintenance Facility, Feasibility Study into Design - PIC (Bonney Lake, WA)

City of Olympia Public Works Maintenance & Operations, Feasibility Study into Design - PIC (Olympia WA)

Haller Lake Operations and Maintenance Facility, Master Plan - PIC (Shoreline, WA)

King County Court Study & Civic Center Master Plan - PIC (Seattle, WA)

## **Exceptions to the Contract Agreement**

SERA has reviewed the Agreement between Yamhill County and Contractor, and we acknowledge and agree that this template will serve as the Agreement utilized on the Project. If awarded the Project, SERA would like to discuss potential modifications to a few select provisions. The requested modifications are tracked below for the County's review and consideration.

### **1. NEW CONCEPT: STANDARD OF CARE:**

"The Contractor shall perform its services consistent with the professional skill and care ordinarily provided by design professionals practicing in the same or similar locality under the same or similar circumstances. The Contractor shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project."

***Comment: SERA request the inclusion of a contractually defined standard of care to govern over its performance of professional services. This language is highly adaptable, and this current version utilizes an AIA industry standard.***

### **2. SECTION(S): 20: TIME IS OF THE ESSENCE:**

"Time is of the essence in the performance of this Agreement. The Contractor shall not be responsible for delays caused directly or indirectly by circumstances beyond its control."

***Comment: SERA's proposed modifications introduces the concept of excusable delay for circumstances outside SERA's control. Specifically, we're looking to expand upon the concept of time and address contractual warranty/elevated standard concerns.***

SERA

THANK YOU



# SAMPLE DELIVERABLES



# YAMHILL COUNTY PROPERTY FACILITY USE ASSESSMENT



Prepared for:  
Yamhill County

Prepared by:  
SERA Architects, Inc.

Prepared on 15 July 2020



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## **EXECUTIVE SUMMARY**

### **GENERAL DESCRIPTION**

The assessment team responsible for this report is SERA Architects. This report is the result of existing document review, onsite observations, department-level surveys and interviews, and county administration interviews to identify County goals. This information was reviewed, prepared, and compiled by SERA Architects.

This report has been prepared for Yamhill County.

Field observations were conducted between the dates of 20 December 2019 and 30 January 2020.

Department-level interviews were conducted between the dates of 22 January 2020 and 31 January 2020.

Current evacuation plans and historical knowledge of the properties provided by Joe Moore, Yamhill County Facilities Manager, supported the assessment teams walk-through survey and observations, with additional research following the initial observations.

## **PURPOSE + SCOPE**

### **PURPOSE**

The purpose of this Facility Use Assessment is to provide Yamhill County with an assessment of current property use and efficiency to inform opportunities for reorganization and/or expansion to serve the future needs of the County.

### **SCOPE**

The scope of this report was to evaluate all County departments' current program space and projected needs, in both leased and owned properties, to understand the holistic space needs of the County for the next 15 years. Based on the assessed needs and current facility condition outlined in the Yamhill County Property Conditions Report, dated 24 February 2020 and prepared by SERA Architects and associated design team, the SERA team identified opportunities and constraints for expansion and modification of the existing facilities. Additional considerations for space acquisition are identified.

## FACILITY SIZE + PROGRAM SIZE

Existing building size is based on contract documents, where available, or is an estimate. The 2020 & 2035 Yamhill program sizes are based on reported needs and industry standards. The 2020 DAS program sizes are based on reported needs and Oregon Department of Administrative Services standards.

BUILDING	EXISTING BUILDING SIZE	DEPARTMENT	2020 PROPOSED	2020 DAS	2035 PROPOSED*
PLANNING BUILDING	4,500 SF	PLANNING	6,702 SF	7,009 SF	8,532 SF
STERN BUILDING	7,000 SF	CLERK	10,158 SF	10,227 SF	10,315 SF
FENTON HOUSE	5,000 SF	COUNTY ADMIN <i>ADMIN, BOC, HR, FINANCE</i>	7,845 SF	11,236 SF	9,737 SF
SPENCE HOUSE	4,300 SF	COUNTY SHARED RESOURCES	9,325 SF	N/A	11,400 SF
COURTHOUSE	41,000 SF	COURTS	25,639 SF	24,550 SF	26,653 SF
SHERIFF'S OFFICE	5,185 SF	ASSESSMENT & TAXATION	4,863 SF	6,355 SF	5,230 SF
JUVENILE DETENTION	6,930 SF	DISTRICT ATTORNEY	7,559 SF	8,613 SF	8,054 SF
JAIL	52,700 SF	DA SUPPORT ENFORCEMENT	3,152 SF	2,706 SF	3,236 SF
ANNEX BUILDING	9,500 SF	JUVENILE PROBATION	6,076 SF	4,665 SF	6,401 SF
HHS EVANS COMPLEX <i>EVANS WEST TICOR ROMAIN</i>	18,245 SF 9,125 SF 4,400 SF 4,720 SF	FACILITIES	5,626 SF**	3,536 SF**	5,793 SF**
HHS ADMINISTRATION HOUSE	3,200 SF	SHERIFF'S OFFICE	10,595 SF	15,377 SF	14,313 SF
HHS BIERLY BUILDING	5,700 SF	JUVENILE DETENTION	14,788 SF	N/A	18,330 SF
HHS HEALTH CENTER	8,000 SF	JAIL	40,536 SF	N/A	49,038 SF
HHS ABACUS HOUSE	4,850 SF	COMMUNITY CORRECTIONS	9,188 SF	9,780 SF	11,183 SF
HHS MOORE BUILDING	10,600 SF	HEALTH & HUMAN SERVICES (HHS)	65,973 SF	93,641 SF	110,603 SF
IT HOUSES	3,600 SF	HHS SATELLITE CLINIC	20,000 SF***	20,000 SF***	20,000 SF***
OSU EXTENSION	12,000 SF	INFORMATION TECHNOLOGY	4,618 SF	5,808 SF	7,550 SF
		EMERGENCY OPERATIONS	3,794 SF	2,541 SF	4,066 SF

\*2050 COURTHOUSE

\*\*OFFSITE STORAGE SPACE NOT REPORTED

\*\*\*REPORTED BY AGENCY

## CURRENT FACILITY USAGE, EFFICIENCY, + ABILITY TO MEET PROGRAM FUNCTIONS

The current facility usage and efficiency is based on field observations by the assessment team, information reported by individual departments, and department interviews. Usage evaluates how consistently or frequently a space is used while efficiency evaluates consistency in sizes between similar spaces in a building as well as deviation from comparable public agency standard sizes.

The ability to meet programmatic functions is the comparison of current program needs and the existing building square footage of the current program location during the observation period. Existing building size is based on contract or public documents where available, or an estimate based on GIS information and satellite images when other information was not available. The 2020 & 2035 proposed program sizes are based on reported needs right-sized to industry standards\*, without consideration of department consolidation beyond shared, large-scale meeting facilities.

The assessment team found fair to good usage of most work areas; however, there is significant variation in the efficiency of these spaces, mostly due to limitations imposed by the existing building layout. For example, the Health and Human Services Evans Complex has uniform offices and workstations; however, the Health and Human Services Administration House has large variations in workstation sizes and is limited by the existing building constraints to make these spaces more uniform.

During department interviews, staff identified the lack of small and medium conference rooms as a major deficiency. Meeting spaces are currently in fair use with poor efficiency; the discrepancy between demand and use was observed to be due to poor distribution of size and quantity in high-use locations throughout campus. Meeting rooms are present but not the sizes that are most functional for departments or the use of the spaces are limited by information security requirements. For example, Community Corrections mostly needs small and medium conference rooms but the Annex has one large divisible meeting room that lacks adequate acoustic separation when divided and is inaccessible to other departments due to the CJIS requirements of the program.

The existing departmental programmatic needs are typically beyond the capacity of the facilities where they are currently located and projected program growth is significantly beyond the existing facility capacity. See the "Consolidation of Services" and "Opportunities for Expansion" portions of this report for further analysis.

*\*Industry standards are derived from the State of Oregon Department of Administrative Services (DAS) workplace standards and previous space needs programs for other Oregon Counties.*

### DEPARTMENT OF PLANNING & DEVELOPMENT

	POOR	FAIR	GOOD
<b>USAGE</b>	Some spaces are not utilized frequently or consistently	Most or all spaces are utilized frequently or consistently	All spaces are utilized frequently and consistently
<b>EFFICIENCY</b>	Most or all spaces are inconsistent sizes or are not consistent with industry standard sizes	Some spaces are consistent sizes or are consistent with industry standard sizes	Most or all spaces are consistent sizes and are consistent with industry standard sizes
<b>ABILITY TO MEET 2020 PROGRAM FUNCTIONS</b>	Current need is greater than 115% facility size	Current need is 100 to 115% of facility size	Current need is less than 100% of facility size
<b>ABILITY TO MEET 2035 PROGRAM FUNCTIONS*</b> <i>*2050 COURTHOUSE</i>	Future need is greater than 115% facility size	Future need is 100 to 115% of facility size	Future need is less than 100% of facility size

## **PUBLIC ACCESS TO FACILITIES + PROGRAMS**

The assessment team observed public access to facilities and programs across the Yamhill County McMinnville Campus. Specifically, the following assessment evaluates transportation to facilities, site and building signage, individual program relationship to entry, and further barriers to public access. See Yamhill County Property Conditions Report, dated 24 February 2020 and prepared by SERA Architects and associated design team, Exhibits B: ASTM E2018-01 Figure X2.1 - Tier II: Abbreviated Accessibility Survey for additional evaluation of building accessibility features.

The facilities on Yamhill County's McMinnville Campus are located on or near public transit routes, unless otherwise noted. In addition, all facilities have on-street parking and nearby parking facilities or dedicated, on-site parking; all facilities are within two blocks of the City of McMinnville Parking Garage, unless otherwise noted. Compliance with parking counts per zoning was not studied as part of this scope.

The majority of the subject properties are identified by exterior signage on the yard approach, front of building, doors or some combination of those, as being a Yamhill County facility identified by the county logo and/or "Yamhill County" signage. The signage lacks graphic standards and consistency. The assessment team did not observe a campus directory or consistent wayfinding.

### **DEPARTMENT OF PLANNING & DEVELOPMENT**

The Planning and Development Department receives members of the public as visitors through the main lobby. Not all programs housed in the Planning building require public access. The subject property shares parking with the Stern Building, Fenton House, and Spence House in addition to on-street parking. The exterior signage has the Yamhill County logo and clearly identifies the main program operating in the facility. The public-facing functions are immediately visible upon entering the building. This facility and its programs have good public access.

### **STERN BUILDING - CLERK & EMERGENCY MANAGEMENT**

The Clerk's Office receives members of the public as visitors. The subject property shares parking with the Planning Building, Fenton House, and Spence House in addition to on-street parking. The exterior signage clearly identifies the building as a Yamhill County facility and the main program operating in the facility, the Clerk's office. This signage does not include the Yamhill County logo and occurs on the parapet, the front and back doors. Staff reported that visitors being directed from other facilities often come to the back door which is locked and remotely staffed due to the line of site, and the accessible ramp that lead to that door. The public-facing Clerk functions are immediately visible upon entering the building from NE Evans Street. This facility and program have fair public access.

Emergency Management has no reported daily public-facing functions, but does require limited public access during times of emergency events. The assessment team did not observe any signage for the Emergency Management program and is not easily located in the Stern Building. Staff reported that this program is in the process of relocating to the OSU Extension facility. The assessment team observed the in-process tenant improvement for the future Emergency Management space. The new space has improved public access for vehicles, pedestrian entry, and signage. This program has poor public access at the Stern Building, but will have fair public access at the OSU Extension.

### **FENTON HOUSE - COUNTY ADMINISTRATION**

The amount of public visitation at Fenton House varies by program: Board of Commissioners receives regular public visitors; Human Resources receives limited public visitors but receives current and former employees and County Counsel receives very limited public visitors. The subject property shares parking with the Planning Building, Stern Building, and Spence House in addition to on-street parking. The exterior signage has the Yamhill County logo and clearly identifies the program with the highest need for public access operating in the facility, the Board of Commissioners. Signage occurs on the site and at the main entrance. The front entrance has staff immediately visible upon entering the building that direct visitors to the appropriate office. This facility and its programs have good public access.

### **SPENCE HOUSE - COUNTY ADMINISTRATION**

The amount of public visitation at Spence House varies by program: Administration receives very limited public visitors; Finance and Human Resources receive limited public visitors but receive employees; and Transit receives limited public visitors. The subject property shares parking with the Planning Building, Stern Building, and Fenton House in addition to on-street parking. The assessment team did not observe exterior signage identifying the building as a Yamhill County facility or the programs operating at that location. The front entrance does not have staff immediately visible upon entering the building that direct visitors to the appropriate office. This facility and its programs have poor public access.

## **PUBLIC ACCESS TO FACILITIES AND PROGRAMS**

### **COURTHOUSE**

The amount of public visitation at the Yamhill County Courthouse varies by program: Courts and Court Services regularly receive a high volume of public visitors, the Board of Commissioners Meeting Room and Assessment & Taxation receive high volumes of public visitors during isolated periods, Juvenile Probation and the Law Library receive regular public visitors, the District Attorney and Support Enforcement receive limited public visitors and Facilities receives very limited public visitors.

The subject property shares parking with the Jail, Juvenile Detention and Sheriff's Office, in addition to on-street parking. The exterior signage clearly identifies the building as the "Yamhill County Courthouse". The assessment team did not observe exterior signage indicating the non-courts functions operating in the facility. Due to the Courts functions, all public visitors entering the building must pass through a security checkpoint to access the programs operating in the facility.

Programs are spread out across three levels with limited environmental cues to visitors; interior signage is provided, but varies in location and style and occurs on a limited hierarchy of doors. Some interior signage is provided at the stairs and elevator indicating the programs on each level. The assessment team did not observe a building or department directory. Staff reported having to direct visitors to programs. This facility has good public access.

Courts and Court Services are primarily on the second floor with Court Information and Family Law near the main entry on the first floor. There is no dedicated staff to direct visitors to the appropriate courts program. The Court Rooms have clear direction once someone has arrived upstairs, as they are located immediately adjacent to the upper level of the stairs and elevator. Some programs, like Jury Assembly, receive high volumes of public visitors, but do not have adequate signage to easily locate the program. These programs have fair public access.

The Assessment and Taxation and Board of Commissioners' Meeting Room are located in the basement, immediately visible from the stairs or elevator. Assessment and Taxation is clearly labeled, however the Commissioners' room is only labeled with a room number "32". These programs have fair public access.

Juvenile Probation, Support Enforcement, and the Law Library are also located in the basement and are not immediately visible from the stairs. Juvenile Probation has a dedicated reception area, once inside, to facilitate visitors' access to the program. The Law Library has limited hours where it is staffed, but the space is open during Courthouse hours. These programs have fair public access.

The District Attorney's Office is located on the first floor, visible from the entry with adequate signage. This program has a dedicated reception area, once inside, to facilitate visitors' access to the program. This program has good public access.

The assessment team did not observe any signage for the Facilities program and is not visible to the public. This program does not require public access.

### **SHERIFF'S OFFICE**

The Sheriff's Office receives members of the public as visitors. The subject property shares parking with the Jail, Juvenile Detention, and Courthouse, in addition to on-street parking. The assessment team did not observe exterior signage identifying the building as the Sheriff's Office. This facility's entrance is set back from the street in a courtyard. Once inside the vestibule, this facility is immediately visible and has sufficient signage on the glass entry door. The front entrance has staff immediately visible upon entering the building that direct visitors to the appropriate program. This facility and its programs have fair public access.

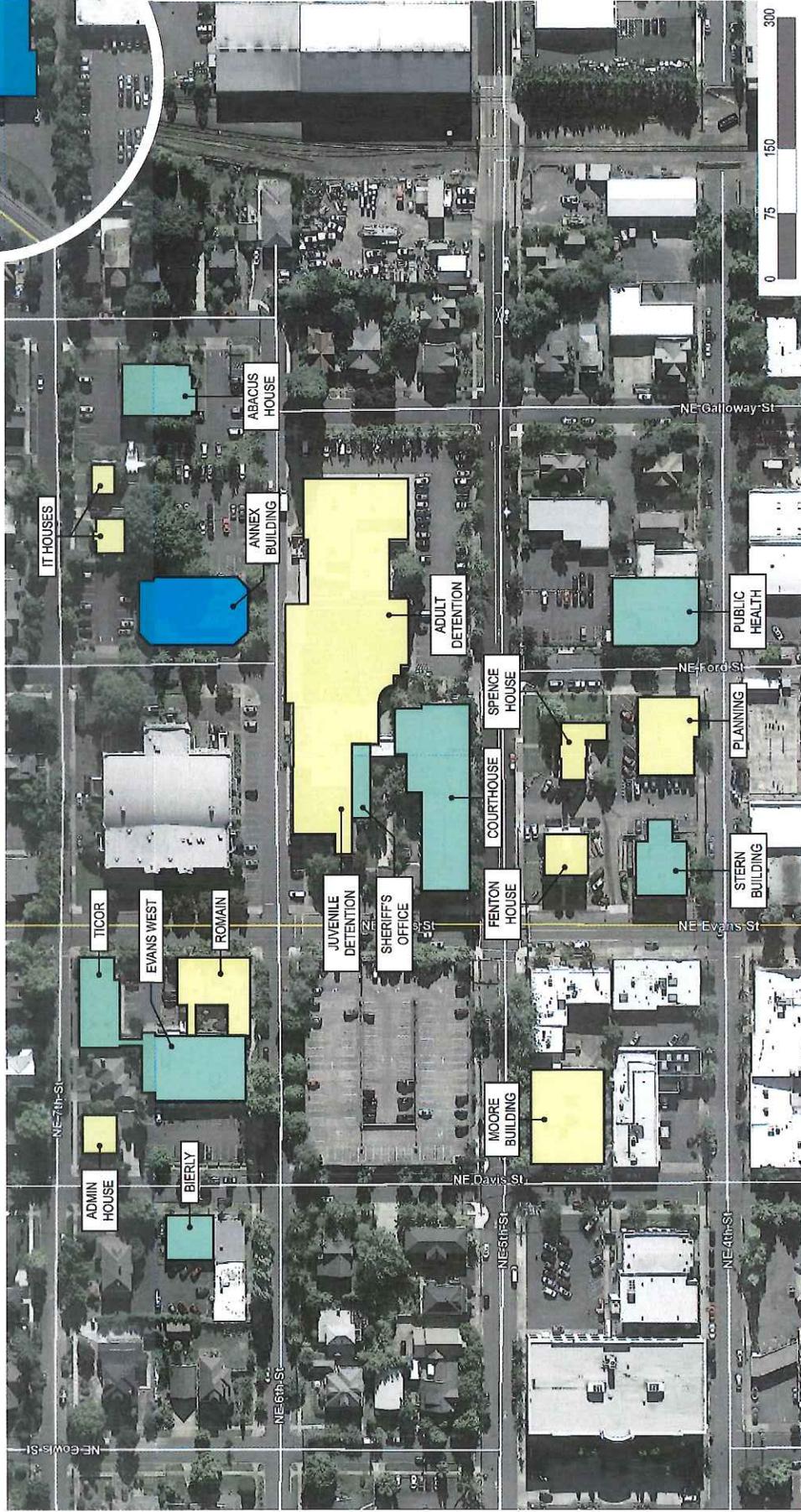
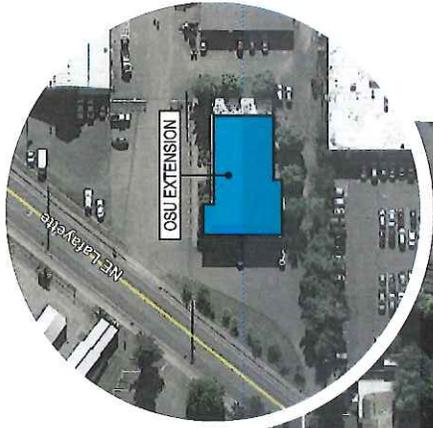
### **JUVENILE DETENTION**

Juvenile Detention receives members of the public as visitors. The subject property shares parking with the Jail, Sheriff's Office, Courthouse, and on-street parking. The exterior signage clearly identifies the building as a Yamhill County facility and the program operating in the facility; signage occurs on the side of the building and at the front door. The entrance is set back from the street in a courtyard. The front entrance has a video intercom allowing staff to remotely provide visitors access and direct them to the program. Visitors must take the stairs or elevator up to security before entering the facility. This facility and its program have good public access.

**BENEFITS + OPPORTUNITIES FOR EXPANSION**

**LEGEND**

- Opportunity for building and site expansion
- Opportunity for building or site expansion with complexities
- Limited opportunity due to complexity and/or site constraints



## ADVANTAGES + DISADVANTAGES OF LEASING V. PURCHASING

The determination to lease or purchase property is a nuanced decision that should not only evaluate the cost of renting compared to the cost of building, but should also include the below considerations of the advantages and disadvantages of renting and owning.

- How responsive is the landlord to maintain the property?
- Does a lease location optimizes service delivery?
- Does the responsibility of an agency fluctuate between the county or private entity?
- Is administration located in owned properties and services are housed in leased, satellite locations?
- Is leasing or owning a property constricting other economic development from occurring?
- Is presence at the location a catalyst for economic development?
- Does the agency being housed in leased space have income that could be put towards ownership?
- Is the agency receiving grant money that can be put towards a permanent facility?
- Do the improvement costs for a leased property exceed the cost to purchase and renovate?
- Would the responsibility of ownership be onerous on the County's books & facilities team?
- Does ownership align with City long-range plans to avoid missed opportunities?
- Does ownership align with the long-term goals of County: centralized or satellite delivery, or shifting to owned property?

## APRIL 2020 CONSTRUCTION COSTS

Below is a table of current market pricing for various project types to use for your current planning purposes. Project costs are the construction costs and the soft costs. Soft costs include permitting fees, special inspection fees, architectural and engineering fees, furniture, fixtures and equipment, move costs, et cetera and are paid by the owner.

BUILDING TYPE	PROJECT COST
PUBLIC OFFICE	\$300 / SF
COURTHOUSE	\$600-700 / SF
DETENTION FACILITY	\$800 / SF
MISSION-CRITICAL FACILITY	\$800-1,000 / SF
PUBLIC RENOVATIONS + SEISMIC UPGRADES NON-COURTHOUSE	\$250 / SF*
PUBLIC TENANT IMPROVEMENT	\$125-250 / SF STARTING COST

\* SERA recommends that the County have an Owner's Contingency of at least 5% of the construction cost in addition to the Design and Construction contingency for building renovations to cover unforeseen conditions.

## FUTURE DEVELOPMENT SCENARIOS

The following options outline example scenarios to meet the County's 2020 and 2035 program functions by leveraging the existing building stock and properties. This demonstrates the potential financial range between repair only and complete replacement of facilities. These options are not inclusive of all potential solutions to meet the County's needs, timelines, and budgets. The assessment team recommends a masterplanning effort to inform project phasing and direction prior to project commencement.

### OPTION 1

This option assumes the County departments will remain in all of the existing facilities and spend money to address the existing deficiencies without any new construction or expansion of existing facilities or services. While this option does not address any programmatic needs, it minimizes the construction / renovation costs.

### OPTION 2

This option proposes the construction of a new building of approximately 110,000 square feet to house the Health and Human Services programs. While also recommending the renovation of 22,000 square feet of the existing Stern Building and HHS Evans Complex in addition to 6,500 square feet of the existing Courthouse building. This option would allow the county to vacate or re-purpose the existing Fenton House, Spence House, Planning Building, Health Center, HSS Administration, Moore, and IT Houses.

### OPTION 3

This option assumes everything identified in Option 2 and an additional 30,000 square foot building addition to the existing Courthouse. It also includes a 10,000 square foot Jail remodel to accommodate the 2020 program, and a separate restitution center. This option would also allow the County to vacate the existing Annex building or re-purpose the building.

### OPTION 4

This option proposes entirely new facilities to optimize the space needs and adjacencies of all departments and services. Ideally the departments would be grouped into a cluster of 3-6 buildings on a single campus. The scale of such an option would be significant and require a significant plot of land to accommodate the buildings, and site needs.

DEPARTMENT	OPTION 1	OPTION 2	OPTION 3	OPTION 4	LEGEND
PLANNING	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	<p>Meets 2035 program functions</p> <p>Meets 2020 program functions</p> <p>Does not meet 2020 program functions</p>
CLERK	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
COUNTY ADMIN	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
COUNTY SHARED RESOURCES	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
COURTS	Does not meet 2020 program functions	Meets 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	
ASSESSMENT & TAXATION	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
DISTRICT ATTORNEY	Does not meet 2020 program functions	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	
DA SUPPORT ENFORCEMENT	Does not meet 2020 program functions	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	
JUVENILE PROBATION	Does not meet 2020 program functions	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	
FACILITIES	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
SHERIFF'S OFFICE	Does not meet 2020 program functions	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	
JUVENILE DETENTION	Does not meet 2020 program functions	Does not meet 2020 program functions	Does not meet 2020 program functions	Meets 2035 program functions	
JAIL	Does not meet 2020 program functions	Does not meet 2020 program functions	Meets 2020 program functions	Meets 2035 program functions	
COMMUNITY CORRECTIONS	Meets 2020 program functions	Meets 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	
HEALTH & HUMAN SERVICES	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
INFORMATION TECHNOLOGY	Does not meet 2020 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
EMERGENCY OPERATIONS	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	Meets 2035 program functions	
<b>TOTAL COST</b> <i>in million dollars</i>	\$15 M	\$50 M	\$80 M	\$150.5 M	

# Life Cycle Cost Analysis Tool Executive Report

Project Information	
Project:	
Address:	
Company:	DCW Cost Management
Contact:	Trish Drew
Contact Phone:	206-259-2991
Contact Email:	trish@dcwcost.com

Key Analysis Variables		Baseline Building Characteristics	
Study Period (years)	56	Total Gross (Sq.ft.)	85,000
Nominal Discount Rate	3.81%	Residential Total (Sq.ft.)	0
Maintenance Escalation	1.00%	# of Low-Income Units	0
Zero Year (Current Year)	2020	# of Market Rate Units	0
Construction Years	6	Total # of Units	0

Life Cycle Cost Analysis		BEST		
Alternative	Baseline	Alt. 1	Alt. 2	
1st Construction Costs	\$ 12,017,575	\$ 12,408,792	\$ 12,661,241	
PV of Capital Costs	\$ 18,908,022	\$ 19,703,872	\$ 20,217,427	
PV of Maintenance Costs	\$ 8,714,262	\$ 8,714,726	\$ 8,714,637	
<b>Sub-Total Non-Utility LCC</b>	<b>\$ 27,622,284</b>	<b>\$ 28,418,598</b>	<b>\$ 28,932,064</b>	
PV of Utility Costs	\$ 14,877,690	\$ 14,269,898	\$ 13,160,017	
<b>Total Life Cycle Cost (LCC)</b>	<b>\$ 42,499,974</b>	<b>\$ 42,688,496</b>	<b>\$ 42,092,081</b>	
<b>Total LCC per Unit</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	
<b>Net Present Savings (NPS)</b>	<b>N/A</b>	<b>\$ (188,522)</b>	<b>\$ 407,893</b>	
<b>NPS per Unit</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	

Societal LCC takes into consideration the social cost of carbon dioxide emissions caused by operational energy consumption

(GHG) Social Life Cycle Cost		BEST		
GHG Impact from Utility Consumption	Baseline	Alt. 1	Alt. 2	
Tons of CO2e over Study Period	110,369	10,586	97,627	
% CO2e Reduction vs. Baseline	N/A	90%	120%	
Present Social Cost of Carbon (SCC)	\$ 7,929,317	\$ 760,538	\$ 7,013,854	
<b>Total LCC with SCC</b>	<b>\$ 50,429,292</b>	<b>\$ 43,449,035</b>	<b>\$ 49,105,935</b>	
<b>Total LCC with SCC per Unit</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	
<b>NPS with SCC</b>	<b>N/A</b>	<b>\$ 6,980,257</b>	<b>\$ 1,323,356</b>	
<b>NPS with SCC per Unit</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	

