

Name of Project: **Moultrie Courthouse Renovation and Reorganization**

Agency: District of Columbia Courts

Account Title: Federal Payment to the District of Columbia Courts

Account Identification Code: 95-1712

Program Activity: Capital Improvements

New Project  Ongoing Project

Was the Project Reviewed by the Executive Review Committee or Investment Review Board?

Yes  No

Is this project Information Technology? Yes  No

**Part I: Summary of Spending for Project Stages (in millions)**

	2003 and earlier	2004	2005	2006	2007	2008	2009 and beyond	Project Total
<b>Planning</b>								
Budget Authority	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
Outlays	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Full Acquisition <sup>1</sup></b>								
Budget Authority	0.00	0.00	4.00	6.00	23.10	15.00	12.00	<b>60.10</b>
Outlays	0.00	0.00	4.00	6.00	17.30	12.80	20.00	<b>60.10</b>
<b>Total, sum of stages (excludes maintenance)</b>								
Budget Authority	0.00	0.00	4.00	6.00	23.10	15.00	12.00	<b>60.10</b>
Outlays	0.00	0.00	4.00	6.00	17.30	12.80	20.00	<b>60.10</b>
<b>Maintenance</b>								
Budget authority								
Outlays								

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**Part II: Justification and Other Information**

A. Project Description and Justification

*(1) How does this investment support the Courts' mission and strategic goals?*

Ensuring a sound infrastructure for the District of Columbia Courts and effective delivery of services is a strategic goal of the Courts. The District of Columbia Courts Facilities Master Plan outlined a two-part approach to meet these goals. The first part of the approach was a physical renovation of facilities. Long range projects, related to upgrading and improving court facilities, were defined. The second part of the approach was the re-alignment of court functions in response to the Family Court legislation, and the re-evaluation of existing and future space needs of the entire court system. The Master Plan developed space requirements for the entire court system and integral outside agencies. Current space needs, projected space requirements through 2012, and the restructuring of the Family Division to form the New Family Court were all taken into consideration in the planning process. An analysis of historical statistical and caseload data was undertaken for the DC Superior Court from 1980-2000. It included information on cases filed, by division, as well as reactivations, to look at the total number of cases available for disposition. The Facilities Master Plan recommended a housing plan that included Buildings A, B, C, & D on Judiciary Square as well as the renovation, reorganization and expansion of the Moultrie Courthouse. The Moultrie Courthouse Renovation and Reorganization Project is the capital project that will reorganize the Superior Court and Court System divisions. This project will span a ten year period, meeting the current and projected needs of the District of Columbia Courts while keeping the Courts operational and minimally disturbed.

The Family Court Act of 2001 required that the District of Columbia immediately begin to establish a separate and distinct Family Court within the Superior Court. The Family Court Consolidation Project specifically addresses the Family Court. (See separate Capital Project). The Moultrie Courthouse Renovation and Reorganization Project has been coordinated with this project but more globally addresses the entire building and court system. The Moultrie Courthouse Renovation and Reorganization Project is fully coordinated with the long-range recommendations of the D.C. Courts Facilities Master Plan.

*(2) How does this investment support a core or priority function of the Courts?* This investment supports the vision and mission of the Courts' Strategic Plan. A goal of the Courts is to improve court facilities and technology by providing personnel and court participants with a safe, secure, functional and habitable physical environment.

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The Moultrie Courthouse Renovation and Reorganization Project is a phased re-stack of public and office-related functions in the courthouse that will support numerous core and priority functions of the Courts. This project is coordinated with and supports the long-term plan to create a consolidated, consistent, efficient Family Court that meets the needs of the children and families before it.

(a) Improved Public Service - The project will provide improved public space, organizing public corridors, transaction counters and public waiting areas.

(b) Improved Office Space – The Moultrie Courthouse has large blocks of space that are conducive to office planning. However, this space has been divided over the years into numerous small enclosed offices with inefficient circulation patterns. The Renovation and Reorganization Project will re-locate branches so that they can operate more effectively together, using shared workstation, office and support space standards. Much non-office space, such as attorney-witness rooms, corridors, and storage areas is now used as office space because of space shortage. The Renovation and Reorganization Project will address this situation.

(c) Improved Security - The re-organization will separate restricted and public areas that overlap and merge due to current overcrowding, creating a more secure environment for the public, staff and confidential court records

- (3) *Are there any alternative sources, in the public or private sectors, that could perform this function? If so, explain why the Courts did not select one of these alternatives?* The D.C. Courts have explored expansion of the Moultrie Courthouse on C Street and Indiana Avenue, in combination with a re-stack of the building, in order to fulfill the space needs of the court system. This is the most effective and efficient way to accommodate the space needs of the Family Court. There are no other alternative sources that could perform this function.
- (4) *How will this investment reduce costs or improve efficiencies?* The Moultrie Courthouse has provided the majority of public court-related services for the District of Columbia Courts since its construction in the late 1970's. The Moultrie Courthouse represents the majority of space currently occupied by the D.C. Courts. A capital investment in this existing infrastructure is crucial to long range savings. The renovation and re-organization of the facilities will provide space for the Criminal Division of the Superior Court and the entire Family Court, taking advantage of the existing secure infrastructure for both Courts. The Courthouse was designed for a much smaller court system and has been adapted over time to serve a much larger and busier system with more intense use, greater security needs, and higher levels of technology.

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(5) *For acquisition of buildings, what is the cost per square foot estimates for comparable Federal and private sector facilities?* Courthouse renovations that include the installation of new mechanical, electric, plumbing systems, upgrades for handicap accessibility, new lighting, partitioning and finishes are estimated to be in the range of \$180 - \$ 200 per square foot in construction costs.

B. Program Management

(1) *Have you assigned a project manager and contracting officer to this project? If so, what are their names?* The project manager for this project is Mary Ann Satterthwaite, Chief Capital Projects Manager, D.C. Courts; the contracting officer is Joseph E. Sanchez, Jr. Administrative Officer, D.C. Courts.

(2) *How do you plan to use the Integrated Project Team to manage this project?* The Court will designate a Project Director to coordinate individual renovation projects. The Project Director will report to the Courts' Integrated Project Team, which will include the Administrative Officer, the Chief Capital Projects Manager, the Chief Building Engineer, the Building Operations Manager, and the Facility Supervisor. Scheduled progress meetings with the contractor will be conducted to ensure that the project is completed on schedule and within budget.

C. Acquisition Strategy

(1) *Will you use a single contract or several contracts to accomplish this project? If multiple contracts are planned, explain how they are related to each other, and how each supports the project performance goals?* Several contracts will be used to accomplish this project cost effectively, including multiple contractors who can respond to changes in Court schedules that could affect project completion dates.

(2) *For each planned contract, describe:*

- a. *What type of contract will you use? (e.g. cost reimbursement, fixed price, etc.)* The Courts will use a fixed price contract with the selected contractors.
- b. *The financial incentives you plan to use to motivate contractor performance. (e.g. incentive fee, award fee, etc.)* The contractor will be required to meet the terms of the contract without any additional financial incentives.
- c. *The measurable contract performance objectives.* Measurable contract performance objectives will be developed on a task basis. The contractor will be required to submit a proposed construction timeline, which the Courts team will use to track progress and ensure the timely completion of all construction objectives.

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C. Acquisition Strategy (cont.)

- d. *How will you use competition to select suppliers?* The Courts will procure services through either competitively solicited GSA contracts or schedules, or D.C. Superior Courts' competitively issued solicitations.
- e. *The results of your market research.* The D.C. Courts will take advantage of GSA procurement procedures that incorporate market research.
- f. *Whether you will use off-the-shelf or custom designed projects.* The Moultrie Courthouse Renovation and Reorganization will require a custom designed solution; however, renovation solutions will all be based on Court space and furniture standards.

D. Alternative Analysis and Risk Management

- (1) *Did you perform a life cycle cost analysis for this investment? If so, what were the results?* The D.C. Courts completed an analysis of the life cycle cost benefits associated with a number of alternatives in support of the Family Court Act in the D.C. Courts Facilities Master Plan. Alternatives included (a) consolidating the Family Court within the Moultrie Courthouse, (b) consolidating the Family Court in other Court Buildings and (c) consolidating the Family Court in new space. Four expansion options and six alternatives were studied in the Facilities Master Plan. For each option, evaluation criteria pertaining to architectural, engineering, constructability and cost were addressed. The results determined that the greatest cost/benefit was gained through consolidating the Family Court on the John Marshall Level of the Moultrie Courthouse. The Moultrie Courthouse Renovation and Reorganization will fully coordinate moves within the Superior Court necessary for the full consolidation of the Family Court. The project is in keeping with the mandate of the Family Court Act, and through evaluation was proven to provide the greatest system efficiencies for the Family Court and the entire court system.
- (2) *Describe what alternatives you considered and the underlying assumptions of each.* The Moultrie Courthouse Renovation and Reorganization is necessary to ensure the operations of the court system in the Moultrie Courthouse, and as such is related to the accommodation of the Family Court in the building. Alternatives are discussed in the section immediately following.
- (3) *Did you perform a benefits/costs analysis or return on investment analysis for each alternative considered? What were the results for each? (Describe any tangible returns that will benefit the Courts, even if they are difficult to quantify.)* The following summarizes the benefits and costs related to locating the Family Court in the Moultrie Courthouse that were considered by the D.C. Courts in the Facilities Master Plan.

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D. Alternative Analysis and Risk Management (cont.)

(a) Consolidating the Family Court within the Moultrie Courthouse – The D.C. Courts are proceeding with this alternative because it has the greatest return on investment. An underlying assumption of this alternative includes the use of existing courtrooms and circulation systems within the Moultrie Courthouse. Using and augmenting existing resources has a major cost benefit, made even greater by the high cost of constructing new specialized Court facilities. The consolidation of secure holding facilities within the Moultrie Courthouse for use by the Family Court and the Superior Court is also a benefit of this alternative because it eliminates the duplication of physical space for adult and juvenile detainees that would be needed in two separate facilities and has major operational cost benefits associated with the transport of prisoners.

(b) Consolidating the Family Court in other Court Buildings – Court Buildings A and B were considered for the consolidation of the Family Court. This alternative was not chosen for a number of reasons. Since neither building is large enough to house the full Family Court, it would require the physical split of functions between the two buildings. Judiciary Square is an historic open space and the National Law Enforcement Memorial is a major public space between the Buildings A and B. Above-ground linkages are not possible given this context. Below grade, the Metro's red line runs between the two buildings creating a major obstacle to below-grade connections. In addition, these buildings were designed during an era when security was not central to courthouse design and thus they are not up to contemporary standards. Transport of inmates would be highly problematic.

(c) Consolidating the Family Court in new space - Investigation has indicated that there are not significant blocks of space immediately available for purchase within close proximity of Judiciary Square that would be capable of accommodating the new Family Court in its entirety. Leasing of space for the Family Court would require a major infrastructure and security investment by the Courts. This alternative does not have long term cost benefits to the Courts.

(4) *Describe your risk assessment and mitigation plan for this project.* Possible risks include delays in the construction schedule due to unforeseen field conditions associated with existing construction. The D.C. Courts are planning to issue multiple contracts for this project to minimize risk exposure with individual contractors.

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**Part III: Cost, Schedule, and Performance Goals**

A. Description of performance-based management system (PBMS):

*(1) Describe the performance based management system that you will use to monitor contract or project performance.* The Courts' performance based management system will provide a tracking system with project milestones that permit early and ongoing warnings to ensure that projects do not exceed either their budgeted costs or time projections.

B. Original baseline (OMB approved at project outset):

*(1) What are the cost and schedule goals for this segment or phase of the project?* The cost and schedule goals for this phase of the project are:

- Planning, design, and construction for the fourth & fifth floors.
- Planning and design of the sixth floor.

*(2) What are the measurable performance benefits or goals for this segment or phase of this project?* Performance goals of the project are:

- Complete construction documents and obtain DCRA approvals.

C. Current baseline (applicable only if OMB approved the changes):

*(1) What are the cost and schedule goals for this segment or phase of the project?* Not applicable.

*(2) What are the measurable performance benefits or goals for this segment or phase of this project?* Not applicable.

D. Actual Performance and Variance from OMB approved baseline (Original or Current): Not Applicable

E. Corrective Actions: Not Applicable