



# Re-Envisioning the Seat of Justice in Cuyahoga County

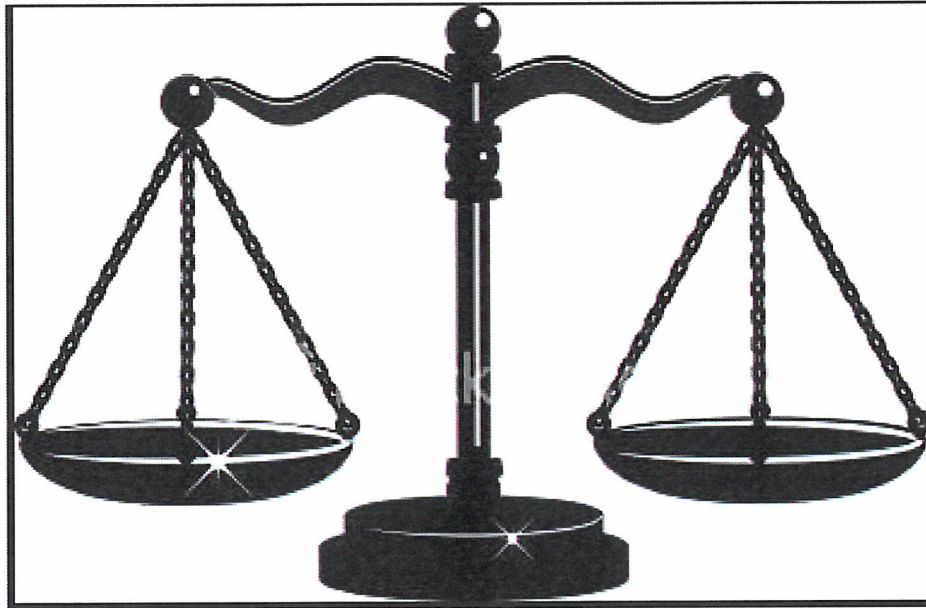
January 19, 2017  
Presented by  
Jeff Appelbaum  
on behalf of



# Agenda

1. Welcome and Introductions
2. Background/Process Flowchart
3. Review of Visioning Workshop
4. Guiding Principles
5. Next Steps
6. Discussion

# Transparency and Confidentiality



An Important Balance

## BACKGROUND Project Overview

### Investigation to Date

- **2013 Full Assessment of Existing Conditions**
  - Data Collection and Analysis
  - Facility Condition Assessment
  - Needs Assessment
  - Analysis of Space Considerations
  - Opportunity Development
- Note: **Original goal—renovate existing space/reduce leased space** in other locations



## **BACKGROUND** Project Overview

### **Initial Findings- Renovation is a very poor option!**

- Courts operations dispersed in multiple places; the existing building is inefficient and will remain inefficient regardless of how it is renovated
- Very expensive to operate
- Remaining useful life less than 25 years even after major renovation is complete (major systems have limited life)
- **Cost to renovate excessive when compared to cost to replace; renovated product substantially inferior to replaced product**
- Therefore, exploration of new facility is appropriate.

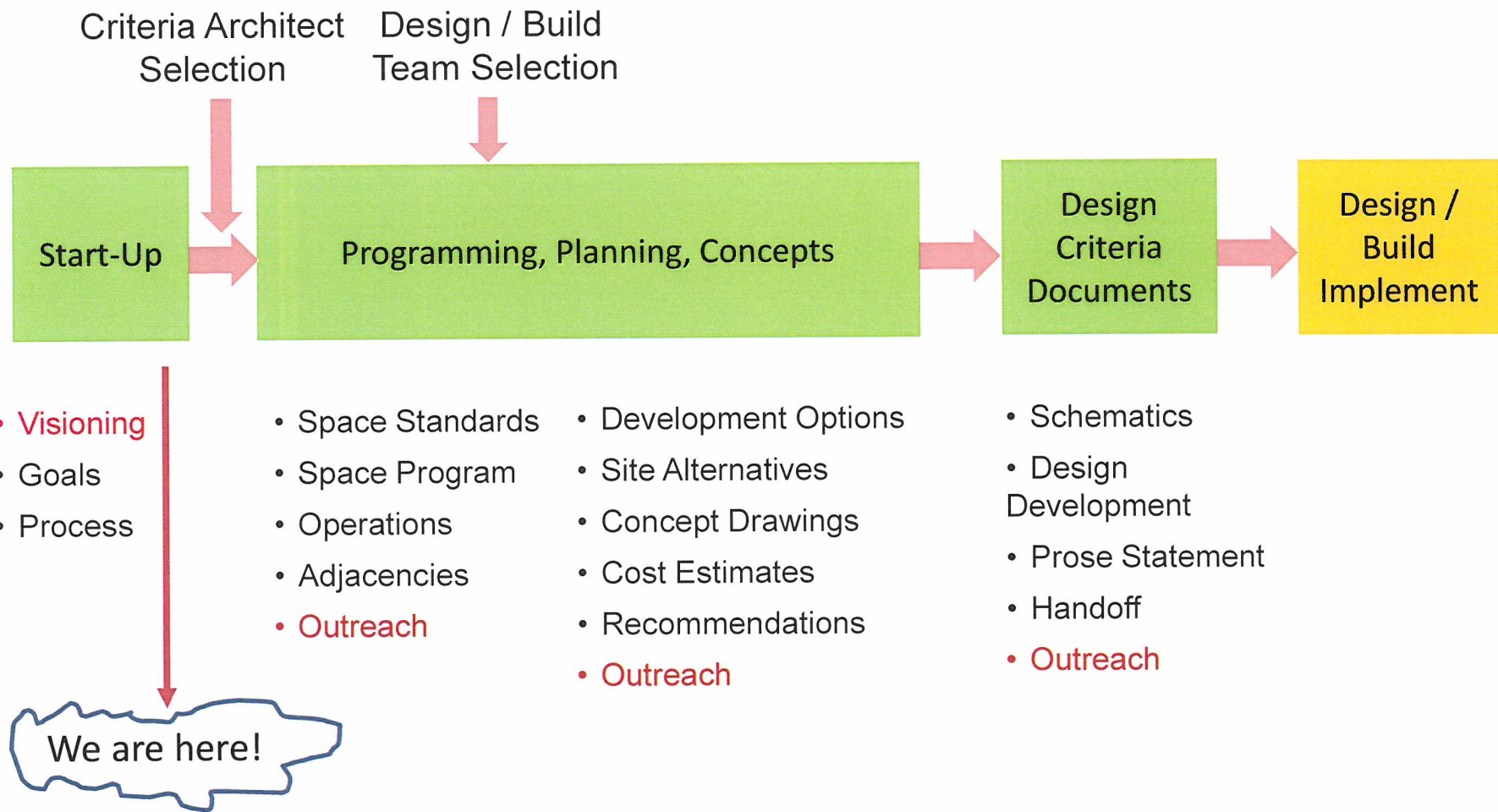
## **BACKGROUND** Project Overview

### **County Executive's Goals**

The County Executive's vision of a new facility focuses on:

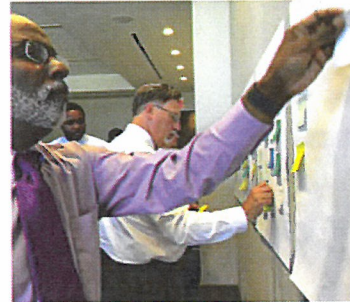
- Being the forefront of truly modern court operations and design
- Being efficient in operation and function
- Bringing appropriate court functions together in one building
- Wisely investing the County's money in a new facility
- Creating economic development opportunities in our community
- Keeping the Sheriff's Office /Jail and Court together

# BACKGROUND / PROCESS FLOWCHART | Project Overview



## Visioning Process to Date

- August 5, 2016 Workshop
  - Precedents Review
  - Opportunities and Challenges
  - Key Issues and Priorities
  - Group Breakouts
  - Next Steps
- October 6, 2016 Workshop
  - Visioning Session Summary
  - Guiding Principles Review
  - Precedents Discussion
  - Building Blocks of Courthouse
  - Basis for Courts/County Moving Forward Together



# Precedents Review

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*The 21<sup>st</sup> Century Courthouse*

# TRENDS IN THE INDUSTRY

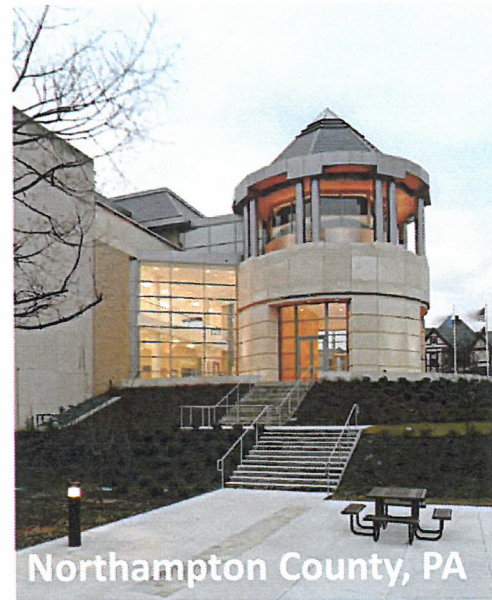
Note:  
Number and Square Footage of Courtrooms and direct amenities drives cost. Modern Courtroom average is 9,000 to 10,000 SF per Courtroom. Justice Center is 16,000 SF.

- Identifying Operational Efficiencies
- Scheduling Courtrooms
- Shared Courtrooms
- Right Sized Courtrooms
- Greater Use of Conference / Multi-use space
- Use of Technology to reduce Square Footage (eg., court reporter function)
- Collegial Floor Design
- Shared Judicial Staff
- Shared Executive Suite Amenities
- Enhanced Workplaces for Administrative staff
- Electronic Filing
- E-Law Libraries
- Enhanced Security while Facilitating Public Access

# PRECEDENTS REVIEW | The 21<sup>st</sup> Century Courthouse



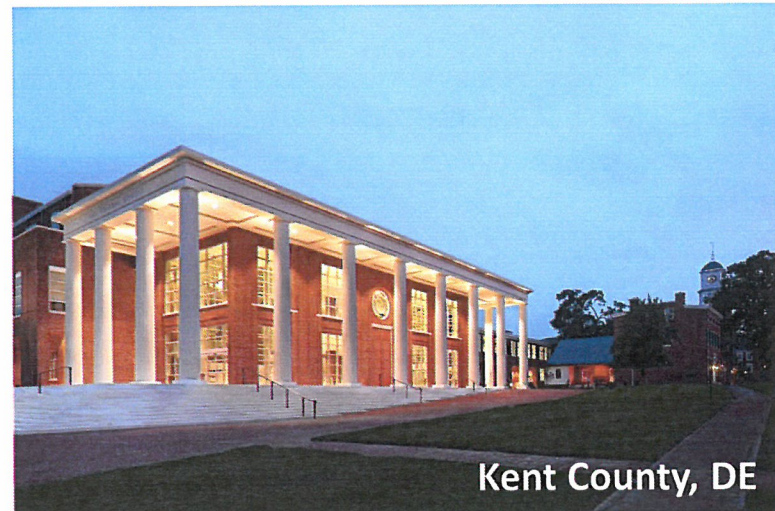
San Bernardino, CA



Northampton County, PA



Franklin County, OH



Kent County, DE

## PRECEDENTS REVIEW | Public Entry & Wayfinding

### Opportunities

- Facilitate access & wayfinding
- Reflect dignity of the courts
- Provide secure environment

### Efficiencies

- One point of entry
- Adequate security
- Technology/kiosk check-in
- High volume services on lower floors



## PRECEDENTS REVIEW | Access to Justice

### Opportunities

- Provide better customer service
- Facilitate self-help (versus library)
- Simplify transactions
- Better jury management



### Efficiencies

- Consolidated public counters
- Check-in counter/kiosk
- Shared open waiting
- On-line jury services



## PRECEDENTS REVIEW | Public Amenities

### Opportunities

- Provide basic human needs
- Define role of building in community
- Provide access to resources
- Provide access to community meetings/space



### Efficiencies

- Food services
- Childcare
- “Self help” centers
- Shared meeting space



## PRECEDENTS REVIEW | Courtrooms & Hearing Rooms

### Opportunities

- Provide optimal litigation space for the need
- More efficient courtroom scheduling between judges & divisions

### Efficiencies

- Build only what you need
- Modified court calendaring
- Ratio of judges to courtrooms
- Shared courtrooms between judges & jurisdictions
- Incorporation of technology



## PRECEDENTS REVIEW | Mediation /ADR/Settlements

### Opportunities

- Provide alternative to traditional adjudication
- Gives litigants cost effective option to resolve dispute

### Efficiencies

- Multi-purpose space
- Expedites settlements



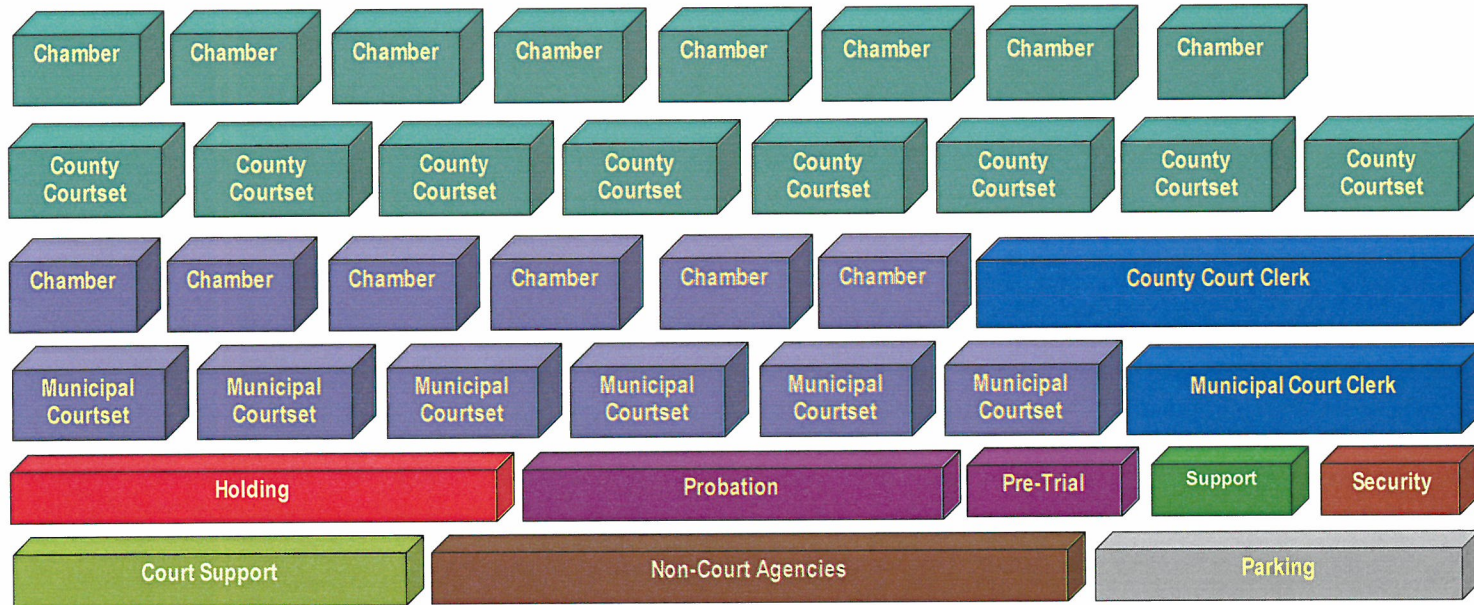
# PRECEDENTS REVIEW | Judges Chambers

## Opportunities

- Co-locate judges & support
- Provide settlement space on judicial floors
- Enhance security

## Efficiencies

- “Collegial” arrangement
- Sharing of reception area and legal & clerical staff
- Better amenities (dining, conference, copy)
- Shared Executive Restrooms



## PRECEDENTS REVIEW | Staff Work Environment

### Opportunities

- Access to natural light & quality work spaces
- Enhance security by separating from public areas
- Improve staff recruitment & retention



### Efficiencies

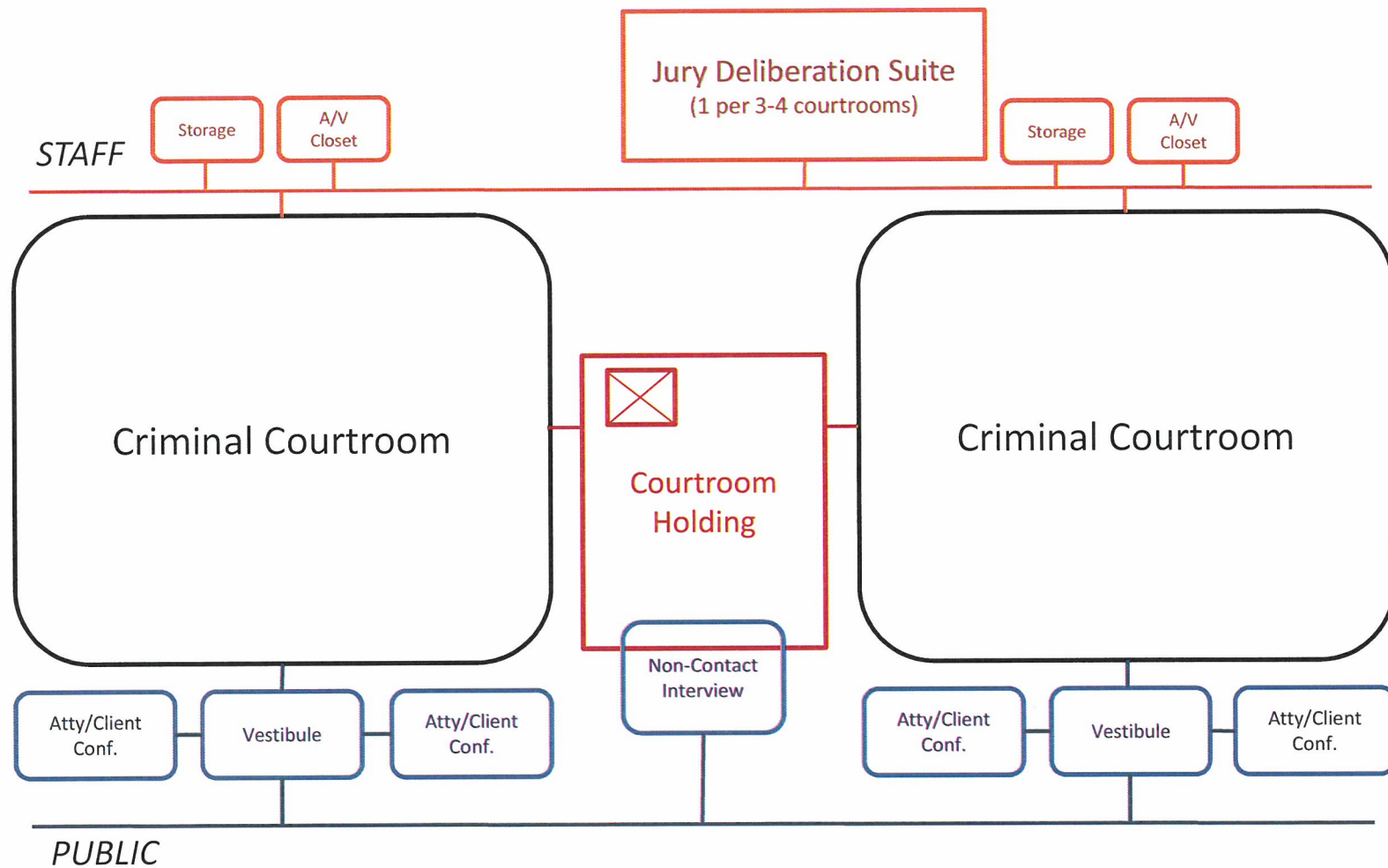
- Open work areas for flexibility
- Sharing support spaces (conference, break, copy)
- Touchdown spaces



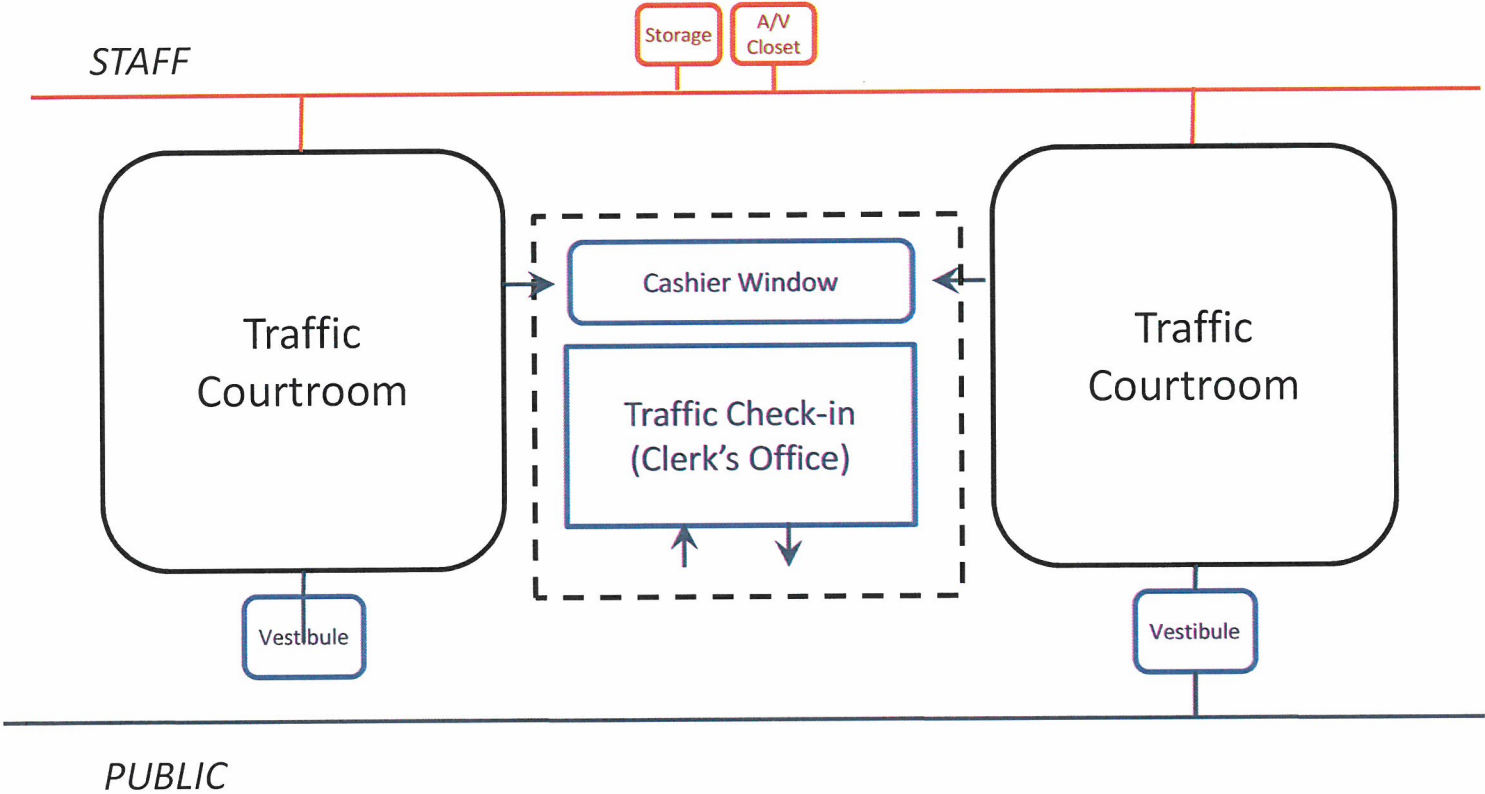
# Building Blocks of Courthouse

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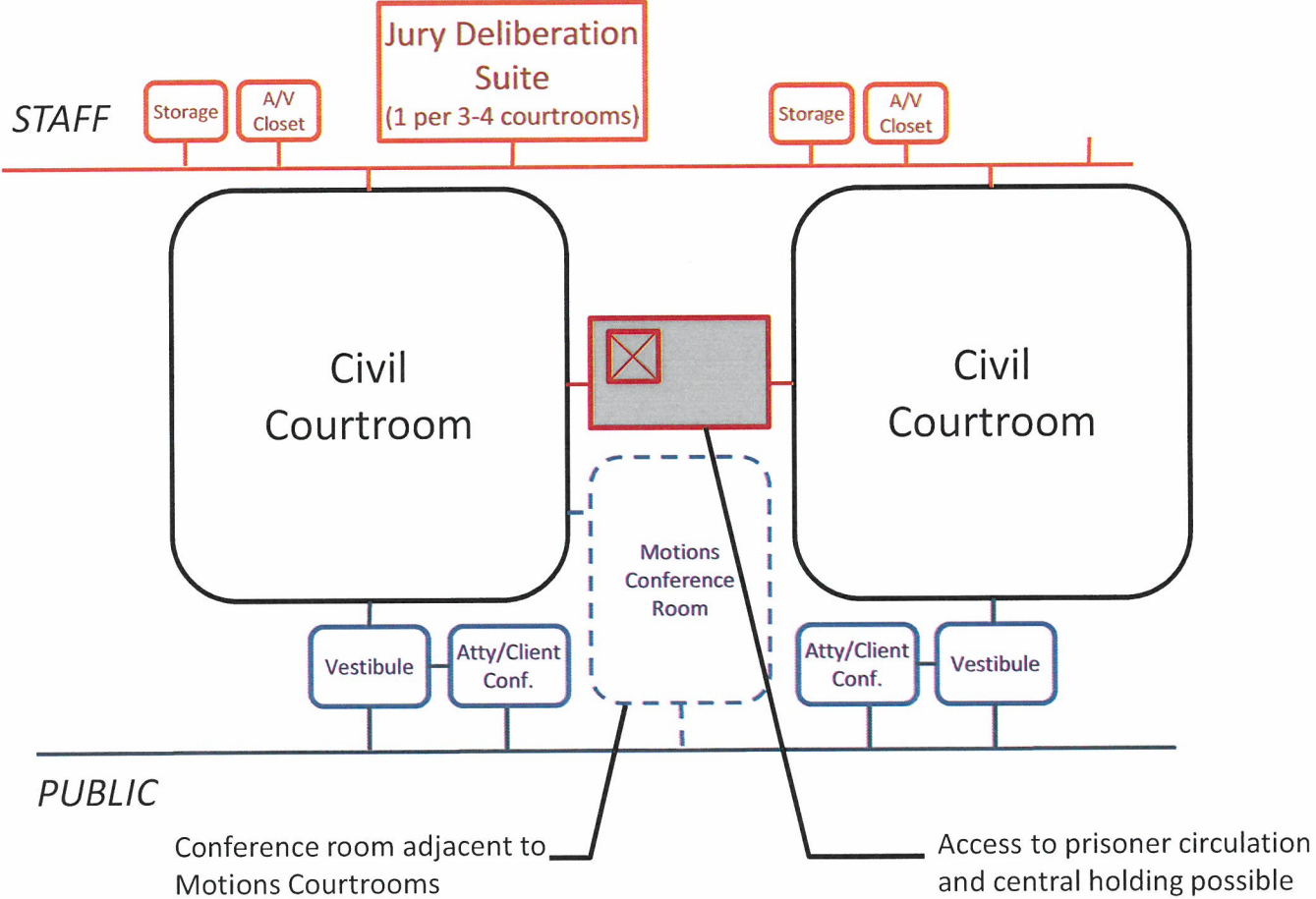
# BUILDING BLOCKS OF COURTHOUSE | Criminal Courtroom



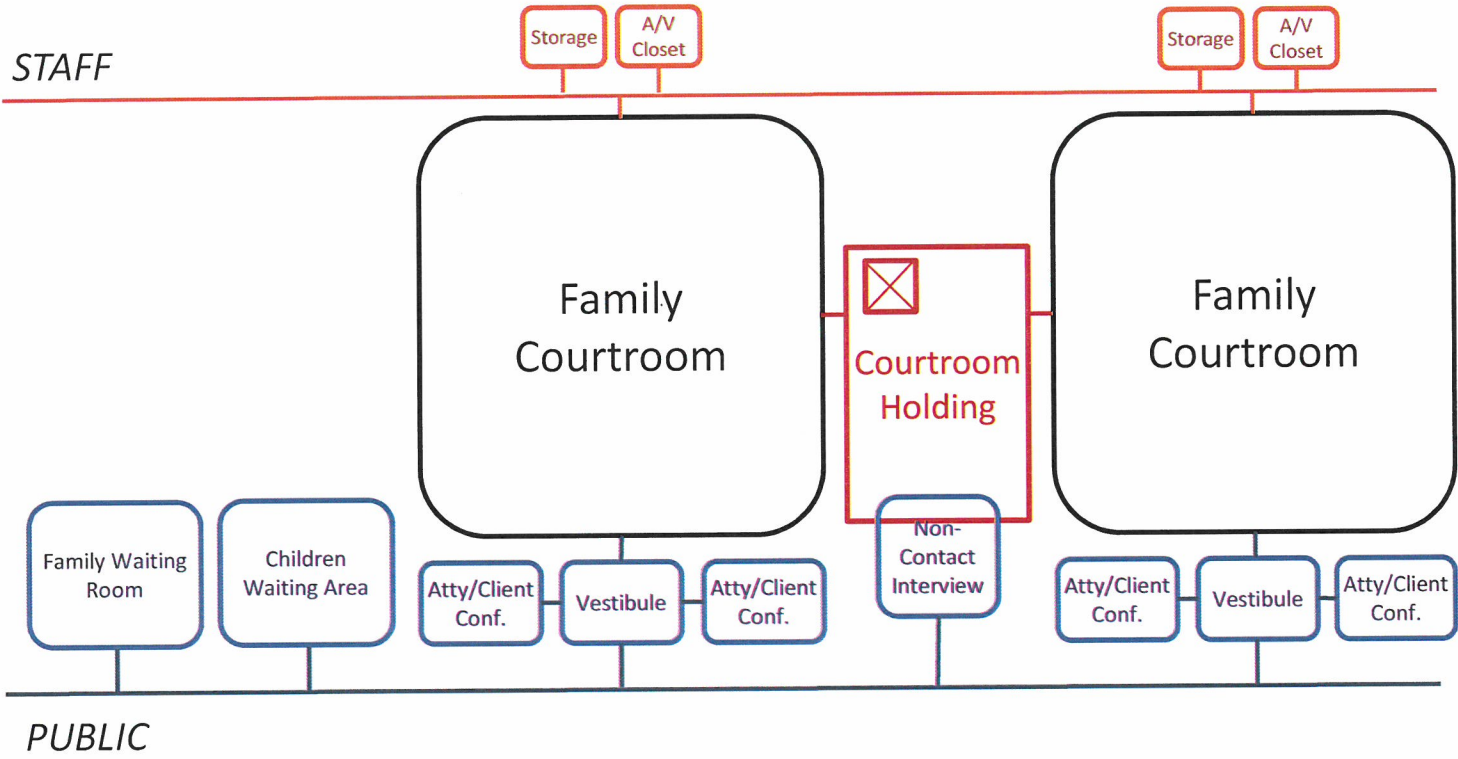
# BUILDING BLOCKS OF COURTHOUSE | Traffic Courtroom



# BUILDING BLOCKS OF COURTHOUSE | Civil Courtroom



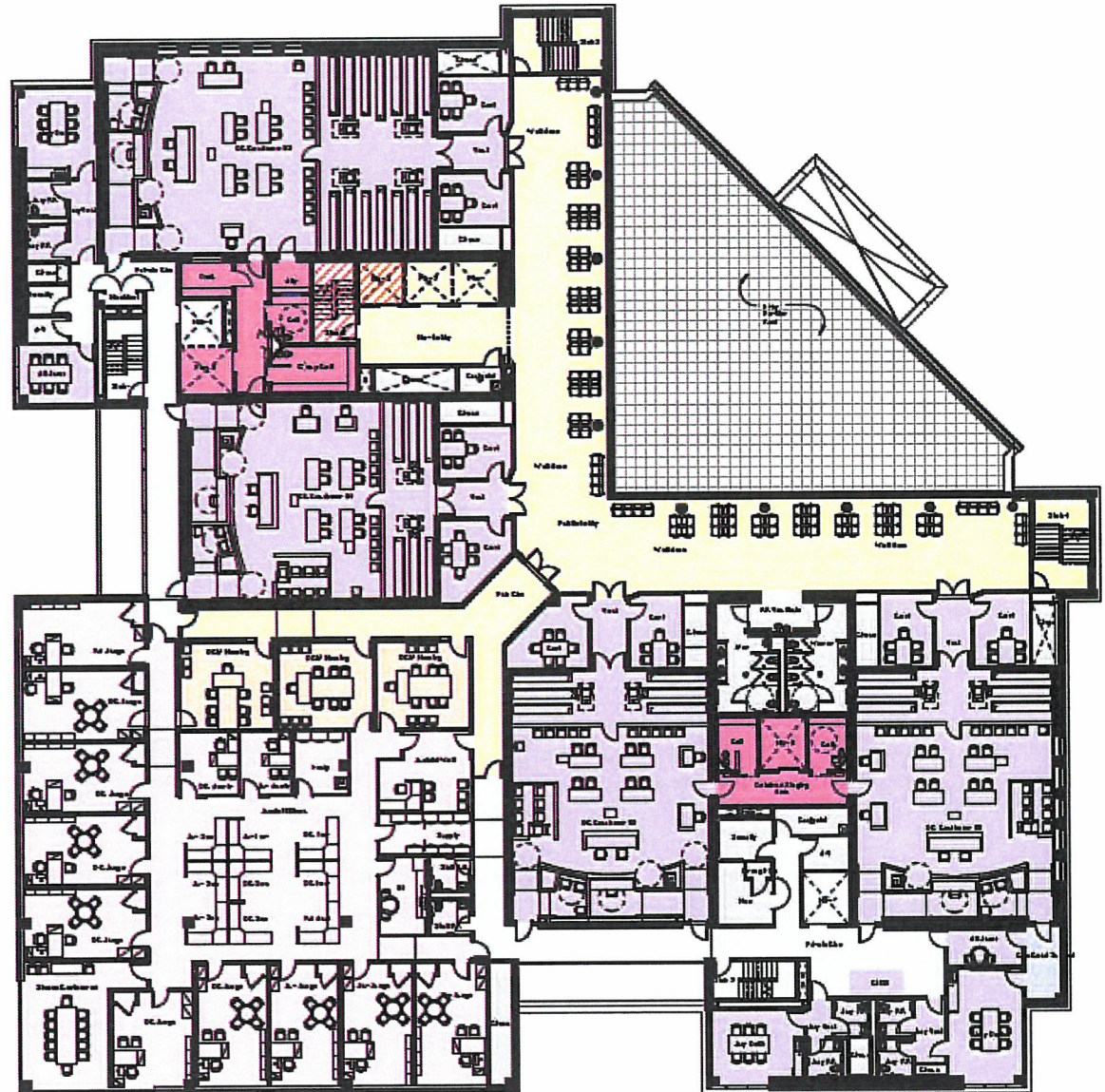
# BUILDING BLOCKS OF COURTHOUSE | Family Courtroom



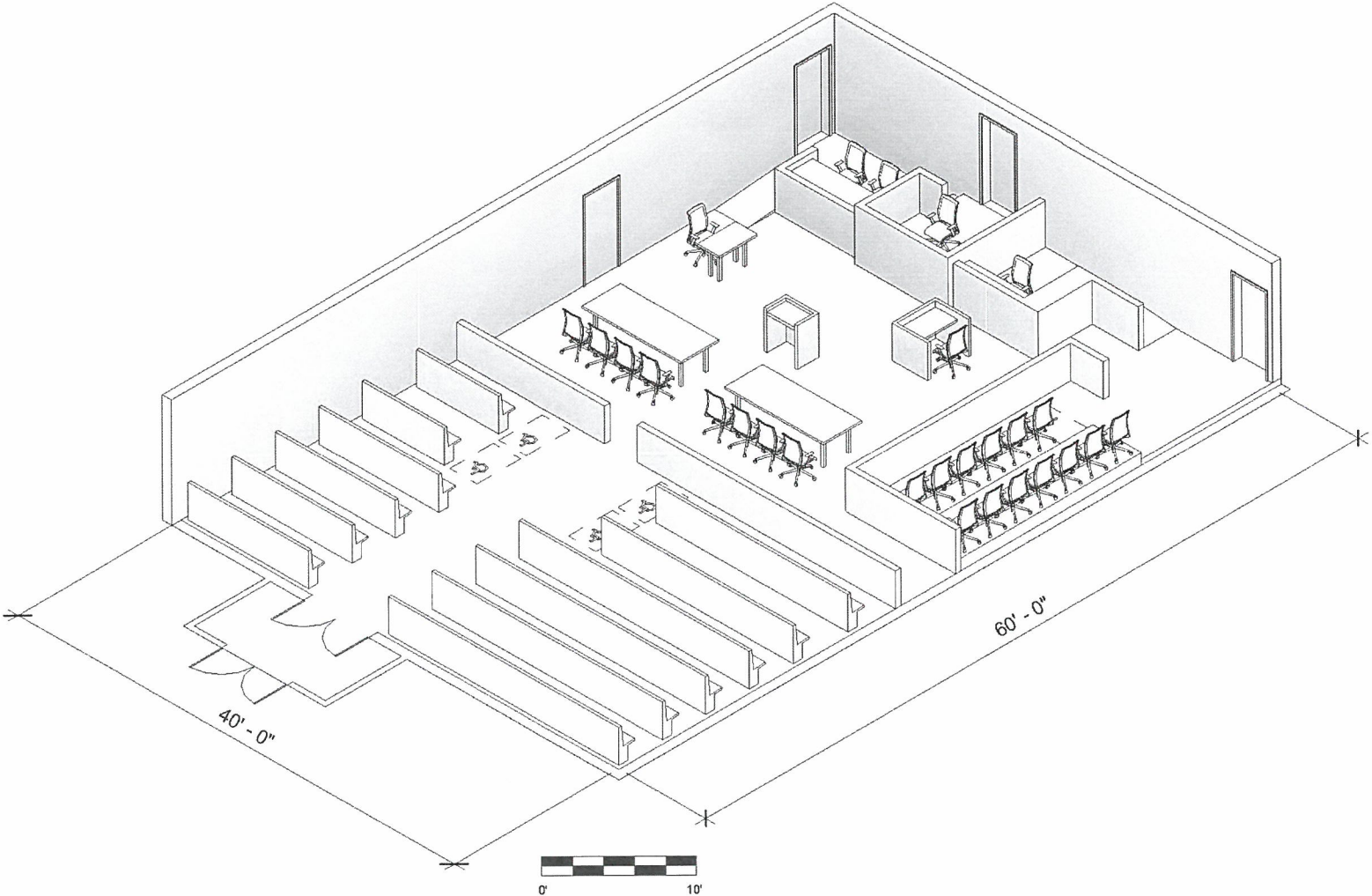
# BUILDING BLOCKS OF COURTHOUSE | Collegial Chamber Suite

10 Judges share 4 courtrooms and 3 Hearing Rooms

Two private toilets serve both judges and their staff

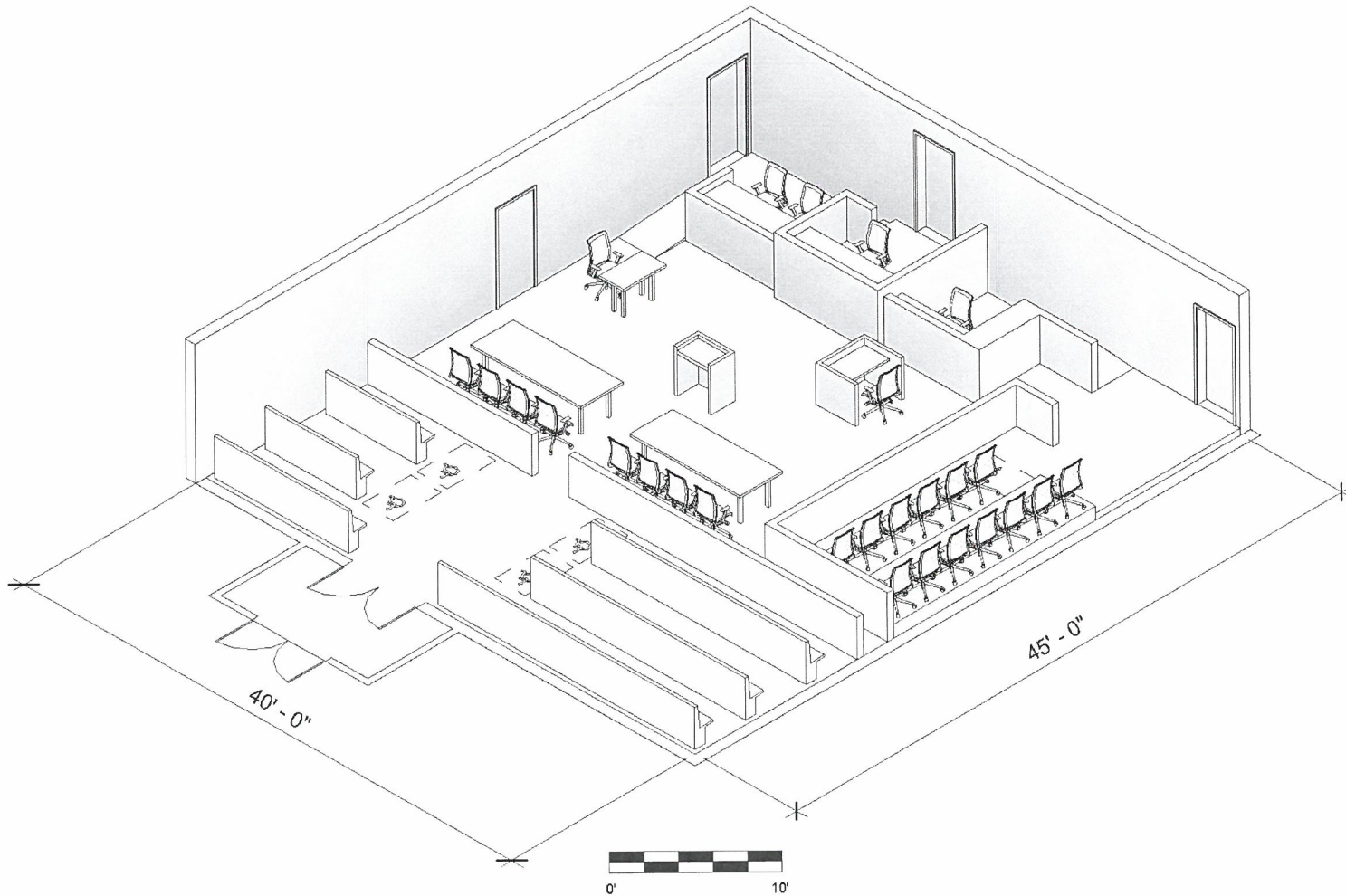


# BUILDING BLOCKS OF COURTHOUSE | Courtrooms



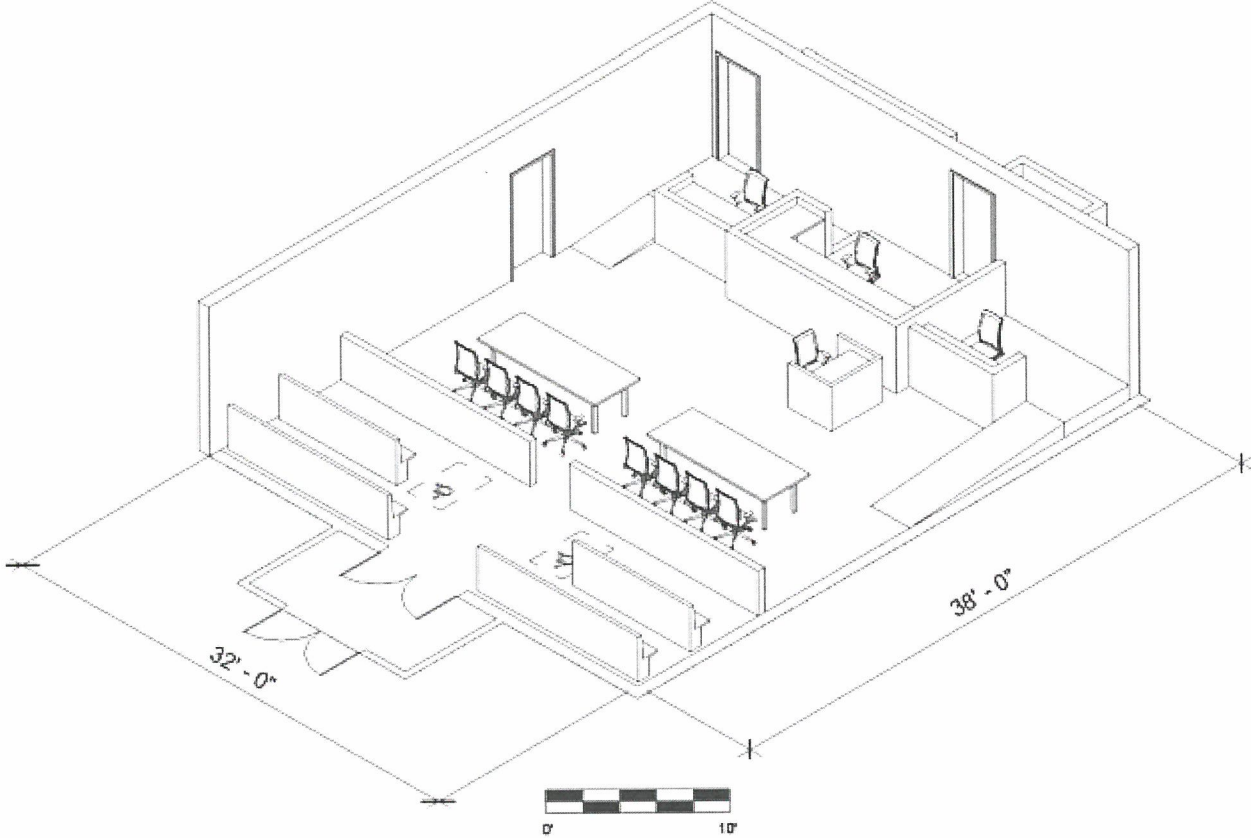
SPEC PROCEEDINGS COURTROOM – 2400SF

# BUILDING BLOCKS OF COURTHOUSE | Courtrooms



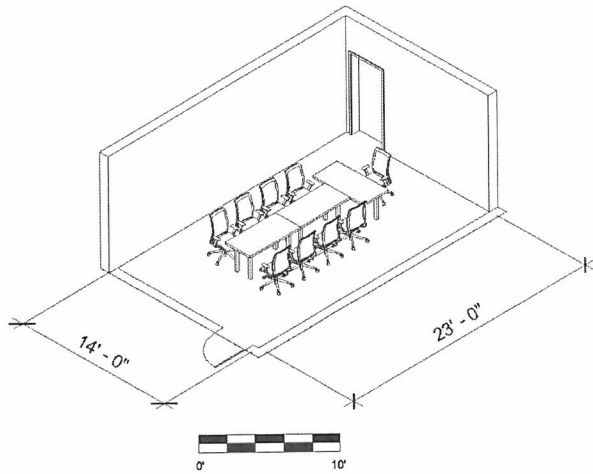
JURY TRIAL COURTROOM – 1800SF

# BUILDING BLOCKS OF COURTHOUSE | Courtrooms

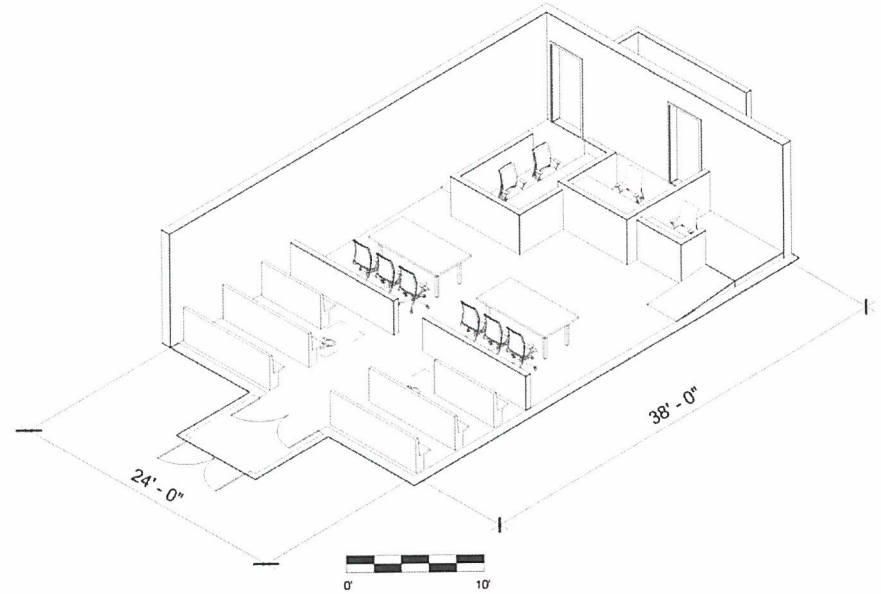


NON-JURY TRIAL COURTROOM – 1200SF

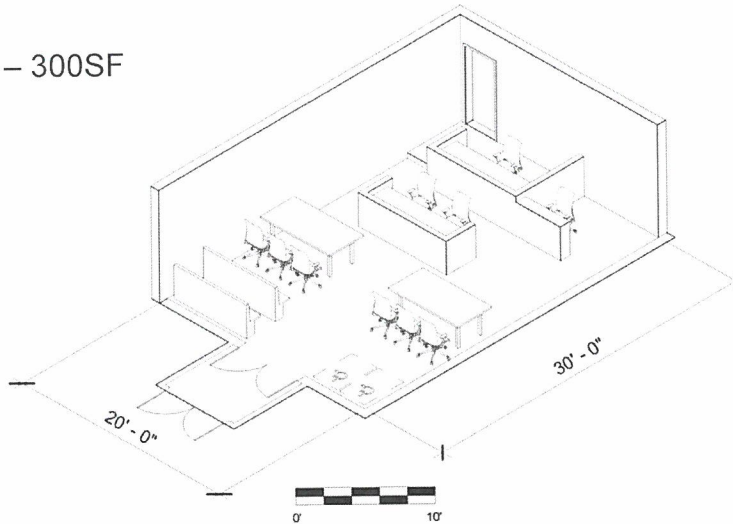
# BUILDING BLOCKS OF COURTHOUSE | Hearing Rooms



HEARING ROOM – 300SF



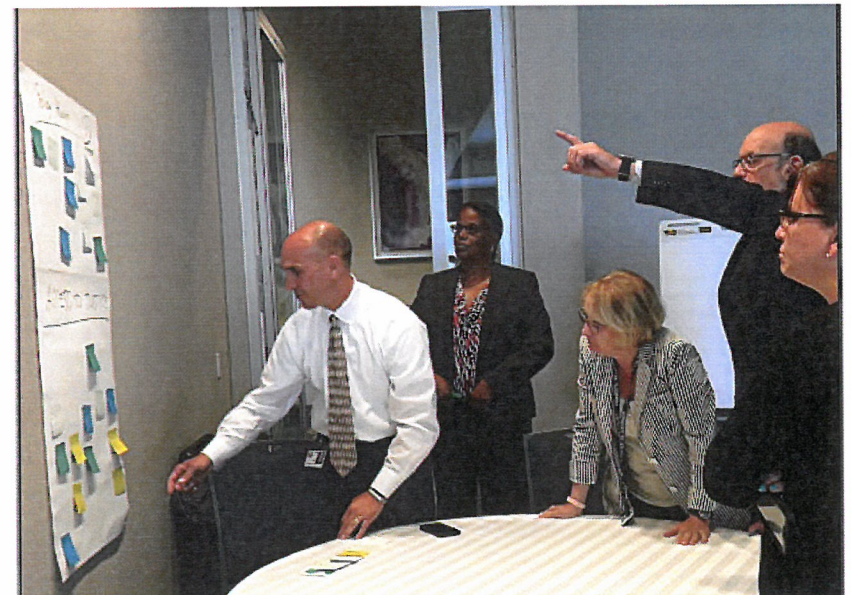
HEARING ROOM – 600SF



HEARING ROOM – 900SF



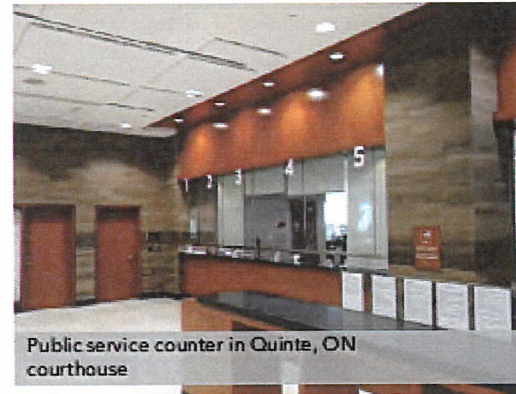
# Conclusions of Group Exercises



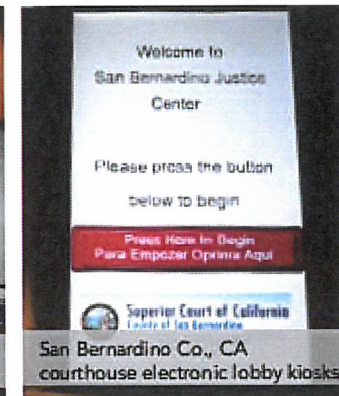
## Access to Justice

Planning for a positive public experience with the court system defining clarity of entrances and public way finding, along with potential integration of community services.

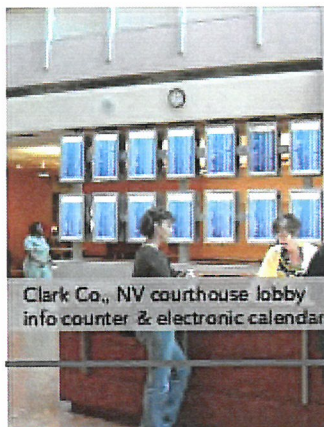
- Identify convenient site location
- Provide a welcoming environment – positive public experience
- Increase building access through ease of accessible parking, public transit, and way finding
- Provide outreach and public education on justice system
- Enhance pro-se/self-help support



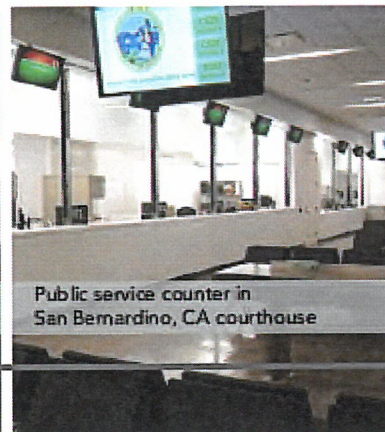
Public service counter in Quinte, ON courthouse



San Bernardino Co., CA courthouse electronic lobby kiosks



Clark Co., NV courthouse lobby info counter & electronic calendar



Public service counter in San Bernardino, CA courthouse

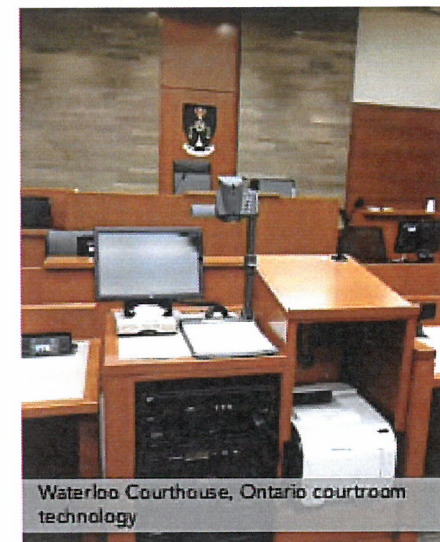
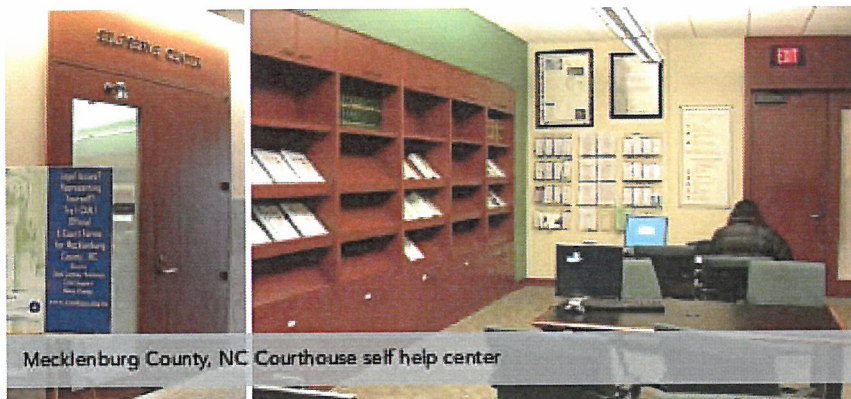


Clayton County, GA courthouse public lobby & screening

## Technology

Integrating technology into the court building and how the use of technology in operations can have a positive impact on the court system.

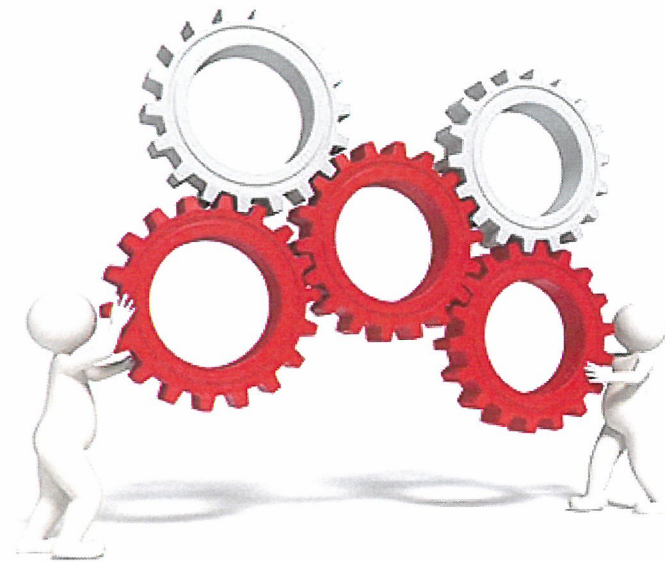
- Accommodate advanced technology/communications
- Provide web-based solutions for users - public, staff, attorneys
- Include flexible and adaptable infrastructure for evolving technology
- Provide remote accessibility – video, self-help, customer service
- Develop state of the art courtrooms

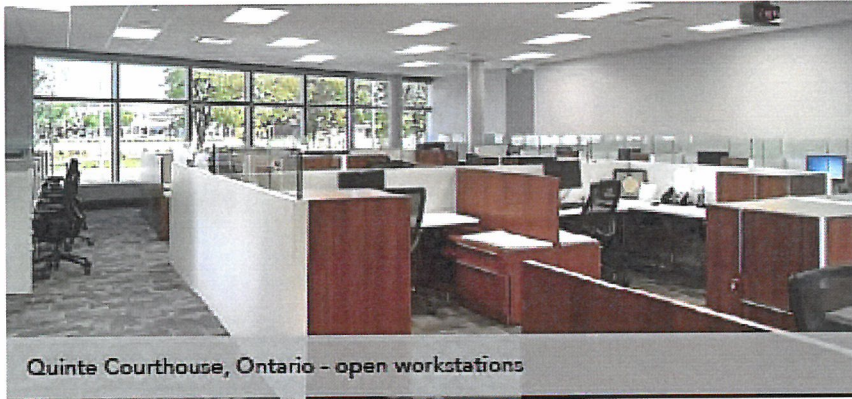


## Operations

Identifying and implementing court system operational efficiencies along with considerations for interacting with associated agencies and how all should be leveraged together in a new campus.

- Develop strategy for project and operational funding
- Ensure funding flexibility for evolving operations – staff, technology, and maintenance
- Respond to public, staff, and judicial needs in design
- Provide flexible and appropriate space – meetings, staff, ADR, community
- Enhance customer and staff experience





Quinte Courthouse, Ontario - open workstations



San Bernardino Courthouse juror check-in kiosks

## Design/Security

Addressing parking, security, design and site, and maintenance issues that are key in the plan and operations.

- Provide secure, accessible, and convenient parking for all users
  - Adequate number and covered or connected to building
  - Separate judicial, staff, juror, and public spaces
  - Short and long-term public spaces
- Provide a secure environment for all users
  - Separation of staff, public, and in-custody
  - Secure transport and holding for in-custody
  - Varying levels of security by court/clerk type
  - Balance of technology and security staff
  - Restricted access to staff areas
  - Separation of antagonistic parties
- Incorporate design goals
  - Traditional appearance
  - Technology capable/adaptable
  - After hours access in contained spaces
  - Efficient staff workspaces
  - Customer friendly access
  - Future expansion/flexibility
  - Downtown location
- Incorporate plan for re-occurring maintenance
  - Consistent maintenance and cleaning standards for all courts
  - Preventative maintenance
  - Maintain public image

# Guiding Principles

# GUIDING PRINCIPLES

Following the Visioning workshop, the consultant team combined the sum of all ideas and issues presented throughout the work session. Those ideas and issues are presented below as a list of Guiding Principles for the entire group of participants to consider including:

1. **Process** – Implement a collaborative, inclusive and transparent process that involves key stakeholders in a confidential setting, but which will ultimately elicit public support.
2. **Cost Control** – Optimize use of financial resources through efficient space planning and sharing, and balancing dignity with economy in design.
3. **Operations** – Plan and design for efficient court operations, incorporating modern technology, paper-less file management, and appropriate adjacencies.
4. **Dignity** – Convey the authority of the courts and provide a positive impact on the civic character of the court complex and the immediate surrounding community. ✓
5. **Security** – Provide safe and secure environment for public, staff and detainees, including efficient and dignified security screening and separate circulation paths within the building.
6. **Access to Justice** – Improve access to justice for litigants and victims, including simple wayfinding, efficient transaction counters and pro-se services.
7. **Flexibility** – Plan for future change, incorporate flexible workplace design which maximizes open office systems furniture and integration of new technologies.
8. **Integration** – Provide connectivity with ancillary facilities such as the Sheriff's office and Jail, co-location with related justice agencies where practical, and consideration of full courts consolidation within one Justice Center complex.

# NEXT STEPS

1. Acceptance of Guiding Principles
2. Stakeholder commitment to proceed in collaborative and confidential manner
3. Stakeholder delegation of project focus committee
  - Small group committed to attending meetings; facilitating confidential communications; facilitating flow of information
  - Reasonable decision-making authority “within the lines”
4. Develop communication protocol (both internal and external)
5. Commence process for selection of Criteria Architect
6. Commence programming and planning exercises
7. Commence confidential real estate initiative
8. Commence project funding review

# Discussion



1. **Process** – Implement a collaborative, inclusive and transparent process that involves key stakeholders in a confidential setting, but which will ultimately elicit public support.
2. **Cost Control** – Optimize use of financial resources through efficient space planning and sharing, and balancing dignity with economy in design.
3. **Operations** – Plan and design for efficient court operations, incorporating modern technology, paper-less file management, and appropriate adjacencies.
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