Memorandum

MIAMI-DADE COUNTY

Date: February 11, 2016

To: Honorable Chairman Jean Monestime
And Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Miami-Dade Court Capital Infrastructure Task Force Report – Directive 150528

Pursuant to Resolution No. R-144-15 sponsored by Commissioner Rebeca Sosa and adopted by the Board of County Commissioners (Board) on February 3, 2015 establishing the Miami-Dade Court Capital Infrastructure Task Force (Task Force), attached is the final report of the Task Force findings and recommendations.

In February 2015, the Board created the Task Force for the purpose of reviewing the County trial court infrastructure needs and identifying any needed repairs to existing facilities, as well as any current or future infrastructure expansion needs; to recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible; and to review the existing Court Infrastructure Master Plan and recommend amendments to such master plan, as needed.

The Task Force requested that all exhibits presented during this process be attached to the report.

In accordance with Ordinance No. 14-65, this report will be placed on the next available Board meeting agenda.

Attachment

c: Honorable Harvey Ruvin, Clerk of Courts, Eleventh Judicial Circuit
Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit
Honorable Katherine Fernandez-Rundle, State Attorney
Honorable Carlos J. Martinez, Public Defender
Abigail Price-Williams, County Attorney
Office of the Mayor Senior Staff
Jennifer Moon, Director, Office of Management and Budget
Tara C. Smith, Director, Internal Services Department
Christopher Agrippa, Director, Clerk of the Board Division
Eugene Love, Agenda Coordinator
Task Force Members

December 17, 2015
Report of the Miami-Dade Court Capital Infrastructure Task Force

EXECUTIVE SUMMARY

On February 3, 2015, the Miami-Dade Board of County Commissioners (Board) adopted Resolution R-144-15 which established the Court Capital Infrastructure Task Force for a period of 220 days. The initial meeting of the Task Force took place on July 17, 2015, and deliberations were completed on December 17, 2015. The Internal Services Department was assigned to facilitate presentations of stakeholders and to provide staff support to the Task Force. This report reflects the recommendations of this Task Force and does not necessarily represent the opinion of the Internal Services Department or the Administrative Office of the Courts. Pursuant to a unanimous vote of the Task Force members present, this is a final report of its findings and recommendations.

The purpose of the Task Force as defined in the resolution is as follows:

1) Review the County trial court infrastructure needs and identify any needed repairs to existing facilities as well as any current or future infrastructure expansion needs.
2) Recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible.
3) Review the existing Court Infrastructure Master Plan and recommend amendments to such master plan as needed in the public interest.

The Task Force is comprised of seven (7) members - five (5) appointed by the Board with the following expertise: civil engineering with a focus on infrastructure, community and real estate development, construction, architecture and capital financing; one (1) appointed by the Chief Judge of the Eleventh Judicial Circuit of Miami-Dade County, with expertise in court facilities planning and management; and one (1) appointed by the County Mayor with expertise in court facilities administration and master planning.

The Task Force held nine (9) meetings: July 17, 2015; August 10, 2015; August 17, 2015; August 24, 2015; September 15, 2015; October 5, 2015, November 19, 2015, December 10, 2015, and December 17, 2015.

During the course of these meetings, numerous presentations were made, at the request of the Task Force members, which included the following:

- Internal Services Department Director Tara Smith, which included ongoing courthouse projects, 40 year certification, and a list of vacant and partially filled County buildings, Dade County Courthouse operating and maintenance costs for 5, 10, and 15 years, and the use of vacant spaces, pros and cons.
- Deputy Mayor and Chief Financial Officer Edward Marquez, who discussed existing financial needs, funding options and lessons learned from other cities. Mr. Marquez also included Robert Warren, from Regulatory and Economic Resources to provide information to the Task Force on pros and cons of using a Public/Private Partnership delivery method (P3).

- Honorable Bertila Soto, Chief Judge for the Eleventh Judicial Circuit discussed the master plan and the current and future operational needs of the courts.
- Circuit Civil Administrative Judge Jennifer Bailey, provided a tour of the Dade County Courthouse.
- Dan L. Wiley of Dan L. Wiley & Associates, Inc., discussed the 2007 and 2008 Master Plans and provided an update on the 2015 Master Plan Draft.
- All Aboard Florida discussed the standards and requirements used to approximate costs of a new civil courthouse.
- HOK, architects of record for the new Children's Courthouse discussed the standards and requirements used to approximate costs of a new civil courthouse.
- Marv Hounjet, Vice President Corporate Development, Plenary Group discussed P3.
- Gary Winston, State Attorney's Office
- Richard M. DeMaria, Chief Assistant Public Defender, Law Offices of Public Defender

In addition to these presentations, a number of other County departments were available to answer questions of the Task Force members, including the Office of Management and Budget, the Eleventh Judicial Circuit, and Internal Services' Facilities and Construction Management staff.

After hearing and deliberating the testimony and information provided, the Task Force established the following priorities based on the needs of the courts system.

The historic Dade County Courthouse is no longer able to support the operational and spatial needs of the civil court and related functions in an environment that is functional, flexible, secure, accessible, dignified and technologically current.

The civil court should be accommodated in a purposely built facility that embodies the characteristics of a 21st century civil courthouse, serves the public and the efficient administration of justice, accommodates growth and change, and continues to represent the community's commitment to the rule of law and equal access to justice under that law.

The estimated size of the recommended facility and/or facilities through 2035 should provide 53 courtrooms to accommodate 53 judicial officers (Circuit Civil, Probate and County Civil Courts) and the associated operations of the Administrative Office of the Courts and the Clerk of Courts as well as the appropriate jury assembly, grand jury space, law enforcement area, law library/community space, security and building management functions. On December 8th, the Task Force was provided with the Draft Master Plan, which determined the final number of civil courtrooms through 2035 is 50.

This facility should be located in the downtown area, close to related courts and as close as possible to a major transportation hub with adequate parking.

It is important to acknowledge the extensive support and staffing provided by the Internal Services Department, the County Attorney's Office, the Clerk of the Board, and others who assisted in the drafting of this final report and recommendations. The Mayor and Board of County Commissioners have a great responsibility to understand and balance the needs of

the community, and it is our hope that this report provides the guidance to make sound and informed decisions.

WORK OF THE TASK FORCE

Task Force Responsibility 1: Review the County trial court infrastructure needs and identify any needed repairs to existing facilities as well as any current or future infrastructure expansion needs.

The Task Force was responsible to review the County trial court infrastructure needs and identify any needed repairs to existing facilities as well as any current or future infrastructure expansion needs. The Director of the Internal Services Department provided testimony on the facilities management for eleven courthouses that contain a total of 116 courtrooms, and accounted for approximately 3.6 million square feet of courthouse space. The Director provided information on the ongoing projects at all courthouse facilities, and the life safety inspections which took place in all but the newest ones. All inspected courthouses were found to be electrically and structurally safe for continued occupancy, and work is underway on recommendations for minor improvements. The Task Force reviewed the Mayor's memorandum dated August 17, 2015, which describes these inspections and identifies County-owned buildings suitable for the temporary relocation of court operations.

At their request, the ISD Director also distributed to the Task Force a list of vacant spaces that currently exist in all County buildings and noted the opportunity for courthouses to occupy those vacant spaces was limited due to multiple restrictions.

The possible temporary co-location of courtroom space in the downtown area was considered consisting of the Stephen P. Clark Center, the Miami-Dade Public Library, the 140 West Flagler Building and the Overtown Transit Village. Up to ten courtrooms were identified to be built-out in the Public Library, for which the cost estimate is $23 million. One of the focused discussions by a Task Force member was the use of the 140 West Flagler Building, in which the ISD Director opined that bringing the building up to code would exceed $30 million and County departments were currently being moved out of that building and relocated to other spaces.

The Chief Judge of the Eleventh Judicial Circuit provided testimony about the current and future infrastructure needs. She explained to the task force that the Eleventh Judicial Circuit was the largest in the State of Florida and the fourth largest in the nation. It serves 33 municipalities and a population of over 2.5 million people. The circuit consists of 123 judges, 14 general magistrates, and 32 traffic magistrates, not including mediators. Cases heard by the circuit includes all state matters, civil, criminal, traffic, family, domestic violence, landlord and tenant, probate, juvenile delinquency, dependency and county appellate matters.

The Chief Judge explained to the Task Force that there are four main courthouses in the County: the Dade County Courthouse, the Richard E. Gerstein Criminal Courthouse, the Lawson E. Thomas Family Courthouse, and the new Children's Courthouse. There are seven (7) branch courthouses: North Dade Justice Center, Coral Gables, South Dade Justice Center, Hialeah, Miami Beach, Joseph Caleb and Overtown Transit Village South. All civil

trials are held at the centrally located Dade County Courthouse due to constitutional requirements for civil jury pools, juror travel issues and the lack of jury courtroom space at branch facilities.

The Chief Judge spoke about the efforts to accommodate the problems repeatedly encountered at the Dade County Courthouse and pointed out that there were eleven remediations last year on the 6th floor. She also expressed concern with the current struggles encountered by employees on a regular basis, to include portions of floors having to be shut down for renovations; the need for constant air quality samples having to be taken due to the age of the air handlers, which 35 of the 50 units below the 6th floor were over 50 years old; the need for technology infrastructure throughout the building; and that the building was not ADA compliant, but notes that the age of the building grandfathers it in.

One of the Task Force meetings took place inside the Dade County Courthouse in order to allow members to see the courtrooms and office space configurations directly. The Circuit Civil Administrative Judge conducted a tour of the building, beginning the tour on the 3rd floor, to show overall space and visibility limitations, condition issues, inadequate jury and assembly, nonexistent security separation, technology limitations, inadequate public restroom facilities located on only three of 24 floors, remediation efforts, and ADA inaccessibility.

In many of the courtrooms, the structural columns actually impede visibility between the attorneys, jury, judge and spectators. It was also pointed out that multiple jury rooms are too small to use and that the judges, on occasion, must require that everyone leave the courtroom so that the jury can deliberate there.

In its original 1925 design, the building was intended to serve as the seat of County government and as a courthouse in the lower floors, with a total of eight (8) courtrooms. After County administration moved to the Stephen P. Clark Center in 1985, the building became exclusively used as a courthouse for the first time in its history. Over time, additional courtrooms were added to the upper floors, 7 through 24, for a total of 26 courtrooms that exist today. These and other physical constraints of the building have made it functionally obsolete and does not promote a commitment to the rule of law and equal justice under the law.

The Task Force also discussed secondary needs for future infrastructure and expansion of branch civil courthouses. Currently there are several branch courthouses in need of expansion and remodeling. In addition, in order to provide equal access to justice there was a discussion to add a West Dade branch.

The Chief Judge spoke about the condition of the Richard E. Gerstein Criminal Courthouse (REG) and the need to address the issues at that courthouse, but stated that the situation at the Dade County Courthouse was more critical. The Chief Judge also discussed the federal consent decree regarding overcrowding at the County's jail facilities and the potential effects of that consent decree on any future construction of criminal court facilities. Representatives from the State Attorney's office as well as the Public Defender's office attended meetings and addressed the Task Force. Though they agreed with the Chief Judge that the situation at the

civil court was more critical, they requested that their needs not be overlooked. The December 10th meeting was held at the Richard E. Gerstein Justice Center.

Task Force Responsibility 2: Recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible.

The Task Force reviewed information on funding sources and financing opportunities with input from the County's Chief Financial Officer and the Office of Management and Budget. Attachment A displays these and other funding alternatives analyzed by the Task Force. An overview was provided of the County's $6.7 billion budget and the $178 million spent to date on court projects. A review was provided of the funded five (5) year Capital Improvement Plan by Department and the funded FY 2015-16 Capital Court projects. With $15.6 billion of unfunded capital projects countywide, funding for a new court facility would be competing with other County capital projects.

In 2014, Miami-Dade voters rejected a $390 million plan to replace the Dade County Courthouse. Cost estimates for a new, 600,000 square foot civil courthouse would cost approximately $361 million, excluding land and parking. The Building Better Communities General Obligation Bond (GOB) issue for public safety had monies that were allocated, but not contractually committed. Any changes to GOB allocations would require a review by the Citizen's Advisory Committee prior to being considered by the Board. In 2004, as part of the Building Better Communities General Obligation Bond (BBC-GOB) Program, project number 180, "Additional Courtrooms and Administration Facilities," was allocated $90 million to be used for the "expansion of court facilities in accordance with the master plan." Of the original allocation, $11.8 million has been allocated for the Joseph Caleb Center Tower Renovation to include court functions. Another $30 million was set aside for emergency repairs to the Dade County Courthouse. After paying for needed project repairs at various court facilities, the allocation has been reduced to $46 million.

Prior to the Task Force making any recommendations on needs and funding, the Task Force asked for additional information with regards to current and future operating and maintenance costs of the Dade County Courthouse for the next five (5) to 15 years. The ISD Director described the operating costs for the courthouse -- $2.8 million per year or $10.55 per square foot, comparable to other, similar buildings such as the Richard E. Gerstein Justice Center and the Courthouse Center. There are additional maintenance costs for this facility that are largely due to its age and exposure to the elements while the sealing of the exterior façade is underway – at an average cost of $2.50 per square foot. A list of funded projects for the next five (5) years 2016-2020 are estimated at $39.1 million and for years 2021-2025 are estimated at $10 million. Unfunded repairs for future years 2016-2020 are estimated at $34.8 million and for years 2021-2025 are estimated at $38.5 million.

The Task Force discussed using impact fees as a funding mechanism for courthouse facilities. The County Attorney's Office opined that this would require adopting a new impact fee ordinance for that purpose. The fee (like other impact fees) would be considered an "exaction" subject to the 5th Amendment of the U.S. Constitution, and thus could not be adopted without data sufficient to satisfy the constitutional requirements to demonstrate "a 'nexus' and 'rough proportionality' between the government's demand and the effects of the proposed land use."

See Koontz v. St. Johns River Water Mgmt. Dist., 133 S. Ct. 2586, 2591 (2013). In other words, we would need data establishing the relationship between new development and the impact on courthouse facilities.

The Task Force explored Public Private Partnerships (P3) as a financing and delivery option. P3 is a private business venture that is funded and operated through a partnership of government and one or more private sector companies. The initial capital investment is made by the private sector on the basis of a contract with government to provide agreed services. The County would require a funding mechanism to repay the private business for financing the project, but could make the payments over a set period of time, after which they would own the facility.

The success or failure of a P3 depends on sufficient know-how to enable appropriate pre-investment work and structuring of the project and adequate monitoring of the contract. In addition, there are two more commonly overlooked factors: the private sector's capacity to handle this type of complex, long-term relationship, and the existence of a financial market (not only banking entities, but also institutional investors, bondholders, etc.) able to provide the resources needed for this type of project.

Task Force Responsibility 3: Review the existing Court Infrastructure Master Plan and recommend amendments to such master plan as needed in the public interest.
The Task Force invited Wiley and Associates, Inc., who provided a presentation on the history of courts master planning, as well as the current status of the 2015 Civil Courts Master Plan. Mr. Wiley provided testimony on nationally recognized court facility planning standards and guidelines used to determine the capital infrastructure needs of the courts system. After reviewing the 2002, 2007 and 2008 Master Plans and hearing from Mr. Wiley on the 2015 Draft Master Plan, the Task Force is providing Attachment C, which outlines the recommendations and implementations of all the Master Plans to date.

- 1986 Master Plan Recommendations:
  - Additional courtroom space
  - Renovations Needed
  - Construction of a new 550,000 square foot civil courthouse

  Actions taken: The 13th and 16th floors at the Dade County Courthouse were expanded and the Lawson E. Thomas Courthouse Center family courthouse was opened.

- 2002 Master Plan Recommendations:
  - Immediate replacement of the juvenile courthouse
  - Completion of the Caleb and Hialeah courthouses
  - A new West Dade District Courthouse
  - Expand existing satellites courthouses, the Richard E. Gerstein Criminal Courthouse, and the Dade County Courthouse

  Actions taken: Since 2002, renovations were completed to the 7th, 8th and 9th floors at REG to include the jury pool, Clerk's office, additional passenger elevator, two stairwells in the east and west towers, as well as north center

stairwell. Complete HVAC system installed on the 8th and 9th floors. 1st floor renovations included the revamping of the clerk's area and flooring. Outside improvements were made such as installation of a canopy and ADA improvements. There are several GOB improvement projects that are currently ongoing.

- 2007-08 Master Plan Recommendations:
  - The Dade County Courthouse should be replaced. All the other options are stopgap at best and only intended to buy time to the best solution. The reasons why this replacement is necessary...the facility no longer meets the functional and spatial requirements of a modern courthouse. Most of its courtrooms are sub-standard. The facility lacks appropriate security separation. Vertical transport is challenging and technology integration is increasingly complicated. The building has become dysfunctional for courts and needs to be replaced. The team calculates that this replacement would be about 494,000 GSF.
  - Focused on the Richard E. Gerstein as the highest priority for attention and action. The facility is full and there is a need for additional criminal division judges in the very near future. The expansion need is approximately 126,000 GSF for the courts, court administration and the clerk, excluding any replacement of court related prisoner holding capacity.

  Actions taken: The New Children's Courthouse was opened in April of 2015. Renovations to the Caleb Center Courthouse will be completed in 2017-2018.

- 2015 Civil Courthouse Master Plan (Draft)
  In light of recent discussions by the Board regarding the needs of the civil courthouse, the Internal Services Department has undertaken an updated master plan process that will help define the real and existing needs of the court system. A priority was placed on the civil courts and that portion of the master plan update is currently underway; it is anticipated that a final report will be ready by the end of the year. A preliminary draft of the findings was presented to the Task Force:

  - Recommends a new, 550,000 to 600,000 square foot civil courthouse
  - Recommends the civil courthouse remain within several blocks of the current Dade County Courthouse
  - Recommends 50 courtrooms to accommodate 53 judicial officers based on a projected population growth of 21% by the year 2035 and an increase of 30% in court filings

In the coming months, a scope will be finalized for the larger phase of the entire courts system master plan to include jail and correctional components. Prior courts master plans have not included the jails component, so the scope is being reviewed in collaboration with the Corrections and Rehabilitation Department and the Administrative Office of the Courts. The procurement of this master plan will begin by early 2016.

The Task Force understands that a comprehensive master plan to address the entire courts system is underway and expected to be completed at the end of 2016. The proposed master plan will be coordinated with all the components of the judicial system, including the State Attorney's Office, the Public Defender and Corrections. It is important that the next master plan is a comprehensive one that addresses the needs of Miami-Dade County.

COURTS NEEDS DETERMINATION

The Miami-Dade Court Capital Infrastructure needs are extensive, however, funds are not available to address all the needs. As such, the Task Force identified primary and secondary needs.

- Primary Need – The historic Dade County Courthouse is no longer able to support the operational and spatial needs of the civil court and related functions in an environment that is functional, flexible, secure, accessible, dignified and technologically current. With 26 courtrooms to accommodate 41 judges, the space and functional needs of the civil court are great, and operations are often interrupted. The estimated size of the recommended facility through 2035 should provide 50 courtrooms (based on the updated master plan) to accommodate 53 judicial officers (Circuit Civil, Probate and County Civil Courts) and the associated operations.
- Secondary Needs:
    - Address the needs of the Richard E. Gerstein Criminal Courthouse, the jails and correctional facilities.
    - The expansion of branch courthouses. Currently there are several branch courthouses in need of expansion and remodeling. In addition, in order to provide equal access to justice there was a discussion to add a West Dade branch.

Realizing the extensive nature of these needs and the on-going master plan studies to address the entire court needs comprehensively, the Task Force limited the scope of its work to the Primary Need – Addressing the needs of the Civil Court.

CIVIL COURTHOUSE ALTERNATIVES

While the Task Force members agreed on the "Court Needs Determination" to address the needs of the Civil Court, there was a healthy debate on the approach to meeting this "Primary Need." It was agreed that two alternatives would be studied and one member prepared a "Minority Report" that specifically looked at keeping the existing courthouse and using other locations (similar to Alternative 1):

- Alternative 1 – Existing Dade County Courthouse with branch courthouses or other locations. This alternative repaired the existing courthouse and provided the additional courtrooms in other locations.
- Minority Report – Options other than building a new building. This is a detailed report that also addresses funding, financing and project delivery. See attached Minority Report.

- Alternative 2 – New Civil Courthouse. This alternative would result in the construction of a new courthouse that satisfied the projected year 2035 courthouse needs.

Alternative 1 – Existing Dade County Courthouse with branch courthouses or other locations. As illustrated in Attachment B, this alternative supplemented the existing Dade County Courthouse with courtrooms located in other buildings owned by the County. After looking at branch courthouses and other locations, it was determined the most suitable location(s) considered are represented in Attachment B, and these are the Dade County Courthouse, 140 W. Flagler Building and the 3rd Floor of the Main Library.

Minority Report

Task Force member Maria Luisa Castellanos agreed that the Dade County Courthouse is no longer able to support the operational and spatial needs of the Civil and Probate Courts and related functions completely, however, attached you will find her Minority Report which provides her review of other options in lieu of a new courthouse building. In summary, the report recommends a complete remodeling of the Dade County Courthouse, in which some renovations are already funded. In addition to the remodeling, additional space could be added by renovating the 140 W. Flagler Building. Also attached to this report, is a suggested floor plan submitted as an option to construct an additional 23 courtrooms estimated at $39.5 million. In order to provide an additional 20 courtrooms that was requested by the court system, she suggested reviewing the empty space adjacent to the Miami-Dade County Public Library and the Overtown Transit Facility.

TASK FORCE RESPONSE TO THE MINORITY REPORT

The Task Force requested that the Circuit Civil Administrative Judge review the Minority Report and provide her findings, which includes that attached letters, Exhibit 21 and Exhibit 30 from the National Center for State Courts on the proposed floor plans submitted. Circuit Civil Administrative Judge's findings stated that Attachment A-1 of the Minority Report is incorrect in that only 16 courtrooms are in use each week. The Circuit Civil Division Schedule, Exhibit 18, took three sample weeks this fall and provided information as to courtroom usage. Usage demands reflected in Exhibit 18, indicate the following:

- On September 28, 22 judges requested courtrooms for trial, three (3) courtrooms available for calendars and special sets – 15 judges with no courtroom access.
- On October 5, 15 judges requested courtrooms for trial, seven (7) courtrooms available for calendars and special sets, three (3) courtrooms were closed for remediation – 18 judges with no courtroom access.
- October 19, 24 judges requested courtrooms for trial, only one (1) courtroom available for calendars and special sets, four (4) courtrooms for remediation – 19 judges with no courtroom access.

Attachment A-1 of the Minority Report does not include the visiting county judge's trials, and the non-trial proceedings that require a courtroom. These include large calendars,

special sets, and can involve from 12-50 lawyers and parties. The fact that the judges working in the Dade County Courthouse, without the needed physical facilities, and making due, should not suggest that this is an adequate solution going forward.

In Attachment B of the Minority Report, no courtrooms with columns were to be included in the renovation plan of the Dade County Courthouse, but third and fifth floor courtrooms with columns are included. The Court has done a photographic survey, Exhibit 31, showing clearly which courtrooms have columns and which do not. The Task Force was provided this survey at the December 10th meeting. Fifteen courtrooms have columns that block sight lines and affect courtroom visibility. There are ten courtrooms with no columns and have complete visibility. Remodeling the first twenty floors of the Dade County Courthouse cannot physically create additional courtrooms without visibility issues. The columns cannot be altered. Remodeling any floor above six (6) will only produce office space, which is not needed.

With regards to court filing fees, the Court has pursued every funding source proposed by the County, including asking the Supreme Court of Florida to raise statewide civil filing fees, which was declined. Florida Courts have consistently held that the funding proposals are presently unconstitutional under the Florida Constitution and are not available under the current statutory scheme regarding filing fees. Any suggestions for changing the current statutory scheme would take legislative action and years.

This year there have been 22,599 cases filed in the Circuit Civil Court and there is a pending docket of 46,240 cases. In 2014, there were 32,646 Circuit Civil cases filed and disagree with the Minority Report's reference about the importance of open and accessible courts. While our community has many needs, individuals and businesses rely upon our courts to protect and vindicate their rights. In addition, the court system represents a significant economic engine in the service economy of Miami-Dade County, including domestic and international clients.

The costs reflected in the text of the Minority Report are not comparable to that of the Task Force Report as they do not include the following:

1. Soft Costs to Include:
    a. Design services
    b. Design contingency
    c. Design related reimbursable expenses
    d. Design allowance for voice/data communications, electronic/audio visual, security, LEED Consultation, interior design, and extended construction administrative services
2. Construction Contingency
3. Furniture and Fixtures (FF&E)
4. Security
5. Telecommunications/Data Infrastructure
6. Art in Public Places (APP)
7. Project Management, Permits, Testing, Contingency for Cost Escalation

Alternative 2 – New Civil Courthouse

As illustrated in Attachment B, this alternative provides a purposely built facility that embodies the characteristics of a 21st century civil courthouse, serves the public and the efficient administration of justice, accommodates growth and change, and continues to represent the community's commitment to the rule of law and equal access to justice under the law. The estimated size of the recommended facility through 2035 should provide 50 courtrooms to accommodate 53 judicial officers (Circuit Civil, Probate and County Civil Courts) and the associated operations of the Administrative Office of the Courts and the Clerk of Courts as well as the appropriate jury assembly, grand jury space, law enforcement area, law library/community space, security and building management functions.

RECOMMENDATIONS

These recommendations are based on the alternatives that were analyzed in Attachment B, and were approved by a Task Force vote of 5 members to 1.

Recommended Project Alternative and Location

a. Alternative 2 – New Civil Courthouse. This alternative provides a courthouse facility that adequately supports the operational and spatial needs of the civil court and related functions in an environment that is functional, flexible, secure, accessible, dignified and technologically current. Many of the existing deficiencies of the existing facility would remain in the other alternatives after the expenditure of significant funds. Attachment B shows that although the initial capital costs are higher for Alternative 2, a comparison of the 30 year timeline project costs of the other alternatives approach that of Alternative 2. It is anticipated that the lifecycle costs would show Alternative 2 to be less costly. This Task Force requested that ISD prepare a lifecycle cost analysis to supplement this report.
b. Located in downtown as defined in Attachment B, close to related courts and as close as possible to a major transportation hub with adequate parking.

Funding Recommendations

The Task Force understands that funding is limited, few if any new funding sources are readily available, and County funding increases as a result of increasing tax revenues are already committed. We respectfully request that the policy makers and staff seek opportunities to fund the new courthouse from its existing revenues and to seek financing options that complement the funding mechanisms as detailed in Attachment A.

Recommended Project Delivery Method

While a conventional design bid build delivery method is possible for the design and construction of a new courthouse, the Task Force recommends that a P3 delivery method be considered for the delivery of the project, provided the county identifies a clearly defined funding source and implements the policies and procedures required for this type of delivery method and employs the personnel and consultants required for the successful implementation of this type of project delivery.

Attachments

A) Funding Alternatives Chart
B) Evaluation of Alternatives Chart
C) Master Plan Recommendations and Implementations Chart

Table of Exhibits

1. Meeting Agendas
2. Meeting Minutes
3. County Memoranda
   - August 21, 2014 – Capital Construction Needs of the Miami-Dade County Circuit and County Courts
   - September 2, 2014 – Additional Information Regarding Alternate Options to Build/Finance a New Courthouse
   - August 17, 2015 – Report of Inspections of all Courts Facilities Located in Miami-Dade County and Identification of County-Owned Buildings Suitable for the Temporary Relocation of Court Operations
4. List of Vacant Space in County-Owned and Leased Buildings presented by Tara Smith, Director of Internal Services Department
5. Finance Department presentation by Edward Marquez, Deputy Mayor/Chief Financial Officer
6. Public Private Partnership The Basics and Lessons Learned from other Public Entities presented by Robert Warren, Real Estate Advisor, Regulatory and Economic Resources Department
7. 1986 Dade County Civil Courts Master Plan Interim and Long-Term Implementation Strategies
8. 2002 Eleventh Judicial Circuit of Florida Facilities Master Plan
9. 2007 Master Plan for the Expansion of Courtrooms and Administrative Facilities Phase 1A – Program Need Investigation
10. 2008 Master Plan for the Expansion of Courtrooms and Administrative Facilities Phase 1B – Program Analysis
11. 2008 Master Plan for the Expansion of Courtrooms and Administrative Facilities Phase 1C – Development Options
12. The Raising of Court Filing Fees Paper submitted by Task Force Member Maria Luisa Castellanos
13. Distribution of Schedule of Court-Related Filing Fees, Service Charges, Costs, and Fines, including a Fee Schedule for Recording Effective July 1, 2015
14. Master Plan Presentation presented by Dan L. Wiley & Associates
15. Circuit Civil Courtroom Sets and Circuit Civil Judicial Office Sets submitted by Dan L. Wiley & Associates
16. Master Plan Presentation Supplement submitted by Perez & Perez Architects Planners
17. Letter from the Circuit Civil Administrative Judge Jennifer Bailey
18. Civil Division Weekly Schedule submitted by Circuit Civil Administrative Judge Jennifer Bailey
19. HOK Presentation on New Civil Courthouse
20. All Aboard Presentation on New Civil Courthouse
21. Letter from National Center for State Courts submitted by Circuit Civil Administrative Judge Jennifer Bailey
22. Challenges and Costs Associated with Decentralization of the Circuit Civil Court submitted by Circuit Civil Administrative Judge Jennifer Bailey
23. Letter from the Honorable Katherine Fernandez-Rundle, State Attorney

24. Email from the Honorable Carlos J. Martinez, Public Defender
25. submitted as response to Exhibit 25.Public Private Partnerships Presentation presented by Marv Hounjet, Vice President, Plenary Group
26. Dade County Courthouse Building Floor Closures submitted by Chief Judge Bertila Soto
27. Civil Courthouse Comparison submitted by Chief Judge Bertila Soto
28. Letter from the Honorable Carlos J. Martinez, Public Defender
29. Letter from the Honorable Katherine Fernandez-Rundle, State Attorney
30. Letter from the National Center for State Courts review of revised 140 W. Flagler Building layout submitted by Circuit Civil Administrative Judge Jennifer Bailey
31. Dade County Courthouse Photographic Survey of Courtrooms
32. The Internal Services Department Construction Budget Breakdown for the 140 W. Flagler Building
33. Minority Report submitted by Task Force Member Maria Luisa Castellanos

Courts Capital Infrastructure Task Force
ATTACHMENT A
Civil Court Facilities Funding Alternatives

Funding Mechanism	Funding Feasibility
Sale or Lease of the Dade County Courthouse The overall funding strategy would require that the Dade County Courthouse be repaired for sale of or leasing opportunities to offset construction of a new civil courthouse.	The independent appraisal of the Dade County Courthouse provided market value estimates in its "as is" (unrepaired) condition, as follows. If the County were to make repairs before sale, the market value would increase, but not dollar for dollar given the time value of money. **Scenario 1: "As Is" Market Value, Sale and County Leaseback:** "As Is" Market Value: $31,281,857 **Scenario 2: "As Is" Market Value, Sale and County Vacates:** County does not lease back: $21,561,857 TDR's = Transferrable Development Rights, which if valued separately, are $11,060,000. The **market rent** for the courthouse, assuming it is repaired to average, occupiable condition, was estimated at $24.00 per square foot, equal to $6,360,000 per year on a gross basis, prior to expenses.
Building Better Communities General Obligation Bonds The Building Better Communities General Obligation Bond Program, project number 180, "Additional Courtrooms and Administration Facilities," provide for a current allocation of $90 million to be used for the "expansion of court facilities in accordance with the master plan."	Of the original allocation, $11.8 million has been allocated for the Joseph Caleb Center Tower Renovation to include court functions. Another $30 million was set aside for emergency repairs to the Dade County Courthouse. After paying for needed project repairs at various court facilities, the allocation has been reduced to **$46 million**.

Courts Capital Infrastructure Task Force
ATTACHMENT A
Civil Court Facilities Funding Alternatives

Building Impact Fees Using impact fees as a funding mechanism for courthouse facilities.	Would require adopting a new impact fee ordinance. The fee (like other impact fees) would be considered an "exaction" subject to the 5th Amendment of the U.S. Constitution, and thus could not be adopted without data sufficient to satisfy the constitutional requirements to demonstrate "a 'nexus' and 'rough proportionality' between the government's demand and the effects of the proposed land use." See Koontz v. St. Johns River Water Mgmt. Distr., 133 S. Ct. 2586, 2591 (2013). Data is needed to establish the relationships between new development and the impact on court facilities.
Filing Fees In 2007 there was an amendment to the Florida Constitution that required counties to provide for court facilities and communications infrastructure. This constitutional amendment directed all court revenues, including filing fees, into the County Clerks' budget and State general revenue.	The Task Force recommends that the Board of County Commissioners pass legislation urging the Florida Legislation to review the court filing fees structure for Miami-Dade County.

Traffic Surcharges In an effort to mitigate some of the cost associated with providing for court facilities and communications needs, Counties successfully sought the authority to levy two separate traffic surcharges. The County currently implements the maximum permissible surcharge of $30.00 under Florida Statute 381.18(13)(a)1, which is applied to all civil and criminal traffic violations in Dade County. This revenue is restrictive in scope in that they may only be used for state court facilities. This revenue has been pledged to the County's existing court facility bonds. Any surplus revenue collected will be utilized either to defease the outstanding bonds or for annual court facility needs. The second surcharge was authorized in an amount up to $15.00 and is currently used to help fund court facility operations. This revenue cannot be pledged to bonds. Municipalities were successful in getting initiating jurisdiction revenues returned, but unincorporated areas of counties were specifically exempted from this legislation in final form.	Provision 318.18(13)(a)3 of the same Statute allows the county to levy a traffic surcharge for infractions or violations for the sole purpose of securing the payment for principal and interest for bonds issued by the County on or after July 1, 2009 to fund court facilities. The scope of this surcharge is more limited in what can be funded after annual principal and interest payments have been made should there be any excess beyond projected collections.
Property Tax Revenues Based on the proposed FY2015-2016 Five Year Financial Outlook, the countywide property tax roll is assumed to increase 6.5% in FY2016-2017 and 5.5% through FY2019-2020. The overall General Fund Budget is expected to remain balanced throughout the scope of the proposed Five Year Financial Outlook.	With the current budget being the base, the increase in revenue is: FY 2016-17: $66.423 million FY 2017-18: $126.297 million FY 2018-19: $189.399 million FY 2019-20: $255.971 million Revenue and Expenditure Reconciliation, Volume 1, p. 90 of the budget book: No excess revenue available.

Courts Capital Infrastructure Task Force
ATTACHMENT A
Civil Court Facilities Funding Alternatives

Public Benefit Program Currently the City of Miami has a public benefits component in their Miami 21 Zoning Code that establishes a program to allow bonus building capacity in exchange for the developer's contribution into the Miami 21 Public Benefits Trust Fund. The trust fund provides a funding source for projects that will benefit the public including subsidizing affordable/workforce housing, creating and maintaining parks/open space, preserving historic structures, redeveloping previously contaminated land (brownfields), and promoting green building standards (additional to those required). The public benefits program works in exchange for additional building capacity, a developer must provide the public benefit either on-site, off-site, or payment into the Miami 21 Public Benefits Trust Fund.	The contribution made, if paying into the trust fund, is per square footage based on the area where the property is situated and on data that is readily available so periodic adjustments can be made depending on the current market. The fee schedule is at approximately 30% of related land costs of a completed unit for each area, making it attractive enough that developer will contribute. Cash allocations of funds are approved by the City Commission on an annual basis upon the recommendation of the City Manager.
Ad Valorem Taxes Issue a new General Obligation Bond	Subject to voter approval.

Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facility Alternatives

	Alternative 1		Alternative 2
Evaluation Criteria	**Two Locations**	**Three Locations**	**New Civil Courthouse**
Location(s)	Existing Dade County Courthouse with 140 W. Flagler Street	Existing Dade County Courthouse with 140 W. Flagler Street and Main Library in Downtown, 3rd Floor	One Location Downtown TBD
Courthouse Standards*	Existing 26 Courtrooms 127,100 square feet Additional 21 Courtrooms Total Courtrooms 47 386,000 Total Square Feet	Existing 26 Courtrooms 184,500 square feet Additional 31 Courtrooms Total Courtrooms 57 443,000 Total Square Feet	600,000 square feet 53 Courtrooms
Project budget inclusive of all project capital costs for additional location(s)	$107,836,300	$131,023,137	$361,000,000
Capital Costs of existing Dade County Courthouse - 15 year timeframe	$146,114,407	$146,114,407	N/A
Total Capital Costs	$253,950,707	$277,137,544	N/A
Operating & Maintenance Costs (does not include lifecycle costs***)	$11.91 per square foot = $4,609,085 per year $138,272,550 for 30 years	$12.64 per square foot = $5,637,054 per year $169,111,620 for 30 years	$8.26 per square foot = $4,953,613 per year $148,608,390 for 30 years
30 Year Timeline for Operating and Capital Costs** (does not include lifecycle costs***)	$392,223,257	$446,249,164	$509,680,390
Annual Debt Service Payment Estimate	$6,464,213	$16,612,170	$21,639,320

* Alternative 1 is designed to meet basic needs without future growth, accepting use of the existing 26 courtrooms, which are not consistent with national court standards and providing additional courtrooms at other location(s). This alternative includes the ongoing 15 year plan to renovate and remodel the existing courthouse. Alternative 2 is designed in accordance with national court standards including jury assembly and deliberation areas, training spaces, secured parking, and future growth.

**Does not include operating expenses for the Administrative Office of the Courts or Clerk of Courts.

***The Task Force requested that ISD prepare a lifecycle cost analysis to supplement this report.

Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facility Alternatives

Location Alternatives	Proximity to related court facilities	Proximity to Public Transportation/ Public Access	Availability of County Owned Land	Parking
Downtown	Children's Courthouse (Dependency & Delinquency) 155 NW 3rd Street Clerk of Courts 22 NW 1st Street (County Recorder) Lawson E. Thomas Courthouse Center (Family Court) 175 NW First Avenue US District Court Clerk 400 N. Miami Avenue US Court of Appeals 51 SW 1st Avenue US Bankruptcy Court 51 SW 1st Avenue Dade County Child Support 601 NW 1st Court Dade County Bar Association Legal Aid 123 NW 1st Avenue Existing Legal Infrastructure	Government Center Metrorail Station, Metromover, Metro Bus. All Aboard Florida anticipated 2017, which will include connections to Ft. Lauderdale, West Palm Beach and Orlando, as well as access to Tri-Rail.	Children's Courthouse Site – 155 NW 3rd Street 140 W. Flagler Building – Hickman Site – 270 NW 2nd Street and 275 NW 2nd Street Downtown Motor Pool – 201 NW 1st Street	West Lot Garage 220 NW 3rd Street Miami-Dade Cultural Center 50 NW 2nd Avenue Courthouse Center 175 NW 1st Avenue Hickman Garage 275 NW 2nd Street

Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facility Alternatives

Location Alternatives	Proximity to related court facilities	Proximity to Public Transportation/ Public Access	Availability of County Owned Land	Parking
Civic Center	Richard E. Gerstein Justice Center 1351 NW 12th Avenue State Attorney's Office 1350 NW 12th Avenue Public Defender's Office 1 1320 NW 14th Street Public Defender's Office 2 1500 NW 12th Avenue Corrections and Rehabilitation Pre-Trial Detention Center 1321 NW 13th Street Miami-Dade County Kristi House 1265 NW 12th Avenue	Civic Center Metrorail Station Metro Bus	Existing surface lots to be converted to court facilities or garages	Graham Building Lot 1350 NW 13th Avenue Civic Center Jury Lot 1250 NW 12th Street Civic Center Lot 25 1355 NW 12th Avenue

Courts Capital Infrastructure Task Force
ATTACHMENT C
Master Plan Recommendations and Implementations

Master Plan	Recommendations	Implementations
2007-08 Master Plan for Courtrooms and Administrative Facilities	• New Children's Courthouse • Expand or replace the Richard E. Gerstein Justice Center • Replacement of the Dade County Courthouse • Caleb Center • Replace the Coral Gables Branch • Expand or replace the North Dade Justice Center • South Dade Justice Center	The New Children's Courthouse was opened in April of 2015. Renovations to the Caleb Center Courthouse will be completed in 2017-2018.
2002 Facilities Master Plan	• New Hialeah District Courthouse • New Juvenile Justice Courthouse • Courtroom and Judicial office additions to Courthouse Center • Courtroom and Judicial office expansion at the South Dade District Courthouse • Caleb Center renovation • Various other modifications, renovations and repairs at Richard E. Gerstein Justice Center, Lawson E. Thomas Courthouse Center and the Dade County Courthouse • West Dade Regional District Court	The Hialeah District Courthouse was opened in 2004. REG Renovations to the 7th, 8th and 9th floors to include the jury pool, Clerk's office, additional passenger elevator, two stairwells in the east and west towers, as well as north center stairwell. Complete HVAC system installed on the 8th and 9th floors. 1st floor renovations included the revamping of the clerk's area and flooring. Outside improvements were made such as installation of a canopy and ADA improvements. There are several GOB improvement projects that are currently ongoing.
1986 Dade County Civil Courts Master Plan Interim and Long-Term Implementation Strategies	• Jury Assembly expansion • Probate Clerk Expansion • Circuit Civil Clerk Expansion • Courtroom/Circulation Improvement • Court Expansion • Law Library Expansion • Court Administration Expansion	Jury Assembly expansion included relocating from the 15th floor to the 2nd floor. Courtrooms were added to the 3rd – 6th floors. The judges were moved to the tower floors. New Courtrooms were provided on lower and tower levels.

Memorandum

MIAMI-DADE COUNTY

Date: February 11, 2016

To: Honorable Chairman Jean Monestime
And Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Miami-Dade Court Capital Infrastructure Task Force Report – Directive 150528

Pursuant to Resolution No. R-144-15 sponsored by Commissioner Rebeca Sosa and adopted by the Board of County Commissioners (Board) on February 3, 2015 establishing the Miami-Dade Court Capital Infrastructure Task Force (Task Force), attached is the final report of the Task Force findings and recommendations.

In February 2015, the Board created the Task Force for the purpose of reviewing the County trial court infrastructure needs and identifying any needed repairs to existing facilities, as well as any current or future infrastructure expansion needs; to recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible; and to review the existing Court Infrastructure Master Plan and recommend amendments to such master plan, as needed.

The Task Force requested that all exhibits presented during this process be attached to the report.

In accordance with Ordinance No. 14-65, this report will be placed on the next available Board meeting agenda.

Attachment

c: Honorable Harvey Ruvin, Clerk of Courts, Eleventh Judicial Circuit
Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit
Honorable Katherine Fernandez-Rundle, State Attorney
Honorable Carlos J. Martinez, Public Defender
Abigail Price-Williams, County Attorney
Office of the Mayor Senior Staff
Jennifer Moon, Director, Office of Management and Budget
Tara C. Smith, Director, Internal Services Department
Christopher Agrippa, Director, Clerk of the Board Division
Eugene Love, Agenda Coordinator
Task Force Members

December 17, 2015
Report of the Miami-Dade Court Capital Infrastructure Task Force

EXECUTIVE SUMMARY

On February 3, 2015, the Miami-Dade Board of County Commissioners (Board) adopted Resolution R-144-15 which established the Court Capital Infrastructure Task Force for a period of 220 days. The initial meeting of the Task Force took place on July 17, 2015, and deliberations were completed on December 17, 2015. The Internal Services Department was assigned to facilitate presentations of stakeholders and to provide staff support to the Task Force. This report reflects the recommendations of this Task Force and does not necessarily represent the opinion of the Internal Services Department or the Administrative Office of the Courts. Pursuant to a unanimous vote of the Task Force members present, this is a final report of its findings and recommendations.

The purpose of the Task Force as defined in the resolution is as follows:

1) Review the County trial court infrastructure needs and identify any needed repairs to existing facilities as well as any current or future infrastructure expansion needs.
2) Recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible.
3) Review the existing Court Infrastructure Master Plan and recommend amendments to such master plan as needed in the public interest.

The Task Force is comprised of seven (7) members - five (5) appointed by the Board with the following expertise: civil engineering with a focus on infrastructure, community and real estate development, construction, architecture and capital financing; one (1) appointed by the Chief Judge of the Eleventh Judicial Circuit of Miami-Dade County, with expertise in court facilities planning and management; and one (1) appointed by the County Mayor with expertise in court facilities administration and master planning.

The Task Force held nine (9) meetings: July 17, 2015; August 10, 2015; August 17, 2015; August 24, 2015; September 15, 2015; October 5, 2015, November 19, 2015, December 10, 2015, and December 17, 2015.

During the course of these meetings, numerous presentations were made, at the request of the Task Force members, which included the following:

- Internal Services Department Director Tara Smith, which included ongoing courthouse projects, 40 year certification, and a list of vacant and partially filled County buildings, Dade County Courthouse operating and maintenance costs for 5, 10, and 15 years, and the use of vacant spaces, pros and cons.
- Deputy Mayor and Chief Financial Officer Edward Marquez, who discussed existing financial needs, funding options and lessons learned from other cities. Mr. Marquez also included Robert Warren, from Regulatory and Economic Resources to provide information to the Task Force on pros and cons of using a Public/Private Partnership delivery method (P3).

- Honorable Bertila Soto, Chief Judge for the Eleventh Judicial Circuit discussed the master plan and the current and future operational needs of the courts.
- Circuit Civil Administrative Judge Jennifer Bailey, provided a tour of the Dade County Courthouse.
- Dan L. Wiley of Dan L. Wiley & Associates, Inc., discussed the 2007 and 2008 Master Plans and provided an update on the 2015 Master Plan Draft.
- All Aboard Florida discussed the standards and requirements used to approximate costs of a new civil courthouse.
- HOK, architects of record for the new Children's Courthouse discussed the standards and requirements used to approximate costs of a new civil courthouse.
- Marv Hounjet, Vice President Corporate Development, Plenary Group discussed P3.
- Gary Winston, State Attorney's Office
- Richard M. DeMaria, Chief Assistant Public Defender, Law Offices of Public Defender

In addition to these presentations, a number of other County departments were available to answer questions of the Task Force members, including the Office of Management and Budget, the Eleventh Judicial Circuit, and Internal Services' Facilities and Construction Management staff.

After hearing and deliberating the testimony and information provided, the Task Force established the following priorities based on the needs of the courts system.

The historic Dade County Courthouse is no longer able to support the operational and spatial needs of the civil court and related functions in an environment that is functional, flexible, secure, accessible, dignified and technologically current.

The civil court should be accommodated in a purposely built facility that embodies the characteristics of a 21st century civil courthouse, serves the public and the efficient administration of justice, accommodates growth and change, and continues to represent the community's commitment to the rule of law and equal access to justice under that law.

The estimated size of the recommended facility and/or facilities through 2035 should provide 53 courtrooms to accommodate 53 judicial officers (Circuit Civil, Probate and County Civil Courts) and the associated operations of the Administrative Office of the Courts and the Clerk of Courts as well as the appropriate jury assembly, grand jury space, law enforcement area, law library/community space, security and building management functions. On December 8th, the Task Force was provided with the Draft Master Plan, which determined the final number of civil courtrooms through 2035 is 50.

This facility should be located in the downtown area, close to related courts and as close as possible to a major transportation hub with adequate parking.

It is important to acknowledge the extensive support and staffing provided by the Internal Services Department, the County Attorney's Office, the Clerk of the Board, and others who assisted in the drafting of this final report and recommendations. The Mayor and Board of County Commissioners have a great responsibility to understand and balance the needs of

the community, and it is our hope that this report provides the guidance to make sound and informed decisions.

WORK OF THE TASK FORCE

Task Force Responsibility 1: Review the County trial court infrastructure needs and identify any needed repairs to existing facilities as well as any current or future infrastructure expansion needs.

The Task Force was responsible to review the County trial court infrastructure needs and identify any needed repairs to existing facilities as well as any current or future infrastructure expansion needs. The Director of the Internal Services Department provided testimony on the facilities management for eleven courthouses that contain a total of 116 courtrooms, and accounted for approximately 3.6 million square feet of courthouse space. The Director provided information on the ongoing projects at all courthouse facilities, and the life safety inspections which took place in all but the newest ones. All inspected courthouses were found to be electrically and structurally safe for continued occupancy, and work is underway on recommendations for minor improvements. The Task Force reviewed the Mayor's memorandum dated August 17, 2015, which describes these inspections and identifies County-owned buildings suitable for the temporary relocation of court operations.

At their request, the ISD Director also distributed to the Task Force a list of vacant spaces that currently exist in all County buildings and noted the opportunity for courthouses to occupy those vacant spaces was limited due to multiple restrictions.

The possible temporary co-location of courtroom space in the downtown area was considered consisting of the Stephen P. Clark Center, the Miami-Dade Public Library, the 140 West Flagler Building and the Overtown Transit Village. Up to ten courtrooms were identified to be built-out in the Public Library, for which the cost estimate is $23 million. One of the focused discussions by a Task Force member was the use of the 140 West Flagler Building, in which the ISD Director opined that bringing the building up to code would exceed $30 million and County departments were currently being moved out of that building and relocated to other spaces.

The Chief Judge of the Eleventh Judicial Circuit provided testimony about the current and future infrastructure needs. She explained to the task force that the Eleventh Judicial Circuit was the largest in the State of Florida and the fourth largest in the nation. It serves 33 municipalities and a population of over 2.5 million people. The circuit consists of 123 judges, 14 general magistrates, and 32 traffic magistrates, not including mediators. Cases heard by the circuit includes all state matters, civil, criminal, traffic, family, domestic violence, landlord and tenant, probate, juvenile delinquency, dependency and county appellate matters.

The Chief Judge explained to the Task Force that there are four main courthouses in the County: the Dade County Courthouse, the Richard E. Gerstein Criminal Courthouse, the Lawson E. Thomas Family Courthouse, and the new Children's Courthouse. There are seven (7) branch courthouses: North Dade Justice Center, Coral Gables, South Dade Justice Center, Hialeah, Miami Beach, Joseph Caleb and Overtown Transit Village South. All civil

trials are held at the centrally located Dade County Courthouse due to constitutional requirements for civil jury pools, juror travel issues and the lack of jury courtroom space at branch facilities.

The Chief Judge spoke about the efforts to accommodate the problems repeatedly encountered at the Dade County Courthouse and pointed out that there were eleven remediations last year on the 6th floor. She also expressed concern with the current struggles encountered by employees on a regular basis, to include portions of floors having to be shut down for renovations; the need for constant air quality samples having to be taken due to the age of the air handlers, which 35 of the 50 units below the 6th floor were over 50 years old; the need for technology infrastructure throughout the building; and that the building was not ADA compliant, but notes that the age of the building grandfathers it in.

One of the Task Force meetings took place inside the Dade County Courthouse in order to allow members to see the courtrooms and office space configurations directly. The Circuit Civil Administrative Judge conducted a tour of the building, beginning the tour on the 3rd floor, to show overall space and visibility limitations, condition issues, inadequate jury and assembly, nonexistent security separation, technology limitations, inadequate public restroom facilities located on only three of 24 floors, remediation efforts, and ADA inaccessibility.

In many of the courtrooms, the structural columns actually impede visibility between the attorneys, jury, judge and spectators. It was also pointed out that multiple jury rooms are too small to use and that the judges, on occasion, must require that everyone leave the courtroom so that the jury can deliberate there.

In its original 1925 design, the building was intended to serve as the seat of County government and as a courthouse in the lower floors, with a total of eight (8) courtrooms. After County administration moved to the Stephen P. Clark Center in 1985, the building became exclusively used as a courthouse for the first time in its history. Over time, additional courtrooms were added to the upper floors, 7 through 24, for a total of 26 courtrooms that exist today. These and other physical constraints of the building have made it functionally obsolete and does not promote a commitment to the rule of law and equal justice under the law.

The Task Force also discussed secondary needs for future infrastructure and expansion of branch civil courthouses. Currently there are several branch courthouses in need of expansion and remodeling. In addition, in order to provide equal access to justice there was a discussion to add a West Dade branch.

The Chief Judge spoke about the condition of the Richard E. Gerstein Criminal Courthouse (REG) and the need to address the issues at that courthouse, but stated that the situation at the Dade County Courthouse was more critical. The Chief Judge also discussed the federal consent decree regarding overcrowding at the County's jail facilities and the potential effects of that consent decree on any future construction of criminal court facilities. Representatives from the State Attorney's office as well as the Public Defender's office attended meetings and addressed the Task Force. Though they agreed with the Chief Judge that the situation at the

civil court was more critical, they requested that their needs not be overlooked. The December 10th meeting was held at the Richard E. Gerstein Justice Center.

Task Force Responsibility 2: Recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible.
The Task Force reviewed information on funding sources and financing opportunities with input from the County's Chief Financial Officer and the Office of Management and Budget. Attachment A displays these and other funding alternatives analyzed by the Task Force. An overview was provided of the County's $6.7 billion budget and the $178 million spent to date on court projects. A review was provided of the funded five (5) year Capital Improvement Plan by Department and the funded FY 2015-16 Capital Court projects. With $15.6 billion of unfunded capital projects countywide, funding for a new court facility would be competing with other County capital projects.

In 2014, Miami-Dade voters rejected a $390 million plan to replace the Dade County Courthouse. Cost estimates for a new, 600,000 square foot civil courthouse would cost approximately $361 million, excluding land and parking. The Building Better Communities General Obligation Bond (GOB) issue for public safety had monies that were allocated, but not contractually committed. Any changes to GOB allocations would require a review by the Citizen's Advisory Committee prior to being considered by the Board. In 2004, as part of the Building Better Communities General Obligation Bond (BBC-GOB) Program, project number 180, "Additional Courtrooms and Administration Facilities," was allocated $90 million to be used for the "expansion of court facilities in accordance with the master plan." Of the original allocation, $11.8 million has been allocated for the Joseph Caleb Center Tower Renovation to include court functions. Another $30 million was set aside for emergency repairs to the Dade County Courthouse. After paying for needed project repairs at various court facilities, the allocation has been reduced to $46 million.

Prior to the Task Force making any recommendations on needs and funding, the Task Force asked for additional information with regards to current and future operating and maintenance costs of the Dade County Courthouse for the next five (5) to 15 years. The ISD Director described the operating costs for the courthouse -- $2.8 million per year or $10.55 per square foot, comparable to other, similar buildings such as the Richard E. Gerstein Justice Center and the Courthouse Center. There are additional maintenance costs for this facility that are largely due to its age and exposure to the elements while the sealing of the exterior façade is underway – at an average cost of $2.50 per square foot. A list of funded projects for the next five (5) years 2016-2020 are estimated at $39.1 million and for years 2021-2025 are estimated at $10 million. Unfunded repairs for future years 2016-2020 are estimated at $34.8 million and for years 2021-2025 are estimated at $38.5 million.

The Task Force discussed using impact fees as a funding mechanism for courthouse facilities. The County Attorney's Office opined that this would require adopting a new impact fee ordinance for that purpose. The fee (like other impact fees) would be considered an "exaction" subject to the 5th Amendment of the U.S. Constitution, and thus could not be adopted without data sufficient to satisfy the constitutional requirements to demonstrate "a 'nexus' and 'rough proportionality' between the government's demand and the effects of the proposed land use."

See Koontz v. St. Johns River Water Mgmt. Dist., 133 S. Ct. 2586, 2591 (2013). In other words, we would need data establishing the relationship between new development and the impact on courthouse facilities.

The Task Force explored Public Private Partnerships (P3) as a financing and delivery option. P3 is a private business venture that is funded and operated through a partnership of government and one or more private sector companies. The initial capital investment is made by the private sector on the basis of a contract with government to provide agreed services. The County would require a funding mechanism to repay the private business for financing the project, but could make the payments over a set period of time, after which they would own the facility.

The success or failure of a P3 depends on sufficient know-how to enable appropriate pre-investment work and structuring of the project and adequate monitoring of the contract. In addition, there are two more commonly overlooked factors: the private sector's capacity to handle this type of complex, long-term relationship, and the existence of a financial market (not only banking entities, but also institutional investors, bondholders, etc.) able to provide the resources needed for this type of project.

Task Force Responsibility 3: Review the existing Court Infrastructure Master Plan and recommend amendments to such master plan as needed in the public interest.
The Task Force invited Wiley and Associates, Inc., who provided a presentation on the history of courts master planning, as well as the current status of the 2015 Civil Courts Master Plan. Mr. Wiley provided testimony on nationally recognized court facility planning standards and guidelines used to determine the capital infrastructure needs of the courts system. After reviewing the 2002, 2007 and 2008 Master Plans and hearing from Mr. Wiley on the 2015 Draft Master Plan, the Task Force is providing Attachment C, which outlines the recommendations and implementations of all the Master Plans to date.

- 1986 Master Plan Recommendations:
  - Additional courtroom space
  - Renovations Needed
  - Construction of a new 550,000 square foot civil courthouse

  Actions taken: The 13th and 16th floors at the Dade County Courthouse were expanded and the Lawson E. Thomas Courthouse Center family courthouse was opened.

- 2002 Master Plan Recommendations:
  - Immediate replacement of the juvenile courthouse
  - Completion of the Caleb and Hialeah courthouses
  - A new West Dade District Courthouse
  - Expand existing satellites courthouses, the Richard E. Gerstein Criminal Courthouse, and the Dade County Courthouse

  Actions taken: Since 2002, renovations were completed to the 7th, 8th and 9th floors at REG to include the jury pool, Clerk's office, additional passenger elevator, two stairwells in the east and west towers, as well as north center

stairwell. Complete HVAC system installed on the 8th and 9th floors. 1st floor renovations included the revamping of the clerk's area and flooring. Outside improvements were made such as installation of a canopy and ADA improvements. There are several GOB improvement projects that are currently ongoing.

- 2007-08 Master Plan Recommendations:
  - The Dade County Courthouse should be replaced. All the other options are stopgap at best and only intended to buy time to the best solution. The reasons why this replacement is necessary…the facility no longer meets the functional and spatial requirements of a modern courthouse. Most of its courtrooms are sub-standard. The facility lacks appropriate security separation. Vertical transport is challenging and technology integration is increasingly complicated. The building has become dysfunctional for courts and needs to be replaced. The team calculates that this replacement would be about 494,000 GSF.
  - Focused on the Richard E. Gerstein as the highest priority for attention and action. The facility is full and there is a need for additional criminal division judges in the very near future. The expansion need is approximately 126,000 GSF for the courts, court administration and the clerk, excluding any replacement of court related prisoner holding capacity.

  Actions taken: The New Children's Courthouse was opened in April of 2015. Renovations to the Caleb Center Courthouse will be completed in 2017-2018.

- 2015 Civil Courthouse Master Plan (Draft)
  In light of recent discussions by the Board regarding the needs of the civil courthouse, the Internal Services Department has undertaken an updated master plan process that will help define the real and existing needs of the court system. A priority was placed on the civil courts and that portion of the master plan update is currently underway; it is anticipated that a final report will be ready by the end of the year. A preliminary draft of the findings was presented to the Task Force:

  - Recommends a new, 550,000 to 600,000 square foot civil courthouse
  - Recommends the civil courthouse remain within several blocks of the current Dade County Courthouse
  - Recommends 50 courtrooms to accommodate 53 judicial officers based on a projected population growth of 21% by the year 2035 and an increase of 30% in court filings

In the coming months, a scope will be finalized for the larger phase of the entire courts system master plan to include jail and correctional components. Prior courts master plans have not included the jails component, so the scope is being reviewed in collaboration with the Corrections and Rehabilitation Department and the Administrative Office of the Courts. The procurement of this master plan will begin by early 2016.

The Task Force understands that a comprehensive master plan to address the entire courts system is underway and expected to be completed at the end of 2016. The proposed master plan will be coordinated with all the components of the judicial system, including the State Attorney's Office, the Public Defender and Corrections. It is important that the next master plan is a comprehensive one that addresses the needs of Miami-Dade County.

COURTS NEEDS DETERMINATION

The Miami-Dade Court Capital Infrastructure needs are extensive, however, funds are not available to address all the needs. As such, the Task Force identified primary and secondary needs.

- Primary Need – The historic Dade County Courthouse is no longer able to support the operational and spatial needs of the civil court and related functions in an environment that is functional, flexible, secure, accessible, dignified and technologically current. With 26 courtrooms to accommodate 41 judges, the space and functional needs of the civil court are great, and operations are often interrupted. The estimated size of the recommended facility through 2035 should provide 50 courtrooms (based on the updated master plan) to accommodate 53 judicial officers (Circuit Civil, Probate and County Civil Courts) and the associated operations.
- Secondary Needs:
    - Address the needs of the Richard E. Gerstein Criminal Courthouse, the jails and correctional facilities.
    - The expansion of branch courthouses. Currently there are several branch courthouses in need of expansion and remodeling. In addition, in order to provide equal access to justice there was a discussion to add a West Dade branch.

Realizing the extensive nature of these needs and the on-going master plan studies to address the entire court needs comprehensively, the Task Force limited the scope of its work to the Primary Need – Addressing the needs of the Civil Court.

CIVIL COURTHOUSE ALTERNATIVES

While the Task Force members agreed on the "Court Needs Determination" to address the needs of the Civil Court, there was a healthy debate on the approach to meeting this "Primary Need." It was agreed that two alternatives would be studied and one member prepared a "Minority Report" that specifically looked at keeping the existing courthouse and using other locations (similar to Alternative 1):

- Alternative 1 – Existing Dade County Courthouse with branch courthouses or other locations. This alternative repaired the existing courthouse and provided the additional courtrooms in other locations.
- Minority Report – Options other than building a new building. This is a detailed report that also addresses funding, financing and project delivery. See attached Minority Report.

- Alternative 2 – New Civil Courthouse. This alternative would result in the construction of a new courthouse that satisfied the projected year 2035 courthouse needs.

Alternative 1 – Existing Dade County Courthouse with branch courthouses or other locations. As illustrated in Attachment B, this alternative supplemented the existing Dade County Courthouse with courtrooms located in other buildings owned by the County. After looking at branch courthouses and other locations, it was determined the most suitable location(s) considered are represented in Attachment B, and these are the Dade County Courthouse, 140 W. Flagler Building and the 3rd Floor of the Main Library.

Minority Report

Task Force member Maria Luisa Castellanos agreed that the Dade County Courthouse is no longer able to support the operational and spatial needs of the Civil and Probate Courts and related functions completely, however, attached you will find her Minority Report which provides her review of other options in lieu of a new courthouse building. In summary, the report recommends a complete remodeling of the Dade County Courthouse, in which some renovations are already funded. In addition to the remodeling, additional space could be added by renovating the 140 W. Flagler Building. Also attached to this report, is a suggested floor plan submitted as an option to construct an additional 23 courtrooms estimated at $39.5 million. In order to provide an additional 20 courtrooms that was requested by the court system, she suggested reviewing the empty space adjacent to the Miami-Dade County Public Library and the Overtown Transit Facility.

TASK FORCE RESPONSE TO THE MINORITY REPORT

The Task Force requested that the Circuit Civil Administrative Judge review the Minority Report and provide her findings, which includes that attached letters, Exhibit 21 and Exhibit 30 from the National Center for State Courts on the proposed floor plans submitted. Circuit Civil Administrative Judge's findings stated that Attachment A-1 of the Minority Report is incorrect in that only 16 courtrooms are in use each week. The Circuit Civil Division Schedule, Exhibit 18, took three sample weeks this fall and provided information as to courtroom usage. Usage demands reflected in Exhibit 18, indicate the following:

- On September 28, 22 judges requested courtrooms for trial, three (3) courtrooms available for calendars and special sets – 15 judges with no courtroom access.
- On October 5, 15 judges requested courtrooms for trial, seven (7) courtrooms available for calendars and special sets, three (3) courtrooms were closed for remediation – 18 judges with no courtroom access.
- October 19, 24 judges requested courtrooms for trial, only one (1) courtroom available for calendars and special sets, four (4) courtrooms for remediation – 19 judges with no courtroom access.

Attachment A-1 of the Minority Report does not include the visiting county judge's trials, and the non-trial proceedings that require a courtroom. These include large calendars,

special sets, and can involve from 12-50 lawyers and parties. The fact that the judges working in the Dade County Courthouse, without the needed physical facilities, and making due, should not suggest that this is an adequate solution going forward.

In Attachment B of the Minority Report, no courtrooms with columns were to be included in the renovation plan of the Dade County Courthouse, but third and fifth floor courtrooms with columns are included. The Court has done a photographic survey, Exhibit 31, showing clearly which courtrooms have columns and which do not. The Task Force was provided this survey at the December 10th meeting. Fifteen courtrooms have columns that block sight lines and affect courtroom visibility. There are ten courtrooms with no columns and have complete visibility. Remodeling the first twenty floors of the Dade County Courthouse cannot physically create additional courtrooms without visibility issues. The columns cannot be altered. Remodeling any floor above six (6) will only produce office space, which is not needed.

With regards to court filing fees, the Court has pursued every funding source proposed by the County, including asking the Supreme Court of Florida to raise statewide civil filing fees, which was declined. Florida Courts have consistently held that the funding proposals are presently unconstitutional under the Florida Constitution and are not available under the current statutory scheme regarding filing fees. Any suggestions for changing the current statutory scheme would take legislative action and years.

This year there have been 22,599 cases filed in the Circuit Civil Court and there is a pending docket of 46,240 cases. In 2014, there were 32,646 Circuit Civil cases filed and disagree with the Minority Report's reference about the importance of open and accessible courts. While our community has many needs, individuals and businesses rely upon our courts to protect and vindicate their rights. In addition, the court system represents a significant economic engine in the service economy of Miami-Dade County, including domestic and international clients.

The costs reflected in the text of the Minority Report are not comparable to that of the Task Force Report as they do not include the following:

1. Soft Costs to Include:
    a. Design services
    b. Design contingency
    c. Design related reimbursable expenses
    d. Design allowance for voice/data communications, electronic/audio visual, security, LEED Consultation, interior design, and extended construction administrative services
2. Construction Contingency
3. Furniture and Fixtures (FF&E)
4. Security
5. Telecommunications/Data Infrastructure
6. Art in Public Places (APP)
7. Project Management, Permits, Testing, Contingency for Cost Escalation

Alternative 2 – New Civil Courthouse

As illustrated in Attachment B, this alternative provides a purposely built facility that embodies the characteristics of a 21st century civil courthouse, serves the public and the efficient administration of justice, accommodates growth and change, and continues to represent the community's commitment to the rule of law and equal access to justice under the law. The estimated size of the recommended facility through 2035 should provide 50 courtrooms to accommodate 53 judicial officers (Circuit Civil, Probate and County Civil Courts) and the associated operations of the Administrative Office of the Courts and the Clerk of Courts as well as the appropriate jury assembly, grand jury space, law enforcement area, law library/community space, security and building management functions.

RECOMMENDATIONS

These recommendations are based on the alternatives that were analyzed in Attachment B, and were approved by a Task Force vote of 5 members to 1.

Recommended Project Alternative and Location

a. Alternative 2 – New Civil Courthouse. This alternative provides a courthouse facility that adequately supports the operational and spatial needs of the civil court and related functions in an environment that is functional, flexible, secure, accessible, dignified and technologically current. Many of the existing deficiencies of the existing facility would remain in the other alternatives after the expenditure of significant funds. Attachment B shows that although the initial capital costs are higher for Alternative 2, a comparison of the 30 year timeline project costs of the other alternatives approach that of Alternative 2. It is anticipated that the lifecycle costs would show Alternative 2 to be less costly. This Task Force requested that ISD prepare a lifecycle cost analysis to supplement this report.
b. Located in downtown as defined in Attachment B, close to related courts and as close as possible to a major transportation hub with adequate parking.

Funding Recommendations

The Task Force understands that funding is limited, few if any new funding sources are readily available, and County funding increases as a result of increasing tax revenues are already committed. We respectfully request that the policy makers and staff seek opportunities to fund the new courthouse from its existing revenues and to seek financing options that complement the funding mechanisms as detailed in Attachment A.

Recommended Project Delivery Method

While a conventional design bid build delivery method is possible for the design and construction of a new courthouse, the Task Force recommends that a P3 delivery method be considered for the delivery of the project, provided the county identifies a clearly defined funding source and implements the policies and procedures required for this type of delivery method and employs the personnel and consultants required for the successful implementation of this type of project delivery.

Attachments

A) Funding Alternatives Chart
B) Evaluation of Alternatives Chart
C) Master Plan Recommendations and Implementations Chart

Table of Exhibits

1. Meeting Agendas
2. Meeting Minutes
3. County Memoranda
   - August 21, 2014 – Capital Construction Needs of the Miami-Dade County Circuit and County Courts
   - September 2, 2014 – Additional Information Regarding Alternate Options to Build/Finance a New Courthouse
   - August 17, 2015 – Report of Inspections of all Courts Facilities Located in Miami-Dade County and Identification of County-Owned Buildings Suitable for the Temporary Relocation of Court Operations
4. List of Vacant Space in County-Owned and Leased Buildings presented by Tara Smith, Director of Internal Services Department
5. Finance Department presentation by Edward Marquez, Deputy Mayor/Chief Financial Officer
6. Public Private Partnership The Basics and Lessons Learned from other Public Entities presented by Robert Warren, Real Estate Advisor, Regulatory and Economic Resources Department
7. 1986 Dade County Civil Courts Master Plan Interim and Long-Term Implementation Strategies
8. 2002 Eleventh Judicial Circuit of Florida Facilities Master Plan
9. 2007 Master Plan for the Expansion of Courtrooms and Administrative Facilities Phase 1A – Program Need Investigation
10. 2008 Master Plan for the Expansion of Courtrooms and Administrative Facilities Phase 1B – Program Analysis
11. 2008 Master Plan for the Expansion of Courtrooms and Administrative Facilities Phase 1C – Development Options
12. The Raising of Court Filing Fees Paper submitted by Task Force Member Maria Luisa Castellanos
13. Distribution of Schedule of Court-Related Filing Fees, Service Charges, Costs, and Fines, including a Fee Schedule for Recording Effective July 1, 2015
14. Master Plan Presentation presented by Dan L. Wiley & Associates
15. Circuit Civil Courtroom Sets and Circuit Civil Judicial Office Sets submitted by Dan L. Wiley & Associates
16. Master Plan Presentation Supplement submitted by Perez & Perez Architects Planners
17. Letter from the Circuit Civil Administrative Judge Jennifer Bailey
18. Civil Division Weekly Schedule submitted by Circuit Civil Administrative Judge Jennifer Bailey
19. HOK Presentation on New Civil Courthouse
20. All Aboard Presentation on New Civil Courthouse
21. Letter from National Center for State Courts submitted by Circuit Civil Administrative Judge Jennifer Bailey
22. Challenges and Costs Associated with Decentralization of the Circuit Civil Court submitted by Circuit Civil Administrative Judge Jennifer Bailey
23. Letter from the Honorable Katherine Fernandez-Rundle, State Attorney

24. Email from the Honorable Carlos J. Martinez, Public Defender
25. submitted as response to Exhibit 25.Public Private Partnerships Presentation presented by Marv Hounjet, Vice President, Plenary Group
26. Dade County Courthouse Building Floor Closures submitted by Chief Judge Bertila Soto
27. Civil Courthouse Comparison submitted by Chief Judge Bertila Soto
28. Letter from the Honorable Carlos J. Martinez, Public Defender
29. Letter from the Honorable Katherine Fernandez-Rundle, State Attorney
30. Letter from the National Center for State Courts review of revised 140 W. Flagler Building layout submitted by Circuit Civil Administrative Judge Jennifer Bailey
31. Dade County Courthouse Photographic Survey of Courtrooms
32. The Internal Services Department Construction Budget Breakdown for the 140 W. Flagler Building
33. Minority Report submitted by Task Force Member Maria Luisa Castellanos

Courts Capital Infrastructure Task Force
ATTACHMENT A
Civil Court Facilities Funding Alternatives

Funding Mechanism	Funding Feasibility
Sale or Lease of the Dade County Courthouse The overall funding strategy would require that the Dade County Courthouse be repaired for sale of or leasing opportunities to offset construction of a new civil courthouse.	The independent appraisal of the Dade County Courthouse provided market value estimates in its "as is" (unrepaired) condition, as follows. If the County were to make repairs before sale, the market value would increase, but not dollar for dollar given the time value of money. **Scenario 1: "As Is" Market Value, Sale and County Leaseback:** "As Is" Market Value: $31,281,857 **Scenario 2: "As Is" Market Value, Sale and County Vacates:** County does not lease back: $21,561,857 TDR's = Transferrable Development Rights, which if valued separately, are $11,060,000. The **market rent** for the courthouse, assuming it is repaired to average, occupiable condition, was estimated at $24.00 per square foot, equal to $6,360,000 per year on a gross basis, prior to expenses.
Building Better Communities General Obligation Bonds The Building Better Communities General Obligation Bond Program, project number 180, "Additional Courtrooms and Administration Facilities," provide for a current allocation of $90 million to be used for the "expansion of court facilities in accordance with the master plan."	Of the original allocation, $11.8 million has been allocated for the Joseph Caleb Center Tower Renovation to include court functions. Another $30 million was set aside for emergency repairs to the Dade County Courthouse. After paying for needed project repairs at various court facilities, the allocation has been reduced to **$46 million**.

Courts Capital Infrastructure Task Force
ATTACHMENT A
Civil Court Facilities Funding Alternatives

Building Impact Fees Using impact fees as a funding mechanism for courthouse facilities.	Would require adopting a new impact fee ordinance. The fee (like other impact fees) would be considered an "exaction" subject to the 5th Amendment of the U.S. Constitution, and thus could not be adopted without data sufficient to satisfy the constitutional requirements to demonstrate "a 'nexus' and 'rough proportionality' between the government's demand and the effects of the proposed land use." See Koontz v. St. Johns River Water Mgmt. Distr., 133 S. Ct. 2586, 2591 (2013). Data is needed to establish the relationships between new development and the impact on court facilities.
Filing Fees In 2007 there was an amendment to the Florida Constitution that required counties to provide for court facilities and communications infrastructure. This constitutional amendment directed all court revenues, including filing fees, into the County Clerks' budget and State general revenue.	The Task Force recommends that the Board of County Commissioners pass legislation urging the Florida Legislation to review the court filing fees structure for Miami-Dade County.

Traffic Surcharges In an effort to mitigate some of the cost associated with providing for court facilities and communications needs, Counties successfully sought the authority to levy two separate traffic surcharges. The County currently implements the maximum permissible surcharge of $30.00 under Florida Statute 381.18(13)(a)1, which is applied to all civil and criminal traffic violations in Dade County. This revenue is restrictive in scope in that they may only be used for state court facilities. This revenue has been pledged to the County's existing court facility bonds. Any surplus revenue collected will be utilized either to defease the outstanding bonds or for annual court facility needs. The second surcharge was authorized in an amount up to $15.00 and is currently used to help fund court facility operations. This revenue cannot be pledged to bonds. Municipalities were successful in getting initiating jurisdiction revenues returned, but unincorporated areas of counties were specifically exempted from this legislation in final form.	Provision 318.18(13)(a)3 of the same Statute allows the county to levy a traffic surcharge for infractions or violations for the sole purpose of securing the payment for principal and interest for bonds issued by the County on or after July 1, 2009 to fund court facilities. The scope of this surcharge is more limited in what can be funded after annual principal and interest payments have been made should there be any excess beyond projected collections.
Property Tax Revenues Based on the proposed FY2015-2016 Five Year Financial Outlook, the countywide property tax roll is assumed to increase 6.5% in FY2016-2017 and 5.5% through FY2019-2020. The overall General Fund Budget is expected to remain balanced throughout the scope of the proposed Five Year Financial Outlook.	With the current budget being the base, the increase in revenue is: FY 2016-17: $66.423 million FY 2017-18: $126.297 million FY 2018-19: $189.399 million FY 2019-20: $255.971 million Revenue and Expenditure Reconciliation, Volume 1, p. 90 of the budget book: No excess revenue available.

Courts Capital Infrastructure Task Force
ATTACHMENT A
Civil Court Facilities Funding Alternatives

Public Benefit Program Currently the City of Miami has a public benefits component in their Miami 21 Zoning Code that establishes a program to allow bonus building capacity in exchange for the developer's contribution into the Miami 21 Public Benefits Trust Fund. The trust fund provides a funding source for projects that will benefit the public including subsidizing affordable/workforce housing, creating and maintaining parks/open space, preserving historic structures, redeveloping previously contaminated land (brownfields), and promoting green building standards (additional to those required). The public benefits program works in exchange for additional building capacity, a developer must provide the public benefit either on-site, off-site, or payment into the Miami 21 Public Benefits Trust Fund.	The contribution made, if paying into the trust fund, is per square footage based on the area where the property is situated and on data that is readily available so periodic adjustments can be made depending on the current market. The fee schedule is at approximately 30% of related land costs of a completed unit for each area, making it attractive enough that developer will contribute. Cash allocations of funds are approved by the City Commission on an annual basis upon the recommendation of the City Manager.
Ad Valorem Taxes Issue a new General Obligation Bond	Subject to voter approval.

Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facility Alternatives

	Alternative 1		Alternative 2
Evaluation Criteria	**Two Locations**	**Three Locations**	**New Civil Courthouse**
Location(s)	Existing Dade County Courthouse with 140 W. Flagler Street	Existing Dade County Courthouse with 140 W. Flagler Street and Main Library in Downtown, 3rd Floor	One Location Downtown TBD
Courthouse Standards*	Existing 26 Courtrooms 127,100 square feet Additional 21 Courtrooms Total Courtrooms 47 386,000 Total Square Feet	Existing 26 Courtrooms 184,500 square feet Additional 31 Courtrooms Total Courtrooms 57 443,000 Total Square Feet	600,000 square feet 53 Courtrooms
Project budget inclusive of all project capital costs for additional location(s)	$107,836,300	$131,023,137	$361,000,000
Capital Costs of existing Dade County Courthouse - 15 year timeframe	$146,114,407	$146,114,407	N/A
Total Capital Costs	$253,950,707	$277,137,544	N/A
Operating & Maintenance Costs (does not include lifecycle costs)	$11.91 per square foot = $4,609,085 per year $138,272,550 for 30 years	$12.64 per square foot = $5,637,054 per year $169,111,620 for 30 years	$8.26 per square foot = $4,953,613 per year $148,608,390 for 30 years
30 Year Timeline for Operating and Capital Costs** (does not include lifecycle costs)	$392,223,257	$446,249,164	$509,680,390
Annual Debt Service Payment Estimate	$6,464,213	$16,612,170	$21,639,320

* Alternative 1 is designed to meet basic needs without future growth, accepting use of the existing 26 courtrooms, which are not consistent with national court standards and providing additional courtrooms at other location(s). This alternative includes the ongoing 15 year plan to renovate and remodel the existing courthouse. Alternative 2 is designed in accordance with national court standards including jury assembly and deliberation areas, training spaces, secured parking, and future growth.

**Does not include operating expenses for the Administrative Office of the Courts or Clerk of Courts.

Location Alternatives	Proximity to related court facilities	Proximity to Public Transportation/ Public Access	Availability of County Owned Land	Parking
Downtown	Children's Courthouse (Dependency & Delinquency) 155 NW 3rd Street Clerk of Courts 22 NW 1st Street (County Recorder) Lawson E. Thomas Courthouse Center (Family Court) 175 NW First Avenue US District Court Clerk 400 N. Miami Avenue US Court of Appeals 51 SW 1st Avenue US Bankruptcy Court 51 SW 1st Avenue Dade County Child Support 601 NW 1st Court Dade County Bar Association Legal Aid 123 NW 1st Avenue Existing Legal Infrastructure	Government Center Metrorail Station, Metromover, Metro Bus. All Aboard Florida anticipated 2017, which will include connections to Ft. Lauderdale, West Palm Beach and Orlando, as well as access to Tri-Rail.	Children's Courthouse Site – 155 NW 3rd Street 140 W. Flagler Building – Hickman Site – 270 NW 2nd Street and 275 NW 2nd Street Downtown Motor Pool – 201 NW 1st Street	West Lot Garage 220 NW 3rd Street Miami-Dade Cultural Center 50 NW 2nd Avenue Courthouse Center 175 NW 1st Avenue Hickman Garage 275 NW 2nd Street

Location Alternatives	Proximity to related court facilities	Proximity to Public Transportation/ Public Access	Availability of County Owned Land	Parking
Civic Center	Richard E. Gerstein Justice Center 1351 NW 12th Avenue State Attorney's Office 1350 NW 12th Avenue Public Defender's Office 1 1320 NW 14th Street Public Defender's Office 2 1500 NW 12th Avenue Corrections and Rehabilitation Pre-Trial Detention Center 1321 NW 13th Street Miami-Dade County Kristi House 1265 NW 12th Avenue	Civic Center Metrorail Station Metro Bus	Existing surface lots to be converted to court facilities or garages	Graham Building Lot 1350 NW 13th Avenue Civic Center Jury Lot 1250 NW 12th Street Civic Center Lot 25 1355 NW 12th Avenue

Courts Capital Infrastructure Task Force
ATTACHMENT C
Master Plan Recommendations and Implementations

Master Plan	Recommendations	Implementations
2007-08 Master Plan for Courtrooms and Administrative Facilities	• New Children's Courthouse • Expand or replace the Richard E. Gerstein Justice Center • Replacement of the Dade County Courthouse • Caleb Center • Replace the Coral Gables Branch • Expand or replace the North Dade Justice Center • South Dade Justice Center	The New Children's Courthouse was opened in April of 2015. Renovations to the Caleb Center Courthouse will be completed in 2017-2018.
2002 Facilities Master Plan	• New Hialeah District Courthouse • New Juvenile Justice Courthouse • Courtroom and Judicial office additions to Courthouse Center • Courtroom and Judicial office expansion at the South Dade District Courthouse • Caleb Center renovation • Various other modifications, renovations and repairs at Richard E. Gerstein Justice Center, Lawson E. Thomas Courthouse Center and the Dade County Courthouse • West Dade Regional District Court	The Hialeah District Courthouse was opened in 2004. REG Renovations to the 7th, 8th and 9th floors to include the jury pool, Clerk's office, additional passenger elevator, two stairwells in the east and west towers, as well as north center stairwell. Complete HVAC system installed on the 8th and 9th floors. 1st floor renovations included the revamping of the clerk's area and flooring. Outside improvements were made such as installation of a canopy and ADA improvements. There are several GOB improvement projects that are currently ongoing.
1986 Dade County Civil Courts Master Plan Interim and Long-Term Implementation Strategies	• Jury Assembly expansion • Probate Clerk Expansion • Circuit Civil Clerk Expansion • Courtroom/Circulation Improvement • Court Expansion • Law Library Expansion • Court Administration Expansion	Jury Assembly expansion included relocating from the 15th floor to the 2nd floor. Courtrooms were added to the 3rd – 6th floors. The judges were moved to the tower floors. New Courtrooms were provided on lower and tower levels.

EXHIBIT 1

Miami-Dade Court Capital Infrastructure Task Force
July 17, 2015 – 9:00 am

AGENDA

Welcome	Pam Regula Executive Assistant to the Director Internal Services Department
Introductions of Task Force Members	Chairman Rick Crooks, P.E.
Task Force Roles & Responsibilities Resolution Requirements Timeline	Pam Regula
Ethics Training Government in the Sunshine Citizens Bill of Rights Conflict of Interest & Code of Ethics	Robert Thompson Community Affairs Specialist Commission on Ethics
Action Plan and Assignments	Rick Crooks
Next Meeting	

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
August 10, 2015 – 1:00 pm

AGENDA

1.00 – 1.05	Call to Order	Chairman Rick Crooks, PE
1.05 – 1.10	Roll Call	Clerk of the Board
1.10 – 1.15	Approval of Minutes	Task Force
	Presentations with Questions and Answers	
1.15 – 2.00	Internal Services Department Ongoing courthouse projects 40 year certification List of vacant and partially filled County buildings	Tara C. Smith, Director Internal Services Department
2.00 – 3.00	Administrative Office of the Courts Master plan Current and future operational needs	Honorable Bertila Soto Chief Judge Eleventh Judicial Circuit
3.00 – 4.00	Finance Department Existing financial needs Funding options Lessons learned from other cities	Edward Marquez Deputy Mayor/Chief Financial Officer Miami-Dade County
4.00 – 5.00	Next Steps – Action Plan and Assignments 1. Court Infrastructure Needs (existing and future), Cost, Scope and Priorities 2. Funding and Financing 3. Delivery and Innovation 4. Recommendations	Task Force

Next Meeting
August 17, 2015
Stephen P. Clark Center
111 NW 1st Street, 18th Floor, Conf. Room 18-4

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
August 17, 2015 – 1:00 pm
SPCC, 111 NW 1st Street, Conference Room 18-4

AGENDA

1.00 – 1.05 Call to Order — Chairman Rick Crooks, PE

1.05 – 1.10 Roll Call — Clerk of the Board

1.10 – 1.15 Approval of Minutes – July 17, 2015 Meeting — Task Force

1.15 – 1:40 Discussion of Memos Recently Distributed — Task Force

August 21, 2014 – Capital Construction Needs of the Miami-Dade County Circuit and County Courts

September 2, 2014 – Additional Information Regarding Alternate Options to Build/Finance a New Courthouse

1.40 – 2.20 Meeting Existing Needs

- Dade County Courthouse — Tara Smith, Director
  - Operating and Maintenance Costs – 5, 10, 15 yrs. — Internal Services Department
- Using Vacant Spaces - Pros and Cons

2.20 – 3.20 Funding and Financing — Office of Management & Budget

- GOB
- Impact Fees
  - Examples being used elsewhere
- Public Benefits Program
  - Examples-City of Miami
- Parking Fees
- Building Parking Revenues
- Filing Fees
- Traffic Citations
- Existing buildings, land

3.20 – 3.50 Next Steps — Task Force

- Agenda for next meeting
  - Tour
  - Masterplan Presentation
  - Need Statement
  - Project Alternatives
  - Funding Recommendations
  - Project Delivery Alternatives
- Establish future meeting dates and action items

Next Meeting – August 24, 2015 at 1:00 pm
Stephen P. Clark Center
111 NW 1st Street, 18th Floor, Conf. Room 18-3

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
August 24, 2015 – 1:00 pm
Dade County Courthouse, 73 West Flagler Street
AGENDA

1.00 – 1.05	Meet in Lobby Dade County Courthouse 73 West Flagler	
1.05 – 1.50	Courthouse Tour	Honorable Jennifer Bailey Administrative Judge Eleventh Judicial Circuit
2.00	Task Force Meeting Convenes Courtroom 4-2	Task Force
	• Roll Call	Clerk of Courts
2.05 – 2.10	Approval of Minutes	Task Force
2.10 – 3.10	Master Plan Presentation & Finalization of Needs Statement	Dan L. Wiley Dan L. Wiley & Associates, Inc.
3.10 – 4.10	Project Alternatives	Task Force
4.10 – 4.40	Funding Recommendations	Office of Management & Budget

Next Meeting

– September 15, 2015 at 10:00 a.m.
Lawson E. Thomas Courthouse Center
175 NW First Avenue, 11th Floor Conference Room
• Review Draft Task Force Report

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
September 15, 2015 at 10:00 a.m.
Lawson E. Thomas Courthouse Center
175 NW First Avenue, 11th Floor Conference Room

AGENDA

10.00 – 10.05	Call to Order	Chairman Rick Crooks, P.E.
10.05 – 10.10	Roll Call	Cindy White Clerk of the Board
10.10 – 10.15	Approval of Minutes	Task Force
10.15 – 10.45	All Aboard Florida Presentation	Jose M. Gonzalez Sr. Vice President Florida East Coast Industries John Guitar Florida East Coast Industries Scott Sanders Florida East Coast Industries
10.45 – 11.15	HOK Presentation	Duncan Broyd, RIBA Managing Principal HOK
11.15 – 12.15	Review Draft Task Force Report	Task Force
12.15 – 1.15	Project Delivery	Task Force

Next Meeting

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
October 5, 2015 at 10:00 a.m.
Stephen P. Clark Center
111 NW 1st Street, 18th Floor, Conference Room 18-3

AGENDA

10.00 – 10.05	Call to Order	Chairman Rick Crooks, P.E.
10.05 – 10.10	Roll Call	Cindy White Clerk of the Board
10.10 – 10.25	Introduction of the Honorable Katherine Fernandez-Rundle State Attorney	Chairman Rick Crooks, P.E.
10.25 – 10.30	Approval of Minutes	Task Force
10.30 – 12.15	Review Draft Task Force Report	Task Force

Next Meeting

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
November 19, 2015 – 9:30 am
Stephen P. Clark Center, 111 NW 1st Street, 18th Floor
Conf. Room 18-4

AGENDA

9.30 – 9.35	Call to Order	Chairman Rick Crooks, P.E.
9.35 – 9.40	Roll Call	Cindy White Clerk of the Board
9.40 – 9.45	Approval of Minutes	Task Force
9.45 – 10.00	P3 Presentation	Marv Hounjet, Vice President Corporate Development Plenary Group
10.00 – 10.30	Presentation on behalf of State Attorney Katherine Fernandez-Rundle	State Attorney's Office
10.30 – 1.00	Final Draft Review Task Force Report	Task Force

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
December 10, 2015 – 10:00 am
Richard E. Gerstein Justice Center
1351 NW 12th Street, 4th Floor, Courtroom 4-1

AGENDA

10.00 – 10.05	Call to Order	Chairman Rick Crooks, P.E.
10.05 – 10.10	Roll Call	Cindy White Clerk of the Board
10.10 – 10.15	Approval of Minutes	Task Force
10.15 – 11.30	Final Review of Task Force Report • Response to the Minority Report • Additional language for report regarding the Richard E. Gerstein Justice Center	Task Force
11.30 – 12.00	Final Vote on Task Force Report	Task Force

MIAMI-DADE COUNTY

Miami-Dade Court Capital Infrastructure Task Force
December 17, 2015 – 10:00 am
Stephen P. Clark Center
111 NW 1st Street, 18th Floor, Conf. Room 18-4

AGENDA

10.00 – 10.05	Call to Order	Chairman Rick Crooks, P.E.
10.05 – 10.10	Roll Call	Clerk of the Board
10.10 – 11.30	Final Review and Vote of Task Force Report	Task Force

EXHIBIT 2

CLERK'S SUMMARY OF MEETING AND OFFICIAL MINUTES
MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE
July 17, 2015

The Miami-Dade Court Capital Infrastructure Task Force convened a meeting on July 17, 2015, at 9:02 a.m., in the Stephen P. Clark Government Center, 111 NW 1st Street, 18th Floor, Miami, Florida, 33128.

There being present: Ms. Maria Luisa Castellanos; Mr. George Cuesta, Ms. Sandra Lonergan, Mr. William W. Riley; Hon. Joseph P. Farina, Vice Chairperson; and Mr. Enrique Crooks, Chairperson. (Ms. Lourdes Reyes Abadin was absent).

The following individuals were also present: Assistant County Attorney Oren Rosenthal; Ms. Pamela Regula, Executive Assistant, Internal Services Department; and Deputy Clerk Mary Smith-York.

Chairperson Enrique "Rick" Crooks introduced himself and noted, in order for the Task Force members to become familiar with one another, he asked each member to submit bio's for distribution.

Ms. Vivian Castro, Legislative Director to Commissioner Sosa, introduced herself to the Task Force and conveyed that Commissioner Sosa extended well wishes to the Task Force and looked forward to receiving their recommendations.

Upon Chairperson Crooks request, all individuals attending today's meeting introduced themselves.

Ms. Pamela Regula reviewed the Task Force's requirements contained in the resolution adopted by the Board of County Commissioners. She noted a main point for the Task Force to focus upon was the deadline for submission of their preliminary first report that was required to be presented to the Board 90 days from the Task Force's first meeting. She explained the 90 day mark fell on October 15, 2015 and the closest scheduled Board of County Commissioner's meeting was October 6, 2015; however the deadline to place the Task Force's preliminary report on the October 6th agenda was September 8, 2015.

Ms. Regula further noted the Board requested the sunset date for the Task Force be set for September 21, 2015; however, she contacted Ms. Castro regarding the possibility of requesting an extension, should it be deemed necessary; and Ms. Castro opined that Commissioner Sosa would be amenable to such a request.

Mr. Robert Thompson, Community Outreach Coordinator, Commissioner on Ethics & Public Trust, provided background information on the State of Florida Sunshine Law requirements. He explained the rules and regulations of complying with the Sunshine Law and noted discussions (oral, written, or electronic) between Task Force members, regarding Task Force business, outside of the public forum was prohibited. He further explained staff could not be used as a conduit to ask questions of other Task Force members; written minutes of all Task Force meetings were required, with any corrections being made at the following meeting; that all Task Force meetings must be publicly noticed with a minimum 48- hour notice, particularly in areas impacted; that meetings should not be held outside of Miami-Dade County; outlined the public speaking requirements for outside speakers; noted private individuals attending the Task Force meetings were not prohibited from recording the meeting so long as it was not disruptive; that a Task Force member could only abstain from voting if they determined there was a conflict of interest and suggested the member contact the COE if they had any doubts; that secret ballot voting was prohibited; and that there must be a quorum when votes were taken. He assured the Task Force members they would receive copies of the State of Florida Sunshine Law for their review.

Mr. Thompson also discussed the importance of public records requests; emphasized the importance of Task Force members separating public/private information on their electronic devices; provided details on what information was required to obtain a public record and that requests should be made during business hours; and stressed that any correspondence related to the Task Force was considered a public record.

In response to Chairperson Crooks, Mr. Thompson clarified transitory email related to times of meetings and meeting location were not considered public record, only matters pertaining to the Task Force's business at hand.

Mr. Thompson continued his ethics presentation and explained the Task Force members were not required to provide a financial disclosure form, since the body was scheduled to sunset in less than one year. He also commented on when Requests for Opinion were required to be filed; advised that spouses, domestic partners, parents, step parents, children, and step children were defined as immediate family; and provided guidance on how to deal with the gift restriction. He further noted if a Task Force member was scheduled to represent the Task Force at any function, written notification must be submitted. Mr. Thompson also explained the rules related to Lobbyists; reviewed the Citizen's Bill of Rights; and advised if more than one Task Force member was scheduled to meet with an individual or group, that meeting would have to be advertised and held as a public meeting.

Mr. Thompson provided each Task Force member with documentation covering the pertinent information he discussed.

Chairperson Crooks noted two individuals joined the meeting during Mr. Thompson's presentation; Mr. Edward Marquez, Deputy Mayor/Chief Financial Officer for Miami-Dade County and Assistant County Attorney Oren Rosenthal.

Chairperson Crooks spoke about the resolution creating this Task Force and pointed out several pertinent points made in the resolution which included: 1) the County had to fund the cost of construction; 2) the Board desired exploring alternative methods to address the Court's construction needs; and 3) the Board comprised the Task Force of individuals representing fields in engineering, construction, real estate, financing, architecture, and law.

Ms. Regula noted the Task Force would have speakers to address funding opportunities and the current infrastructure at the next meeting. She explained contact was made with Chief Judge Soto and Administrative Judge Bailey to provide a speaker on the Court's infrastructure needs.

Ms. Sandra Lonergan indicated Chief Judge Soto expressed her desire to attend the next Task Force meeting.

Ms. Regula said she also reached out to the Mayor's office and the Budget office to provide speakers to attend the next Task Force meeting.

A discussion ensued regarding presentations and information being provided to the Task Force where it was noted the 2008 Master Plan documents were provided to inform the members of future needs; and the civil component of the Master Plan, for court facilities, was in the process of being updated; however, the criminal component update was not yet completed.

Ms. Castellanos noted there was no information on existing County owned buildings that could be adapted as court facilities and requested staff provide the Task Force with a list of County owned buildings that had available empty space or were completely empty.

Chairperson Crooks recommended the speakers invited to give presentations provide information that would enlighten the Task Force members on the court system's existing infrastructure, what their needs were, and what financing would be available.

Ms. Lonergan suggested the Task Force not focus solely on the infrastructure, noting the need for additional space, and also look at the number of judges and amount of business that would transpire in the Dade County Courthouse (DCC) building on a daily basis.

It was noted that the infrastructure consisted of all County court facilities.

Mr. Riley noted the County's court system was unable to accommodate their unique authorization for international arbitration proceedings due their limited space.

Mr. Edward Marquez, Miami-Dade County Deputy Mayor/Chief Financial Officer, suggested the Task Force consider private sector funding arrangements and/or possible future bond issues.

Ms. Lonergan recommended funding mechanisms be discussed subsequent to assessing the structural needs and the course of action to be taken.

Assistant County Attorney Rosenthal explained the Board of County Commissioner's required three topics to be addressed by the Task Force in their report: 1) assessment of repairs that was needed in current court facilities; 2) assessment of future infrastructure needs; and 3) evaluate the Master Plan.

Chairperson Crooks stressed the importance of identifying priorities.

Judge Farina spoke about the new Children's Courthouse, the stakeholders serviced by that courthouse, and the space impacted by the stakeholders. He noted this situation was relevant to every court facility in the County and concurred that the Task Force needed to be as informed as they possibly could.

Mr. Marquez noted ISD had reports on the existing needs for every County courthouse.

Chairperson Crooks reiterated his recommendation to prioritize presentations being made to the Task Force.

Ms. Lonergan recommended the use of the building be looked at in addition to the looking at the physical facility itself.

Chairperson Crooks requested information be provided on what the costs would be to both address and not address the needs.

In response to a comment made by Ms. Castellanos regarding the possibility of increased court case filing fees and why the County only received 80% of the fees back from the State, Mr. Marquez noted the financing of the court system was extremely complicated; the fees were set by State statute; and it would be very difficult to attempt making changes to the fee structure.

Judge Farina pointed out filing fees in Miami-Dade County had been raised over the years and they were considered some of the highest filing fees in the country. He noted the filing fee funds were shared by various entities such as the court system, the Clerk, and other State entities.

Mr. Cuesta spoke about the Executive Summary of the resolution creating the Task Force and noted the need to determine a defined scope to be undertaken by this Task Force in order to alleviate any duplicity in efforts of other Task Force's.

A discussion ensued regarding the need for the Task Force to address the County's courthouse facility infrastructure needs and how those needs would be financed. It was determined that the presentations to be made at the next Task Force meeting focus on 40 year re-certifications; life safety checks on all County buildings; existing conditions in County buildings; future needs identified in the Master Plan; financial needs and funding options; and expansion needs.

Assistant County Attorney Rosenthal advised the Task Force was charged with the reviewing the existing Master Plan; to hear from stakeholders; and to make recommendations that should be included in the updated Master Plan, based on the needs expressed by the stakeholders.

Chairperson Crooks asked staff to invite Chief Judge Soto and Ms. Tara Smith, Director, Internal Services Department, to make presentations at the next Task Force meeting.

Mr. Marquez indicated he would make a presentation on the availability of funds for courthouses; funding for court operations; and include basic information on P3 options.

A discussion ensued regarding how much time should be allotted to each presenter.

Based on concerns expressed by Ms. Castellanos regarding filing fees, it was agreed that a presentation on Article 5, Revision 7 should be made at the next Task Force meeting.

Following discussion on allotted times for presentations, the following scheduled Task Force meeting dates were announced:

August 10, 2015 at 1:00 p.m.
August 17, 2015 at 1:00 p.m.
August 24, 2015 at 1:00 p.m.

Assistant County Attorney Rosenthal advised the Task Force report was due ninety days from this meeting date, which was October 15, 2015, and, should the Task Force need additional time, their sunset date of September 21, 2015 could be extended by a simple majority vote of the County Commission.

There being no further business to come before the Miami-Dade Court Capital Infrastructure Task Force, the meeting adjourned at 11:10 a.m.

(Minutes prepared by Cindy White, Commission Reporter, Clerk of the Board Office (305) 375-5189.)

Chairperson Enrique "Rick" Crooks

CLERK'S SUMMARY AND OFFICIAL MINUTES
MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE
August 10, 2015

The Miami-Dade Court Capital Infrastructure Task Force convened a meeting on August 10, 2015, at 1:10 p.m., in the Stephen P. Clark Government Center, 111 NW 1st Street, 18th Floor, Miami, Florida, 33128.

There being present: Ms. Maria Luisa Castellanos; Mr. George Cuesta, Ms. Sandra Lonergan, Mr. William W. Riley; Hon. Joseph P. Farina, Vice Chairperson; and Mr. Enrique Crooks, Chairperson. (Ms. Lourdes Reyes Abadin was late).

The following individuals were also present: Assistant County Attorney Oren Rosenthal; Ms. Tara Smith, Director, Internal Services Department (ISD); Ms. Pamela Regula, Executive Assistant, Internal Services Department; and Deputy Clerk Cindy White.

CALL TO ORDER
Chairperson Crooks called the meeting to order at 1:10 p.m. and asked all those who were attending today's meeting to introduce themselves.

MINUTES
Ms. Pamela Regula, ISD, announced that the minutes from the July 15, 2015 CCITF meeting were not yet completed and stated, when ready, she would email a copy of the minutes to each Task Force member.

INTERNAL SERVICES DEPARTMENT
Ongoing Courthouse Projects
40 Year Certification
List of Vacant and Partially Filled County Buildings

Ms. Tara Smith, Director, ISD, noted her department was responsible for staffing the Task Force and apologized for not being present at the Task Force's first meeting on July 15, 2015. She advised the Task Force members that her office was available to provide any assistance they needed.

Ms. Smith reported that ISD provided facilities management for 6 million square feet of County office space, which included eleven (11) courthouses that contained a total of 116 courtrooms, including hearing rooms and free space, and accounted for approximately 3.6 million square feet of courthouse space. She spoke about the ongoing courthouse projects and inspections recently conducted by her department on all the courthouses, with the exception of the two most recently built facilities. She further noted the ISD inspections focused on the buildings electrical and structural needs; three of the courthouse inspections were required as part of their 40-year certification; Life Safety Inspections were conducted on the remaining courthouses; and all inspected courthouses were found to be electrically and structurally safe.

Ms. Smith advised a report describing the outcome of all courthouse inspections conducted by ISD, to be signed by Mayor Gimenez, would be provided to each Task Force member once it was available for distribution. She reviewed the following highlights contained in the report:

Richard E. Gersten Courthouse – 40-year Inspection

- Built in 1962 (largest County courthouse);
- Ongoing work consisted of replacing one of the air handlers & the fan wall;
- Found the stairwell between 2nd floor and basement level need structural repairs therefore, it's been closed off and a work order was in process to do repairs;
- Repairs needed on some of the fire suppression system elements

Coral Gables Courthouse – 40-year Inspection

- Built in 1951
- Roof recently replaced

Dade County Courthouse – 40-year Inspection

- Built in 1928 (oldest County courthouse)
- Ongoing, multiple HVAC air handler replacement projects
- Closed down half of the 3rd floor due to redesign of air handler and reinstallation of duct work
- Replacing emergency generator in basement
- Conducting fire safety training
- Ongoing façade restoration scheduled to be completed by July, 2016 (included replacement of all terra cotta on façade of building, replacement of all four roofs throughout the buildings tower, structural repairs to the plaza, resealing all windows)
- Ongoing water intrusion issues due to façade restoration
- 40 year report identified 104 electrical elements that needed repair and a work order was underway to begin the electrical work
- 40 year report identified the need to address additional air handler units, based on their age
- 40 year report found building structurally safe for occupancy, however if the County was under a hurricane warning it would be evacuated and would have to be re-assessed by a structural engineer before allowing anyone back in.

- Destroyed 14 columns in the basement, by removing the concrete encasement and exposing the structural steel, of which 2 were found to have a 15-25% risk of failure, and the remaining underwent corrosive cleaning. All 14 columns have been restored to their original order and permitting was underway to address the remaining 130

Lawson Thomas Courthouse
- Built in 1988
- Ongoing investigation of water pipes to ensure healthy water management in the building
- Removal of water cooling tower on the roof

North Dade Justice Center
- Built in 1987
- Roof replacement project recently completed; however during repairs a water intrusion incident occurred;
- Ongoing need to continue addressing the water intrusion remediation
- Minor electrical improvements needed

South Dade Justice Center
- Built in 1992
- Minor electrical, signage, and egress issues needed to be addressed

Children's Courthouse
- Newest and recently opened facility
- No life safety inspection were needed

Hialeah Courthouse
- Built in 2004
- Repairs required to the concrete on the mechanical room on the roof

Miami Beach Courthouse
- Built in 1987
- Owned and operated by the City of Miami Beach, not ISD, therefore no Life Safety Inspection was conducted by the department

Overtown Transit Village
- Built in 2007
- No ongoing issues

Joseph Caleb Center
- Built in 1977
- Currently closed for renovations

Ms. Smith distributed a list of vacant spaces that currently existed in all County buildings and noted the opportunity for courthouses to occupy those vacant spaces was very limited due to restrictions.

Chairperson Crooks announced Ms. Lourdes Abadin's arrival at this time.

Ms. Abadin indicated she read through all the material provided to the Task Force members thus far and asked if the 2008 Master Plan was a reflection of the current needs.

Ms. Smith responded that the County recently embarked on a new Master Plan process which prioritized the Civil Court needs. She expected that report to be available by the end of 2015 and noted, in the longer term, a consultant would be procured to conduct a County-wide Courts Master Plan, which should be underway once the Civil Courts Master Plan was completed.

Chairperson Crooks briefed Ms. Abadin on topics discussed by the Task Force.

Ms. Abadin stated she was honored to be a part of the Task Force.

With regards to the possible temporary co-location of courtroom space, the locations preliminarily identified in the Central Business District consisted of the Stephen P. Clark Center, the Miami-Dade Public Library, 140 West Flagler, and the Overtown Transit Village.

Ms. Smith noted, in the Mayor's signed report, up to ten courtrooms were identified to be built-out in the downtown area and would ideally be located in the same building.

Mr. Cuesta mentioned that the 3.6 million square feet of courthouse space included 169 courtrooms and requested clarification on the 1.8 million square feet amount of available space reflected on the ISD handout.

Ms. Smith clarified the list of available space captured all County properties and land and that list was maintained by ISD. She further explained 1.146 million of the 1.8 million square feet was not usable for court space due to restrictions and being geographically undesirable.

Ms. Castellanos expressed concern that the building located at 140 W. Flagler Street was not being considered a viable option. She opined that a complete remodeling of that building, including addressing structural and electrical problems, would be an immediate resolution to the needs of the courts.

Ms. Smith explained the estimated cost to bring 140 W. Flagler up to code would exceed $30 million and county departments were currently being moved out of that building and relocated to other spaces. She said the County's objective was to obtain the most value out of that building without spending $30 million for renovations.

Mr. Edward Marquez, Miami-Dade County Deputy Mayor, noted $47 million existed in the General Obligation Bond program that could be prioritized for court renovations.

Vice Chairperson Farina noted the Courthouse Center was previously an office building and renovated for the courts use. He asked for information on what the purchase amount was; the costs involved to renovate; and that those costs be translated into today's dollar amount.

Chairperson Crooks asked staff to provide the Task Force members with a graphic showing the location of County buildings.

A discussion ensued regarding the feasibility of regional courthouses; the additional square footage needed for a new court facility; a new facility having greater efficiencies; courtrooms currently being used by multiple judges; and the need to determine whether or not the County should keep the Dade County Courthouse (DCC), despite its historical designation. It was also clarified that the 3.6 million square feet of current courthouse space did not include correctional facilities.

Chairperson Crooks stressed the need identify existing needs, future needs (i.e. Master Plan), and funding; and to be provided with information on what the total cost would be to address those needs.

Ms. Smith explained ISD was currently in the process of developing work orders based on the inspection recommendations made, and once the work order format was completed, the cost information would be made available. She clarified the construction cost estimates would only address what was needed to bring the court facilities up to code. Ms. Smith also noted Miami-Dade County set aside $30 million for DCC over the next five years.

Chairperson Crooks asked staff to provide information on the advantages and disadvantages of spending money on the existing court facilities.

Ms. Castellanos noted voters clearly made it known they did not want taxpayer's money spent on a new facility spoke suggested consideration be given to the possibility of raising filing fees which could be used as a funding source. She pointed out that some mediation fees were charged per session and expressed concern that multi-million dollar court cases, which usually lasted months, paid minimal filing fees. Ms. Castellanos stressed the need to develop an executable plan.

A discussion ensued regarding the House Bill, under Title 7, that established the filing fees and Vice Chairperson Farina explained the filing fee structure was a joint venture between the State Legislature and the Florida Supreme Court. He noted the Florida Supreme Court felt access to the courts system by any person or corporation should not be inhibited due to filing fee amounts; said Miami-Dade County had some of the highest filing fees in the country; and stated it would take a monumental effort to have filing fees increased.

Assistant County Attorney Rosenthal explained any changes to filing fees would require a significant amendment to the Florida Constitution, as well as the State Legislature.

Administrative Office of the Courts
Master Plan
Current and Future Operational Needs

Chief Judge Bertila Soto, Eleventh Judicial Circuit, thanked the Task Force members for undertaking the important task of addressing the needs of the court's system; thanked Mayor Gimenez and the Board of County Commissioners for their commitment to the future of courts; and thanked Ms. Tara Smith and ISD staff, Deputy Mayor Marquez, and the County Attorney's office for their assistance.

Judge Soto explained the 11th Circuit Court was the largest judicial circuit in the State of Florida and fourth largest in the nation; it encompassed all of Miami-Dade County, including the City of Miami; served 33 municipalities and a population of over 2.5 million people within the County; and consisted of 123 judges, 14 general magistrates, and 32 traffic magistrates, not including mediators. She also noted cases heard by 11th Circuit included all state matters, civil, criminal, traffic, family, domestic violence, landlord and tenant, probate, juvenile delinquency, dependency, and county appellate matters. Judge Soto commented on the Circuit Court's accomplishments which included being the first drug court in the United States; being recognized by the U.S. Supreme Court in the mental health area; and being the second court system in the U.S. to have an International Arbitration Court.

She pointed out there were four main courthouses in the County: the Dade County Courthouse (DCC), the Richard E. Gersten Building (REG), the Lawton E. Thomas Building, and the new Children's Courthouse; and the following satellite courthouses: North Dade Justice Center, Coral Gables, South Dade Justice Center, Hialeah, Miami Beach, and Joseph Caleb. She noted all jury trials were held at the DCC because the satellite courthouses were not trial ready.

Chief Judge Soto outlined the following Master Plan recommendations and action taken:

1986 Master Plan Recommendations

- additional court space,
- renovations needed,
- construction of a new 550,000 square foot civil courthouse

Actions Taken: The 13th and 16th floors at DCC were expanded and the family courthouse was opened.

2002 Master Plan Recommendations

- immediate replacement of the juvenile courthouse;
- Caleb and Hialeah be completed and used;
- a new West Miami Dade District courthouse;
- expand existing satellites courthouses, REG, and DCC.

Actions Taken: Children's Courthouse was built and recently opened; REG was expanded by building out the 6th and 7th floors; and DCC had floors added.

2007-08 Master Plan Recommendations

- focused on REG (criminal courthouse) due to existing problems with the jail and recommended that building be revamped

Actions Taken: work being done on 6th and 7th floors

2015 Civil Courthouse Master Plan (Draft)

- recommended a 550,000 square foot courthouse (same as in the 1986 Master Plan)
- recommended the courthouse remain within several blocks of DCC's current location

Judge Soto stated DCC no longer met the needs of the court's system since it was only 227,000 square feet; had 23 courtrooms for the 41 judges there; the building was in constant need of repair; efficiencies were affected due to its' age; and noted that additional expenses were incurred each time a section of employees had to be moved for building repairs. She noted 576 employees worked in the building without complaint; however, many jurors and lawyers have expressed concern about trying cases at DCC.

Judge Soto spoke about their efforts to accommodate the problems repeatedly encountered at DCC and pointed out there were eleven remediation's last year on the 6th floor. She expressed concern with the constant struggles encountered by employees at DCC on a regular basis; portions of floors having to be shut down for renovations; the need for constant air quality samples having to be taken due to the age of the air handlers (35 of 50 units below the 6th floor were over 35 years old); and the need for technology and infrastructure at that building. She pointed out the following problems that currently existed at DCC: mold (non-toxic); termites; water intrusion; flooding; structural issues (columns); no temperature regulation on air conditioning due to age of units; plumbing and electrical issues; lack of technology; only seven public bathrooms; and the building was not ADA compliant (not required because grandfathered in).

Judge Soto opined the ideal scenario would be to build a new courthouse that addressed the court's needs and security issues that currently existed.

Following Judge Soto's presentation, the Task Force recessed for a five minute break.

The Task Force reconvened at 2:48 p.m.

FINANCE DEPARTMENT

Existing Financial Needs
Funding Options
Lessons Learned from Other Cities

Mr. Edward Marquez, Deputy Mayor/Chief Financial Officer, Miami-Dade County, distributed a handout which provided an overview of Miami-Dade County's $6.7 billion overall budget. He noted the County supported the court's system and the Clerk of Courts to a degree; the County had 14.6 billion in accumulated debt to pay for capital infrastructure; and the County spent $178 million so far on court projects. He reviewed the funded 5 year Capital Improvement Plan by Department and the funded FY 2015-16 Capital court projects. Mr. Marquez also provided a list of 15.6 billion in unfunded general projects to reflect the competing needs, all of which would be supported by taxes.

Mr. Marquez explained the estimated cost for a new 600,000 square foot civil courthouse was $368 million, excluding land and parking. He also spoke about the Building Better Communities Bond issue (BBC/GOB) for public safety and stated those monies were allocated, but not contractually committed to, and any changes to allocations would require a review by the Citizen's Advisory Committee for the Building Better Communities Bond Program prior to being considered by the Board of County Commissioners.

Judge Soto noted the County's jails were under a Consent Decree (federal lawsuit) and were mandated to be fixed; therefore, the $80 million allocation listed on the BBC/GOB, but not yet committed, to the Corrections Department would probably not be available to the courts.

Mr. Marquez noted, if the Task Force decided to renovate the 140 W. Flagler building, the $46 million listed on the BBC/GOB for the Judicial Department's additional courtrooms and administration facilities project could be used for that purpose, subject to approval by the County Commission. He further noted ad valorem was not available; therefore, the only sanctioned surcharge from the judicial system that could be used for capital projects was the traffic surcharge, however advised those funds were diminishing.

Judge Soto noted nine other counties in the State of Florida paid for their own courthouses due to a requirement in Article 5, Revision 7 that stated court facilities were to be paid by the county in which they were located.

Mr. Marquez pointed out funding for a new court facility would be competing against other County capital projects and recommended the Task Force look at funding efficiencies and discuss the possibility of establishing a P3 (Public/Private Partnership).

Judge Soto spoke about the need for a funding stream of approximately $20 million per year for a new facility and suggested the Task Force look into what the costs were to maintain DCC as a possible offset.

A discussion ensued regarding toll violations and traffic citations as a possible funding source where it was noted toll violations were now handled through MDX, not the County, thereby negatively affecting those funds the County received, and it was noted that traffic violations would only generate approximately $5 million per year, which was not a sufficient amount.

Assistant County Attorney Rosenthal advised the Task Force that the most unrestricted source of funding for a County was ad valorem taxes; however fees and sales taxes were authorized and controlled primarily by the State Legislature.

Mr. Riley asked if the legality of restructuring the impact fee schedule had been researched.

Assistant County Attorney Rosenthal explained the general impact fee requirements and how they were used offset future impacts incurred by a development. He noted the courthouse needs related to past construction needs.

A discussion ensued on the possibility of impact fees being used as a funding source for a new courthouse, whereby staff indicated they would research the matter and report their findings to the Task Force.

In response to a suggestion by Ms. Castellanos regarding the development of a mechanism that kept the County in control of certain money without calling it a filing fee, Mr. Marquez noted all forms of taxation were controlled by the State; the County would have to show cause and effect, which had to be direct; the County was not supposed to be making a profit; the County was not supposed to use their credit to support others; and the County couldn't set up a mechanism whereby a charge would be made on the County's behalf in order to the County's expenses.

With regards to the $46 million allocated to the Judicial Department under the BBC GOB Funds, Assistant County Attorney Rosenthal explained that money was tagged by the County Commission and authorized to be used for emergency repairs. It was also noted the BBC GOB allocation was originally $90 million; however it has been reduced to $46 million after paying for needed repairs at various court facilities.

Mr. Robert Warren, Real Estate Advisor for ISD and the Economic Resources Department, distributed an information booklet on Public Private Partnerships (P3) to the Task Force members and noted 95% of all P3's in the U.S. were horizontal projects, such as roads, underground utilities, and waterworks, and were revenue generating projects which created a funding source to offset the payments made to the private sector developer. He pointed out that HOK designed a 618,000 square foot courthouse, with 52 courtrooms, for approximately

$359 million; with $58 million of that amount covering the costs of for security, information technology (IT), furniture and fixtures.

Mr. Warren presented an overview of the information contained in the handout which explained the benefits of P3 projects; key elements needed for its success; advisory services it provided; that there was a certainty of budget; that the public sector only paid when services were delivered; and the project was guaranteed to remain in top condition over a 35 year period.

A discussion ensued regarding the need for legal, financial, and technical advisors for a P3, where it was noted once the County received input from the legal and financial advisors, that information would be presented to the County Commission and, at that point, the Commission would decide whether there was a need to obtain the services of a technical advisor.

Ms. Smith noted selection committees were currently meeting and an award recommendation should be presented to the Board within the next sixty (60) days.

Mr. Warren noted, in typical P3's, a financial advisor provided an analysis on whether this type of method should be used; then a technical advisor could come in to assist in the development of a detailed RFP. He noted, under a P3, the advisors would be on board with the County for a number of years. Mr. Warren further explained, in 2013, the State of Florida approved a House Bill related to P3's to provide a regulatory process.

Mr. Warren pointed out factors that would result in a P3's failure included the lack of defined requirements/expectations; overly optimistic expectation of risk transfer; the client's lack of quality resources; the public sector not understanding the constraints of leveraged finance; and the lack of political unity could result in the failure of a P3. However, noted there were many successful P3's, including the Port Miami tunnel.

Mr. Warren provided the following examples of P3's:

- Long Beach Courthouse: the original facility built in 1950's; a new facility was completed in 2013 and consists of 531,000 square feet with 31 courtrooms, government offices, and 5 retail spaces at a total cost of $490 million. He noted the judicial council of California agreed to pay $53 million annual fee and it was under a 35 year agreement to pay off the debt, at which point the State of California would take over ownership of the building.

- Indianapolis Justice Complex: consisted of 32 courtrooms, 3,400 bed detention facility, 750 bed minimum security facility, sheriff's office, juvenile courtrooms, law offices, and parking; $408 million cost; annual fee of $46 million; and approximately 3,000 beds being rented out to federal government. He noted, as of last April, the project died because it was determined the annual fee would be $4-5 million higher for the first nine years and the project wouldn't be completed until 2019, which caused dissention with the political body.

- Travis County Civil and Family Courthouse: original courthouse built in 1931; new facility would be 511,000 square feet with 14 stories; and the estimated cost was $292 million which would totally funded by municipal bonds if approved by voters in November, 2015

- Broward County Facility: 714,000 square foot, 20 story facility including a garage; cost $326 million; has $108 million dedicated/allocated funds with bonds issued on the balance; and the annual payment of $14 million was being accounted for in the County's budget. He pointed out that Task Force met from 2009 to 2011 and the building would be completed at the end of 2015.

Mr. Warren noted he looked at Downtown Miami properties and opined there was a possibility to bring down the costs by taking creative measures such as selling $150 million worth of real estate or allow a developer take over DCC. He also pointed out the land adjacent to the Children's Courthouse was County owned property which a developer could build on for free.

Following Mr. Warren's presentation, Ms. Smith noted the County Commission recognized the court's system was an independent branch and created the Task Force to look at various funding options and present their recommendations.

Next Steps – Action Plan and Assignments

1. **Court Infrastructure Needs (existing and future).**
2. **Funding and Financing**
3. **Delivery and Innovation**
4. **Recommendations**

Based upon Chairperson Crooks comment regarding information on operating and maintenance costs, Ms. Smith indicated she would provide the Task Force with information on the average cost per square foot, taking the building's age into consideration.

With regards to technology costs, Chief Judge Soto spoke about the criminal system (CJIS), built in 1992, that cost $15 million and noted it would now cost approximately $50 million to make criminal paperless. She stated most divisions, with the exception of civil, was not paperless and pointed out the problems with the DCC infrastructure which didn't provide for Wi-Fi.

Mr. Marquez noted the paperless situation in the court's system had the County's attention and anticipated, within one year's time, the County Commission would be asked to permit a bond issue through the County's non-ad valorem debt.

With regard to operating costs, Mr. Warren opined a 600,000 square foot facility, under a P3, could cost the County approximately $8 million per year to operate; and at a debt of $350 million, the County would need a dedicated revenue source of $30 million per year.

Ms. Castellanos expressed her opposition to P3's; however, would consider the concept of developing other County owned real estate to subsidize construction of a new courthouse facility.

Mr. Cuesta focused on a previous comment made by Chief Judge Soto regarding the need to move sections in DCC multiple times because of various problems and asked if that could be quantified, since it constituted an extraordinary cost to the normal operating costs. He stressed the importance of including those emergency maintenance costs in the total operating costs.

Chief Judge Soto spoke about the amount of work that had been completed, and was currently ongoing, at DCC and explained HOK, the Children's Courthouse developer, provided an estimated cost of $353 million for a new 620,000 square foot building. She presented a booklet showing the repairs being done at DCC.

Mr. Cuesta expressed concern with spending money on a bad asset.

Ms. Smith noted the standard operating costs for any County court building averaged $7.50 per square foot, not including remediation costs; capital costs over the past 5 years were over $40 million; and there were additional daily task costs. She indicated an updated spreadsheet reflecting the amount spent at DCC over the past five years, and what was currently being spent, would be provided to the Task Force members.

Vice Chairperson Farina opined there was no way to avoid the perpetual care and treatment costs associated with DCC.

In response to Chairperson Crooks question on whether HOK and SOM provided operating and/or maintenance costs in their estimate for a new building, Ms. Smith indicated she was not aware of such information.

With regards to the slab issues at DCC, Chief Judge Soto advised the April, 2014 report indicated 50.5% of the slab was evaluated; tests showed 29.7% continued to deteriorate, which was unacceptable; and 59% needed remediation.

Ms. Smith noted two different, independent structural consultants determined DCC was safe and structurally sound and the referenced recommendation commented on by Chief Judge Soto was currently being looked into.

Ms. Castellanos expressed concern with the amount of money being spent to build County buildings and the lack of money spent to maintain those buildings.

Chairperson Crooks stressed the importance of making a decision on what to do with DCC.

Vice Chairperson Farina requested the County Attorney provide a determination on whether DCC's historic designation placed any restrictions on what could be done with the building.

Mr. Cuesta noted buildings could be repurposed and still maintain their historic designation. He commented on the need to look at all options and asked whether or not the County looked at the possibility of marketing the property or doing something commercial with DCC.

Mr. Warren noted the County Commissioner gave County Administration a direction to look into P3's to address the court system's needs.

Chairperson Crooks emphasized the need to determine the need and what they want accomplished. He asked Chief Judge Soto to clarify the court's needs.

Chief Judge Soto explained the Civil Court Master Plan should be completed by September, 2015 and it projected the court's needed a new 560,000 square foot facility with 52 courtrooms that would carry the system through 2035. It did not include 34,000 square feet for additional parking. DCC would no longer be a viable courthouse.

Vice Chairperson Farina asked if Clerk Harvey Ruvin was included in any discussions with Dan Wiley, to which Chief Judge Soto responded affirmatively.

Chairperson Crooks asked staff to provide a concise written statement on what would happen with DCC, including what would be done in the interim with the extra capacity.

Chief Judge Soto suggested the Task Force consider inviting Mr. Wiley to make a presentation.

Assistant County Attorney Rosenthal advised the Task Force that the County Commission directed them to identify the infrastructure needs; identify any needed repairs to existing facilities; identify any current or future infrastructure expansion needs; recommend mechanisms to finance the repairs or expansion in the most efficient way possible; and to review the Master Plan and make recommendations as to what the new Master Plan should include.

Chairperson Crooks explained his interpretation of identifying needs meant scope of work. He also stated usage of vacant space would be kept on the table, including the pros and cons of doing that.

Mr. Riley noted the report provided to Task Force members indicated only 170,000 square feet, without restrictions, was available throughout the County for the courts.

Ms. Castellanos opined DCC could be saved and expressed concern that the County would lose the building's value if they gave it up. She stressed the need to present all options such as keeping and remodeling DCC; using 140 W. Flagler as an annex; or constructing a new courthouse with rentable spaces that would offset the cost. She opposed County taxpayers solely incurring the cost for a court facility to the benefit of wealthy developers.

Ms. Lonergan suggested the needs be identified for the entire circuit; determine where they would go; associated costs; and provide options. She also recommended these matters be prioritized.

Mr. Cuesta opined the needs were already somewhat identified in the Master Plan.

Chairperson Crooks noted, although the Task Force was charged with looking at the entire court's system, the focus appeared to be on DCC.

Assistant County Attorney Rosenthal advised it was within the Task Forces' prerogative to determine the only true existing need at this time for the County's court's system was to have a main civil courthouse.

Chairperson Crooks stated the Task Force would first address the needs for the existing infrastructure and secondly, the needs for future infrastructure. He noted, with regards to DCC, repairs were ongoing at that facility in order to keep it whole and the Task Force would refer to that as the DCC Rehab.

Ms. Smith indicated she would provide the total cost estimates to rehab DCC at the next Task Force meeting.

Chairperson Crooks recommended the Task Force also establish a five year time line for a new courthouse; suggested Mr. Wiley be invited to make a presentation to the Task Force; that the future civil court facility be consistent with the Master Plan recommendation for DCC; and that Coral Gables, North Dade Justice Center, and West Dade be listed as secondary priorities.

Chairperson Crooks asked staff to provide information on estimated costs to construct a facility in West Dade and identify available funds to address the court system's need.

Ms. Smith clarified the purpose of the GOB question approved by voters in 2004, provided money for the court's general expansion needs and she suggested the $46 million set aside for infrastructure and expansion purposes should be used towards a new facility or expansion of existing facilities.

Assistant County Attorney Rosenthal read, for the record, the ballot question approved by the voters in 2004 and advised that GOB funds could only be spent on capital projects.

Chairperson Crooks commented on Mr. Riley's suggestion of utilizing impact fees to which Assistant County Attorney Rosenthal indicated a County tax expert would be available to address that issue at the next scheduled Task Force meeting.

Mr. Riley spoke about the City of Miami's Public Benefit Program, tied to their land development code, which served as an additional revenue source for parks and infrastructure improvements.

Based on Ms. Castellanos' prior suggestion related to filing fees, Chairperson Crooks asked it be listed as a possible funding option and reiterated the need for the Task Force to identify all possible financing mechanisms, including traffic citations.

Ms. Smith noted she would provide the Task Force members with copies of two memorandums, specific to DCC, that were distributed last year and addressed financing/funding options available.

Vice Chairperson Farina suggested the National Center for State Courts be contacted for additional input on funding options.

Chairperson Crooks invited Mr. Warren to attend the next Task Force meeting. He also commented on the need for the courts to be technologically efficient.

Assistant County Attorney Rosenthal suggested the Task Force consider hearing from Clerk Ruvin on the technology advancements in the Clerk's offices. It was also recommended the Task Force be provided with information on the technological infrastructure in the new Children's Courthouse.

Chairperson Crooks announced the next Task Force meeting would held on August 17, 2015 at 1:00 p.m.

There being no further business to come before the Miami-Dade Court Capital Infrastructure Task Force, the meeting adjourned at 5:25 p.m.

Chairperson Enrique "Rick" Crooks

CLERK'S SUMMARY AND OFFICIAL MINUTES
MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE
August 17, 2015

The Miami-Dade Court Capital Infrastructure Task Force convened a meeting on August 17, 2015, at 1:00 p.m., in the Stephen P. Clark Government Center, 111 NW 1st Street, 18th Floor, Conference Room 18-4, Miami, Florida, 33128.

There being present: Ms. Maria Luisa Castellanos; Ms. Sandra Lonergan, Mr. William W. Riley; Hon. Joseph P. Farina, Vice Chairperson; and Mr. Enrique Crooks, Chairperson. (Ms. Lourdes Abadin and Mr. George Cuesta arrived late).

The following individuals were also present: Assistant County Attorney Oren Rosenthal; Ms. Tara Smith, Director, Internal Services Department (ISD); Ms. Pamela Regula, Executive Assistant, Internal Services Department; and Deputy Clerk Cindy White.

CALL TO ORDER
Chairperson Crooks called the meeting to order at 1:05 p.m. and asked all those who were attending today's meeting to introduce themselves.

APPROVAL OF MINUTES – JULY 17, 2015
Vice Chairperson Joseph Farina presented a motion to approve the Miami-Dade Court Capital Infrastructure Task Force minutes of July 17, 2015. This motion was seconded by Mr. William Riley, and upon being put to a vote, passed a vote of 5-0 (Ms. Lourdes Abadin and Mr. George Cuesta were absent).

DISCUSSION OF MEMOS RECENTLY DISTRIBUTED

August 21, 2014 – Capital Construction Needs of the Miami-Dade County Circuit and County Courts

September 2, 2014 – Additional Information Regarding Alternate Options to Build/Finance a New Courthouse

Ms. Tara Smith, Director, Internal Services Department (ISD), distributed copies of Resolution R-680-14, referenced in the August 21, 2014 memorandum, to each member of the Task Force. She noted the memorandums instructed ISD, collectively with the 11th Circuit Chief Judge and the Office of Management and Budget, to identify the capital needs and financing options for a Civil Courthouse.

Ms. Smith explained the memorandums summarized all work completed by the County to date; provided the cost estimates that were prepared prior to the November, 2014 referendum which failed; and provided additional information related to filing fees and other financing options. She pointed out that representatives from the Office of Management and Budget (OMB) were present to answer any questions the members may have.

Vice Chairperson Farina noted, upon his review of the memorandums, it appeared the consensus was the Dade County Courthouse (DCC) did not meet existing or future needs. He spoke about the need for a 620,000 square foot courthouse, with 51 courtrooms and the two referenced County owned properties; one next to the Children's Courthouse and the other being the 140 W. Flagler Street property, if the building was razed. He further commented on the cost estimates being between $253 and $368 million for a new courthouse, plus or minus any additional increases in construction material costs.

Chairperson Crooks announced Mr. George Cuesta's arrival.

Ms. Castellanos opined there was a square footage discrepancy between the September 2, 2014 memorandum and what ISD presented at the last Task Force meeting.

Ms. Smith clarified that ISD provided facilities management for 6 million square feet of County office space, of which approximately 3.6 million square feet was courthouse space.

Ms. Castellanos noted one of the memorandums reflected the need for an additional 2.8 million square feet of courthouse space and opined it appeared to be more of a distribution issue than an expansion issue. She suggested renovation of DCC be considered in lieu of constructing a new building.

Chairperson Crooks noted many studies were done and the Task Force members agreed, at the last meeting (8/10), to identify primary and secondary needs; and decided a new courthouse was a primary need.

Ms. Castellanos disputed Chairperson Crooks' assessment of what the Task Force agreed upon at their last (8/10) meeting, noting it was her conclusion that the Task Force would look at different available options. She noted her opposition to determining a new courthouse was the primary need without any consideration being given to the possibility of renovating DCC. She pointed out that statements contained in the report opined that the North Dade and Coral Gables courthouses could not sufficiently handle the growth they've experienced; however, the Coral Gables courthouse was considered a favorite by the legal community. She suggested consideration also be given to expansion of Coral Gables.

Chairperson Crooks noted at the last meeting (8/10) it was summarized that the primary need would be a new civil courthouse and a secondary need would be to look at regional locations such as Coral Gables and West Dade. He also noted the need to look funding alternatives to accomplish the needs.

In response to Ms. Castellanos' suggestion that a vote be taken on the need for a new courthouse, Chairperson Crooks recommended the vote be taken when all members of the Task Force were present.

Assistant County Attorney Rosenthal advised the Task Force that a vote and recommendation of a consensus of its members is what the County Commission expected to receive via a written report. He pointed out that the practice of other task force's was to include any dissenting or minority views and/or opinions of any member(s) in the report.

Chairperson Crooks stressed the importance of a report being formulated by the Task Force as quickly as possible and recommended the order to follow would be to identify the primary and secondary needs; followed by looking at alternatives; and finally reviewing proposed funding sources.

Assistant County Attorney Rosenthal noted the Task Force support staff would prepare the report based on their majority expressions; distribute a draft to each member for review; each member would submit their input to support staff; and then a public meeting would be held to finalize the Task Force report. He further explained the report should contain the courthouse needs explored by the Task Force; list the various parties that provided vital information and/or made presentations; list reports received and reviewed by the members; the topics discussed by the members; the Task Force's majority recommendation (by vote); and include an explanation of any dissenting points of view.

Ms. Smith noted an outline for the report was being prepared by ISD staff and she would coordinate with the Task Force members for additional input in order to complete a draft.

Vice Chairperson Farina suggested the Task Force determine what the greatest need was; discuss the means to fulfill the need, whether it's a new facility or renovation of an existing facility; and review viable funding sources.

Ms. Castellanos commented on the exorbitant costs that would be incurred to construct a new facility and renovate the Coral Gables Courthouse. She noted there were many issues not yet discussed or decided upon by the Task Force.

Ms. Lonergan opined the Task Force's mission was to determine what the court's needed; how many judges were needed where; what expansions were needed; and recommendations on funding options.

Ms. Castellanos concurred that there was a need for additional court space and opined there should be a palatable combination by reducing the $400 million cost; constructing a partial new building, smaller in scale; a complete remodeling of DCC; and determine a solution on what should be done at the Coral Gables Courthouse. She also noted she supported Mr. Riley's suggestion related to impact fees.

Chairperson Crooks said he would prefer the Task Force come to conclusions as to what the needs were and what alternatives should be studied.

Ms. Lonergan noted she would provide the information requested Ms. Castellanos, regarding civil vs. criminal cases filed, to staff for distribution to the members.

Ms. Castellanos asked that the information include the type of civil cases; to determine which types of cases were causing the backlog.

Judge Jennifer Bailey provided background information on cases filed, noting between 1995 through 2006, filings were between 35,000 to 45,000; however during the foreclosure crisis, the amount of cases filed increased to approximately 117,000 per year. She noted, currently, the number of cases filed was approximately 45,000. She pointed out that a majority of cases filed in Miami-Dade County were more complicated than other jurisdictions and, as a result, took more judge days to conclude.

Vice Chairperson Farina pointed out that DCC traditionally housed county civil cases (under $15,000) circuit civil cases (over $15,000), and probate cases; all being handled by 41 judges. He commented on the need for an additional 26 courtrooms and pondered where the renovation would occur, what efficiencies of scale would occur, and what the cost difference would be to renovate an existing facility in lieu of building a new courthouse with 52 courtrooms.

MEETING EXISTING NEEDS

Dade County Courthouse

Operating and Maintenance Costs – 5, 10, 15 years

Ms. Smith reviewed various operating and maintenance costs associated with DCC over the next 5, 10, and 15 years. She stated the current operating cost at DCC was $10.55 per square foot, which was a standard amount, and averaged $2.8 million per year; and that additional maintenance costs of approximately $2.50 per square foot, over and above the standard cost, were incurred due to the building's age. She noted ISD was budgeting $500,000 to continue to be able to meet the needs of DCC

Ms. Smith reported that funded and ongoing capital needs for DCC, over the next five years, consisted of $39 million to finish the ceiling; to proceed with the next phase to repair the structural columns; to replace the emergency generator; continued repairs to the third floor; electrical repairs; repair and/or replace some of the air handlers; and the cost to provide temporary courtrooms in the immediate area while repairs were being conducted. She noted funding for the temporary courtrooms could only be funded if it was approved by the Citizen's Advisory Committee and the County Commission.

Ms. Smith reported that during Phase 3 of the structural repairs, over the next 10 years, the slab of DCC would then be addressed since it was below sea level and prone to frequent flooding. She explained work on the slab would not commence until 130 of the columns were repaired.

Ms. Smith also reported that unfunded projects at DCC over the next five years consisted of repair and/or replacement of the remaining air handlers not addressed in the funded and ongoing capital needs; $38 million needed over the next 10 years to continue replacement of air handlers; replacement of the fire alarm panel; elevator modernization; and to reseal/replace of building envelope. She further noted, over the next 15 years, $2 million would be needed to address structural issues on the plaza.

Chairperson Crooks surmised the operations costs at DCC would increase by 25% due to maintenance issues; and that approximately $80 million would be needed over the next 15 years to address all the issues.

A discussion ensued regarding ADA requirements at DCC where it was noted that DCC was grandfathered in; therefore, the building was exempt from ADA compliance and costs associated with ADA modifications were not factored in.

Ms. Lonergan noted only three floors in DCC had public bathrooms and opined, due to the large amount of people who visited the courthouse every day, there was a need to provide more public accommodations.

Mr. Juan Silva, ISD Facilities Manager, stated there were two public bathrooms on the second and third floors that were ADA compliant.

In response to Mr. Cuesta, Ms. Smith explained the raising of the slab at DCC was included in the original $39 million cost for capital needs over the next five years.

Mr. Cuesta opined future capital improvement costs of approximately $42 million could be saved after the five years, should a decision be made to replace the building. He also commented on the ADA issue at DCC and the lack of space to in the building to meet ADA requirements.

Chairperson Crooks recognized Ms. Lourdes Abadin's arrival.

Based on questions raised as to whether or not DCC would be subject to ADA compliance if the building were remodeled, Ms. Smith indicated she would provide that information to the Task Force at a future meeting.

During discussion on the possibility of remodeling DCC, Ms. Smith noted the building had many unusual configurations due to most floors being small in size and the courtrooms were undersized, being under the recommended size of 10,000 square feet.

Ms. Regula indicated efforts were being made for the Task Force members to tour DCC and conduct their next meeting at that location.

Judge Bailey noted the space configurations in DCC were challenging; particularly due to the location of the support columns.

Vice Chairperson Farina explained column obstructions in the courtrooms posed problems with jurors and attorneys inasmuch as they were unable to see and/or hear depending on where they were seated.

Ms. Smith proceeded to address potential vacant spaces and indicated a copy of the memorandum signed by the Mayor last week was included in the package distributed to the Task Force members. She noted the memorandum described the status of ISD inspections at all the courthouse facilities and reiterated the potential vacant spaces and County owned properties that could be utilized for various courtroom configurations. She also distributed a list of vacant county-wide spaces, most of which had restrictions, and noted the list highlighted those spaces that could be possibly be renovated to accommodate courtroom spaces at a certain dollar figure, up to $200 per square feet, depending on the age of the building and the courtroom requirements.

In response to Ms. Castellanos' question as to how many additional courtrooms were needed, Vice Chairperson Farina noted a total of 52 were needed, and presently there were only 26. He further explained that Miami-Dade County was entitled to eleven additional judgeships; however, it was not yet funded by the State Legislature, but if it were, there would be not be room to accommodate those judges. He stressed that additional courtrooms were an immediate need.

Ms. Castellanos pointed out the possibility of having 12 courtrooms in the 140 W. Flagler building; 10 at the Main Library; and the remaining at the Overtown Transit Village. She opined that consideration should be given to putting additional courtrooms in the Coral Gables Courthouse and at the proposed West Dade location.

Vice Chairperson Farina noted all courtrooms were not the same and spoke about the importance of locating the additional courtrooms in Downtown Miami. He suggested the Task Force members tour the 140 W. Flagler Street building.

Mr. Castellanos noted the 140 W. Flagler Street building would require a complete remodeling in order to facilitate courtrooms.

Ms. Smith indicated all County departments were in the process of being moved out of the 140 W. Flagler Street building because it was too costly to maintain and operate; and discussions were currently underway to determine the future use of that building.

Mr. Riley concurred with Vice Chairperson Farina recommendation that the courtrooms needed to be centrally located in the urban core of Miami-Dade County. He also noted, with regards to the Coral Gables Courthouse, that the parking was inadequate and there was not enough land to expand that facility.

Vice Chairperson Farina spoke about a public transportation system being created to enhance the central core by connecting the courthouses in Miami-Dade, Broward, and Palm Beach counties; and noted he was amenable to hear if the 140 W. Flagler Street building or the Main Library were viable options.

Mr. Riley noted the need for satellite district courthouses; however pointed out they were not connected to mass transit. He reiterated the need to establish new courtrooms in the urban core and expressed concern with cost estimates of up to $200 per square feet to provide a temporary courthouse location. He opined spending that much money on a temporary facility was not a good use of taxpayer's money.

FUNDING AND FINANCING

- **GOB**
- **Impact Fees**
  - **Examples being used elsewhere**
- **Public Benefits Program**
  - **Examples – City of Miami**
- **Parking Fees**
- **Building Parking Revenues**
- **Filing Fees**
- **Traffic Citations**
- **Existing Buildings, Land**

Ms. Castellanos asked whether it was more important to fund a $400 million new courthouse facility or fund other essential County needs that had no solution. She opined the Court's had other viable solutions rather than spending $400 million.

Chairperson Crooks noted the Task Force's focus was to make recommendations for the Court's system, not other County needs; therefore, the Task Force would identify primary and secondary needs.

Ms. Abadin indicated, during her research on P3's, she discovered those types of partnerships had been around for many years; many of the facilities were mixed-use; that most cost between $40 - $78 million; and found none that required borrowing $400 million. She also discovered that experience suggested courthouses be located next to public transportation since it reduced the costs associated with having to include parking.

A discussion ensued regarding the 531,000 square foot courthouse facility in California, constructed using the P3 method. Mr. Warren noted operating costs were $51 million per year, which included the capital cost of $35 million; the annual service fee of $14 million, which equaled $28.00 per foot; and a $2.7 million reserve per year for replacement. He noted California was paying a higher service fee than the $11 million previously mentioned, since $11 million was a business as usual cost. He explained the service fee increased if the time in which repairs and/or problems were to be addressed was shortened and the facility was to be maintained as a state of the art facility.

Mr. Warren referenced the August 21, 2014 memorandum that indicated a 600,000 square foot new courthouse facility would cost $360 million. He noted the cost could possibly be reduced to $320 million by selling bonds for $18.5 million to cover the annual finance charge and operating as a business as usual at $11.00 per square foot. He stated the challenge would then be to find funding for approximately $25 million per year. He also noted costs could be further reduced by extending the repair wait time (1/2 hour vs. 4 hours) and having a smaller reserve for replacement, assuming after 35 years, the building would be in excellent shape.

Chairperson Crooks noted an advantage to P3's was that maintenance and building upkeep were covered over a 35 year period.

In response to Chairperson Crooks question regarding parking garage revenues at the California P3 facility, Mr. Warren explained $1 million per year was allocated to operate the garage and the State received some of parking revenues, along with the P3 operator. He noted the proposed 600,000 square foot courthouse facility for Miami-Dade County did not include a parking garage.

Mr. Riley questioned whether the County received a portion of the tax revenues collected by incorporated cities to help fund general wide services like the courts, or Jackson Hospital.

Assistant County Attorney Rosenthal explained everyone who lived in an incorporated city or in unincorporated areas paid County taxes to fund county-wide services. He noted there was nothing that prohibited cities from contributing to the County.

Ms. Castellanos noted, for the record, if the 135,000 square feet from the 140 W. Flagler Street building, the 50,000 square feet from the Main Library, and the 58,000 from the Overtown Transit Village were multiplied by $200.00 per square foot; the total cost of the renovation to provide 29 new courtrooms would be $48.6 million. She stated, even adding another $48 million to remodel DCC would constitute a cost that was one-quarter of what a new facility would cost. She expressed concern with asking the public to pay ten times that amount for a new courthouse facility and opined her suggestion was doable.

Ms. Smith noted the amounts strictly related to renovation costs, not additional maintenance and operational costs over the next several years.

Chairperson Crooks reiterated the need for the Task Force to identify the needs, identify the alternatives, quantify the alternatives, look at the pros and cons, and then make a recommendation. He also asked representatives from the Office of Management and Budget (OMB) to identify funding opportunities.

Chairperson Crooks announced the Task Force meeting would take a brief recess.

The Miami-Dade Court Capital Infrastructure Task Force reconvened at 2:45 p.m.

Chairperson Crooks asked Judge Jennifer Baily to make her presentation on filing fees.

Judge Jennifer Bailey explained the County's filing fees generally went to the State since Miami-Dade County was a net donor and opined it was highly unlikely that would change because it required the agreement and consent of the entire State Legislature. She noted a small percentage of the filing fees came back to the County in the form of expenditures on the judiciary unit, the Clerk's corporation, and the remaining went into the State's general revenue.

Judge Bailey spoke about the concerns related to raising parking and traffic fees, noting the general consensus was that the more expensive it got, the less revenue that would be generated. She also noted parking fees were declining since most paid by phone now.

Vice Chairperson Farina pointed out that the only time the State Legislature provided state funds for a courthouse was for the ten smallest counties in the State. He explained the larger counties in the State of Florida were the impetus for changing the funding formula of the court's system to allow the counties to provide funding for facilities, technology, and communications; and the State to provide funding for the salaries of judges and support staff and other areas apart from facilities, technology, and communications.

A discussion ensued regarding the possibility of increasing filing fees based on the amount of a lawsuit. It was noted, should fees be increased, the Trial Court Budget Commission distributed, in formulas, the state revenue from filing fees and general revenue dollars and the County would not get dollar for dollar on the increased fees; there would be lengthy and difficult hurdles to overcome with the State; and middle income individuals who wished to file multi-million dollar lawsuits could be adversely affected because they could not afford the higher filing fee. There was a general consensus that filing fees needed to be reviewed; but there was concern on how to proceed with addressing the issue.

Ms. Lonergan noted the Clerk of Courts website had information on all filing fees.

Chairperson Crooks asked staff to provide each member of the Task Force with the link.

Mr. Cuesta opined that increased filing fees did not appear to be a viable financing option to address the needs of the County's Court's system.

Chairperson Crooks expressed the need for the Task Force report to address the member's opinions on the increased filing fee issue and reflect their opposition to Miami-Dade County being a donor county.

Ms. Castellanos noted the filing fee issue could take years to resolve and suggested if the Bar Association and Dade Delegation got involved it could effect change. She noted she would put her proposal in writing and submit it to Ms. Regula.

A representative from the Office of Management and Budget asked how the impact fee idea came about to which Mr. Riley responded it was his suggestion and opined that since the County's courthouses provided a civil service to the population; it appeared that impact fees for the courts could be considered as an additional revenue source. He noted he was not aware of any other city or county that had done what he was suggesting.

Mr. Riley also spoke about the Miami 21 - Public Benefits Program established in the City of Miami. He explained the city conducted a code re-write about two years ago and, with regards to building capacity, the program was established to allow the developer to exceed restrictions to a certain degree in exchange for the developer's donation of money or property to the Miami 21 Benefits Trust Fund. He noted all cash funds donated to the Miami 21 program were used towards future civic improvements in the City of Miami, such as park and open space areas. He suggested Miami-Dade County look into establishing a similar program as an additional revenue stream.

Chairperson Crooks asked OMB to look investigate the impact fee suggestion to determine if it was feasible.

During a discussion on impact fees, Mr. Cuesta asked whether or not it would be possible to require developer's to pay an impact fee related to the court's system in perpetuity and Mr. Riley suggested the possibility of imposing an impact fee for future maintenance costs.

Chairperson Crooks asked OMB to also look into both possibilities mentioned by Mr. Cuesta and Mr. Riley.

OMB staff indicated those matter would be deferred to the County Attorney's office for further review.

Assistant County Attorney Rosenthal indicated his office would work with County Administration on this issue and explained a rational nexus was required between the development and what was being funded; secondly, it had to be to fund new things. He noted, for example, the prior needs of a community could not be placed on the back of the new development; therefore, only the needs created by the new development could be placed upon the new development.

Assistant County Attorney Rosenthal stated the issue of funding future capital costs, or a portion of the capital costs, created by new development could be looked at with impact fees; however, advised a study or evidence would be needed to justify assessment of such an impact fee. He noted further research would be required to determine if, for example, a new commercial development in the Downtown area would result in increased filings and requirements for a new court facility. He wanted to ensure the Task Force understood that impact fees were not a solution to existing problems.

Assistant County Attorney Rosenthal also commented on the Miami 21 Project and noted he would consult with other county attorneys who had expertise in that area and report back to the Task Force with their findings.

Following additional discussion on impact fees and the possible rationale behind commercial and residential developments having an impact on the County's court's system, Assistant County Attorney Rosenthal advised sufficient study was needed to back up that type of rationale. He noted the Task Force could recommend the County, during their zoning code reviews and impact fee analysis, give consideration to creating in impact fee, to extent legally feasible, to fund increased courthouse needs. He explained impact fees were dependent upon the use of the new construction.

Mr. Riley referenced an article on Veronews.com which stated Vero Beach was in the process of revamping their courthouse and updating their security. He noted the article also stated the County intended to build a new courthouse and would use impact fees to pay for the land and construction.

Mr. Warren clarified that impact fees were a one-time fee, not recurring.

Assistant County Attorney Rosenthal advised impact fees were just another cost of construction.

Chairperson Crooks noted, based on the foregoing discussion, the Task Force report would include the feasibility of a public benefits program similar to Miami 21 Project and additional impact fees as possible funding sources.

With regards to parking fees, it was noted that a Memorandum of Understanding (MOU) existed between Miami-Dade County and the Miami Parking Authority that covered parking fees and how much the County could collect.

Ms. Smith noted ISD managed county parking lots and the revenues collected were used to support the operation. She also noted there was garage capacity in the Downtown area to accommodate public parking for the Courts and explained the HOK estimate for the new courthouse facility included on-site parking for judges and immediate staff, which was generally the case with all Downtown courthouses.

A discussion on parking fines and citations ensued and Ms. Castellanos noted a copy of a Miami Herald article was distributed to each Task Force member that covered the issue of moving violations and parking fees. She explained the article stated 29% of County drivers were driving without licenses because they couldn't afford to pay their fees and questioned what the ramifications were if an individual was caught driving without a license.

Judge Bailey indicated that individual would be arrested and jailed at a tremendous expense to the County and expressed concern that those individuals occupied jail space that should be occupied by criminals who have committed serious crimes.

Chairperson Crooks noted, based on the comments made on parking fines/fees, that it was not a viable funding source and asked that the Task Force report reflect that information. He also asked that traffic citations be identified in the report as a modest revenue opportunity.

Discussions on parking garages concluded that the revenue ISD received from garages was minimal; that rates for County employees were maintained at a reasonable level and not increased; that the location of a garage was an important factor; that problems with security issues existed; and that sufficient revenue could be generated if a parking garage was operated by the private sector who charged market rates.

Chairperson Crooks asked that the Task Force report reflect parking garage revenues were not a viable funding option.

With regards to existing buildings and land, Ms. Smith noted ISD was currently conducting an analysis and obtaining appraisals. She indicated Downtown Motorpool, the Cultural Center, the 140 W. Flagler Street building, and DCC were being valuated; however, information related to the impact on operations would be included in addition to their market availability. She noted the analysis was not complete and different scenarios were being evaluated.

Chairperson Crooks advised the next Task Force meeting on August 24, 2015 would consist of a tour of DCC, a Master Plan presentation; member input to draft a needs statement; review funding recommendations; and begin the framework for the project delivery. He recommended the Task Force members be given additional time, following the August 24, 2015 meeting, to review the preliminary recommendations.

Ms. Smith, in collaboration with Judge Bailey, announced the tour would be conducted prior to the meeting and a courtroom would be identified where the Task Force could meet following the tour.

Chairperson Crooks noted he drafted alternatives and distributed copies to each member of the Task Force. He asked the members to review alternatives 1 through 3; stressed the importance to establish a needs statement; and expressed his desire to narrow down the Task Force recommendations.

A discussion ensued on the amount of time needed for the August 24, 2015 meeting presentations, discussion, and tour. It was decided that the Task Force members and all meeting attendees would meet in the DCC lobby at 1:00 p.m.

Mr. Cuesta suggested the Task Force continue to work toward a complete understanding of the dollar need and include that information in the needs statement.

The Task Force members agreed to schedule a meeting on September 15, 2015 and Chairperson Crooks requested staff prepare a draft report for the members to review by that meeting.

Assistant County Attorney Rosenthal advised the Task Force sunset date was September 21, 2015; however, the date could be extended by a simple majority vote of the County Commission and he would inform Commissioner Sosa of the need for the extension.

Ms. Castellanos asked that the September 15, 2015 meeting be scheduled for 10:00 a.m. since she had prior commitments in the afternoon.

There being no objections, Ms. Regula announced the Task Force meeting following the August 21, 2015 meeting would be scheduled for September 15, 2015 at 10:00 a.m.

There being no further business to come before the Miami-Dade Court Capital Infrastructure Task Force, the meeting adjourned at 4:17 p.m.

Chairperson Enrique "Rick" Crooks

CLERK'S SUMMARY AND OFFICIAL MINUTES
MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE
August 24, 2015

The Miami-Dade Court Capital Infrastructure Task Force convened a meeting on August 24, 2015, at 1:00 p.m., in the Dade County Courthouse, 73 W. Flagler Street, Courtroom 4-2, Miami, Florida, 33128.

There being present: Ms. Lourdes Abadin; Ms. Maria Luisa Castellanos; Mr. George Cuesta, Ms. Sandra Lonergan, Mr. William W. Riley; Hon. Joseph P. Farina, Vice Chairperson; and Mr. Enrique Crooks, Chairperson.

The following individuals were also present: Assistant County Attorney Oren Rosenthal; Ms. Tara Smith, Director, Internal Services Department (ISD); Ms. Pamela Regula, Executive Assistant, Internal Services Department; Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit; Chief Judge Bertila Soto, Eleventh Judicial Circuit; and Deputy Clerk Cindy White.

COURTHOUSE TOUR

The Task Force members took a walking tour of the Dade County Courthouse (DCC) led by Honorable Jennifer Bailey and Chief Judge Bertila Soto.

During the tour the members visited a number of floors and were shown problematic courtroom column and configuration issues; the lack of adequate space in a majority of the courtrooms, in common areas, and in jury assembly areas; the insufficient amount of public restrooms; insufficient ADA accommodations; renovations that had been made or were currently underway; and observed ongoing structural, electrical, plumbing, humidity, and water intrusion issues that existed in the building and/or were being addressed by ISD. It was noted that courtroom and building renovations had a significant impact on ongoing operations; and the money spent for those renovations did not significantly improve the functionality of the courthouse.

ROLL CALL

A roll call was conducted by Deputy Clerk Cindy White and, all members being present, Chairperson Crooks called the meeting to order at 2:20 p.m. He asked all those who were attending today's meeting to introduce themselves.

APPROVAL OF MINUTES – AUGUST 10, 2015

Ms. Castellanos requested her comments on page 12, third paragraph, be amended to indicate she would consider the concept of developing other real estate to subsidize the construction of a new courthouse facility; and on page 15, that her last name be corrected to reflect an apostrophe after the "s."

Mr. Cuesta requested the word "refurbished" be amended to "repurposed" in his comment on page 13, fourth paragraph.

Mr. Warren requested his comment on page 12, second paragraph, be amended to reflect that actual operating costs would be approximately $8 million per year; and if the project were financed under a P3 at a debt of $350 million, the County's debt payment could be approximately $30 million per year.

Vice Chairperson Joseph Farina presented a motion to approve the Miami-Dade Court Capital Infrastructure Task Force minutes of August 10, 2015, as corrected. This motion was seconded by Ms. Lourdes Abadin, and upon being put to a vote, passed a vote of 7-0.

MASTER PLAN PRESENTATION & FINALIZATION OF NEEDS STATEMENT

Mr. Dan Wiley, Dan L. Wiley and Associates, Inc., introduced himself and Mr. Daniel Perez-Zarraga, Perez & Perez Architects Planners. Mr. Wiley presented a power point presentation entitled "Miami-Dade County and the Eleventh Judicial Circuit Court of Florida – Courts Master Plan 2015 Update." He pointed out the 2015 Civil Court's System Master Plan recommendations were an update to the 2007 Master Plan; that the Court's Master Plan Update Scope consisted of Phase 1A – Civil Court Program Needs and Guidelines – due on or about September 30, 2015; Phase 1B – Site Options; and Phase 2 – Remaining Judicial Facilities. He explained the 2015 Master Plan consisted of the following four stages: 1. What we have (existing conditions); 2. What we need (projections, guidelines, needs); 3. What we can do (planning considerations and options); and 4. What should we do (recommendations).

1. **<u>What We Have (Existing Conditions)</u>**

Mr. Wiley presented floor diagrams of DCC which showed the occupied and unoccupied space; he pointed out that DCC had spatial, functional, and physical (i.e. structure, plumbing, air conditioning) deficiencies; noted environmental conditions/concerns included water intrusion, mold, air quality, and temperature control; that there were safety concerns with the exiting and egress, particularly with fire exits; and there were multiple ADA issues.

With regards to Mr. Wiley's comments on existing conditions, Ms. Smith expressed her desire to provide Mr. Wiley with pictures showing the areas that had been or were presently being addressed by ISD.

Mr. Wiley continued his presentation and commented on DCC's security and access issues, noting the need for separate and secure public and judicial elevators and the need for judges and their support staff to have security alarms. He also pointed out that public areas were overcrowded; the tower courtrooms were substandard and dysfunctional; additional public elevators were needed; that only some court floors had public restrooms and some were not ADA accessible; the jury assembly space was overcrowded; and the need for technical integration.

2. **What Was Needed (Projections, Guidelines, Needs)**

Mr. Wiley noted, due to the current and projected population growth in Miami-Dade County, the caseloads for probate, circuit civil and county civil had, and would continue, to increase; therefore, there would be a need for additional judicial officers. He noted the present gross square footage of court space at DCC was approximately 240,000 gross square feet; and that the aforementioned projections reflected the present need for additional courtrooms and space requirements of approximately 498,700 gross square feet; and the projected need in 2035 being approximately 569,000 gross square feet. Mr. Wiley noted two exceptions to the approximate square footage needed were for secured parking and storage for court files, which were not factored in.

In response to Ms. Castellanos' request to clarify the amount of square footage needed, Mr. Wiley explained his projections comprised a civil court complex that placed all court and clerk functions in one location.

A discussion ensued regarding how the square footage was determined and Mr. Wiley explained the proposed square footage need was determined by using space standards developed for construction of the Children's Courthouse; statewide space standards; space standards for judicial systems and individual counties; and the most recent standards used by the State of California. He assured that appropriate judicial space standards were applied to generate the proposed space needs.

Mr. Wiley explained the proposed courthouse facility would include a mixture of courtrooms consisting of 1 special proceedings courtroom that was approximately 3,000 square feet; 8 large courtrooms; and the remaining courtrooms would be the standard size of approximately 1,800 square feet.

3. **What We Can Do (Planning Considerations and Options)**

Mr. Wiley recommended the consolidation of court operations by retaining civil and probate courts as a unity rather than fragmenting them into pieces. He explained the courts were not only courtroom and judges, but also included administrative office of the courts, functional units, supporting units, clerk's offices, jury operations, and security. He opined fragmenting civil and probate into multiple locations added costs and significantly complicated staff operations, jury operations, public operations, and security provisions.

Mr. Wiley also spoke about the advantages of contemporary courthouses and how they provided equal access; a safe, secure and healthy environment; had flexibility; and provided a platform for e-service and technology integration.

It was also noted that every modern courthouse needed access to public transportation; particularly one located in a downtown area.

Mr. Wiley pointed out the possible available options the Task Force would consider were: a) to renovate and re-use DCC, which had insufficient and inadequate space; b) renovate and partially use DCC, which would be dysfunctional, however other uses could be considered; or c) replace and build a new facility.

Mr. Daniel Perez noted, from an urban standpoint, it appeared Downtown Miami would be the most reasonable location for a new civil courthouse complex. He reviewed the following diagrams contained in the power point presentation: Planned Courtroom, Court Sets/Program, Judicial Circulation, Public Circulation, and Secure Circulation.

Ms. Abadin asked what alternative uses were identified for DCC inasmuch as she was concerned the building use would become obsolete to anyone else and the value that could be derived from DCC, should a new facility be built, would be minimal to the County.

Mr. Perez explained the issues faced to repair, restore, and bring DCC up to code as a fully functional building, and suggested, since DCC was on the National Registry of Historic Places, that trust grants be investigated as possible funding sources to restore the building. He noted The Heritage Foundation and other national organizations could be contacted, and inquiries made, to determine if funding assistance was available; and with regards to accessory or future uses for DCC, there were no definitive answers, but he recommended reaching out to local universities who had law programs and could utilize the courtrooms.

4. **What Should We Do (Recommendations)**

Mr. Wiley noted DCC was no longer able to support the operational and spatial needs for Civil and Probate courts and suggested new courthouse facility be constructed that would carry the court's system through 2035. He pointed out the new courthouse facility should be approximately 550,000 – 600,000 gross square feet; should accommodate 53 courtrooms; have space for associated operations of the Administrative Office of the Courts and the Clerk of Courts; have appropriate space for jury assembly, security, and building management; and should be located in a city center, close to related courts and a major transportation hub.

A discussion ensued on the gross factors used to determine square footage. It was explained that the two levels of grossing used were pure net to departmental area and the building gross factor. It was also noted the relationship, in a contemporary courthouse, between the net square footage and the building gross square footage was just over 50%.

Upon request by Chairperson Crooks, Ms. Smith noted, once ISD updated Mr. Wiley's power point presentation, it would be provided to each Task Force member.

Chairperson Crooks commended ISD, Judge Bailey, and Judge Soto for arranging the tour of DCC and thanked Mr. Wiley and Mr. Perez for their presentation. He stressed the importance for the Task Force to establish a clear mission statement by the end of today's meeting.

Mr. Wiley noted, for the record, that his presentation had not been fully vetted by the County, but should be within a short period of time.

Chairperson Crooks opined that the Task Force's vision and recommendations should address the court's needs through 2035.

Mr. Cuesta stressed the need for the Task Force to continue discussions with Mr. Wiley, due to his experience and knowledge in this area. He also commented on the fact that the 1986 Master Plan pointed out a future need for a 550,000 square foot courthouse facility based on projected growth established at that time; and questioned how this same need, still being recommended and discussed 29 years later, could be reconciled.

With regards to remote proceedings, Mr. Cuesta asked whether that was looked into and included as part of the recommendation for the growth of the court's system. He opined, with the technology advances, there would be more remote proceedings that would free up physical court space.

Mr. Wiley spoke about the changes that had occurred since 1986 such as: the present population projection was lower than expected due to the recession; the recession caused an increase in foreclosure cases; and the recession depressed the rate of the judicial resource allocation. He noted the 500,000 square foot courthouse facility recommended in the 2007 Master Plan included probate; had a slightly higher projection of judges; and the square footage was calculated by using a planning average method. He further noted All Aboard Florida's recommendation was for a 560,000 square foot facility.

Judge Bailey explained, in 1986, all court divisions (family, circuit civil, and county civil) were located in DCC; however, in the early 1990's, after the County purchased and constructed the LET building, Family court was moved to that facility. She noted moving Family Court, the Administrative Office of the Court, and the Court's technology department to LET bought the court's system approximately 10 to 15 more years in DCC, but the time was now up.

Ms. Lonergan noted remote trials required a paperless system which DCC did not have the ability to do.

A discussion ensued regarding remote hearings whereby Vice Chairperson Farina noted a Florida Rule of Civil Procedure provided for remote hearings and judges accommodated the lawyers requesting those types of hearings; however, opined those types of hearings did not take the place of a courtroom hearing. He stressed that face time was extremely important.

Mr. Wiley noted DCC was an individual calendar court therefore; each judge scheduled their own cases and conducted those case proceedings within the confines of their judicial set. He opined that each judge would need individual litigation space in order to manage their cases and his projections provided for jury courtrooms and judicial offices, but did not include mediation space.

Vice Chairperson Farina pointed out that, at LET, each judge had a courtroom that also served as a hearing and/or mediation room.

Assistant County Attorney Rosenthal referred to a table in the power point presentation that related to increased population projections that would result in an increased demand for judges and courtroom facilities. He asked whether that was a simple extrapolation or if the data was supported by study analysis; and also, if there was data on the impact business development/growth would have on the court's system that could be used or referenced by the Task Force in their report.

Mr. Wiley noted he was unaware of a specific study but, throughout the court's systems, there was a reasonable assumption that the expansion of business had an additional impact on the courts.

Ms. Lonergan commented on various future uncertainties that could markedly increase the workload of the courts.

Assistant County Attorney Rosenthal asked Mr. Wiley to investigate whether or not there was a comprehensive study that could be utilized by the Task Force to justify imposing impact fees on new businesses as a funding source for a new courthouse facility.

A discussion ensued regarding what the proposed 550,000 square foot courthouse would be comprised of, where it was noted it included general public space; complete courtroom sets (courtrooms, attorney/client conference rooms, the vestibule entry, courtroom waiting space, and jury deliberation space); parallel sets for judicial office space for the judge, judges assistant, bailiff, and supporting storage space; sections for AOC offices; sections that supported the Clerk of Courts, various COC divisions, and COC support staff; a jury section; a law library section; sections for security and police; and a section for building management; supply/storage space and technology needs.

Based on concerns expressed by Ms. Castellanos, Mr. Wiley explained a standard judicial courtroom set was 2,629 net square feet; and in order to determine the departmental gross square footage, using the California standards, you would multiply the net square footage by 1.3.

Mr. Cuesta asked that today's discussion be limited to fact finding.

Chairperson Crooks asked Mr. Wiley to provide the Task Force members with documentation that provided a simplified explanation of how the numbers were calculated.

The Task Force agreed to take a brief recess at 3:53 p.m.

The Task Force reconvened at 4:13 p.m. and photocopies of the square footage requirements for Circuit Civil Courtroom Sets and Circuit Civil Judicial Office Sets were distributed to each member.

A brief discussion ensued on the formula used to determine the square footage.

Mr. Cuesta asked to be provided with specific information on the number of courtrooms included in the original design for DCC.

During discussion on the courtrooms in DCC, it was pointed out that, outside of the original courtrooms, the dimensions and layouts differed for each courtroom and the only possible unintentional similarities that could exist would be the square footage; and that the courtrooms on floors 12 and 13 were the most similar.

Mr. Cuesta opined courtrooms should be equitable; however questioned the future need for one courtroom per judge when the system was currently operating with fewer courtrooms and more judges at DCC.

Mr. Wiley explained certain proceedings that should be conducted in a courtroom were currently being conducted in the judge's offices and/or chambers. He noted, for example, mass calendar calls were being conducted in the hallways which presented safety and security issues.

Judge Bailey further explained the problems created by the limited courtroom space consisted of jury trials having to be moved to a smaller courtroom; hearings being canceled and/or trials delayed due to courtrooms being unavailable; and delays resulted in additional costs for civil cases and impacted operations. She also commented on the lack of technology available in DCC that would make proceedings more effective; however stated each individual had a right to appear before a judge in court and the court's system didn't have the ability to force technology on an individual. She noted, in certain limited circumstances, remote video arraignments and bond hearings were approved to be held.

Judge Soto pointed out the Supreme Court was looking at technology in the courts and there was a push to have computer kiosk areas which would require additional space that currently wasn't available at DCC.

Mr. Cuesta referred to the August 21, 2014 from Mayor Gimenez to Commissioner Sosa regarding the future courtroom space needed and an efficiency ratio 1:1, and asked if there were any other models from similar metropolitan areas that the Task Force could reference in order to recommend a feasible project.

Mr. Wiley responded that, the proposed project had 1:1 ratio for courtrooms per judge; however, had a jury deliberation room per courtroom ratio of 1:2. He also spoke about the possibility of each judge having litigation space, for certain types of hearings, and noted he would explore that option with the judiciary and the judicial working group.

Chairperson Crooks commented on the efficiency of having one jury deliberation room for every two courtrooms and asked Mr. Wiley to provide the Task Force with information on what other efficiencies were being made in the proposed project.

In response to Ms. Castellanos' question on the proposed size of the judge's offices (20' x 20') and bathrooms (5' x 10'), Mr. Wiley responded the judge's offices were made to accommodate attorney conferences and the bathrooms were ADA compliant.

Upon request by Chairperson Crooks, Mr. Perez showed slides of the floor plans at the Children's Courthouse.

Ms. Castellanos stressed the need to determine how a new courthouse facility would be paid for and suggested the Task Force discuss options that were less ambitious than the proposed 550,000 square foot courthouse.

Judge Bailey noted All Aboard Florida's presentation consisted of approximately the same square footage as what was being presented by Mr. Wiley.

Mr. Cuesta noted, with regards to determining the need, the main need was access to justice that was equitable for all parties.

Chairperson Crooks asked that the Task Force discussion now focus on the needs statement.

PROJECT ALTERNATIVES/NEEDS STATEMENT

A discussion ensued regarding identifying the need, looking at alternatives, and determining what financing options were available at which point Chairperson Crooks suggested Ms. Castellanos provide the Task Force members with her dissenting opinion.

Assistant County Attorney Rosenthal advised any alternative views or recommendations from any of the Task Force members should be included in their final report.

Vice Chairperson Farina indicated the need was aptly reflected in Mr. Wiley's power point presentation under "4. Recommendations" and read the statement for the record. He suggested the Task Force use that language as their Needs Statement.

Mr. Bailey and Ms. Lonergan concurred with Vice Chairperson Farina.

Mr. Cuesta stressed the need to further explore the overall project size and the need for a 1:1 ratio for judges per courtrooms; however, generally concurred with Vice Chairperson Farina's suggestion.

Ms. Castellanos noted she opposed the Needs Statement as suggested and the proposal for a 550,000 square foot courthouse. She recommended a thorough analysis be done to determine what could be kept at DCC; opined there was no reason to abandon DCC in its' entirety; that the Task Force recommendation should be based on viable funding sources and the establishment of a funding mechanism; and suggested consideration be given to impose a cancellation fee for courtrooms (within a certain time frame), as a possible funding source. She stressed the importance of providing the County Commission with a variety of options.

Ms. Abadin noted her concern was defining the difference between a need and a want. She opined the want was for a 550,000 square foot courthouse facility; however that may not necessarily be what was needed; and also pointed out the County would be unable to finance a new facility. She suggested the Needs Statement also include ultimate and alternative solutions and, with regards to cancellation fees, pointed out that mediators and attorney's charged a cancellation fee if an individual canceled their mediation date and opined the same should apply to courtrooms and judges.

Vice Chairperson Farina reaffirmed his support for the Needs Statement, as he previously suggested and read into the record.

Mr. Riley expressed the need for information on negotiations between All Aboard Florida and Miami-Dade County and whether they were still ongoing; that specific information was not provided by County Administration on available funding for a 550,000 square foot facility; whether impact fees could be imposed; and whether or not is was possible for the County to implement a program similar to the City of Miami's Public Benefit Program. He noted funds were available and referred to the Secure Access Grant Program, Homeland Security, and HR 1566 – Local Courthouse Safety Act of 2015 and recommended the Task Force members be provided with more information on these possible funding options. He also pointed out that the cities of Vero Beach and Ft. Lauderdale should be contacted since Vero Beach financed their new courthouse through impact fees and Ft. Lauderdale financed their own courthouse.

Chairperson Crooks recommended the need be identified based on a range between nationally accepted standards and the California standards and that the square footage amount not be specified.

Ms. Lonergan expressed concern that information provided to the Task Force by experts was being arbitrarily dismissed. She noted a main point of contention was whether or not there was a need for one courtroom per judge and stressed the importance of the Task Force following their directive by identifying the need and then making recommendations on other specifics.

Ms. Abadin opined the Needs Statement should not specify a 550,000 square foot courthouse but should state there was a need for a specific amount of courtrooms.

A discussion ensued regarding how to address the need for additional courtrooms without specifying the square footage amount.

Mr. Wiley recommended there be one facility inasmuch as splitting up the services would be more costly and inefficient and indicated he would look at the possibility of mixed-use courtrooms and/or hearing rooms.

Mr. Perez pointed out that a facility's design had to be flexible to accommodate expansion and varying functions, such as jury's, and suggested any hearing rooms be designed accordingly.

The Task Force continued to review the Needs Statement suggested by Vice Chairperson Farina, which was "4. Recommendations" from Mr. Wiley's power point presentation. It was recommended that paragraphs 1, 2 and 4 be maintained; that "access to justice" be mentioned in paragraph 2; that paragraph 3 not specify a recommended size, but specify the need for courtrooms to accommodate 53 judges; and that "3A. Planning Considerations" from the power point presentation were also included.

Ms. Lonergan asked that the Needs Statement also mention the potential for duplicity and additional staff needs if the Task Force's recommendation was for courtrooms to be located in more than one building.

Ms. Smith advised a draft report would be distributed to each Task Force member for their review and additional input.

The Task Force proceeded to review Chairperson Crooks draft outline on the needs and, with regards to Alternatives 1 through 3. During discussion on using the Alternatives as guidelines for working towards a solution, Ms. Castellanos suggested Alternative 1 – Utilize Existing DCC be eliminated since it was not a viable option for satisfying the need; that the existing Alternative 2 be reflected as a new Alternative 1 – Utilize the existing DCC and supplement it with other downtown space, including the possible future expansion of branch facilities and construction of a West Dade Courthouse, in order to achieve the required number of courtrooms; and Alternative 3 – Build a new facility, be reflected as Alternative 2.

There were no objections to the proffered suggestions for the two project alternatives.

During discussions on grants and/or financing options, Mr. Riley spoke about an article regarding the Secured Access to Justice and Court Protection Act located on the National Center for State Courts web site. He also referenced pending HR 1566 – Local Courthouse Safety Act of 2015; reiterated the need for the Task Force to also investigate impact fees, utilized by Vero Beach for their new courthouse; and for the County to consider implementing a program similar to the City of Miami's Public Benefit.

In response to Ms. Castellanos' question regarding her prior suggestion of imposing cancellation fees, Assistant County Attorney Rosenthal advised further research was needed to determine if impact fees and other similar types of fees imposed would or would not violate the State of Florida's Constitution as it related to access to courts. He noted he was unaware of any Florida constitutional provision for imposing a cancellation fee; however, the instances where judge's sanctioned parties for not showing up to hearings was based on civil sanction laws.

Chairperson Crooks noted the funding portion was an extremely critical component and stressed the importance of looking into all possible funding opportunities.

Assistant County Attorney Rosenthal advised there was no limit on how many times you could present a question to the voters and noted there was a difference in bond prices between those that were backed by the full faith and credit of the government and those that were backed by a general covenant.

Judge Soto pointed out that the voters in Miami-Dade County repeatedly voted against bond issues for the court's system and stressed the importance of educating the public on the benefits a bond issue would provide to the County's courts and the community as a whole.

Vice Chairperson Farina spoke about the options being discussed today which included renovating the courtrooms on floors 1 through 6 at DCC and building-out the Main Library and/or the 140 building to house the remaining 45 courtrooms; expanding the regional courthouses; or constructing a courthouse/government center in West Dade. He noted the proposed courtroom renovations at DCC and the build-outs at the Main Library and the 140 building would be subjected to meeting national standards; pointed out most of the regional courthouses in the County did not currently meet national standards; and noted there was no available funding to construct a West Dade Courthouse/Government Center. He expressed concern that the costs associated with the options would outweigh the costs to construct a new civil courthouse.

Chairperson Crooks noted the next Task Force meeting would consist of discussions on project delivery; the possibility of utilizing additional property tax revenue; and a review of the draft report.

Mr. Cuesta recommended P3's being listed under funding options and included as a viable option. He also asked that projected proceeds from the sale of DCC be included as a possible funding option to offset the construction costs of a new facility.

Ms. Smith noted there was a separate 14 member Task Force created to review county-wide opportunities for P3 developments.

Mr. Cuesta suggested the CCITF recommendation reference any of the P3 Task force recommendations that were specific to possible financing of a new courthouse.

Ms. Regula stated staff would be assigned to review the alternatives discussed by the Task Force and prepare a report on the costs and locations.

Ms. Castellanos explained the option she previously presented was to utilize the existing DCC and supplement it with other downtown space; however, with regards to branch facilities, that would be a future consideration.

Chairperson Crooks recommended the Task Force report focus on the primary need, but future considerations and secondary needs should be mentioned and/or identified. He noted the primary needs would consist of the two alternatives previously discussed and asked that the P3 recommendation be listed under the project delivery section.

Ms. Smith clarified the two alternatives previously discussed would be identified as the primary need.

Mr. Cuesta urged the importance of the P3 recommendation being included as part of the Task Force's final report.

Assistant County Attorney Rosenthal advised the Task Force members that, upon receipt of the draft report from Ms. Regula, their individual comments would be submitted directly to Ms. Regula and a group discussion on the draft report would be conducted at the next Task Force meeting scheduled for September 15, 2015.

There being no further business to come before the Miami-Dade County Capital Infrastructure Task Force, the meeting adjourned at 6:13 p.m.

Chairperson Enrique "Rick" Crooks

CLERK'S SUMMARY AND OFFICIAL MINUTES
MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE
September 15, 2015

The Miami-Dade Court Capital Infrastructure Task Force convened a meeting on September 15, 2015, at 10:00 a.m., in the Lawson E. Thomas Courthouse Center, 175 NW First Avenue, 11th Floor Conference Room, Miami, Florida 33128.

There being present: Ms. Maria Luisa Castellanos; Mr. George Cuesta; Ms. Sandra Lonergan; Hon. Joseph P. Farina, Vice Chairperson; and Mr. Enrique Crooks, Chairperson (Ms. Lourdes Abadin was late and Mr. William W. Riley was absent).

The following individuals were also present: Assistant County Attorney Oren Rosenthal; Ms. Tara Smith, Director, Internal Services Department (ISD); Ms. Pamela Regula, Executive Assistant, Internal Services Department; Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit; Chief Judge Bertila Soto, Eleventh Judicial Circuit; and Deputy Clerk Cindy White.

ROLL CALL
Following the roll call conducted by Deputy Clerk Cindy White, Chairperson Crooks called the meeting to order at 10:10 a.m. He asked all those who were attending today's meeting to introduce themselves.

APPROVAL OF MINUTES – AUGUST 17, 2015
At the request of Chairperson Crooks, and there being no objections, the approval of the minutes was deferred to the end of the meeting inasmuch as one of today's presenter's was unable to stay for the entire meeting and Chairperson Crooks expressed his desire for this individual to participate in the Project Delivery discussion.

ALL ABOARD FLORIDA PRESENTATION
Mr. Francois Illas, Florida East Coast Industries (FECI), introduced himself, Mr. Scott Sanders, Executive Vice President of Development and Construction for All Aboard Florida, and Mr. John Guitar, Senior Vice President of Business Development for All Aboard Florida. He spoke about FECI's involvement in assessing the feasibility of constructing a courthouse facility in close proximity to the All Aboard Florida's MiamiCentral station currently being constructed in Downtown Miami on NW 1st Avenue, between NW 3rd Street and NW 8th Street.

Mr. Sanders presented a power point presentation entitled "A Vision For The Downtown Miami Justice Center." He pointed out several scenarios were discussed and concept designs developed to address the needs; however, the proposal to construct a courthouse attached to the MiamiCentral Station was no longer feasible due to the voters failing to support the courthouse referendum.

Mr. Sanders reviewed the MiamiCentral train station site plan that included two towers, consisting of residential units, parking, and office space; noted connection to existing transit systems was critical; and reviewed the proposed concepts of connecting the train station to the Metromover and the Metrorail Government Center Station via platforms. He expressed All Aboard Florida's desire to assist the Task Force in their endeavors and noted design concepts and financing packages were developed for review.

Mr. Guitar concurred with the statements made by Mr. Illas and Mr. Sanders, and in response to an inquiry by Vice Chairperson Farina, noted preliminary discussions for a private developer organizing equity and debt financing were held; however the discussions were discontinued upon failure of the referendum.

In response Ms. Castellanos' question regarding the total cost of the project, including all proposed connections to Metrorail, Mr. Guitar noted the rough estimate was approximately $340 million, including hard/soft costs and land costs. He further explained the connections were never priced; therefore, information on a specific debt service payment was not available at this time.

Chairperson Crooks announced Mr. Lourdes Abadin's arrival.

In response to Ms. Castellanos, Ms. Smith clarified the cost of the Children's Courthouse project, which consisted of over 300,000 square feet, was $140 million. She noted the lower cost was due to a decline in the construction industry at that time.

Mr. Jose Gonzalez explained an analysis was conducted on the construction cost differences between the Children's Courthouse and a new civil courthouse facility and pointed out that today's costs were much greater than they were when the Children's Courthouse was constructed.

A discussion ensued regarding the qualitative differences between the Children's Courthouse and a new civil courthouse where it was noted various components, such as the number of courtrooms, type of courtrooms, and jury components increased the price; the Children's Courthouse consisted primarily of stakeholder offices and only had 18 courtrooms, 2 of which were jury courtrooms; and a new civil courthouse would require 52 jury enabled courtrooms.

In response to Chairperson Crooks question regarding what value the Dade County Courthouse (DCC) would be to the private sector, Mr. Gonzalez opined there would be no interest for a real estate development program in that building due to multitude of issues and complications that would have to be addressed such as the structural integrity of the building, plumbing, and public access.

Ms. Smith clarified that DCC was structurally safe; noted the envelope would be completed in July, 2016; and stated ISD continued to address any issues at DCC in an effort to keep the building healthy.

Vice Chairperson Farina commented on the 30 year debt/equity time frame, noting some court houses existed for fifty years or more, and asked if it was feasible to extend that time frame for 40 to 50 years.

Mr. Guitar noted lease longevity was typically 20 to 30 years and a longer lease would require a cost benefit analysis to determine if the extra years provided additional return.

A discussion ensued on the MiamiCentral Train Station project where it was noted that FECI used their equity for the project and the total value was approximately $400 to $700 per square foot, depending on the use.

HOK PRESENTATION

Mr. Duncan Broyd, HOK, noted their proposed courthouse design was a test scenario for constructing a new civil courthouse facility on the parking site adjacent to the Children's Courthouse. He presented a power point presentation entitled "Miami-Dade County Civil Courts 09-15-2015" and noted the project assumptions for a new facility consisted of a 21 floor civil courthouse with 53 jury enabled courtrooms; 26 jury deliberation rooms; judge's chambers; Court Administration offices; Clerk of Court offices; space for jury assembly, a law library, training, and the Bar Association; and 70 secure parking spaces all of which totaled 620,000 square feet. He noted the plan did not include holding or prisoner circulation.

Mr. Broyd reviewed the proposed site plan and how the new civil courthouse would tie into the Children's Courthouse, with a breezeway between the buildings; explained the floor plans and layouts; and spoke about the advantage of having both courtrooms and meeting/hearing room space which provided flexibility to suit changing needs. He explained the costs associated with the proposed project would total $361 million and consisted of a building cost of $205 million; a site development cost of $6 million, including remediation; a temporary work cost to accommodate MDCC of $3 million; contingency and escalation costs of $42 million; A/E fees and allowances (all services) costs of $30 million; FF&E costs of $18 million; IT and AV costs of $40 million; Art in Public Places cost of $5 million; and ISD fees, labor, permits, and testing costs

of $12 million. He noted there was no land cost associated with the project since the land was county-owned.

Mr. Broyd commented on the speed to market issue and the processes HOK underwent during construction of the Children's Courthouse. He opined HOK could orchestrate a satisfying approval process for a new civil courthouse in a minimal amount of time.

In response to Vice Chairperson Farina's request for clarification on what a MUSP was Mr. Broyd explained that MUSP was a major use special permit and the process was lengthy, taking one year to design and one year for permitting.

Mr. Daniel Perez noted the regional aspect was having the ability to perform various functions in tandem, such as the design and zoning process being conducted concurrently, in order to achieve timely mitigation.

Mr. Broyd noted HOK had multiple meetings with MDT, during construction of the Children's Courthouse, and anticipated additional meetings in the future to discuss the proposed civil courthouse project. He also commented on the project delivery method and noted HOK had involvement in P3's; spoke about the need for a construction schedule; and noted, with regards to the budget, it was not possible to predict what the market would be like 18 months from now. He pointed out HOK was still under contract with Miami-Dade County and spoke about the tremendous benefits of having the project connected to mass transit.

In response to Chairperson Crooks comment regarding the focus of the proposed courthouse being located in Downtown Miami, Mr. Broyd indicated he was specifically charged with looking at the site adjacent to the Children's Courthouse and cautioned that splitting up court facilities would increase operating costs. He also suggested the Task Force use the Children's Courthouse as a measure of standard.

Chairperson Crooks concurred with Mr. Broyd and expressed his support for one civil courthouse facility; however, noted there were concerns with costs.

Mr. Broyd explained there were various ways to cut costs initially; however, the Task Force needed to bear in mind that some cost effective measures on finishes for flooring, ceiling material, and wall coverings, could eventually require repair or replacement which would ultimately add to the overall cost.

Based on a comment by Mr. Cuesta regarding a price difference of approximately $20 million between HOK and All Aboard Florida's estimates, it was noted that FEC did not include FF&E costs; however, did include $10 million in land costs and a 3% developer fee.

With regards to the floor plans presented by HOK, Mr. Broyd explained they were designed with the ability to make adjustments to the configuration inside the envelope, if necessary, at a minimal cost.

Chairperson Crooks spoke about the various options reviewed by the Task Force and, based on the information they had received so far, it appeared the most feasible locations for the proposed civil courthouse was in Downtown Miami or at the Civic Center.

Mr. Broyd noted civil and criminal courts were very different and opined most civil lawyers were located downtown and would prefer a civil courthouse located in the downtown area. He commented on problems and infrastructure impacts that would occur at the Civic Center location if a 600,000 square foot civil courthouse was constructed at the REG site.

Mr. Perez noted Miami-Dade County had two transportation points, Downtown, which was also going to be connected to MiamiCentral Train Station, and the Intermodal Center; and opined it was preferable to construct a new facility in a location where public transportation was readily available and accessible.

Chairperson Crooks asked that the Task Force report include a recommended location and the benefits for locating a facility on the recommended site; the number of courtrooms; and the number of facilities, (one or two).

Mr. Broyd opined the need for a stand-alone civil courthouse facility was clear and defined. He opined the new facility should be located adjacent to the Children's Courthouse; noting the location was secure and would provide additional benefits to the community by having the two courthouses together.

A discussion ensued regarding the total cost for a 620,000 square foot civil courthouse facility where it was noted the total project cost of $361 million was reasonable as long as all line item fees were accounted for.

Mr. Erick Valderrama, Senior Manager, Planning and Construction, MCM, commented on the Civic Center site noting the 9+ acres provided latitude for having multiple buildings which could result in lower vertical construction costs; spoke about the possible benefit of shared security with side by side buildings; and noted it also provided the ability to create a phased comprehensive Master Plan platform that consolidated civil, criminal and other county facilities, including greenspace and retail. He further noted, with regards to transportation, existing trolleys were currently located in the area; the UM Metrorail Station was in the vicinity; and MDX was planning an off-ramp onto NW 14th Avenue from 836.

Ms. Smith noted the Master Plan update for civil courts would be completed by the first week in October, 2015, and clarified the Courts Master Plan process included both corrections and the courts to determine if it was feasible to locate both branches in the same area.

Vice Chairperson Farina stressed the need to keep things in perspective whenever discussions arose regarding the Civic Center and the possible incorporation of civil and criminal courts inasmuch as similar discussions occurred in the past and nothing ever came to fruition.

Ms. Castellanos asked that she be permitted to present and discuss her minority report at this time.

Chairperson Crooks announced the next order of business to be discussed would be Project Delivery and Ms. Castellanos would have the opportunity to discuss her minority report later in the meeting.

PROJECT DELIVERY

In response to Chairperson Crooks inquiry regarding the best way to deliver the project and if a P3 scenario was viable, Mr. Broyd spoke about his experience with P3's in Canada and noted they could be a contentious subject. He explained the Canadian market had Infrastructure Ontario, an organization that charged a tremendous fee to deliver/administer the P3 projects for the Canadian government.

Mr. Broyd further explained turnkey service was when an entity (i.e. judges) asked for a building and were provided the building by a specific company; however that company, who organized and financed construction of the building, also operated and maintained the building. He also pointed out the Federal government utilized developer lease-backs which typically involved a 30-year lease and the British government utilized a Public Finance Initiative (PFI), a pre-cursor to P3's; however, were now stepping away from that process.

Mr. Broyd opined a turn-key process was beneficial; that the U.S. government had the ability to buy tax-free bonds which resulted in less P3's; in Canada, P3's were a massive process; and that larger projects were more likely to attract P3 interest. He also explained how the P3 process would be expedited if the County chose that option.

In response to Chairperson Crooks inquiry as to whether or not there would be interest in participating in a P3 project for the new civil courthouse facility at a $361 million cost, Mr. Guitar, All Aboard, opined there would be interest inasmuch as the private sector could be used to leverage and utilize their skill set; however, noted there would be a cost in involving the private sector.

During discussion of the P3 process versus the Design/Bid/Build process, it was clarified that a P3 process would take less time than the conventional approach and that a P3 was an all-inclusive cost, including operation and maintenance, and maximized efficiencies. It was further noted structuring a P3 was a difficult and typically lengthy process.

Ms. Abadin commented on a selection committee meeting scheduled for September 16th, for a P3 to address courthouse facilities.

Ms. Smith explained the County initiated two selection committee processes; one to procure the expert services of a legal consultant, and the other to procure the expert services of a financial consultant; both of which would provide additional information to the County on a county-wide P3 solicitation expected to put out in the next year or so.

Ms. Abadin expressed concern that the selection committee she referred to was specifically for courthouse facilities inasmuch as she responded to it, but was conflicted out. She explained there were nine firms scheduled to make presentations for a financial advisor for a P3 for courthouse facilities.

Ms. Smith clarified the selection of both the financial and legal consultants were to get those entities on board to assist the County with P3 solicitation for a courthouse and other opportunities county-wide.

Assistant County Attorney Rosenthal advised the Board of County Commissioners adopted two separate parallel processes to analyze the courthouse issue; one being a procurement process to examine utilization of P3's for a global civic courthouse in the Civic Center area, however the facilities to be included had not yet been identified; and the second process was empowering the CCITF to determine what the County's Civil Court's needs were and provide an independent report to the Board of County Commissioners. He further clarified the September 16th selection committee meeting was for the financial provisions of a financial P3 advisor to not only look at the courthouses, but also other possible county-wide P3 projects.

Chairperson Crooks thanked the representatives from All Aboard Florida and HOK for their presentations and announced the Task Force would take a brief recess at this time.

Following the brief recess, the Task Force reconvened at 12:20 p.m.

Judge Bailey distributed a letter, dated September 15, 2015, in which she provided information to the Task Force on how trial calendars, special set hearings, and foreclosure and motion calendars were structured; and pointed out the space limitations and inadequacies endured by the Civil Division for many years at DCC.

A discussion ensued on the DCC floorplan and the number of courtrooms located on various floors where it was noted that the fourth floor had four courtrooms; however courtroom 4-3 had only one row of public seating and there was a possibility that the configuration of courtroom 4-4 was similar to courtroom 4-3.

Judge Bailey noted she asked staff to review the original plans and those plans were the ones being referred to at this time.

Following the foregoing discussion, Ms. Castellanos presented her minority report and distributed her proposed courtroom floor plan for the 140 W. Flagler Street building. She noted her proposal consisted of private secure elevator's for judges; kept the original elevators for public use; provided a private hallway for judge's offices and their support staff; allowed for three courtrooms per floor, on seven floors of the building; placed new stairs at the end of the building; and expanded the bathrooms to be ADA compliant.

Ms. Castellanos noted the total cost to do the remodeling, as per her proposal, would be approximately $40 million and that her cost estimate included ground floor and interior space remodeling at $250 per square foot; elevators and elevator shaft costs; costs for the new stairs; and parking garage renovation costs. She also pointed out that the remodeling could be accomplished without doing a P3 and could be presented to the voter's as an obligation bond to preserve a historic landmark. She opined a new 550,000 square foot civil courthouse was unaffordable.

Judge Bailey indicated she was informed it would cost $30 million just to make the 140 building code compliant; which was in addition to any costs associated with retrofitting the building for courtrooms.

Ms. Smith commended Ms. Castellanos on her proposal; however, noted she had not seen the 40 year inspection findings for the 140 building and pointed out it would cost a significant amount of money to bring the building up to code, apart from any build-out costs.

Ms. Castellanos opined her cost estimate of $250 per square foot was generous and would suffice in covering any additional code compliance costs.

Ms. Smith indicated she would closely review Ms. Castellanos' proposal, and the anticipated inspection report, in order to provide a total cost estimate.

Judge Soto questioned the cost impact associated with dividing the court facilities into three separate locations; expressed concern that division of the civil courts left no room for growth; that jurors would have to report to multiple locations; and stressed the importance of addressing the future needs of the court's system rather than providing a temporary solution.

Ms. Smith opined the level of renovation proposed by Ms. Castellanos, in addition to the other structural elements required, could potentially take five years to complete.

Mr. Cuesta pointed out as a result of the oral presentations, expert opinions, and Master Plan recommendations provided to the Task Force, he was convinced it would be to the County's advantage to have one civil courthouse facility. He spoke about the need to compare long term costs associated with multiple facilities, such as additional staff and security, as opposed to the cost per square foot for one facility.

Chairperson Crooks concurred with Mr. Cuesta regarding the need to look a long term costs and said the focus should not be strictly on the capital costs, since that represented approximately one-third of the total cost.

Regarding the number of courtrooms proposed for the 140 building, Ms. Castellanos noted her proposal was for 23 courtrooms at that building and to keep 10 courtrooms at DCC; therefore, an additional 20 courtrooms would be needed to meet the need for 53 courtrooms.

A discussion ensued regarding the costs associated with Ms. Castellanos' proposal and the additional courtrooms that would be needed. It was noted that the total costs incurred with multiple court locations would not be much less than the estimated cost for a new facility; that there was minimal empty space in County buildings that were not accounted for; that the 50,000 square feet available at the library would cost approximately $10 million for a maximum of 10 courtrooms; and operating costs would increase to service and maintain multiple buildings.

Judge Soto commented on the need for the Task Force to understand the flow of the court's functions when quantifying court operations.

Judge Bailey asked the Task Force to also consider the needs of individuals coming to the courts and the importance of making the process less complicated. She pointed out that having three court locations was doable, but was not functionally efficient.

Mr. Cuesta stressed the need for the Task Force stay on point with their task and read the purpose of the Task Force as stated in the resolution. He pointed out opposing opinions could be expressed the Task Force report and noted his preference was for one civil courthouse facility that had one courtroom per judge.

Vice Chairperson Farina asked that the supplemental report submitted by Perez & Perez, with Mr. Dan Wiley's co-authorship, be included as part of the record and also be considered during the Task Force discussions. He noted the report was valuable in explaining the need for one courtroom for each judge.

Judge Soto noted the court's system was amenable to having 1 jury room for every two courtrooms, for a total of 26 jury deliberation rooms.

Chairperson Crooks thanked Ms. Castellanos for her presentation and proposal.

A discussion ensued regarding HOK's proposed cost of $205 million for a new courthouse facility where Ms. Castellanos opined a new facility would cost more than $205 million; Vice Chairperson Farina indicated he had not heard any comments during today's presentations that disputed the $205 million estimate; and Mr. Cuesta reminded the Task Force members that HOK presentation's was the work product of a contracted County architect.

Chairperson Crooks pointed out that the cost estimates provided to the Task Force from Dan Wiley/Perez and Perez, All Aboard Florida, and HOK were comparable.

REVIEW DRAFT TASK FORCE REPORT

Mr. Cuesta noted, for the record, that he reviewed the Task Force draft report and his comments and notes, submitted to Ms. Regula, were included in today's agenda package.

Ms. Abadin noted the few attorneys and paralegal's she spoke with who worked in DCC expressed their dismay with the columns in the courtrooms; however, appreciated the proximity of the courthouse. She suggested the Task Force come up with a viable solution that could be accomplished in lieu of a solution that was not attainable.

Vice Chairperson Farina opined the options presented today for the 140 building, the Library, and Overtown Transit Village were temporary solutions that would become permanent; therefore, it would take years for a more efficient facility to be built. He noted the need for a new courthouse facility was generated in 1986 and concurred with Mr. Cuesta that there should be one new building constructed in the Downtown Miami area.

Chairperson Crooks asked that the Task Force report include information on all the different options and provide justification on why the Task Force determined some options were not viable.

Ms. Regula noted Mr. Wiley's report would be included in the Task Force report.

Ms. Smith advised staff would need an additional two weeks to obtain input from the budget department.

Assistant County Attorney Rosenthal advised any comments made by the Task Force members during the meeting could be incorporated into the draft report; a revised draft report, including Administration's updates, would be re-distributed to the members for review; any input on the draft report by individual members were to be submitted directly to Ms. Regula; and a revised draft report, including individual member's comments would be placed on the agenda for discussion at the next meeting.

Assistant County Attorney Rosenthal recommended the final Task Force report have the meeting minutes attached and reference and include reports they relied upon. He also suggested the report open with a narrative on the options considered by the Task Force, followed by their recommendations, and then the attachments.

During additional discussion on composition of the Task Force report, it was requested the Task Force report include an appendix; that the introduction summarize everything reviewed by the Task Force, such as presentations made and reports reviewed; that the HOK report be included; and that it there be an exhibit list.

Ms. Lonergan spoke about the Task Force's mission to provide the County information on the needs of the Court's system and recommendations on how to address those needs; however, she expressed concern that some members were focused solely on the cost.

Ms. Abadin pointed out the Courthouse referendum was voted down and there was a limited amount of available funding.

Judge Soto noted Court bond referendum questions had been voted down four times and asked the Task Force members to not short change a vision of what the County deserved because there was a lack of funding. She pointed out the Court's waited fifteen years for DCC's façade to be addressed and the funding was finally obtained through the 2002 Building Better Bonds funds. She stressed the need for the County to make the justice system a higher priority.

With regards to the Task Force Report, Chairperson Crooks suggested the Task Force report consist of the Needs Statement, Alternatives, Evaluation Matrix, and Recommendation. He also pointed out the life cycle cost was more relevant that the building construction cost.

Judge Soto noted she would provide information on how court operations would be impacted if the courthouses were located in multiple facilities.

Vice Chairperson Farina opined the reason the Courthouse referendum failed was due to composition of the ballot question which included language indicating an increase of real estate taxes.

Assistant County Attorney Rosenthal noted prior court bond questions reflected they were paid for with ad valorem taxes; however, the recent Courthouse referendum question was the first under new requirement that changed the words ad valorem taxes to taxes on real estate. He stated, even though they meant the exact same thing, from an election law standpoint, it provided clarity to the voters.

Upon conclusion of Task Force's draft report discussion, and there being no objections, the Task Force scheduled their next meeting for October 5, 2015 at 10:00 a.m.

APPROVAL OF MINUTES – AUGUST 10, 2015 and AUGUST 17, 2015

Prior to conclusion of today's meeting, the Task Force proceeded to consider approval of the minutes.

With regards to the August 17, 2015 minutes, Ms. Castellanos requested a typographical error be corrected on page 9, paragraph 1, to change the amount per square foot from $20.00 to $200.00 and Ms. Regula requested a typographical error be corrected on page 10, paragraph 5, to change the Chairperson's last name from Crooks to Clark.

Vice Chairperson Farina presented a motion to approve the Miami-Dade Court Capital Infrastructure Task Force minutes of August 10, 2015 and the minutes of August 17, 2015, as corrected. This motion was seconded by Ms. Lourdes Abadin, and upon being put to a vote, passed a vote of 6-0 (Mr. William Riley was absent).

ADJOURNMENT

There being no further business to come before the Miami-Dade Court Capital Infrastructure Task Force the meeting adjourned at 1:44 p.m.

Chairperson Enrique "Rick" Crooks

CLERK'S SUMMARY AND OFFICIAL MINUTES
MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE
October 5, 2015

The Miami-Dade Court Capital Infrastructure Task Force convened a meeting on October 5, 2015, at 10:00 a.m., in the Stephen P. Clark Center, 111 NW First Street, 18th Floor Conference Room 18-3, Miami, Florida 33128.

There being present: Ms. Maria Luisa Castellanos; Ms. Sandra Lonergan; Mr. William Riley; Hon. Joseph P. Farina, Vice Chairperson; and Mr. Enrique Crooks, Chairperson (Ms. Lourdes Abadin and Mr. George Cuesta were late).

The following individuals were also present: Assistant County Attorney Oren Rosenthal; Ms. Tara Smith, Director, Internal Services Department (ISD); Ms. Pamela Regula, Executive Assistant, Internal Services Department; Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit; Chief Judge Bertila Soto, Eleventh Judicial Circuit; Mr. Robert Warren, Real Estate Advisor, RER; and Deputy Clerk Cindy White.

CALL TO ORDER/ROLL CALL

Following the roll call conducted by Deputy Clerk Cindy White, Chairperson Crooks called the meeting to order at 10:06 a.m. He asked all those who were attending today's meeting to introduce themselves.

INTRODUCTION OF THE HONORABLE KATHERINE FERNANDEZ-RUNDLE, STATE ATTORNEY

The following individuals introduced themselves and indicated they were attending today's meeting on behalf of Honorable Katherine Fernandez Rundle, State Attorney, Miami-Dade County: Mr. Jose Arrojo, Chief Assistant State Attorney; Mr. Joe Mansfield, Assistant State Attorney, Mr. Gary Winston, Assistant State Attorney, and Mr. Tim VanderGiesen, Assistant State Attorney.

REVIEW OF DRAFT TASK FORCE REPORT

Chairperson Crooks noted his intent was for the report to contain two alternatives: Alternative 1 would be to retain the existing Dade County Courthouse (DCC); and Alternative 2 would be to construct a new civil courthouse facility. He pointed out Alternative 1 would require renovations to DCC and finding additional locations to address the need for 53 courtrooms and Alternative 2 would require finding a location to construct a new facility that supported all the needs of the court's system.

Chairperson Crooks spoke about the research conducted thus far on both alternatives and recognized Ms. Castellanos on the time and effort she dedicated to Alternative 1; keeping DCC and finding additional locations for courtrooms.

Ms. Castellanos expressed concern with the weekly courtroom calendar information provided by the AOC at the last meeting and noted it appeared 16 courtrooms were being used for 41 judges. She noted, based on the information, it appeared judges were currently holding meetings in their offices and expressed concern with the costs associated with building 53 courtrooms. She opined if the current proportions were used for 53 judges, there would only be a need for 21 courtrooms.

Ms. Castellanos asked that the need for 53 courtrooms be re-evaluated inasmuch as a combination of courtrooms, hearing rooms, and office space could suffice; pointed out that, based on the charts provided by ISD, there was no financing available; and noted the Task Force was charged with determining the needs of the court's and finding available funding needed to address those needs. She pointed out the Task Force was not required to select a site and expressed her opposition to any site discussions, noting the focus should be on the court's needs and funding.

Chairperson Crooks pointed out that locations were discussed in both alternatives; that a majority of the Task Force members agreed upon a Needs Statement; and that the Task Force report would contain dissenting opinions.

Ms. Castellanos requested each Task Force member make their positions known.

Chairperson Crooks noted the purpose of today's meeting was to discuss the draft report and what elements the members agreed or disagreed with. He asked the members to focus on finalizing what would be contained in the report; how the report would be formatted; whether or not the members agreed with the final result; and if there were any dissenting opinions, they would be included in the report. He pointed out the majority of the members agreed upon the Needs Statement and to present two alternatives.

Ms. Lonergan noted, for the record, the Task Force was asked to identify what the needs of the courts were and not tasked with instructing the courts how to conduct their business. She opined the current situation in the court's system was unsafe and unsecure and that the public deserved to have their hearings in a courtroom. She also noted she hadn't had time to read the entire draft report; however, with regards to the jury trials conducted at DCC, she asked that the wording specify that "all civil jury trials" were conducted at DCC.

Judge Soto pointed out the reason only 16 courtrooms were being used in DCC was because other courtroom floors were closed for renovations and/or repair, sometimes for weeks, months, or years at a time.

Judge Bailey also noted hearings held in the judge's chambers were not done by choice, but because there was no other available location to conduct the hearing; and noted, at times, there was not enough room in the judge's chambers to accommodate all the parties involved.

Ms. Castellanos noted she would not expect to have only 21 courtrooms, but opined that 53 courtrooms were excessive. She commented on the need for the County to look at the issue in order to obtain a balance between the needs of the court's system and what the County could afford to pay.

Judge Soto noted the need for additional courtrooms was established years ago and that court personnel had been working under adverse conditions for many years. She pointed out the most recent issue being experienced at DCC was replacement of the air handlers up to the sixth floor, which would cost $22 million and each floor would have to be closed for 469 days.

Ms. Castellanos indicated she understood the problems encountered in the court's system and suggested consideration be given to having 20-30 courtrooms in lieu of new facility with 53 courtrooms which, she opined, may never get built.

Vice Chairperson Farina explained the 1986 Master Plan indicated the need for a 550,000 square foot facility to house 50+ judges; pointed out the new facility could initially consist of a fewer number of courtrooms, with the capability of future build-out when needed; and that the hearing rooms should be the same size as the courtrooms for multi-use purposes. He opined it was the County Commission and Mayor's public policy decisions that would decide the funding mechanisms.

Chairperson Crooks suggested the Task Force arrive at a consensus on the report delivery, excluding the contents and asked that the report contain an appendix on attached reports and presentation information. With regards to the build alternative, he urged that the facility be built with the future in mind and concurred with the comments made by Vice Chairperson Farina.

Vice Chairperson Farina commented on a letter from the National Center for State Courts (NCSC), dated October 2, 2015, regarding the 140 W. Flagler Building; and also a memorandum from the Administrative Office of the Courts (AOC) that addressed the challenges and costs associated with the centralization of the Circuit Civil Court and asked either Judge Bailey or Judge Soto to provide additional input.

Judge Bailey explained the Court's secured the services of an architect to serve as their consultant and that individual was asked to review the proposed courtroom floor plans for the 140 building to determine if the configurations met with court standards. She noted the consultant, who was also a senior consultant with NCSC, submitted his findings in a detailed letter that was provided to each Task Force member.

Chairperson Crooks announced the arrival of Mr. George Cuesta.

Ms. Castellanos expressed concern with the consultant's review of her proposed floor plans and opined the NCSC standards allowed for wasted space.

Judge Bailey stated she respected the level of effort Ms. Castellanos put into her plan design; however was not qualified to have an architectural debate and for that reason, the proposed floor plan was submitted to the consultant for review and the consultant's report was presented to the Task Force for their review.

Mr. Riley opined the report from the NCSC should not be dismissed inasmuch as Homeland Security did not exist 15 years ago; architectural standards have changed; and the federal court system now operated differently. He pointed out there were different concerns and criteria that the Task Force needed to take into consideration when making their recommendation.

Vice Chairperson Farina noted the Alternative 1, which called for courtrooms to be in multiple locations caused him concern since he felt whatever was proposed would be in place for many years to come. He also stressed the need for the NCSC standards to be met.

Ms. Lonergan explained her functions as a Trial Court Administrator; spoke about the impacts the 2007 Reduction in Workforce (RIF) had on the AOC; noted the AOC's workforce had not been restored to the level it was at prior to the RIF; and expressed concern with the additional resources that would be required of the AOC if courtrooms were located in multiple buildings.

Chairperson Crooks announced the arrival of Ms. Lourdes Abadin.

A discussion ensued regarding the AOC report which reflected estimated annual costs associated with locating courtrooms in either one or two additional buildings; in addition to DCC. It was clarified the estimated costs did not include the cost for keeping DCC operational.

Chairperson Crooks noted costs estimates and life cycle costs would be compiled for both alternatives.

Ms. Lonergan clarified that the estimated costs in the AOC report were for staffing only.

Judge Soto pointed out the AOC estimates pertained strictly to state funded positions and did not account for costs associated with Clerk of Court's employees, building maintenance, security, and/or other operating costs.

Judge Bailey explained the Courts system was a mixed personnel pool comprised of AOC employees, judges, judicial employees, grant funded employees, and various County employees.

Vice Chairperson Farina noted the Court's budget was state-wide, consisting of 20 circuits that were funded based on various factors such as the number of judges and the number of filings, but not necessarily the number of courthouses. He also commented on the integral functions of the Clerk of Court's employees within the Court's system.

Assistant County Attorney Rosenthal explained the Florida Constitution set up the system on how court services were paid for and noted anything directly related to the court functions were a responsibility of the State; the buildings, security, and IT, were the responsibility of the County; and any additional County requirement, such as Drug Court, would also be the County's responsibility.

Ms. Castellanos agreed that having additional buildings would increase cost, but opined it would not be to the magnitude of the cost for a new building.

At this time, Chairperson Crooks asked the Task Force members to comment on the draft Task Force report.

Vice Chairperson Farina suggested the following changes to the Task Force report:

- that first bullet on the top of page two address Judge Bailey as Circuit Civil Administrative Judge Jennifer Bailey
- that the paragraph beginning with "The estimated size..." on page two specify 53 courtrooms to accommodate 53 judges

Ms. Abadin expressed concern with including a specific number of courtrooms in the report.

Mr. Cuesta noted after reading the report from Perez & Perez, and based on national statistics, he concurred with the need for a 1:1 ratio of courtrooms to judges.

Chairperson Crooks and Mr. Riley concurred with Vice Chairperson Farina's recommendation to specify 53 courtrooms.

At the request of Chief Assistant State Attorney Jose Arrojo, and there being no objections, it was agreed that any reference to a courthouse in the Task Force report, clearly specify "civil courthouse."

Chairperson Crooks clarified Ms. Castellanos' minority report would also be included in the report.

Additional recommended changes to the draft report were as follows:

- On page 3, third paragraph from the bottom the word "She" would be replaced with the words "Chief Judge"; and the last sentence of that paragraph should read "All civil jury trials are held at the centrally located Miami-Dade County Courthouse due to constitutional requirements for jury pools, juror travel issues, and the lack of jury courtroom space at branch facilities."
- On page 3, last paragraph, second sentence, the words "The County Civil Administrative Judge" should be replaced with "Administrative Judge Jennifer Bailey"
- On page 4, fourth paragraph, there should be additional language referencing a requirement for a civil jury pool to be located in South or West Dade
- On page 4, second paragraph, the word "several" be changed to "multiple
- On page 4, second paragraph, second sentence, the word "consternation" be changed to "challenges"

Chairperson Crooks announced the Task Force would have another opportunity to review the revised draft report once the suggested changes were made by staff.

With regards to parking costs, it was noted if a new facility was built adjacent to the Children's Courthouse, there would be no need for additional parking.

Assistant State Attorney Gary Winston asked that the Task Force report point out the 2007-08 Master Plan recommendations for the Richard E. Gersten (REG) Courthouse were never implemented.

Chairperson Crooks noted the Task Force's focus was on the civil courthouse due to the condition of DCC; however, concurred that the report should provide information on prior Master Plan recommendations and what, if any, of those recommendations were addressed.

Judge Bailey pointed out that the next Master Plan phase would address the criminal court needs.

Vice Chairperson Farina suggested there be a notation in the Task Force report regarding the recommended expansion of the REG Courthouse made in the 2007-08 Master Plan; and that all prior Court's Master Plan recommendation's be attached to the report.

At the request of Ms. Castellanos, and there being no objections, the Task Force took a brief recess and reconvened at 11:37 a.m.

With regards to Attachment A, Chairperson Crooks pointed out once the table was completed it would show what funding was available and any other identifiable funding opportunities.

In response to Ms. Castellanos, it was noted that Mr. Bailey's funding recommendations, such as the Benefits program and building impact fees were included in the Task Force report.

A discussion ensued regarding the possibility of obtaining additional funds through the sale and/or lease of DCC or the 140 building if Alternative 2 was chosen. It was noted, that with Alternative 1, there were costs associated with using the existing facilities that had to be captured in the total costs for that alternative, or deducted from Alternative 2.

In response to Ms. Abadins' question regarding how much money would be generated from an increased property tax roll (5 year financial outlook); Assistant County Attorney Rosenthal explained the budget was not only a function of increased taxable values, but also the maintenance of a specific tax rate. He noted as property values increased it generated additional money; however, as the county budget increased there were additional expenses, therefore when its' said the budget was balanced it generally meant the expenses were balanced against the revenues. He pointed out there should be information provided on the possibility of additional revenues that could be made available.

Vice Chairperson concurred that additional available revenue should be made known prior to it being distributed.

Ms. Abadin suggested the Task Force be provided with information on ad valorem revenues generated from the growth.

Assistant County Attorney Rosenthal recommended the Task Force ask specific questions of the Office of Management and Budget (OMB) such as: Assuming a static millage rate, what was the total amount of money generated by the projected increase; of the total amount what was the excess not already required by contract; and what money from this appreciation was available for construction of a new courthouse.

Ms. Castellanos suggested the last Funding Mechanism on page 1 of Attachment A (Filing Fees, Traffic Surcharges) be separated; asked that there be a description of what filing fees were; and also to describe the efforts needed from the Bar Association, Dade Delegation, and other entities to get the fees changed.

Chairperson Crooks concurred and asked that those two funding mechanisms be listed separately.

Chairperson Crooks suggested the report section related to funding contain a short explanation on how the court's system was currently funded and also point out that Miami-Dade County was a donor county.

Judge Bailey indicated she would provide the Task Force with information on how other counties in the State of Florida funded their courthouses.

Assistant County Attorney Rosenthal indicated the Miami-Dade County 2015-16 Budget Book, Volume 2, contained a section called Judicial Administration and suggested staff provide copies of that section to each Task Force member.

Chairperson Crooks clarified the Task Force report specifically addressed civil court needs; however would make it known that criminal court's also had needs to be addressed.

Mr. Cuesta suggested the report contain a criminal court component, possibly on Attachment B as a sub-heading.

Chairperson Crooks concurred with Mr. Cuesta's suggestion and also recommended, at the beginning of the draft report it be clarified how it was decided to focus on the civil court needs.

Vice Chairperson Farina suggested a footnote be included on Attachment B that briefly outlined the needs for a Phase 1, Phase 2, and REG. He also recommended the funding alternatives be titled "Civil Court Facilities Funding Alternatives."

Mr. Cuesta suggested the State Attorney's office make a presentation to the Task Force on their needs.

Assistant State Attorney Winston stated the entire justice/court's system needed upgrades and spoke about the gross inadequacies incurred by all involved with misdemeanor and felony filings at REG.

Chairperson Crooks suggested the Task Force report close with a recommendation for the next priority. He also suggested the Task Force consider taking a tour of the REG and possibly holding a meeting at that building.

Ms. Lonergan concurred with the need to tour REG and also supported a downtown location for the civil courthouse. She opined the civil courthouse should remain in close proximity to the Children's Courthouse and family courts.

Judge Soto spoke about a recent P3 conference she attended where a proposal was made for a civil/criminal complex encompassing the entire block where the Main Library and History of Miami was located; with the small holding cells located at the 140 building.

Mr. Warren suggested the construction cost of $361 million on Attachment B be itemized to clarify what that amount entailed.

Chairperson Crooks clarified the construction cost should be $205, not $361 million, and asked that it be corrected. He noted, once staff made all the requested corrections and changes to the draft report, it would be distributed to each member for review.

Chairperson Crooks indicated the Task Force Report would be finalized at the next meeting and expressed his desire for Mr. Warren to be available to address the project delivery/method of financing, if needed. He also asked that P3 be included in the report as a funding mechanism.

Following the foregoing discussion, the Task Force members agreed to schedule their next meeting for October 28, 2015 at 1:30 p.m.

ADJOURNMENT

There being no further business to come before the Miami-Dade Court Capital Infrastructure Task Force the meeting adjourned at 12:40 p.m.

Chairperson Enrique "Rick" Crooks

EXHIBIT 3

Memorandum

MIAMI-DADE COUNTY

Date: August 21, 2014

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Capital Construction Needs of the Miami-Dade County Circuit and County Courts

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On July 15, 2014, the Board of County Commissioners (Board) approved Resolution R-680-14 directing the County Mayor or County's Mayor's designee to work with Chief Judge Bertila Soto regarding the capital construction needs of the Miami-Dade County Circuit and County Courts (Courts) and to submit a report to the Board for the September 3, 2014 Board meeting detailing, among other things, the Courts' overall needs, projected costs associated with those needs, and possible financing recommendations.

In response to R-680-14, staff initiated discussions with Honorable Chief Judge Bertila Soto, other Circuit and County Judges, staff of the Administrative Offices of the Courts, and the Clerk of the Courts. Additionally, staff from the Internal Services Department's (ISD), Design and Construction Services and Real Estate Divisions as well as the Office of Management and Budget provided input for this report.

The Resolution directed several different areas for analysis and recommendation. For the purposes of this report, the Courts have placed their focus solely on making emergency repairs to and permanently replacing the 73 West Flagler facility, as follows:

Funding Emergency Repairs to the Existing Court Facilities

As it relates to the Civil Courthouse at 73 West Flagler, there is a need to ensure that the continued operation of this facility is maintained in a safe and functional manner. If the development of a new Civil Courthouse is approved, it is estimated that the existing courthouse would continue to be in use for up to an additional five years while a new Civil Courthouse is constructed and prepared for use by the court system. During that interim period, there are numerous documented repairs, including structural reinforcements, repair and replacement of air-conditioning systems, building water-proofing, and roof repairs, to name a few. Funding needs for that interim period are estimated at $25 million, based on various engineering and related studies. Related to the above, the repair and replacement of the terra cotta on the outside of 73 West Flagler is well underway and will continue with funds already allocated. When this is completed, the building will be more water-tight and much of the current moisture problems should be addressed.

Land Acquisition for a New Main Civil Courthouse (or alternatives)

There is currently a County-owned parcel, which is east of the new Children's Courthouse (east half of block bounded by Metrorail, NW 3 Street, NW 2 Avenue, and NW 4 Street) that could serve as the new location for a new Civil Courthouse. The size of this parcel is approximately 37,000 square feet, and could allow for a building of approximately 620,000 square feet, which is the estimated square footage for the replacement Civil Courthouse, as discussed later in this report. Such a facility would consist of 20 to 25 floors, with each floor being approximately 25,000 to 30,000 square feet. As a County-owned parcel, there would be no cost for the land.

Other County owned land that might be considered is the lot directly west of the Stephen P. Clark Center presently occupied by the Motor Pool, and the 140 West Flagler Building, which would have to be demolished to allow for a new courthouse.

Comparatively, if it is necessary to acquire private land in the downtown area, a parcel of the size mentioned above would likely cost approximately $9 to $11 million in today's real estate market.

Design and Construction of a New Main Civil Courthouse

With the assistance of the Chief Judge and her staff, a space plan was developed that would replace all the court functions currently housed at 73 West Flagler, plus allow for the expansion of space needed to meet the needs of a growing population and increased court caseload in Miami-Dade County. Presently the Courthouse has 273,884 square feet with 26 courtrooms being used by 41 judges. Using the accepted ratio for an efficiently run courthouse of one courtroom per judge, the present building should have approximately 430,500 square feet. This space is required for the courtrooms as well as the support and ancillary areas required to accommodate, among other uses, judges' chambers, jury rooms, space for the Administrative Office of the Courts and the Clerk of the Courts. In considering the future growth projected by the courts to the 52 courtrooms plus the associated space required by support services, the planners project a total need of 620,000 square feet. The space plan also considered the future implementation of "paperless" digital records and case filing systems, which minimize the need for large paper storage rooms. This program (see attachment) considered the following main elements:

- Courtrooms;
- Hearing Rooms;
- Offices for Judges and their staff;
- Court Administration (AOC);
- Clerk office space for various functions (COC);
- Jury Room spaces; and
- Building Support spaces for the staff in the building, for the legal community and participants directly involved in the justice system and for the community at large to utilize the building.

When compared to the existing space at 73 West Flagler of 273,884 square feet, this new plan highlights how vastly undersized the existing courthouse is to meet the current and future programming needs of the Courts. Using this square footage amount, a building construction estimate of $353 million (assuming construction on County-owned land) was developed by County staff and HOK Architects (designers of the new Children's Courthouse). This amount is inclusive of all furnishings, fixtures, equipment, audio visual equipment, information technology hardware and software (including wired networks), security systems, and other equipment necessary to operate a major courthouse facility. HOK estimates that the replacement facility could be constructed on a parcel of at least 30,000 square feet.

The County has also been working with the developer of All Aboard Florida to determine the estimated cost of including a new Civil Courthouse as part of their new development adjacent to the Stephen P. Clark Center. They were given the same programming information mentioned above, and arrived at a construction cost of approximately $368 million.

Construction of a Parking Facility for Court Personnel at Downtown Court Facilities

The HOK cost figure mentioned above includes secured parking for all the judges working in the new Civil Courthouse and existing Children's Courthouse. These spaces would replace the existing surface lot constructed for the Children's Courthouse in order to accommodate the footprint of the new Civil Courthouse, and would be constructed inside the new building. Additional parking spaces for staff and the public will be accommodated by existing County owned garages, including the new West Lot Garage on NW 2 Avenue at NW 3 Street that has a capacity for over 900 cars, other existing parking facilities in the area and new parking garages that will be built as part of several new planned developments.

Restructuring Existing Debt

The current debt originated from the past sale of bonds and other borrowing that was included in the 2013-2014 Capital Budget for Judicial Administration is $278 million. Of that total, the Children's Courthouse currently has a debt from existing bonds in the amount of $113.5 million.

The overall funding strategy requires that the old courthouse emergency repair needs estimated at $25 million and the construction of the new courthouse estimated up to $368 million, be part of a General Obligation Bond financial package totaling approximately $540 million. Included in the $540 million is the refunding of $132 million in existing court debt, comprised of $113.5 million for the Children's Courthouse and the refinancing of $18.2 million for Family Courthouse Center bonds. This strategy will allow the County to free up approximately $13 million in traffic surcharge proceeds, which could be used to support the court's operating program needs. If implemented, it is estimated the countywide debt service millage would increase an average of 0.09 mill over the life of the bonds using current roll growth assumptions. For the average homesteaded property with a taxable value of $200,000, the 0.09 mills equates to $18 annually.

Per Ordinance 14-65, this memorandum will be placed on the next available Board meeting agenda.

If you have any questions or concerns, please feel free to contact Deputy Mayor Edward Marquez at 305-375-1541.

c: Honorable Chief Judge Bertila Soto
Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Jennifer Moon, Director, Office of Management and Budget
Lester Sola, Director, Internal Services Department
Charles Anderson, Commission Auditor

Memorandum

MIAMI-DADE COUNTY

Date: September 2, 2014

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Additional Information Regarding Alternate Options to Build/Finance a New Courthouse

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In response to numerous inquiries regarding alternate options to build/finance a new courthouse, I have instructed staff to summarize the options that we have been exploring and continue to explore, and to highlight issues as to the feasibility of implementing any of them.

Public-Private Partnerships

As stated in my memorandum of August 21, 2014, the Internal Services Department (ISD) has been working with the private development community since January 2013 to find an appropriate site and develop a new civil courthouse to replace the current courthouse located at 73 West Flagler Street. ISD has been engaged in discussions with All Aboard Florida (AAF), the owner of the site for the future rapid rail system station adjacent to the Stephen P. Clark Center, as a possible developer of a new courthouse as part of their development. Additionally, ISD researched several other sites, including some owned by the County in the downtown core, and engaged in discussions with two other private developers that might be interested in partnering with the County.

ISD has estimated the cost to renovate the current courthouse at $25 million to allow for an operational lifespan of up to five years or $47 million for a lifespan of up to ten years. As the space needs of the Civil Court cannot be accommodated by the current courthouse, these estimated capital expenses primarily focused on safely maintaining the current courthouse for employees and visitors and did not include all costs associated with completing a 40-year recertification, which is unknown at this time. It is anticipated that once the Court moves to a new courthouse, the County will sell the 73 West Flagler facility for an appropriate re-use in keeping with the building's historic designation.

To this point, AAF has been the most active developer, holding several meetings with ISD and the Courts to determine the scope of the project, as well as the cost of constructing such a building. Several different methods have been explored including AAF providing the financing and the County buying the building over a 30 year period (i.e. an installment purchase). They have additionally developed a price for the building that the County could pay if AAF were strictly the developer ($368 million). We have also held preliminary discussions with the owners of 54 West Flagler (vacant land) and the soon to be vacated Macy's as potential sites.

Capacity of Existing Countywide Resources

It is worth mentioning that regardless of which party provides the funding, the County would have to find the funds within the Countywide General Fund budget for the installment purchase payments, "rent" or debt service obligations necessary for this new facility. Also, the annual operating expense of the current courthouse is approximately $3 million and due to its much larger size (620,000 square feet versus the current courthouse's 273,884 square feet), annual operational and maintenance cost for the new courthouse is estimated at $8 million.

Building Better Communities

Question 4 of the 2004 Building Better Communities General Obligation Bond (BBC-GOB) Program includes project number 180, "Additional Courtrooms and Administration Facilities," with an allocation of $90 million, to be used for the "expansion of court facilities in accordance with the master plan." Of the

original allocation of $90 million, $11.8 million has been allocated for the Joseph Caleb Center Tower Renovation to include court functions, leaving $78 million for any other eligible project.

Filing fees, Traffic Surcharges

When the Florida Constitution was changed to clarify that the State was financially responsible for court system operations and counties must provide for court facilities and communications infrastructure, implementing legislation initially swept all court revenues including filling fees into the County Clerks' budgets and State general revenue. Miami-Dade County lost a significant amount of revenue from both the Countywide General Fund budget (counties previously received one-third of all fines to support the Court system, as well as a portion of court filing fees) and the UMSA budget (municipalities and UMSA, as the initiating jurisdictions, received two-thirds of all fines they charged to support public safety). However, counties were successful in getting two separate traffic surcharges authorized to mitigate a portion of the cost of providing for court facilities and communications needs. One of the surcharges replaced filing fee revenues that had been used as a pledge for bonds issued to build court facilities. As of today, the County has already implemented the maximum allowed surcharge of $30.00 under Florida Statute 318.18(13)(a)1, which is applied to every civil and criminal traffic violation in Miami-Dade County. State implementing legislation limits the use of these revenues to be employed for state court facilities. This revenue has been pledged to the County's existing court facility bonds. Any revenue collected in excess of that which is necessary for annual debt service payments will be used either to defease the outstanding bonds or for annual court facility needs.

A second surcharge up to $15 was authorized to be levied countywide to offset the loss of county fine revenues. This second surcharge is also used to support court facility operations and specifically cannot be used as a pledge on bonds. Municipalities were successful in getting initiating jurisdiction revenues returned, but unincorporated areas of counties were specifically exempted from this legislation in final form.

However, under the same state statute, provision 318.18(13)(a)3 allows the county to impose a traffic surcharge for any infraction or violation for the exclusive purpose of securing payment for principal and interest for bonds issued by the county on or after July 1, 2009, to fund court facilities. The surcharge is calculated by dividing the maximum annual payment of the principal and interest on the bonds, including the refinancing of the currently outstanding bonds, divided by the number of traffic citations paid as certified annually by the Clerk of the Courts. This provision allows the County to remove itself from the $30 surcharge cap under 318.18(13)(a)1; however, it is more limited in what can be funded after annual principal and interest payments have been made should there be any excess beyond projected collections. Under 318(13)(a)3, the County is required to refund the currently outstanding bonds. In order to use this particular surcharge to finance this project in combination with a public private partnership (i.e. an installment purchase), changes to State statute would be necessary. If the County issues the debt, no statutory changes would be required.

Community Redevelopment Areas

Questions have been asked as to the possibility to locate the future courthouse within the boundaries of the area of an existing community redevelopment agency (CRA), and use proceeds from such CRA to pay for the construction of the new facility. As it pertains to the area in downtown Miami, there are two CRAs located in this area, the Southeast Overtown/Park West (SEOPW) and Omni CRAs. Both CRAs have prior financing commitments and limited if any remaining bonding capacity. Any other strategic location within a CRA outside downtown Miami, simply does not have the financing capacity to pay for a project of this size. In addition, Florida Statutes Section 163.370, as noted below, sets restrictions as to what type of projects can be financed by a CRA. Amongst the limitations, a project must be agreed upon by both taxing authorities (City of Miami and Miami-Dade County), and, if the project has been part of a public capital improvement schedule, it cannot be funded unless three years have passed since the removal of the project from that plan.

Financing Options

The County does not have undesignated revenues available to be used to fund a new courthouse in its entirety. The aforementioned $78 million of BBC-GOB Program availability may partially offset the cost of a new courthouse but that comes at the expense of other court-related needs such as renovations at the Richard E. Gerstein Criminal Courthouse and at the Coral Gables courthouse, among others. The options for financing the new courthouse are summarized as follows:

- *General Obligation Bonds*
  As stated in my memorandum of August 21, 2014, the overall financing strategy contemplated the issuance of $540 million of general obligation debt, which equates to a property tax increase of approximately 0.09 mills or $18 per year for the average homesteaded property with a taxable value of $200,000. The bonds would provide for up to $368 million of proceeds for the construction of the new courthouse, $25 million for renovation costs at the old courthouse to allow the courts to remain in the facility for up to five years and also allow for the refunding of the current outstanding $132 million of court-related debt (issued under F.S. 318(13)(a)1) in order to free up approximately $13 million annually of proceeds from the existing $30 traffic surcharge, which then could be used for the increased operational costs of the new courthouse as well as for pay-as-you-go capital improvements for the courts system in order to enhance the remaining $78 million of BBC-GOB Program availability, as the needs of the system will surpass that amount.

  A variation of the general obligation bond option is to not refund the existing court-related debt. This will lower the amount of the required bond referendum to $398 million from the contemplated $540 million. This scenario will not free up any additional funds that can be used for operational purposes. If this option is implemented, it is estimated the Countywide debt service millage would increase an average of 0.07 mills over the life of the bonds using current roll growth assumptions. For the average homesteaded property with a taxable value of $200,000, the 0.07 mills equates to $14 annually.

- *Covenant to Budget and Appropriate Non-Ad valorem Revenues (CB&A) Debt*
  The County's General Fund has the capacity to issue up to $4.1 billion of CB&A debt. However, as a practical matter, since the General Fund currently uses all of its non-ad valorem revenues to fund operations, pay-as-you-go capital projects and certain debt service payments, new revenues sources must be identified in order to issue new debt. As stated earlier, State statute permits the traffic surcharge to generate the revenues necessary for the new courthouse and the $25 million of renovations to the 73 West Flagler facility. However, this will require the County to refund the current outstanding debt.

  In 2013, approximately 481,000 traffic tickets were paid. Assuming that the number of paid tickets remains the same every year, the net increase in traffic fines over and above the existing $30.00 traffic surcharge to fund the new courthouse, including the required renovations and refunding of debt, is estimated to range between $37.00 and $48.00 depending on whether the remaining $78 million of BBC-GOB Program availability is applied to the funding of the new courthouse and how the debt is structured.

  It should be noted that this alternative does not provide funding for the increasing operational and maintenance costs of the court system. Also in regards to the refunding of the currently outstanding debt, under this and the general obligation bond alternative discussed above, the refunding will require a waiver of existing County Code provisions regarding debt service saving thresholds as these transactions will only restructure debt and are not being done for economic benefits.

- *Installment Purchase*
  In regards to public-private-partnerships, we have not been able to get a quote on installment purchase payments to have the private sector fund the construction costs of the new facility. It is expected the third party's cost of money for construction would be greater, and in order to access traffic ticket surcharges for this option, State statute needs to be amended.

This additional information supplements my August 21, 2014 memorandum that is currently on the September 3, 2014 Board meeting agenda as item 2B2 (Legistar 141871).

If you have any questions or concerns, please feel free to contact Deputy Mayor Edward Marquez at 305-375-1541.

c: Honorable Chief Judge Bertila Soto
Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Jennifer Moon, Director, Office of Management and Budget
Lester Sola, Director, Internal Services Department
Charles Anderson, Commission Auditor

Memorandum

MIAMI-DADE COUNTY

Date: August 17, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Report of Inspections of all Courts Facilities Located in Miami-Dade County and Identification of County-Owned Buildings Suitable for the Temporary Relocation of Court Operations

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This is an update to the Board of County Commissioners (Board) on the status of all courts facilities located in Miami-Dade County pursuant to Resolution R-1084-14, which required a report on the following:

1. Inspections of all courts facilities located in Miami-Dade County; and
2. Identification of county-owned buildings suitable for the temporary relocation of court operations.

1. Inspections of all Courts Facilities located in Miami-Dade County

Over the past six (6) months, the Internal Services Department has contracted licensed engineering consultants to inspect all courts facilities located in Miami-Dade County. All inspections were performed following the requirements outlined in the county code for the 40-year recertification process, and specifically concentrated on those areas deemed most important to life safety, which are the general structural condition of the building and the general condition of its electrical systems. The following facilities were inspected by independent consultants that are Florida registered professional licensed electrical and structural engineers and architects. The Children's Courthouse and Overtown Transit Village were not inspected as they are newly constructed.

40-Year Recertification Reports
Dade County Courthouse
Richard E. Gerstein Justice Building
Coral Gables District Courthouse

Life Safety/Structural and Electrical Assessments
Hialeah Courthouse
North Dade Justice Center
South Dade Justice Center
Lawson E. Thomas Courthouse Center

Inspection findings

Dade County Courthouse, 73 West Flagler Street

This building was built in 1928 and found to be structurally safe and recommended for 40-year recertification by the consultant Rizo Carreño & Partners for continued use and occupancy. The structural inspections found that there is no evidence of structural deficiencies significant enough to prevent considering the courthouse reasonably safe for continued use under the present occupancy. The consultant did note that the final recertification would be reliant on the completion of the following ongoing structural work:

- The repairs to basement columns and slab have been completed on 14 basement columns. The remaining balance of the work is currently under design by USSi Consultants and will soon be submitted to the City of Miami for permitting. The entire project is expected, inclusive of the remaining 130 columns, to be completed by the last quarter of 2017.

- Completion of the exterior terracotta envelope and plaza restoration project is currently under construction by Mark 1 Restoration Company and is expected to be completed by the summer of 2016.
- Minor isolated repairs to non-structural reinforcing steel on floors 4, 24, 25, 26 and 27.

This building was found to be electrically safe by the consultant TCAPA for continued use and occupancy. The electrical inspections found no evidence of electrical deficiencies to prevent the safe and continued use under the current occupancy and recommended to the City of Miami that the building be recertified. However the consultant did provide a list of items that needs to be fixed, repaired or replaced throughout the building, such as the replacement of panels in the basement and floors 2, 3, and 4; securing the exposed wiring in the basement and floors 1, 3, 7, 10, 13, 14, and 25. The Internal Services Department has begun addressing these recommendations through a licensed contractor.

Richard E. Gerstein Justice Building, 1351 NW 12 Street
This building was built in 1962 and found to be structurally safe by consultant Rizo Carreño & Partners for continued use and occupancy. The structural inspections found that there is no evidence of structural deficiencies to prevent the safe and continued use under the present occupancy. The consultant has recommended to the City of Miami that the building be recertified. The consultant did provide a small list of short and long-term actions that should be considered, such as the replacement of staircase number five (5) from the basement to the first floor. Since March, the Internal Services Department has closed the stairwell and opened a service ticket for stair replacement. The Internal Services Department has begun addressing the other recommendations through a licensed general contractor.

This building was found to be electrically safe by consultant TCAPA for continued use and occupancy. The electrical inspection performed stated that there is no evidence of electrical deficiencies to prevent the safe and continued use under the current occupancy. The report states all electrical closets/rooms are clean and provide adequate working space. Emergency light fixtures are properly installed, operating and connected to the emergency generator. In addition, the emergency generator is in good working condition. The consultant has recommended to the City of Miami that the building be recertified per the 40-year electrical inspection.

Coral Gables District Courthouse, 3100 Ponce de Leon Boulevard
This building was built in 1951, with a major remodeling completed in 1994, and found to be structurally safe by consultant Rizo Carreño & Partners for continued use and occupancy. The structural inspections were completed and found no evidence of structural deficiencies to prevent the safe and continued use under the present occupancy. The consultant recommended to the City of Coral Gables that the building be recertified.

This building was found to be electrically safe by consultant TCAPA for continued use and occupancy. The electrical inspections were performed and found that there is no evidence of electrical deficiencies to prevent the safe and continued use under the present occupancy. In addition, building egress illumination was adequate on the floor areas, the path of egress and in the exit staircases. There is a Notifier Fire Alarm System that is located at the front lobby working correctly and was last certified in November of 2014. The consultant recommended to the City of Coral Gables that the building be recertified per the 40-year electrical inspection.

Hialeah Courthouse, 11 East 6 Street
This building was built in 2004 and is determined to be structurally safe for continued use and occupancy. The consultant Revuelta Architecture International, PA, through the structural sub-consultant Youssef Hachem Consulting Engineering, conducted a structural site inspection and, based on their findings, there were no items or situation that constitutes an unsafe condition or that would require a change to the daily operations of the facility. However, they recommended minor repairs to the exterior door of the main roof top mechanical room due to cracking concrete.

A visible life safety site inspection to include the electrical, fire alarm and fire protection systems was performed. The consultant, Revuelta Architecture International, PA, through the electrical sub-consultant PJV Engineering, Inc., stated that the electrical system is in overall good condition. A recommendation was made to open the panel cover in the main electrical room in order to check the status of two (2) mains that do not have a breaker and verify whether a code violation exists. Through a qualified electrical contractor, the Internal Services Department verified that there are no existing code violations from any of the recommendations provided by the consultant.

An architectural site inspection for life safety was performed by Revuelta Architecture International, PA, in which they did not find any issues. It was also noted that all safety and fire alarm devices were maintained properly to include the fire department documentation. The consultant pointed out that the Life Safety Codes were more aggressive ten (10) years ago; therefore, this building is more in compliance with the current applicable codes.

North Dade Justice Center, 15555 Biscayne Boulevard
This building was built in 1987 and was found to be structurally safe for daily operations. The consultant, Revuelta Architecture International, PA, through the structural sub-consultant Youssef Hachem Consulting Engineering, conducted a structural site inspection and determined that while there are no items that constitute an unsafe condition, they have found some items that need attention, such as: cracking of bearing wall system, which included cracks to concrete beams and steps in stairwell number 3; corrosion of structural steel along entire perimeter of the curtain wall for mechanical room number 5; visible signs of wear and delamination of the expansion joint on the second level; and the lower level north wall showed some signs of delaminated stucco. These are minor findings typical in a building of this age and are currently being remediated by the Internal Services Department.

This building is electrically safe for continued occupancy and use. The consultant, Revuelta Architecture International, PA, through the electrical sub-consultant PJV Engineering, Inc., conducted a visible life safety inspection to include the electrical, fire alarm and fire protection systems. PJV Engineering, Inc. has provided several recommendations that include the following: (1) the main electrical room has several panels with rusted covers that need to be replaced and the ventilation of the room needs to be examined or an air conditioning system added to extend the life of the electrical equipment; (2) the existing generator serving the life safety systems in operations has reached its service cycle and has been recommended for replacement; (3) several areas in the building do not have proper fire alarm annunciation devices and it is recommended to add devices as per NFPA 72; (4) the electrical equipment located in the mechanical room mezzanine may need to be relocated to have proper access to the stairs. However, these issues do not represent an unsafe condition or affect the operations of the facility, and the electrical system overall is in good condition. The Internal Services Department's generator team assessed the generator issue and found it to be in perfect working condition. With the continuation of maintenance and the availability of parts, it should last for several more years. The Internal Services Department will provide paint to provide a more appealing appearance.

An architectural site inspection for life safety compliance was performed by consultant Revuelta Architecture International, PA. Their executive summary included quantity of egress, in which they recommended displaying a "Maximum Occupancy" sign in order to avoid a potential life safety issue

with the number of people and only one (1) egress. The Internal Services Department is currently working with the Clerk of Courts and the Administrative Office of the Courts to modify the waiting area in order to redistribute the waiting patrons. In addition, some of the rooms lead to other rooms before finding a protective exit, which could be a potential issue during a fire event. This is being addressed through signage to assist in way finding and building evacuation plan. Some of the guardrails on the stairs are missing and the installed guardrails in some cases are less than the required height of 42 inches. The Internal Services Department is currently remedying the situation.

South Dade Justice Center, 10710 SW 211 Street
This building was built in 1992 and was found safe for occupancy. The consultant, Revuelta Architecture International, PA, through the structural sub-consultant Youssef Hachem Consulting Engineering, conducted a structural site inspection. Their findings included cracking of concrete beams and steps in stairwells 1, 2 and 4; sporadic water leaks from the second floor men's public restroom down to clerk booth on first level; and, at the north main entrance, the steel canopy on the second level has visible indications of corrosion. These findings do not constitute an unsafe condition or require any changes to daily operations, and the Internal Services Department is currently addressing these issues.

The electrical system overall in this building is in good condition. The consultant, Revuelta Architecture International, PA, through the electrical sub-consultant PJV Engineering, Inc., conducted a visible life safety inspection to include the electrical, fire alarm and fire protection systems. The consultant has provided three (3) minor items that are being addressed with signage and do not represent an unsafe condition or affect the operations of the facility. However, there are code related issues that need to be addressed. PJV Engineering, Inc. identified two (2) missing sprinkler heads, which have already been replaced by the Internal Services Department. Additional findings were to provide proper circuit directory labeling on several electrical panels; remove an empty, old fire alarm panel box by the security desk; and found that the main electrical closet does not have the proper front clearance of 36 inches. These issues are being corrected through a licensed contractor.

An architectural site inspection for life safety compliance was performed by the consultant Revuelta Architecture International, PA. Their executive summary included quantity of egress, in which they recommended displaying a "Maximum Occupancy" sign to avoid a potential life safety issue with the number of people and only one (1) egress. In addition, some of the rooms lead to other rooms before finding a protective exit. Exit signs are at confusing locations or not showing clear illumination. The Internal Services Department is coordinating the signage and working with the Clerk of Courts and Administrative Office of Courts to redistribute court patrons, and update the building evacuation plan.

Lawson E. Thomas Courthouse Center, 175 NW 1 Avenue
After a limited visual inspection, no evidence of structural deficiencies has been found. The consultant, Revuelta Architecture International, PA, through the structural sub-consultant Youssef Hachem Consulting Engineering, performed limited visual inspections and considers the building safe for continued use under the present occupancy.

A preliminary visible life safety inspection was conducted and no electrical deficiencies have been found. The consultant, Revuelta Architecture International, PA, through the electrical sub-consultant PJV Engineering, Inc., performed a preliminary inspection to include the electrical, fire alarm and fire protection systems, which were found in good condition.

2. County Owned Buildings Suitable for the Temporary Relocation of Court Operations

As previously reported at the January 21, 2015 Board meeting, in the event that an emergency requires part or all of the Dade County Courthouse court operations to be relocated to other facilities, the County has identified County-owned assets and other private space, which, through renovation, can be tailored to meet the Court's operational requirements. The timeframe for relocation depends on the extent of the renovations required and the availability of space.

While these assets and related spaces are not always ideal in location or design and infrastructure, they can be converted into functional offices and court spaces on a temporary basis. A simple renovation is relatively quick and cost effective at approximately $60.00 per square foot. This renovation will provide the absolute minimum space and functional requirements for the occupants and can take up to approximately four (4) months. If a more extensive renovation is required, the cost will be approximately $200.00 per square foot. A renovation of this type is more comprehensive and permanent in nature and will specifically address the occupant's operational needs and requirements. The time required for this type of renovation can take anywhere from nine (9) to 18 months, depending on the square footage required and condition of the selected building and space.

While the availability of County-owned facilities often changes based on needs and demands of other County departments, the following facilities may be available for use after renovations are made:

- 140 West Flagler Street Building – An older office space of 135,000 square feet and requires major renovations to be used as courtrooms, but could be converted into 12 courtrooms.

- Main Library, 101 West Flagler Street – There is 50,000 square feet of vacant space on the third floor, which may accommodate eight (8) to ten (10) courtrooms. My office has recently met with the Honorable Chief Judge Bertila Soto to discuss a short-term plan to accommodate the space needs of the civil court at this location. Programmatic requirements are being gathered to develop a cost estimate and timeline for this project. The additional eight (8) to ten (10) courtrooms would substantially improve the operations of the civil court in the downtown area and provide a short-term solution while a long-term solution is sought.

- Overtown Transit Village South, 601 NW 1 Court – There is new vacant space of 58,000 square feet on three (3) floors that could be converted into nine (9) courtrooms. These spaces are currently in design and programmed for other County agencies.

- Children's Courthouse, 155 NW 3 Street – This is the newly constructed building with 371,500 square feet where two (2) courtrooms out of eighteen (18) are designed for jury trials. Dependency and delinquency courts are currently operational as of early May 2016, with 11 judges and respective staff.

- Lawson E. Thomas Courthouse and Office Building, 175 NW 1 Avenue - There may be a potential to convert 15,000 square feet of storage area into three (3) or four (4) courtrooms.

- Hialeah Courthouse, 11 East 6 Street - A court area of approximately 2,700 square feet is currently a shell space that could be utilized. This is a County-owned courthouse in good condition and could be built out as one (1) additional courtroom, a judge's chamber, and a jury room.

- Privately-owned office space in Downtown Miami – Approximately 60,000 square feet has been identified as available for rent. It is foreseeable that eight (8) to ten (10) courtrooms could be built in this space. Annual costs are approximately $23.00 to $28.00 per square foot, including base rent and all operating and specialized court security costs. The Dade County Court at 73 West Flagler Street operates at a cost of approximately $13.00 per square feet.

- David W. Dyer Federal Building, 300 NE 1 Avenue – As previously stated in a memorandum issued January 20, 2015 in response to Resolution No. R-43-15, this historic building requires extensive repairs and system upgrades in excess of over $60 million and is already under contract by Miami Dade Community College, rendering it unusable for the temporary relocation of court operations.

This information was prepared in collaboration with the Administrative Office of the Courts. The Internal Services Department continues to work very closely with the Chief Judge Bertila Soto and her staff to ensure that all of their facility needs in the short and long-term are met.

Per Ordinance 14-65, this memorandum will be placed on the next available Board meeting agenda.

If you have any questions or concerns, please contact Tara C. Smith, Director of the Internal Services Department, at (305) 375-1135.

c: Honorable Chief Judge Bertila Soto
Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Jennifer Moon, Director, Office of Management and Budget
Tara C. Smith, Director, Internal Services Department
Charles Anderson, Commission Auditor
Eugene Love, Agenda Coordinator

EXHIBIT 4

MIAMI-DADE COUNTY

Vacant Space in County-Owned and Leased Buildings

No.	Type of Space	Agency	Property Name	Suite / Space ID	Property Address	Type of Space	Total Building Leasable Area	Vacant Leasable Sq. Ft.	Breakdown of Vacant Space: Available without Restriction	Breakdown of Vacant Space: Available with Restriction	Breakdown of Vacant Space: Not Available/ Usable	Allocation of Not Available: Not Available due to Pending Lease / User Commitments	Allocation of Not Available: Not Available due to Physical Condition	Comments
1	Owned	Aviation Department	Aviation: Non-Terminal	Building 3050	4450 NW 20 St.	Office	38,295	19,850			19,850		19,850	Not available due to condition.
2	Owned	Aviation Department	Aviation: Non-Terminal	Building 3095	N/A	Hangar/Offices	518,900	273,438			273,438		273,438	The vacant space has code issues.
3	Owned	Aviation Department	Aviation: Non-Terminal	Building 700	2261 - 2461 NW 67 Ave.	Cargo Warehse, Office	145,836	101,000		101,000				
4	Owned	Aviation Department	Aviation: Non-Terminal	Building 701	2260 - 2460 NW 67 Ave.	Cargo Warehse, Office	138,660	13,716		13,716				
5	Owned	Aviation Department	Aviation: Non-Terminal	Building 702	2261 - 2461 NW 66 Ave.	Cargo Warehse, Office	139,560	27,734			27,734	2,324	25,410	Use being considered for 2,234 vacancy.
6	Owned	Aviation Department	Aviation: Non-Terminal	Building 704	6645 NW 25 St., et al	Cargo Warehse, Office	287,279	20,064			20,064		20,064	The vacant space has code issues.
7	Owned	Aviation Department	Aviation: Non-Terminal	Building 706	1651 - 1951 NW 68 Ave.	Cargo Warehse, Office	222,882	11,000		11,000				
8	Owned	Aviation Department	Aviation: Non-Terminal	Building 708	1650 - 1950 NW 66 Ave.	Cargo Warehse, Office	215,835	10,000		10,000				
9	Owned	Aviation Department	Aviation: Non-Terminal	Building 716	5815 - 6185 NW 18 St.	Cargo Warehse, Office	405,531	49,265		49,265				
10	Owned	Aviation Department	Aviation: Non-Terminal	Building 845	5600 NW 36 St.	Office	291,490	52,328		18,876	33,452		33,452	33,452 requires creation of additional parking to meet code, and then build-out.
11	Owned	Aviation Department	Aviation: Non-Terminal	Building 863	5300 NW 36 St.	Office, Shop, & Storage	217,614	142,815			142,815		142,815	142,815 Requires roof repairs, of which 8,196 is also not to code. AeroThrust.
12	Owned	Aviation Department	Aviation: Non-Terminal	Building 875	4920 NW 36 St.	Office, Simulator & Class Room	87,948	2,040			2,040	2,040		Lease Pending.
13	Owned	Aviation Department	Aviation: Non-Terminal	Building 881	4700 NW 36 St.	Office & Class Room	172,774	172,774			172,774		172,774	172,774 not leasable / to code.
14	Owned	Aviation Department	Aviation: Non-Terminal	Building 919	4200 NW 36 St.	Office	145,912	28,000		28,000				MDAD Space/Floor.
15	Owned	Aviation Department	Aviation: Terminal	Terminal-Wide Office	5200 NW 21 St.	Office	1,191,623	328,548		328,548				Terminal-wide office.
16	Owned	Public Health Trust	Specialty Diagnostic Center		14701 NW 27 Ave,	Clinic Buildings	44,954	44,954			44,954	44,954		Currently vacant but in the process of leasing the property to the City of Opa Locka for a wellness center.
17	Leased	Public Health Trust	Vacant		7867 N Kendall Drive	Offices	7,400	7,400			7,400	7,400		Lease expires 9/30/15
18	Owned	Community Action and Human Services	Culmer Community Center	103	1600 NW 3 Ave.	Community Center	25,000	3,450			3,450	3,450		Lease Pending.
19	Owned	Corrections and Rehabilitation	North Dade Detention Center	NDDC	15801 N. SR 9 (15801 NW 7 Ave)	Multi-Purpose Admin, General, Corrections	7,300	7,300	7,300					Space is suited to primarily correctional, though there is multi-purpose administrative and general build-out. Land is leased from State.

As of 5/8/2015. Internal Services Department / Real Estate Development Division.
Figures shown in square footage.

MIAMI-DADE COUNTY

Vacant Space in County-Owned and Leased Buildings

No.	Type of Space	Agency	Property Name	Suite / Space ID	Property Address	Type of Space	Total Building Leasable Area	Vacant Leasable Sq. Ft.	Breakdown of Vacant Space: Available without Restriction	Breakdown of Vacant Space: Available with Restriction	Breakdown of Vacant Space: Not Available/ Usable	Allocation of Not Available: Not Available due to Pending Lease / User Commitments	Allocation of Not Available: Not Available due to Physical Condition	Comments
20	Owned	Corrections and Rehabilitation	Womens Detention Center	WDC	1401 NW 7 Ave	Multi-Purpose Admin, General, Corrections	67,400	67,400			67,400	67,400		Part of COOP Plan. Space includes multi-purpose admin and general build-out, but is primarily suited to correctional. Corrections anticipates moving departments into the first 2 floors in the near term. Remaining space not usable for typical occupant.
21	Owned	Internal Services Department	The ISD Shops (Trade Shops)		3501 NW 46 St.	Office & WH	96,292	26,936	26,936					Vacant space includes 18,936 square feet of office throughout the 1st and 2nd floors, and 8,000 square feet of non-air conditioned warehouse space.
22	Owned	Internal Services Department	Cultural Center - Library Space	3rd Floor	101 West Flagler	Office / Library	321,493	47,118	42,118		5,000	5,000		The 3rd floor library space was recently vacated; approximately 5,000 sq. ft. is being considered for Finance's ERP Staff, and additional space may be required for other Finance divisions.
23	Owned	Internal Services Department	Homestead Air Force Reserve Bldgs.		SW 288 St. and SW 127 Avenue	Warehouse	200,000	200,000			200,000	200,000		Property has environmental contamination, and is scheduled for conveyance to the US Army / SOC-South.
24	Owned	Internal Services Department	140 Bldg	1 Fl	140 W. Flagler St.	Office	256,082	285	285					140 Building vacant space is in generally poor condition, and is not suitable for long-term occupancy or commitment. The space may be taken over by one or more entities on a short-term basis pending the disposition of the building. Without proper occupancy rate the building will not be cost effective to maintain. In such case the building may be sold.
25	Owned	Internal Services Department	140 Bldg	1 Fl	140 W. Flagler St.	Office	256,082	8,314	8,314					See "140 Building" comment above.
26	Owned	Internal Services Department	140 Bldg	Mezzanine	140 W. Flagler St.	Office	256,082	826	826					See "140 Building" comment above.
27	Owned	Internal Services Department	140 Bldg	12 Fl	140 W. Flagler St.	Office	256,082	12,026	12,026					See "140 Building" comment above.
28	Owned	Internal Services Department	140 Bldg	14 Fl	140 W. Flagler St.	Office	256,082	12,026	12,026					See "140 Building" comment above.
29	Owned	Internal Services Department	140 Bldg	10 Fl	140 W. Flagler St.	Office	256,082	4,778	4,778					See "140 Building" comment above.
30	Owned	Internal Services Department	140 Bldg	10 Fl	140 W. Flagler St.	Office	256,082	7,554	7,554					See "140 Building" comment above.
31	Owned	Internal Services Department	140 Bldg	11 Fl	140 W. Flagler St.	Office	256,082	1,861	1,861					See "140 Building" comment above.

As of 5/8/2015. Internal Services Department / Real Estate Development Division.
Figures shown in square footage.

MIAMI-DADE COUNTY

Vacant Space in County-Owned and Leased Buildings

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32	Owned	Internal Services Department	140 Bldg	11 Fl	140 W. Flagler St.	Office	256,082	6,839	6,839					See "140 Building" comment above.
33	Owned	Internal Services Department	140 Bldg	11 Fl	140 W. Flagler St.	Office	256,082	1,449	1,449					See "140 Building" comment above.
34	Owned	Internal Services Department	140 Bldg	16 Fl	140 W. Flagler St.	Office	256,082	14,735	14,735					See "140 Building" comment above.
35	Owned	Internal Services Department	140 Bldg	9 Fl	140 W. Flagler St.	Office	256,082	1,766	1,766					See "140 Building" comment above.
36	Owned	Internal Services Department	Caleb Center	1 Fl	5400 NW 22 Ave.	Office	117,437	1,868			1,868		1,868	Caleb Center is scheduled to undergo renovations to the tower, construction of two courtrooms and a new parking garage over existing parking lot. Building space will not be available for the next two years.
37	Owned	Internal Services Department	Caleb Center	1 Fl	5400 NW 22 Ave.	Office	117,437	2,041			2,041		2,041	See "Caleb Center" comment above.
38	Owned	Internal Services Department	Caleb Center	2 Fl	5400 NW 22 Ave.	Office	117,437	840			840		840	See "Caleb Center" comment above.
39	Owned	Internal Services Department	Caleb Center	2 Fl	5400 NW 22 Ave.	Office	117,437	4,392			4,392		4,392	See "Caleb Center" comment above.
40	Owned	Internal Services Department	Caleb Center	2 Fl	5400 NW 22 Ave.	Office	117,437	9,065			9,065		9,065	See "Caleb Center" comment above.
41	Owned	Internal Services Department	Caleb Center	4 Fl	5400 NW 22 Ave.	Office	117,437	1,495			1,495		1,495	See "Caleb Center" comment above.
42	Owned	Internal Services Department	Caleb Center	6 Fl	5400 NW 22 Ave.	Office	117,437	5,650			5,650		5,650	See "Caleb Center" comment above.
43	Owned	Internal Services Department	Caleb Center	7 Fl	5400 NW 22 Ave.	Office	117,437	665			665		665	See "Caleb Center" comment above.
44	Owned	Internal Services Department	Integrated Command Facility	1 Fl	11500 NW 25 St.	Office & Warehouse	197,575	28,575			28,575	28,575		Space may be programmed for Public Safety only and is in the decision process for moving in programs.
45	Owned	Internal Services Department	Overtown North	11 Fl	701 NW 1 Ct.	Office	317,662	7,201			7,201	7,201		Vacant space is assigned to Elections.
46	Owned	Internal Services Department	Overtown South	20 Fl	601 NW 1 Ct.	Office	323,900	20,241			20,241	20,241		Unfinished floors. Half is programmed for MDPD, and the other half is for COE.
47	Owned	Internal Services Department	Overtown South	21 Fl	601 NW 1 Ct.	Office	323,900	20,241	20,241					
48	Owned	Internal Services Department	Overtown South	22 Fl	601 NW 1 Ct.	Office	323,900	20,241			20,241	20,241		Programmed for IG's office.
49	Owned	Internal Services Department	SPCC	10 Fl	111 NW 1 St.	Office	760,000	1,404	1,404					

As of 5/8/2015. Internal Services Department / Real Estate Development Division.
Figures shown in square footage.

MIAMI-DADE COUNTY

Vacant Space in County-Owned and Leased Buildings

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50	Leased	Internal Services Department	Metro Annex	1 Fl	864 NW 23rd St.	Office	30,180	5,002			5,002		5,002	Limited access due to ADA concerns.
51	Owned	Port of Miami	Port of Miami	213	1001 N. America Way	Office	23,388	765			765		765	Working with Procurement on asbestos remediation work and carpet replacement afterwards prior leasing space.
52	Owned	Public Housing and Community Development	Carrie Meeks Center	Carrie Meeks Center	1900 NW 75 St.	Office & Warehouse	11,273	11,273			11,273		11,273	This building is in the process for demolition due to condition; a contractor has been retained. Property has a declaration of Trust with USHUD and would require USHUD approval for any long term lease or sale. (Federal Financing Restriction).
53	Owned	Public Housing and Community Development	HOPE VI Office	Hope VI Office	3201 NW 30 St.	Office	3,200	3,200			3,200		3,200	Property has had roof repaired to stop water intrusion; still requires extensive interior repairs of $200,000+/-. Property has a declaration of Trust with USHUD and would require USHUD approval for any long term lease or sale. Being repaired for roof leak. (Federal Financing Restriction).
54	Owned	Public Housing and Community Development	Poinciana Warehouse	Poinciana Warehouse	7590 NW 24 Ave.	Warehouse	3,400	3,400			3,400	3,400		Animal services is looking to use as a spay/ neutering clinic. Property has CDBG restrictions due to Federal Funding.
Total:								1,877,148	170,458	560,405	1,146,285	412,226	734,059	

As of 5/8/2015. Internal Services Department / Real Estate Development Division.
Figures shown in square footage.

EXHIBIT 5

Miami-Dade Court Capital Infrastructure Task Force
August 10, 2015 – 1:00 pm

3.00 – 4.00: Finance Department	**Edward Marquez**
Existing financial needs Funding options Lessons learned from other cities	Deputy Mayor/Chief Financial Officer Miami-Dade County

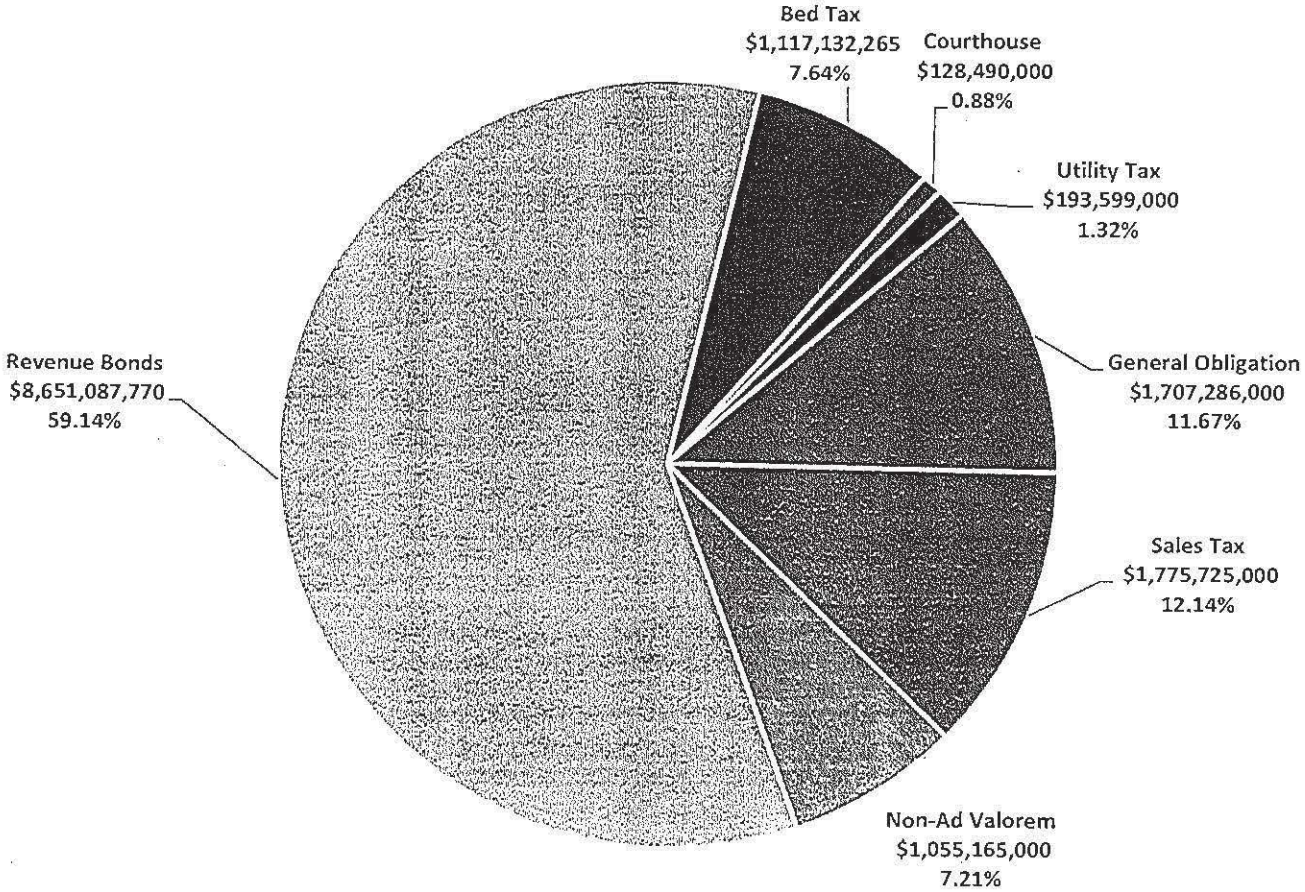
As of 8/4/2015

Outstanding Principal By Credit

Credit	Outstanding Principal	% of Total Principal Outstanding
General Obligation	$ 1,707,286,000	11.67%
Sales Tax	1,775,725,000	12.14%
Non-Ad Valorem	1,055,165,000	7.21%
Revenue Bonds	8,651,087,770	59.14%
Bed Tax	1,117,132,265	7.64%
Courthouse	128,490,000	0.88%
Utility Tax	193,599,000	1.32%
Total	**$ 14,628,485,036**	**100%**

A

Outstanding Principal By Credit



B

As of 8/4/2015

Total Debt Service By Type of Credit

Type of Credit	Total Principal	Total Interest	Debt Service	% of Total Principal Outstanding
General Obligation [1]	$ 1,707,286,000	$ 1,500,878,307	$ 3,208,164,307	11.67%
Non-Ad Valorem - Capital Asset and Sunshine State Loans	1,055,165,000	624,972,663	1,680,137,663	7.21%
Sales Tax - PHT, Transit and Guaranteed Entitlement	1,775,725,000	1,487,355,810	3,263,080,810	12.14%
Bed Tax - CDT and Pro Sports [1]	1,117,132,265	2,823,065,646	3,940,197,911	7.64%
Utility Tax - Stormwater and Public Service Tax	193,599,000	59,081,352	252,680,352	1.32%
County Court - Courthouse [1]	128,490,000	105,167,706	233,657,706	0.88%
Aviation	5,839,755,000	4,956,648,757	10,796,403,757	39.92%
Causeway Toll	31,610,000	28,069,050	59,679,050	0.22%
Seaport [1]	666,840,000	728,665,425	1,395,505,425	4.56%
Solid Waste	98,617,770	37,275,698	135,893,469	0.67%
Water and Sewer	2,014,265,000	1,351,574,125	3,365,839,125	13.77%
Total	**$ 14,628,485,036**	**$ 13,702,754,541**	**$ 28,331,239,576**	**100%**

[1] Variable and drawdown rate debt is assumed at 5%

(C)

As of 8/4/2015

Outstanding General Obligation By Program

Program	Principal	Interest	Debt Service
Criminal Justice Program	$ 19,726,000	$ 2,757,794	$ 22,483,794
Parks Program	80,450,000	31,106,031	111,556,031
Building Better Communities Program [1]	1,506,175,000	1,401,721,805	2,907,896,805
Public Health Trust Program	94,085,000	64,760,961	158,845,961
Fire and Rescue Service District	6,850,000	531,715	7,381,715
Total General Obligation	**$ 1,707,286,000**	**$ 1,500,878,306**	**$ 3,208,164,306**

[1] Drawdown rate is assumed at 5%

(D)

FUNDED

5 year Capital Improvement Plan and Future by Department ($000's)

Department	2015-16	2016-17	2017-18	2018-19	2019-20	5 year CIP Total	Future	Projected Total Cost
EAD - ANIMAL SERVICES	$3,866	$0	$0	$0	$0	$3,866	$0	$3,866
EAV - AVIATION	308,057	214,404	147,053	122,968	183,435	975,917	336,342	1,312,259
ECC - BOARD OF COUNTY COMMISSIONERS	150	0	0	0	0	150	0	150
ECO - COMMUNITY ACTION AND HUMAN SERVICES	18,054	15,483	0	0	0	33,537	0	33,537
ECR - CORRECTIONS & REHABILITATION	19,860	30,183	159,967	168,164	0	378,174	0	378,174
ECU - CULTURAL AFFAIRS	12,031	20,250	13,500	10,207	0	55,988	0	55,988
EEL - ELECTIONS	992	0	0	0	0	992	0	992
EET - INFORMATION TECHNOLOGY DEPARTMENT	11,034	14,000	10,346	0	0	35,380	0	35,380
EFN - FINANCE	140	0	0	0	0	140	0	140
EFR - FIRE RESCUE	72,223	4,100	4,006	2,600	2,600	85,529	0	85,529
EGI - COMMUNITY INFORMATION AND OUTREACH	497	150	0	0	0	647	0	647
EHD - PUBLIC HOUSING AND COMMUNITY DEVELOPMENT	48,438	8,220	6,827	2,711	626	66,822	0	66,822
EHT - HOMELESS TRUST	2,757	4,661	0	0	0	7,418	0	7,418
EID - INTERNAL SERVICES	32,809	15,441	5,769	2,300	401	56,720	33,463	90,183
EJA - JUDICIAL ADMINISTRATION	33,985	29,102	12,928	3,643	0	79,658	50,873	130,531
ELB - LIBRARY	5,180	1,542	9,221	1,300	9,859	27,102	9,641	36,743
EMT - TRANSIT	312,144	453,993	370,511	293,286	262,313	1,692,247	188,911	1,881,158
END - NON-DEPARTMENTAL	122,210	55,133	30,735	13,790	50,751	272,619	13,509	286,128
EPD - POLICE	12,740	8,185	2,159	80	40	23,204	0	23,204
EPE - REGULATORY AND ECONOMIC RESOURCES	8,156	3,500	500	1,000	1,000	14,156	5,611	19,767
EPR - PARKS, RECREATION AND OPEN SPACES	67,266	79,769	59,778	33,196	21,426	261,435	0	261,435
EPW - PUBLIC WORKS AND WASTE MANAGEMENT	315,539	244,397	187,850	129,788	110,703	988,277	205,516	1,193,793
ESP - PORT OF MIAMI	88,855	102,703	55,220	28,600	15,600	290,978	0	290,978
EVZ - VIZCAYA MUSEUM & GARDENS	10,566	8,386	0	0	0	18,952	0	18,952
EWS - WATER AND SEWER	562,663	709,659	1,085,616	1,242,385	1,348,768	4,949,091	7,835,028	12,784,119
Grand Total	**$2,070,212**	**$2,023,261**	**$2,161,986**	**$2,056,018**	**$2,007,522**	**$10,318,999**	**$8,678,894**	**$18,997,893**

E

Funded

FY 2015-16 CAPITAL BUDGET

(dollars in thousands)

Strategic Area / Department	Prior Years	FY 2015-16 Bonds	FY 2015-16 State	FY 2015-16 Federal	FY 2015-16 Gas Tax	FY 2015-16 Other	FY 15-16 Total	Future	Projected Total Cost
Public Safety									
Judicial Administration									
P: ADDITIONAL COURTROOMS AND ADMINISTRATION FACILITIES - BUILDING (P305200)	343	500	0	0	0	0	500	46,782	47,625
P: RICHARD E. GERSTEIN JUSTICE BUILDING MODERNIZE SECURITY AND EL (P112340)	500	0	0	0	0	0	-	1,300	1,800
P: MIAMI-DADE COUNTY COURTHOUSE FACILITY REFURBISHMENT (P112970)	-	0	0	0	0	0	-	800	800
P: RICHARD E. GERSTEIN JUSTICE BUILDING HEATING, VENTILATION, AND (P113820)	2,077	1,023	0	0	0	0	1,023	800	3,900
P: MIAMI-DADE COUNTY COURTHOUSE REFURBISH EMERGENCY SYSTEMS (P114150)	277	523	0	0	0	0	523	-	800
P: RICHARD E. GERSTEIN JUSTICE BUILDING ELEVATOR ADDITION (P117770)	-	0	0	0	0	0	-	3,000	3,000
P: CODE BROWN COMPLIANCE (P303220)	68	0	0	0	0	135	135	187	390
P: BENNETT H. BRUMMER PUBLIC DEFENDER FACILITY REFURBISHMENT (P118310)	9	0	0	0	0	0	-	1,091	1,100
P: EMERGENCY CAPITAL REPAIRS TO THE MIAMI-DADE COUNTY COURTHOUSE (P2000000069)	765	12,648	0	0	0	0	12,648	16,587	30,000
P: COURT FACILITIES REPAIRS AND RENOVATIONS (P3010620)	-	-	0	0	0	500	500	-	500
P: MENTAL HEALTH DIVERSION FACILITY - BUILDING BETTER COMMUNITIES (P305410)	1,716	1,288	0	0	0	0	1,288	19,096	22,100
P: MIAMI-DADE COUNTY COURTHOUSE FACADE RESTORATION PROJECT (P3024160)	22,537	8,400	0	0	0	0	8,400	3,860	34,797
P: JOSEPH CALEB PARKING GARAGE/TOWER COURTROOM RENOVATIONS (P3028110)	16,093	8,968	0	0	0	0	8,968	3,043	28,104
Department Total	44,385	33,350	-	-	-	635	33,985	96,546	174,916

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Capital Unfunded Project Summary by Strategic Area and Department
(dollars in thousands)

Department	# of Projects	Estimated Total Costs	Page #
Correction and Rehabilitation	25	$ 1,850,055	1
Fire Rescue	19	104,678	2
Information Technology	2	4,087	3
Judicial Administration	7	424,797	4
Police	33	190,693	5
Aviation	7	357,000	6
Port of Miami	13	327,200	7
Public Works and Waste Management	23	1,555,097	8
Transit	10	9,078,340	9
Cultural Affairs	4	15,445	10
Library	12	4,320	11
Parks, Recreation and Open Spaces	75	1,359,614	12
Internal Services	6	144,121	14
Regulatory and Economic Resources	1	20,759	15
Community Action and Human Services	17	17,087	16
Homeless Trust	1	175,000	17
Public Housing and Community Development	1	25,636	18
Elections	4	2,063	19
Grand Total	260	$ 15,655,992	

Miami-Dade County
BAT Unfunded Project Report
Corrections and Rehabilitation

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATE PROJECT COST
TURNER GUILFORD KNIGHT CORRECTIONAL CENTER PRESSURE WASH AND SEAL EXTERIOR- PHASE II	7000 NW 41 St	300
NW 41 St	18201 SW 12 St	453,750
TRAINING AND TREATMENT CENTER - FACILITY REPLACEMENT	6950 NW 41 St	267,750
BOOT CAMP - FACILITY REPLACEMENT	6950 NW 41 St	39,375
PRETRIAL DETENTION CENTER - FACILITY REPLACEMENT	To Be Determined	78,750
WOMEN'S DETENTION CENTER - FACILITY REPLACEMENT	To Be Determined	39,375
METRO WEST DETENTION CENTER - FACILITY REPLACEMENT	13850 NW 41 St	351,855
TURNER GUILFORD KNIGHT CORRECTIONAL CENTER - FACILITY REPLACEMENT	7000 NW 41 St	157,500
NORTH DADE DETENTION CENTER - FACILITY REPLACEMENT	15801 N State Rd 9	39,375
REPAIR DRAINAGE SYSTEM AT THE TRAINING AND TREATMENT CENTER	6950 NW 41 St	1,000
FITNESS CENTER AT TRAINING AND TREATMENT CENTER	6950 NW 41 St	250
NORTH DADE DETENTION CENTER RENOVATION	15801 N State Rd 9	1,600
REPLACE SECURITY SYSTEM AT WOMENS DETENTION CENTER	1401 NW 7 Ave	5,000
RESTROOM EXPANSION AT TRAINING AND TREATMENT CENTER	6950 NW 41 St	100
RESURFACE ON-SITE ROADWAYS AND PARKING AREAS	Various Sites	800
CONSTRUCT CENTRAL INTAKE COURT HOLDING FACILITY	Various Sites	400,000
TURNER GUILFORD KNIGHT CORRECTIONAL CENTER PARKING AND SPACE ENHANCEMENT	7000 NW 41 St	550
REPLACE EQUIPMENT AND FURNITURE AT METRO WEST DETENTION CENTER	13850 NW 41 St	390
NORTH DADE DETENTION CENTER DEMOLITION	15801 N State Rd 9	300
LIGHTING AND SECURITY ENHANCEMENTS	13850 NW 41 St	600
UPGRADE EXTERIOR LIGHTING FIXTURES AT METRO WEST DETENTION CENTER	13850 NW 41 St	150
INSTALL SOUND DEADENERS THROUGHOUT TURNER GUILFORD KNIGHT CORRECTIONAL CENTER	7000 NW 41 St	1,440
VIDEO VISITATION PROGRAM	7000 NW 41 St	9,000
WOMEN'S DETENTION CENTER INFRASTRUCTURE RETROFIT	1401 NW 7 Ave	645
REPLACE BATHROOMS IN TEMPORARY HOUSING UNITS AT TRAINING AND TREATMENT CENTER	6950 NW 41 St	200
		1,850,055

Miami-Dade County
BAT Unfunded Project Report
Fire Rescue

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
NORTH MIAMI WEST FIRE RESCUE (STATION 19)	650 NW 131 St	5,000
HAULOVER BEACH FIRE RESCUE (STATION 21)	10500 Collins Ave	5,000
NORTH MIAMI EAST FIRE RESCUE (STATION 20)	13000 NE 16 Ave	5,000
DOLPHIN FIRE RESCUE (STATION 68)	11101 NW 17 St	5,000
URBAN SEARCH AND RESCUE WAREHOUSE	To Be Determined	600
ARCOLA FIRE RESCUE (STATION 67)	1275 NW 79 St	5,000
PALMETTO BAY SOUTH (STATION 74)	Old Cutler Rd and SW 174th St	10,000
LAND ACQUISITION FOR NEW FIRE RESCUE STATIONS	Various Sites	7,500
URBAN SEARCH AND RESCUE TRAINING FACILITY AND OFFICES	7950 SW 107 Ave	1,591
INTERAMA FIRE RESCUE (STATION 22)	15655 Biscayne Blvd	5,000
HIGHLAND OAKS FIRE RESCUE - PHASE 2 (STATION 63)	1773 NE 205 St	7,500
NORTH BAY VILLAGE FIRE STATION (STATION 27)	7903 East Dr	4,000
GLADES/BEACON LAKES FIRE RESCUE (STATION 75)	Vicinity of NW 12 Ave and NW 17 St	5,000
SATELLITE TRAINING FACILITIES - NORTH AND SOUTH	To Be Determined	8,487
VIRGINIA GARDENS FIRE RESCUE (STATION 17)	7050 NW 36 St	5,000
GOLDEN GLADES FIRE RESCUE (STATION 38)	575 NW 199 St	5,000
NORTH MIAMI FIRE RESCUE (STATION 18)	NE 138 St and NE 5 Ave	5,000
NEW SHOP FACILITY	To Be Determined	10,000
GOULDS/PRINCETON FIRE RESCUE (STATION 5)	13150 SW 238 St	5,000
		104,678

Miami-Dade County
BAT Unfunded Project Report
Information Technology

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
DEPLOYMENT OF 800 MHz PUBLIC SAFETY RADIO SITES	Various Sites	3,109
ITD SERVICE MANAGEMENT SYSTEM	5680 SW 87 Ave	978
		4,087

Miami-Dade County
BAT Unfunded Project Report
Judicial Administration

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
CIVIL COURT EMERGENCY RELOCATION PLAN	To Be Determined	46,100
PUBLIC DEFENDER REWIRING - PHASE 2	1320 NW 14 St	847
INSTALL NEW ELEVATOR CAB AT THE RICHARD E. GERSTEIN	1351 NW 12 St	1,150
NEW CIVIL COURTHOUSE	To Be Determined	368,000
BUILDOUT OF 6 AND 7 FLR AT BENNETT H. BRUMMER PUBLIC DEFENDER FACILITY	1320 NW 14 St	3,200
MIAMI-DADE COUNTY COURTHOUSE - 40-YEAR RE-CERTIFICATION CONSULTANT	73 W Flagler St	500
MIAMI-DADE COUNTY COURTHOUSE - ELECTRICAL UPGRADES	73 W Flagler St	5,000
		424,797

Miami-Dade County
BAT Unfunded Project Report
Police

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
VIDEO SECURITY/SURVEILLANCE SYSTEMS FOR MDPD FACILITIES	Various Sites	2,500
RELOCATION OF THE MDPSTI FIREARM RANGES	To Be Determined	20,000
NEW POLICE SOUTH DISTRICT STATION	10800 SW 211 St	22,500
NEW KENDALL DISTRICT STATION	7077 SW 117 Ave	15,000
VESSEL REPLACEMENT FOR MARINE PATROL UNIT (MPU)	Various Sites	1,560
REPLACE AIRCRAFT VIDEO CAMERAS	Various Sites	2,040
KENDALL POLICE DISTRICT ENHANCEMENTS	7077 SW 117 Ave	2,000
ELECTRONIC CONTROL DEVICE UPGRADES	Various Sites	3,100
REAL TIME CRIME CENTER AND RELATED SYSTEMS - PHASE II	9105 NW 25 St	4,477
COOLING TOWER FAN FOR MDPD HEADQUARTERS BUILDING	9105 NW 25 St-	500
REPLACE AVIATION FIXED WING AIRCRAFT	Various Sites	2,760
PARKING GARAGE AT PUBLIC SAFETY TRAINING INSTITUTE	9601 NW 58 St	3,000
BULLET TRAPS FOR POLICE FIREARM RANGES	9601 NW 58 St	1,980
PROPERTY AND EVIDENCE STORAGE FACILITY	8951 NW 58 St	10,000
POLICE FACILITIES EXTERNAL RENOVATIONS AND REPAIRS	Various Sites	5,000
STORM SHIELD BARRIERS FOR MDPD HEADQUARTERS COMPLEX BUILDINGS	9105 NW 25 St	850
CONSTRUCT POLICE CANINE TRAINING FACILITY	9601 NW 58 St	510
MOBILE AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM	Various Sites	600
STATE OF THE ART SURVEILLANCE EQUIPMENT	Various Sites	625
PROFESSIONAL COMPLIANCE BUREAU PARKING LOT REPAIRS	18805 NW 27 Ave	1,000
POOL FACILITY REPAIRS AT TRAINING FACILITY	9601 NW 58 St	600
MIAMI-DADE POLICE DEPARTMENT TRAINING FACILITY ENHANCEMENTS	9601 NW 58 St	39,702
FITNESS EQUIPMENT FOR POLICE DISTRICT STATIONS	Various Sites	264
COVERED PARKING FOR MDPD HEADQUARTERS FACILITY SATELLITE PARKING LOT	9601 NW 58 St	935
ADDITIONAL PARKING AREA AT MDPD HEADQUARTERS	9105 NW 25 St	2,500
COMMUNICATIONS BUREAU CAD SYSTEM REPLACEMENT	11500 NW 25 St	7,000
POLICE FACILITIES INTERIOR UPGRADES AND RENOVATIONS	Various Sites	5,000
NEW INTRACOASTAL POLICE DISTRICT STATION	15665 Biscayne Blvd	22,500
CONSTRUCT AGRICULTURAL PATROL UNIT BUILDING	17799 SW 198 Ter	5,000
VOICE OVER INTERNET PROVIDER (VOIP) PHASE 2 ROLLOUT TO MDPD DISTRICTS AND EXTERNAL FACILITIES	Various Sites	4,750
LED EXTERIOR LIGHTING FOR MDPD HEADQUARTERS COMPLEX	9105 NW 25 St	800
MOBILE FIELD FORCE SPECIALTY IMPACTS MUNITIONS EQUIPMENT	9601 NW 58 St	140
NOISE REDUCING BARRIERS FOR MDPD FIREARM RANGES	9601 NW 58 St	1,500
		190,693

Miami-Dade County
BAT Unfunded Project Report
Aviation

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
MIA - TERMINAL WIDE RE-ROOFING	Miami International Airport	60,000
MIA - CONCOURSE E-H LIGHTNING PROTECTION SYSTEM	Miami International Airport	24,000
MIA - CONCOURSE E AND F TAXILANE AND APRON REHAB	Miami International Airport	15,000
MIA - PARK 6 GARAGE	Miami International Airport	65,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - TERMINAL PASSENGER LOADING BRIDGE (PLB) UPGRADE TO 400HZ	Miami International Airport	20,000
MIA - CONCOURSE F IMPROVEMENTS	Miami International Airport	153,000
		357,000

Miami-Dade County
BAT Unfunded Project Report
Port of Miami

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
EXPAND AND MODERNIZE PORT UTILITIES	Dante B. Fascell Port of Miami-Dade	15,000
PURCHASE CARGO TERMINAL RTGs	Dante B. Fascell Port of Miami-Dade	10,000
EXTEND RAIL ROAD TRACK	Dante B. Fascell Port of Miami-Dade	1,000
NEW PARKING GARAGES	Dante B. Fascell Port of Miami-Dade	55,000
ROADWAY REALIGNMENT	Dante B. Fascell Port of Miami-Dade	25,000
CHANNEL MODIFICATIONS	Dante B. Fascell Port of Miami-Dade	20,000
CRUISE TERMINAL CONCOURSES AND BERTHING MODS	Dante B. Fascell Port of Miami-Dade	15,000
NEW BERTH O - WEST NEW APRON	Dante B. Fascell Port of Miami-Dade	67,000
IMPROVEMENTS TO CRUISE TERMINALS B, F,G, AND H	Dante B. Fascell Port of Miami-Dade	83,000
CONSTRUCT PASSENGER TERMINAL MOBILE WALKWAYS	Dante B. Fascell Port of Miami-Dade	10,200
DESIGN AND CONSTRUCT CRUISE FERRY COMPLEX	Dante B. Fascell Port of Miami-Dade	20,000
EXPAND WATER SERVICE CAPACITY	Dante B. Fascell Port of Miami-Dade	5,000
DESIGN AND CONSTRUCT CRANE MAINTENANCE FACILITY	Dante B. Fascell Port of Miami-Dade	1,000
		327,200

Miami-Dade County
BAT Unfunded Project Report
Public Works and Waste Management

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
TRAFFIC CONTROL CENTER	To Be Determined	31,000
TRAFFIC SIGNAL CONTROLLER UPGRADES	Throughout Miami-Dade County	71,500
UPGRADE ROADWAY LIGHTS TO L.E.D. AND SMART LIGHT TECHNOLOGY	Throughout Miami-Dade County	61,500
NEW TRAFFIC SIGNALS	Various Sites	3,640
REPLACE SPAN-WIRE TRAFFICE SIGNALS	Throughout Miami-Dada County	85,275
ROADWAY LIGHT RETROFIT	Throughout Miami-Dade County	17,500
UPGRADE OF SUB-STANDARD MAST ARMS	Various Sites	26,325
SCHOOL FLASHERS	Various Sites	6,375
UPGRADE TRAFFIC CONTROL COMMUNICATIONS	Throughout Miami-Dade County	60,402
HICKMAN GARAGE REMEDIATION	270 NW 2 St	2,600
DRAINAGE STORMWATER IMPROVEMENTS AND RETROFIT	Various Sites	172,862
CONSTRUCT/REPAIR SIDEWALKS IN UMSA AND ON ARTERIAL ROADS	Throughout Miami-Dade County	51,142
PAVEMENT MARKING REPLACEMENT	Throughout Miami-Dade County	6,000
CONSTRUCT BIKE LANES	Various Sites	36,111
INSTALL STREET LIGHTS ON ARTERIAL ROADS	Various Sites	25,188
ROAD RESURFACING	Throughout Miami-Dade County	172,296
BRIDGE REPAIR/REPLACEMENTS	Throughout Miami-Dade County	462,525
CANAL IMPROVEMENTS	Various Sites	54,326
AMERICAN WITH DISABILITIES ACT BARRIER REMOVAL	Various Sites	13,454
INSTALL/REPLACE GUARDRAILS SURROUNDING BODIES OF WATER	Various Sites	2,122
GRADE SEPARATIONS	Various Sites	115,500
INTERSECTION IMPROVEMENTS	Various Sites	660
ROAD IMPROVEMENTS	Throughout Miami-Dade County	76,794
		1,555,097

Miami-Dade County
BAT Unfunded Project Report
Transit

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATE PROJECT COST
BAYLINK CORRIDOR	Bay Link Corridor	532,000
PARKING GARAGE OVERHAUL AND TRANSIT FACILITES ROOF REPLACEMENT	Various Sites	22,000
METRORAIL PIERS GROUNDING	Countywide	5,000
BUS MAINTENANCE COMPONENT REPLACEMENT	Countywide	34,440
METROBUS GARAGE IMPROVEMENT	Metrobus Garages	6,200
SOUTH DADE BUSWAY REFURBISHMENT	South Dade Busway	4,000
STATE ROAD 94 (SW 88 ST KENDALL DRIVE) MULTIMODAL TERMINAL	To Be Determined	20,000
NEW BUS ROUTE IMPROVEMENTS	Countywide	33,000
EXISTING BUS ROUTE IMPROVEMENTS	Countywide	11,700
VARIOUS TRANSIT CORRIDOR EXPANSIONS (OPERATING IMPACT $219 MILLION)	Various Sites	8,410,000
		9,078,340

Miami-Dade County
BAT Unfunded Project Report
Cultral Affairs

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - CAFE BUILD OUT AND OUTFITTING	10950 SW 211 St	50
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - CONSTRUCTION OF A NEW BANDSHELL	10950 SW 211 St	2,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - NEW PARKING GARAGE	10950 SW 211 St	12,500
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - FURNITURE, FIXTURES & EQUIPMENT, AND REMAINING CAPITAL FEATURES	10950 SW 211 St	895
		15,445

Miami-Dade County
BAT Unfunded Project Report
Library

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
SOUTH DADE REGIONAL - REPLACE HVAC SYSTEM	10750 SW 211 St	950
COCONUT GROVE - VARIDUS IMPROVEMENTS	2875 McFarlane Rd	325
CORAL GABLES - VARIOUS IMPROVEMENTS	3443 Segovia St	400
ALLAPATTAH - VARIOUS IMPROVEMENTS	1799 NW 35 St	450
LEMON CITY - REPLACE HVAC SYSTEM	430 NE 61 St	450
CULMER/OVERTOWN - REPLACE HVAC SYSTEM	350 NW 13 St	200
SOUTH MIAMI - REPLACE HVAC	6000 Sunset Dr	200
KEY BISCAYNE - VARIOUS IMPROVEMENTS	299 Crandon Blvd	120
KENDALL - VARIOUS IMPROVEMENTS	9101 SW 97 Ave	450
HOMESTEAD - REPLACE AC UNITS	700 N Homestead Blvd	200
SOUTH DADE REGIONAL - REFURBISH CHILDREN'S ROOM	10750 SW 211 St	225
NORTH CENTRAL - VARIOUS IMPROVEMENTS	9590 NW 27 Ave	350
		4,320

Miami-Dade County
BAT Unfunded Project Report
Parks, Recreation and Open Spaces

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
Sea Level Rise - Costal Parks	Various Sites	175,473
WILLIAM RANDOLPH COMMUNITY PARK DEVELOPMENT	11950 SW 228 St	2,137
BEN SHAVIS PARK RENOVATIONS	10395 SW 179 St	447
BIRD BASIN PARK DEVELOPMENT	2080 SW 157 Ave	8,587
BISCADO PARK DEVELOPMENT	29150 SW 193 Ave	839
BISCAYNE GARDENS PARK DEVELOPMENT	15951 NW 2 Ave	932
BISCAYNE SHORES AND GARDENS PARK DEVELOPMENT	11525 NE 14 Ave	1,109
BRIAR BAY LINEAR PARK DEVELOPMENT	9275 SW 136 St	1,284
BROTHERS TO THE RESCUE MEMORIAL PARK RENOVATIONS	2420 SW 72 Ave	679
CHARLES BURR PARK DEVELOPMENT	20150 SW 127 Ave	1,103
CARIBBEAN PARK IMPROVEMENTS	11900 SW 200 St	199
CHUCK PEZOLDT PARK DEVELOPMENT	16555 SW 157 Ave	7,921
DEBBIE CURTIN PARK DEVELOPMENT	22821 SW 112 Ave	6,125
FRANCISCO HUMAN RIGHTS PARK IMPROVEMENTS	9445 SW 24 St	431
GLENWOOD PARK IMPROVEMENTS	3155 NW 43 St	215
GREENWAYS AND TRAILS CONNECTION GAPS	Various Sites	3,581
GREENWAY TRAILS PRIORITIES FOR CD11	Commission District 11	4,917
HIGHLAND OAKS PARK ENHANCEMENTS	20300 NE 24 Ave	2,131
KINGS GRANT PARK DEVELOPMENT	15211 SW 160 St	595
NARANJA LAKES PARK DEVELOPMENT	14410 SW 272 St	198
NARANJA PARK RENOVATIONS	14150 SW 264 St	180
PINE ISLAND LAKE PARK DEVELOPMENT	12970 SW 268 St	2,428
ROYAL COLONIAL PARK DEVELOPMENT	14850 SW 280 St	11,050
SEMINOLE WAYSIDE PARK DEVELOPMENT	29901 S Dixie Hwy	3,203
WEST KENDALE LAKES PARK DEVELOPMENT	6400 Kendale Lekes Dr	1,427
WEST PERRINE PARK RENOVATIONS	17121 SW 104 Ave	1,095
PROS 5-YEAR CAPITAL MAINTENANCE PLAN	Various Sites	58,718
TAMIAMI PARK RENOVATIONS	11201 SW 24 St	13,264
HAULOVER PARK RENOVATIONS	10801 Collins Ave	20,775
THE WOMEN'S PARK DEVELOPMENT	10251 W Flagler St	2,676
LOCAL PARKS - ADA TRANSITION PLAN AND FACILITY COMPLIANCE	Various Sites	5,318
BLACK POINT PARK AND MARINA RENOVATIONS	24775 SW 87 Ave	1,057
PELICAN HARBOR MARINA RENOVATIONS	1275 NE 79 St	1,148
GOLD COAST RAILROAD MUSEUM	12400 SW 152 St	28,965
AD BARNES PARK RENOVATIONS	3401 SW 72 Ave	6,233
AREAWIDE PARKS - ADA TRANSITION PLAN AND FACILITY COMPLIANCE	Various Sites	3,782
ZOO MIAMI WASTE WATER AND STORMWATER DISCHARGE REMEDIATION	12400 SW 152 St	7,600
WEST KENDALL DISTRICT PARK DEVELOPMENT	SW 120 St and SW 167 Ave	113,418
HOOVER MARINA AT HOMESTEAD BAYFRONT PARK RENOVATIONS	9698 SW 328 St	2,716
ARCH CREEK PARK RENOVATIONS	1855 NE 135 St	2,761
LOCAL PARK DEVELOPMENT	Various Sites	59,798
CAMP OWAISSA BAUER PARK RENOVATIONS	17001 SW 264 St	609
IVES ESTATES PARK DEVELOPMENT	1475 Ives Dairy Rd	12,854
REDLAND FRUIT AND SPICE PARK RENOVATIONS	24801 SW 187 Ave	3,546
SNAKE CREEK BIKEPATH RENOVATIONS	Sierra Park to I-95	14,400
R. HARDY MATHESON PRESERVE	11191 Snapper Creek Rd	4,208

HATTIE BAUER PRESERVE	26715 SW 157 Ave	4,966
HOMESTEAD AIR RESERVE PARK DEVELOPMENT	Moody Dr and Florida Ave	17,084
EAST GREYNOLDS PARK RENOVATIONS	16700 Biscayne Blvd	1,507
CRANDON PARK RENOVATIONS	4000 Crandon Blvd	70,667
MATHESON HAMMOCK PARK RENOVATIONS	9610 Old Cutler Rd	8,558
TRAIL GLADES RANGE DEVELOPMENT	17601 SW 8 St	44,468
ZOO MIAMI DEVELOPMENT	12400 SW 152 St	168,600
BILL SADOWSKI PARK RENOVATIONS	17555 SW 79 Ave	2,671
TROPICAL PARK RENOVATIONS	7900 SW 40 St	23,869
CHAPMAN FIELD PARK DEVELOPMENT	13601 Old Cutler Rd	10,910
LAKE STEVENS PARK (PREVIOUSLY MONTERREY PARK) DEVELOPMENT	NW 183 St and NW 53 Ave	6,355
MATHESON HAMMOCK MARINA RENOVATIONS	9610 Old Cutler Rd	2,036
SOUTH DADE GREENWAYS AND TRAILS DEVELOPMENT	South Dade Greenway	20,000
LOCAL PARK ACQUISITION	Various Sites	31,004
BRIAR BAY GOLF COURSE RENOVATIONS	9399 SW 134 St	782
PALMETTO GOLF COURSE FACILITY IMPROVEMENTS	9300 SW 152 St	1,971
TREE ISLANDS PARK DEVELOPMENT	SW 24 St and SW 142 Ave	31,026
COUNTRY CLUB OF MIAMI RENOVATIONS	6801 NW 186 Street	2,497
CAMP MATECUMBE (BOYSTOWN) RENOVATIONS	SW 120 St and SW 137 Ave	1,934
AREAWIDE PARK ACQUISITION	Various Sites	50,139
PLAYGROUND SHADE STRUCTURES	Various Sites	4,933
BISCAYNE-EVERGLADES GREENWAYS AND TRAILS DEVELOPMENT	South Dade Greenway	47,488
LARRY AND PENNY THOMPSON PARK RENOVATIONS	12451 SW 184 St	1,733
AREAWIDE PARK DEVELOPMENT	Various Sites	87,114
NORTH DADE GREENWAY AND TRAIL DEVELOPMENT	North Dade Greenway	34,767
KENDALL INDIAN HAMMOCKS PARK DEVELOPMENT	11395 SW 79 St	11,770
AMELIA EARHART PARK RENOVATIONS	11900 NW 42 Ave	9,703
BRIAR BAY PARK FACILITY IMPROVEMENTS	SW 128 St and SW 90 Ave	519
MIAM-DADE REGIONAL SOCCER PARKDEVELOPMENT	NW 87 Ave and NW 62 St	58,411
		1,359,614

Miami-Dade County
BAT Unfunded Project Report
Internal Services

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
STEPHEN P. CLARK CENTER - REPLACE SYSTEMS FURNITURE	111 NW 1 St	15,200
ON-GOING FACILITIES REPAIR AND MAINTENANCE	Various Sites	82,000
VARIOUS PARKING IMPROVEMENTS	200 NW 2 Ave	336
911/311 ANSWERPOINT, TECHNOLOGY AND TRAFFIC CENTER (LIGHTSPEED) FUTURE PHASES	11500 NW 25 St	43,700
140 WEST FLAGLER BUILDING - VARIOUS BUILDING IMPROVEMENTS	140 W Flagler St	2,510
HOMESTEAD AIR RESERVE BASE (HARB) - DEMOLITION OF FOUR BUILDINGS	12699 SW 285 St	375
		144,121

Miami-Dade County
BAT Unfunded Project Report
Regulatory and Economic Resources

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
BEACH EROSION AND RENOURISHMENT	Miami-Dade County Beaches	20,759
		20,759

Miami-Dade County
BAT Unfunded Project Report
Community Action and Human Services

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
NEW DIRECTION - DEMOLISH COTTAGES	3140 NW 76 St	3,500
ALLAPATTAH COMMUNITY RESOURCE CENTER FACILITY IMPORVEMENTS	1897 NW 20 St	500
FACILITY IMPROVEMENTS - IRRIGATION SYSTEMS	Various Sites	500
REPLACE FURNISHINGS AT THE TRANSITIONAL HOUSING COMPLEX IN SOUTH DADE	Undisclosed	400
FACILITY IMPROVEMENTS - SECURITY CAMERAS	Various Sites	480
FACILITY IMPROVEMENTS - CAGES FOR HVAC SYSTEMS	Various Sites	200
PURCHASE INN TRANSITION NORTH	13030 NE 6 Ave	4,000
NEW DIRECTION - WATER & SEWER CONNECTION	3140 NW 76 St	500
EDISON COMMUNITY RESOURCE CENTER - PARKING GARAGE	150 NW 79 St	3,000
EDISON COMMUNITY RESOURCE CENTER - FENCING	150 NW 79 St	200
EDISON COMMUNITY RESOURCE CENTER - FACILITY RENOVATIONS	150 NW 79 St	200
MIAMI GARDENS COMMUNITY RESOURCE CENTER - RESURFACE PARKING LOT	16405 NW 25 Ave	425
FLORIDA CITY COMMUNITY RESOURCE CENTER - RESURFACE PARKING LOT	1600 NW 6 Ct	250
FACILITY IMPROVEMENTS - SEPARATE UTILITY METERS	Various Sites	300
40/50 YEAR BUILDING RECERTIFICATIONS	Various Sites	2,000
NORTH COUNTY NEIGHBORHOOD SERVICE CENTER DRAINAGE	3201 NW 207 St	120
REPLACE PLAYGROUND EQUIPMENT	Various Head Start Centers	512
		17,087

Miami-Dade County
BAT Unfunded Project Report
Homeless Trust

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATE PROJECT COST
PROVIDE ADVANCED CARE HOUSING	Various Sites	175,000
		175,000

BBC GOB Funds

(in thousands)

Department	Project #	Project	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Future	Total
Corrections	3810950	KROME DETENTION CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM	$11,101	$69,100					$80,201
Judicial	117770	RICHARD E. GERSTEIN JUSTICE BUILDING ELEVATOR ADDITION						$ 3,000	$3,000
Judicial	118310	BENNETT H. BRUMMER PUBLIC DEFENDER FACILITY REFURBISHMENT						$ 1,091	$1,091
Judicial	305200	ADDITIONAL COURTROOMS AND ADMINISTRATION FACILITIES - BUILDING BETTER COMMUNITIES BOND PROGRAM						$ 46,782	$46,782
Fire	376760	OCEAN RESCUE FACILITY IMPROVEMENTS - BUILDING BETTER COMMUNITIES BOND PROGRAM		$ 1,406					$1,406
			$ 11,101	$ 70,506	$ -	$ -	$ -	$ 50,873	$ 132,480

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EXHIBIT 6

Public Private Partnerships (P3)

The Basics and Lessons Learned from other Public Entities

Definition of P3s

Public private partnerships (PPPs) are agreements between government (public sector) and the private sector for the purpose of providing public infrastructure, community facilities and related services.

Distinctive Attributes of P3s....

The private sector enters into a contract with government for the design, delivery, and operation of the facility or infrastructure and the services provided.

The private sector finances the capital investment and recover the investment over the course of the term of the contract.

The asset transfers back to the public sector during any period of the contract or at the end of the contract.

Benefits of P3 Projects

- Focus on outputs
- P3s may make projects affordable
- Better value for money over the lifetime of the project
- More efficiency in procurement
- Faster project delivery with more projects in a defined timeframe
- Risks are allocated to the party best able to manage the risk
- Deliver certainty of budget and outcomes
- Better asset utilization and social and economic benefits
- Sustainable development and improved regulation
- Public sector only pay when services are delivered - availability payment.
- Injection of private sector capital

Environment for Success

- Outside the Box Thinking
- Political Support
- Project Champions
- Understanding/willingness to take risk
- P3 "owner" processes
- Expert Advisors
- Select the right projects

Typical Advisory Services

- Strategic Advisor – expert with experience in all elements of P3s
- Technical Advisor – architects, engineers and other technical experts that are highly experienced in design-build and operations
- Legal Advisor – lawyers with transactional and financial aspects of P3s
- Financial Advisor – financial advisors with specific P3 experience

7 Keys to Successful P3s

1) PUBLIC SECTOR CHAMPION

2) STATUTORY ENVIRONMENT – STATE LAWS HB 84 or 85

3) PUBLIC SECTOR'S ORGANIZED STRUCTURE

4) DETAILED CONTRACT (BUSINESS PLAN)

5) CLEARLY DEFINED REVENUE STREAM

6) STAKEHOLDER SUPPORT

7) PICK YOUR PARTNER CAREFULLY

Overall Lessons Learned

Where does the process sometimes go wrong?

- Lack of definition of requirements / expectations / bolting on of requirements not really needed/ extra cost
- Over optimistic expectation of risk transfer (lack of private sector control)
- Client's lack of quality resources / lack of employment
- Lack of public sector understanding of constraints of leveraged finance
- Lack of public sector political unity

What makes a successful project?

- Strong and focused public sector leadership and support for the project:
  - Establishment of the need and the value of the approach in the public's mind
  - Understanding and focus from public and private sectors on the real partnering examples needed to carry the project through
  - Experienced, properly resourced and properly incentivized team approach to development and delivery
- Clarity of economic estimates and understanding of the real project economics

P3 EXAMPLES

LONG BEACH, CA COURTHOUSE

531,000 sq. ft. Total for new Courthouse with 31 courtrooms and 115,000 sq. ft. rented out for other government offices and some retail space.

Total development cost was $490 Million

The Judicial Council of California, a state agency, will make annual payments of approximately $53 million to cover all debt service, operating costs, maintenance and profit for the private partner consortium

35 Year agreement at which time the debt will be paid off and the State of California will take over the building operation.

The first RFP for External Advisors was issued in July of 2007 and the final P3 contract to the private sector partner, Long Beach Judicial Partners, was awarded in March of 2010 - 2 and 9 Months

The Building was opened in September 2013

Lessons Learned:

This Courthouse still remains the only P3 Courthouse in the USA. Other courts and public buildings have been built using the P3 method in the UK, Canada, Australia and other countries.

While the California state legislature voted to approve the Long Beach Courthouse P3 in 2007 and approved the annual payments of $50 million, questions have been recently raised that the P3 method did not save as much money as anticipated and committing the State to annual payments is becoming difficult in the general fund. The current annual service fee is now coming from the State's court construction funds.

Until the issue of having a solid source of funds for 35 years is resolved, it appears the State of California will not consider any more state level P3 projects.

INDIANAPOLIS, IN JUSTICE COMPLEX

A PLANNED P3 PROJECT NOW ON HOLD

The project was planned to be a new justice complex with a 32 courtroom courthouse, a 3480 bed detention facility, partially rented out to the Federal Government for their jail needs, a 750 bed minimum security/transitional corrections facility, the Sheriff's Office, Juvenile Courtrooms, a Law Office Building and a Parking Garage.

The project was to be built on an old GM plant in the city on 43 acres

March of 2011 studies began.

The P3 External Advisors were hired in March of 2013 and the winning developer was selected in December of 2014 – 1 Year and 9 Months

The bid for the construction cost was $408 million

The annual service fee or availability payment was to be $46 million to come from all current fees, rent, operations and maintenance payments currently made by the City and the County for its judicial and correctional needs. In addition, revenue would come from fees paid by the federal Government for "renting" beds in the correctional facilities.

While the administration of Republican Mayor Greg Ballard of the City of Indianapolis has approved the project the joint City-County Council of Indianapolis-Marion County with a Democratic majority has turned the project down.

The City-County Council prepared their own study that showed that the annual payments would have to be $4-5 million higher per year for the first nine (9) years of the project. Since the project would not be completed until 2019, the report was critical of the final costs, the debt costs and the annual payment due.

Lessons Learned:

Since the City-County Council is a partisan body, it was critical to have members of that Council in agreement before proceeding with the full process.

Over $5 Million has been spent to study and promote the facility and more would have to be paid if the contract died. Many major P3 bidders insist on reimbursement for some of their costs if they are not awarded the bid or if awarded the project is snot started. Most of the major bidders spend several million dollars if they are in the running for the final selection.

Since opponents to any project will produce a study to contradict the facts as presented in the P3 arrangement, it is critical to have the best possible study of costs and other aspects of the deal done by the best experts hired at the beginning of the project.

Some have said that since the most critical need was to replace the 50 year old Marion County Jail, a P3 project just focused on a jail and not combined with many other facilities might have had a better chance to pass the Council. It was smaller in scope, less expensive and harder to oppose. While it is very effective to combine several facilities at one time, in a very political climate with budget pressures, a smaller project might have succeeded.

LONG BEACH, CA
NEW CIVIC CENTER PROJECT

New City Hall, New Main Library, Port of Long Beach New Office Building, New Parking Garage and a renovated Lincoln Park

$358 Million Total Project

$12.6 Million Annual Payment from City for $200 Million Civic Building portion of Project – this reflects what the City is currently paying for the rent and operation of all its civic center, library and port spaces. 40 Year Term.

This is a unique Real Estate and Social Infrastructure P3 Project. The developer will be building a hotel, commercial, retail and residential structures in addition to the civic components of the project.

The City has sold $30 million of real estate not needed near the civic center to the developer which will offset the overall cost to the City.

External Advisors were first consulted in February of 2013 and the final developer was selected in January of 2015 – 2 Year process.

If the developer meets all its obligation to reach a closing on financial terms and the City backs out, the City will owe the developer $3.5 Million

The City also has budgeted $9.2 Million for legal and financial external advisors from 2013 to 2017.

Lessons Learned:

While the project is just getting started, what is learned is that a complex real estate and social infrastructure can attract some potential major developers. The City was willing to sell some of its City owned property nearby the civic center in exchange for lowering its overall cost of a new development.

The City also insisted that their annual payments not exceed their current cost of operations for all the facilities to be replaced by new construction. This was locked in at $12.6 with a small CPI. They found developers who could meet their specifications by combining the civic center development with a commercial real estate development.

OTHER COURTHOUSE PROJECTS

Travis County, Austin, TX New Civil and Family Courthouse

After considering all options and completing a value for money analysis, Travis County decided to use the Design-Build traditional approach and selected URS as the developer in March of 2013.

The County approved a new Civil and Family Courthouse that is 14 stories and will be 511,000 square feet. This new building will replace the old courthouse built in 1931.

The cost is estimated to be $292 Million and will be funded totally by municipal bonds if approved by the voters in November of 2015.

TIMELINE

2010

Needs Assessment completed

- Adoption of Space Program by Commissioners Court
- Site purchased for the new Civil & Family Courts Complex

2012

- Central Campus Master Plan completed
- Feasibility analysis of delivery options and Value-for-Money analysis completed

2013

- February - Travis County issued solicitation for a Program Manager/Owner's Representative.
- March - URS Corporation was selected after an extensive interview process by both the staff interview committee and the Commissioners Court
- November – Court approved Design-Build as preferred method and URS' contract went into effect

2014

- January - Commissioners Court unanimously approved the creation of a Community Focus Committee (CFC), the orientation of the proposed new Civil & Family Courts Complex with respect to Republic Park, and set goal to have a bond referendum on the May 2015 ballot.
- March – HOK approved as the Independent Representative/Compliance Architect (IR/CA)
- July - Design Concept Charrettes conducted with all stakeholder groups scheduled to be located within the new facility, user groups, such as the Austin Bar Association and the CFC.
- August – Feedback from Design Concept Charrettes incorporated to create a single, consolidated concept.
- October – The consolidated concept was presented to the Commissioner Court.

2015

- January – Commissioners Court votes unanimously to move referendum date to November
- November – Bond Referendum
- November – January – Pending a positive result of the bond referendum, the negotiations with a Design Build Contractor/Consultant will begin

Broward County Courthouse

Ft. Lauderdale, FL

A new 20 story, 714,000 sq. ft. courthouse is almost complete in downtown Ft. Lauderdale at the site of the existing courthouse. The project will include a new building plus a new parking garage and connections and renovations to the old facilities that will still be used.

The cost of the entire project is $326 Million including the garage.

$108 Million in existing bond funds earmarked for the Courts was utilized for payment

$218 Million in revenue, non-voted bonds were issued in June of 2010 for the balance of the project.

Principal and Interest payments on the Bonds are approximately $14 Million a year.

The debt payments is paid by transfers from the General Fund, Court Facilities Fees of $4-5 Million a year, and annual rebates from the Federal Government. The Bonds are guaranteed by the half-cent sales tax revenue to Broward County.

TIMELINE

2006

November – A bond issue for $450 Million for a larger project was voted down

2009-2011

Task Force meeting held from February 2009 to June of 2011

2009

August – The Broward County Commission approved a task force recommendation to build a 719,000 sq. ft. new courthouse on the site of the old parking garage in the justice complex in Ft. Lauderdale

2010

June – Non-voted Bonds were sold in the amount of $218 Million

2012

December – Site work begins for the new courthouse

2015

August – Project is almost complete and move in will be before the end of the year

2017

Mid-year – all garage work and renovations to the old facility should be completed

EXHIBIT 7

DADE COUNTY CIVIL COURTS MASTER PLAN

INTERIM AND LONG-TERM IMPLEMENTATION STRATEGIES

prepared for

Dade County Civil Courts Task Force

and

M.C. Harry and Associates, Inc., Contract Administrator

prepared by

CARTER GOBLE ASSOCIAES, INC.
GEISLER SMITH ASSOCIATES

November 13, 1986

OPTION I

MINIMUM OPERATIONAL IMPROVEMENTS:

1.	Jury Assembly Expansion	Move to vacant space on 2nd floor.
2.	Probate Clerk Expansion	Reorient on 3rd floor.
3.	Circuit Civil Clerk Expansion	Expand on 2nd floor.
4.	Future Judges/Courtrooms Expansion	Expand on 13th, 15th, 16th, 19th, and 20th floors.

RECOMMENDED SEQUENCING:

1. Move Jury Assembly for 15th floor to 2nd floor Commission Chamber and Attorney Lounge area.
2. Remove non-court functions and civil process from 13th, 16, and 19th floors to another building.
3. Remove County Record from 2nd floor to another building.
4. Move Clerk from 23rd floor and expand Clerk from 1st floor onto 2nd floor.
5. Reorient Probate Clerk on 3rd floor.
6. Create Judicial offices on 13th, 15th, 16th, 19th, and 20th floors, as needed.
7. Expand other functions, such as Court Administration, in remaining space as needed.

2-mill does not include farm.

OPTION II

MAXIMUM OPERATIONAL IMPROVEMENTS:

1.	Jury Assembly Expansion	Move to 2nd floor.
2.	Probate Clerk Expansion	Reorient on 3rd floor.
3.	Circuit Civil Clerk Expansion	Expand onto 2nd floor.
4.	Courtrooms/Circulation Improvement	Add courtrooms on 3rd-6th floors and move judges up to tower.
5.	Current Courts Expansion	Same as #4.
6.	Future Courts Expansion	Same as #4; and create additional chamber/hearing room sets in tower.
7.	Law Library Expansion	Move to 15th, 16th, and 17th floors.
8.	Court Administration Expansion	Expand on 21st-24th floors.

RECOMMENDED SEQUENCING:

1. Move Jury Assembly for 15th floor to 2nd floor Commission Chamber and Attorney Lounge area.
2. Remove non-court functions and civil process from 13th, 16, and 19th floors.
3. Move Law Library from 3rd floor to 15th, 16th, and 17th floors.
4. Remove County Recorder from 2nd Floor.
5. Move Clerk from 23rd floor and expand Clerk from 1st floor onto 2nd floor.
6. Reorient Probate Clerk on 3rd floor.
7. Create Judicial offices on 13th, 19th, and 20th floors.
8. Remove Judges from 3rd, 4th, and 5th floors.
9. Create Courtrooms on 3rd, 4th, and 5th floors.
10. Renovate Tower Courtrooms on 8th, 10th, 11th, 12th, and 14th floors to Judicial offices.
11. Remove Judges from 6th floor.
12. Add Courtrooms on 6th floor.
13. Expand Court Administration on 21-24.

$20 mill. 100 mill for everything.

ESTIMATED 2005 SPACE NEEDS FOR EXISTING CIVIL COURTS FACILITY

	NSF	DGSF
Court Administration:		
Operations	2,965	4,003
Citizens Dispute	2,714	3,664
Director	1,130	1,526
Grand Jury	2,289	3,090
Meditation Unit	3,209	4,332
Family Services	3,202	4,312
Fiscal/Personnel	4,729	6,384
Legal Services	3,627	4,896
Legal Staff	897	1,211
Total Court Administration	24,762	33,418
Clerk of Court - Special Services:		
Division Office	651	879
County Recorder	14,359	19,385
Special Services	950	1,283
Distributed Space	3,000	4,050
Total Clerk of Court	18,960	25,597
Civil Processing:		
Bureau	2,035	2,747
Office	6,244	8,429
Field Operations	7,172	9,682
Total Civil Processing	15,451	20,858
Law Library:	14,305	19,312

Total 2005 Civil Courts Space in Existing Facility = 73,478 = 99,185 DGSF

ESTIMATED 2005 SPACE NEEDS FOR NEW CIVIL COURTS FACILITY

	NSF	DGSF
Clerk of Court:		
Courts	155,600	209,460
Clerk of Court*	76,600	101,630
Jury Assembly	6,740	9,100
Building Support	52,900	66,160
Total Clerk of Court	291,840	386,350

Total Space = 386,350 DGSF x 1.15 BGSF = 444,300 BGSF

*Excludes recording function.

ESTIMATED 2005 CONSTRUCTION AND PROJECT COSTS FOR NEW CIVIL COURTS FACILITY

444,300 BGSF at approximately		$121/GSF
Shell:	444,300 x $65/GSF	= $28,879,500
Finished:	386,350 x $65/GSF	= 25,112,750
Total Construction Cost		= $53,992,250
$53,992,250 x 1.3 Multiplier*		= $70,189,925
Furniture/Furnishings		= 5,000,000
		$75,189,925

Estimated 2005 Uninflated Project Cost = $75.2 million

*30% multiplier includes A/E fees, site preparation, equipment, and contingency costs (not including site acquisition costs).

RECOMMENDED PHASING STRATEGY AND PROJECT COST FOR 2005 CIVIL COURTS FACILITY

PHASE I (1995 Space Needs)

Shell Construction of Full 2005 Space	= $28,879,500
- 444,300 BGSF x $65/GSF	
Finished Construction of 1995 Space:	= 22,108,450
- 340,130 BGSF x $65/GSF	

° Courts	= 51	= 144,280 NSF	= 194,780 DGSF
° Clerk	= 327	= 62,130 NSF	= 80,000 DGSF
° Jury Assembly		= 6,740 NSF	= 9,100 DGSF
° Building Support		= 45,000 NSF	= 56,250 DGSF
Total		= 258,150 NSF	= 340,130 DGSF

Total Phase I Construction Cost	= $50,987,950
$50,987,950 x 1.3 Multiplier	= $66,284,335
Furniture/Furnishings	= 4,000,000
	$70,284,335

Estimated Phase I Uninflated Project Cost = $70.3 million

Inflation Factor:

° Option 1 Assume design completed for bids by December 1988
= 5%/year for 1987-1988 = $70.3 x 1.1 = $77.3
Estimated Inflated Project Cost = $77.3 million

° Option 2 Assume design completed for bids by December 1990
= 5%/year for 1987-1990 = $70.3 x 1.2 = $84.4
Estimated Inflated Project Cost = $84.4 million

PHASE II (2005 Space Needs)

Finished Construction of 2005 Space:	= $ 3,735,550
- 57,470 BGSF x $65/GSF	

° Courts	= 7	= 19,800 NSF	= 26,730 DGSF
° Clerk	= 82	= 14,470 NSF	= 20,830 DGSF
° Building Support		= 7,900 NSF	= 9,910 DGSF
Total		= 42,170 NSF	= 57,470 DGSF

$3,735,550 x 1.3 Multiplier	= $ 4,856,215
Furniture/Furnishings	= 1,000,000
	$ 5,856,215

Estimated Phase II Uninflated Project Cost = $5.9 million

Inflation Factor:

° Assume Phase II design completed for bids by December 1994 for 1996 occupancy = 5%/year for 1987-1994 = $5.9 x 1.4 = $8.3
Estimated Inflated Project Cost = $8.3 million

DADE COUNTY CIVIL COURTS

MASTER PLAN

PRELIMINARY SPACE REQUIREMENTS PROGRAM

prepared for

DADE COUNTY CIVIL COURTS TASK FORCE

and

M. C. Harry and Associates, Inc., Contract Administrator

prepared by

Geisler Smith Associates, Ltd.

Carter Goble Associates, Inc.

November 12, 1986

TABLE 1

SUPPORT ROOM GUIDELINES
DADE COUNTY COURTHOUSE

TYPE	SEATING CAPACITY	SQUARE FEET	
		PREFERRED	MINIMUM
Civil Jury Courtroom-Reg	30-60	1350	1200
Civil Jury Courtroom-Large	150	2375	1800
Hearing Room	30	750	650
Jury Deliberation Room	14	350	285
Jury Deliberation Room	8	240	180
Interview Room	3-4	80	80
Interview Room	5-6	100	100
Interview Room	7-8	150	150
Witness Room		150	100
Victim Room		150	100
Conference Room	8-12	200	180
Conference Room	13-16	290	225
Conference Room	17-20	370	300
Conference Room	21-24	450	375
Conference/Training	40-60	800	
Jury Assembly Room	per person	10	10
Smoking Lounge	per person	15	15
Game/Card Room	per person	10	10
TV Lounge	per person	10	10
Vending/Lunch Area	per person	40	40
Vestibule	-	80	-

TABLE 2

SUPPORT SPACE STANDARDS
FURNITURE AND EQUIPMENT
DADE COUNTY COURTHOUSE

ITEM	SQ FT
File, Film	10
File, Boxes	15
File, Lateral	15
File, Card	10
Shelving Unit (36" increments/indv)	15
Bookcase	15
Worktable	20/25/30/35/40
Copier	40
Terminal	35
Printer	25
Telex Display Terminal	15
Storage Cabinet	15
Public Counter	40
Microfilm Reader	25
Cash Register	15
Docket Book Shelving	15
Safe	20
Microfilm Reader/Printer	35
Microfilm Recorder	25
Mail Table/Slots	40
Copier/Collator	65
Film Storage Carousel	20
Coat Storage	2/person
Disk Drive	15
Key Data Station	40
Microfilm Reader	15
Microfilm Camera	50
Microfilm Processor	25
Microfilm Duplicator	25
Shelving Unit (36" increments-bulk)	10
CPV/Disk Drive	40
Card Catalog	25

TABLE 3

WORKSTATION GUIDELINES

USER	ENCLOSED		SEMI ENCLOSED		OPEN	
	PREF	MIN	PREF	MIN	OPT	MIN
Judges	*					
Court Admin., Clerk of Court Masters	280	240				
Deputy Court Admin. Deputy Clerk of Courts	225	200				
Managers	160	140				
Supervisors			120	110		
Professionals, Judicial Assist.			90	80		
Court Clerks, Secretarial					65	55
Clerical, Bailiffs					55	45

* See Guidelines for Judges' Set

TABLE 4

SPACE GUIDELINES
JUDGES' SETS

TYPE	GUIDELINE	
TYPE I WITH HEARING ROOM	OPT	MIN
Judges' Chamber	220	200
Private Toilet/Robing Room	50	35
Judicial Assistant	90	80
Law Clerk	90	-
Bailiff	55	45
Waiting Area	60	40
Filing Cabinets	60	60
Supply	25	20
Hearing Room	240	200
Total	890	680

OPTION II WITHOUT HEARING ROOM	OPT	MIN
Judges' Chamber	300	280
Private Toilet/Robing Room	50	35
Judicial Assistant	90	80
Law Clerk	90	-
Bailiff	55	45
Waiting Area	60	40
Filing Cabinets	60	60
Supply	25	20
Total	730	560

TABLE 5

PERSONNEL SUMMARY
DADE COUNTY CIVIL COURTS

	PERSONNEL		
	PRESENT	1993	2005
COURT ADMINISTRATION			
Administration	15	22	22
Court Administrator	5	5	5
Citizen Dispute Settlement	10	12	17
Civil Justice	15	21	30
Director	5	5	5
Grand Jury	2	2	2
Jury Assembly	3	5	6
Mediation Unit	5	9	17
Family Service Bureau	10	12	16
Fiscal and Personnel	13	20	32
Legal Services	13	19	27
General Masters	8	13	21
Legal Staff	5	6	7
TOTAL COURT ADMINISTRATION	66	94	127
CLERK OF COURTS			
Administration	11	14	20
Clerks Office	4	4	4
Systems Development	7	10	16
Civil Courts	218	271	343
Probate and Mental Health	29	34	46
Special Services	75	84	95
Division	3	3	3
County Recorder	67	76	87
Telecommunications	5	5	5
TOTAL CLERK OF COURTS	333	403	504
CIVIL COURTS			
Circuit Civil	93	108	129
Judges	31	36	43
Staff	62	72	86
County Civil	15	15	18
Judges	6	6	6
Staff	9	9	12

	PRESENT	PERSONNEL 1993	2005
Probate and Mental Health	16	21	28
Judges	4	5	6
Staff	12	16	22
Retired Judges	3	3	3
TOTAL CIVIL COURTS	127	147	178
CIVIL PROCESSING			
Bureau	5	5	5
Office	37	40	47
Field Operations	63	75	98
TOTAL CIVIL PROCESSING	105	120	150
LAW LIBRARY	9	12	15
CONTRACT SECURITY	8	8	11
BUILDING MANAGEMENT	10	11	13
TOTAL	658	795	998

TABLE 6

NET SPACE REQUIREMENTS SUMMARY
DADE COUNTY CIVIL COURTS

	PRESENT	NET SQ FT REQUIRED 1993	2000	2005
COURT ADMINISTRATION				
Administration	4835	5451	7336	7958
Court Administrator	2848	3135	3983	4158
Citizen Dispute Settlement	1987	2316	3353	3800
Civil Justice	11662	13128	16665	18400
Director	1344	1365	1561	1582
Grand Jury	2386	2428	2953	3205
Jury Assembly	6245	7161	9056	9771
Mediation Unit	1687	2174	3095	3842
Family Service Bureau	2633	3045	4158	4553
Fiscal and Personnel	3095	4121	5907	6943
Legal Services	2871	3977	6038	6817
General Masters	1891	2871	4831	5351
Legal Staff	980	1106	1207	1466
TOTAL COURT ADMIINISTRATION	25096	29722	40104	44671
CLERK OF COURTS				
Administration	3132	3693	5010	5447
Clerks Office	1705	1705	2090	2144
Systems Development	1427	1988	2920	3303
Civil Courts	33953	39854	47790	53673
Probate and Mental Health	9496	10560	13462	14866
Special Services	13464	15639	20317	22491
Division	771	771	1284	1304
County Recorder	11447	13580	17690	19823
Telecommunications	1246	1288	1343	1364
Central Records Storage	11620	14714	16787	18394
TOTAL CLERK OF COURTS	71665	84460	103366	114871
CIVIL COURTS				
Circuit Civil	59333	69483	155061	166771
Judges and Staff	29772	34574	40257	43516
Courtrooms	29561	34909	114804	123255
County Civil	12320	12320	24385	24385
Judges and Staff	5565	5565	5978	5978
Courtrooms	6755	6755	18407	18407

	PRESENT	NET SQ FT REQUIRED 1993	2000	2005
Probate and Mental Health	7153	8632	15204	15617
Judges and Staff	5277	6756	9399	9812
Courtrooms	1876	1876	5805	5805
Retired Judges	2465	2465	1237	1237
TOTAL CIVIL COURTS	81271	92900	195887	208010
CIVIL PROCESSING				
Bureau	2345	2457	2688	2688
Office	5739	6531	7893	8938
Field Operations	5597	6692	9366	10172
TOTAL CIVIL PROCESSING	13681	15680	19947	21798
LAW LIBRARY	13703	15434	19454	21399
CONTRACT SECURITY	1149	1170	1577	1602
BUILDING MANAGEMENT	455	479	524	568
BUILDING SUPPORT	14882	14882	31243	31243
TOTAL CIVIL COURT REQUIREMENT	221902	254727	412102	444162
NET SQ FT AVAILABLE	191000	191000	191000	191000
DIFFERENCE	-30902	-63727	-221102	-253162

TABLE 7

COMPARISON OF SPACE PRESENTLY OCCUPIED
TO THAT CURRENTLY REQUIRED

	OCCUPIED	NET SQ FT REQUIRED	DIFFERENCE
COURT ADMINISTRATION			
Administration	3845	4835	-990
Court Administrator	2475	2848	-373
Citizen Dispute Settlement	1370	1987	-617
Civil Justice	8975	11662	-2687
Director	1675	1344	331
Grand Jury	2250	2386	-136
Jury Assembly	3350	6245	-2895
Mediation Unit	1700	1687	+13
Family Service Bureau	4650	2633	2017
Fiscal and Personnel	2305	3095	-790
Legal Services	5200	2871	2329
General Masters	1925	1891	+34
Legal Staff	3275	980	2295
TOTAL COURT ADMINISTRATION	24975	25096	-121
CLERK OF COURTS			
Administration	3250	3132	118
Clerk's Office	2175	1705	470
Systems Development	1075	1427	-352
Civil Courts	30460	33953	-3493
Probate and Mental Health	4325	9496	-5171
Special Services	8575	13464	-4889
Division		771	
County Recorder		11447	
Telecommunications		1246	
Central Records Storage	8675	11620	-2945
TOTAL CLERK OF COURTS	55285	71665	-16380
CIVIL COURTS			
Circuit Civil	58225	59333	-1108
Judges and Staff	30450	29772	678
Courtrooms	27775	29561	-1786
County Civil	7600	12320	-4720
Judges and Staff	6400	5565	835
Courtrooms	1200	6755	-5555

	OCCUPIED	NET SQ FT REQUIRED	DIFFERENCE
Probate and Mental Health	4950	7153	-2203
Judges and Staff	4950	5277	-327
Courtrooms	-	1876	-1876
Retired Judges	-	2465	-2465
TOTAL CIVIL COURTS	70775	81271	-10496
CIVIL PROCESSING	9875	13681	-3806
LAW LIBRARY	6025	13703	-7678
CONTRACT SECURITY	850	1149	-299
BUILDING MANAGEMENT	2550	455	2095
BUILDING SUPPORT	4175	14882	-10707
COMMISSION CHAMBERS	2675	-	2675
NON COURT RELATED ACTIVITIES	4885	-	4885
VACANT	8775	-	8775
TOTAL	190845	221902	-31057

TABLE 8

SPACE REQUIREMENTS - 2000 AND 2005
EXISTING COURTHOUSE

	NET SQ. FT. REQUIRED 2000	2005
COURT ADMINISTRATION		
Administration	7336	7958
Court Administrator	3983	4158
Citizen Dispute Settlement	3353	3800
Civil Justice	7609	8629
Director	1561	1582
Grand Jury	2953	3205
Mediation Unit	3095	3842
Family Service Bureau	4158	4553
Fiscal and Personnel	5907	6943
Legal Services	6038	6817
General Masters	4831	5351
Legal Staff	1207	1466
TOTAL COURT ADMINISTRATION	31048	34900
CLERK OF COURTS		
Special Services	20317	22491
Division	1284	1304
County Recorder	17690	19823
Telecommunications	1343	1343
TOTAL CLERK OF COURTS	20317	22491
CIVIL PROCESSING		
Bureau	2688	2688
Office	7893	8938
Field Operations	9366	10172
TOTAL CIVIL PROCESSING	19947	21798
LAW LIBRARY	19454	21399
BUILDING SUPPORT	12026	12026
TOTAL NET SQ. FT. REQUIRED	102792	112614
NET/GROSS FACTOR .80	25698	28153
TOTAL GROSS SQ. FT. REQUIRED	128490	140767

TABLE 9

SPACE REQUIREMENTS - NEW FACILITY
2000 AND 2005

	NET SQ. FT. REQUIRED 2000	2005
COURT ADMINISTRATION		
Civil Justice	9056	9771
Jury Assembly	9056	9771
TOTAL COURT ADMINISTRATION	9056	9771
CLERK OF COURTS		
Administration	5010	5447
Clerks Office	2090	2144
Systems Development	2920	3303
Civil Courts	47790	53673
Probate and Mental Health	13462	14866
Central Records	16787	18394
TOTAL CLERK OF COURTS	83049	92380
CIVIL COURTS		
Circuit Civil	155061	166771
Judges and Staff	40257	43516
Courtrooms	114804	123255
County Civil	24385	24385
Judges and Staff	5978	5978
Courtrooms	18407	18407
Probate and Mental Health	15204	15617
Judges and Staff	9399	9812
Courtrooms	5805	5805
Visiting Judges	1237	1237
TOTAL CIVIL COURTS	195887	208010
CONTRACT SECURITY	1577	1002
BUILDING MANAGEMENT	524	568
BUILDING SUPPORT	19217	19217
MECHANICAL	25000	25000
TOTAL NET SQ. FT. REQUIRED	334310	356548
NET/GROSS FACTOR .80	83577	89137
TOTAL GROSS SQ. FT. REQUIRED	417887	445685

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - ADMINISTRATION

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Court Administrator	240	1		240	1		240
Assistant Administrator	200	1		200	1		200
Office Manager	110	1		110	1		110
Judicial Support Admin	140	1		140	1		140
Receptionist	55	1		55	1		55
EXECUTIVE AREA							
Reception	120		1	120		1	120
Files	15		4	60		5	75
Terminal	35		1	35		1	35
Printer	25		1	25		1	25
Conference Room	300		1	300		1	300
OFFICE SUPPORT AREA							
Computer Room							
Terminal	35		1	35		2	70
Printer	25		1	25		2	50
Telex Display	15		1	15		1	15
File Area							
Files	15		2	30		4	60
Storage Cabinets	15		8	120		10	150
Copy Room							
Copier	65		1	65		1	65
Worktable	40		1	40		1	40
Mail Area							
Worktable	25		2	50		2	50
Reference Area							
Table	40		1	40		1	40
Chairs	6		4	24		4	24
Bookcase	10		7	70		10	100
Conference Room	225		1	225		1	225
Coat Storage	2		5	10		5	50
Circulation				814			896
Total		5		2848	5		3135

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SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
COURT ADMINISTRATOR'S OFFICE							
Citizn Dispute Settlmnt Unit							
Director	140	1		140	1		140
Supervisor	110	1		110	1		110
Mediator	110	4		440	5		550
Intake Officer	80	2		160	3		240
Intake Counselor	80	1		80	1		80
Clerk Typist	45	1		45	1		45
Reception	100		1	100		1	100
Interview Room	100		1	100		1	100
File Area							
File	15		4	60		6	90
Shelving Unit 36"	15		3	45		4	60
Storage Cabinet	15		1	15		1	15
Terminal	35		2	70		2	70
Printer	25		2	50		2	50
Coat Storage	2		2	4		2	4
Circulation				568			662
Total		10		1987	12		2316

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SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIRECTOR'S OFFICE							
Director of Civil Operations	140	1		140	1		140
Civil Court Coordinator	110	1		110	1		110
Branch Court Coordinator	110	1		110	1		110
Courier	45	1		45	1		45
Administrative Assistant	80	1		80	1		80
Reception	100		1	100		1	100
Conference Room	225		1	225		1	225
File Area	15		5	75		6	90
Terminal	40		1	40		1	40
Printer	25		1	25		1	25
Coat Storage	2		5	10		5	10
Circulation				384			390
Total		5		1344	5		1365

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
GRAND JURY							
Administrative Assistant	80	1		80	1		80
Clerk Typist	45	1		45	1		45
Grand Jury Room	600		1	600		1	600
Witness Waiting Area	150		1	150		1	150
Jury Room	275		1	275		1	275
Interview Room	100		1	100		1	100
Staff Work Area							
Terminal w/printer	60		1	60		1	60
Copier	40		1	40		1	40
Files - Active	15		10	150		12	180
Vault - Inactive Files	100		1	100		1	100
Evidence Storage	100		1	100		1	100
Coat Storage	2		2	4		2	4
Circulation				682			694
Total		2		2386	2		2428

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SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
JURY ASSEMBLY							
Supervisor	110	1		110	1		110
Admin Trainee	55	1		55	1		55
Clerk Typist	45	1		45	3		135
File Area							
File	15		6	90		10	150
Storage Cabinet	15		1	15		1	15
Copier	40		1	40		1	40
Jury Pool Area							
Jury Assembly Room	10		250	2500		300	3000
Smoking Lounge	15		20	300		20	300
Game/Card Room	10		30	300		30	300
TV Lounge	10		30	300		30	300
Vending/Lunch Area	40		15	600		15	600
Public Telephones	10		10	100		10	100
Coat Storage	2		3	6		5	10
Circulation				1784			2046
Total		3		6245	5		7161

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
MEDIATION UNIT							
Supervisor of Mediation	140	1		140	1		140
Mediator	140	2		280	4		560
Interpreters *	55	2		110	3		165
Clerk Typist	45				1		45
Reception	125		1	125			
File Area							
Files	15		8	120		12	180
Bookcase	10		1	10		2	20
Storage Cabinet	15		1	15		2	30
Copy Room							
Copier	40		2	80		2	80
File Cabinet	15		1	15		1	15
Interview Room	150		2	300		2	300
Coat Storage	2		5	10		9	18
Circulation				482			621
Total		5		1687	9		2174

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SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - FAMILY SERVICES BUREAU DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIRECTOR'S OFFICE							
Director	140	1		140	1		140
Family Mediation							
Dir Family Med (Concilation)	140	1		140	1		140
Family Med/Concilator	110	2		220	3		330
Admin Assistant	80	1		80	1		80
Secretary	55	1		55	1		55
Receptionist	45	1		45	1		45
Custody Investigator	80	1		80	1		80
Domestic Violence							
Domestice Violence Coord.	110	1		110	1		110
Clerk Typist II	45	1		45	1		45
Domestic Violence Prof	80				1		80
Family Mediation							
Reception	150		1	150		1	150
File Area							
Files - Active	15		4	60		5	75
Files - Inactive	15		2	30		3	45
Clerical Work Area							
Terminal	35		2	70		2	70
Printer	25		2	50		2	50
Telex Display Terminal	15		1	15		1	15
File	15		1	15		1	15
Copier	40		1	40		1	40
Interview Room	100		1	100		1	100
Domestic Violence							
Reception	150		1	150		1	150
Child Play Area	125		1	125		1	125
Clerical Work Area							
File	15		2	30		4	60
Terminal	35		1	35		2	70
Printer	25		1	25		2	50

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - FAMILY SERVICES BUREAU DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Bookcase	10		1	10		2	20
Copier	40		1	40		1	40
Telex Display Terminal	15		1	15		1	15
Interview Room	100		1	100		1	100
Coat Storage	2		10	20		12	24
Circulation				638			726
Total		10		2633	12		3045

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - FISCAL & PERSONNEL SECTION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIRECTOR'S OFFICE							
Director	140	1		140	1		140
Assist Director/Fiscal Pers	110	1		110	1		110
Clerk	45	1		45	1		45
COURT & COST ACCOUNTING							
Accounting Supv	110	1		110	1		110
Accounting Clerk	80	3		240	6		480
PERSONNEL AND PAYROLL							
Reimbursement Coord	110	1		110	1		110
Personnel Officer	110	1		110	1		110
Accounting Clerk	80	1		80	3		240
Personnel Specialist	80				1		80
PROCUREMENT SERVICES							
Purchasing Coord	110	1		110	1		110
Assist Purcahsing Coord	80	1		80	1		80
Purchasing Specialist	80	1		80	2		160
Reception Area	100		1	100		1	100
File Area							
Files-Active	15		30	450		32	480
Files-Inactive	15		6	90		7	105
Copier	40		1	40		1	40
Terminal	35		1	35		3	105
Printer	25		1	25		2	50
Worktable	30		1	30		2	60
File Review Area	50		1	50		1	50
Interview Room	100		1	100		1	100
Storage Vault	50		1	50		1	50
Coat Storage	2		13	26		20	40
Circulation				884			1166

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SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - FISCAL & PERSONNEL SECTION DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Total		13		3095	20		4121

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SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - LEGAL SERVICES

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
GENERAL MASTER'S OFFICE							
General Master/Dep Exec Offcr	240	1		240	1		240
General Master	240	2		480	4		960
Legal Secretary	55	3		165	5		275
Legal Sec Calendar Coord	55	1		55	1		55
Bailiff	45	1		45	2		90
Reception	200		1	200		1	200
File Area							
File-Active	15		3	45		5	75
File-Inactive	15		1	15		2	30
Bookcase	10		5	50		6	60
Copier	40		1	40		1	40
Coat Storage	2		8	16		13	26
Circulation				540			820
Total		8		1891	13		2871

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - LEGAL SERVICES

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
LEGAL STAFF							
Staff Attorney	80	1		80	2		160
Judicial Sup Admin/Staff Atty	110	1		110	1		110
Sr Support Administrator	110	1		110	1		110
Law Clerk	80	1		80	1		80
Clerk Steno	45	1		45	1		45
Reception Area	80		1	80		1	80
File Area							
File	15		2	30		2	30
Bookcase	10		8	80		8	80
Shelving Unit 36"	10		2	20		3	30
Copy Room							
Copier	40		1	40		1	40
Storage Cabinet	15		1	15		1	15
Coat Storage	2		5	10		5	10
Circulation				280			316
Total		5		980	6		1106

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - ADMINISTRATION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
CLERK'S OFFICE							
Clerk of Court	240	1		240	1		240
Deputy Clerk	200	1		200	1		200
Secretary	55	2		110	2		110
Reception	60		2	120		2	120
Conference Room	300		1	300		1	300
File Room							
File	15		10	150		10	150
Copier	40		1	40		1	40
Storage Cabinet	15		1	15		1	15
Bookcase	10		1	10		1	10
Worktable	25		1	25		1	25
Cost Storage	2		4	8		4	8
Circulation				487			487
Total		4		1705	4		1705

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SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SYSTEMS DEVELOPMENT

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Director	140	1		140	1		140
Systems Develop Specialist	80	4		320	7		560
Receptionist	45	1		45	1		45
Clerk Typist	45	1		45	1		45
Reception	60		1	60		1	60
Training Room	180		1	180		1	180
File Area							
Files	15		4	60		5	75
Storage Cabinet	15		1	15		1	15
Bookcase	10		1	10		2	20
Terminal	40		2	80		4	160
Printer	25		2	50		4	100
Coat Storage	2		7	14		10	20
Circulation				408			568
Total		7		1427	10		1988

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIVISION OFFICE							
Senior Ct Operation Officer	140	1		140	1		140
Court Operation Officer	140	1		140	1		140
Administrative Secretary	55	1		55	1		55
CIRCUIT COURT CIVIL SECTION							
Court Operation Officer	140	2		280	2		280
Civil Court Record Supv	110	11		1210	13		1430
Civil Ct Records Specialist	55	78		4290	101		5555
Criminal Ct Records Specialist	55	1		55	1		55
Accounting Clerk	55	1		55	2		110
Clerk Typist	55	35		1925	46		2530
Clerk	45	33		1485	43		1935
Inventory Clerk	45	1		45	1		45
Driver Messenger	NIWS	1			2		
COUNTY COURT CIVIL SECTION							
Court Operations Officer	140	1		140	1		140
Civil Court Records Supv	110	3		330	3		330
Civil Courts Records Spec	55	22		1210	24		1320
Clerk Typist	45	17		765	19		855
Clerk	45	8		360	9		405
Clerk (PT)	45	1		45	1		45
DIVISION OFFICE							
Reception	80		1	80		1	80
Files	15		5	75		5	75
Copier	40		1	40		1	40
CIRCUIT COURT CIVIL SECTION							
File Room and Certified Copies							
Reception	120		1	120		1	120
Public Counter	40		5	200		6	240
Records Area							
Shelving Unit - 160"	60		6	360		8	480
File	15		2	30		3	45
Terminal	40		1	40		2	80
Microfilm Reader	25		1	25		2	50
Printer	25		1	25		2	50
Copier	40		1	40		1	40

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Cash Register	15		1	15		1	15
General Jurisdiction							
Public Counter (New Cases)	40		6	240		6	240
Public Counter (Default)	40		2	80		2	80
Records Storage Area							
Shelving Unit - 160"	60		11	660		14	840
File Area							
File	15		10	150		13	195
Copier	40		2	80		2	80
Storage Cabinet	15		3	45		4	60
Bookcase	10		1	10		1	10
Cash Register	15		1	15		1	15
Terminal	40		2	80		3	120
FAMILY DIVISION							
Reception	120		1	120		1	120
File	15		1	15		2	30
Bookcase	10		1	10		1	10
Interview Room	100		1	100		1	100
COUNTY COURT CIVIL SECTION							
Public Writing Area							
Table	35		2	70		3	105
Chairs	6		6	36		10	60
File Area							
Files	15		17	255		22	330
Bookcase	10		2	20		2	20
Safe	20		1	20		1	20
Work Table	25		4	100		5	125
Copier	40		1	40		1	40
Storage Cabinet	15		1	15		1	15
Microfilm Reader	25		3	75		4	100
Microfilm Reader/Printer	35		1	35		1	35
Terminal	40		5	200		6	240

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SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Printer	25		3	75		3	75
Disc Drive/CPV	15		2	30		2	30
Cash Register	15		1	15		1	15
Forms Storage							
Shelving Unit - 36"	15		2	30		2	30
Shelving Unit - 150"	60		2	120		2	120
Paper Storage	100		1	100		1	100
Incoming Mail Station	80		1	80		1	80
Docket Book Storage							
Shelving Unit - 70"	50		2	100		2	100
Shelving Unit - 36"	15		16	240		20	300
Records Storage Area							
Shelving - 36" Increments	15		60	900		70	1050
MORTGAGE FORECLOSURE							
Reception	120		1	120		1	120
Files	15		3	45		5	75
Public Viewing Room	300		1	300		1	300
COURT REGISTRY TAX DEEDS, APPEALS							
Public Counter	40		4	160		4	160
File Area							
File	15		20	300		25	375
Storage Cabinet	15		2	30		2	30
Bookcase	10		1	10		1	10
Terminal	40		5	200		7	280
Printer	25		2	50		3	75
Cash Register	15		1	15		1	15
Work Table	25		3	75		3	75
Safe	20		1	20		1	20
Copier	40		1	40		1	40
Records Storage							
File Box	5		15	75		15	75

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Shelving Unit - 36"	15		12	180		15	225
Shelving Unit - 24"	10		8	80		10	100
CIVIL DIVISION RECORD STORAGE							
File Drawer	10		75	750		75	750
File Box	5		725	3625		725	3625
Coat Storage	2		218	436		271	542
Circulation				9701			11387
Total		218		33953	271		39854

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - PROBATE AND MENTAL HEALTH

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Court Operation Officer	140	1		140	1		140
Civil Court Records Supv	110	2		220	2		220
Civil Court Records Spec	55	9		495	11		605
Account Clerk	55	1		55	2		110
Clerk Typist	45	11		495	12		540
Clerk	45	5		225	6		270
PROBATE FILING							
Public Counter	40		5	200		6	240
File Area							
Files (5-D)	15		16	240		20	300
Card File	10		4	40		5	50
Film File	10		7	70		8	80
Work Table	25		6	150		7	175
Bookcase	10		2	20		2	20
Storage Cabinet	15		5	75		6	90
Copier	40		1	40		1	40
Terminal	40		4	160		5	200
Printer	25		1	25		2	50
Cash Register	15		1	15		1	15
Microfilm Reader/Printer	35		1	35		1	35
Microfilm Reader	25		1	25		1	25
Records Room							
File (5-D)	15		3	45		5	75
Table	25		1	25		1	25
Inactive File Box	5		70	350		70	350
File Box	5		90	450		90	450
Shelving Units - 36"	15		120	1800		130	1950
MENTAL HEALTH							
Reception	125		1	125		1	125
File Area							
Files (5-D)	15		7	105		8	120
Storage Cabinet	15		1	15		1	15

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - PROBATE AND MENTAL HEALTH

DADE COUNTY CIVIL COURTS

Year		Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Bookcase	10		1	10		1	10
Copier	40		1	40		1	40
Records Area							
File Box	5		25	125		25	125
Shelving Unit - 36"	15		10	150		13	195
Supply Cabinet	15		2	30		2	30
Interview Room	100		2	200		2	200
SMALL ESTATES							
File Area							
File (5-D)	15		5	75		7	105
File Box	5		10	50		10	50
Storage Cabinet	15		2	30		2	30
Bookcase	10		1	10		1	10
Terminal	40		1	40		1	40
Printer	25		1	25		1	25
Public Records Viewing Area	200		1	200		1	200
Interview Room	100		1	100		1	100
Coat Storage	2		29	58		34	68
Circulation				2713			3017
Total		29		9496	34		10560

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIVISION OFFICE							
Senior Ct Operations Officer	140	1		140	1		140
Court Operations Officer	140	1		140	1		140
Adminstrative Secretary	55	1		55	1		55
Reception	60		1	60		1	60
File	15		3	45		3	45
Copier	40		1	40		1	40
Terminal	40		1	40		1	40
Printer	25		1	25		1	25
Coat Storage	2		3	6		3	6
Circulation				220			220
Total		3		771	3		771

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
COUNTY RECORDER							
Court Operations Officer	140	1		140	1		140
Civil Court Records Supv	110	3		330	3		330
Civil Court Recored Spec	55	34		1870	37		2035
Micrographics Supervisor	110	1		110	1		110
Micrographics Technician	45	9		405	11		495
Clerk Typist	45	11		495	14		630
Account Clerk	55	3		165	4		220
Key Data Supervisor	110	1		110	1		110
Temporary	45	4		180	4		180
Computer Area							
Key Data Stations	40		17	680		22	880
Microfilm Recorder	25		1	25		2	50
Storage Cabinet	15		2	30		4	60
File	15		3	45		4	60
Work Table	25		1	25		1	25
Shelving Unit - 72"	30		1	30		1	30
Copy Room							
Copier	40		1	40		1	40
Copier/Collator	65		2	130		2	130
Microfilm Reader/Printer	35		3	105		4	140
Storage Cabinet	15		1	15		1	15
Shelving Unit - 36"	15		1	15		1	15
Abstractor Work Area	200		1	200		1	200
FILM LIBRARY							
Public Counter	40		5	200		5	200
Public Area							
Microfilm Reader/Printer	35		4	140		6	210
Microfilm Reader	25		30	750		40	1000
Microfiche Reader	15		4	60		6	90
Film Storage Cabinet	15		35	525		45	675
Employee Work Area							
Microfilm Camera	50		5	250		6	300
Microfilm Processor	25		2	50		2	50
Microfilm Duplicator	25		2	50		2	50
Microfilm Reader Printer	35		7	245		8	280

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Terminal	40		2	80		4	160
Printer	25		2	50		4	100
Files	15		2	30		2	30
Film Storage Cabinet	15		10	150		13	195
Card Storage Cabinet	10		1	10		2	20
Film Storage Carosel	15		10	150		13	195
Work Table	25		1	25		3	75
Vault - Flat Storage	225		1	225		1	225
Secured Storage	150		1	150		1	150
Mailroom							
Mail Slots	50		1	50		1	50
Copier	40		1	40		1	40
Microfilm Reader	25		2	50		2	50
File	15		1	15		1	15
Bookcase	10		1	10		1	10
File Area							
File	15		7	105		9	135
Storage Cabinet	15		1	15		2	30
Bookcase	10		1	10		1	10
Shelving Unit - 36"	15		1	15		2	30
Darkroom	200		1	200		1	200
Coat Storage	2		67	134		76	152
Circulation				2518			2958
Total		67		11447	76		13580

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
TELECOMMUNICATIONS							
Court Operations Officer	140	1		140	1		140
Commission Clerk	55	4		220	4		220
Switchboard	80		1	80		1	80
Telephone Siwtch Room	150		1	150		1	150
Public Information Desk	150		1	150		1	150
Files	15		2	30		4	60
Supply Cabinet	15		1	15		1	15
Terminal	35		2	70		2	70
Printer	25		1	25		1	25
Coat Storage	2		5	10		5	10
Circulation				356			368
Total		5		1246	5		1288

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CENTRAL RECORDS STORAGE

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
RECORDS STORAGE (Basement)							
Active Files							
Filing Units - 36"	10		550	5500		740	7400
Storage Boxes	6		250	1500		285	1710
Depositions							
Filing Units - 36"	10		25	250		30	300
Civil Docket Books							
Filing Units - 36"	10		40	400		45	450
Evidence Storage	450		1	450		1	450
Supplies Storage	200		1	200		1	200
Circulation				3320			4204
Total				11620			14714

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SPACE REQUIREMENTS DETAIL

CIRCUIT CIVIL COURT - JUDGES & JUDICIAL SUPPORT STAFF DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
JUDGES' SET							
Judges' Chambers	200	31		6200	36		7200
Hearing Room	200		31	6200		36	7200
Private Toilet/Robing Room	35		31	1085		36	1260
Judicial Assistant	80	31		2480	36		2880
Bailiff	45	31		1395	36		1620
Waiting Area	40		31	1240		36	1440
Filing Area	60		31	1860		36	2160
Supply Area	20		31	620		36	720
Coat Storage	2		93	186		108	216
Circulation				8506			9878
Total		93		29772	108		34574

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CIRCUIT CIVIL COURT - COURTROOM & RELATED SPACE

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Courtrooms							
Civil Jury - Regular	900		14	12600		17	15300
Civil Jury - Large	2375		1	2375		1	2375
Jury Deliberation Rooms							
6 Person	180		10	1800		13	2340
12 Person	285		4	1140		4	1140
Witness Room	100		15	1500		18	1800
Waiting Area	60		15	900		18	1080
Attorney Interview Room	100		8	800		9	900
Circulation				8446			9974
Total				29561			34909

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

COUNTY CIVIL COURT - JUDGES AND JUDICIAL SUPPORT STAFF DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
COUNTY JUDGE SET							
Chambers	200	6		1200	6		1200
Hearing Room	200		6	1200		6	1200
Private Toilet/Robing Room	35		6'	210		6	210
Judicial Assistant	80	6		480	6		480
Bailiff	45	3		135	3		135
Waiting Area	40		6	240		6	240
Filing Area	60		6	360		6	360
Supply Area	20		6	120		6	120
Coat Storage	2		15	30		15	30
Circulation				1590			1590
Total		15		5565	15		5565

SPACE REQUIREMENTS DETAIL

COUNTY CIVIL COURT - COURTROOMS AND RELATED SUPPORT

DADE COUNTY CIVIL COURTS

Year	Present				1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Courtrooms							
Civil Jury - Regular	900		2	1800		2	1800
Civil Jury - Large	1800		1	1800		1	1800
Jury Deliberation Rooms							
6 person	180		2	360		2	360
12 persons	285		1	285		1	285
Witness Room	100		3	300		3	300
Waiting Area	60		3	180		3	180
Attorney Interview Room	100		1	100		1	100
Circulation				1930			1930
Total				6755			6755

SPACE REQUIREMENTS DETAIL

PROBATE & MENTAL HEALTH - JUDGES' AND JUDICAL SUPPORT STAFF DADE COUNTY CIVIL COURTS

Year	Present				1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Chambers	200	4		800	5		1000
Hearing Room	200		4	800		5	1000
Private Toilet/Robing Room	35		4	140		5	175
Judicial Assistant	80	4		320	5		400
Bailiff	45	1		45	1		45
Waiting Area	40		4	160		5	200
Filing Area	60		4	240		5	300
Supply Area	20		4	80		5	100
Exparte Clerk	110	7		770	10		1100
Probate Auditor	80	1		80	2		160
Public/Attorney Work Area	300		1	300		1	300
Coat Storage	2		17	34		23	46
Circulation				1508			1930
Total		17		5277	23		6756

SPACE REQUIREMENTS DETAIL

PROBATE & MENTAL HEALTH - COURTROOM AND RELATED SUPPORT DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Court Room - Probate	900		1	900		1	900
Jury Deliberation Room 6 person	180		1	180		1	180
Witness Room	100		1	100		1	100
Waiting Area	60		1	60		1	60
Attorney Interview Room	100		1	100		1	100
Circulation				536			536
Total				1876			1876

SPACE REQUIREMENTS DETAIL

VISITING JUDGES

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
JUDGES' SET							
Chamber	200	3		600	3		600
Hearing Room*	200		3	600		3	600
Judicial Assist Area	80		3	240		3	240
Bailiff Area	45		3	135		3	135
Waiting Area	40		3	120		3	120
Supply Area	20		3	60		3	60
Coat Storage	2		3	6		3	6
Circulation				704			704
Total			18	2465		18	2465

SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - BUREAU

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Captain	140	1		140	1		140
Sergeant	80	1		80	1		80
Police Officer	55	1		55	1		55
Clerk Steno	45	1		45	1		45
Clerk	45	1		45	1		45
EXECUTIVE OFFICE							
Reception	100		1	100		1	100
Files (5-D)	15		5	75		6	90
Storage Cabinet	15		2	30		2	30
File Area							
Files (5-D)	15		16	240		18	270
Storage Cabinet	15		2	30		2	30
Bookcase	10		4	40		4	40
Work Table	25		1	25		1	25
Conference Room	225		1	225		1	225
Terminal	35		1	35		2	70
TV/Video Equipment	100		1	100		1	100
Supply/Property Room	400		1	400		1	400
Coat Storage	2		5	10		5	10
Circulation				670			702
Total		5		2345	5		2457

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - OFFICE

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Lieutenant	140	1		140	1		140
Sergeant	80	1		80	1		80
Police Officers	55	3		165	3		165
CSO	55	4		220	4		220
Accountant	80	1		80	1		80
Account Clerk	55	3		165	4		220
Cashier	45	2		90	2		90
Clerk	45	3		135	3		135
Clerk Steno	45	1		45	1		45
Clerk Typist	45	17		765	19		855
Switchboard Oper	45	1		45	1		45
Public Counter	40		3	120		4	160
NON-ENFORCEABLE OFFICE							
Files	15		9	135		11	165
Card File	10		1	10		2	20
Printer - shared	15		2	30		3	45
CPU/Disk drive	40		1	40		1	40
Microfilm reader	25		2	50		2	50
Copier	40		1	40		1	40
Cash Register	15		1	15		1	15
Worktable	25		2	50		3	75
Storage Cabinet	15		1	15		1	15
Storage Area							
Shelving Unit - 36"	15		3	45		4	60
Shelving Unit (36" long x 13 shelves)	15		6	90		7	105
Storage Box	10		4	40		4	40
Records Storage							
File Box	5		162	810		175	875
Docket Book Shelving (36" long)	15		4	60		5	75
FISCAL UNIT							
Files (5-D)	15		4	60		6	90

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - OFFICE

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Storage Cabinet	15		3	45		3	45
Bookcase	10		1	10		1	10
Terminal	35		1	35		2	70
Safe	20		1	20		1	20
Storage Boxes	5		6	30		6	30
ENFORCEABLE OFFICE							
Files (5-D)	15		5	75		6	90
Card File	10		3	30		4	40
Electric Card File	40		2	80		2	80
Storage Cabinet	15		1	15		1	15
Terminal	35		1	35		2	70
Printer	25		1	25		2	50
Storage Area File box	5		11	55		15	75
Docket Storage Shelving unit - 36"	15		2	30		3	45
Coat Storage	2		37	74		40	80
Circulation				1640			1866
Total		37		5739	40		6531

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - FIELD OPERATIONS

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Non-Enforceable Unit							
Lieutenant	140	1		140	1		140
CSO II	80	4		320	4		320
CSO I	55	34		1870	40		2200
Enforceable Unit							
Lieutenant	140	1		140	1		140
Sergeant	80	4		320	4		320
Police Officers*	55	19		1045	25		1375
FIELD OPERATIONS SECTION							
Officers' Telephone Room							
Battery Charger Area	40		1	40		2	80
Mail slots	40		1	40		2	80
File (5-D)	15		1	15		3	45
Coat Storage	2		34	68		40	80
Circulation				1599			1912
Total		63		5597	75		6692

* One workstation for every two employees.

SPACE REQUIREMENTS DETAIL

LAW LIBRARY

DADE COUNTY CIVIL COURTS

Year	Present				1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Law Librarian	140	1		140	1		140
Assistant Librarian	110	4		440	6		660
Clerk	55	4		220	5		275
Public Counter/Checkout Desk	40		2	80		2	80
Entrance/Reception	100		1	100		1	100
Public Work Area							
Card Catalog	25		2	50		2	50
Cardfile	10		1	10		2	20
Microfilm reader/printer	25		6	150		8	200
Copier	40		3	120		3	120
Public Reading Area							
Reading Table w/4 chairs	40		10	400		12	480
Sofa	15		2	30		2	30
Staff Work Area							
Worktables	25		5	125		5	125
Terminal	40		2	80		3	120
Printer	25		2	50		3	75
Microfilm reader/printer	25		1	25		2	50
Book Sections	15		5	75		15	225
Files	15		10	150		15	225
Storage	500		1	500		1	500
Stack Area							
Book Sections 36"W + 18"D	10		600	6000		650	6500
Reserve Book Area	400		1	400		1	400
Conference Room	225		1	225		1	225
Dictating Room	100		1	100		1	100
A.V. Equipment Room	200		1	200		1	200
Typing Room	100		1	100		1	100
Coat Storage	2		9	18		12	24
Circulation				3915			4410

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

LAW LIBRARY

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Total		9		13703	12		15434

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CONTRACT SECURITY

DADE COUNTY CIVIL COURTS

Year	Present				1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Supervisor	140	1		140	1		140
Security Guards	NWS	6			6		
Clerk-Typist	45	1		45	1		45
Reception	60		1	60		1	60
Files	15		3	45		4	60
Storage Cabinet	15		1	15		1	15
Terminal	35		1	35		1	35
Printer	25		1	25		1	25
Copier	40		1	40		1	40
Evidence Room	100		1	100		1	100
Interview Room	100		1	100		1	100
Guard Workroom	200		1	200		1	200
Coat Storage	2		8	16		8	16
Circulation				328			334
Total		8		1149	8		1170

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

BUILDING MANAGEMENT

DADE COUNTY CIVIL COURTS

Year		Present			1993		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Building Manager	140	1		140	1		140
Clerk Typist	45	1		45	1		45
Maintenance Staff	NWS	8			9		
Files	15		3	45		4	60
Storage Cabinet	15		1	15		1	15
Reception	60		1	60		1	60
Coat Storage	2		10	20		11	22
Circulation				130			137
Total		10		455	11		479

SPACE REQUIREMENTS DETAIL

BUILDING SUPPORT

DADE COUNTY CIVIL COURTS

Year			Present			1993	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Lobby							
Snack Bar/Newstand	150		1	150		1	150
Reception/Security	150		1	150		1	150
Vending Area	120		1	120		1	120
Lobby	500		1	500		1	500
Employee Break Room w/sink/counter/microwave Seating for 10	220		12	2640		12	2640
Bulk Furniture Storage	800		1	800		1	800
Supply Storage	400		1	400		1	400
Conference Rooms							
Large	375		2	750		2	750
Medium	225		2	450		2	450
First Aid Room	120		1	120		1	120
Loading Dock	1000		1	1000		1	1000
Processing Area	500		1	500		1	500
Attorney Conference/Lounge	800		1	800		1	800
Building Maintenance Shops	2250		1	2250		1	2250
Circulation				4252			4252
Total				14882			14882

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

COURT AMINISTRATION - ADMINISTRATION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Court Administrator	280	1		280	1		280
Assistant Administrator	225	1		225	1		225
Office Manager	120	1		120	1		120
Judicial Support Administrator	160	1		160	1		160
Receptionist	65	1		65	1		65
EXECUTIVE AREA							
Reception	150		1	150		1	150
Files	15		5	75		6	90
Terminal	35		1	35		1	35
Printer	25		1	25		1	25
Conference Room	370		1	370		1	370
OFFICE SUPPORT AREA							
Computer Room							
Terminal	35		3	105		4	140
Printer	25		3	75		4	100
Telex Display	15		2	30		2	30
File Area							
Files	15		6	90		7	105
Storage Cabinets	15		11	165		12	180
Copy Room							
Copier	65		2	130		2	130
Worktable	40		2	80		2	80
Mail Area							
Worktable	25		3	75		3	75
Reference Area							
Table	40		1	40		1	40
Chairs	10		4	40		4	40
Bookcase	10		13	130		15	150
Conference Room	370		1	370		1	370
Coat Storage	2		5	10		5	10
Circulation				1138			1188
Total		5		3983	5		4158

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
COURT ADMINISTRATOR'S OFFICE							
Citizn Dispute Settlmnt Unit							
Director	160	1		160	1		160
Supervisor	120	1		120	1		120
Mediator	120	7		840	8		960
Intake Officer	90	4		360	4		360
Intake Counselor	90	1		90	2		180
Clerk Typist	55	1		55	1		55
Reception	150		1	150		1	150
Interview Room	100		2	200		2	200
File Area							
File	15		8	120		10	150
Shelving Unit 36"	15		4	60		5	75
Storage Cabinet	15		2	30		2	30
Terminal	35		3	105		4	140
Printer	25		3	75		4	100
Coat Storage	2		15	30		17	34
Circulation				958			1086
Total		15		3353	17		3800

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIRECTOR'S OFFICE							
Director of Civil Operations	160	1		160	1		160
Civil Court Coordinator	120	1		120	1		120
Branch Court Coordinator	120	1		120	1		120
Courier	55	1		55	1		55
Administrative Assistant	90	1		90	1		90
Reception	100		1	100		1	100
Conference Room	290		1	290		1	290
File Area	15		7	105		8	120
Terminal	40		1	40		1	40
Printer	25		1	25		1	25
Coat Storage	2		5	10		5	10
Circulation				446			452
Total		5		1561	5		1582

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
GRAND JURY							
Administrative Assistant	90	1		90	1		90
Clerk Typist	55	1		55	1		55
Grand Jury Room	800		1	800		1	800
Witness Waiting Area	225		1	225		1	225
Jury Room	275		1	275		1	275
Interview Room	100		2	200		2	200
Staff Work Area							
Terminal w/printer	60		1	60		1	60
Copier	40		1	40		1	40
Files - Active	15		4	60		16	240
Vault - Inactive Files	150		1	150		1	150
Evidence Storage	150		1	150		1	150
Coat Storage	2		2	4		2	4
Circulation				844			916
Total		2		2953	2		3205

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
JURY ASSEMBLY							
Supervisor	120	1		120	1		120
Admin Asst	65	1		65	1		65
Clerk Typist	55	4		220	4		220
File Area							
File	15		13	195		15	225
Storage Cabinet	15		1	15		1	15
Copier	40		1	40		1	40
Jury Pool Area							
Jury Assembly Room	10		350	3500		400	4000
Smoking Lounge	15		35	525		35	525
Game/Card Room	10		35	350		35	350
TV Lounge	10		35	350		35	350
Vending/Lunch Area	40		20	800		20	800
Public Telephones	10		12	120		12	120
Juror Work Areas	100		4	400		4	400
Coat Storage	2		4	8		4	8
Circulation				2348			2533
Total		6		9056	6		9771

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - CIVIL JUSTICE DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
MEDIATION UNIT							
Supervisor of Mediation	160	1		160	1		160
Mediator	160	7		1120	9		1440
Interpreters	65	4		260	5		325
Clerk Typist	55	1		55	2		110
Reception	125		1	125		1	125
File Area							
Files	15		16	240		20	300
Bookcase	10		3	30		4	40
Storage Cabinet	15		2	30		3	45
Copy Room							
Copier	40		2	80		2	80
File Cabinet	15		1	15		1	15
Worktable	25		1	25		1	25
Interview Room	15		3	45		3	45
Coat Storage	2		13	26		17	34
Circulation				884			1098
Total		13		3095	17		3842

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - FAMILY SERVICES BUREAU DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIRECTOR'S OFFICE							
Director	160	1		160	1		160
FAMILY MEDIATION							
Dir Family Med (Concilation)	160	1		160	1		160
Family Med/Concilator	120	4		480	5		600
Admin Assistant	90	1		90	1		90
Secretary	65	1		65	1		65
Receptionist	55	1		55	1		55
Custody Investigator	90	2		180	2		180
DOMESTIC VIOLENCE							
Domestice Violence Coord.	120	1		120	1		120
Clerk Typist II	55	1		55	1		55
Domestic Violence Prof	90	2		180	2		180
FAMILY MEDIATION							
Reception	150		1	150		1	150
File Area							
Files - Active	15		6	90		7	105
Files - Inactive	15		3	45		3	45
Clerical Work Area							
Terminal	35		2	70		3	105
Printer	25		2	50		3	75
Telex Display Terminal	15		1	15		1	15
File	15		1	15		1	15
Copier	40		1	40		1	40
Worktable	25		1	25		1	25
Interview Room	100		2	200		2	200
Domestic Violence							
Reception	150		1	150		1	150
Child Play Area	125		1	125		1	125
Clerical Work Area							
File	15		6	90		7	105
Terminal	35		2	70		3	105

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - FAMILY SERVICES BUREAU DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Printer	25		2	50		3	75
Bookcase	10		3	30		4	40
Copier	40		1	40		1	40
Worktable	25		1	25		1	25
Telex Display Terminal	15		1	15		1	15
Interview Room	100		1	100		1	100
Coat Storage	2		15	30		16	32
Circulation				1188			1301
Total		15		4158	16		4553

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATOR - FISCAL & PERSONNEL SECTION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIRECTOR'S OFFICE							
Director	160	1		160	1		160
Assist Director/Fiscal Pers	120	1		120	1		120
Clerk	55	1		55	1		55
COURT & COST ACCOUNTING							
Accounting Supv	120	1		120	1		120
Accounting Clerk	90	8		720	9		810
PERSONNEL AND PAYROLL							
Reimbursement Coord	120	1		120	1		120
Personnel Officer	120	1		120	2		240
Accounting Clerk	90	5		450	6		540
Personnel Specialist	90	3		270	3		270
PROCUREMENT SERVICES							
Purchasing Coord	120	1		120	1		120
Assist Purcahsing Coord	90	1		90	2		180
Purchasing Specialist	90	3		270	4		360
Reception Area	100		1	100		2	200
File Area							
Files-Active	15		35	525		38	570
Files-Inactive	15		8	120		9	135
Copier	40		1	40		1	40
Terminal	35		5	175		6	210
Printer	25		2	50		3	75
Worktable	30		3	90		4	120
File Review Area	50		2	100		2	100
Interview Room	100		1	100		1	100
Conference Room	200		1	200		1	200
Storage Vault	50		1	50		1	50
Coat Storage	2		27	54		32	64
Circulation				1688			1984

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATOR - FISCAL & PERSONNEL SECTION

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Total		27		5907	32		6943

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATION - LEGAL SERVICES

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
GENERAL MASTER'S OFFICE							
General Master/Dep Exec Offcr	260	1		260	1		260
General Master*	260	6		1560	7		1820
Legal Secretary	65	7		455	8		520
Legal Sec Calendar Coord	65	1		65	1		65
Bailiff	55	3		165	3		165
Reception	250		1	250		1	250
File Area							
File-Active	15		8	120		10	150
File-Inactive	15		3	45		3	45
Bookcase	10		6	60		7	70
Copier	40		1	40		1	40
Worktable	25		1	25		1	25
Conference Room	370		1	370		1	370
Coat Storage	2		18	36		21	42
Circulation				1380			1529
Total		18		4831	20		5351

SPACE REQUIREMENTS DETAIL

COURT ADMINISTRATOR - LEGAL SERVICES

DADE COUNTY CIVIL COURTS

Year	2000				2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
LEGAL STAFF							
Staff Attorney	90	2		180	3		270
Judicial Sup Admin/Staff Atty	120	1		120	1		120
Sr Support Administrator	120	1		120	1		120
Law Clerk	90	1		90	1		90
Clerk Steno	55	1		55	1		55
Reception Area	80		1	80		1	80
File Area							
File	15		3	45		4	60
Bookcase	10		9	90		10	100
Shelving Unit 36"	15		3	45		4	60
Work Table	25		1	25		1	25
Copy Room							
Copier	40					1	40
Storage Cabinet	15					1	15
Coat Storage	2		6	12		6	12
Circulation				345			419
Total		6		1207	7		1466

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - ADMINISTRATION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
CLERK'S OFFICE							
Clerk of Court	280	1		280	1		280
Deputy Clerk	225	1		225	1		225
Secretary	65	2		130	2		130
Reception	100		2	200		2	200
Conference Room	450		1	450		1	450
File Room							
File	15		11	165		13	195
Copier	40		1	40		1	40
Storage Cabinet	15		1	15		1	15
Bookcase	10		1	10		2	20
Worktable	25		1	25		1	25
Coat Storage	2		4	8		4	8
Circulation				542			556
Total		4		2090	4		2144

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SYSTEMS DEVELOPMENT

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Director	160	1		160	1		160
Systems Develop Specialist	90	10		900	12		1080
Receptionist	55	1		55	1		55
Clerk Typist	55	2		110	2		110
Reception	60		1	60		1	60
Training Room	370		1	370		1	370
File Area							
Files	15		6	90		8	120
Storage Cabinet	15		1	15		2	30
Bookcase	10		5	50		4	40
Terminal	40		5	200		6	240
Printer	25		5	125		6	150
Coat Storage	2		14	28		16	32
Circulation				757			856
Total		14		2920	16		3303

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIVISION OFFICE							
Senior Ct Operation Officer	160	1		160	1		160
Court Operation Officer	160	1		160	1		160
Administrative Secretary	65	1		65	1		65
CIRCUIT COURT CIVIL SECTION							
Court Operation Officer	160	2		320	2		320
Civil Court Record Supv	120	15		1800	16		1920
Civil Ct Records Specialist	65	119		7735	132		8580
Criminal Ct Records Specialist	65	2		130	2		130
Accounting Clerk	65	3		195	4		260
Clerk Typist	55	52		2860	58		3190
Clerk	55	49		2695	55		3025
Inventory Clerk	55	2		110	2		110
Driver Messenger	NIWS	2			2		
COUNTY COURT CIVIL SECTION							
Court Operations Officer	160	1		160	1		160
Civil Court Records Supv	120	3		360	4		480
Civil Courts Records Spec	55	26		1430	29		1595
Clerk Typist	45	20		900	21		945
Clerk	45	9		405	11		495
Clerk (PT)	45	1		45	1		45
DIVISION OFFICE							
Reception	80		1	80		1	80
Files	15		5	75		6	90
Copier	40		1	40		1	40
Conference Room	370		1	370		1	370
CIRCUIT COURT CIVIL SECTION							
File Room and Certified Copies							
Reception	120		1	120		1	120
Public Counter	40		6	240		8	320
Records Area							
Shelving Unit - 160"	60		9	540		11	660
File	15		5	75		6	90
Worktable	25		3	75		4	100
Terminal	40		3	120		4	160
Microfilm Reader	25		3	75		4	100

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Printer	25		3	75		4	100
Copier	40		2	80		2	80
Cash Register	15		1	15		2	30
General Jurisdiction							
Public Counter (New Cases)	40		6	240		8	320
Public Counter (Default)	40		2	80		4	160
Records Storage Area							
Shelving Unit - 160"	60		16	960		18	1080
File Area							
File	15		15	225		17	255
Copier	40		2	80		3	120
Storage Cabinet	15		4	60		5	75
Bookcase	10		2	20		2	20
Table	25		2	50		2	50
Cash Register	15		1	15		2	30
Terminal	40		5	200		6	240
FAMILY DIVISION							
Reception	120		1	120		1	120
File	15		2	30		4	60
Bookcase	10		1	10		1	10
Interview Room	150		1	150		1	150
COUNTY COURT CIVIL SECTION							
Public Writing Area							
Table	35		4	140		4	140
Chairs	6		12	72		12	72
File Area							
Files	15		23	345		26	390
Bookcase	10		2	20		3	30
Safe	20		2	40		2	40
Work Table	25		7	175		9	225
Copier	40		1	40		1	40
Storage Cabinet	15		1	15		2	30
Microfilm Reader	25		6	150		7	175

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Microfilm Reader/Printer	35		2	70		3	105
Terminal	40		7	280		8	320
Printer	25		3	75		4	100
Disc Drive/CPU	15		2	30		3	45
Cash Register	15		2	30		2	30
Forms Storage							
Shelving Unit - 36"	15		3	45		3	45
Shelving Unit - 150"	60		2	120		3	180
Paper Storage	200		1	200		1	200
Incoming Mail Station	80		1	80		1	80
Docker Book Storage							
Shelving Unit - 70"	50		3	150		3	150
Shelving Unit - 36"	15		17	255		26	390
Worktable	40		2	80		2	80
Records Storage Area							
Shelving - 36" Increments	15		82	1230		90	1350
Worktables	40		2	80		2	80
MORTGAGE FORECLOSURE							
Reception	120		1	120		1	120
Files	15		8	120		10	150
Public Viewing Room	500		1	500		1	500
COURT REGISTRY TAX DEEDS, APPEALS							
Public Counter	40		5	200		5	200
File Area							
File	15		35	525		40	600
Storage Cabinet	15		2	30		2	30
Bookcase	10		2	20		2	20
Worktable	25		1	25		1	25
Terminal	40		8	320		10	400
Printer	25		4	100		5	125
Cash Register	15		1	15		2	30

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CIVIL COURTS DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Work Table	25		3	75		4	100
Safe	20		1	20		2	40
Copier	40		1	40		1	40
Records Storage							
File Box	5		15	75		15	75
Shelving Unit - 36"	10		20	200		25	250
Shelving Unit - 24"	5		15	75		20	100
Worktable	25		2			2	50
CIVIL DIVISION RECORD STORAGE							
File Drawer	10		85	850		100	1000
File Box	5		800	4000		850	4250
Coat Storage	2		309	618		343	686
Circulation				12390			13915
Total		309		47790	343		53673

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - PROBATE & MENTAL HEALTH

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Court Operation Officer	160	1		160	1		160
Civil Court Records Supv	120	2		240	3		360
Civil Court Records Spec	65	14		910	16		1040
Account Clerk	65	3		195	3		195
Clerk Typist	55	13		715	14		770
Clerk	55	8		440	9		495
PROBATE FILING							
Public Counter	40		8	320		8	320
File Area							
Files (5-D)	15		25	375		28	420
Card File	10		5	50		6	60
Film File	10		9	90		10	100
Worktable	25		8	200		8	200
Bookcase	10		3	30		3	30
Storage Cabinet	15		6	90		7	105
Copier	40		1	40		2	80
Terminal	40		6	240		7	280
Printer	25		2	50		2	50
Cash Register	15		1	15		1	15
Microfilm Reader/Printer	35		2	70		2	70
Microfilm Reader	25		2	50		2	50
Records Room							
File (5-D)	15		10	150		13	195
Table	25		2	50		2	50
Inactive File Box	5		40	200		40	200
File Box	5		40	200		40	200
Shelving Units - 36"	15		180	2700		200	3000
MENTAL HEALTH							
Reception	150		1	150		1	150
File Area							
Files (5-D)	15		12	180		15	225
Storage Cabinet	15		2	30		2	30

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - PROBATE & MENTAL HEALTH

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Bookcase	10		2	20		2	20
Copier	40		1	40		1	40
Work Table	25		1	25		1	25
Records Area							
File Box	5		25	125		25	125
Shelving Unit - 36"	15		20	300		25	375
Supply Cabinet	15		2	30		2	30
Copier	40		1	40		1	40
Worktable	25		1	25		1	25
Interview Room	100		3	300		3	300
SMALL ESTATES							
File Area							
File (5-D)	15		10	150		13	195
File Box	5		10	50		10	50
Storage Cabinet	15		2	30		2	30
Bookcase	10		1	10		1	10
Worktable	25		1	25		1	25
Terminal	40		2	80		2	80
Printer	25		2	50		2	50
Public Records Viewing Area	450		1	450		1	450
Interview Room	100		2	200		2	200
Coat Storage	2		41	82		46	92
Circulation				3490			3854
Total		41		13462	46		14866

Geisler Smith Associates

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
DIVISION OFFICE							
Senior Ct Operations Officer	160	1		160	1		160
Court Operations Officer	160	1		160	1		160
Adminstrative Secretary	65	1		65	1		65
Reception	80		1	80		1	80
File	15		4	60		5	75
Copier	40		1	40		1	40
Terminal	40		1	40		1	40
Printer	25		1	25		1	25
Conference Room	290		1	290		1	290
Work Table	25		1	25		1	25
Coat Storage	2		3	6		3	6
Circulation				333			338
Total		3		1284	3		1304

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
COUNTY RECORDER							
Court Operations Officer	160	1		160	1		160
Civil Court Records Supv	120	3		360	4		480
Civil Court Records Spec	65	39		2535	40		2600
Micrographics Supervisor	120	1		120	1		120
Micrographics Technician	55	13		715	14		770
Clerk Typist	55	16		880	17		935
Account Clerk	65	4		260	5		325
Key Data Supervisor	120	1		120	1		120
Temporary	55	4		220	4		220
Computer Area							
Key Data Stations	40		24	960		28	1120
Microfilm Recorder	25		3	75		4	100
Storage Cabinet	15		5	75		6	90
File	15		5	75		7	105
Worktable	25		2	50		3	75
Shelving Unit - 72"	30		2	60		2	60
Copy Room							
Copier	40		1	40		2	80
Copier/Collator	65		2	130		2	130
Microfilm Reader/Printer	35		4	140		5	175
Storage Cabinet	15		2	30		2	30
Shelving Unit - 36"	15		2	30		2	30
Worktable	25		1	25		1	25
Abstractor Work Area	350		1	350		1	350
FILM LIBRARY							
Public Counter	40		7	280		7	280
Public Area							
Microfilm Reader/Printer	35		5	175		10	350
Microfilm Reader	25		50	1250		55	1375
Microfiche Reader	15		10	150		15	225
Film Storage Cabinet	15		50	750		55	825
Employee Work Area							
Microfilm Camera	35		7	245		8	280
Microfilm Processor	25		3	75		3	75
Microfilm Duplicator	25		3	75		3	75

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIVISION

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Microfilm Reader Printer	35		8	280		10	350
Terminal	40		5	200		7	280
Printer	25		5	125		7	175
Files	15		3	45		4	60
Film Storage Cabinet	15		15	225		18	270
Card Storage Cabinet	10		3	30		4	40
Film Storage Carousel	15		15	225		18	270
Worktable	25		4	100		4	100
Vault - Plat Storage	300		1	300		1	300
Secured Storage	200		1	200		1	200
Mailroom							
Mail Slots	50		2	100		2	100
Copier	40		1	40		1	40
Microfilm Reader	25		2	50		2	50
File	15		2	30		2	30
Bookcase	10		1	10		1	10
File Area							
File	15		10	150		12	180
Storage Cabinet	15		3	45		4	60
Bookcase	10		2	20		4	40
Shelving Unit - 36"	15		2	30		3	45
Worktable	25		1	25		1	25
Darkroom	300		1	300		1	300
Coat Storage	2		82	164		87	174
Circulation				4586			5139
Total		82		17690	87		19823

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SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - SPECIAL SERVICES DIV

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
TELECOMMUNICATIONS							
Court Operations Officer	160	1		160	1		160
Commission Clerk	65	4		260	4		260
Switchboard	80		1	80		1	80
Telephone Siwtch Room	150		1	150		1	150
Public Information Desk	150		1	150		1	150
Files	15		5	75		6	90
Supply Cabinet	15		1	15		1	15
Terminal	35		2	70		2	70
Printer	25		1	25		1	25
Coat Storage	2		5	10		5	10
Circulation				348			354
Total		5		1343	5		1364

SPACE REQUIREMENTS DETAIL

CLERK OF COURTS - CENTRAL RECORDS STORAGE

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
RECORDS STORAGE (Basement)							
Active Files							
Filing Units - 36"	10		865	8650		950	9500
Storage Boxes	6		325	1950		365	2190
Depositions							
Filing Units - 36"	10		34	340		38	380
Civil Docket Books							
Filing Units - 36"	10		52	520		58	580
Evidence Storage	675		1	675		1	675
Supplies Storage	300		1	300		1	300
Circulation				4352			4769
Total				16787			18394

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SPACE REQUIREMENTS DETAIL

CIRCUIT CIVIL COURT - JUDGES & JUDICIAL SUPPORT STAFF

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
JUDGES' SET							
Judges' Chambers	300	40		12000	43		12900
Private Toilet/Robing Room	50		40	2000		43	2150
Judicial Assistant	90	40		3600	43		3870
Bailiff	55	40		2200	43		2365
Law Clerk	90	40		3600	43		3870
Waiting Area	60		40	2400		43	2580
Filing Area	60		40	2400		43	2580
Supply Area	25		40	1000		43	1075
Court Reporter Work Room	500		1	500		1	500
Coat Storage	2		160	320		172	344
Circulation				10507			11282
Total		160		40527	172		43516

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SPACE REQUIREMENTS DETAIL

CIRCUIT CIVIL COURT - COURTROOM & RELATED SPACE

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Courtrooms							
Civil Jury - Regular	1350		38	51300		41	55350
Civil Jury - Large	2375		2	4750		2	4750
Vestibule	80		40	3200		43	3440
Jury Deliberation Rooms							
6 Person	240		31	7440		33	7920
12 Person	350		9	3150		10	3500
Witness Room	150		40	6000		43	6450
Waiting Area	80		40	3200		43	3440
Attorney Interview Room	150		40	6000		43	6450
Circulation				29764			31955
Total				114804			123255

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SPACE REQUIREMENTS DETAIL

COUNTY CIVIL COURT - JUDGES & JUDICIAL SUPPORT STAFF DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
COUNTY JUDGE SET							
Chambers	300	6		1800	6		1800
Private Toilet/Robing Room	50		6	300		6	300
Judicial Assistant	90	6		540	6		540
Bailiff	55	6		330	6		330
Law Clerks	90	6		540	6		540
Waiting Area	60		6	360		6	360
Filing Area	60		6	360		6	360
Supply Area	25		6	150		6	150
Coat Storage	2		24	48		24	48
Circulation				1550			1550
Total		24		5978	24		5978

SPACE REQUIREMENTS DETAIL

COUNTY CIVIL COURT - COURTROOMS & RELATED SUPPORT

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Courtrooms							
Civil Jury - Regular	1350		5	6750		5	6750
Civil Jury - Large	2375		1	2375		1	2375
Vestibule	80		6	480		6	480
Jury Deliberation Rooms							
6 person	240		5	1200		5	1200
12 persons	350		1	350		1	350
Witness Room	150		6	900		6	900
Waiting Area	80		6	480		6	480
Attorney Interview Room	150		6	900		6	900
Court Reporters Work Room	200		1	200		1	200
Circulation				4772			4772
Total				18407			18407

SPACE REQUIREMENTS DETAIL

PROBATE & MENTAL HEALTH - JUDGES & JUDICIAL SUPPORT STAFF DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Chambers	220	6		1320	6		1320
Hearing Room	240		6	1440		6	1440
Private Toilet/Robing Room	50		6	300		6	300
Judicial Assistant	90	6		540	6		540
Bailiff	55	2		110	2		110
Waiting Area	60		6	360		6	360
Filing Area	60		6	360		6	360
Supply Area	25		6	150		6	150
Exparte Clerk	120	13		1560	14		1680
Probate Auditor	90	2		180	3		270
Law Clerk	90	2		180	3		270
Public/Attorney Work Area	400		1	400		1	400
Coat Storage	2		31	62		34	68
Circulation				2437			2544
Total		31		9399	34		9812

SPACE REQUIREMENTS DETAIL

PROBATE & MENTAL HEALTH - COURTROOM & RELATED SUPPORT DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Court Room - Probate	1350		2	2700		2	2700
Vestibule	80		2	160		2	160
Jury Deliberation Room 6 person	240		2	480		2	480
Witness Room	150		2	300		2	300
Waiting Area	80		2	160		2	160
Attorney Interview Room	150		2	300		2	300
Court Reporter Work Area	200		1	200		1	200
Circulation				1505			1505
Total				5805			5805

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SPACE REQUIREMENTS DETAIL

VISITING JUDGES

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
JUDGES' SET							
Chamber	220	3		660	3		660
Judicial Assist Area	90		3	270		3	270
Bailiff Area	55		3	165		3	165
Waiting Area	60		3	180		3	180
Supply Area	25		3	75		3	75
Coat Storage	2		3	6		3	6
Circulation				321			321
Total				1237			1237

SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - BUREAU

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Captain	160	1		160	1		160
Sergeant	90	1		90	1		90
Police Officer	65	1		65	1		65
Clerk Steno	55	1		55	1		55
Clerk	55	1		55	1		55
EXECUTIVE OFFICE							
Reception	100		1	100		1	100
Files (5-D)	15		7	105		8	120
Storage Cabinet	15		2	30		2	30
File Area							
Files (5-D)	15		20	300		24	360
Storage Cabinet	15		2	30		3	45
Bookcase	10		4	40		5	50
Work Table	25		2	50		2	50
Conference Room	225		1	225		1	225
Terminal	35		3	105		3	105
TV/Video Equipment	100		1	100		1	100
Supply/Property Room	400		1	400		1	400
Coat Storage	2		5	10		5	10
Circulation				768			808
Total		5		2688	5		2828

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SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - OFFICE

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Lieutenant	160	1		160	1		160
Sergeant	90	1		90	1		90
Police Officers	65	3		195	4		260
CSO	65	4		260	4		260
Accountant	90	2		180	2		180
Account Clerk	65	5		325	5		325
Cashier	55	3		165	3		165
Clerk	55	3		165	4		220
Clerk Steno	55	1		55	1		55
Clerk Typist	55	20		1100	21		1155
Switchboard Oper	55	1		55	1		55
Public Counter	40		4	160		6	240
NON-ENFORCEABLE OFFICE							
Files	15		13	195		15	225
Card File	10		3	30		4	40
Printer - shared	15		4	60		5	75
CPU/Disk drive	40		2	80		2	80
Microfilm reader	15		2	30		3	45
Copier	40		1	40		1	40
Cash Register	15		1	15		1	15
Worktable	25		4	100		5	125
Storage Cabinet	15		1	15		2	30
Storage Area							
Shelving Unit - 36"	15		5	75		6	90
Shelving Unit (36" long x 13 shelves)	15		7	105		9	135
Storage Box	10		4	40		4	40
Records Storage							
File Box	5		188	940		200	1000
Docket Book Shelving	15		6	90		7	105
Worktable	25		1	25		1	25
FISCAL UNIT							
Files (5-D)	15		7	105		9	135
Storage Cabinet	15		3	45		4	60

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SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - OFFICE

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Bookcase	10		1	10		2	20
Worktable	25		1	25		1	25
Terminal	35		2	70		3	105
Safe	20		1	20		1	20
Storage Boxes	5		6	30		6	30
ENFORCEABLE OFFICE							
Files (5-D)	15		7	105		8	120
Card File	10		4	40		5	50
Electric Card File	40		2	80		3	120
Storage Cabinet	15		2	30		2	30
Terminal	35		2	70		3	105
Printer	25		2	50		3	75
Storage Area							
File box	5		15	75		20	100
Docket Storage							
Shelving unit - 36"	15		3	45		4	60
Coat Storage	2		44	88		47	94
Circulation				2255			2554
Total		44		7893	47		8938

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SPACE REQUIREMENTS DETAIL

CIVIL PROCESSING - FIELD OPERATIONS

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Non-Enforceable Unit							
Lieutenant	160	1		160	1		160
CSO II	90	5		450	6		540
CSO I	65	48		3120	51		3315
Enforceable Unit							
Lieutenant	160	1		160	1		160
Sergeant	90	5		450	5		450
Police Officers*	65	30		1950	34		2210
FIELD OPERATIONS SECTION							
Officers' Telephone Room							
Battery Charger Area	40		2	80		2	80
Mail slots	40		2	80		2	80
File (5-D)	15		4	60		5	75
Coat Storage	2		90	180		98	196
Circulation				2676			2906
Total		90		9366	98		10172

* One workstation for every two employees.

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SPACE REQUIREMENTS DETAIL

LAW LIBRARY

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Law Librarian	160	1		160	1		160
Assistant Librarian	120	6		720	7		840
Clerk	65	6		390	7		455
Public Counter/Checkout Desk	40		3	120		3	120
Entrance/Reception	100		2	200		2	200
Public Work Area							
Card Catalog	25		4	100		4	100
Cardfile	10		3	30		3	30
Microfilm reader/printer	25		10	250		12	300
Copier	40		3	120		3	120
Public Reading Area							
Reading Table w/4 chairs	60		15	900		20	1200
Sofa	15		6	90		6	90
Staff Work Area							
Worktable	25		6	150		7	175
Terminal	40		4	160		4	160
Printer	25		4	100		4	100
Microfilm reader/printer	25		3	75		3	75
Book Sections	15		18	270		20	300
Files	15		17	255		20	300
Storage	700		1	700		1	700
Stack Area							
Book Sections 36"W + 18"D	10		725	7250		800	8000
Reserve Book Area	600		1	600		1	600
Conference Room	290		2	580		2	580
Dictating Room	100		1	100		1	100
A.V. Equipment Room	350		1	350		1	350
Typing Room	100		2	200		2	200
Coat Storage	2		13	26		15	30
Circulation				5558			6114

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SPACE REQUIREMENTS DETAIL

LAW LIBRARY

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Total		13		19454	15		21399

SPACE REQUIREMENTS DETAIL

CONTRACT SECURITY

DADE COUNTY CIVIL COURTS

Year		2000			2005		
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Supervisor	160	1		160	1		160
Security Guards	NWS	7			9		0
Clerk-Typist	55	1		55	1		55
Reception	100		1	100		1	100
Files	15		5	75		6	90
Storage Cabinet	15		2	30		2	30
Terminal	35		2	70		2	70
Printer	35		2	70		2	70
Copier	40		1	40		1	40
Evidence Room	150		1	150		1	150
Interview Room	100		1	100		1	100
Guard Workroom	300		1	300		1	300
Coat Storage	2		9	18		11	22
Circulation				409			415
Total		9		1577	11		1602

SPACE REQUIREMENTS DETAIL

BUILDING MANAGEMENT

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Building Manager	160	1		160	1		160
Clerk Typist	55	1		55	1		55
Maintenance Staff	NWS	10			11		
Files	15		4	60		5	75
Storage Cabinet	15		1	15		2	30
Reception	60		1	60		1	60
Coat Storage	2		12	24		13	26
Circulation				150			162
Total		12		524	13		568

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SPACE REQUIREMENTS DETAIL

BUILDING SUPPORT - NEW FACILITY

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Lobby							
Reception Security	300		1	300		1	300
Seating Area	300		1	300		1	300
Lobby Area	1400		1	1400		1	1400
Conference Rooms							
Large Conf/Training	800		1	800		1	800
Large	450		2	900		2	900
Medium	370		4	1480		4	1480
Small	290		4	1160		4	1160
Copy Stations	80		11	880		11	880
Food Service (Light)							
Seating	15		75	1125		75	1125
Serving Area	350		1	350		1	350
Food Prep Area	500		1	500		1	500
Trash Disposal	10		2	20		2	20
Employee Break Room w/sink/counter/microwave	120		10	1200		10	1200
First Aid	120		1	120		1	120
Loading Dock	1000		1	1000		1	1000
Processing Area	500		1	500		1	500
Attorney Conference Lounge	1200		1	1200		1	1200
Media Room	500		1	500		1	500
Baliff Control Center	500		1	500		1	500
Circulation				4982			4982
Total				19217			19217

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SPACE REQUIREMENTS DETAIL

BUILDING SUPPORT - EXISTING COURTHOUSE

DADE COUNTY CIVIL COURTS

Year			2000			2005	
Position/Area	sp/st	pr	itm	sq ft	pr	itm	sq ft
Lobby							
Snack Bar/Newstand	150		1	150		1	150
Reception/Security	200		1	200		1	200
Display Lobby	200		1	200		1	200
Lobby	600		1	600		1	600
Seating Area	200		1	200		1	200
Conference Rooms							
Large Conference/Training	800		1	800		1	800
Large	450		1	450		1	450
Medium	370		2	740		2	740
Small	290		2	580		2	580
Copy Stations	80		5	400		5	400
Employee Break Room w/sink/counter/microwave	120		6	720		6	720
First Aid Room	150		1	150		1	150
Bulk Furniture Storage	800		1	800		1	800
Supply Storage	400		1	400		1	400
Loading Dock	1000		1	1000		1	1000
Processing Area	500		1	500		1	500
Mail Room	700		1	700		1	700
Circulation				3436			3436
Total				12026			12026

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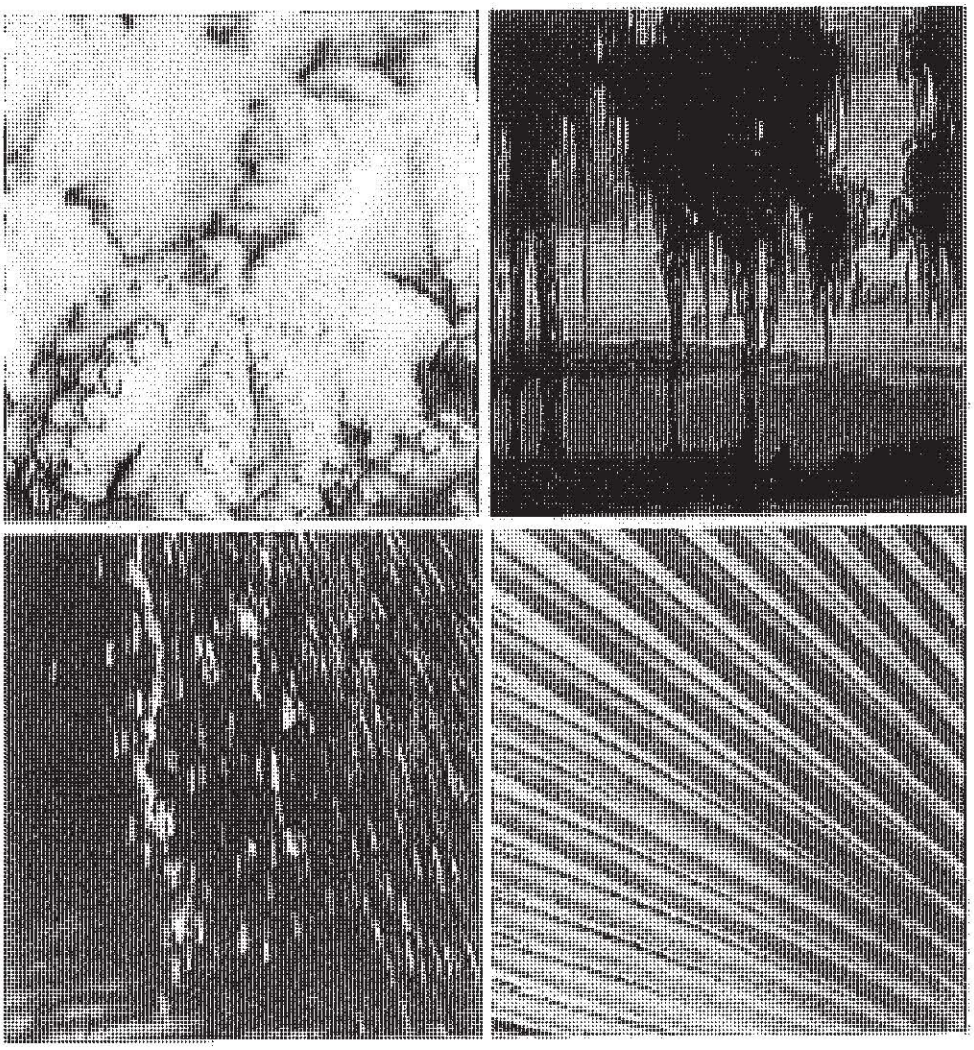
EXHIBIT 8

Eleventh Judicial Circuit of Florida Facilities Master Plan



Policy Studies Inc.
Dan L. Wiley & Associates, Inc.

ELEVENTH JUDICIAL CIRCUIT OF FLORIDA
FACILITIES MASTER PLAN

December 2002

Submitted to:

The Hon. Joseph P. Farina
Eleventh Judicial Circuit of Florida
Dade County Courthouse
73 West Flagler Street
Miami, Florida 33130

Submitted by:

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EXECUTIVE SUMMARY

This report presents the background to and the findings from a Judicial Facilities Master Plan study conducted for the Eleventh Judicial Circuit of Florida and Miami-Dade County. The study was begun in late 2000 as an extension of a larger project to help the Circuit develop a strategic plan for improving court organization and operations. The Facility Master Plan is intended to provide a strategic vision for judicial facilities in the Circuit and County and a long-term action plan for implementation of that vision.

BACKGROUND TO THE STUDY

The Facilities Master Plan study began as part of a larger and much more comprehensive strategic planning initiative that the court began in 1998 to address a wide range of governance, operational, procedural, staffing and general facility issues. That work effort, which concluded in late 2000, produced a series of important organizational and operational recommendations and highlighted the need for several ongoing initiatives. The development of a facility master plan emerged as one of the priorities for implementation. It was envisioned that the facilities master planning process would provide an opportunity to implement and test some of the other organizational and governance recommendations of the strategic action plan, especially those involving a more inclusive approach to strategic decision-making, as well as provide a guide to understanding court facility needs and implementing court facility projects.

The master planning process was extensive and lengthy, involving the following steps.

- The initial broad-based strategic planning phase begun in late 1998 included some data collection, assessment and review of court facilities. That planning phase concluded in late 2000 with a strategic plan that included several priority projects, including the development of a Judicial Facilities Master Plan.

- The Court moved forward with that effort in 2001, which included some additional data collection and a series of judicial workshops that involved judges from both Circuit and County Court levels and key officials from court-related agencies.

- The workshops culminated in a major day-long, facilities-related strategic planning meeting in September 2001, which brought together representatives of the Court, the County and the community.

- The results of that planning meeting were summarized and discussed at length by the Chief Judge and Court Administration.

This master plan report documents both the study process (i.e., data collection, workshops, deliberations and administrative review) and the most important results and recommendations that came from that process.

Need for a Facility Master Plan

As part of the initial assessment of court operations, we recognized that the Court had already done some long-range facility planning, but believed that the Court needed to enlarge the scope of the plan (i.e., create a facilities plan for the entire County justice system), improve the process used to develop the plan, and enhance the final product. Six conditions led us to this conclusion, including (1) population growth in Miami-Dade County, (2) growth and changes in service demand, (3) poor state of existing facilities, (4) existing facility projects that were not far reaching in scope, and (6) limited resources.

- Population growth: The fastest growing areas of Miami-Dade are found along the urban outskirts and especially in the western suburbs of the County. Urban development opportunities are limited on the coastal ridge and on the barrier islands because there is little remaining land that can be developed. It is on the perimeter that land is available. Between 2000 and 2010, areas in Northwestern Dade, West Kendall and South Dade are expected to experience over three-fourths of all population growth in the County.

- Caseload: Caseload trends are important because they represent (at least to a limited degree) the "demands for service" which are the basis for the need for judges, additional judicial system staff, programs, and ultimately space. It is clear from the data that there is a dramatic shift in filing activity toward the district court facilities. This shift appears to be driven by demographics, specifically that there are increasing numbers of people in the areas served by the district courthouses. The trend may also reflect some of the seeming difficulty of getting downtown, created by increased auto traffic and crowded roads.

Policy Issues

A fundamental premise of this Judicial Facilities Master Plan is that judicial facilities should be planned to support the Court's strategic service delivery interests and patterns.

This is the reason that the Court went through such an extensive process of self-inventory and evaluation to define its long-range service plan. This process was different from previous efforts because it represented a new and more inclusive approach by the Court to the development of strategic initiatives.

In support of this more inclusive process, the Court sponsored a strategic planning workshop that included representatives from the Court, the County, and other justice system agencies. The principal findings from that workshop about service delivery patterns were:

- There is strong interest in the distribution of jury trials to district facilities.
- There is strong interest in the development of sub-jury districts to support distributed jury trials.
- There is strong opposition to distribution of criminal "in-custody" proceedings.
- There is strong support for the distribution of non-jury, not in-custody Circuit Court matters to district facilities.
- There is strong support for firm venue lines for County civil cases in the district courts.
- There is strong support for additional district court facilities.

Workshop participants were presented with and asked to vote on four facility deployment alternatives. The general conclusion from this exercise was that there is cautious and qualified, but solid support for regionalization; that is, a wider distribution of services than exists at present. This concept was attractive because it was seen to:

- Provide better access to courts and services for litigants and the public;
- Limit the number of locations and provide more full service capabilities;
- Allow the best economies of scale in both staffing and space;
- Permit a more incremental implementation plan;
- Increase opportunity to provide adequate parking;
- Reduce the demand on the core facilities, access requirements to support them, and congestion in reaching them;
- Reduce the potential cost of land as compared to the expanding of the downtown facilities;
- Permit easy coordination with other Miami-Dade County regional government center projects; and
- Facilitate future facility expansion.

This preference for regionalization, if adopted and implemented, represents an evolution in the conceptual direction of past judicial facility planning. In the past, the main focus of the Court was on the expansion of the core facilities. At first, district courthouses were small and had a relatively small service area. More recently, the construction of the North Dade District Courthouse and the South Dade District Courthouse (at the South Dade Government Center) as larger facilities, more geographically centralized, and offering a greater range of services and a more significant economy of scale, presaged the emergence of this new direction.

Facility Master Plan

The recommended concept of "expanded regionalization" led to the development of a judicial officer projection and deployment model used to assign judicial officers to the various courthouses. This deployment model was then integrated with a space allocation formula to define specific new construction projects over the 20 year time-frame of the plan and outline a model to estimate in present (2002) dollars the probable cost of new construction projects. These projects were then added to the inventory of ongoing projects and arranged into a priority implementation plan and cost estimate (for new construction).

The facilities plan was developed in consideration of the following key factors and assumptions.

- By 2020, the Eleventh Judicial Circuit and Miami-Dade County can expect to need space to accommodate 28 more judges. Growth is expected from the present 113 to a total of 141 judges.

- A crisis situation related to existing facility size and conditions requires the immediate replacement of the Juvenile Justice Center, one of the core facilities. Nothing in this Judicial Facilities Master Plan should be presumed to alter that need or the immediacy of its solution.

- Nothing in this Plan should forestall the implementation of the additional courtrooms already planned for the Courthouse Center (CHC).

- The Court will hereafter limit creation and distribution of smaller, limited service district courthouses. Only those now committed will be completed and used (i.e. Caleb Center and Hialeah).

- The Court will support and encourage the development of a new West Miami-Dade District Courthouse that will provide both Circuit and County Court services in the rapidly expanding western areas of the County.

- As possible, the Court will seek the expansion of existing regionally based district courthouses (North Dade and South Dade) to support expanded County Court and, if feasible, certain select Circuit Court judges and services.

- As regional operations and space develop, the Court will restrain growth at the core facilities.

- Decisions about expansion requirements of the core facilities — Richard E. Gerstein Justice Building (REG), Dade County Courthouse (DCCH) and Courthouse Center (CHC) — beyond the projects now in process will be made in light of emerging availability of space at the regional facilities.

The implementation of the expanded regionalization model divides facility planning into Priority 1, Priority 2 and Priority 3 projects. The estimated space needs and costs associated with these projects are made using the following four steps:

Step 1 Establish a typical judge-related DGSF (departmental gross square feet) planning module. This is done by defining a typical net square feet program of judge-related spaces and multiplying by 1.4.

Step 2 Define an agency-specific DGSF planning module as a percentage of the judicial planning module to account for space needs of other groups (e.g., State Attorney, Public Defender).

Step 3 Define additional DGSF formulas for specific functional alternatives and special facility provisions, including, for example, jury assembly, prisoner sally port and staging, food service, and building maintenance support.

Step 4 Determine total square feet of space needs and multiply by the estimated costs for construction (currently about $225/DGSF) and project costs (about 35% of base construction costs).

<u>Priority 1 (short term) projects:</u> This includes those projects now in progress and those needed within the short term (i.e., within the next 5 years).

- New Hialeah District Courthouse (2 courtrooms).

- New Juvenile Justice Courthouse (up to 14 courtrooms).
- Courtroom and Judicial office additions to CHC (Floors 28, 29 and 30: 7 courtrooms).
- Courtroom and Judicial office expansion at the South Dade District Courthouse (2 courtrooms).
- Caleb Center renovation (2 courtrooms).
- Various other modifications, renovations and repairs at REG, CHC and DCCH.

Priority 2 (intermediate term) projects: This includes those projects needed in the intermediate time range (i.e., 0-10 years) to implement the regional concept and insure that expansion requirements at the core facilities are minimized. The projected costs of building a new West Dade Regional Courthouse are $57.8 million (2002 dollars), as shown in the table below.

Priority 2 Project West Dade Regional District Court			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			114,051 DGSF
• Court	5,502	12	
• Clerk	2,751	12	
• Court Administration	1,100	12	
• State Attorney	550	3	
• Public Defender	55	3	
Special Facility Provisions			26,850 DGSF
• Jury assembly	50	75	
• Prisoner holding	1,100	1	
• General Masters	3,000	4	
• Food Service	50	40	
• Multi-purpose	25	50	
• Child care	50	15	
• Building maintenance & support	500	12	
Total square feet			
• Total departmental gross square feet (DGSF)			140,901
• Total building gross square feet (35% of DGSF)[1]			49,315
• Total square feet			190,216
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$42,798,679
• Project costs @35% of base construction costs[2]			$14,979,538
• Total costs			$57,778,217

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Priority 3 (long term) projects: These are long range (i.e., 10-20 years) projects aimed at the long-term expansion of older core and regional facilities. The projected costs of expanding the North Dade and South Dade Regional District Courts are $23.6 million (2002 dollars), as shown in the two tables below.

Priority 3 Project North Dade Regional District Court Expansion			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			19,256 DGSF
• Court	5,502	2	
• Clerk	2,751	2	
• Court Administration	1,100	2	
• State Attorney	550	1	
• Public Defender	55	—	
Special Facility Provisions			9,425 DGSF
• Jury assembly	50	—	
• Prisoner holding	1,100	0.5	
• General Masters	3,000	2	
• Food Service	50	20	
• Multi-purpose	25	35	
• Building maintenance & support	500	2	
Total square feet			
• Total departmental gross square feet (DGSF)			28,681
• Total building gross square feet (35% of DGSF)[1]			10,038
• Total square feet			38,719
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$8,711,854
• Project costs @35% of base construction costs[2]			$3,049,149
• Total costs			$11,761,003

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Priority 3 Project South Dade Regional District Court Expansion			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			19,256 DGSF
• Court	5,502	2	
• Clerk	2,751	2	
• Court Administration	1,100	2	
• State Attorney	550	1	
• Public Defender	55	—	
Special Facility Provisions			9,425 DGSF
• Jury assembly	50	—	
• Prisoner holding	1,100	0.5	
• General Masters	3,000	2	
• Food Service	50	20	
• Multi-purpose	25	35	
• Building maintenance & support	500	2	
Total square feet			
• Total departmental gross square feet (DGSF)			28,681
• Total building gross square feet (35% of DGSF)[1]			10,038
• Total square feet			38,719
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$8,711,854
• Project costs @35% of base construction costs[2]			$3,049,149
• Total costs			$11,761,003

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Conclusion

This Judicial Facilities Master Plan report should serve as a basis for important decisions regarding strategic deployment directions, capital funding and specific facility, renovation and new construction projects. The report is intended to provide the foundation for implementation of the next generation of court facilities in Miami-Dade County, facilities that will support the essential operations of the judicial system, meet the need for public access to justice and dispute resolution services, represent the respect and pride of the community in its basic institutions, and reflect the dignity of the County's judicial officers and justice system.

SECTION I
INTRODUCTION

This is a Judicial Facilities Master Plan prepared for the Eleventh Judicial Circuit of Florida and Miami-Dade County. It is intended to provide a strategic vision for judicial facilities in the Circuit and County and a long-term action plan for implementation of that vision.

Facilities are a fundamental resource for judicial system services. As such, they have both functional and symbolic significance.

- Functional: Facilities provide the space in which judicial system officers and staff perform their duties and the public comes to conduct important business.

- Symbolic: Facilities represent basic principles and ideals of American government in the community; the belief in the rule of law, and equal justice for all, under that law.

This dual role has a significant impact on judicial facilities. They need space that is *sufficient* to accommodate the people and processes of the judicial system and that is *suitable* to their important symbolic purpose. These are the simple interests that support this master plan: judicial system space and facilities that are sufficient and suitable.

BACKGROUND TO THE REPORT

This study and facilities master plan began as part of a larger and much more comprehensive assessment and strategic planning initiative that the Court undertook in 1998 to address a wide range of governance, operational, procedural, staffing and general facility issues. That work effort (which concluded in late 2000) produced a series of important organizational and operational recommendations and the suggestion of several ongoing initiatives. The development of a facilities master plan emerged as one of the priorities for implementation. It was envisioned that the facilities master planning process would provide an opportunity to implement and test some of the other organizational and governance recommendations of the strategic action plan, especially those involving a more inclusive approach to strategic decision-making as well as provide a guide to understanding court facility needs and implementing court facility projects.

In keeping with this interest, a rather extensive and extended process evolved. First, there was a period of data collection, assessment and review that took place during the initial

broad based strategic planning phase in 1998. This was followed in 2001 by a series of judicial workshops that included judges from both Circuit and County Court levels and key officials from court-related agencies. The workshops culminated in a major one-day strategic planning meeting on facilities in September 2001. That meeting brought together representatives of the Court, the County and the community. The results of that session have subsequently been under review by the Chief Judge and Court Administration. This master plan report describes the study process and documents the most important results from study activities (i.e., data collection, workshops, discussions, and administrative review).

Report Organization

In addition to the introduction, this report is organized into three sections. These follow the sequence and evolution of the study and each responds to a direct and important question that emerged from the process.

Section II – Need for a Facilities Master Plan

Why is a judicial facilities master plan needed for the Eleventh Circuit and Dade County?

This section reaches back to the earliest stages of the Strategic Action Plan and the initial data collection effort related to facilities. Using the report prepared at that time, it explains the relationship of the facility planning work to the larger goals of the Strategic Action Plan, defines six reasons why a facility master plan is needed, identifies critical service delivery issues and presents preliminary conceptual deployment alternatives for consideration and discussion. It also provides important recommendations regarding the Court's internal organization related to facility planning and decision-making. This work set the stage for the subsequent workshops and makes clear the supporting rationale for judicial facilities master planning in Dade County and why this effort is different from others that have preceded it.

Section III – Policy Issues

What is the service delivery pattern that supports and frames the judicial facilities plan?

It is a fundamental premise of this report that judicial facilities should be planned to support the Court's strategic service delivery interests and patterns. This is the reason that the Court went through such an extensive process of self-inventory and evaluation to define its long-range service plan. This section documents the study process and presents

the major findings from the discussions held as part of that process because they are the foundation for the subsequent facility development plan.

The process we used in this study represents a new and more inclusive approach by the court to the development of strategic initiatives. The proposed development plan for judicial facilities presented in the last section is based on a new direction and to some extent a still evolving vision of how best to provide public access to essential justice and dispute resolution services in Miami-Dade County.

Section IV – Facilities Master Plan

What is the judicial facilities master plan?

This section presents the recommended judicial facility development plan for the Eleventh Judicial Circuit of Florida operating in Miami-Dade County. It (1) defines the plan sequence, (2) estimates judicial growth by facility under the regionalization model, (3) provides basic space planning formulas and criteria for determining priorities, (4) projects capital project requirements, and (5) outlines the primary capital priorities and projects to 2020.

CONCLUSION

The Eleventh Judicial Circuit of Florida and Miami-Dade County need a judicial facilities master plan as a basis for important decisions regarding strategic deployment directions, capital funding and specific facility, renovation and new construction projects. This report is intended to provide the foundation for implementing the next generation of court facilities in Miami-Dade County, facilities that will (1) support the essential operations of the judicial system, (2) meet the need for public access to justice and dispute resolution services, (3) represent the respect and pride the community has in its basic institutions, and (4) reflect the dignity of the County's judicial officers and justice system.

SECTION II
NEED FOR A FACILITY MASTER PLAN

INTRODUCTION

Why should the Eleventh Judicial Circuit and Miami-Dade County have a judicial facilities master plan? That was a fundamental question raised in the early stages of the strategic planning effort. This section provides an answer to this question and offers important recommendations regarding the policy basis for a facilities master plan and the framework of its presentation to the larger court and the funding authorities. The information in this section uses the data, analysis and recommendations as they were written in a report prepared at the time of the initial assessment work in late 1998. Some of this information is updated in later sections of this report.

APPROACH

In late 1998, as part of the development of the Strategic Action Plan for the Eleventh Judicial Circuit of Florida, the planning team examined the Court's facilities with a view toward:

- Identifying justice system participants' perceptions of immediate and long term facility adequacy in light of the Court's evolving strategic direction;
- Integrating findings from previous facilities management and needs assessments, particularly the Comprehensive Master Plan with the analysis of the current system; and
- Identifying the relationships among facilities, case flow management, interdepartmental dependencies and the Court's strategic direction.

To accomplish these objectives, the facility planning team:

- Visited all of the Court's core and branch facilities,
- Reviewed data collected on court caseloads as well as data previously developed during projects related to the main court facilities,
- Reviewed materials prepared by the Facilities Planning unit of Court Administration,
- Collected and evaluated County population data prepared by the Miami-Dade County Planning Department,
- Interviewed top Budget Office officials regarding court facility funding requests, strategies and projects,

- Interviewed the Court Administrator on general facility planning issues,
- Interviewed the County Manager and a representative of the County Mayor concerning their perceptions of and interest in the facility needs of the Court as well as their suggestions on how those needs might be most effectively presented, and
- Conducted a work session with a combined group of Court Administration and Clerk of Courts officials relative to Court service delivery in the branch facilities.

These efforts provided an initial assessment of the strategic facilities planning situation facing the Court and led to three key recommendations regarding the development of a coordinated, cohesive and comprehensive long-range judicial facilities plan.

Recommendation 1

A Long-Range, Strategically Based Judicial Facilities Plan Should be Developed

The first recommendation was for the Court to develop a long-range plan for judicial facilities. We suggested that the plan include the following minimum characteristics:

- It should be based on a careful analysis of available data,
- It should be responsive to clearly stated policy and service delivery objectives,
- It should be developed and approved through a systematic and inclusive process,
- It should be understood and supported by the Court at large and ideally by key members of the justice system,
- It should be sensitive to both capital and operational cost impacts, and
- It should be flexible in both content and implementation.

Our initial assessment showed that the Court had previously done some long-range facility planning which met some, though not always all, of these criteria. That prior work was based on solid Court Administration and Budget Department efforts. However, it sometimes did not have the background of policy discussion, deliberative process and judicial review that we believe was needed to support a facility plan's viability. The work also lacked the full strategic scope that we believe was needed to make the facility plan of greatest utility to the Court. We concluded there was a need to enlarge the scope of the plan (i.e., create a facilities plan for the entire County justice system), improve the process used to develop the plan, and enhance the final product.

Additionally, the Court was then and is still facing six conditions that make the need for a facilities master plan compelling and its absence a danger to the Court's future ability to handle demand for services. These conditions are: (1) population growth, (2) growth and changes in service demands, (3) poor state of existing facilities, (4) facility projects that are not far reaching, (5) increases in judicial system staff, and (6) limited resources.

County Population Growth

The County population continues to grow. Under all of the official forecasts, both the pace and volume of population growth in Miami-Dade County are significant. A recent update of population statistics by the Miami-Dade County Department of Planning, Development and Regulation projects 47 percent growth from 1995 to 2015; from 2,022,669 to 2,982,153 residents, or an increase of 959,484 persons. If these projections are accurate, this means that almost 48,000 people per year will be added to Miami-Dade County resident population. Even the more conservative estimates of the University of Florida, Bureau of Business and Economic Development show population growth for 2015 reaching over 2.46 million people or about 22 percent over existing levels. This more modest percentage increase would still add over 439,000 people to the County.

The direction of growth is also of interest to the Court. The Miami-Dade County Planning Department has published a recent update of its *Population Projections by Minor Statistical Area and Census Tract* publication and has found that the strongest growth trends are on the urban fringes of Miami-Dade County. It has identified Northwest Dade County as the area experiencing the greatest positive change and the Homestead Regional Airport area in South Dade as the area with the greatest negative change (due to Hurricane Andrew). In general, by 2015, it is estimated that 53 percent of the Miami-Dade County population will live in what is now the urban fringe.

The conclusion from these estimates is that the size and strength of population growth and the direction of growth will have an impact on the Court and the increasing density of population will have an effect on the ease of public access to existing court facilities. Population growth supports the need for a long-term analysis of facility needs.

Growing/Changing Service Demands

The judicial caseload has been climbing again in Miami-Dade County in recent years. There was a tremendous surge in the total number of cases in the late 1980s, followed by a sharp decline from 1991 to 1993. A significant amount of this drop can be traced to a

revised counting mechanism for traffic cases, but other case categories also experienced real decline. Then, from 1993 through 1997, total caseload grew 10 percent.

The growth in cases has been accompanied by a change in the balance of case types. For example, the number of County Criminal cases has decreased despite population growth. On the other hand, the number of general civil and family related cases is significantly higher. The historic mix of cases is changing.

Additionally, there is an increasing shift in the demand for services at the Branch Court facilities. The percentage of total County Court civil cases filed in the branches grew from 67 percent in 1994 to 72 percent in 1997. In the last 5 years, County Court filings in the Branches have grown 10 percent and Domestic Violence actions have risen over 20 percent. There is clear evidence of rising pressure on the Branch facilities. At the same time, there are new demands to open additional Branch facilities. A new courthouse is being planned in Hialeah.

The growth in real service demands and the increasing pressure to meet those demands in the Branch facilities support the need for a strategic facilities plan.

Existing Facilities are Stressed

Miami-Dade County operates from a combination of core and branch (or district) facilities. All of the buildings in the three core complexes listed below are at or are fast approaching capacity despite recent and ongoing renovations.

- Civil and family case core includes the Dade County Courthouse and Courthouse Center, both of which were in renovation in late 1998.
- Criminal case core includes the Richard E. Gerstein Justice Building, which was undergoing major renovation in 1998, and the supporting facilities for the State Attorney and Public Defender.
- The juvenile case core is the Juvenile Justice Center. Renovations and temporary additions at the Center were and are in progress.

Branch facilities include courts at Miami Beach, North Dade, Caleb Center, Coral Gables and South Dade. Except for South Dade, each of the facilities has significant limitations in size, suitability, or accompanying support space (e.g., parking, storage, general waiting, support agency accommodations).

Of the existing core facilities, the most serious problems of crowding and dysfunction are occurring at the Juvenile Justice Center. Demand on this facility has far outstripped its capacity. The entire campus has become a confusing and chaotic collection of parking, trailers, security fences, temporary buildings, overcrowded waiting rooms and cramped staff accommodations.

Of the Branch facilities, the courts at Caleb Center are the most congested and limited in arrangements and opportunities for renovation or expansion. Parking is at a premium. Renovations are currently underway at this branch facility.

Despite considerable expenditures over the last several years, the Miami-Dade County court facilities are being seriously stressed by the demands placed upon them and their deficiencies support the need for a comprehensive facilities plan.

Existing Facility Projects are not Sufficiently Far Reaching

The various design and construction projects now underway for the Judicial System have a relatively short window of adequacy. Facility projects take a lot of time from inception to completion and, typically, this time in implementation erodes some of their planning margin. The major projects now underway are the result of needs assessments done in the late 1980s or early 1990s and have target windows of 2005 to 2010 but are not yet finished.

- The renovations to the Gerstein Building (Criminal) are making up for past deficits in courtrooms and extending capacity by about 5 years.
- Courthouse Center renovations buy some time for the Civil and Family Divisions, but do not fully address the long-term space problems associated with Domestic Violence cases and do not achieve the originally desired objective of bringing all family-related case types together.
- Temporary buildings buy only limited time at the Juvenile Justice Center.
- Financial limitations prevent development of any more than immediate needs in Hialeah.

In short, the entire facilities system seems either in catch-up or keep-even status.

It should be recognized that this is a *description* rather than a *criticism* of the situation. Miami-Dade County government, and in particular the Budget Office, has exhibited genuine interest in understanding the space and facility needs of the Court (and Judicial System) and demonstrated remarkable ingenuity in securing resources in times of severe

shortage and intense competition among competing interests. Despite these efforts, however, and despite solid attempts to plan for the future, the pace of growth and the intensity of demand have created a situation that seems driven more by crisis management than carefully crafted strategic initiative.

There is a need for a planning process and product that goes beyond the usual planning window and addresses a much longer time frame of issues and projects.

Increases in Judicial System Staff can be Anticipated

In recent years, there have been significant attempts to restrain growth in or even reduce judicial system staff. Budget cutbacks have led to the elimination of some positions and reassignments of others. A great deal of management attention has focused on how to improve efficiency; that is, produce more with fewer staff. However, since 1990, judicial positions have been added at the rate of about 1.75 positions per year and each of these additions has an additional staffing impact. There were 97 judges in 1990 and 111 in 1998. If this rate of growth were to continue, an additional 25 to 30 judges could be added to the system by 2015. Not only will the Court be adding personnel to support the judge, but there also will be parallel impacts in other offices of the Justice System, including the Clerk of Courts, the State Attorney and the Public Defender. Additional staff is one of the most significant factors influencing the need for additional space.

The need to provide for future staff supports the development of a long-term facility plan.

Funding Resources are Limited

Funding sources and funding resources are in short supply. Budget Office officials report that it is unlikely that future Court facility needs can be financed by any other mechanism than a bond referendum. Existing revenue sources are already committed and no new ones are in sight. It is critical that the Court have a plan that effectively prioritizes its needs and makes a case for these needs in the competitive arena of public funding.

It is not entirely clear at this point what impact proposed changes in Article V will have on funding options. If Miami-Dade County is relieved of a significant operational cost burden, then it is conceivable that some of the savings could be re-channeled into court-related capital projects. It could also be argued, however, that whatever savings are realized should be used to address a backlog of issues in other areas of government that were previously preempted by Court projects. Whatever the case, changes to Article V will not relieve the County of responsibility for court facilities, but will further underscore the

need for a cohesive, well conceived inventory of priorities to guide the wise use of limited resources.

The combination of these factors creates a compelling argument that the Court needs a cohesive, comprehensive and coordinated long-range facility plan. This plan should build on work already done and should expand the strategic vision, policy and service assumptions, background analysis, project content and approval process of the Court's facility master planning.

Recommendation 2
The Plan Should be Based on Important Policy Decisions Regarding Operational and Service Delivery Objectives and Patterns

The heart of any facility planning process is operational intent. Each and every facility should have a reason to exist and a specific set of operational and functional objectives. These should be part of the Court's larger pattern of service interest, calculated cost/benefit and strategic rationale.

However it may have evolved, there is an existing pattern to the use and placement of court facilities in Miami-Dade County. Some case types and functions (e.g., jury trials, in-custody arraignments) are centralized. Some are not. Some cases are assigned to Court facilities based on geographic catchment areas. Some are not. Some agency services have been decentralized. Some have not. Some facility locations have been based on regional considerations and some on more localized demand. Some facilities have been planned for specialized purpose and some for more general use.

A fundamental issue is whether this pattern and its underlying operational assumptions or some other assumptions will guide the development of future court facilities in Miami-Dade County. Future facilities should not, and indeed cannot, be planned without serious consideration of certain specific questions and issues, among them the following:

- What will be the pattern of jury trial deployment?
- What will be the pattern of prisoner proceeding deployment?
- What will be the pattern of branch court development?

What Will be the Pattern of Jury Trial Deployment?

At present, the Courts conduct all jury trials at either the Gerstein Building (Criminal core) or the Dade County Courthouse and Courthouse Center (Civil/Family core). Some of the branch facilities have been designed to support limited jury trials, but have not been planned to support jury assembly.

It should be noted that (1) legislation was passed that facilitates the creation of additional jury districts within a county's overall boundaries and (2) other urban counties have already begun to face calls for the creation of additional jury districts. Given the increasing density of Miami-Dade County and the problems in transportation and travel within the County, it seems only a matter of time before the same pressures develop in Miami-Dade as they have developed in other counties.

The question of whether jury trials will remain centralized or be distributed to branch facilities will have a profound impact on strategic planning. Facility questions go well beyond the simple issue of whether or not there should be jury rooms attached to courtrooms. Some of the other questions that would need to be addressed include:

- Would jurors be assembled elsewhere and transported or should jury assembly quarters be created?
- Will jury trials be limited to a specific case type such as DUI, or would the door be opened to all case types?
- Will a jury district be developed around the branch facility?
- Will the scheduling of jury trials and the resultant courtroom utilization inefficiencies add to the future courtroom space demand in the branches?
- What impact would the conduct of jury trials in the branches have on the space needs of the other justice system agencies and offices?

What Will be the Pattern of Prisoner Proceeding Deployment?

Most criminal proceedings are centralized at the Gerstein building. The recent planning of domestic violence proceedings at Courthouse Center across the street from the Dade County Courthouse has shown the significant operational and spatial questions that attach to a change in the present pattern of deployment. Larger holding capability, attorney/prisoner conference rooms, potential public confusion, the break-up of "one stop" domestic violence processing, additional State Attorney quarters and provisions for the Public Defender were all elements of controversy and consideration.

Virtually all of the branch facilities have limited prisoner holding capacity, but nowhere nearly enough to accommodate the influx of prisoners that could be anticipated if a general policy were adopted to decentralize all criminal proceedings. Not only prisoner holding space would be affected, but also the operations and staff assignments of the other justice system agencies would be expected to change and the Court itself would have to rethink the assignment of judges to the branches.

What Will be the Pattern of Branch Court Development?

The Court presently maintains a combination of fixed geographical boundaries for certain case types (e.g., Traffic, Landlord & Tenant) and flexible assignment for other case types. General County Court civil matters may be filed and heard in any branch facility. This flexibility was a service to the Bar in that a lawyer could draw cases from a wide area but have them heard in one place close to his or her office. As a practical matter, though, this makes the analysis of true workload within a given set of boundaries and the prediction of caseload at any given branch problematic. If the Court should ever adopt a fixed boundary system for its branch facilities for all case types, it could have a significant impact on the number of courts required to be located there.

There are at least three major conceptual alternatives in connection with branch facilities.

- Status Quo: keep the existing pattern of major cores surrounded by limited purpose and limited service branches with flexible boundaries.

- Regional Concept: create full service facilities to handle cases within fixed geographical boundaries. Population and caseload growth are projected and facility planning developed around the forecasts. These full service facilities would eventually rival the core facilities in size and function.

- Prototypical Branch Model: in this model, a fixed combination of size, staff, space and services is adopted and these are added in areas of apparent need as overall demand reaches an agreed-upon threshold.

It can easily be seen that each of these concepts carries a significantly different operational and facilities impact. The first concentrates the effects of growth at the core facilities while providing only limited guidance to branch allocation. The second distributes the growth, but limits the number and location of branches. The third would end up evolving the greatest number of facilities and locations. Each of these would have a different impact on the Court's distribution of judges, on the deployment of support services, on the need for

other justice system agency space and on the alternative expansion scenarios. Each would have a different cost impact and could be expected to generate a different implementation schedule and process. Each would have a different impact on the Court's relationship to the funding authorities. Each is driven by a different vision of how the Court would best relate to the community and how it might best strike the balance between convenience and cost.

In this connection, notice should be given to the Court's support for the concept of neighborhood courts. In one of its visioning conferences, the Court embraced the idea that the courts themselves should be a forum of last resort in a system of dispute resolution that offers a variety of mechanisms located as close as possible to the people they serve. Mediation, neighborhood justice panels, community meetings and other processes, procedures and programs could be created in as many communities as possible to bring local and prompt resolution of issues. How these could be worked into the overall deployment of judicial facilities or even whether they should be is another aspect of the branch facility discussion.

These are not the only policy and operational issues needing discussion as a basis for future facility planning. Others would include the proposed pattern of technology use and integration into the Court's overall operations and the pattern of system agency support for the Court. Are the most effective service delivery options consistent with the most efficient staff allocation practices of the various court-related agencies?

The most important idea here is the recognition that facilities ought to be created to serve calculated policy and service delivery intentions, not that the intensions should be conformed to whatever facilities are handy regardless of compatibility. Strong and clear policy direction is needed to create a facility plan that is coherent, cohesive and cost effective.

Recommendation 3

The Plan Should be Based on Both Internal and System Consensus and Should be Systematically Presented to Funding Authorities

The primary focus of the Court's Strategic Plan is the organizational and operational efficiency and effectiveness of the Court. Implicit in this priority is the belief that facility planning should be the servant of policy and functional objectives rather than their master. Strategic service delivery interests should determine space allocations and deployment, rather than being constrained by them.

This concept raises the question of the process by which the strategic interests and objectives are determined and the policy directions established that would determine priorities and guide facility planning. Historically, these decisions appear to have been made more or less exclusively by the Chief Judge either with or without supporting deliberative mechanisms. Without challenging the right and authority of the Chief Judge to finalize these decisions, Recommendation 3 suggests that the policy and service delivery issues behind the development of a facility master plan are of such dimension, importance and long-range effect that a more systematic, structured and inclusive approach is needed both within the Court itself and within the larger Justice System to provide advice, support, continuity and political viability. A long-range facility master plan should be based on organization, policy and service directions, and understood and approved by the Court after appropriate input, analysis and discussion with other important Justice System officials. This set of directions should be the basis for the Court's overtures to the funding authorities and should be used as a cohesive rationale for all facility initiatives. In light of this recommendation, we have the following suggestions:

- Establish a high quality judicial facilities committee to address the strategic questions. The agenda of this committee should allow for the presentation and full debate of the larger issues that will drive the Court's facility agenda. (Some of these were articulated in the Strategic Plan report developed by the Court). Whatever overall responsibilities the committee may have, its primary duty should be to give the Chief Judge the full benefit of combined thinking and full discussion on the strategic directions of the Court and its buildings.

- Recruit and convene a high-level system issues committee under direction of the Chief Judge to share problems, propose solutions, coordinate service and policy directions and provide advice and support for system initiatives. Whatever activities appear in the Court's strategic plan and whatever facilities directions are proposed must be sensitive to the needs of the other agencies in the justice system. The Court cannot pursue its own interests to the exclusion of the interests of these other important players. Budget Office officials have stated their belief that a void in system communications was created when the earlier Criminal Justice Coordinating Council ceased to function. They believe it was a useful and important forum for discussion of larger system issues and they miss the opportunities it created for better communication and coordination. The strength of the council was the commitment and participation of the elected policy makers and the strong united approach to difficult systemic issues.

- Establish a high level liaison to the Executive and Legislative branches. The Miami-Dade County political environment has been changing. The voters have adopted a

strong County Mayor system and perhaps more significantly, County Commissioners are now elected by district rather than at large. This latter development is seen as having the most potential impact on the initiation and approval of Court facility projects. The prospect is raised that a project proposed in one district might be held up pending a commitment to a parallel project in another district or districts. The need for the Court to have and to effectively present and advocate for a strong, well reasoned, operationally based and logically defensible facilities plan to forestall such a possibility is obvious.

In meeting with the County Manager, a representative of the Mayor, and Budget Office officials, a number of well-reasoned suggestions were made.

- As noted previously, Court interests should not be pursued to the exclusion of or without reference to system interests.

- Careful and thorough analysis should accompany facility initiatives.

- The strongest support for facility initiatives is to be found in evidence of the impact of operational improvements and enhanced efficiencies.

- The Court should maintain strong communication at the staff level with the Budget Office.

- The Chief Judge should open and maintain clear, informal communication with the County Manager and Mayor. Courtesy briefings on important policy and service issues as well as facility tours are advisable. Both formal and informal presentations to the Board or its members should be coordinated. The object of this communication and coordination is to prevent surprises and to foster the most cohesive approach to project approvals.

- The Court should establish a dialogue as necessary with Commissioners representing Districts where Court facilities are located or may be located to provide information and opportunity for informal discussion.

- The Court should strive to create and maintain a strategic vision and direction that gives rationale to individual projects and that can be systematically presented, advocated and implemented.

The key point of Recommendation 3, then, is that to be successful in its facility initiatives the Court must establish strong and effective mechanisms for providing the Chief Judge with the base of understanding, discussion and support of the key underlying policy and service delivery interests. These must be developed (1) within the Court itself to insure continuity, (2) within the system to avoid contentious and unproductive competition for scarce resources, and (3) with input from the County's staff and political leadership to insure full and fair consideration.

Conclusion

These early recommendations and the information and analysis supporting them from the 1998 assessment clearly established and continue to support the need for a judicial facilities master plan. They became the basis for an extensive subsequent effort by the Court to review and redefine its long-term service delivery pattern.

SECTION III
POLICY ISSUES

INTRODUCTION

What is the service delivery plan that supports and frames the judicial facilities plan? This is a fundamental question raised by the early analysis of the Court's facility situation. Different views of how the courts could or should deliver services to the citizens and communities of Miami-Dade County clearly produce different facility implications. Many "facility master plans" are possible unless there is a specific strategic vision upon which to base the deployment and operational expectations of future buildings.

It was the recognition of this reality that became the basis for a year-long process in which the Court (and ultimately related justice system agencies) considered the alternatives and reached a conclusion reported in this section. The culmination of the process was a day-long strategic planning session with representatives of the Court, the County, the judicial system and other interested public and private groups. This session made use of a computer-based approach called Option Finder to survey and poll participant responses to critical questions and immediately report emerging trends. Participants were given a background presentation on County and Court growth trends as well as a summary of existing court facilities and service delivery patterns. They were then asked to respond to a set of questions designed to uncover ideas and opinions about future patterns of service and to test their responses to a set of facility planning alternatives related to the respective service delivery options.

This Section has three parts.

- Part 1 provides an update of important population and caseload data, a view of the Court's existing facilities and deployment and a summary of service delivery patterns. This information (though in different form) was provided at the workshop as background for the discussion of interests and options.

- Part 2 reports the Option Finder workshop results.

- Part 3 translates the workshop results into a specific recommendation for the Court's future service delivery pattern.

Part 1: Existing Facilities and Service Delivery Patterns

The Miami-Dade Courts cover an area of almost 2,000 square miles. In total, 113 judges (72 Circuit and 41 County) sit in 111 courtrooms. Miami-Dade County maintains approximately 1.1 million square feet of space for judicial facilities.

The majority of cases filed are heard at four main court facilities located in three "core" complexes in the greater Miami area. Circuit and county court judges preside over criminal cases at the Richard E. Gerstein (REG) Justice Building (Criminal Core complex), civil cases at the Dade County Courthouse and family and domestic violence cases at Lawson E. Thomas Courthouse Center (in combination, the Civil Core complex), and juvenile dependency and delinquency cases at the Juvenile Justice Center (Juvenile Core complex).

The REG Justice Building where criminal, misdemeanor and traffic cases are heard, has just undergone a $26 million renovation. Ongoing projects include expansion of the jury room, construction of a post judgment/collections center, additional holding cells and the build out of shelled space to name a few.

The Juvenile Justice Center (JCC), which hears delinquency and dependency cases, has become seriously overcrowded. Despite a variety of measures, including the construction of temporary buildings on the site, the leasing of nearby office space and limited remodeling of selected areas, the critical functions of the Court and associated agencies have become increasingly hampered by spatial inadequacies and insufficiencies. There is a lack of available expansion space in the existing facility. The building has outlived its usefulness. To this end, plans are on the drawing board to design a new facility.

The Lawson E. Thomas Courthouse Center, the newest facility to be added as a major courthouse, is where family and domestic violence cases are heard. The building was converted from an office building into a specialized court building. Additional space is available for future expansion and plans are underway to develop additional courtrooms and judges' chambers on three vacant floors.

The Dade County Courthouse is the oldest of the court facilities. Construction on the building was completed in 1928. At that time, the building served as both the courthouse and the Miami City Hall. Jail cells occupied the top nine floors. Restoration has been ongoing since 1981. Continual repairs as well as modifications are being made for life safety, access and code deficiencies.

These are the four main court facilities where the bulk of the cases are heard. To better accommodate the people of Miami-Dade County in such a widespread area, five outlying locations (not including Sweetwater) serve as district courts. District or satellite courts are found in the outlying areas of the County. These district courts evolved from the demise of the county criminal municipal courts as a result of the 1972 revision of Article V of the Florida Constitution. As part of overcoming citizen concerns about losing easy access to community-based courts, commitments were made to maintain and develop local courts to serve the public in the former municipal court jurisdictional areas. It was an effort to maintain and enhance court services to the community. Since then, as population has grown and dispersed and the amount and mix of cases has changed, the leadership of the judicial system has developed and expanded the district courts.

Table 1 shows the existing district court locations and the municipalities they serve.[1]

Table 1
Existing District Court Locations and Service Areas

District Courts	Municipalities
Caleb Center (recently relocated for a 2 year renovation to its existing building)	Hialeah, Hialeah Gardens
Coral Gables	Coral Gables, South Miami, Miami Springs, Virginia Gardens, Medley
Miami Beach	Miami Beach
North Dade Justice Center	North Miami, North Miami Beach, Miami Lakes, Biscayne Park, Miami Shores Village, Surfside, North Bay Village, Bal Harbour, Bar Harbor Islands, Golden Beach, Opa Locka, Aventura
South Dade Justice Center	Homestead, Florida City, Pinecrest, (Unicorporated Dade)

Hialeah Courthouse / Child Support Center

There are five "District" court facilities/clerk offices that are the primary focus of this report as well as other Clerk's non-court service locations. Court services provided at each of the district locations include: court hearings; filing of circuit, family and civil cases; assisting the public when filing small claims; providing information; accepting payment for traffic, misdemeanor and parking violation fines; accepting declarations of domicile; and taking oaths from witnesses to wills. In all locations, the district facilities can also accept applications for marriage licenses and perform marriage ceremonies and process drivers

[1]The REG Justice Building, Dade County Courthouse, Courthouse Center and Juvenile Justice Center handle cases from all municipalities and are considered the major court locations for the County.

license reinstatements. In some locations, they also assist the public in obtaining injunctions for protection against domestic violence and process passport applications.

The district court facilities are relieving congestion in the main courthouses, which are themselves experiencing pressure from population and caseload growth. At the present time, all district courts are operating at near capacity levels. Limited space, inadequate parking and long wait time in lines are but a few of the problems that plague the districts. Several of the County's adult and juvenile court facilities have well exceeded capacity and have become dysfunctional and (especially at the Juvenile Justice Center) potentially dangerous. Therefore, the combination of increased demand and aging facilities requires a systemic approach to the future prioritization and allocation of capital resources.

Population

Miami-Dade County has experienced continuous growth during the last several decades. From 1990-2000, the rate of growth was 1.5 percent annually. This trend is expected to continue. To project future court needs in Miami-Dade County as well as the primary areas of demands for services, changing population, demographics and anticipated growth must be analyzed.

Table 2 provides a breakdown of the current population in Miami-Dade County. These data have been used to examine the future growth patterns and estimate future demand for court services.

Table 2
Resident Population, Miami-Dade County, Florida
(1960-2000, by Municipality)

Municipality	1960	1970	1980	1990	2000	% change + or - 1960-2000
1. Miami	291,688	334,859	346,446	358,548	362,470	24%
2. Homestead	9,152	13,674	20,668	26,866	31,909	249%
3. Florida City	4,114	5,133	6,174	5,806	7,843	91%
4. Miami Beach	63,145	87,072	96,298	92,639	87,933	39%
5. Coral Gables	34,793	42,494	43,241	40,091	42,249	21%
6. Hialeah	66,972	102,452	145,254	188,004	226,419	238%
7. Miami Springs	11,229	13,279	12,350	13,268	13,712	22%

Table 2 Resident Population, Miami-Dade County, Florida (1960-2000, by Municipality)						
Municipality	1960	1970	1980	1990	2000	% change + or - 1960 - 2000
8. Opa-Locka	9,810	11,902	14,460	15,283	14,951	52%
9. South Miami	9,846	11,780	10,944	10,404	10,741	9%
10. North Miami	28,708	34,767	42,566	49,998	59,880	109%
11. North Miami Beach	21,405	30,544	36,553	35,359	40,786	91%
12. Golden Beach	413	849	612	774	919	123%
13. Biscayne Park	2,911	2,717	3,088	3,068	3,269	12%
14. Miami Shores Village	8,865	9,425	9,244	10,084	10,380	17%
15. Surfside	3,157	3,614	3,763	4,108	4,909	55%
16. El Portal	2,079	2,068	2,055	2,457	2,505	20%
17. Indian Creek Village	60	82	103	44	33	-45%
18. Sweetwater	645	3,357	8,251	13,909	14,226	2106%
19. North Bay Village	2,006	4,831	4,920	5,383	6,733	236%
20. Bal Harbour	727	2,038	2,973	3,045	3,305	355%
21. West Miami	5,296	5,494	6,076	5,727	5,863	11%
22. Bay Harbor Island	3,249	4,619	4,869	4,703	5,146	58%
23. Virginia Gardens	2,159	2,524	2,098	2,212	2,348	9%
24. Hialeah Gardens	172	492	2,700	7,713	19,297	11119%
25. Medley	112	351	537	663	1,098	880%
26. Islandia	—	8	12	13	6	NA
27. Key Biscayne*	—	—	—	—	10,507	NA
28. Aventura*	—	—	—	—	25,267	NA
29. Pinecrest*	—	—	—	—	19,055	NA
30. Sunny Isles Beach*	—	—	—	—	15,315	NA
31.Miami Lakes*	—	—	—	—	22,676	NA

Table 2
Resident Population, Miami-Dade County, Florida
(1960-2000, by Municipality)

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
32. Unincorporated	152,314	537,167	799,536	1,056,325	1,101,612	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Source: Miami-Dade County Facts - 2001
*Note: Key Biscayne, Aventura, Pinecrest, Sunny Isles Beach and Miami Lakes incorporated between 1991 and 2000.

Projected Population Growth

The following table was compiled from data gathered from Miami-Dade County Planning Department Research Division reports dated October 2000. "MSA" or minor statistical areas were compiled for the periods 1990, 2000 and 2010. The MSAs do not match the Dade County Courthouse and district courts' landlord and tenant boundaries. Noteworthy is the fact that the civil caseload changes do not exactly track population growth in each district, since with the exception of L&T's (Landlord and Tenant cases), plaintiffs have a county-wide choice of venue. Traffic criminal infraction boundaries vary somewhat and the exact population served exclusively by the Court varies.

The larger district court facilities have been strategically placed based on the population density of the development within Miami-Dade County. However, with substantial population growth taking place, these facilities have struggled to keep pace. Additional facilities are required.

Table 3 Population Estimates and Projections for Miami-Dade County: 1990-2010				
District Court	1990 Population	2000 Population	2010 Population (Est.)	% Change (+ or -) 1990-2010
Caleb Center				
• MSA 4.2	84,713	78,515	82,183	-3%
TOTAL	84,713	78,515	82,183	-3%
North Dade				
• MSA 2.3	77,397	82,976	89,372	15%
• MSA 2.2	41,795	48,988	55,217	32%
• MSA 2.1	130,001	160,589	176,430	36%
• MSA 1.1	12,546	16,278	19,057	52%
• MSA 4.1	93,658	90,008	89,571	-4%
TOTAL	355,397	398,839	429,647	21%
Miami Beach				
• MSA 1.3	110,126	108,526	109,371	-1%
TOTAL	110,126	108,526	109,371	-1%
Coral Gables				
• MSA 6.1	110,762	156,640	206,167	86%
• MSA 5.4	97,439	102,262	106,932	10%
• MSA 5.3	59,000	120,126	121,373	106%
TOTAL	267,201	379,028	434,472	63%
South Dade				
• MSA 6.2	67,648	125,812	167,471	148%
• MSA 5.5	74,262	80,111	87,430	18%
• MSA 5.6	30,072	32,431	34,082	13%
• MSA 5.8	33,358	35,040	36,614	10%
• MSA 5.7	22,727	25,346	27,885	23%
• MSA 7.2	36,214	39,327	46,465	28%
• MSA 7.1	33,467	41,575	52,204	56%
• MSA 7.3	31,173	32,367	34,765	12%
• MSA 7.4	46,921	48,364	55,349	18%
• MSA 7.5	10,425	14,635	24,330	133%
• MSA 7.6	4,283	5,189	6,881	61%
TOTAL	390,550	480,197	573,476	47%
COUNTY TOTAL	1,900,000	2,253,362	2,551,284	34%

Source: Population Projections Miami-Dade County 1999 to 2020, Miami-Dade County Department of Planning and Zoning, Planning Section (October 2000).

Summary

The fastest growing areas of Miami-Dade are found along the urban outskirts and especially in the western suburbs of the County. Urban development opportunities are limited on the coastal ridge and on the barrier islands because there is little remaining land that can be developed. It is on the perimeter that land is available.

Between 2000 and 2010, areas in Northwestern Dade, West Kendall and South Dade are expected to experience over three-fourths of all population growth in the County.

Caseload Analysis

Table 4 Filings by Case Type				
Filings	1998	1999	2000	% Change 1-01
Circuit				
• Civil	29,974	30,111	33,659	12%
• Family	29,300	29,516	32,107	10%
• Probate	10,026	9,579	10,011	0%
• Criminal	45,790	45,619	43,304	-5%
• Juvenile	18,313	17,231	16,785	-8%
County				
• Civil	64,498	63,842	74,331	15%
• Criminal	68,199	71,304	69,652	2%
• Criminal Traffic	108,510	85,403	65,694	-39%
• Civil Traffic	797,486	664,728	679,713	-15%

Source: Caseload - State of Florida, Office of the State Courts Administrator (Summary Reporting System). 2000 statistics from *2000 Annual Report for the Eleventh Judicial Circuit of Florida.*

Caseload Trends

Caseload trends are an important backdrop to the judicial facility planning process. They represent (at least to a limited degree) the demands for service which are the basis for the need for judges, additional judicial system staff, programs, and ultimately space. However, caseload, as represented by the official "filings" data has not proven adequate to describe the larger realities of judicial workload or completely reliable as a basis for projecting growth in the number of judges. There are several reasons for this. First, some workload factors are simply not counted in the official methodology. Second, the filing reports, despite the best efforts of all concerned are not always correct. They have been found to under report certain case types for reasons that are hard to pin down. Third, the allocation of judicial positions is only partially a workload-based process. The Supreme Court of Florida uses workload-based measures as one of its indicators of the need for judicial officers but relies on a variety of other factors as well. Even when the Supreme Court has made its determination of need and certified it to the Legislature, there is no guarantee that the Legislature will follow the certification recommendations. They assign judgeships based on a range of practical, political and economic considerations.

As a result of these uncertainties, we have not used caseload in this study as the basis the project the need for judges. We have used it, however, to chart the continuing pressures of population growth, to demonstrate the shifting balance of case types and to mark the clearly emerging trend of case filings in the district court facilities.

Circuit Court Cases: Caseload Trends

- *Criminal cases.* Felony case filings are on the decrease. (It should be noted that this case type has a long history of cyclical growth and decline.)

- *Juvenile cases.* Delinquency arrests continue to decrease. However, the number of reopened cases continues to climb. Dependency complaints are on the rise as well as termination of parental rights (TPR) cases.

- *Civil cases.* Cases have increased 12 percent in the last three years. Tobacco and airline cases, which are filed in the Circuit, are very complex and require considerable judicial time. Many international businesses that use the courts conduct business in this jurisdiction and their cases traditionally take longer to hear.

- *Family cases.* The number of cases has increased 10 percent in a three-year period. Reopened cases require considerable judicial time but are not reflected by the statistics.

- *Probate cases.* Caseload in this division is stable. Many cases are closed administratively or *ex-parte.*

County Court Cases: Caseload Trends

- *Civil cases.* Cases have increased by 15 percent, the highest percentage increase of all cases. Certain types of motorist insurance claims to be paid off must be filed as a court case. Small businesses that are failing or people having problems with collecting monies owed are more willing to file a law suit. This is a litigious community.

- *Criminal cases.* There is a slight increase in case filings. This may be the result of policy procedures for handling cases.

- *Criminal Traffic cases.* Criminal Traffic had the largest decrease in cases reported in this Circuit (39%). In 1996, the DUI filings reached 10,594. Since that time, the statistics have taken a 40 percent drop.

- *Civil Traffic cases.* Due to filing policies that were put in place, the number of civil traffic cases has decreased.

The following tables — Tables 5, 6 and 7 — reflect some of the activity recorded by the Clerk of Court at the five district courts.

Table 5
Filings by District Court

Justice Center	1998	1999	2000	% Change + or -
Joseph Caleb Center				
• County Civil	3,805	4,948	5,171	36%
• U.S. passport applications	—	—	—	—
• Marriage licenses issued	944	1,228	1,541	63%
• Domestic violence	881	1,156	1,369	55%
• Driver's license reinstatement	262	394	443	69%
North Dade Justice Center				
• County Civil	15,643	20,974	24,736	58%
• U.S. passport applications	—	—	—	—
• Marriage licenses issued	2,703	3,782	4,302	59%
• Domestic violence	959	1,247	1,500	56%
• Driver's license reinstatement	666	1,503	1,497	125%
Miami Beach District Court				
• County Civil	2,233	3,119	3,729	67%
• U.S. passport applications	—	—	—	—
• Marriage licenses issued	809	1,160	1,431	77%
• Domestic violence	—	—	149	—
• Driver's license reinstatement	264	352	527	100%
Coral Gables District Court				
• County Civil	8,148	10,600	12,027	48%
• U.S. passport applications	—	—	—	—
• Marriage licenses issued	3,519	4,933	5,578	59%
• Domestic violence	—	—	—	—
• Driver's license reinstatement	993	1,435	1,513	52%
South Dade Justice Center				
• County Civil	6,311	8,339	9,504	51%
• U.S. passport applications	3,796	4,130	1,538	-59%
• Marriage licenses issued	2,202	3,045	3,407	55%
• Domestic violence	1,135	1,357	1,347	19%
• Driver's license reinstatement	1,988	2,795	3,243	63%

Source: 1999 and 2000 *Annual Report for the Eleventh Judicial Circuit of Florida.* Statistics for 1998 taken from the Clerk of Courts' monthly reports.

Table 6 Revenues from the District Courts				
Revenue	1997-1998	1998-1999	1999-2000*	3 Year % + or -
Payable	$10,245,315	$12,542,036	$11,819,792	15%
Parking	$3,994,948	$4,039,281	$5,366,994	34%
Court	$4,072,224	$5,565,107	$6,829,621	68%
Misdemeanor	—	—	$122,185	—
TOTAL	$18,312,487	$22,146,424	$24,138,592	32%

Source: Clerk of Court's Monthly Report

* A new cash management system was implemented and changed the way counting was handled.

Table 7 Total Revenues from the District Courts				
District Court	1997-1998	1998-1999	1999-2000*	3 Year % + or -
Caleb Center	$3,092,872	$3,518,773	$298,560	-90%
Hialeah**	$224,303	$240,108	—	—
Sweetwater	$2,431,307	$3,442,051	$468,928	-81%
North Dade	$8,013,850	$8,860,664	$717,472	-91%
Miami Beach	$2,251,966	$2,640,487	$210,532	-91%
M.B. Law Library	$561,831	$562,709	$45,512	-92%
Coral Gables	$533,748	$5,889,083	$455,411	-15%
South Dade	$5,178,237	$6,104,652	$476,716	-91%
Datran	$605,974	$738,443	$64,463	-89%
Marriage License Bureau	$669,014	$632,789	$707,401	6%

Source: Clerk's Monthly Statistical Report

* A new cash management system was implemented and changed the way counting was handled.

**Hialeah was closed during the 1999/2000 reporting period.

- *Caleb.* This court facility experienced over a 55 percent increase in activity from 1998-2000 and a 14 percent increase in revenues from 1997-98 to 1998-99. If we compare revenue between 1996-97 and 1998-99, however, revenues have increased by 44 percent.

- *North Dade.* Civil case filings increased 58 percent while driver's license reinstatements increased 125 percent. Overall activity increased 75 percent, while revenue increased 11 percent from 1997-98 to 1998-99.

- *Miami Beach.* Civil case filings increased 67 percent, while overall activity increased 81 percent. Revenue increased 17 percent from 1997-98 to 1998-99.

- *Coral Gables.* Civil filings were up 48 percent and overall activity increased 53 percent. Revenue increased 11 percent from 1997-98 to 1998-99.

- *South Dade.* Civil filings were up 51 percent and overall activity increased 26 percent. Revenue increased 18 percent from 1997-98 to 1998-99.

It is clear from the data that there is a dramatic shift in filing activity toward the district court facilities. This does not appear to be driven by policy, but rather by demographics, specifically that there are increasing numbers of people in the areas served by these courthouses. The trend of increased filings in the district courts may also reflect some of the seeming difficulty of getting downtown, a problem created by increased auto traffic and crowded roads.

Part 2: Strategic Planning Workshop

On the basis of the information and recommendations presented in Section II, the Chief Judge decided to convene a broad-based group to consider some of the key issues involved in the strategic deployment of court facilities. The conference session was held in September of 2001 and included representatives of the Judiciary (both Circuit and County Courts), the Clerk of the Circuit Court, the Administrative Office of the Courts, Law Enforcement (including the Miami-Dade Police and the Corrections Department), the Public Defender, County budget and facilities personnel, the Miami-Dade Bar Association, and others. Of the 50 persons attending:

- 68 percent (n=34) were judges or AOC personnel,
- 10 percent (n=5) were Court System officials (the State Attorney was not able to attend),
- 10 percent (n=5) were other County government officials,
- 6 percent (n=3) were Law Enforcement/Corrections representatives, and
- 6 percent (n=3) were Bar representatives.

The stated objectives of the day-long session were to:

- Build understanding of the history and background of court facility projects and the trends and data impacting court facilities,
- Promote identification of characteristics of an ideal or improved court/justice delivery system,
- Generate input and recommendations on key facility policy issues, and
- Provide a broad base of perspectives for input and recommendations on long-term facility options.

Conference participants reviewed county population and judicial system growth trends (as summarized in Part 1 of this Section) and the existing patterns of court service delivery. In addition, they identified a wide range of attributes of an ideal judicial system, particularly as related to facilities. Included in the list were:

- Access to public transportation
- Regional facilities
- Full service facilities
- Adequate parking
- Linked technology
- Creature comforts (e.g., gym, food service, furniture)
- Close to jails, other justice system agencies
- Court concierge (greeter)
- Child care facilities
- Access: night court/weekend court
- Centralized facility (full service)
- Increased security/safety
- Better use of remote technologies
- Virtual participation (e.g., jurors)
- Better facilities for jurors

- New law library
- Involve justice system partners in planning the new facilities
- Flexibility of the courtrooms; multiple use
- Attorney meeting rooms
- More resources for the courts
- Need for more support staff (e.g., security, justice agency representatives like PD, other court staff)
- Electronic filing/integrated case management
- Friendly facilities
- Access: better public transportation, night court/weekend court, better access through technologies (remote technologies, linked technologies, virtual participation); better/adequate parking
- Effective/quality: court concierge, better facilities for jurors, law library, child care facilities, creature comforts, flexibility of courtrooms

This data review and discussion was intended to set the stage for the subsequent and more important consideration of facility strategy and deployment. Participants gained information about existing conditions and began to develop their ideas about how services and facilities might be improved and made to serve the public better.

Out of this background, responses were solicited to a series of questions related to the conduct of various types of proceedings in the District courthouses including:

- Jury trials (both Circuit and County Courts)
- In-custody (but non-jury trial) proceedings of either court
- Circuit Court case type

Other questions were asked about:

- The potential creation of firm geographic boundaries for County Court Civil cases
- The perceived need for additional district courthouse facilities
- The geographic focus of need for additional district courthouse facilities

As each question was raised, participants recorded their individual opinions using a keypad connected to a computer running a program called Option Finder. This program tabulates the responses and produces an immediate graphic profile of the distribution of the answers. This picture of the group's reaction then became the basis for discussion of the issues framing the respective responses.

It is advisable to be cautious in stating the conclusions of the group and the process for a variety of reasons. Still, the responses are very instructive. The findings provide an indication of interest or direction, though they could not be considered a mandate. While they may be primarily understood as useful impressions, they appear adequate and representative enough to support a general master planning framework. The findings were:

- There is strong interest in the distribution of jury trials to district facilities
  - ✓ 83% favor it conceptually
  - ✓ Specifically:
    90 percent favor County Court Civil jury trial distribution
    84 percent favor Circuit Civil jury trial distribution
    75 percent favor DUI jury trial distribution
    70 percent favor County Criminal jury trial distribution
    60 percent favor Circuit Criminal jury trial distribution

- There is strong interest in the development of sub-jury districts to support distributed jury trials.
  - ✓ 83 percent favor doing so despite the suggestion of higher associated costs
  - ✓ Seen as a corollary to distributed jury trials

- There is strong opposition to distribution of criminal "in-custody" proceedings.
  - ✓ 64 percent opposed outright – only 32% said yes
  - ✓ 68 percent opposed distribution of Circuit Court "in-custody" cases
  - ✓ 60 percent opposed distribution of County Court "in-custody" cases.

- There is strong support for the distribution of non-jury, not in-custody Circuit Court matters to district facilities.
  - ✓ 86 percent favor it conceptually (100 percent of judges present favored it)
  - ✓ 95 percent favored Circuit Court Civil caseload distribution
  - ✓ 80 percent favored Circuit Court Probate caseload distribution
  - ✓ 78 percent favored Circuit Court Domestic Relations caseload distribution
  - ✓ 78 percent favored Circuit Court Juvenile Dependency caseload distribution
  - ✓ 71 percent favored Circuit Court Juvenile Delinquency caseload distribution
  - ✓ 62 percent favored Circuit Court Criminal caseload distribution

- There is strong support for firm venue lines for County civil cases in the district courts.
  - ✓ 68 percent favor it

- ✓ 100 percent of West Dade attendees supported the concept.

- There is strong support for additional district court facilities
  - ✓ 88 percent support additional facilities
  - ✓ 95 percent favor West Dade
  - ✓ 76 percent favor South Dade
  - ✓ 68 percent favor North Dade
  - ✓ 18 percent favor East Dade

With these operational interests in mind, the group went on to consider four (4) conceptual facility deployment alternatives. Each of these alternatives addresses the operational interests in a different way. Each was represented by a series of statements related both to operational patterns and facility development impacts.

Option 1: Status Quo Model

- Retain jury trials in core facilities
- Retain centralized jury trials
- Retain centralized in-custody proceedings
- Retain distributed County Court non-jury and not in-custody matters
- Expand (replace) existing core facilities as needed
- Expand existing District facilities as needed
- Add one or more District facilities to meet demographic shift (to the west)

Option 2: Regional Model

- Move toward distributed Circuit Court proceedings
- Move toward distributed jury trials
- Move toward distributed in-custody proceedings
- Move toward one or more sub-jury districts
- Hold existing core facilities constant (though replacing Juvenile)
- Expand regional District facilities to incorporate Circuit Court
- Add a new western regional "full service" facility
- Limit creation and distribution of smaller district facilities

Option 3: Prototypical Model

- Retain Circuit Court in core facilities
- Retain centralized jury trials

- Retain centralized in-custody proceedings
- Retain distributed County Court non-jury and not in-custody proceedings
- Establish a prototypical district Court facility and service model (population base, workload base, judicial officer base, staffing and service base, etc.)
- Expand existing Court facilities as needed (replace Juvenile)
- Hold existing district facilities constant as to size and services
- Add prototypical facilities as and where demand arises

Option 4: Consolidated Model

- Retain Circuit Court in core facilities
- Move toward consolidation of County Court into the core facilities
- Retain centralized jury trials and in-custody proceedings
- Do not build any more District courthouses
- Phase out existing district courthouses
- Expand or replace core facilities as needed

The results of the Option Finder polling appear in Table 8 below. The general conclusion to come from the consideration of the workshop participants is that ***there is cautious and qualified, but solid support for regionalization (i.e., a wider distribution of services than at present).***

- 49 percent directly support a regional facility concept as presented
- 26 percent favor something as or less distributed, either status quo (16%) or consolidation (11%)
- 16 percent favor something more distributed (prototypical)
- 7 percent favor something else (undefined)
- 2 percent didn't know
- A combined 65 percent favor a wider distribution of court services and facilities than at present.

Table 8 Preferences Among Four Conceptual Facility Deployment Alternatives		
Option/Action	Analysis	Assessment
Option: Status Quo		16% favored
• Retain Circuit Court core facilities	No	
• Retain centralized jury trials	No, with exception of criminal in-custodies	
• Retain centralized in-custody proceedings	Yes	
• Retain distributed County Court non-jury and not in-custody matters	Yes	
Option: Regional		49% favored
• Move toward distributed Circuit Court proceedings	Yes	
• Move toward distributed jury trials	Yes	
• Move toward distributed in-custody proceedings	No	
• Move toward sub-jury districts	Yes	
Option: Prototypical		16% favored
• Retain Circuit Court in core facilities	No	
• Retain centralized jury trials	No, with exception of criminal in-custodies	
• Retain centralized in-custody proceedings	Yes	
• Retain distributed County Court non-jury and not in-custody proceedings	Yes	
• Establish proto-typical District Court facility and service model	No. Establish regional models	
Option: Consolidated		11% favored
• Retain Circuit Court in core facilities	No	
• Move toward consolidation of County Court into core facilities	No	
• Retain centralized jury trials	No	
• Retain centralized in-custody proceedings	Yes	

Recommendation

Based on the input of the strategic planning group present at the conference, the Regional model represents the best general service delivery option for the Eleventh Judicial Circuit and the Miami-Dade County Court system. The long term, strategic objective that should be used to guide facilities planning and development should be "***expanded regionalization of services and facilities.***"

This recommendation, if adopted and implemented, represents an evolution in the conceptual direction of past judicial facility planning. In the past, the focus of the Court was on the expansion of the core facilities. At first, district courthouses were small and had relatively small service areas. More recently, the construction of the North Dade District Courthouse and the South Dade District Courthouse (at the South Dade

Government Center) as larger facilities, more geographically centralized, and offering a greater range of services and hence a more significant economy of scale, presaged the emergence of this new direction. The clear trend of expanded public use of the district courthouses makes regionalization inevitable.

This direction brings with it a series of facility planning implications and the suggestion of several important operational planning initiatives needed to bring it to realization.

Facility related

- Limited numbers of facilities.
- Strategic geographic locations.
- Coordination with major general government service centers.
- Restriction on further development of limited service, localized district courts other than those now in design and construction (Hialeah) or which must be replaced because of prior commitments (Caleb).
- Immediate attention to development of a new West Dade regional district court incorporating expanded services (Circuit Civil and Probate, County Court jury trials, etc.).
- Development of a new Juvenile Justice Center but limitation on long term expansion in favor of regional distribution of certain services.
- Re-evaluation of existing district facilities in light of expanded regional facilities.
- Re-evaluate core expansion scenarios in light of emphasis on regional development.

Policy/rule related

- Begin consideration of best sequence of Circuit Court distribution (civil- non-jury, uncontested domestic relations, etc.).
- Begin consideration of potential regional venue lines (County civil first and ultimately Circuit as well) and then begin to collect related caseload data.
- Begin consideration of potential jury district boundaries (parallel with venue lines? Separate?).
- Begin coordinated planning with County on participation in a West Dade Regional Service Center.

Conclusion

A new, clearer strategic facility deployment model (plan) has emerged from a broad based consideration of strategic issues, interests and impacts. This new emphasis on "*expanded regionalization*" should guide the development of court facilities for years to come.

SECTION IV
FACILITIES PLAN

INTRODUCTION

What is the long-range plan for judicial facilities in the Eleventh Judicial Circuit and Miami-Dade County? More specifically, what is the long-range plan for judicial facilities in light of the "expanded regionalization" model that workshop participants recommended? This section is intended to turn the considerations, discussions and directions reported in Section III into an action/implementation sequence and to provide a framework for understanding development-related issues.

The purpose of this portion of study is the development of a court facilities master plan. This plan will be used to project court space needs and to identify court facility related projects over a 20-year time frame. It will serve as a blueprint *primarily* for major capital court facility development projects. This section is organized into the following five parts:

- ***Part 1: Strategic interests.*** This part reviews and restates in simple terms the fundamental interests of the judicial system related to facilities and the facility plan.

- ***Part 2: Proposed Implementation Plan.*** This part identifies the assumptions, priorities and suggested sequencing recommended for implementing the "expanded regionalization" concept.

- ***Part 3: Judicial growth profile.*** This part documents the historical and projected growth in the number of judicial officers and distributes that growth in light of the "expanded regionalization" concept.

- ***Part 4: Planning formulas.*** This part provides guidelines for estimating judicial facility space needs and the costs of future capital projects. It details typical judicial planning units and provides a series of multipliers for related agencies, functions and building support spaces. It will provide an outline guide to estimating facility and project related costs.

- *Part 5: Projects*

  - ✓ *Priority 1 Projects.* These projects focus on existing facilities and projects in progress to be completed within 5 years. Each project is listed and its impact on courtroom inventory documented.

  - ✓ *Priority 2 Projects.* These are middle-term (0-10 years) projects related to regional expansion. In particular, they provide an early estimate of the size of the proposed West Dade Regional District Courthouse.

  - ✓ *Priority 3 Projects.* These are the longest term projects (10-20 years) and focus particularly on the long-term expansion of the North and South Dade District Courthouses.

At the conclusion of this section, the Court and County should have a broad view of the policy framework and project initiatives needed to meet the space needs of the Courts to 2020.

PART 1: STRATEGIC INTERESTS

In the context of this report, the Court's strategic interest is for adequate facilities. This means facilities that:

- Provide sufficient space to deliver judicial services (i.e., enough space to house the staff, functions and supporting agencies of the judicial system),
- Provide suitable space (i.e., spaces that are safe, adequately dimensioned and appropriate in finish and image to support the symbolic mission of the court and to promote a sense of dignity and respect),
- Are adequately maintained (i.e., the working environment is kept clean and building systems are in good working condition),
- Are strategically located (i.e., placed where they are needed to facilitate public access and to support the Court's service delivery requirements), and
- Are available when needed (i.e., facility projects are delivered on time to support emerging needs).

These basic requirements imply as well, that judicial facilities will be:

- Service oriented and accessible. Facilities will be planned and designed to be functional and to support ease of use by the public, witnesses, victims, jurors, police and the bar, as well as the judges and staff of the judicial system agencies.

- Operationally efficient and cost effective. The facilities will (1) promote efficient staff utilization, (2) support effective juror use (where appropriate), (3) provide for safe and secure prisoner holding and movement, (4) facilitate good records and resource management, and (5) be technologically integrated.

These strategic interests should be used by the Court as a basis for all of its facility planning. To support and achieve these interests, the judicial facilities master plan should be understandable and implementable. The plan also should be predictable, policy directed, incremental, flexible, systemic (cohesive) and politically saleable.

PART 2: PROPOSED IMPLEMENTATION PLAN

The recommendation from the strategic planning workshop held in September 2001 was that the Eleventh Judicial Circuit adopt and implement a concept of "expanded regionalization" as a guide to long term judicial facility planning. The regional concept was attractive because it was seen to:

- Provide better access to courts and services for litigants and the public.
- Limit the number of locations and provide more full service capabilities.
- Allow the best economies of scale in both staffing and space.
- Permit a more incremental implementation plan.
- Increase opportunity to provide adequate parking.
- Reduce the demand on the core facilities, access requirements to support them and congestion in reaching them.
- Reduce the potential cost of land as compared to expanding the downtown facilities. Additionally, it would limit the number of sites to be found as compared to the prototypical model which would have forced the development of many sites and negotiations with many communities.
- Permit easy coordination with other Miami-Dade County regional government center projects.
- Ease future facility expansion.

During the discussion at the strategic planning workshop, some of the specific elements originally presented by the consulting team were modified. Some limited additional

changes have taken place during subsequent Court Administration review as well. However, the intent and substance of the concept remain intact, though some of the implementation details have been adjusted to better suit local circumstance and the process of implementation has now been clarified as incremental and dependant to some considerable extent on the timely and parallel implementation of the facility plan (presented later in this section). Below are the operational and facility related assumptions that frame the projections and project details that are contained in the subsequent parts of this section.

Operational Plan

- The Court will move toward distributed Circuit Court proceedings. Careful study will be made of the preferences outlined by the strategic workshop results and implementation will occur as appropriate facilities become available at new or expanded district courthouses.

- The Court will retain centralized in-custody proceedings to minimize prisoner transport, for security reasons and to help control staffing costs for Corrections.

- The Court will consider the expansion of jury trials for certain case types to a new West Dade District Courthouse (if developed) and thereafter to other regional facilities only as jury management issues (including cost-related issues) are satisfactorily resolved.

- In this connection, the Court will consider the possible creation of a West Dade sub-jury district to support a new West Dade District (full service) Courthouse.

- The Court will begin to define specific geographical venue boundaries for its other regional courthouses and begin to develop caseload statistics to help define future workloads and needed judicial officer complements.

Facilities Plan

- A crisis situation related to existing facility size and conditions require the immediate replacement of the Juvenile Justice Center, one of the core facilities. Nothing in this plan should be presumed to alter that need for or the immediacy of its solution.

- Similarly, nothing in this report should forestall the implementation of the additional courtrooms already planned for the Courthouse Center (CHC).

- The Court will hereafter limit creation and distribution of smaller, limited service district courthouses. Only those now committed will be completed and used (i.e., Caleb Center and Hialeah).

- The Court will support and encourage the development of a new West Dade District Courthouse that will provide both Circuit and County Court services in the rapidly expanding western areas of the county.

- As possible, the Court will seek the expansion of existing regionally-based district courthouses (North Dade and South Dade) to support expanded County Court and, if feasible, certain select Circuit Court judges and services.

- As regional operations and space develop, the Court will restrain growth at the core facilities.

- Decisions about expansion requirements of the core facilities (REG, DCCH and CHC) beyond the projects now in process will be made in light of emerging availability of space at the regional facilities.

Project Priorities

The implementation of the "expanded regionalization" model will have three levels of priority.

- Priority 1 projects will be those now in progress and those needed within the shortest possible time. A general time frame of 0-5 years is represented by this category. These include projects related to both core and district facilities.

- Priority 2 projects are those needed in a somewhat longer time frame (0-10 years) to implement the regional concept and insure that expansion requirements at the core facilities are minimized.

- Priority 3 projects are long range (10-20 years) projects aimed at the long-term expansion of older core and regional facilities.

PART 3: JUDICIAL GROWTH PROFILE

Long-term judicial facility needs in the Eleventh Judicial Circuit and Miami-Dade County rest squarely on the expectation of growth in the number of judges and the planned distribution pattern of those judges among judicial facilities in support of the proposed service delivery pattern.

As discussed in the previous section, *caseload-based projections of judges have not been used for the purposes of this master plan.* We explained that filing data — a basic caseload indicator — are suspect for a variety of reasons and are not seen by the Court as a satisfactory representation of it true "workload." In addition, caseload data are only one of a wide range of criteria used by the Supreme Court in certifying the need for additional judges and even less a part of the decision of the Florida Legislature to actually authorize judgeships to the Eleventh Judicial Circuit in Miami-Dade County.

In this master plan, projections of judgeships are based on the synthesis of two simple models that arise out of the historical judgeship data: (1) the average real number population growth per year and (2) the average number of judges per 100,000 population. The table below shows the history of judgeships in the Eleventh Judicial Circuit and the ratio of those judgeships to the Miami-Dade County population. It can be seen that over the long term, the ratio of judges to population has remained remarkably stable. Acquisition patterns have been variable and not as consistent as the average per year model would suggest, but the data still demonstrate a clear growth trend.

These two historically-based models have been applied to the target years to produce separate estimates of growth in the number of judges. The population projections are the latest available from the Miami-Dade County Planning Department and are based on the correcting influence of the 2000 Census. (This value is higher than that available in 1998 and earlier reported in Section 1). *The recommended projection of judgeships for master planning purposes is based on the average of the two models.* This methodology suggests that the Eleventh Judicial Circuit can expect seven additional judgeships by 2005, another seven by 2010, another seven by 2015, and a final seven by 2020 for a total of 28 new judges through 2020. The distribution of these judges among Circuit and County Courts is based on the average ratio of County Court judges to total judges as shown over the last 20 years. Again, this balance has remained remarkably consistent.

Table 9 Historical Judgeships						
Year	Population	Judges			% County Judges to Total	Judges per 100,000 Population
		Circuit	County	Total		
1986	1,812.520	59	34	93	36.6%	5.1
1987	1,843,690	59	35	94	37.2%	5.1
1988	1,874,860	60	35	95	36.8%	5.1
1989	1,906,030	62	36	98	36.7%	5.1
1990	1,937,200	63	36	99	36.4%	5.1
1991	1,969,847	65	36	101	35.6%	5.1
1992	1,990,079	65	36	101	35.6%	5.1
1993	1,961,196	65	36	101	35.6%	5.1
1994	2,002,049	66	36	102	35.3%	5.1
1995	2,046,928	70	38	108	35.2%	5.3
1996	2,086,103	70	38	108	35.2%	5.2
1997	2,117,361	70	40	110	36.4%	5.2
1998	2,148,414	70	41	111	36.9%	5.2
1999	2,178,876	70	41	111	36.9%	5.1
2000	2,253,485	71	41	112	36.6%	5.0
2001	2,283,209	71	41	112	36.6%	4.9
2002	2,312,933	72	41	113	36.3%	4.9
1986-2002 Average per year					36.2%	5.1

Projected Judgeships Model 1: Projection Based on Average Ratio of 5.1 Judges per 100,000 Population						
Year	Population	Judges			% County Judges to Total	Judges per 100,000 Population
		Circuit	County	Total		
2005	2,402,105	78.08	44.38	122.46	36.24%	5.1
2010	2,551,284	82.93	47.13	130.06	36.24%	5.1
2015	2,703,114	87.87	49.94	137.81	36.24%	5.1
2020	2,858,185	92.91	52.80	145.71	36.24%	5.1
Model 2: Projection Based on Real Number Increase						
2005	2,402,105	74.44	42.31	116.75	36.24%	4.9
2010	2,551,284	78.43	44.57	123.00	36.24%	4.8
2015	2,703,114	82.41	46.84	129.25	36.24%	4.8
2020	2,858,185	86.40	49.10	135.50	36.24%	4.7
Model 3: Recommended Projection Based on Average of Model 1 and Model 2						
2005	2,402,105	76	44	120	36.67%	5.0
2010	2,551,284	80	47	127	37.01%	5.0
2015	2,703,114	85	49	134	36.57%	5.0
2020	2,858,185	90	51	141	36.17%	4.9

The extent of projected growth in judgeships will profoundly affect judicial facilities in Miami-Dade County. The projected scale and pace of growth mean that facility planning will be a constant and continuing issue. The provision of sufficient and suitable facilities for the Court and all of the other related judicial system agencies will not diminish in importance or priority in the foreseeable future.

Just as caseload data cannot be used as a sound or reliable basis for the broad projections just provided, they also cannot (at least at this time) be used as a sound basis for the distribution of judges among present or future courthouses and, in particular, district courthouses. The first reason is that the district courthouses do not have fixed geographical venue lines for all case types. As we previously discussed, for example, County Civil cases can be filed and heard at any district courthouse and need not be handled at the closest one or the one serving the area in which one or another of the parties is located. The consequence of this is that while projections of caseload in the district courthouses in general can be made, the future distribution of that caseload (which would be the basis for assigning judges) cannot be predicted with reasonable certainty since there is no way to restrict the filing activity within a specified area. We should note that one of our policy/procedure suggestions from Section II was that the Court move toward the creation of firm venue lines for all case types and begin the process of establishing a trend line of historical filing data from within the venues to serve as a future basis for the allocation of judicial officers.

A second reason filing data cannot be used in this master plan for the distribution of judges relates to Circuit Court case types. Circuit Court cases are concentrated in the core facilities at this time and there is no present and easy way of separating them by prospective venue. Again, this is a step that should be taken to prepare for implementation of the "expanded regionalization" model.

Since a projection of the distribution of judges to facilities is critical to the estimate of future space needs and no caseload-based projection is possible, we offer an alternative approach below. There are three steps to the process and these are presented in a series of tables and commentary that follow.

Step #1

Table 10 shows the present deployment of Circuit and County judges by location and the percentage each allocation represents in relation to the respective Circuit or County Court totals. The table also shows the relationship of the judges to the present and planned courtroom totals.

Table 10 Distribution of Existing Judgeships and Courtrooms								
	Judges					Courtrooms		
	2002 Circuit Judges	% of Circuit Total	2002 County Judges	% of County Total	2002 Total Judges	Open	In Develop -ment	Total Planned
Core Facilities								
• REG	25	34.7%	13	31.7%	38	46	—	46
• DCCH	27	37.5%	6	14.6%	33	25	—	25
• CHC	12	16.7%	7	17.1%	19	18	7	25
• JJC*	8	11.1%	0	0.0%	8	9	5	14
SUBTOTAL	72	100%	26	63.4%	98	98	12	110
District Facilities								
• Hialeah	0	—	0	—	0	0	2	2
• North Dade	0	—	6	14.6%	6	5	—	5
• Miami Beach	0	—	1	2.4%	1	1	—	1
• Caleb	0	—	1	2.4%	1	0	2	2
• Coral Gables	0	—	3	7.3%	3	2	—	2
• South Dade	0	—	4	9.8%	4	3	2	5
SUBTOTAL	0	—	15	36.6%	15	11	6	17
TOTALS	**72**	**100%**	**41**	**100%**	**113**	**109**	**18**	**127**

* Note: A new JJC is being built to replace the nine existing courtrooms and add five courtrooms.

At present, 100 percent of Circuit Judges (n=72) are located in core facilities. Of the 41 County Judges, about 36.5 percent (n=15) are located in district courthouses. These percentages can be expected to change in the final plan. At a minimum, the percentage of County Judges in district courthouses could be expected to rise significantly.

Eighteen (n=18) courtrooms are in some stage of planning or design and are the key ingredient of Priority 1 projects. These include (1) a 7-courtroom expansion at CHC, (2) a 2-courtroom expansion at South Dade, (3) a major renovation of 2 courtrooms at Caleb, and (4) a new 2-courtroom facility in Hialeah. The most significant project is the development of a new Juvenile Justice facility that will replace the 9 existing courtrooms and will add another 5 courtrooms for a total of 14.

Step #2

This Step has the following three elements:

First, Table 11 shows the schedule of projected courtroom increases by court location and compares those courtrooms to the growth in the number of judges we estimated above. This comparison (i.e., surplus/shortfall) shows that the planned additions provide temporary relief from the courtroom deficit, but that the deficit reappears in later years.

Table 11 Courtroom Inventory Analysis (n=)					
	Existing	Projected			
	2002	2005	2010	2015	2020
Judges	113	120	127	134	141
Courtrooms open	109	109	122	127	127
Courtrooms in development					
• Hialeah		2			
• Caleb		2			
• Courthouse Center		7			
• South Dade		2			
• JJC (additional)			5		
Total Courtrooms	109	122	127	127	127
Surplus/Shortfall	4	2	0	-7	-14

Second, Table 12 shows the distribution of growth in the number of judicial positions based on the existing pattern of deployment, as represented by the previously calculated percentages. This table shows how many more judges would have to be quartered at each facility <u>if no operational changes or accommodating arrangements were made</u>

Table 12 Distribution of Future Judgeships Based on Existing Assignment												
	2005			2010			2015			2020		
Location	Circuit Judges	County Judges	Total	Circuit Judges	County Judges	Total	Circuit Judges	County Judges	Total	Circuit Judges	County Judges	Total
Core Facilities												
• REG	26	14	40	28	15	43	30	16	46	31	16	47
• DCCH	28	7	35	30	7	37	32	7	39	34	7	41
• CHC	13	7	20	13	8	21	14	8	22	15	9	24
• JJC	9	0	9	9	0	9	9	0	9	10	0	10
SUBTOTALS	76	28	104	80	30	110	85	31	116	90	32	122
District Facilities												
• Hialeah	0	0	0	0	0	0	0	0	0	0	0	0
• North Dade	0	6	6	0	7	7	0	7	7	0	8	8
• Miami Beach	0	1	1	0	1	1	0	1	1	0	1	1
• Caleb	0	1	1	0	1	1	0	1	1	0	1	1
• Coral Gables	0	3	3	0	3	3	0	4	4	0	4	4
• South Dade	0	5	5	0	5	5	0	5	5	0	5	5
SUBTOTALS	0	16	16	0	17	17	0	18	18	0	19	19
TOTALS	76	44	120	80	47	127	85	49	134	90	51	141

Third, Table 13 shows the deficits or surpluses of courtrooms that would result if the present pattern of judge distribution were continued. The shaded areas show where the greatest deficits would emerge. We draw the following two conclusions from the data.

- There is a critical deficit emerging in the Dade County Courthouse and specifically in terms of civil courtrooms. The provision of additional courtrooms at Courthouse Center helps in the short term, but does not meet the long-term demand. Civil cases (both Circuit and County) are prime candidates for relocation to a new West Dade District Courthouse based on the opinions of participants who attended the strategic workshop.

- The opening of the Hialeah district courthouse and the reopening of Caleb Center provide temporary relief to overcrowding at other district courthouses.

Table 13
Prospective Deficit by Location

Location	2005		2010		2015		2020	
	Judges	Court-rooms	Judges	Court-rooms	Judges	Court-rooms	Judges	Court-rooms
Core Facilities								
• REG	40	46	43	46	46	46	47	46
• DCCH*	35	25	37	25	39	25	41	25
• CHC	20	25	21	25	22	25	24	25
• JJC	9	9	9	14	9	14	10	14
SUBTOTALS	104	105	110	110	116	110	122	110
District Facilities								
• Hialeah	0	2	0	2	0	2	0	2
• North Dade*	6	5	7	5	7	5	8	5
• Miami Beach	1	1	1	1	1	1	1	1
• Caleb	1	2	1	2	1	2	1	2
• Coral Gables	3	2	3	2	4	2	4	2
• South Dade	5	5	5	5	5	5	5	5
SUBTOTALS	16	17	17	17	18	17	19	17
TOTALS	120	122	127	127	134	127	141	127

* Prospective deficit conditions exist in these facilities.

Step #3

Table 14 defines a proposed redeployment of judges based on the concept of "expanded regionalization." This redeployment proposes to shift a large portion of both the Circuit and County civil caseload and judges to a proposed West Dade Regional District Courthouse as well as other common County Court matters arising in the new region. Over the long term, expanded facilities at North Dade and South Dade would also be anticipated.

Table 14 Distribution of Future Judgeships Based on Expanded Regionalization Model				
Location	Total Judges			
	2005	2010	2015	2020
Core Facilities				
• REG	40	43	45	47
• DCCH	35	37	26	26
• CHC	20	21	25	25
• JJC	8	9	9	10
SUBTOTALS	103	110	105	108
District Facilities				
• West Dade	—	—	12	12
• Hialeah	2	2	2	2
• North Dade	5	5	5	7
• Miami Beach	1	1	1	1
• Caleb	2	2	2	2
• Coral Gables	2	2	2	2
• South Dade	5	5	5	7
SUBTOTALS	17	17	29	33
TOTALS	120	127	134	141

Table 15 shows the proposed courtroom development scenario under the new concept and the impact of that development on the judge/courtroom ratio at the other locations.

Table 15 Proposed Judge and Courtroom Deployment Under "Expanded Regionalization" Concept										
Location	2002		2005		2010		2015		2020	
	Judges	Court-rooms	Judges	Court-rooms	Judges	Court-rooms	Judges	Court-rooms	Judges	Court-rooms
Core Facilities										
• REG	38	46	40	46	43	46	45	46	47	46
• DCCH	33	25	35	25	37	25	26	25	26	25
• CHC	19	18	20	25	21	25	25	25	25	25
• JJC	8	9	8	9	9	14	9	14	10	14
SUBTOTALS	98	98	103	105	110	110	105	110	108	110
District Facilities										
• West Dade*	—	—	—	—	—	—	12	12	12	12
• Hialeah	0	0	2	2	2	2	2	2	2	2
• North Dade*	6	5	5	5	5	5	5	5	7	7
• Miami Beach	1	1	1	1	1	1	1	1	1	1
• Caleb	1	0	2	2	2	2	2	2	2	2
• Coral Gables	3	2	2	2	2	2	2	2	2	2
• South Dade*	4	3	5	5	5	5	5	5	7	7
SUBTOTALS	15	11	17	17	17	17	29	29	33	33
TOTALS	113	109	120	122	127	127	134	139	141	143

* Location of future construction projects

PART 4: PLANNING FORMULAS

The implementation of the master plan concept — long term redeployment of judges and expansion of regional facilities — reduces to two factors: space and cost. The purpose of this part of the report is to provide the tools for estimating both.

Space Projection Formulas

The first set of tools is related to the estimation of space needs generated by the planning concept. Understanding the tools requires familiarity with three space planning-related definitions.

- Net Square Feet (NSF). This is the actual working space of an office, workstation or piece of equipment. NSF is typically used in the presentation of basic space standards.

- Departmental Gross Square Feet (DGSF). NSF does not usually provide for the thickness of interior walls or circulation among workspaces or equipment within a department. These are, of course, very necessary so that the NSF spaces can be used and accommodated. To make these adjustments, a multiplication factor is typically applied to NSF. This factor varies by the type of space, but usually averages about 1.35 to 1.4 times NSF in a judicial facility environment. DGSF can also be understood as "usable" square feet or the amount of space a department needs within the larger building framework to accommodate its staff and functions. Renovation costs are usually calculated against this value.

- Building Gross Square Feet (BGSF or BGF). Once DGSF has been calculated, another multiplication factor is needed to account for the thickness of exterior walls, elevators, stairwells, major public circulation among departments, mechanical and electrical spaces and various other functions not covered by either of the other two measurements. In a judicial facility, this factor is usually between 1.35 and 1.4 times DGSF. New construction costs are calculated against this value.

Estimates of space needs for future judicial facilities can be made using the following steps.

1. Establish a typical Judge-related DGSF planning module. This is done by defining a typical net square feet program of judge-related spaces and multiplying by 1.4. The recommended module is as follows:

Table 16 Recommended Judicial Planning Module		
Space	Net Square Feet (NSF)	Summary NSF & DGSF Total
Courtroom		1,900 NSF
Courtroom Support • Jury suite (with toilets) • Waiting area • Attorney/client conference room • Victim/witness waiting • Vestibule entry • Courtroom holding (or Mediation module in civil related courtrooms) ✓ Cells ✓ Attorney/defendant conference ✓ Sound vestibule	 440 250 120 120 80 200 60 35	1,305 NSF
Judicial Office Set • Judge office (with toilet) • Judicial assistance office • Bailiff • Waiting area • Copy/file/work space • Service unit	 350 160 80 40 60 35	725 NSF
Total NSF	3,930	x1.4 Departmental Grossing Factor
Total Departmental Gross Square Feet (DGSF)/Judge		5,502 DGSF

The module proposes a 1 to 1 relationship of courtrooms to judges. While history in the Eleventh Judicial Circuit has shown that this is not always necessary, it must be remembered that the courtroom inventory must also serve Senior Judges on special assignment, and frequently General Masters as well. Because these courtrooms also serve these additional purposes, it would be unwise to use any lower assignment ratio.

It is also recognized that not every judge will necessarily require the same space allocation (particularly courtroom size and holding requirements) in every circumstance. Grouping judges also yields some opportunities for economies in terms of shared jury rooms. However, there are occasions when more space is required for special purpose courtrooms or for specialized mediation units or other unique circumstances. As a result, we recommend that this Planning Module be the base of long range facility needs estimates and let the actual programming process related to the individual facility determine the potential economies (if any) at the time of design.

2. Define an agency-specific DGSF planning module as a percentage of the Judicial Planning Module. Based on our experience in Miami-Dade and around the country,

we propose using the following percentages and values ***specifically for district court facilities.*** Core facilities would use other, higher planning modules.

Table 17 Agency Planning Modules (based on a percentage of the Judicial Planning Module of 5,502 DGSF)		
Agency	Percentage	Departmental Gross Square Feet, Judicial Planning Model
Clerk of Courts	50%	2,751 DGSF
Court Administration	20%	1,100 DGSF
State Attorney	10%	550 DGSF
Public Defender	30%	1,651 DGSF

3. Define additional DGSF formulas for specific functional alternatives and special facility provisions.

Table 18 Special Function Planning Modules	
Function	Formula
Jury Assembly	50 DGSF/juror
Prisoner Sally Port and Staging	900 DGSF for Sally Port + 20 DGSF/prisoner
General Master Set	3,000 DGSF/Master
Food Service	50 DGSF/occupant
Multi-purpose meeting room	25 DGSF/person
Child Care	50 DGSF/occupant
Building Maintenance Support	500 DGSF/10,000 DGSF of court and agency DGSF

New judicial facility space estimates can be developed using these planning formulas.

Cost Projection Formulas

The development of new judicial facilities is a costly undertaking. Courthouses are special buildings in terms of their structure, their spatial organization, their security requirements, their technology requirements and their levels of durability and finish to name a few. There is a range of cost factors that need to be considered in relation to new judicial facilities. These include the following:

- Construction costs. These are the costs associated with the basic construction of the building(s).

- Project costs. These are additional costs associated with developing a new building in addition to the basic costs. These typically include A/E (architectural/engineering) fees (7%), site preparation (3%), FFE (Furniture, Fixtures and Equipment – 10%), Technology (5% to 15%) and a design contingency (5%). Project costs run from about 30-40 percent of anticipated base construction costs.

- Total project costs. This is the combined construction and project cost total exclusive of a range of additional factors which would not usually be included, such as:

  - ✓ Site Acquisition,
  - ✓ GSA management fee,
  - ✓ CM pre-construction fees,
  - ✓ Financing costs,
  - ✓ Infrastructure upgrades,
  - ✓ Street improvements,
  - ✓ Impact fees,
  - ✓ Moving expenses,
  - ✓ Hook-up or activation costs,
  - ✓ Escalation to mid-point of construction,
  - ✓ Interim accommodations,
  - ✓ Hazardous materials remediation, and
  - ✓ Program management fees.

At this time, construction costs for new court-related facilities is about $225/BGSF (Building Gross Square Feet). The actual cost per square foot of any future facilities (assuming equivalent design and quality) depends upon many factors including:

- The interim rate of inflation (if any),
- Time (number of years) to mid-point of construction,
- Bidding climate at the time, and
- Real cost increases in materials and labor.

Part 5: Priority Projects

The following projects and priorities are recommended for the judicial facilities master plan.

Priority 1 (Short Term) Projects: Those projects currently in progress for completion within 5 years

- New Hialeah District Courthouse (2 courtrooms)
- New Juvenile Justice Courthouse (up to 14 courtrooms)
- Courtroom and Judicial office additions to Courthouse Center (Floors 28, 29 and 30 – 7 courtrooms)
- Courtroom and Judicial office expansion at the South Dade District Courthouse (2 courtrooms)
- Caleb Center renovation (2 courtrooms)
- Various other modifications, renovations and repairs at REG, CHC and the DCCH

Priority 2 (Intermediate Term) Projects: Those projects needed to implement the Expanded Regionalization concept

Table 19
Priority 2 Project
West Dade Regional District Court

Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			114,051 DGSF
• Court	5,502	12	
• Clerk	2,751	12	
• Court Administration	1,100	12	
• State Attorney	550	3	
• Public Defender	55	3	
Special Facility Provisions			26,850 DGSF
• Jury assembly	50	75	
• Prisoner holding	1,100	1	
• General Masters	3,000	4	
• Food Service	50	40	
• Multi-purpose	25	50	
• Child care	50	15	
• Building maintenance & support	500	12	
Total square feet			
• Total departmental gross square feet (DGSF)			140,901
• Total building gross square feet (35% of DGSF)[1]			49,315
• Total square feet			190,216
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$42,798,679
• Project costs @35% of base construction costs[2]			$14,979,538
• Total costs			$57,778,217

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Priority 3 (Long Term) Projects: Those projects to expand North and South Dade Regional District Courthouses

Table 20 Priority 3 Project North Dade Regional District Court Expansion			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			19,256 DGSF
• Court	5,502	2	
• Clerk	2,751	2	
• Court Administration	1,100	2	
• State Attorney	550	1	
• Public Defender	55	—	
Special Facility Provisions			9,425 DGSF
• Jury assembly	50	—	
• Prisoner holding	1,100	0.5	
• General Masters	3,000	2	
• Food Service	50	20	
• Multi-purpose	25	35	
• Building maintenance & support	500	2	
Total square feet			
• Total departmental gross square feet (DGSF)			28,681
• Total building gross square feet (35% of DGSF)[1]			10,038
• Total square feet			38,719
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$8,711,854
• Project costs @35% of base construction costs[2]			$3,049,149
• Total costs			$11,761,003

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Table 21 Priority 3 Project South Dade Regional District Court Expansion			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			19,256 DGSF
• Court	5,502	2	
• Clerk	2,751	2	
• Court Administration	1,100	2	
• State Attorney	550	1	
• Public Defender	55	—	
Special Facility Provisions			9,425 DGSF
• Jury assembly	50	—	
• Prisoner holding	1,100	0.5	
• General Masters	3,000	2	
• Food Service	50	20	
• Multi-purpose	25	35	
• Building maintenance & support	500	2	
Total square feet			
• Total departmental gross square feet (DGSF)			28,681
• Total building gross square feet (35% of DGSF)[1]			10,038
• Total square feet			38,719
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$8,711,854
• Project costs @35% of base construction costs[2]			$3,049,149
• Total costs			$11,761,003

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

SECTION V
CONCLUSION

This is a Judicial Facilities Master Plan prepared for the Eleventh Judicial Circuit of Florida and Miami-Dade County. It is intended to provide a strategic vision for judicial facilities in the Circuit and County and a long-term action plan for implementation of that vision.

Facilities are a fundamental resource for judicial system services and serve both functional and symbolic purposes. To meet these purposes, facilities must have sufficient space to accommodate the people and processes of the judicial system, and they must have suitable space to meet their important symbolic purpose.

The need for this facilities study is a result of several factors, including:

- Population growth. Estimates from the Miami-Dade County Department of Planning indicate that from 1995 to 2015 the County's population will have increased by almost a million people. Historical patterns of growth suggest that the population will increase most in what is now the urban fringe. The conclusion from these estimates is that the size and strength of population growth and the direction of growth will have an impact on the Court and the increasing density of population will have an effect on the ease of public access to existing court facilities.

- Court caseloads. After several years of declining caseloads, total caseloads have begun to increase. Also, the historic mix of cases is changing with reductions in criminal cases, but increases in general civil and family-related cases. The caseload trends suggest greater service demands and greater pressure to meet those demands in the branch facilities since that is where the population is shifting.

- Existing facilities are stressed and not far reaching. Although existing facility projects are expanding capacity at some of the core facilities, the added capacity will not be adequate to accommodate the increased service needs. Branch facilities suffer the same pressures, but offer more opportunities for expansion than do the core facilities.

- Judicial staff increases. It is inevitable that the number of judicial positions will increase over time (the rate of increase has been about 1.75 positions per year). With each increase, the number of other staff to support the judge and perform other services (e.g., Clerk of Court, Public Defender) will increase.

- Limited funding. Officials at the Budget Office suggest it is unlikely that future Court facility needs can be accommodated by anything other than a bond referendum. Existing revenue streams are already committed and no new revenue sources are in sight. As one result, it is critical that the Court have a plan that effectively prioritizes its needs and makes a clear case for those needs in the competitive arena of public funding.

Service Delivery Pattern

What is the service delivery plan that supports and frames the judicial facilities plan? This is a fundamental question raised by the early analysis of the Court's facility situation. Different views of how the courts could or should deliver services to the citizens and communities of Miami-Dade County clearly produce different facility implications. Many "facility master plans" are possible unless there is a specific strategic vision upon which to base the deployment and operational expectations of future buildings.

It was the recognition of this reality that became the basis for a year-long process in which the Court (and ultimately related justice system agencies) considered the alternatives and reached a conclusion. The conclusion was mostly reached in a strategic planning meeting attended by over 50 people from the Court, other justice system agencies, County Commissioners, other County officials, and members of the local bar. Participants were asked to identify their preferences for one of four service delivery models. The clear choice among participants was for expanded regionalization of services and facilities.

This choice has implications for facility planning and for operational planning, as listed below:

Facility-related implications

- Limited numbers of facilities.
- Strategic geographic locations.
- Coordination with major general government service centers.
- Restriction on further development of limited service, localized district courts other than those now in design and construction (Hialeah) or which must be replaced because of prior commitments (Caleb).
- Immediate attention to development of a new West Dade regional district court incorporating expanded services (Circuit Civil and Probate, County Court jury trials, etc.).

- Development of a new Juvenile Justice Center but limitation on long term expansion in favor of regional distribution of certain services.
- Re-evaluation of existing district facilities in light of expanded regional facilities.
- Re-evaluate core expansion scenarios in light of emphasis on regional development.

Policy/rule related implications

- Begin consideration of best sequence of Circuit Court distribution (civil non-jury, uncontested domestic relations, etc.).
- Begin consideration of potential regional venue lines (County civil first and ultimately Circuit as well) and then begin to collect related caseload data.
- Begin consideration of potential jury district boundaries (parallel with venue lines? Separate?).
- Begin coordinated planning with County on participation in a West Dade Regional Service Center.

FACILITY MASTER PLAN

Building on the recommended concept of "expanded regionalization," we developed a judicial officer projection and deployment model used to assign judicial officers to the various courthouses. We then integrated this deployment model with a space allocation formula to define specific new construction projects over the 20 year time-frame of the plan and we outlined a model to estimate in present (2002) dollars the probable cost of new construction projects. We added these projects to the inventory of ongoing projects and arranged them into a priority implementation plan with cost estimates for new construction.

The implementation of the expanded regionalization model divides facility planning into Priority 1, Priority 2 and Priority 3 projects. The estimated space needs and costs associated with these projects are made using the following four steps:

Step 1 Establish a typical judge-related DGSF (departmental gross square feet) planning module. This is done by defining a typical net square feet program of judge-related spaces and multiplying by 1.4.

Step 2 Define an agency-specific DGSF planning module as a percentage of the judicial planning module to account for the space needs of other groups (e.g., State Attorney, Public Defender).

Step 3 Define additional DGSF formulas for specific functional alternatives and special facility provisions, including, for example, jury assembly, prisoner sally port and staging, food service, and building maintenance support.

Step 4 Determine total square feet of space needs and multiply by the estimated costs for construction (currently about $225/DGSF) and project costs (about 35% of base construction costs).

Priority 1 (Short Term) Projects

This includes those projects now in progress and those needed within the short term (i.e., within the next 5 years).

- New Hialeah District Courthouse (2 courtrooms).
- New Juvenile Justice Courthouse (up to 14 courtrooms).
- Courtroom and Judicial office additions to CHC (Floors 28, 29 and 30: 7 courtrooms).
- Courtroom and Judicial office expansion at the South Dade District Courthouse (2 courtrooms).
- Caleb Center renovation (2 courtrooms).
- Various other modifications, renovations and repairs at REG, CHC and DCCH.

Priority 2 (Intermediate Term) Projects

This includes those projects needed in the intermediate time range (i.e., 0-10 years) to implement the regional concept and ensure that expansion requirements at the core facilities are minimized. The projected costs of building a new West Dade Regional Courthouse are $57.8 million (2002 dollars), as shown in the table below.

Priority 2 Project West Dade Regional District Court			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			114,051 DGSF
• Court	5,502	12	
• Clerk	2,751	12	
• Court Administration	1,100	12	
• State Attorney	550	3	
• Public Defender	55	3	
Special Facility Provisions			26,850 DGSF
• Jury assembly	50	75	
• Prisoner holding	1,100	1	
• General Masters	3,000	4	
• Food Service	50	40	
• Multi-purpose	25	50	
• Child care	50	15	
• Building maintenance & support	500	12	
Total square feet			
• Total departmental gross square feet (DGSF)			140,901
• Total building gross square feet (35% of DGSF)[1]			49,315
• Total square feet			190,216
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$42,798,679
• Project costs @35% of base construction costs[2]			$14,979,538
• Total costs			$57,778,217

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Priority 3 (Long Term) Projects

These are long range (i.e., 10-20 years) projects aimed at the long-term expansion of older core and regional facilities. The projected costs of expanding the North Dade and South Dade Regional District Courts are $23.6 million (2002 dollars), as shown in the two tables below.

Priority 3 Project North Dade Regional District Court Expansion			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			19,256 DGSF
• Court	5,502	2	
• Clerk	2,751	2	
• Court Administration	1,100	2	
• State Attorney	550	1	
• Public Defender	55	—	
Special Facility Provisions			9,425 DGSF
• Jury assembly	50	—	
• Prisoner holding	1,100	0.5	
• General Masters	3,000	2	
• Food Service	50	20	
• Multi-purpose	25	35	
• Building maintenance & support	500	2	
Total square feet			
• Total departmental gross square feet (DGSF)			28,681
• Total building gross square feet (35% of DGSF)[1]			10,038
• Total square feet			38,719
Total costs (in 2002 dollars)			
• Base construction costs @$225/square foot			$8,711,854
• Project costs @35% of base construction costs[2]			$3,049,149
• Total costs			$11,761,003

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Priority 3 Project South Dade Regional District Court Expansion			
Component	Departmental Gross Square Feet per Unit	Number of Units	Total
Court and Agencies			19,256 DGSF
• Court	5,502	2	
• Clerk	2,751	2	
• Court Administration	1,100	2	
• State Attorney	550	1	
• Public Defender	55	—	
Special Facility Provisions			9,425 DGSF
• Jury assembly	50	—	
• Prisoner holding	1,100	0.5	
• General Masters	3,000	2	
• Food Service	50	20	
• Multi-purpose	25	35	
• Building maintenance & support	500	2	
Total square feet			
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Total costs (in 2002 dollars)			
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• Project costs @35% of base construction costs[2]			$3,049,149
• Total costs			$11,761,003

[1] Adjustment factor to account for such things as the thickness of exterior walls, elevators, stairwells, mechanical and electrical spaces. In a judicial facility, this factor is usually 35% to 40% of DGSF.

[2] Project costs typically include architectural and engineering fees; technology; furniture, fixtures and equipment; etc.

Conclusion

This Judicial Facilities Master Plan report should serve as a basis for important decisions regarding strategic deployment directions, capital funding and specific facility, renovation and new construction projects. The report is intended to provide the foundation for implementation of the next generation of court facilities in Miami-Dade County, facilities that will support the essential operations of the judicial system, meet the need for public access to justice and dispute resolution services, represent the respect and pride of the community in its basic institutions, and reflect the dignity of the County's judicial officers and justice system.

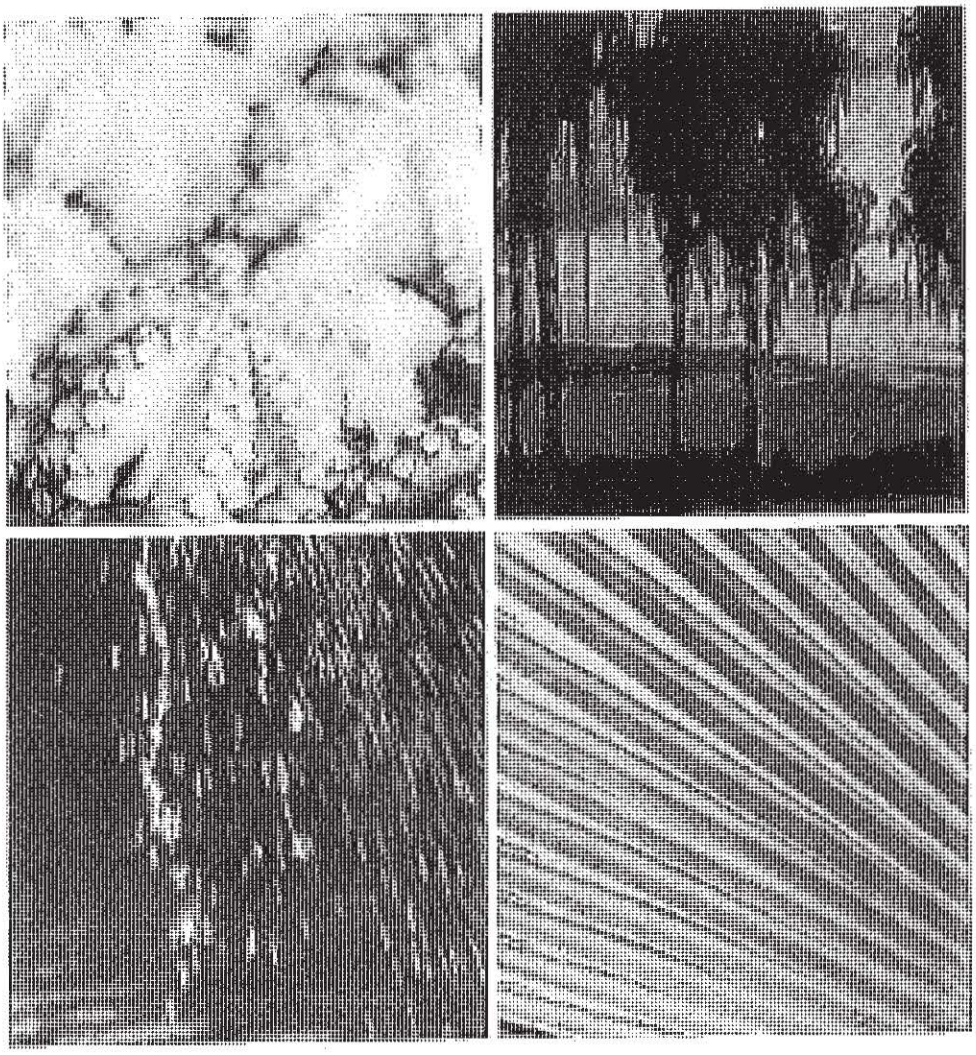

EXHIBIT 9

Master Plan for the Expansion of Courtrooms and Administrative Facilities

GSA Project No.
Z00019

Phase 1A Report
Program Needs Investigation
November 2007

Prepared for GSA by:
SIXTO ARCHITECT, Inc.
with

Dan L. Wiley & Associates, Inc.
Carter Goble Lee Companies

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Section 1 – Introduction, Growth Trends

Section 2 – Facilities Inventory and Evaluation

Section 3 – Perspectives, Policies and Priorities

Section 4 - Appendix

Phase 1A – Report

Program Needs Investigation

Introduction

This report covers *Phase 1A – Program Needs Investigation* and represents the first portion of work required under GSA contract # Z00019 - Master Plan for the Expansion of Courtrooms and Administrative Facilities,. The overall purposes of the Master Plan are: to define the 20 year space needs of the courts; to identify crucial court facility projects necessary to meet the expected space needs; to identify an appropriate implementation plan for those facilities and finally, to estimate the order of magnitude of expected costs associated with the facility requirements and implementation plan.

The purpose of Phase 1A is to investigate and document the broad scope of court related space and facility needs that will provide the basis for subsequent detailed study of specific program requirements and ultimately the master planning direction. This needed background of information and preliminary analysis has involved several tasks including:

- review of previous planning documents,
- preliminary meetings with court system officials,
- collection of existing facility drawings and plans,
- tours of the existing court facilities and
- preparation of preliminary background data tables and forms.

The intent and results of these efforts are reported in the following sections of this Phase 1A report:

1. Section 1 – Growth Trends - to verify and refine as necessary previously defined growth trends impacting court space requirements;
2. Section 2 – Facilities Inventory and Evaluation - to inventory and evaluate existing judicial facilities, sites and deployment patterns; and
3. Section 3 – Perspectives, Policies and Priorities - to identify policy and strategic planning interests and to document potential projects and priorities associated with the development of a long term plan.

Together these activities and the resultant data, analysis and preliminary strategic thinking provide the basis for the more detailed analysis to follow in Phase 1B and will become a critical underlying part of the documentation for the entire master planning effort and implementation strategy.

Section 1 – Growth Trends

Overview

This section reports the results of a review of previously developed growth trends in population, demographics, caseload and judicial officers developed in a 2002 master planning report and identifies important updates impacting this planning effort. The general finding is that growth trends remain consistent (with some exceptions that will be reported) and that the *overall rate of growth in the courts will remain strong over the planning period* and the resulting scale of facility impact related to growth will be significant as well.

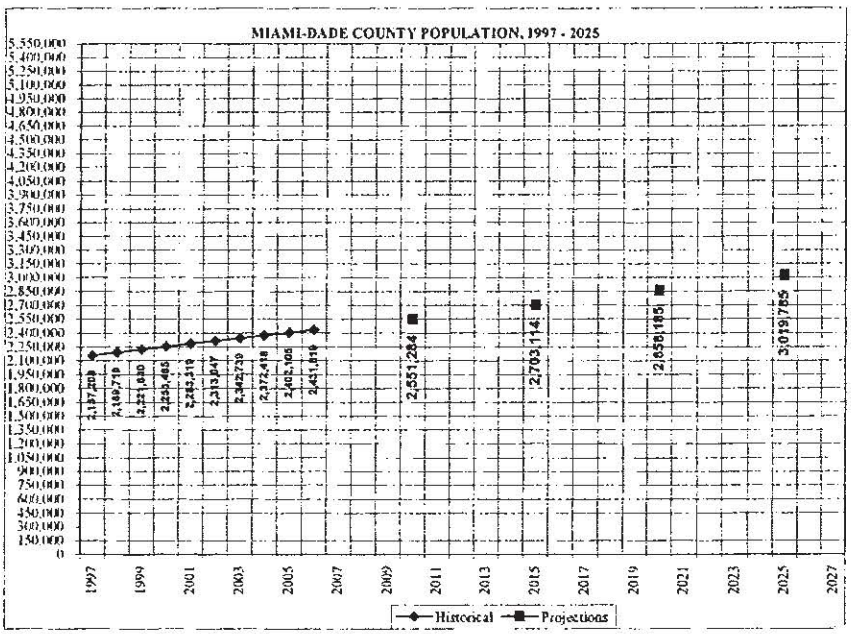
Population

Population growth is a significant factor underlying long term judicial system space needs. Increases in population, especially when they are consistent over a long period of time, typically produce increases in demands for services (case filings), and as a result, increases in the need for judicial officers, staff and ultimately space.

Miami-Dade County resident population continues to grow. Official projections have been provided by the Miami-Dade County Department of Planning and Zoning. These are reported and illustrated in the following table and figure.

Table 1 and Figure 1
POPULATION ANALYSIS AND FORECASTS, 1997 - 2025
Miami-Dade County, Florida

	Miami-Dade County Population	Number Change Per Year	Percent Change Per Year
Historical Population ==>			
1997	2,157,208		
1998	2,189,719	32,511	1.51%
1999	2,221,630	31,911	1.46%
2000	**2,253,485**	31,855	1.43%
2001	2,283,319	29,834	1.32%
2002	2,313,047	29,728	1.30%
2003	2,342,739	29,692	1.28%
2004	2,372,418	29,679	1.27%
2005	2,402,105	29,687	1.25%
2006	2,431,819	29,714	1.24%
Change from 1997 to 2007		274,611	12.73%
Average Change 1997-2006		30,512	1.340%
Projected Population ==>			
2010	2,551,284	23,893	0.98%
2015	2,703,114	30,366	1.19%
2020	2,858,185	31,014	1.15%
2025	3,019,785	32,320	1.13%
Change from 2006 to 2025 =		587,966	24.18%
Average Yearly Change 2010-2025		29,398	1.11%



Source: Miami-Dade County Department of Planning and Zoning - http://www.miamidade.gov/planzone/library_census.asp

These official projections [1] indicate that Miami-Dade County can expect to reach just over 3M population by 2025. With the existing (2006) population estimated at about 2.4M, this represents an increase of nearly 588,000 or about 24% higher than the present. The average annual increase is estimated at about 29,400/yr which is only slightly lower than the average 30,500/yr increase that has characterized the last 10 year period. This steady growth expectation is consistent with the findings of the 2002 master planning report.[2]

The team has also examined the patterns of growth in the County through a review of the census tract forecasts by minor statistical area displayed on the Miami-Dade County Planning and Zoning Department's web page. The areas that appear to be in line for the highest growth numbers are the downtown/costal areas and western/southern fringe areas. These growth patterns are expected to impact the long term strategy for court facilities or at least to impact the prioritization of court facility projects.

Caseload

A review of the official State of Florida Judicial System caseload data (Summary Reporting System) for the last ten years has been conducted. The recent data reflects overall trends consistent with those reported in the previous study, however, with some emerging sub-trends of special interest to this facilities planning effort.

- Circuit Court caseload is going through a period of relatively slow growth overall with the notable exception of Domestic Relations cases which continue to show strong increases. It should be recognized however, that a long term look at the Circuit Court caseloads in Miami-Dade County shows a patterns of peaks and valleys within a long term growth trend. There is nothing in the present data to suggest that the presently "slower than before" pace of growth will be a long term trend. The contrary is more likely, given the history, and that is that there will soon be another cycle of faster growth.
- County Court caseload is growing significantly and most substantially in the area of County Court Civil cases. These are the cases most commonly distributed to the Branch or District Courthouses. Traffic cases also are showing strong increases as well.
- The highest caseload filing pressures over the last thirteen years (for which data is available) are in the North Dade Branch Courthouse (+61.5%) and in the Coral Gables Branch Courthouse (+116%).

These findings are expected to impact the prioritization of court facility projects. It makes sense that attention should focus on the areas and facilities that are seeing the most significant caseload increases (though of course not exclusively as there are other factors to consider as well).

Judges

The pattern of historical increases in the number of judges in Miami-Dade County (11th Judicial Circuit of Florida) has been remarkably consistent. Table 2 illustrates that over a twenty year period, judges have been added to the County at an average rate of just about 1.5/year and that the allocation of judges has averaged just above 5/100,000 population.

[1] The planning team relies exclusively on official population projections typically those used as a basis for all of a county's planning efforts.

[2] Eleventh Judicial Circuit of Florida, Facilities Master Plan, Policy Studies Inc., December 2002

Table 2 - Updated population and Judge Numbers
Historical and Projected Judgeships

Year	Population	Judges Circuit	Judges County	Judges Total	% County Judges to Total	Total Judges per 100,000 Population	Total Judges Real #/Year Increase
1986	1,812,520	59	34	93	36.6%	5.13	
1987	1,843,690	59	35	94	37.2%	5.10	1.00
1988	1,874,860	60	35	95	36.8%	5.07	1.00
1989	1,906,030	62	36	98	36.7%	5.14	3.00
1990	1,937,200	63	36	99	36.4%	5.11	1.00
1991	1,969,847	65	36	101	35.6%	5.13	2.00
1992	1,990,079	65	36	101	35.6%	5.08	0.00
1993	1,961,196	65	36	101	35.6%	5.15	0.00
1994	2,002,049	66	36	102	35.3%	5.09	1.00
1995	2,046,928	70	38	108	35.2%	5.28	6.00
1996	2,086,103	70	38	108	35.2%	5.18	0.00
1997	2,157,208	70	40	110	36.4%	5.10	2.00
1998	2,189,719	70	41	111	36.9%	5.07	1.00
1999	2,221,630	70	41	111	36.9%	5.00	0.00
2000	2,253,485	71	41	112	36.6%	4.97	1.00
2001	2,283,319	71	41	112	36.6%	4.91	0.00
2002	2,313,047	72	41	113	36.3%	4.89	1.00
2003	2,342,739	74	41	115	35.7%	4.91	2.00
2004	2,372,418	74	41	115	35.7%	4.85	0.00
2005	2,402,105	76	41	117	35.0%	4.87	2.00
2006	2,431,819	77	43	120	35.8%	4.93	3.00
2007	2,461,577	80	44	124	35.5%	5.04	4.00
1986 -2007 Averages per Year					**36.08%**	**5.04**	**1.48**

Based on this information, the planning team has constructed two judgeship projection models, one based on the average rate of increase and the second based on the average judges/100,000 population. The separate results are only marginally different and the average of the two models is recommended as the projection basis for additional judges. Based on this process, Miami-Dade County and the Eleventh Judicial Circuit of Florida can expect to gain an additional 28 judges by 2025. These projection results are displayed in Table 3. The total of judges in Miami-Dade County is expected to grow from 124 (present number) to 152 in 2025. This projection methodology and the results are consistent with the previous master planning study and are thought by the consulting team and the Court's representatives to be sufficiently accurate and compelling to avoid the need to project the number of judges on the basis of relationship to caseload trends.

The projected scale and rate of growth in the number of judges has a significant bearing on both the short and long term judicial system space needs. The addition of judges produces a "ripple' impact in the court system in terms of staff for Court Administration, the Clerk of Courts and (in the case of Criminal Judges), the State Attorney's and Public Defender's offices as well. One of the fundamental questions to be addressed by this study is the expected allocation of these additional judges by division of court and by location in the various court facilities (those that exist and those that might be developed in the future).

Table 3
Model #1 - Projection Based on Population Average Ratio 5.04 per 100,000

Year	Population	Judges			% County Judges to Total	Total Judges per 100,000 Population	Total Judges Real #/Year Increase
		Circuit	County	Total			
2010	2,551,284	82.19	46.39	128.59	36.08%	5.04	1.53
2015	2,703,114	87.09	49.15	136.24	36.08%	5.04	1.53
2020	2,858,185	92.08	51.97	144.06	36.08%	5.04	1.56
2025	3,019,785	97.29	54.91	152.20	36.08%	5.04	1.63

Model #2 - Projection Based on Real # Increase

Year	Population	Judges			% County Judges to Total	Total Judges per 100,000 Population	Total Judges Real #/Year Increase
		Circuit	County	Total			
2010	2,551,284	82.09	46.34	128.43	36.08%	5.03	1.48
2015	2,703,114	86.81	49.00	135.81	36.08%	5.02	1.48
2020	2,858,185	91.53	51.66	143.19	36.08%	5.01	1.48
2025	3,019,785	96.25	54.32	150.57	36.08%	4.99	1.48

Recommended Projection Based on Average of Models #1 and #2

Year	Population	Judges			% County Judges to Total	Total Judges per 100,000 Population	Total Judges Real #/Year Increase
		Circuit	County	Total			
2010	2,551,284	82	47	129	36.43%	5.06	1.67
2015	2,703,114	87	49	136	36.03%	5.03	1.40
2020	2,858,185	92	52	144	36.11%	5.04	1.60
2025	3,019,785	97	55	152	36.18%	5.03	1.60

The potential distribution of judges by division has been addressed in two ways. As a baseline, the team prepared a summary of the existing distribution of judges by division of court, calculated the existing percentages of the respective quantities of judges in each to the whole (either Circuit of County Court and then used those percentages to distribute the projected judges to the divisions in the future. What became immediately apparent was that the distribution of judges to divisions based on the existing percentages failed to take into account the differential growth of the caseloads and the shifting need for judges by division. So Table 4 reflects another approach as well in which the future distribution of judges was adjusted based on the shifting caseload trends and in particular on the significantly higher rate of growth in Circuit Court Domestic Relations cases over Circuit Civil cases. The projection of Judges by location will be discussed in Section 3 of this report.

Table 4 - Alternative Projections (Judges by Division)

	Existing			Projection by %				Projection by Filing Pressure			
Circuit Court	Existing	% of Total Circuit Judges	% of Total County Judges	2010	2015	2020	2025	2010	2015	2020	2025
Chief Judge	1	1.3%		1	1	1	1	1	1	1	1
Criminal	26	32.5%		27	28	30	31	27	28	30	31
Civil	25	31.3%		26	27	29	30	25	26	27	28
Probate	4	5.0%		4	5	5	5	4	5	5	5
DR	14	17.5%		14	15	16	17	15	16	18	19
UFC	2	2.5%		2	2	2	3	2	2	2	3
Juvenile	8	10.0%		8	9	9	10	8	9	9	10
Circuit Totals	80			82	87	92	97	82	87	92	97
County Court											
Civil	20		45.5%	21	22	24	25	21	22	24	25
Criminal	17		38.6%	18	19	20	21	18	19	20	21
DV	7		15.9%	8	8	8	9	8	8	8	9
County Totals	44			47	49	52	55	47	49	52	55
TOTAL JUDGES	124			129	136	144	152	129	136	144	152

UFC = 1 DR, 1 Juvenile, & Chief Judge

Summary and Conclusion

Our review of the most recent population, caseload and judgeship acquisition data shows nc reason to alter the growth expectations outlined in the previous 2002 report.

- Population is growing and will continue to grow according to official sources.
- Caseload trends remain typical overall. The system is moving in a predictable way with sub-trends altering the particular balance of case types within the whole at any given time. For now, there is a strong surge in County Court case types, particularly Civil and Traffic.
- Judgeship growth has continued and will continue into the future in consistent way, though the actual increase in a given year may vary slightly from the average.

Each of these factors impacts judicial facilities and facilities planning strategy. Both core anc branch facilities are being and will be impacted though is somewhat different ways. The patterns of continuing growth offer no relief from the expectation that *additional facilities will to be needed.* Indeed, meeting the spatial needs related to these patterns of growth will present an ongoing challenge to both the Court and the County over the next 20 years. How this might be bes accomplished is the overall objective of this study.

Section 2 – Facilities Inventory and Evaluation

Overview

An initial task in the master planning process is the inventory and evaluation of the existing court facilities in Miami-Dade County. If the objective of the overall study is to determine what court facilities are needed and to define a plan to provide them, then the starting point for the analysis must certainly be in the documentation of what already exists and through the evaluation process to identify its usefulness in meeting existing and projected need. In this section, we identify the existing facilities; provide summaries of the staff and space of each and a simple evaluation of critical functional, physical and spatial characteristics of each. Our analysis finds that:

- All of the court's existing facilities are full (except the Hialeah Branch Courthouse which just opened) and some are seriously overcrowded
- Two of the major core facilities (REG and DCCH) are potentially in need of replacement
- One of the major core facilities (Juvenile Justice Center) is in the process of being replaced now.
- Two of the court's branch facilities are closed for remodeling or replacement and at least one and possibly two of the largest, busiest remaining Branch Courthouses are in need of replacement or substantial addition.
- All the other Branch Courthouses (except Hialeah) are in need of expansion within the 20 year planning window.

Miami-Dade County has a large inventory of court space totaling above 1.1M SF. *Despite this large amount of space, the system appears to be in a catch-up or break even mode.* The intensity of demand and the pace of growth together with the age, condition and functional deficiencies of a large portion of the existing inventory have created a situation that underscores the need for additional strategic initiatives and major new facilities projects in the coming years.

Inventory and Evaluation

For purposes of this study, we divide the court facilities in Miami-Dade County into two groups:

- Core Facilities – These are the major court facilities of the county *that serve centralized caseloads and (at this time) all jury functions.* The core facilities are:
    - Dade County Courthouse (DCCH) (1928) serving centralized Circuit Civil and Probate functions as well as a portion of the County Court civil caseload
    - Courthouse Center (CHC) (1985)– Serving the Circuit Court Domestic Relations and the Domestic Violence caseloads
    - Richard E. Gerstein Courthouse (REG) (1960) – Serving the Circuit Criminal and County Criminal caseloads
    - Juvenile Justice Center (JJC) (1972) – Serving the Circuit Court Juvenile Delinquency and Dependency caseload (A replacement for this facility is in design)

- Branch (or District) Facilities – These are smaller facilities that serve distributed (non-jury) caseloads, primarily County Court Civil and Traffic caseloads as well as some other specialized case types.
    - North Dade (1987)
    - Miami Beach (1927) (closed - 2006)
    - Caleb Center (1976) (closed - 2002)
    - Hialeah (2004)
    - Coral Gables (1951) (court occupied 1993)
    - South Dade (1992)
    - Bayfront (Serving Child Support Enforcement)
    - Homestead (closed since Hurricane Andrew)

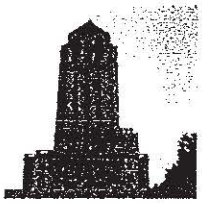
The following pages provide a functional and spatial summary of key facilities as well as a preliminary evaluation and simple rating of each. *No analysis is provided for closed facilities and none is provided for the Juvenile Justice Center as its deficiencies have already been well documented a major project to replace it is underway at this time.*

The evaluations of each facility are divided into four general areas with specific items addressed within each. Selective comments have been provided in support of the ratings and it should be recognized that these are not comprehensive but illustrative. The general areas are:

- Functional – Items under this heading address how the facility works and serves its occupants and clients. For example: the "Public Access/Circulation/Accommodation" item addresses how well occupants and users of the facility can get into and around it and whether waiting spaces are adequate. Serious overcrowding leading to congested hallways and limited waiting areas would produce lower scores than open corridors and clearly defined and sufficiently sized waiting areas.
- Spatial – Items under this heading focus on spatial sufficiency (Is there enough space for the staff and functions housed there?), on spatial adequacy (Is the space properly dimensioned for its use?), whether there is any opportunity for internal expansion and whether courtrooms and other required spaces generally conform to recognized space standards.
- Physical – Items under this heading address general appearance, maintenance (based on available reports and the comments of Building Managers), systems conditions[3], and compliance items such as ADA (Americans with Disabilities Act) and general compliance with relevant codes.
- Site – Items under this heading address the opportunities for on site expansion, the availability of adequate parking (a system wide concern) and the suitability of the site for major public and judicial facilities based on prominence and proximity to public transportation

[3] The consulting team was not asked to conduct a full scale evaluation of building systems but simply to report general status based on available information and cursory survey.

Dade County Courthouse | 73 West Flagler | Miami, Fl | 33130



FULL TIME STAFF ASSIGNMENT

DCCH	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
TOTAL	229			36	96																433

Note: 36 Court Offices include 36 Judges, 36 Judicial Assistants, and 36 Bailiffs.

AREA ALLOCATION

	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
FLOOR	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
1	17214																			5184	22398
MEZ	4968																			1660	6628
2	14683	2248		523																4627	22081
3		3582		938	8350				9305											448	22623
4		9477		5101																2522	17100
5		3659	2255	4288																2860	13282
6		7872		4072	913															4291	17148
7				2909																2980	5889
8		2078		2017																1743	5838
9					4157															1745	5902
10		1867		2357																1600	5844
11		1070		2913																1862	5845
12		2513		1425																1905	5843
13		2513		1425																1305	5243
14		2064		711	1368															1702	5845
15		994		1909	871															2071	5845
16					4602															1242	5844
17					4442															1402	5844
18					4431															1413	5844
19					4577															1267	5844
20					2842				1216											1309	5367
21	300				2753				1028											1286	5367
22					1281											2846				2482	6609
23																			4021	1004	5025
24																			2572	1004	3576
25																			2414	1162	3576
26																			2635	647	3282
27																				2074	2074
TOTAL	37165	40157	2255	30588	40587	0	0	0	11549	0	0	0	0	0	0	2846	0	0	11642	54817	231,606

COC = Clerk of Courts
Ct Ofc = Court Offices
LIT = Litigation
GJ = Grand Jury
AOC = Administrative Office of the Courts

Pol = Police
SA = State Attorney
PD = Public Defender
LL = Law Library
Cor = Corrections

Bldg Mngt = Building Management
DMV = Department of Motor Vehicles
Media = Media
Food Ser = Food Service
Job Corps = Job Corps

P Legal = Police Legal
PRI = Partnership for Recovery Inc.
YWCA = YWCA Court Care

COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

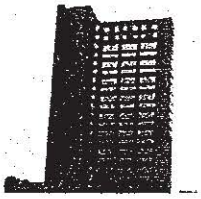
LOCATION: Dade County Courthouse 73 West Flagler Street Miami, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation		3		tower floors very tight public circulation - little to no waiting
2. Security		3		lacks separate circulation for prisoners and judicial staff
3. Prisoner Holding & Movement	1			None and if required takes place through public spaces
4. Contiguous Deployment		3		floor plates not conducive to large department blocks
5. Technology Compatibility	2			challenging to accommodate - the building is 75 years old
6. Working Environment		3		variable by floor and function
7. Acoustics		3		
SPATIAL:				
1. Spatial Sufficiency (quantity)		4		There is vacant space but this is related to environmental issues
2. Spatial Adequacy (Dimensions, quality)		3		variable from very good (historic courtrooms) to terrible
3. Internal expansion potential	2			limited by configuration
4. Standards compliance	2			some courtrooms OK - rest are seriously sub-standard
PHYSICAL:				
1. Appearance		3		
2. Maintenance Status		3		
3. Systems		3		
4. General Condition	2			perpetual water intrusion in basement and on exterior
6. ADA Compliance		3		
7. Code compliance	1			
SITE:				
1. Expansion Potential	1			
2. Adequate Parking	2			Public parking structures are available within two block radius
3. Prominence			5	Historic Building in downtown Miami
4. Public Transportation			5	
TOTALS	13	34	10	

Total Score = 57
Out of possible 110
51.8%

Other Comments:

Note 1: The Dade County Courthouse was opened in 1928 and is approaching its 80th year of occupancy. It is a historic building in downtown Miami. It has been repeatedly redeployed and subject to ongoing renovations both inside and out. After jail functions and general government functions moved out, civil courtrooms were forced into tower floors. These are completely inadequate and sub-standard both as to size and layout (many have large columns in the middle of the room) and the small foot-print of the tower floors together with the narrow column spacings preclude improvement. Recent environmental testing has identified problems on the upper (and now unoccupied) floors and there is general concern among court employees about water intrusion and air quality. The facility no longer meets the spatial and functional requirements of modern court operations.

Courthouse Center | 175 NW 1st Ave | Miami, Fl | 33128



FULL TIME STAFF ASSIGNMENT

CHC	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
TOTAL	164			23	138																371

Notes: (1) 23 Court Offices include 23 Judges, 23 Judicial Assistants, and 23 Bailiffs. (2) COC number includes 6 DV counselor personnel.

AREA ALLOCATION

	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
FLOOR	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
GROUND	6093					1115				1282	866									1953	11309
MEZ	5757				340															7724	13821
2	7444									2901									2994	3929	17268
3 Parking																					0
4 Parking																					0
5 Parking																					0
6 Parking																					0
7 Parking																					0
8 Parking																					0
9 Parking																					0
10	1981										2392									7280	11653
11					10569													915		3862	15746
12	9608																			3294	12902
No 13th																					N/A
14	9418																			3484	12902
15					9678															3223	12901
16					8488					721										3713	12902
17					9171															3731	12902
18					9970															2931	12901
19		5501		3298																4103	12902
20		5501		3298																4103	12902
21		5501		3298																4103	12902
22		5501		3298																4103	12902
23		5501		3298																4103	12902
24					4322			4976												3446	12744
25							9292													3294	12586
26	3581						5609													3395	12585
27	4597				4567															3273	12427
28		4632		3880	165															3750	12427
29		4632		3880																3750	12262
30	1754	1652			5546															3317	12269
TOTAL	50223	38421	0	24250	63196	1115	14901	4976	0	4904	3258	0	0	0	0	0	0	915	2994	89864	299017

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Food Ser = Food Service
Job Corps = Job Corps

P Legal = Police Legal
PRI = Partnership for Recovery Inc.
YWCA = YWCA Court Care

COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

LOCATION: Courthouse Center 175 N.W. 1st Avenue Miami, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation			5	Excellent except on Level 2
2. Security			5	separate circulation paths good
3. Prisoner Holding & Movement		4		limited to level 2
4. Contiguous Deployment			5	
5. Technology Compatibility			5	
6. Working Environment			5	Excellent
7. Acoustics			5	
SPATIAL:				
1. Spatial Sufficiency (quantity)			5	all functions appear well accommodated
2. Spatial Adequacy (Dimensions, quality)		4		some spatial complications related to shape of bldg. footprint
3. Internal expansion potential		4		
4. Standards compliance			5	
PHYSICAL:				
1. Appearance			5	Modern office tower
2. Maintenance Status			5	
3. Systems			5	
4. General Condition			5	
6. ADA Compliance			5	
7. Code compliance			5	
SITE:				
1. Expansion Potential	1			no external expansion potential
2. Adequate Parking		4		internal staff and judicial parking
3. Prominence			5	Excellent proximity to DCCH
4. Public Transportation			5	
TOTALS	1	16	80	

Total Score = 97
Out of possible 110
88.2%

Other Comments:

Note 1: This building was converted from a high rise office tower to a court facility primarily accommodating Domestic Relations cases. The conversion has been largely seen as successful in the context of spatial quality and layout within a very courtroom unfriendly floor shape and structural module. Associated office functions are very good and the overall footprint size allows contiguous deployment of large functional groupings. The facility has proven to be an excellent and important addition to the court's spatial inventory.

Richard E. Gerstein Justice Building | 1351 NW 12 ST | Miami, Fl | 33125

FULL TIME STAFF ASSIGNMENT

REG	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
TOTAL	475	0	0	40	98	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	693

Note: 40 Court Offices include 40 Judges, 40 Judicial Assistants, and 40 Bailiffs.

AREA ALLOCATION

FLOOR	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
BSMNT	1885																			9542	11427
1	12173	7585		537	3811	443					1344			3811						12513	42217
2	1228	22163		7336	1521		816	813		1658										8908	44443
3		6619		4277	809	3770				5178										9512	32165
4		19036		11445	508					2029			252							9627	42897
5	413	7595		12354	354	784				766					187			560		9443	32436
6	1052	18925		11361	1257					1479										9042	43116
7	7432	9880		5146	5037					5703				1552						8121	42871
8	26974				4687				2923											4493	39277
9	32957																			5863	38820
ROOF																				16081	16081
TOTAL	84114	93763	0	52456	18184	4997	816	813	2923	16833	1344	0	252	5363	187	0	0	560	0	103145	385750

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Job Corps = Job Corps

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PRI = Partnership for Recovery Inc.
YWCA = YWCA Court Care

COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

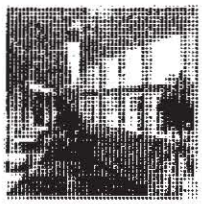
Richard E. Gerstein Justice Building 1351 N.W. 12th Street Miami, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation		3		crowded throughout - inadequate vertical circulation
2. Security		3		limited entry screening space and overall security is compromis y cross-public prisoner transport
3. Prisoner Holding & Movement		3		inadequate on the south side of the building
4. Contiguous Deployment		4		no longer possible for COC and AOC due to growth
5. Technology Compatibility		3		wires everywhere and makeshift arrangements clearly visible
6. Working Environment		3		crowded, noisy, uncomfortable, shows effects of heavy wear
7. Acoustics		3		very noisy
SPATIAL:				
1. Spatial Sufficiency (quantity)		3		mixed on courtrooms & staff spaces - jury accommodations poo
2. Spatial Adequacy (Dimensions, quality)		3		workstations standards compromised by overcrowding
3. Internal expansion potential	2			none - the facility is full
4. Standards compliance	2			no courtrooms meet contemporary spatial or dimensional standa
PHYSICAL:				
1. Appearance	2			appears dirty and very worn
2. Maintenance Status		3		
3. Systems		3		
4. General Condition	2			
6. ADA Compliance		3		courtrooms not general compliant
7. Code compliance		3		
SITE:				
1. Expansion Potential	1			See Note 1 below
2. Adequate Parking	2			
3. Prominence		3		
4. Public Transportation			5	
TOTALS	11	43	5	

Total Score = 59
Out of possible 110
53.6%

Other Comments:

Note 1: the site across the street to the west was once deemed the appropriate expansion direction for the courts but is not currently being considered by the County as viable for this purpose. It is now seen as a location for a building to replace State Attorney facilities/site area now proposed for affordable housing development under a plan put forward by the Related Group. Courthouse expansion appears effectively precluded along with both present and future parking requirements. REG itself has been reconfigured repeatedly and all viable (as well as many non-viable) courtroom locations have been utilized. There is no further internal expansion without forcing out some existing functions. The entire building has become seriously overcrowded.

North Dade Justice Center | 15555 Biscayne BLVD | Miami, Fl | 33160



FULL TIME STAFF ASSIGNMENT

ND	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
TOTAL	65	0	0	6	4	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	90

Notes: (1) 6 Court Offices include 6 Judges, 6 Judicial Assistants, and 6 Bailiffs. (2) COC number includes 6 County Recorder & 2 DV Counselor personnel.

AREA ALLOCATION

	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
FLOOR	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
1	10467					373						770								5043	16653
MEZ																				1823	1823
2	2881	15424		2854	994		158													5285	27596
TOTAL	13348	15424	0	2854	994	373	158	0	0	0	0	770	0	0	0	0	0	0	0	12151	46072

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Bldg Mngt = Building Management
DMV = Department of Motor Vehicles
Media = Media
Food Ser = Food Service
Job Corps = Job Corps

P Legal = Police Legal
PRI = Partnership for Recovery Inc.
YWCA = YWCA Court Care

COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

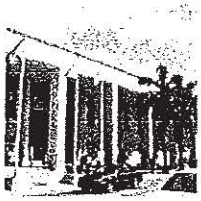
LOCATION: North Dade Justice Center 15555 Biscayne Blvd. Miami, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation		4		Level 1 very crowded - Level 2 adequate
2. Security		4		inadequate weapons screening space-separate circulation gooo
3. Prisoner Holding & Movement		3		provisions available but no longer used due to staffing limits
4. Contiguous Deployment		3		Some COC fragmentation occurring
5. Technology Compatibility		4		
6. Working Environment		4		some portions becoming very crowded
7. Acoustics		4		
SPATIAL:				
1. Spatial Sufficiency (quantity)		3		departments are short of space
2. Spatial Adequacy (Dimensions, quality)		4		courtrooms largely OK - lacks internal circulation for COC
3. Internal expansion potential	2			full
4. Standards compliance		3		compromised by overcrowding especially in COC spaces
PHYSICAL:				
1. Appearance			5	
2. Maintenance Status			5	
3. Systems			5	
4. General Condition			5	
6. ADA Compliance		4		
7. Code compliance			5	
SITE:				
1. Expansion Potential		3		See Note 1
2. Adequate Parking	1			
3. Prominence		3		
4. Public Transportation		3		
TOTALS	**3**	**49**	**25**	

Total Score = **77**
Out of possible **110**
70.0%

Other Comments:

Note 1: Limited expansion possibilities may exist toward the southeast end of the building without disturbing protected mangroves. The ground floor egg-shaped structure could be demolished and made larger and the second floor judicial expanded over that adjusted footprint. It is unclear how this could be accomplished and retain the court in operation throughout. This expansion would also impact already limited parking and site access roads. Even without expansion, it appears additional parking is needed in the form of a parking structure. A better solution might be to seek replacement of this now overcrowded and expansion challenged facility to a more spacious nearby site capable of accommodating both existing and future court requirements and necessary parking.

Hialeah Courthouse | 11 East 6th ST | Hialeah, Fl | 33010



FULL TIME STAFF ASSIGNMENT

Hialeah	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
TOTAL	35	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	42

Notes: (1) 2 Court Offices include 2 Judges, 2 Judicial Assistants, and 2 Bailiffs. (2) COC number includes 2 DV Counselor personnel.

AREA ALLOCATION

	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
FLOOR	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
1	9828					349					445								617	6619	17858
2		5710		3435	1008	211	183												2840	4186	17573
TOTAL	9828	5710	0	3435	1008	560	183	0	0	0	445	0	0	0	0	0	0	0	3457	10805	35431

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P Legal = Police Legal
PRI = Partnership for Recovery Inc
YWCA = YWCA Court Care

COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

LOCATION: Hialeah Courthouse 11 East 6th Street Hialeah, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation			5	excellent except for entry sequence
2. Security		4		Poor weapons screening setup - very crowded
3. Prisoner Holding & Movement			5	
4. Contiguous Deployment			5	
5. Technology Compatibility			5	
6. Working Environment			5	
7. Acoustics			5	
SPATIAL:				
1. Spatial Sufficiency (quantity)			5	
2. Spatial Adequacy (Dimensions, quality)			5	
3. Internal expansion potential			5	could add another judge when necessary
4. Standards compliance			5	
PHYSICAL:				
1. Appearance			5	
2. Maintenance Status			5	
3. Systems			5	
4. General Condition			5	
6. ADA Compliance			5	
7. Code compliance			5	
SITE:				
1. Expansion Potential		3		Limited - See Note 1
2. Adequate Parking		4		Public parking structure exists within 200 feet of site.
3. Prominence			5	Across from Hialeah City Hall
4. Public Transportation		4		
TOTALS	0	15	85	

Total Score = 100
Out of possible 110
90.9%

Other Comments:

Note 1: Expansion potential may exist in the lot area immediately to the north. Expansion may be possible as a second floor over the existing secured surface parking on this lot. At this time, however, external expansion is not considered likely based on strategic deployment considerations.

Coral Gables District Court | 3100 Ponce de Leon | Coral Gables, Fl | 33134

FULL TIME STAFF ASSIGNMENT

CG	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
																					0
																					0
																					0
TOTAL	39	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50

Note: 4 Court Offices include 4 Judges, 4 Judicial Assistants, and 4 Bailiffs.

AREA ALLOCATION

	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
FLOOR	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
BSMNT																					0
1	6819	3298		3123	1409	227														1024	15900
MEZ	2635			516	424															564	4139
TOTAL	9454	3298	0	3639	1833	227	0	0	0	0	0	0	0	0	0	0	0	0	0	1588	20039

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COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

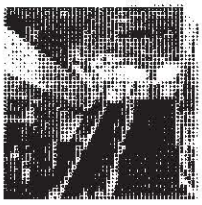
LOCATION: Coral Gables District Court 3100 Ponce de Leon Coral Gables, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation	1			Serious crowding & congestion, little waiting, narrow corridors
2. Security		3		Inadequate space for weapons screening
3. Prisoner Holding & Movement	1			None
4. Contiguous Deployment		3		Fragmentation of COC functions
5. Technology Compatibility		4		
6. Working Environment	2			Very cramped and congested, storage in hallways
7. Acoustics		4		Noisy environment
SPATIAL:				
1. Spatial Sufficiency (quantity)	1			inadequate for existing staff and functions, no growth space
2. Spatial Adequacy (Dimensions, quality)	2			poor quality due to overcrowding, poor dimensions
3. Internal expansion potential	1			None
4. Standards compliance	2			Courtrooms marginally adequate, workstations substandard
PHYSICAL:				
1. Appearance	2			improved finishes but generally very worn appearance
2. Maintenance Status		3		
3. Systems	2			
4. General Condition	2			
6. ADA Compliance	2			
7. Code compliance	1			
SITE:				
1. Expansion Potential	1			See Note 1 in Other Comments below
2. Adequate Parking	1			
3. Prominence	1			
4. Public Transportation		4		
TOTALS	22	21	0	

Total Score = 43
Out of possible 110
39.1%

Other Comments:

Note 1: This building was originally designed as a supermarket and converted into a branch courthouse facility. It has been overwhelmed by demand and has become seriously overcrowded. Parking is completely inadequate and local limitations as well as spatial constraints preclude utilization for certain important case types. Staff areas are very tight and public spaces crowded and inadequate for the daily volumes of customers. The overall condition of the building (despite recent upgraded in finishes) is poor and there is no internal expansion potential at all. Expansion at this site is not recommended.

South Dade Justice Center | 10710 SW 211 ST | Miami, Fl | 33189



FULL-TIME STAFF ASSIGNMENT

SD	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS										TOTAL
	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA			STAFF
TOTAL	42	0	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	58

Notes: (1) 4 Court Offices include 4 Judges, 4 Judicial Assistants, and 4 Bailiffs. (2) COC number includes 2 DV Counselor personnel.

AREA ALLOCATION

	COURT RELATED					COURT PARTNERS					OUTSIDE FUNCTIONS								VACANT	COMMON	TOTAL
FLOOR	COC	Lit	GJ	Ct Ofc	AOC	Pol	SA	PD	LL	Cor	BLDG MT	DMV	MEDIA	Food Ser	Job Corps	P Legal	PRI	YWCA	DGSF	DGSF	GSF
1	14317				2106	607	1677						159						1614	4006	24486
2	197	13548		1539	602															8610	24696
TOTAL	14514	13548	0	1539	2708	607	1677	0	0	0	0	0	159	0	0	0	0	0	1614	12616	49182

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Job Corps = Job Corps

P Legal = Police Legal
PRI = Partnership for Recovery Inc.
YWCA = YWCA Court Care

COURTHOUSE FACILITY EVALUATION MATRIX
Miami-Dade County, Florida - Eleventh Judicial Circuit of Florida

LOCATION: South Dade Justice Center 10710 S.W. 211 Street Miami, Florida	Rating Scale Poor 1 - 2	 Average 3 - 4	 Excellent 5	REMARKS
EVALUATION ISSUES				
FUNCTIONAL:				
1. Public Access/Circulation/Accommodation			5	Excellent except for entry sequence
2. Security		4		cramped entry but otherwise sound
3. Prisoner Holding & Movement			5	appears adequate
4. Contiguous Deployment		4		
5. Technology Compatibility		4		
6. Working Environment			5	
7. Acoustics			5	
SPATIAL:				
1. Spatial Sufficiency (quantity)			5	
2. Spatial Adequacy (Dimensions, quality)		4		generally good - some recent sub-standard litigation spaces
3. Internal expansion potential		4		no vacant spaces but some reconfiguration possible
4. Standards compliance			5	
PHYSICAL:				
1. Appearance			5	
2. Maintenance Status			5	
3. Systems			5	
4. General Condition			5	
6. ADA Compliance			5	
7. Code compliance			5	
SITE:				
1. Expansion Potential			5	lots of available adjacent land
2. Adequate Parking		4		
3. Prominence	2			
4. Public Transportation		4		
TOTALS	2	28	65	

Total Score = 95
Out of possible 110
86.4%

Other Comments:

Note 1: This court facility is part of a larger governmental complex that provides extensive parking and site area. It is organizationally sound and though full offers both internal and external opportunity of increased usage, growth and expansion. Most courtrooms are adequate, though some recently created litigation spaces (hearing rooms) are not as large or configured as would be desirable. Working environment for staff appears excellent.

Summary and Conclusions

At this time, Miami-Dade County and the Eleventh Judicial Circuit are operating in four (4) core facilities and in five (5) branch facilities for a total of nine (9) court locations. The core facilities are all located in close proximity to downtown Miami[4], and the branch facilities are geographically distributed. Two additional branch locations are closed for remodel or replacement and one other former branch location has been closed for several years (Homestead).

Two of the core facilities are quite old. The DCCH has been in use by the courts since 1928 (nearly 80 years) and has been repeatedly reconfigured to meet court system growth and changing utilization patterns. It now serves as the seat of the civil courts (both Circuit and County), the central administrative offices of the Clerk of Courts, one of two jury assembly locations (the other is REG) and the symbol of the judicial system in the County and the Circuit. Its courtrooms, other than the original ones at the lower levels of the building are sub-standard both spatially and functionally and its floor plates are no longer compatible with either courtroom placement or the deployment of sizable contiguous office areas.

REG was built in 1960 to house the criminal courts and related functions. Originally housing both criminal courts and clerk as well as court partners, system growth has reduced its occupants to the courts (41 judges), the criminal clerk functions, AOC Criminal Operations and supporting police, program and Corrections spaces. The facility is now 47 years old and has been reconfigured numerous times. Courtrooms have been sandwiched into every available space (including former corridors). There are now 4 different courtroom configurations in the building, each offering different functional or spatial challenges. Prisoner delivery has become difficult. The elevators are overwhelmed at peak times and jury assembly is too small. Corridors are noisy and congested and security screening is cramped, frequently overwhelmed and potentially less secure than desirable. At a minimum, REG needs a major addition that would cover projected expansion (up to 10 more judges by 2025) and would allow replacement of some of the more dysfunctional courtrooms of the present facility.

Both of these core facilities are functionally deficient (though for different reasons) and a strong case could be made for replacement of each.

The branch facilities differ from one another:

- Hialeah is a new facility that opened in 2004 and still has a margin of internal growth. Apart from the cramped security screening space, the facility is well designed, functional and accommodating for both occupants and customers.
- North Dade is full and increasingly crowded. It is in need of expansion for both its parking and its actual functional spaces. This expansion need is frustrated by the odd shape of the building and in particular by the constraints of the site. The location was carved out of environmentally sensitive lands and the restrictions and rules that apply make further expansion on the site very difficult and costly if not completely problematic or impossible. This is a situation where demand on the facility should be reduced (a practical impossibility given its strategic location near the Broward County line), it should be expanded on site

[4] While the existing Juvenile Justice Center is not downtown, its replacement is planned to be located within two blocks of the DCCH and CHC.

(seemingly very complicated, impractical or virtually impossible) or it should be relocated and replaced (perhaps to the nearby FIU campus) on ground sufficient to permit appropriate expansion as demand increases.

- Caleb Center and Miami Beach, which are now closed should be replaced.
- Coral Gables is severely overcrowded as it stands, has very limited associated parking limitations (by the City) on its use (no Domestic Violence injunction cases which are part of other Branch Court caseloads), very congested public spaces and no further internal expansion (there is no other function that can be forced out of the building – all remaining occupants are needed for essential court operations). On the other hand, the facility has a very strategic location and is clearly the branch facility of choice for many attorneys and clients due to its central location. Of all the main branch facilities, this is the one most in need of attention and either expansion (though it is difficult to see how this could be accommodated on site with proper parking) or replacement.
- Bayfront is used for Child Support Enforcement activity and houses only General Magistrates. Functions located here are already scheduled for redeployment within the next few years to a county office building in downtown Miami that is being vacated.
- South Dade is the most accommodating of the branch facilities. Its last courtroom and judicial office set shell space have been filled and it is technically full, however, it remains the most spacious, accommodating and most functional of the branch facilities. Staff spaces are not overcrowded at this point and though the entry screening is cramped, the facility is very well organized and operationally sound. The site (being part of a large government center) has sufficient space to accommodate both additional parking and expanded facility when needed. This arrangement and collocation with other government services is a model that should be considered for future court branches particularly in western Miami-Dade County.
-

Overall, our analysis finds that:

- All of the court's existing facilities are full (except the Hialeah Branch Courthouse which just opened) and some are seriously overcrowded
- Two of the major core facilities (REG and DCCH) are potentially in need of replacement
- One of the major core facilities (Juvenile Justice Center) is in the process of being replaced now.
- Two of the court's branch facilities are closed for remodeling or replacement and at least one and possibly two of the largest, busiest remaining Branch Courthouses are in need of replacement or substantial addition.
- All the other Branch Courthouses (except Hialeah) are in need of expansion within the 20 year planning window.

Miami-Dade County has a large inventory of court space totaling above 1.1M SF. *Despite this large amount of space, the system appears to be in a catch-up or break even mode.* The intensity of demand and the pace of growth together with the age, condition and functional deficiencies of a large portion of the existing inventory have created a situation that underscores the need for additional strategic initiatives and major new facilities projects in the coming years.

Section 3 – Perspectives, Policies and Priorities

Overview

In Section 1 we confirmed the pressures and scale of growth facing Miami-Dade County and the Eleventh Judicial Circuit of Florida in connection with judicial facilities. In Section 2 we identified the existing facility resources and documented the pressures impacting them. We noted the rising reality that *most will need expansion and that substantial replacements may be needed for those that no longer effectively accommodate modem court functional and spatial requirements.* In this Section 3, we address a series of considerations impacting the development of a strategic plan. The focus of this section is not to propose a strategic plan but to outline the operational policy framework in which it must be set, to identify some of the expressed interests of system participants and to provide an initial summary of the potential projects to be considered as part of the planning effort.

Preliminary Issues

The master planning process begins with the discussion of several preliminary issues. These issues do not fall neatly into other categories of consideration but each has a relationship to the direction the plan will take or to the perspectives that will influence strategic decisions.

- Prospective judicial redeployment – We earlier noted that there is an expectation that 28 more judges will be added to the courts in Miami-Dade County over the planning period and we identified recommendations regarding the allocation of those judges by division of court, based on caseload growth pressures. The next consideration though is where those 28 more judges will be located or deployed across the system facilities.

Table 5 - Existing Deployment & Strategic Opportunities

	2007					2010			2015			2020			2025		
	Cir	%	Cty	%	Total	Cir	Cty	Total	Cir	Cty	Total	Cir	Cty	Total	Cir	Cty	Total
Core Facilities																	
REG	26	32.5%	14	31.8%	40	27	15	42	28	16	44	30	17	47	32	18	50
DCCH	29	36.3%	7	15.9%	36	30	7	37	32	8	40	34	8	42	35	9	44
CHC	16	20.0%	7	15.9%	23	16	8	24	17	8	25	18	8	26	19	8	27
JJ	9	11.3%	0	0.0%	9	9	0	9	10	0	10	10	0	10	11	0	11
Subtotals	80		28		108	82	30	112	87	32	119	92	33	125	97	36	132
District Facilities																	
Hialeah	0	0.0%	2	4.5%	2	0	2	2	0	2	2	0	2	2	0	2	2
ND	0	0.0%	6	13.6%	6	0	7	7	0	7	7	0	7	7	0	8	8
MB	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0
Caleb	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0
CG	0	0.0%	4	9.1%	4	0	4	4	0	4	4	0	5	5	0	5	5
SD	0	0.0%	4	9.1%	4	0	4	4	0	4	4	0	5	5	0	5	5
Bayfront	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotals	0		16		16	0	17	17	0	17	17	0	19	19	0	20	20
Totals	80		44		124	82	47	129	87	49	136	92	52	144	97	55	152

Excludes Senior Judges

We have prepared Table 5 (above) which shows where the existing complement of judges is located and where they would be located *if* the present pattern of deployment was extended into the future. The table also shows the *opportunities for strategic redeployment*

based on the reality that branch courts that are presently closed will be reopened and that new facilities might be created. The table makes no attempt to finalize a redeployment plan as that is what the strategic planning process is intended to do and discussions with the courts and with the court partners in Phases 1B and 1C will accomplish. It only shows where the pressures would come under the existing deployment plan and where the opportunities exist to relieve or transfer that pressure.

- Relief from overcrowding – It is very important to note at the outset that despite the extensive efforts, project approvals and funding allocations that have been made over the last few years for court facility projects and despite the willingness of courts and court partners to adapt operations to available space, that the overcrowding in some facilities is so severe that it cannot be accepted as the status quo indefinitely. Conditions at the Coral Gables Branch, North Dade and at REG come immediately to mind in this regard. Relief of these conditions must be part of the planning rather than just an accepted starting point. In addition, this reality points to the fact that there is simply no room (with very limited exception) in existing facilities to accommodate or to absorb the demands of growth.

- Accommodation of growth – The point here is that it appears that growth will need to be accommodated *almost entirely by new construction* either in the form of facility additions (to include relief from overcrowding) or by replacements. There is simply no room in the present buildings to cover the projected increases.

- Strategic perspectives – On first consideration, the development of strategic priorities could be seen from several perspectives:
    - Population growth and demographic trends – The priority of court facility projects could be determined by where the most growth in population appears to be taking place.
    - Caseload filing pressures – The priority of court facility projects could be determined by the location of the highest demands in terms of case filings
    - Judgeship growth – The priority of court facility projects could be determined by the locations expecting the largest increases in the numbers of judges.
    - Facility condition – The priority of court facility projects could be determined by the locations with the worst physical and/or functional conditions.
    - Targets of opportunity – The priority of court facility projects could be determined by emerging circumstances that might favor a particular project at a particular time regardless of any other factor

In reality, the master plan should offer projects and priorities that would represent a balance among these issues. The best projects and the ones that are most likely to succeed are those that appear to meet emerging demographic needs, respond to filing pressures and judgeship growth, address the worst of facility conditions and have favor at the time for political or economic reasons in addition to all the others.

Policy Parameters

Strategic planning for court facilities plan must be cognizant of the court's service delivery objectives. The 2002 master plan noted that "facility planning should be the servant of policy and functional objectives rather than their master. Strategic service delivery interests should determine space allocations and deployment rather than being constrained by them." In this connection, the team has identified a preliminary set of policy parameters that must be accommodated in this planning effort

- Jury cases will continue to be centralized in core facilities (absent the creation of sub-jury districts) but there will be selective instances of jury trials in branch facilities under specific guidelines determined by the Chief Judge. These guidelines will limit branch court jury trials to circumstances where the selected jurors (still chosen in the core facilities) are all from a geographically close area and unanimously agree to hear the case at the nearest branch facility. This concept is soon to be tested first at North Dade.
- In-custody criminal cases will continue to be heard exclusively at REG.
- Juvenile Delinquency and Dependency cases will continue to be hear exclusively at the Juvenile Justice Facility (whether old or new building)
- UFC cases will be heard at the new Children's Court (the replacement for JJC)
- The policy of not establishing venue boundaries for County Civil cases at Branch facilities will continue. It is recognized that this essentially prevents projection of growth by service area population.
- The policy of limiting distribution of Circuit Court proceedings to Branch facilities will continue
- Branch facilities (selectively) will now Include of COC Recording Services

Strategic Interests

In the early stages of the project, the planning team has met with the key representatives of the primary courthouse occupants (Courts and Clerk) to identify their strategic interests that must be accommodated by the study and the final plan. Here is what we have learned:

- Reopen closed Branch facilities particularly Caleb Center and Miami Beach. These re-openings are important to both the Court and the Clerk. Homestead may be a long term re-opening. More study will be needed to determine.
- Take advantage of targets of opportunity – both the Court and Clerk recognize that they must be prepared to take advantage of any facility development opportunity whether it is exactly in the plan, in sequence or not. For example: both are committed to serious consideration of facilities opportunities that might be offered in which some other entity pays the costs of development.
- Preference for larger branches to take advantage of economies of scale – In an ideal circumstance, larger branch court facilities are more efficient and more effective because they allow economies of scale. Two judges can accomplish more if they work together than if they work alone. Shared facilities offer the opportunity for resources (both staff and space) to be shared and to be utilized in a more complete way.
- LEEDS certification for new facilities – There is a growing realization that the concepts of "green" design are important not just for their energy savings benefits standpoint but from the standpoint of responsible government as well
- Insure technology compatibility of all construction projects – The key to modern courthouses in their adaptability to technological innovation and to the use of that technology to better process cases and serve clients. One of the key challenges of

renovation of the court's existing stock of older buildings is that of including and incorporating the latest in technological flexibility.

- Calculation of future space needs for each location – it goes virtually without saying that this project is intended to identify and provide a plan to meet the short and long term space needs of the courts
- COC needs calculation to include administration, Comptroller's Office, Technical Services and procurement unit as well as court related functions – The Clerk of Courts is seeking the inclusion of these functions in the overall calculation of space requirements.

Potential Projects

Based on the discussions that the team has had to date and the information that has been gathered from system participants and from the plans provided by the county and the facility tours, we are providing a preliminary listing of potential projects for consideration. These are not presented in any particular order, simply divided between Branch and Core Facilities and listed.

Branch Facility Project Potentials	Core Facility Project Potentials
• Expand/replace Coral Gables • Expand/relocate/replace North Dade • Reopen Caleb • Reopen Miami Beach • Relocate Bayfront • Expand South Dade • Reopen Homestead • Develop new central traffic facility (to potentially relieve pressure on REG) • Develop new West Dade Branch	• Complete new Children's Courthouse • Expand/replace REG • Renovate/replace DCCH • Redeploy CHC

Preliminary Priorities

The final task in Phase 1A is to identify a *preliminary sense of the priorities* that might emerge in connection with the listed potential projects. These are not final or necessarily complete but are intended to give a sense of the direction that might emerge as the team goes forward into Phase 1B. The priorities are composite, that is, they reflect both Branch and Core Facility projects and are distributed together over 3 main blocks of time:

- Near term – 0-5 years
- Mid-term – 5-10 years and 10-15 years (in some cases to be seen as a single category)
- Long term – 15-20 years

It is clear from this listing of potential projects and from the preliminary listing of priorities that there is much work to do and that the provision of space for the courts in Miami-Dade will be ongoing and the occasion of considerable public expense.

Table 5 - Preliminary Priorities for Consideration			
Near	**Mid**		**Long**
0-5 years	**5-10 years**	**10-15 years**	**15-20 years**
Reopen Caleb	Expand/Replace Coral Gables	Expand South Dade	New West Dade
Reopen Miami Beach	Expand or replace REG		New Homestead
Complete Child Cthse	Replace DCCH		
Redeploy Bayfront			
Redeploy CHC			
Expand/replace North Dade			

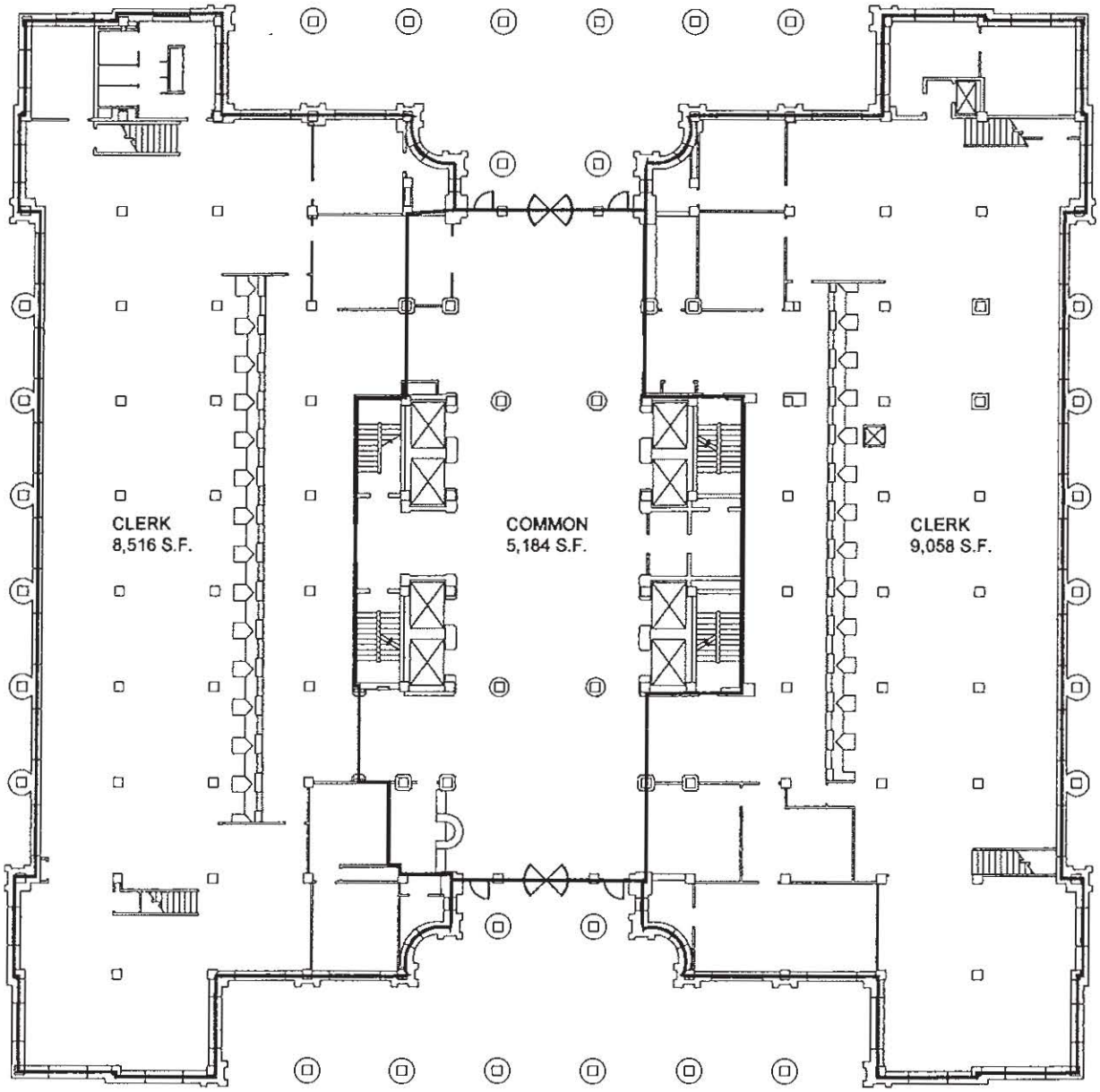
Conclusion

Miami-Dade County and the Eleventh Judicial Circuit have been growing and will continue to grow in years to come. This growth has produced increasing and changing demands for judicial system services and has resulted in the need for larger numbers of judges, judicial system staff and additional space. In addition, concern for public accessibility to the courts has led both county and court to expand beyond its major core courthouse facilities and to develop branch court facilities closer to the areas of highest growth and available as access points for judicial system services.

This Phase 1A has found that continuing growth pressure, age, condition, functional deficiencies, spatial constraints and expansion limitations (among others); point to the need for an extensive and ongoing capital projects plan for court's facilities. Defining this plan, developing the dimensions of need by location and addressing the implementation timing and costs are the objectives of the subsequent phases and reports of this project.

Appendix

Dade County Courthouse
73 West Flagler ST
Miami, Fl 33130
FIRST LEVEL



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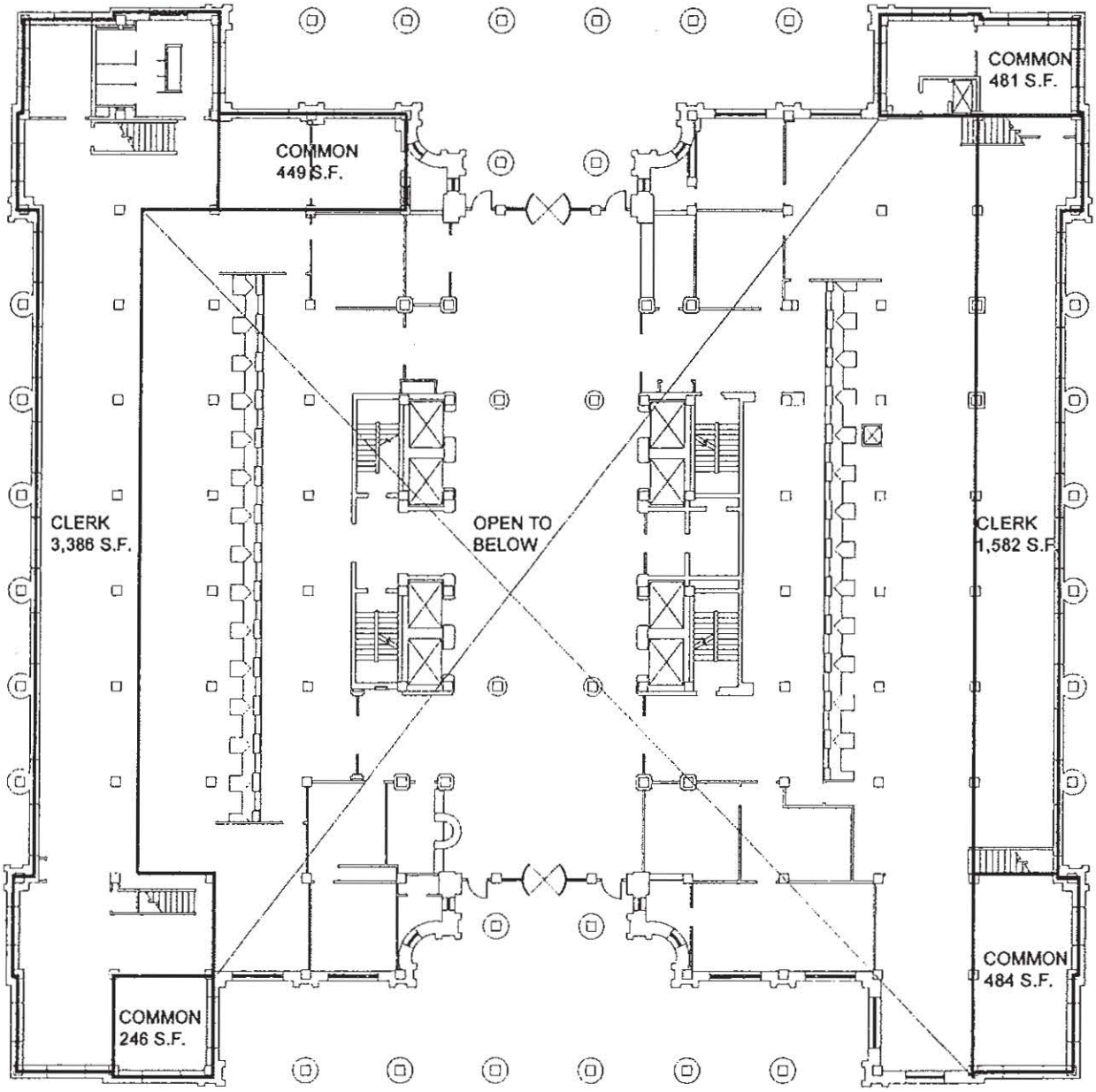
Miami, Fl 33130
MEZZANINE



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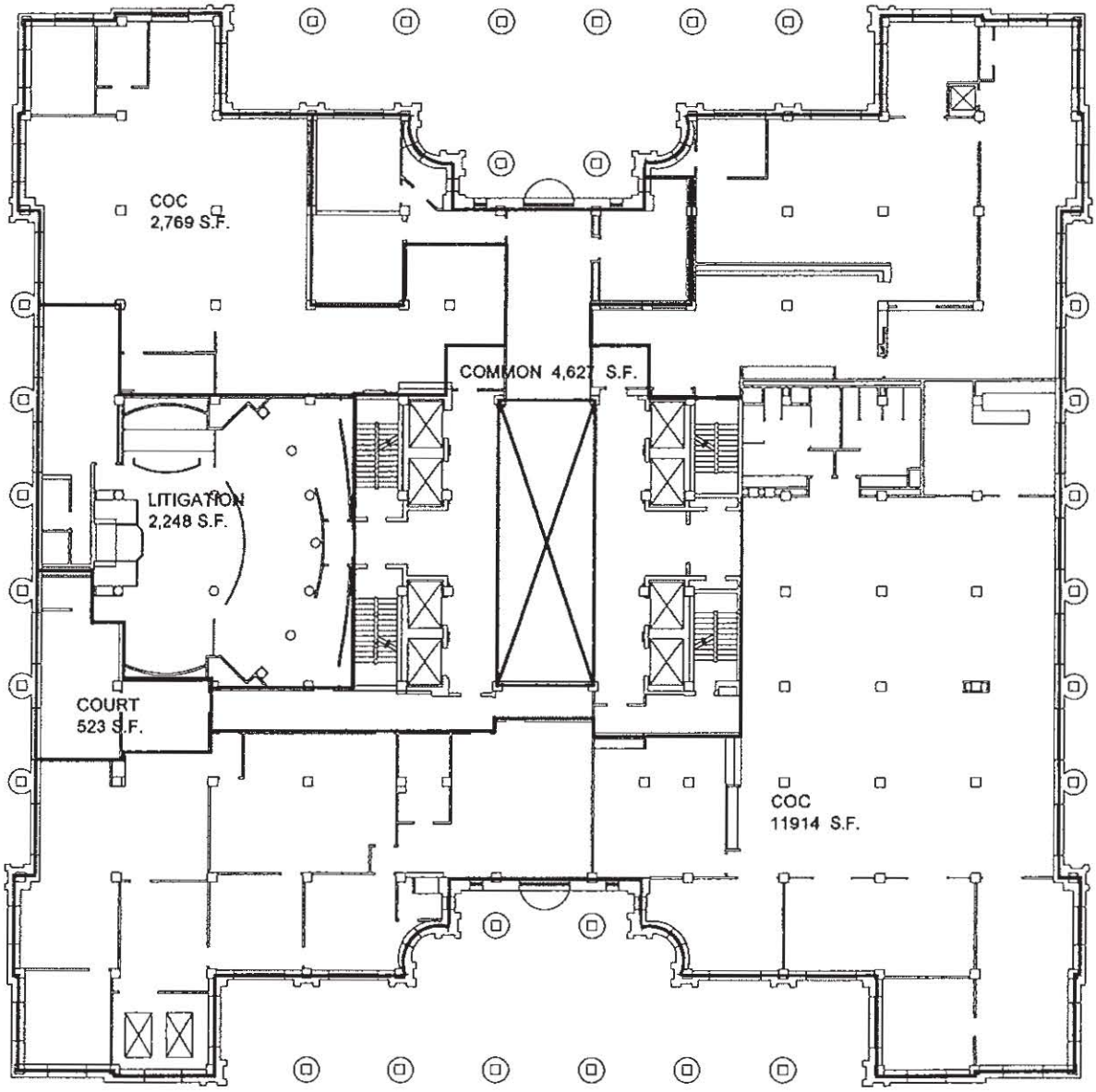
73 West Flagler ST
Miami, Fl 33130
SECOND LEVEL



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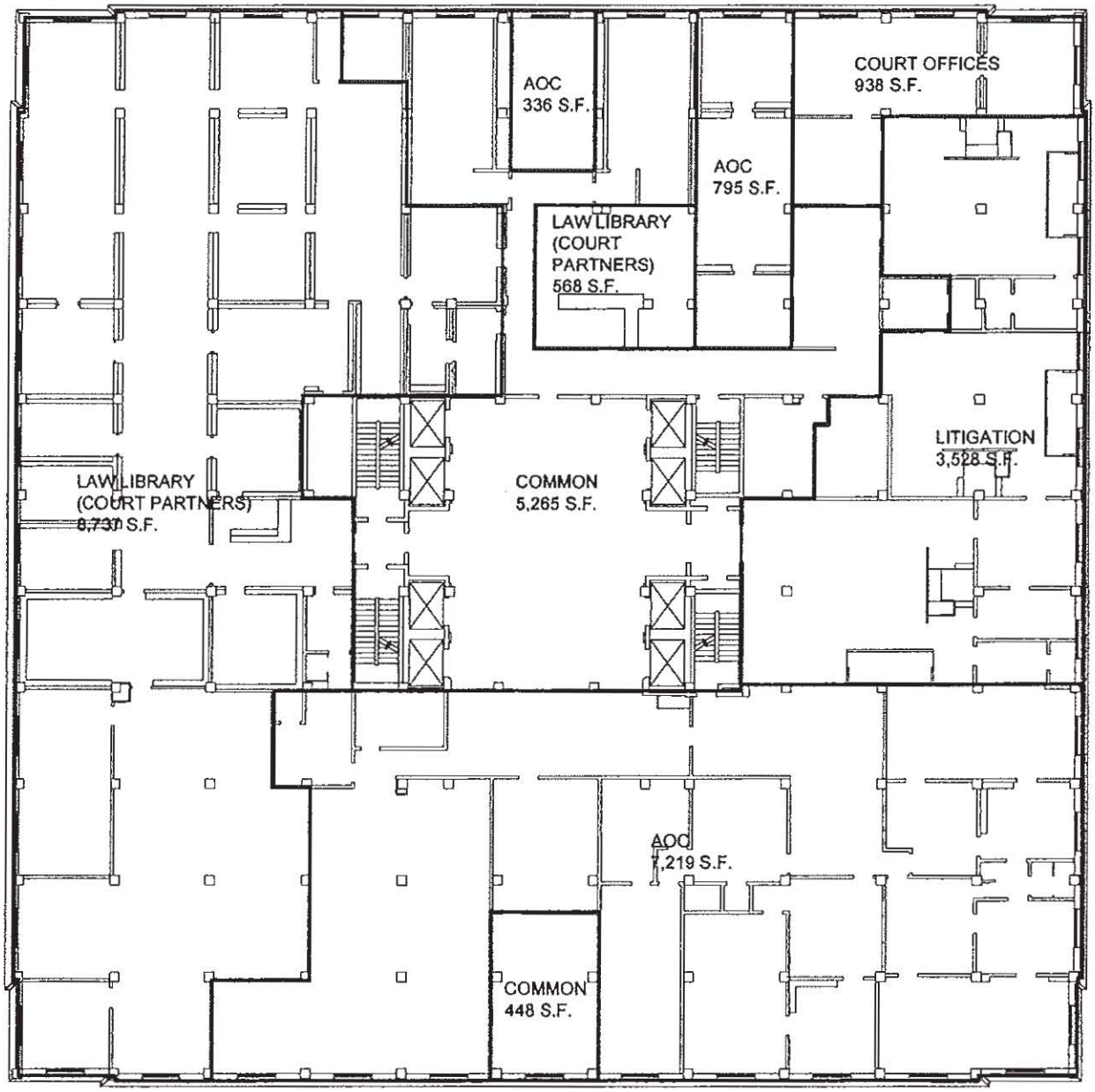
Miami, Fl 33130
THIRD LEVEL



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Miami, Fl 33130
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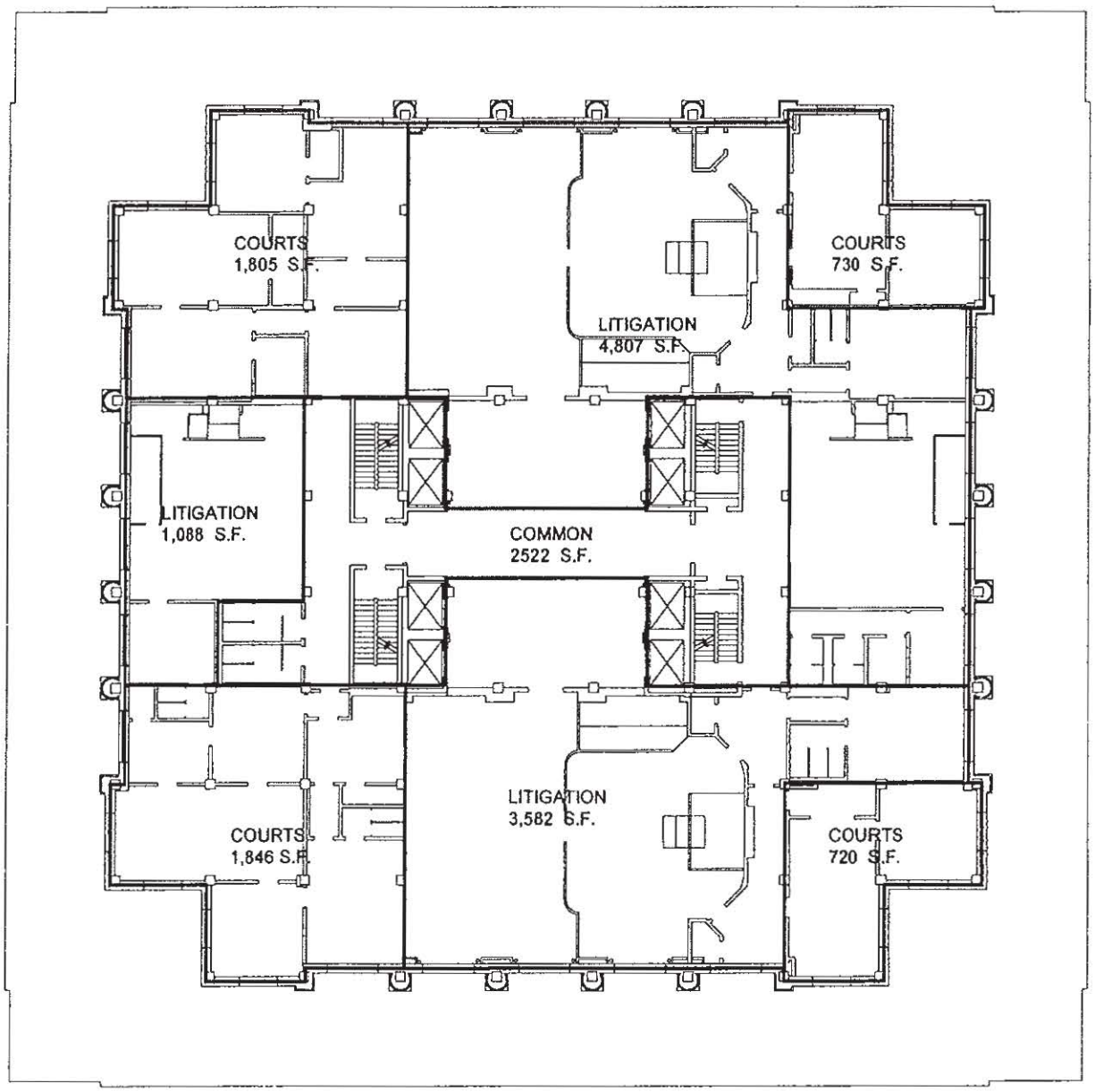

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Miami, Fl 33130
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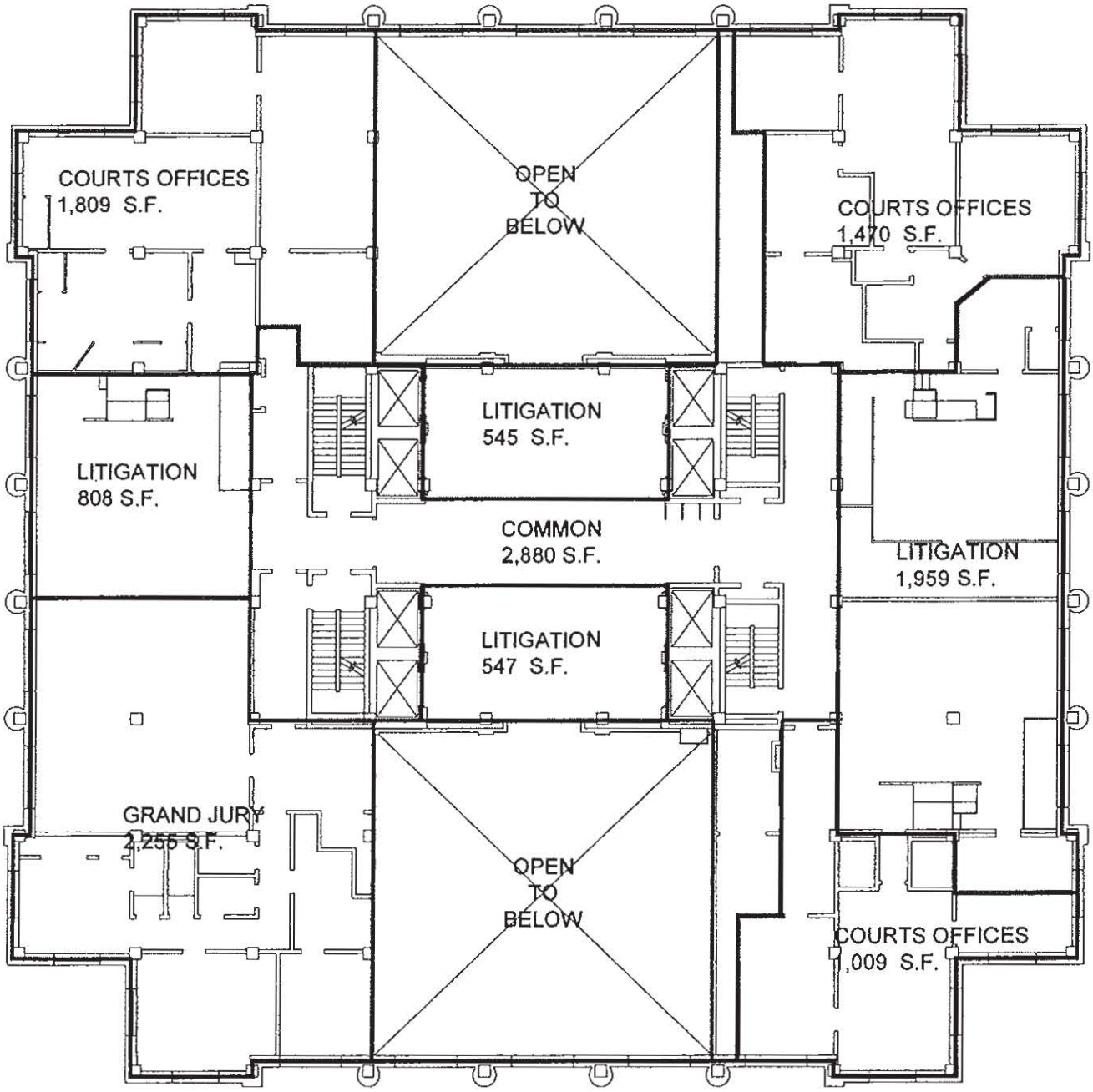

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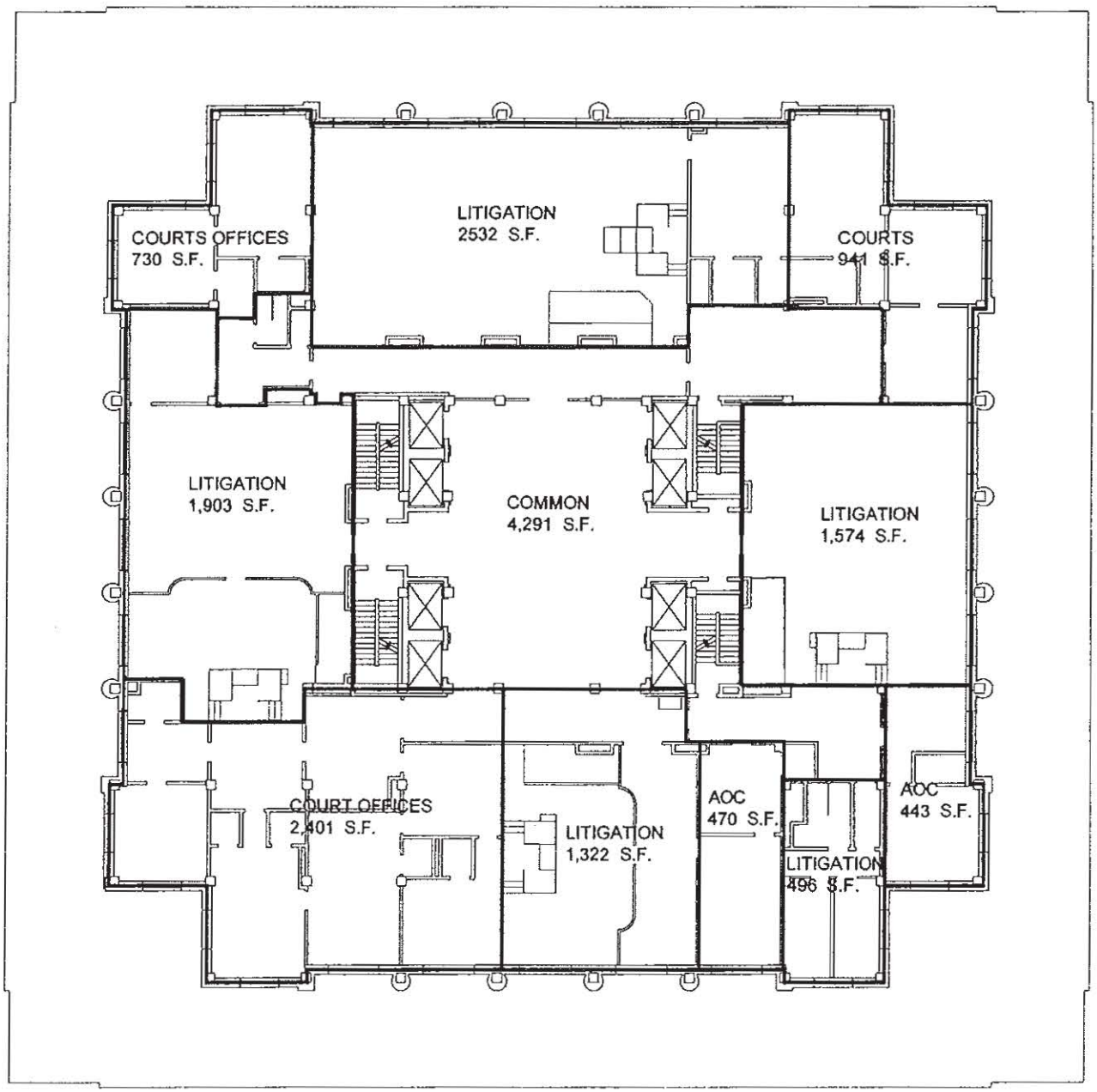

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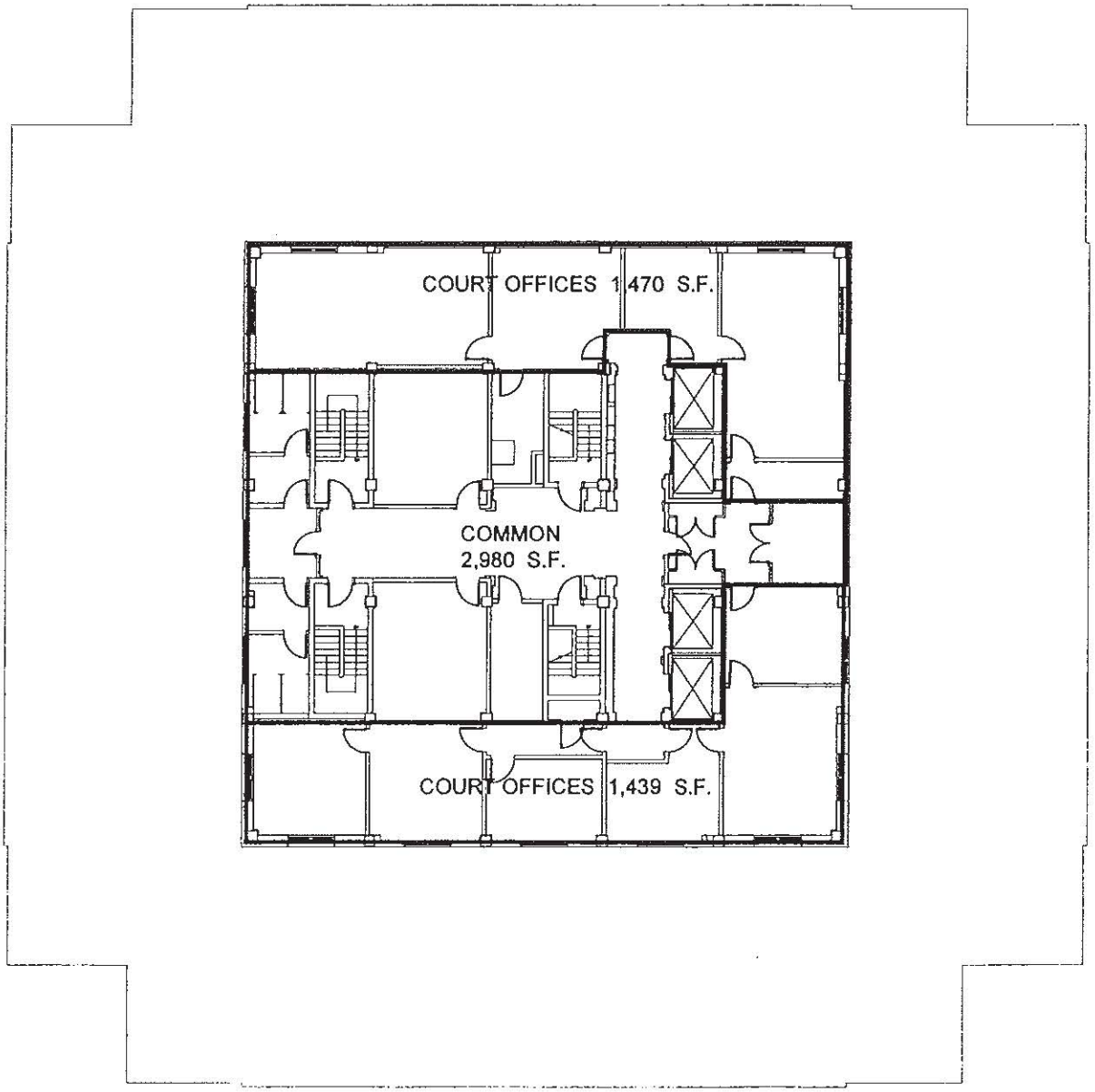

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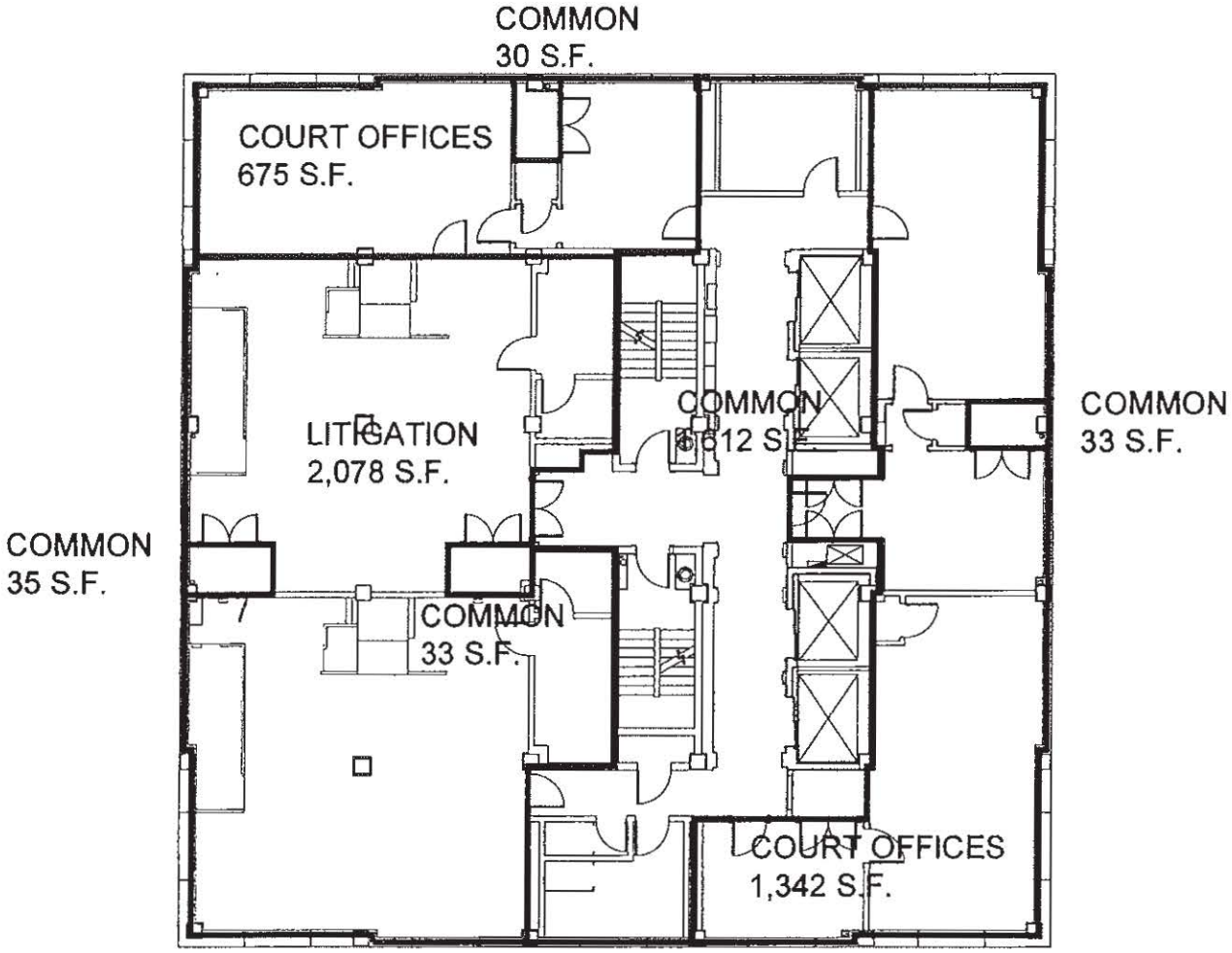

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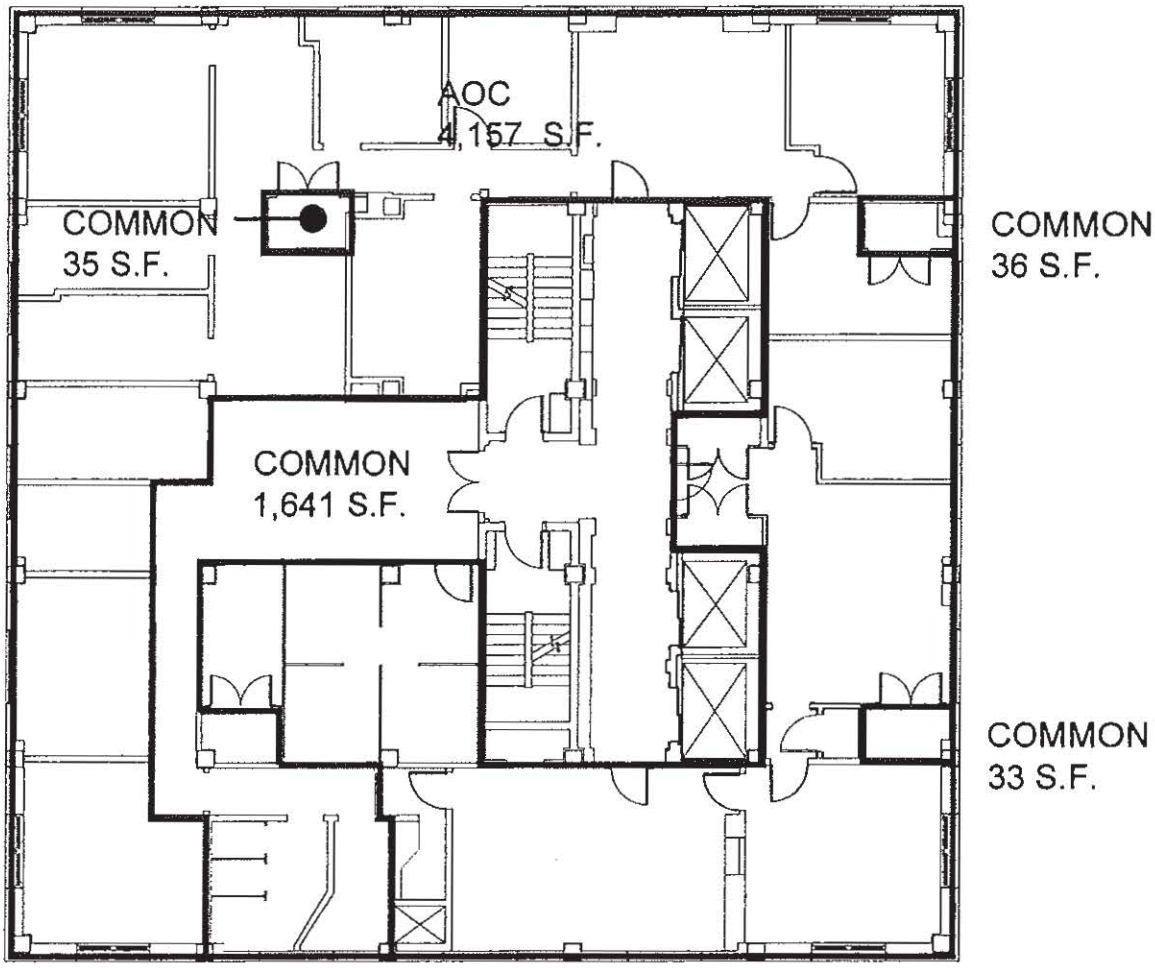

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Miami, Fl 33130
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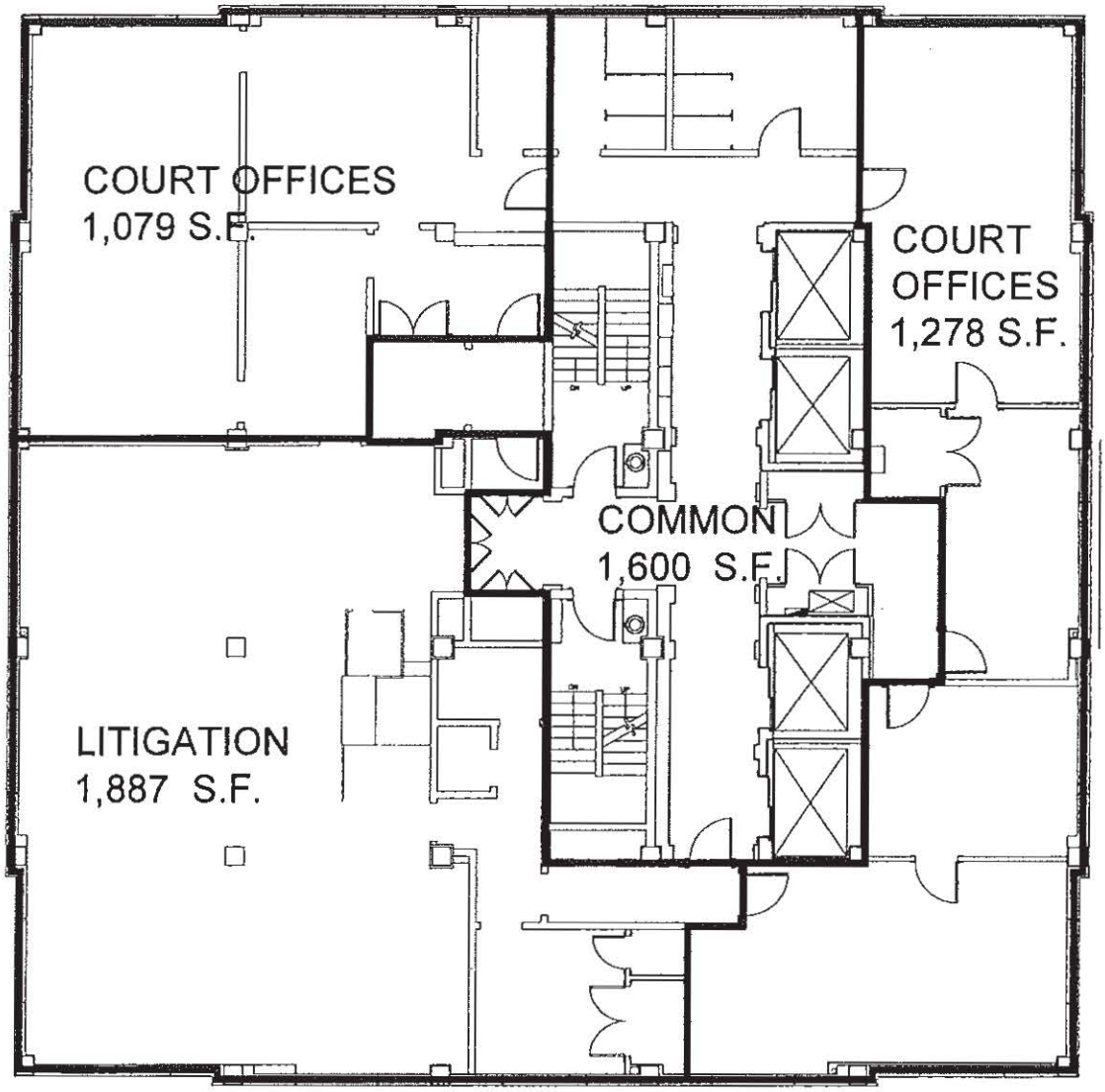

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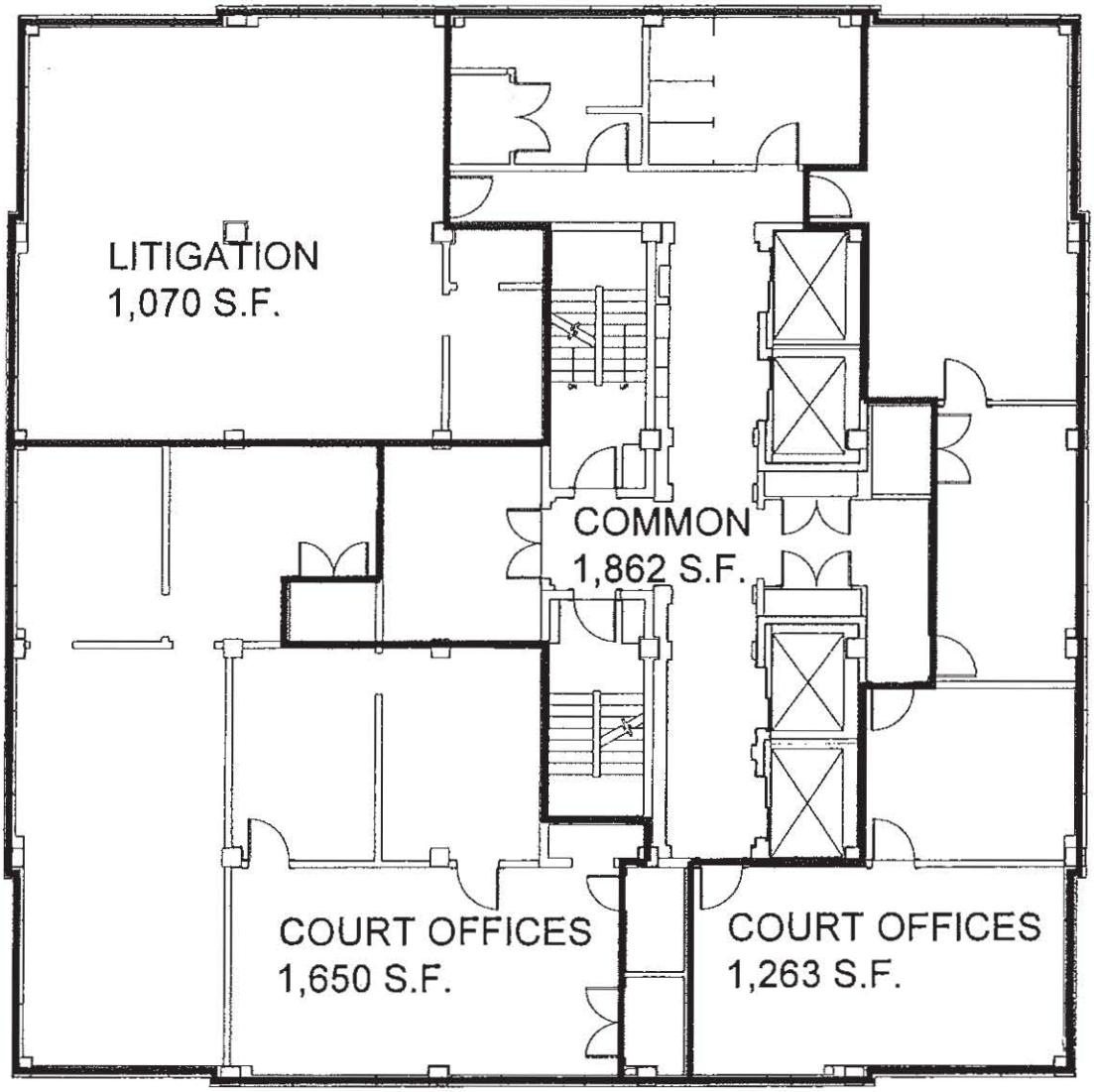

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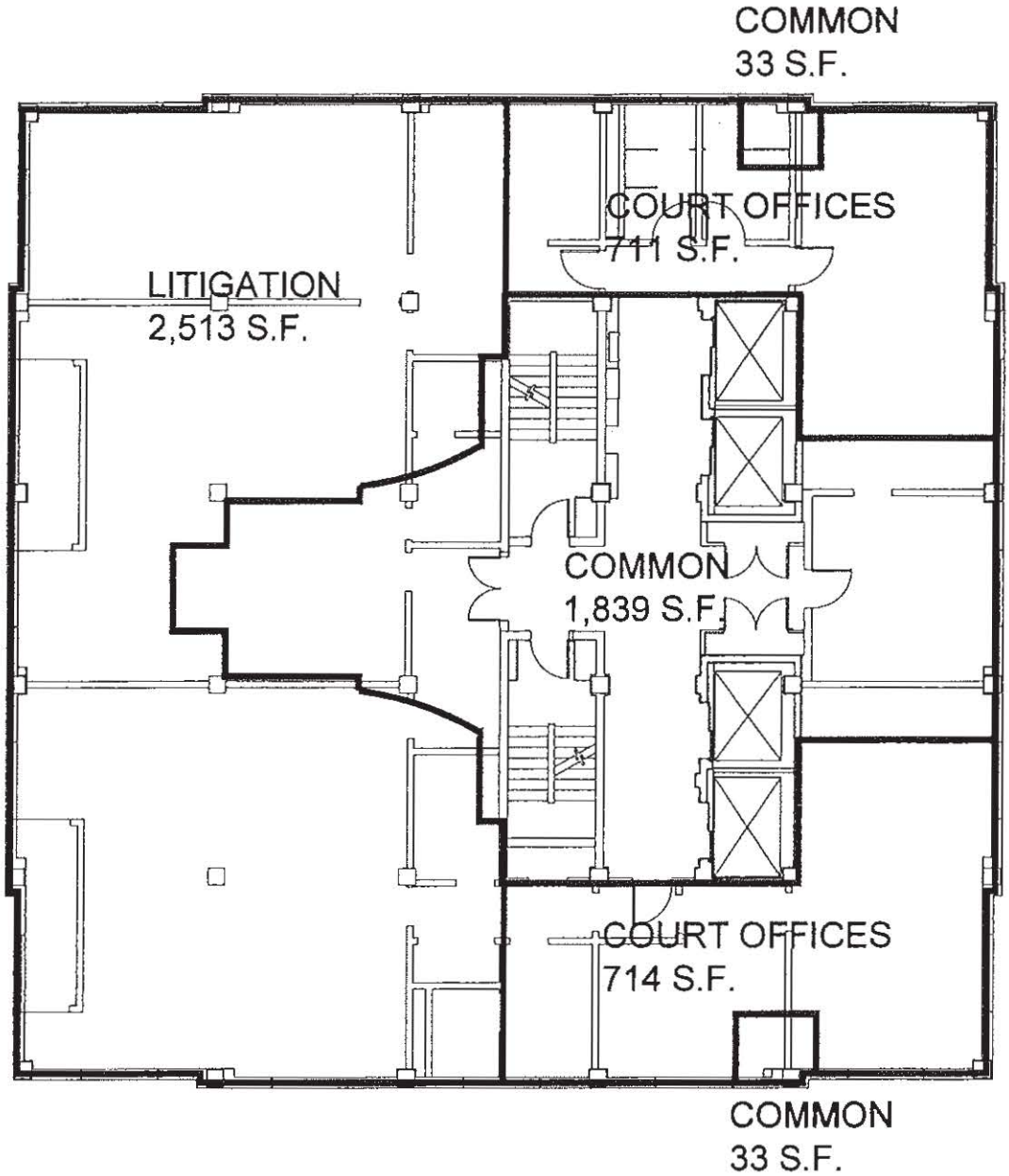

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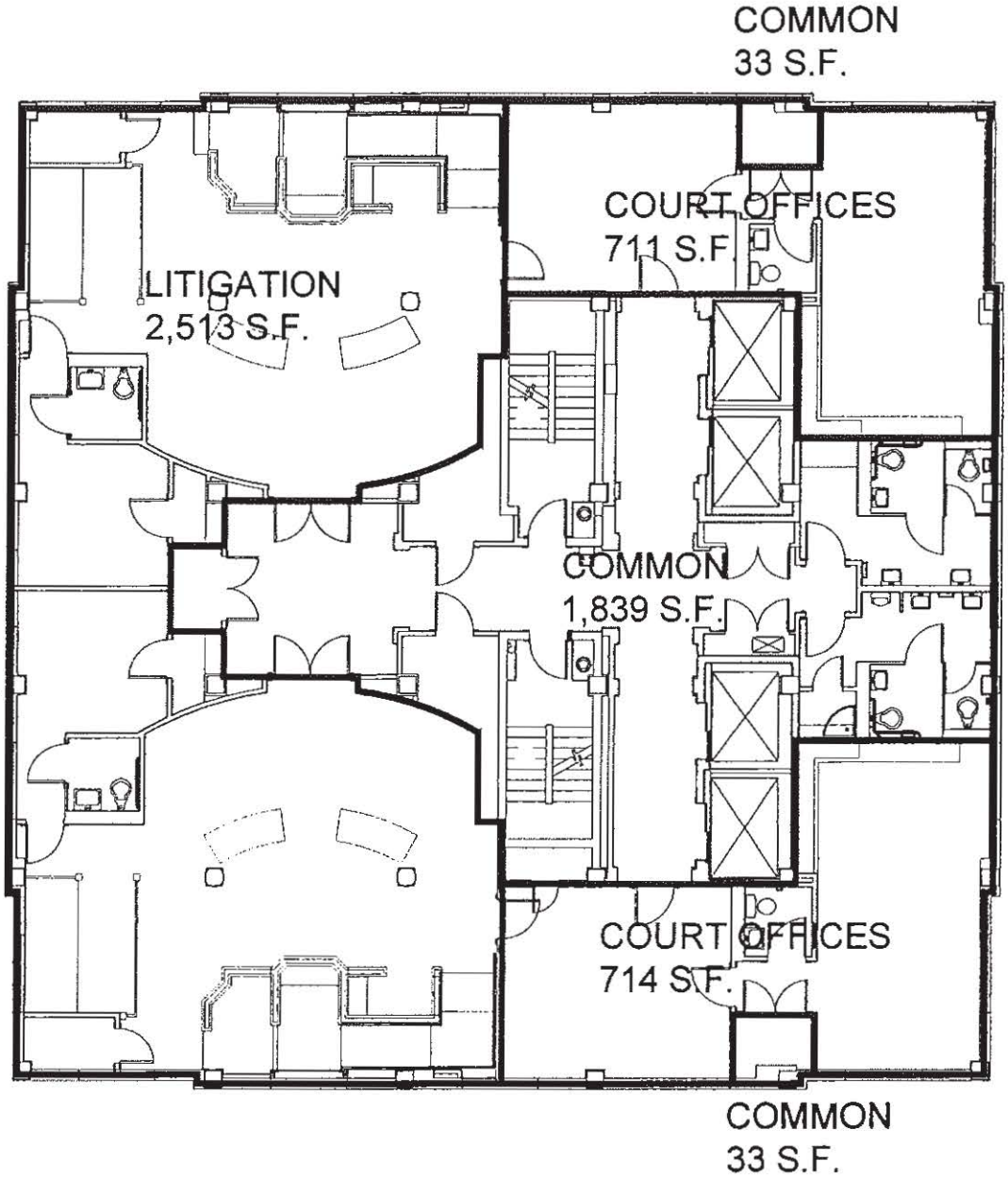

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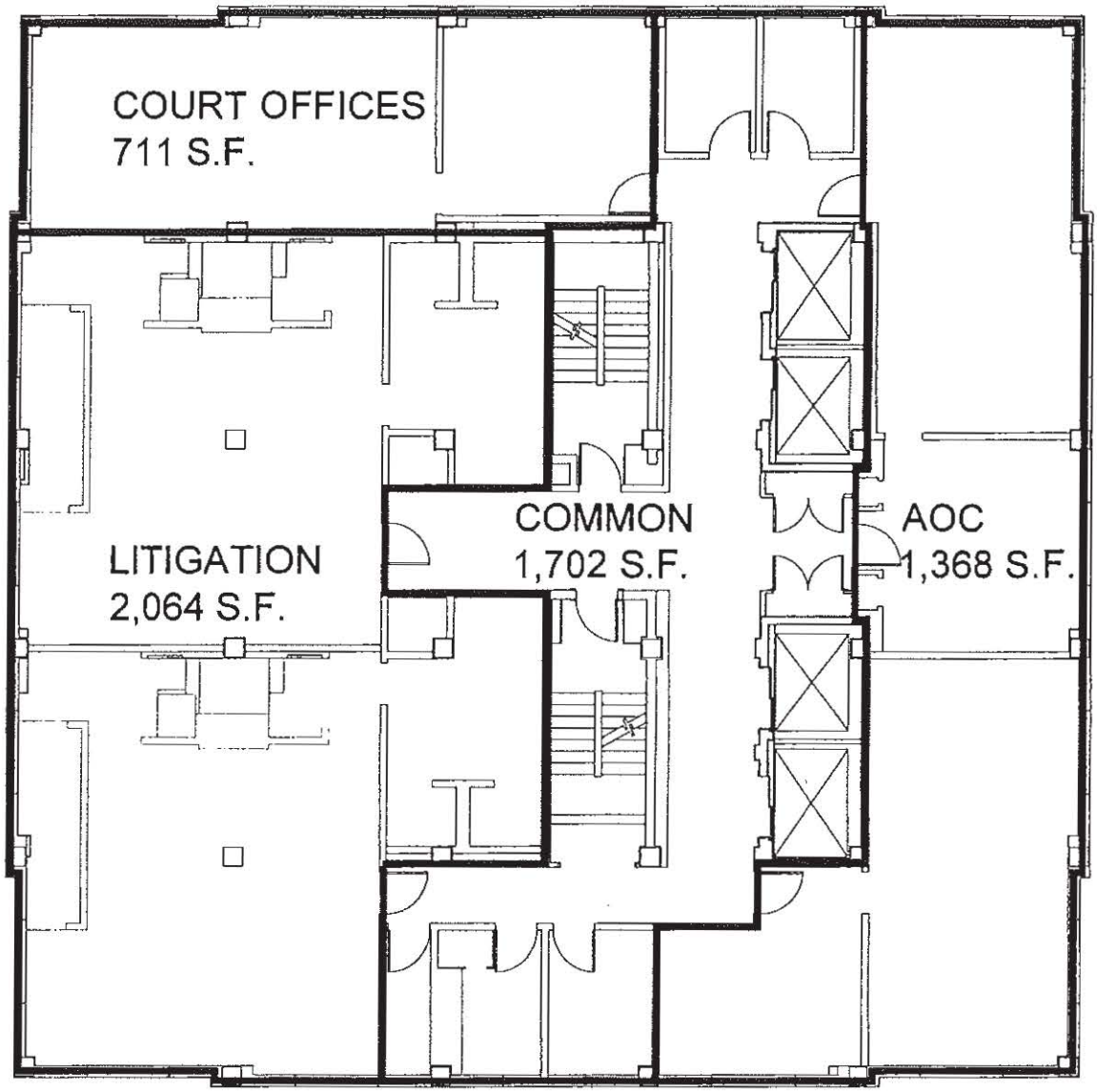

Dade County Courthouse
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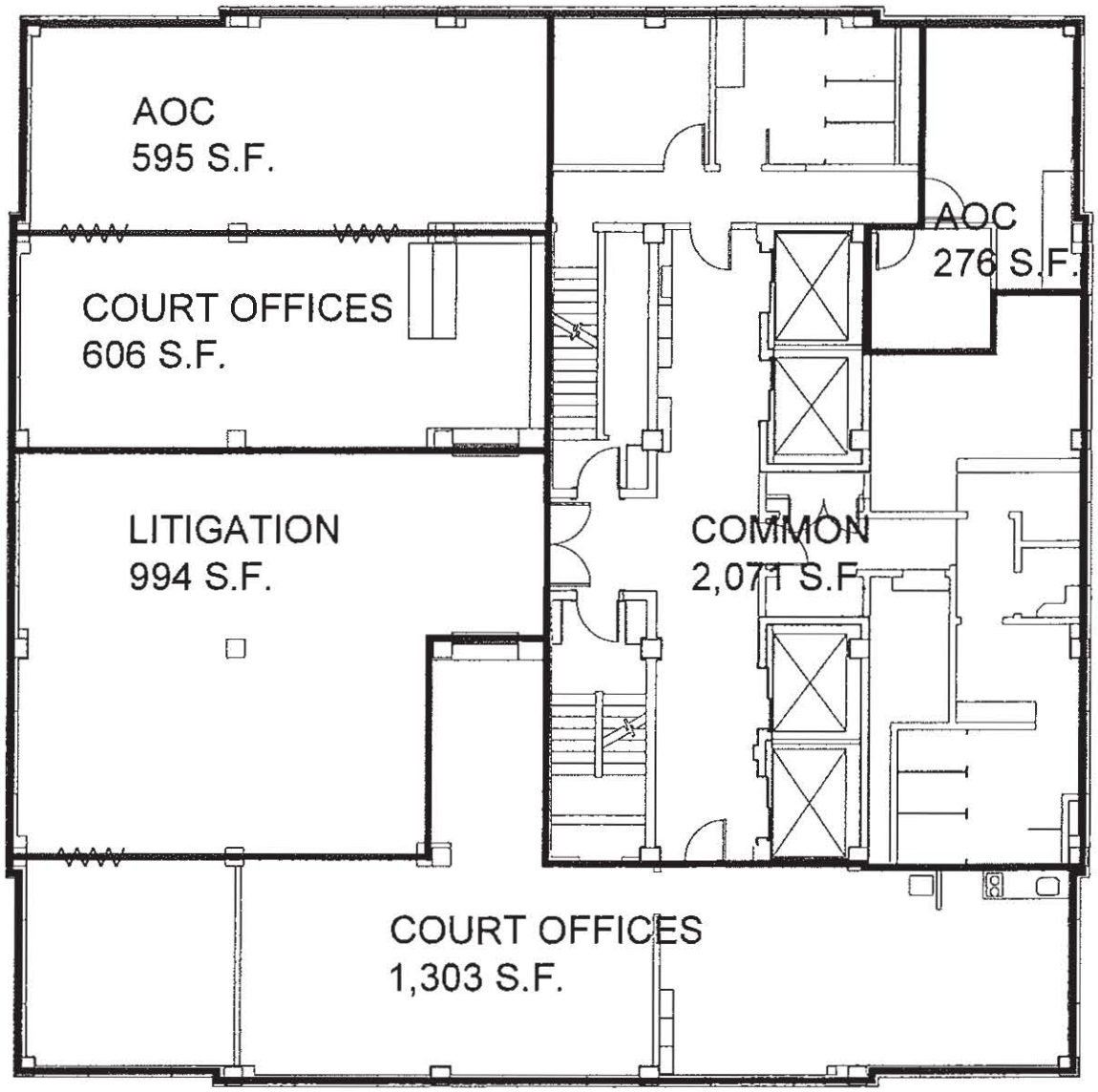

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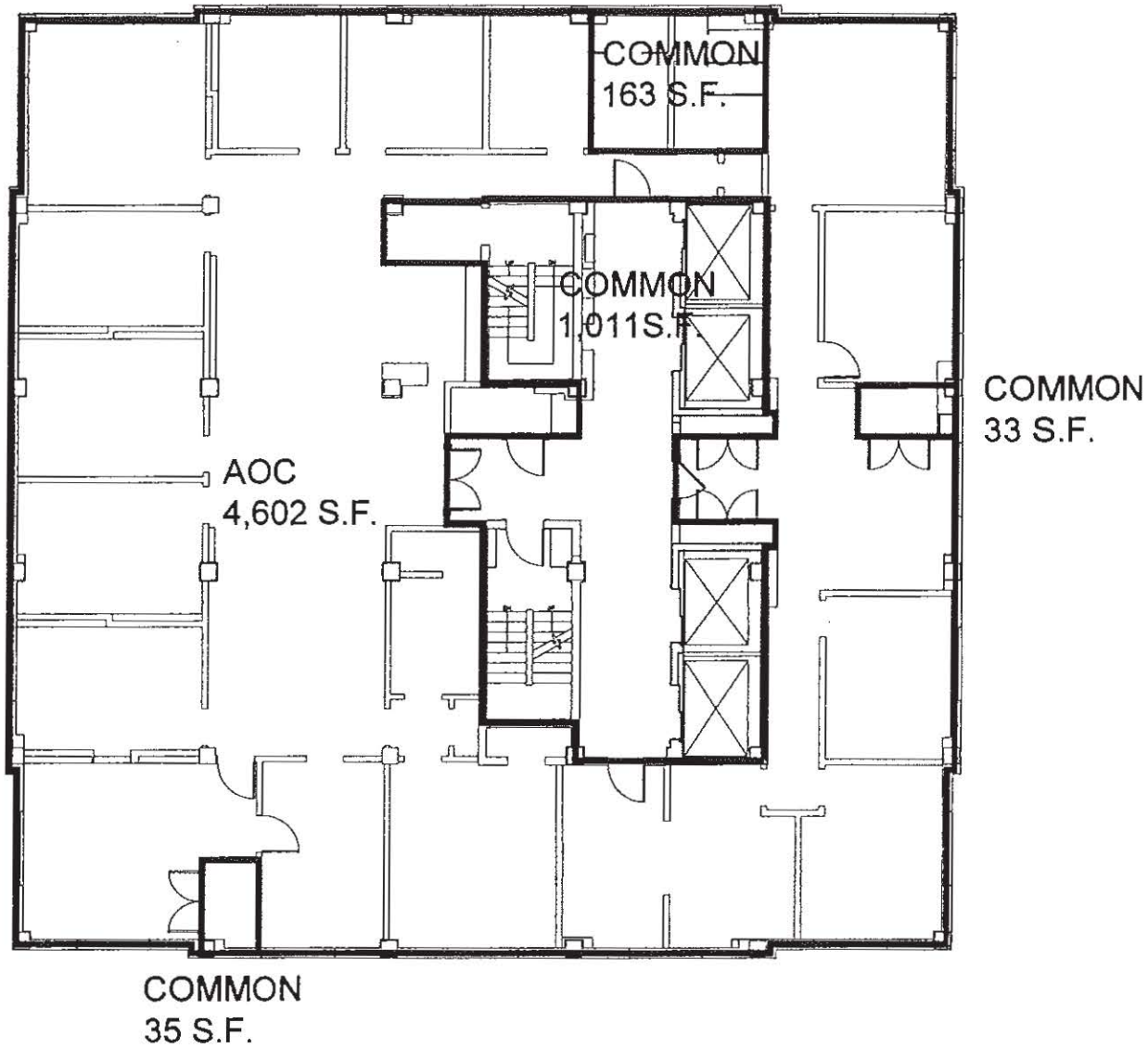

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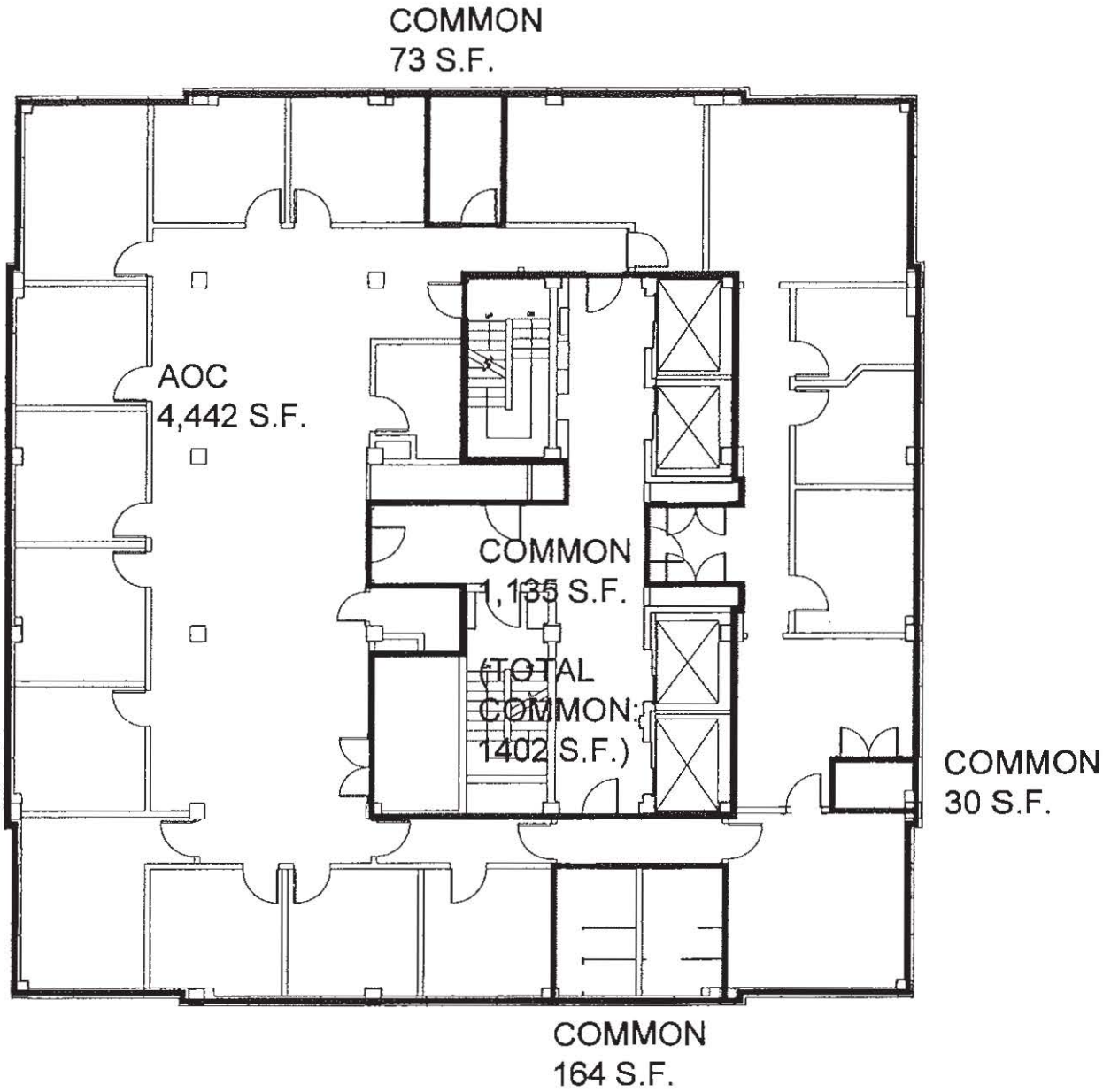

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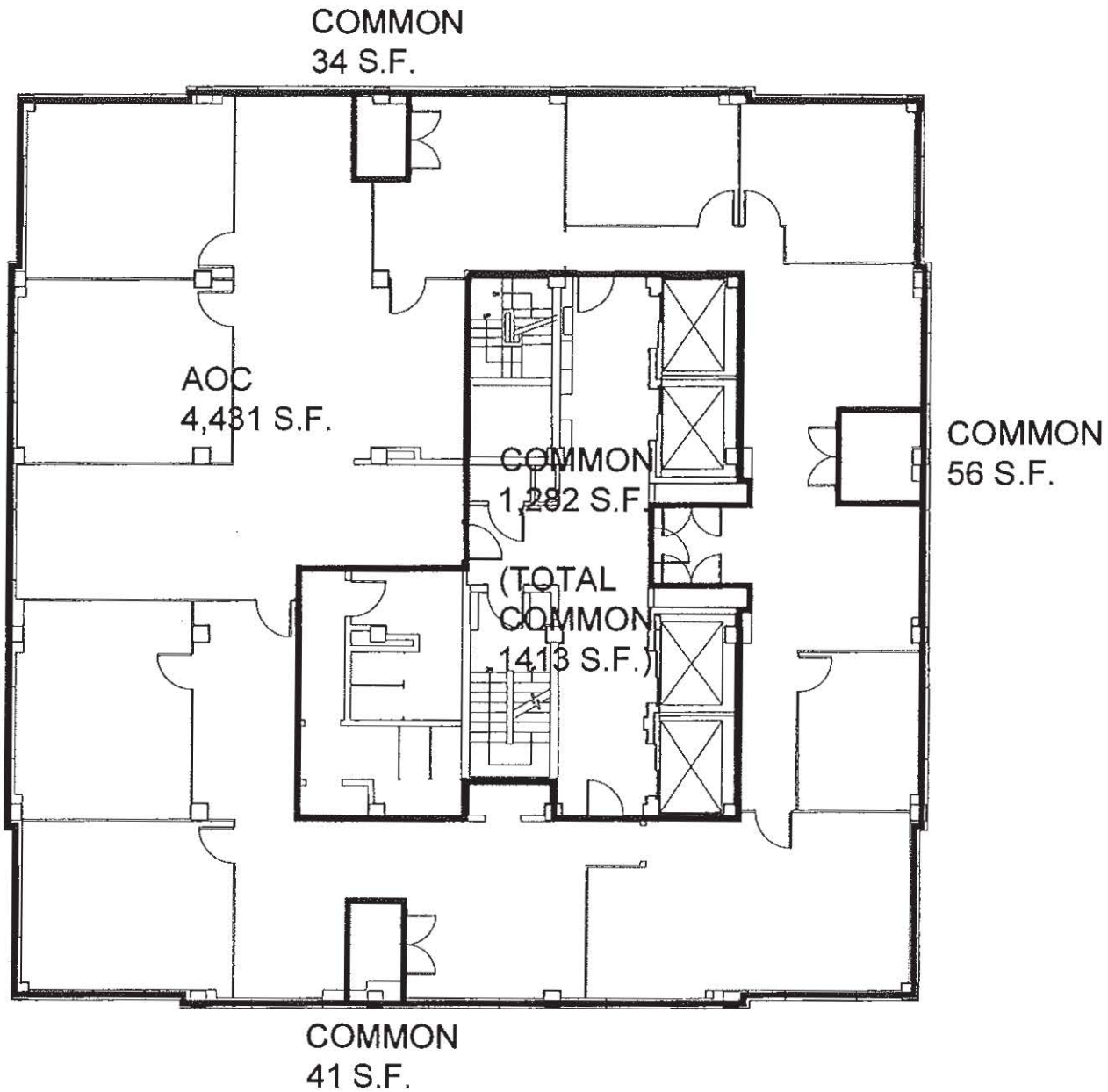

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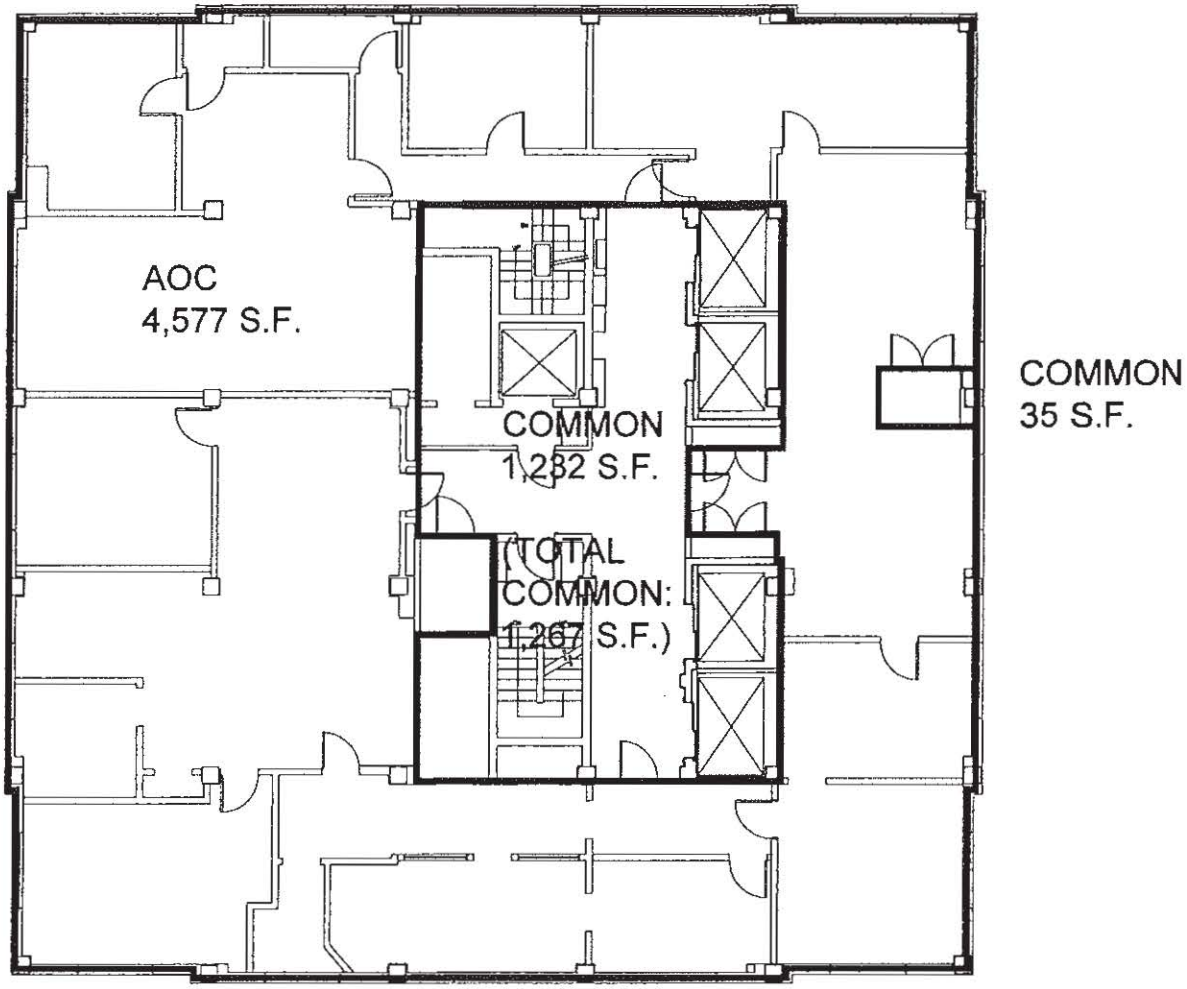

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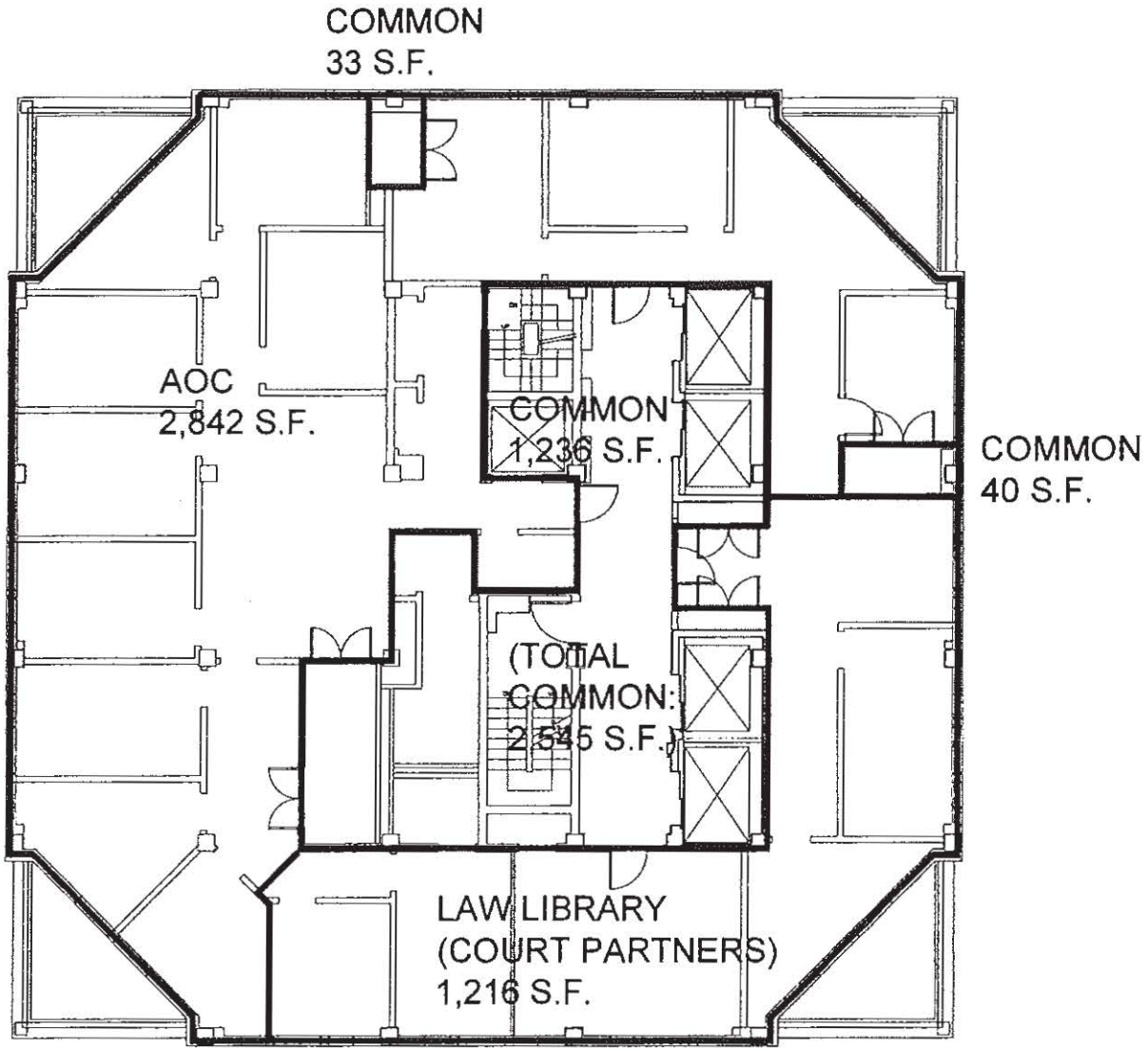

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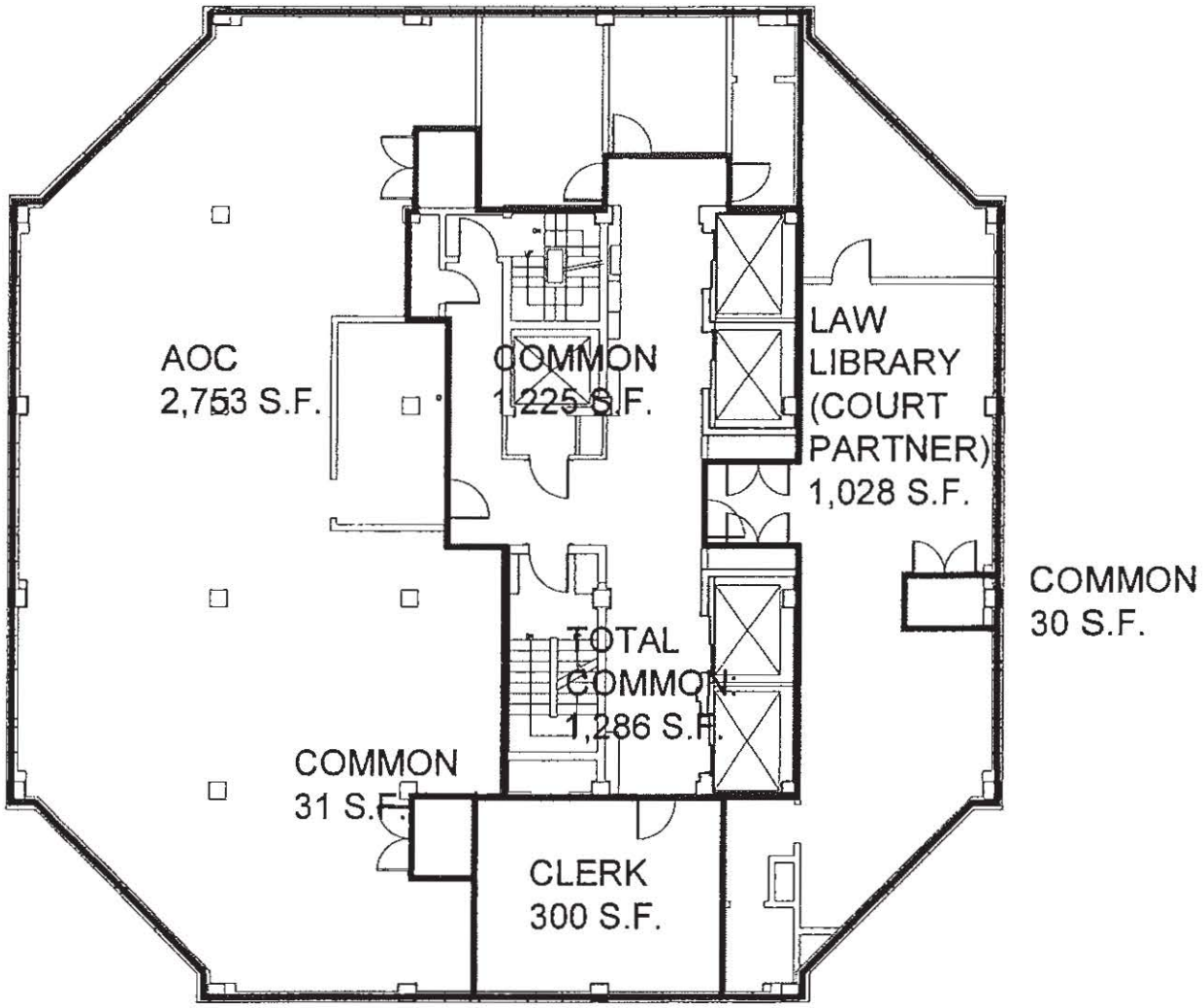

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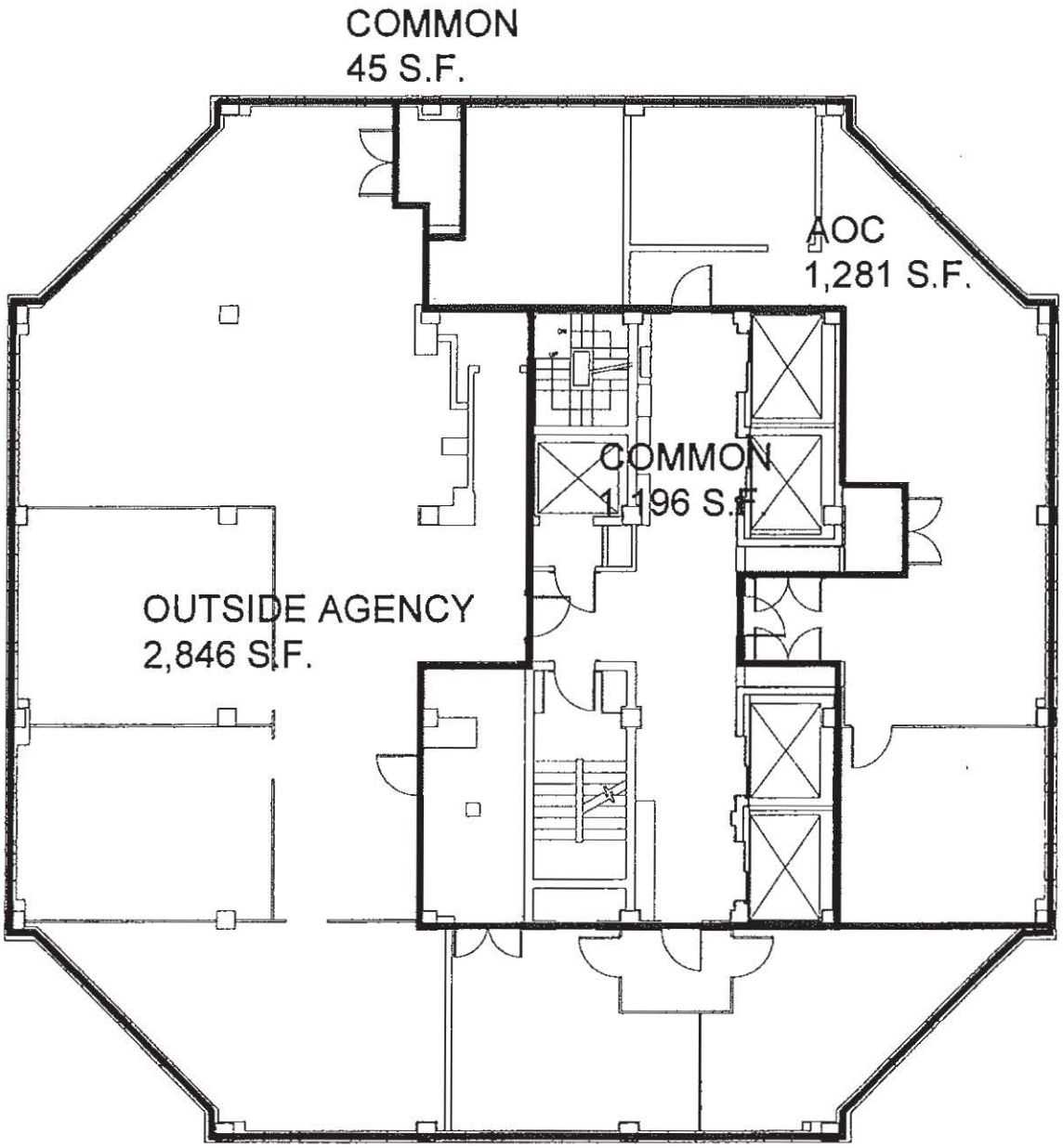

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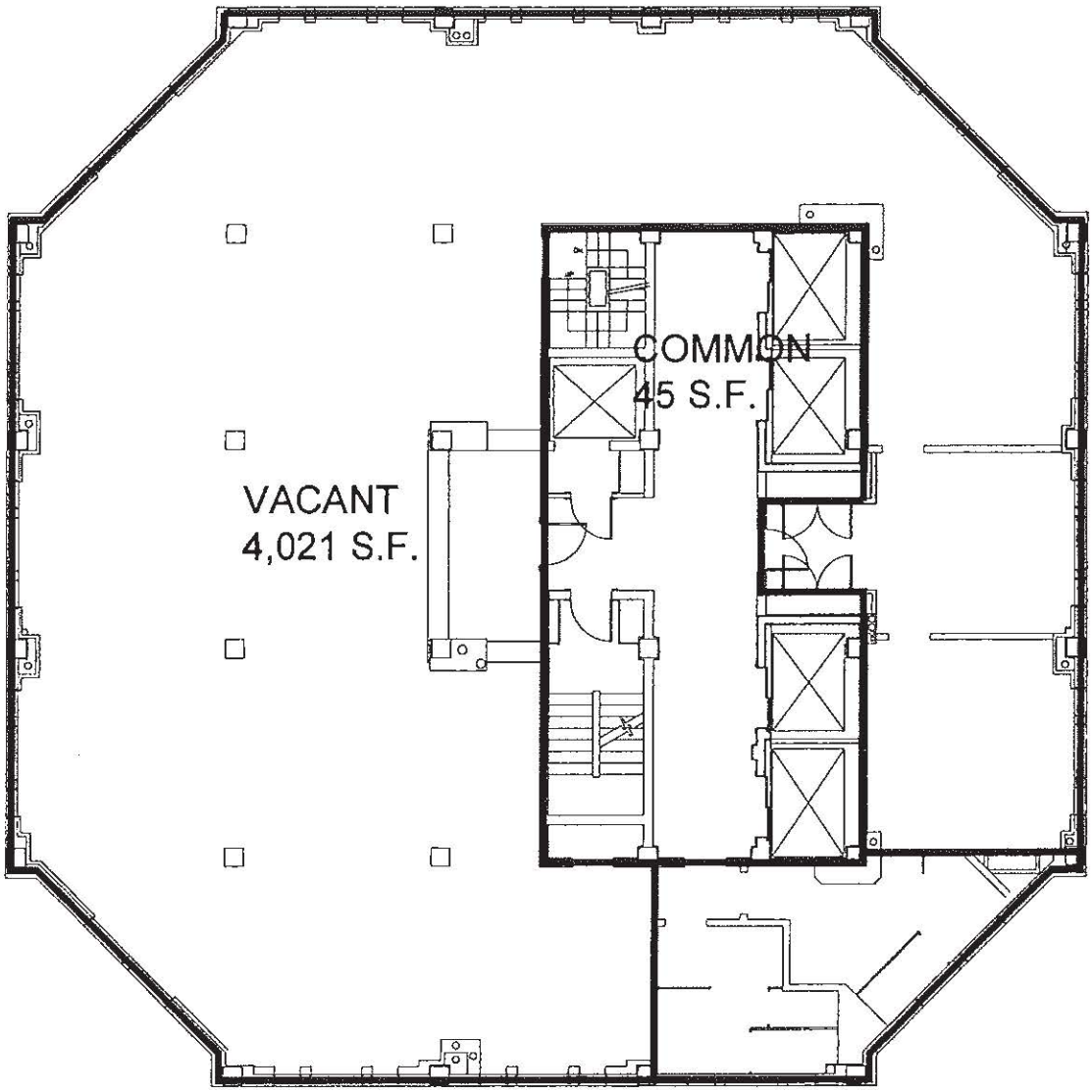

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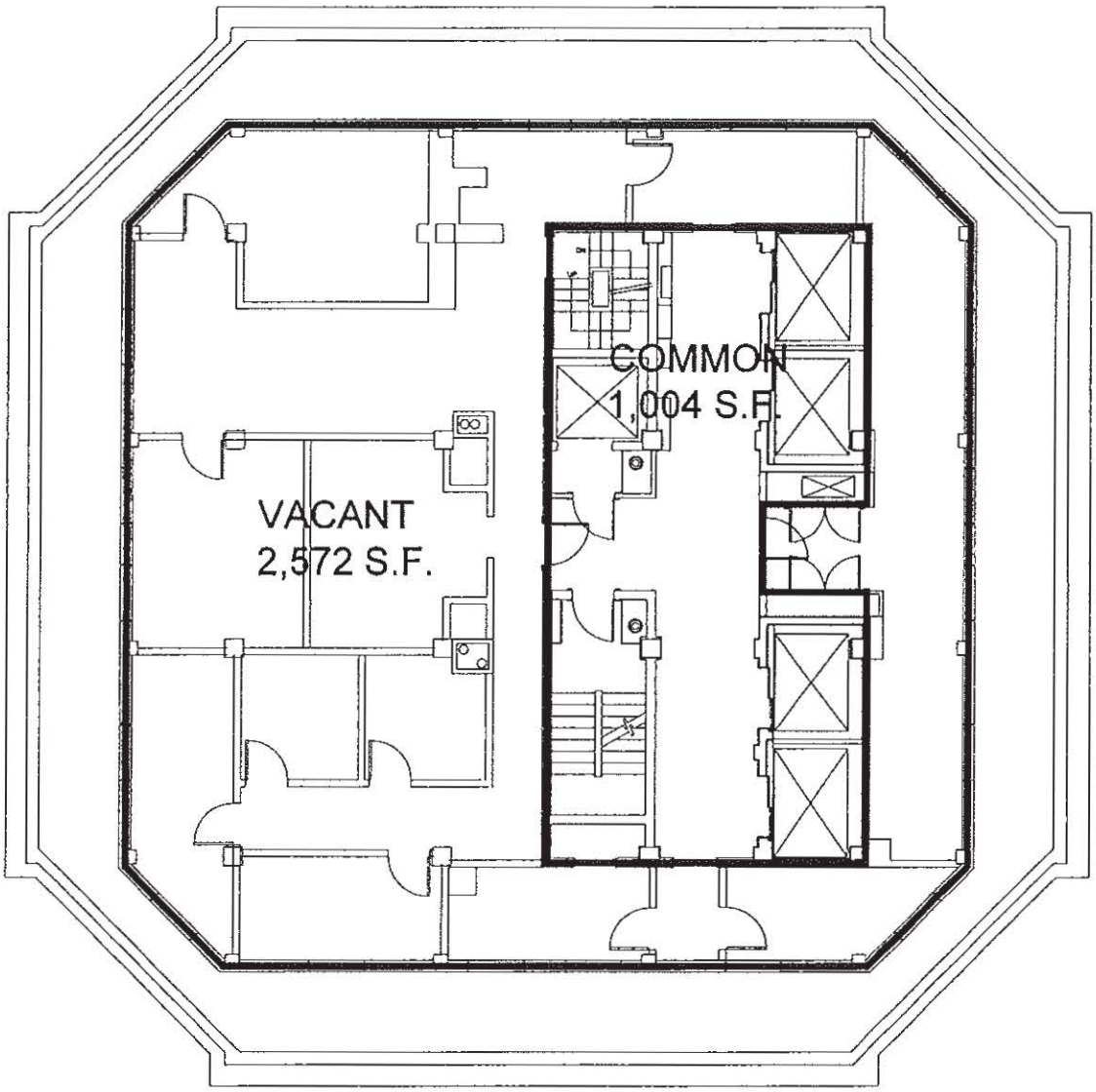

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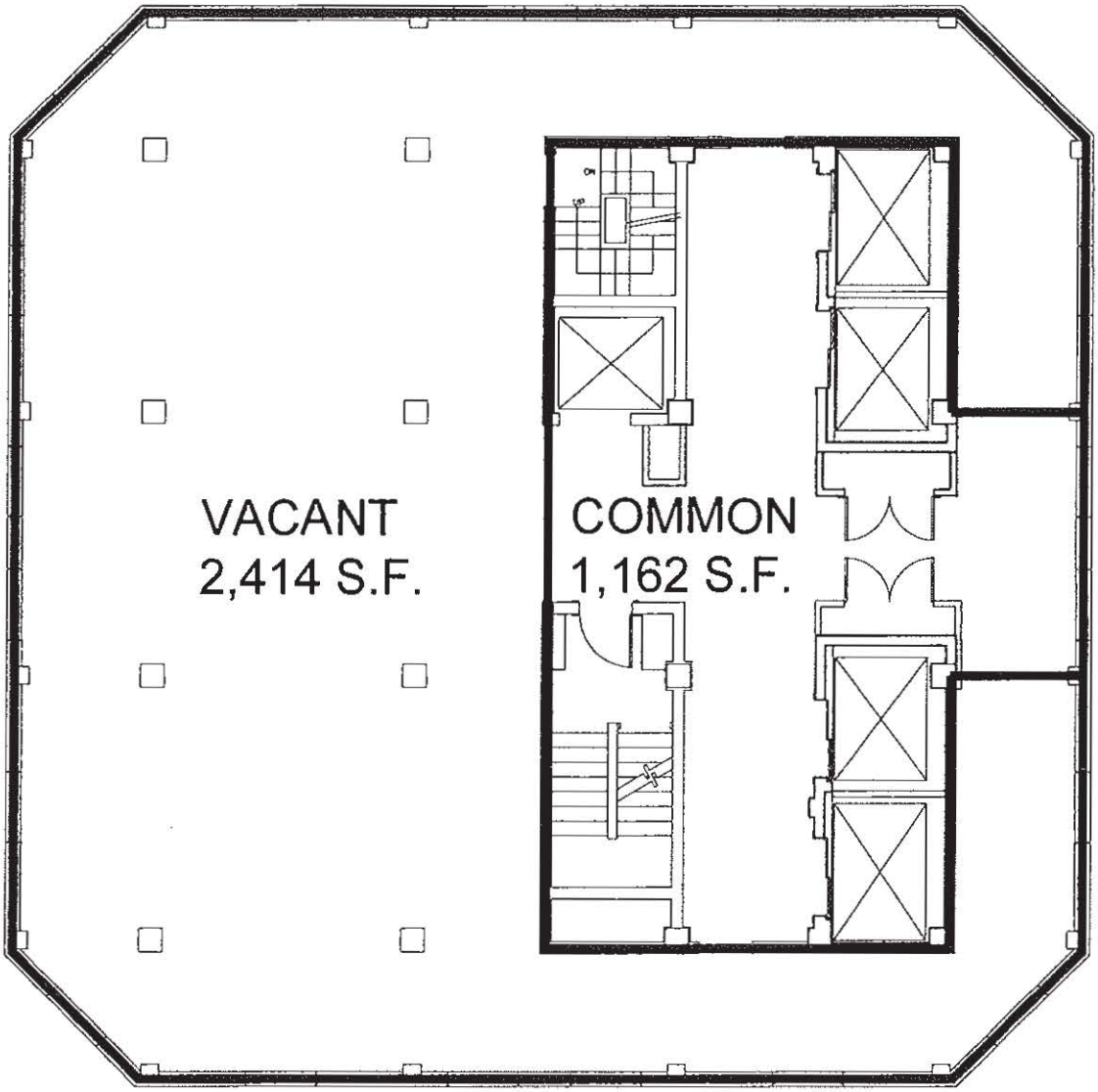

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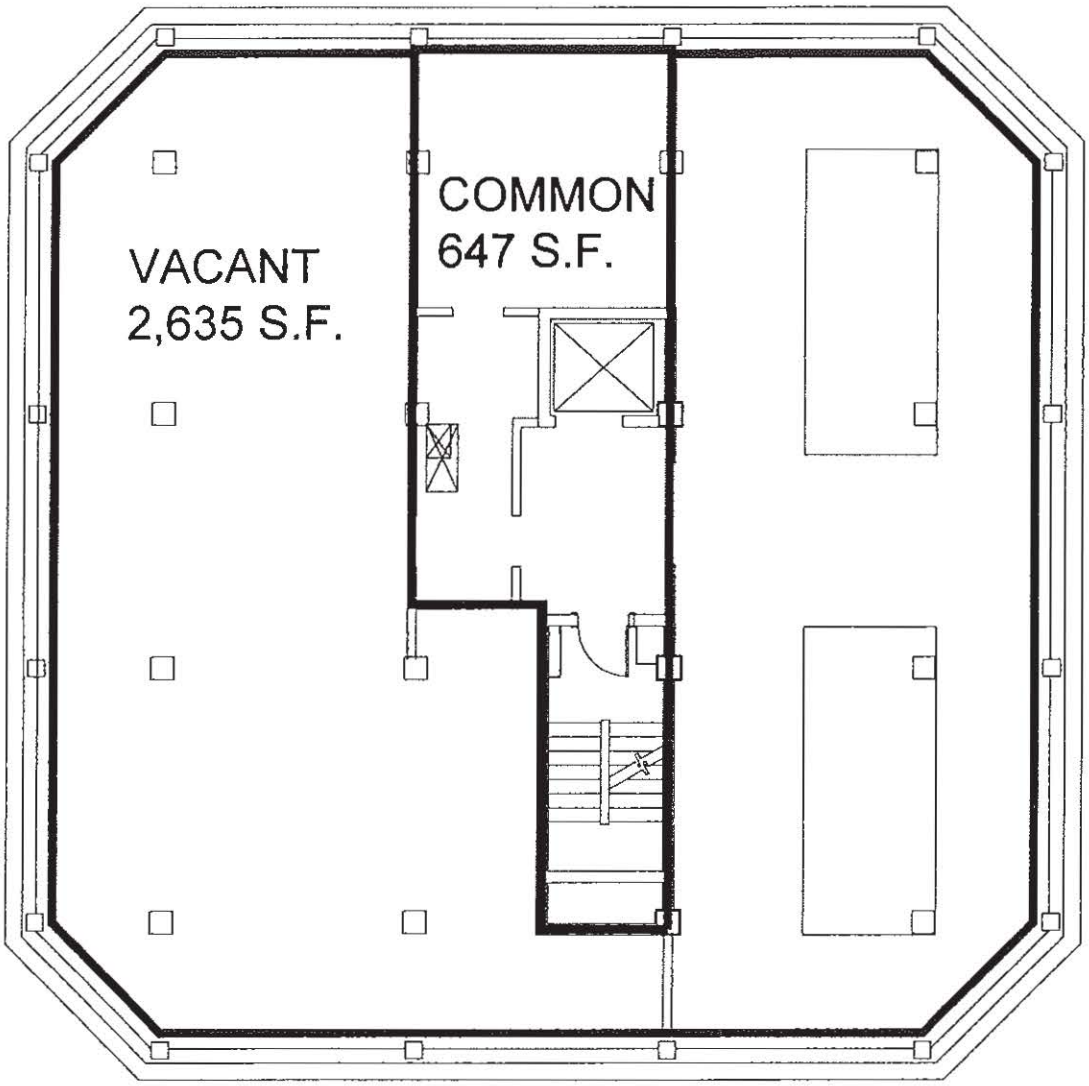
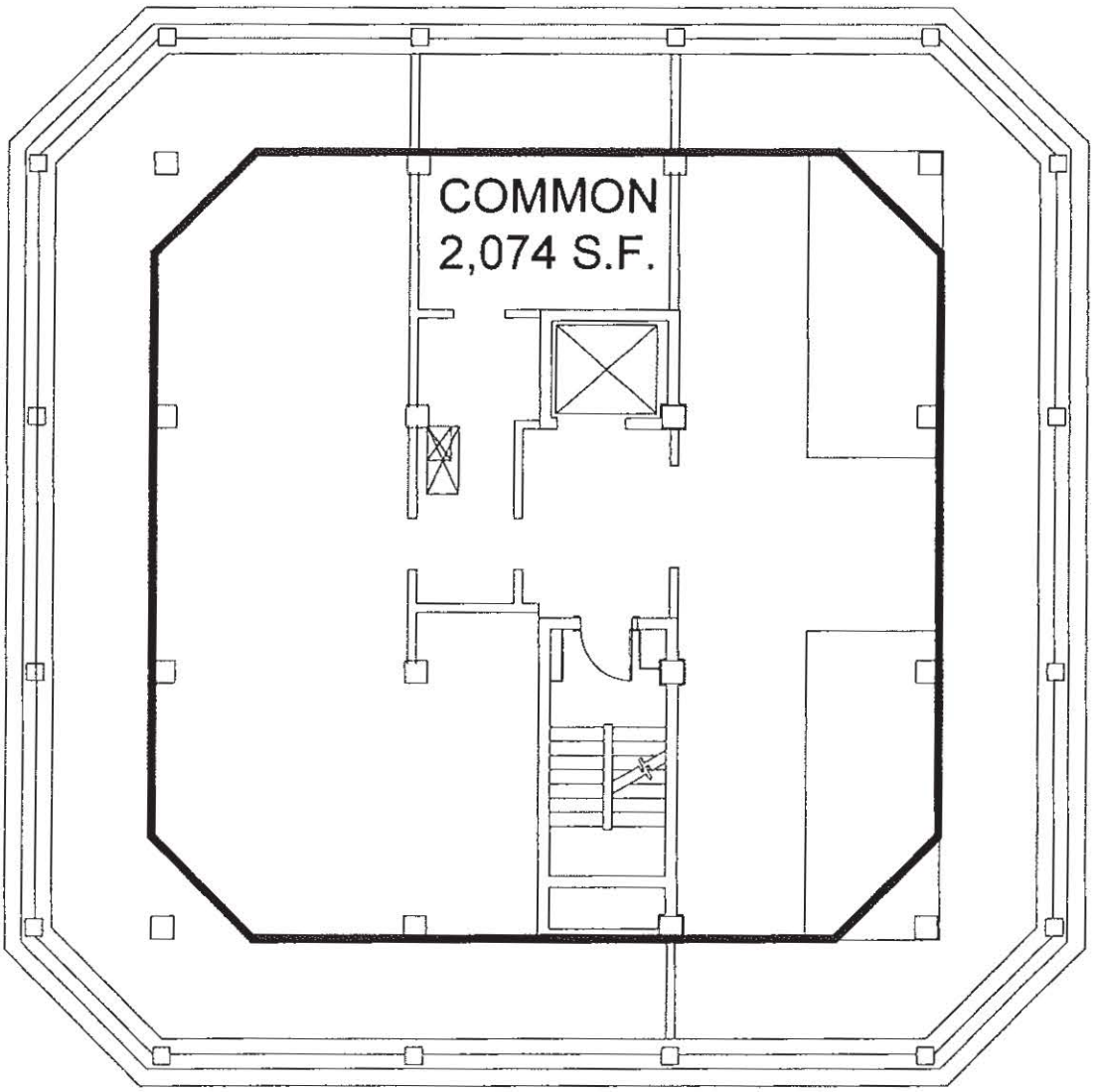
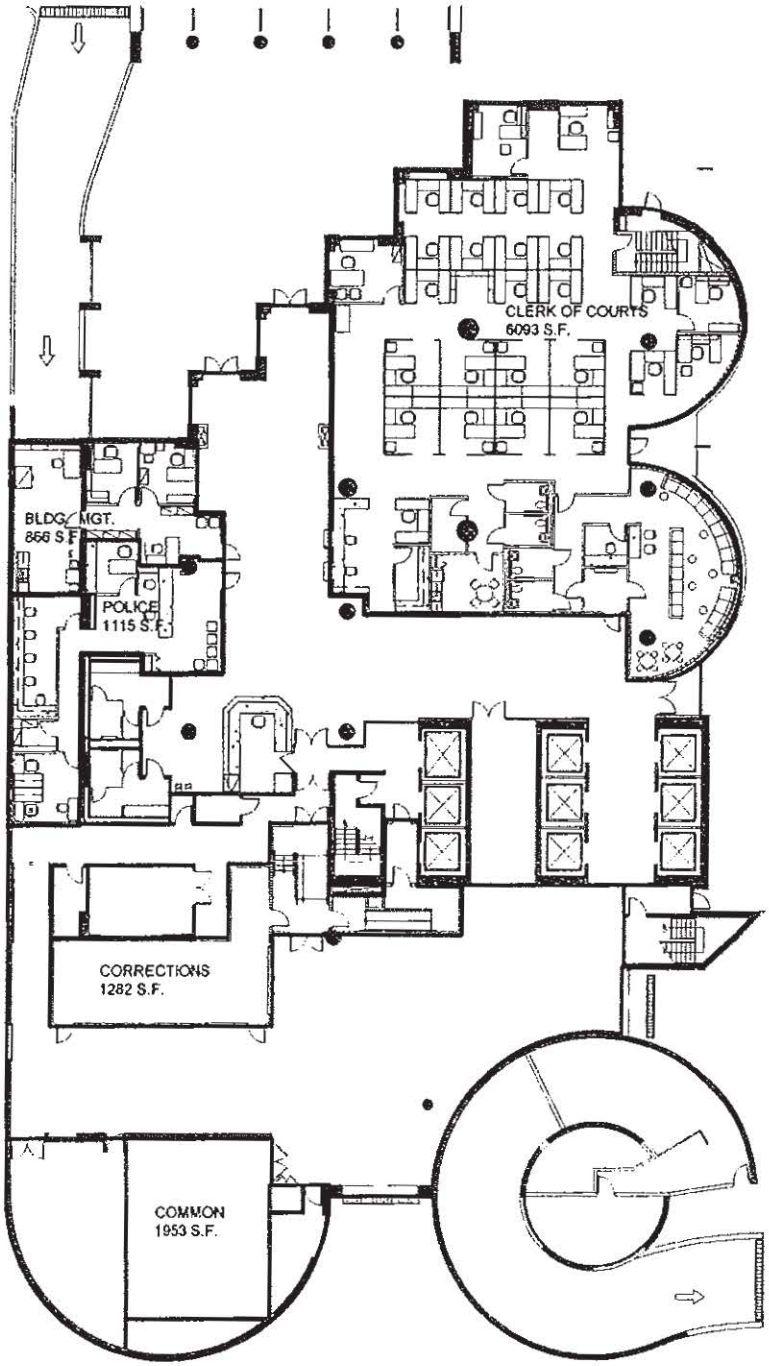


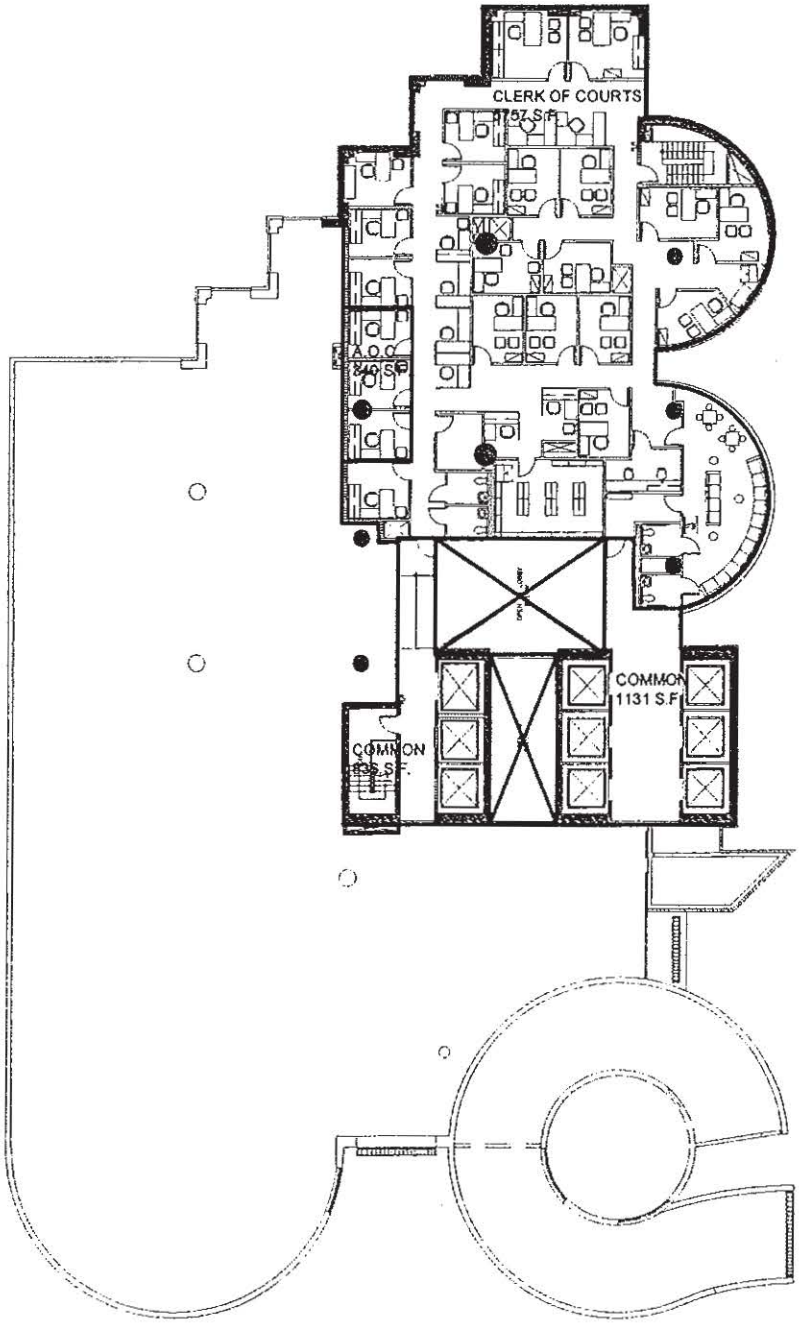
Dade County Courthouse
73 West Flagler ST
Miami, Fl 33130
27th LEVEL



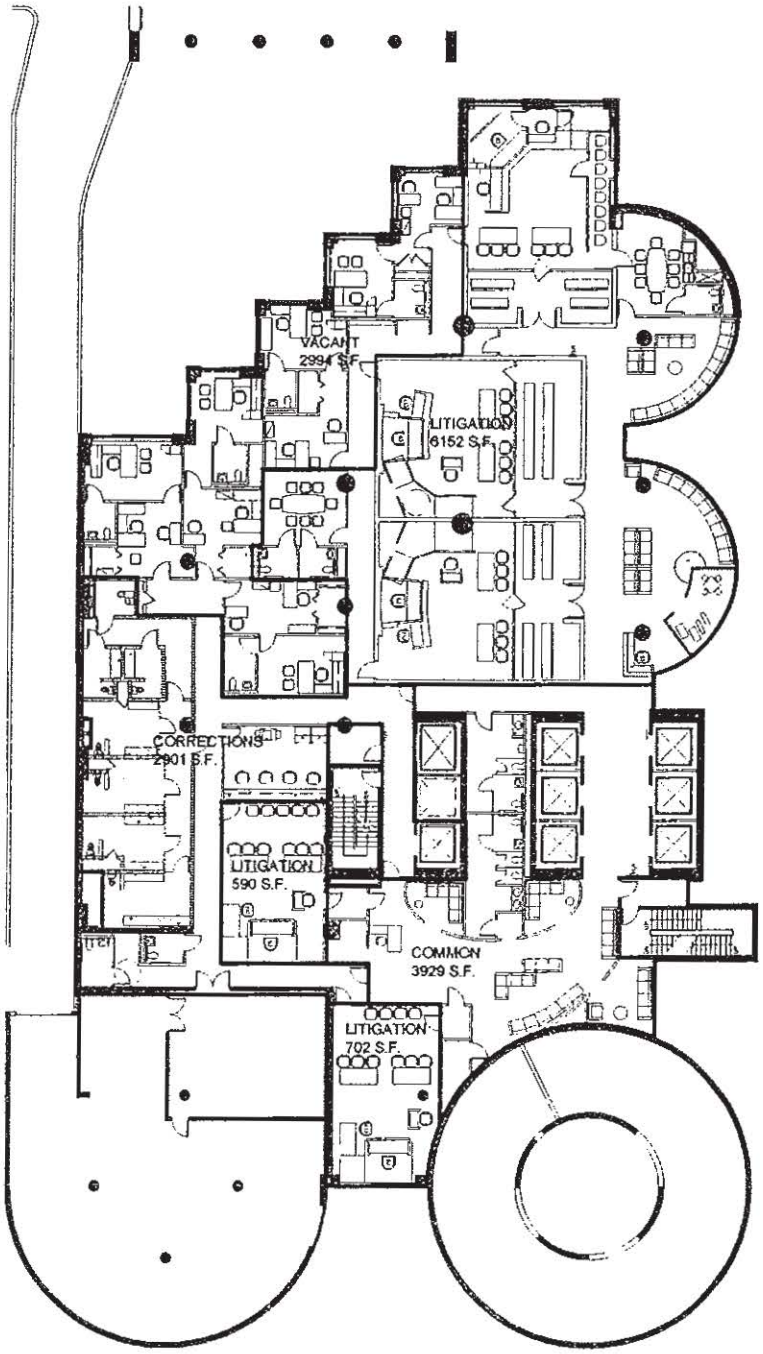
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
GROUND LEVEL



Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
MEZZANINE



Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
SECOND LEVEL

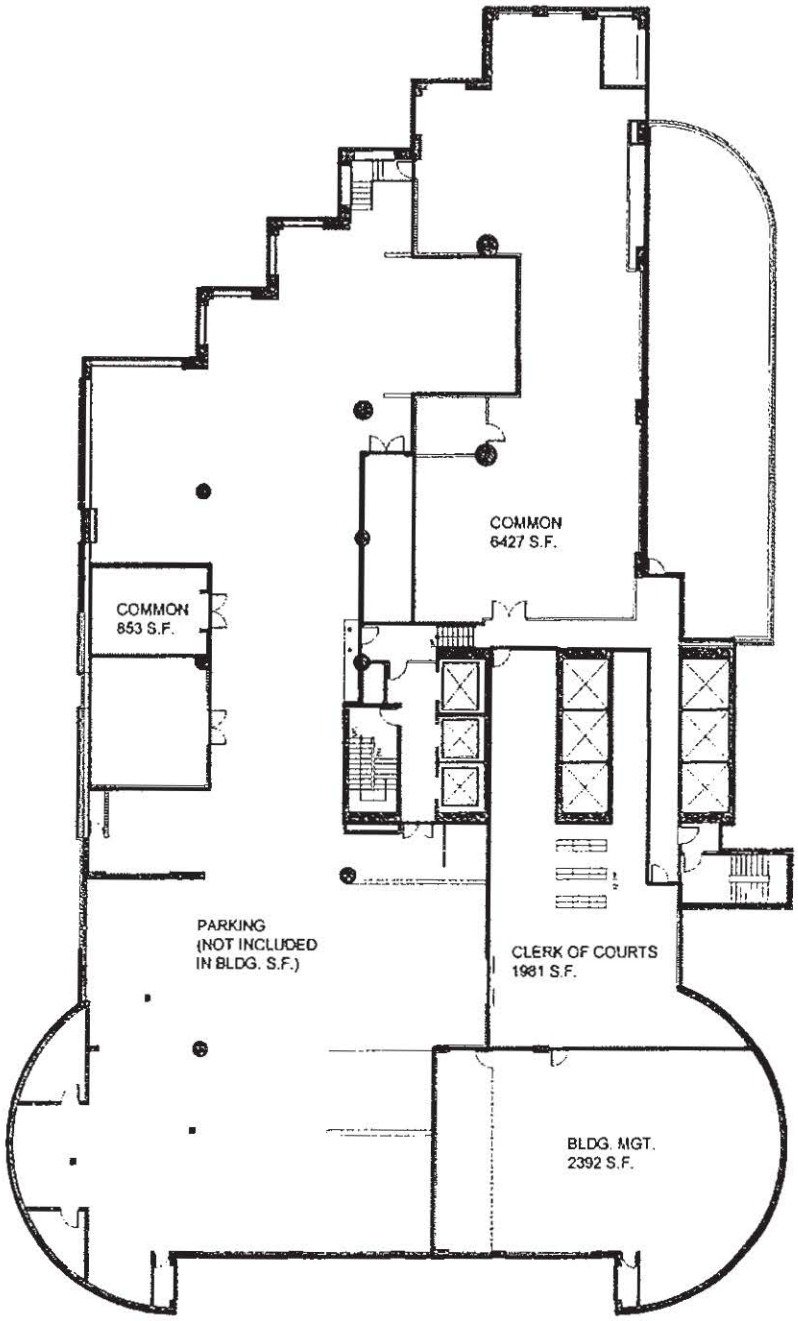


Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
NOTE

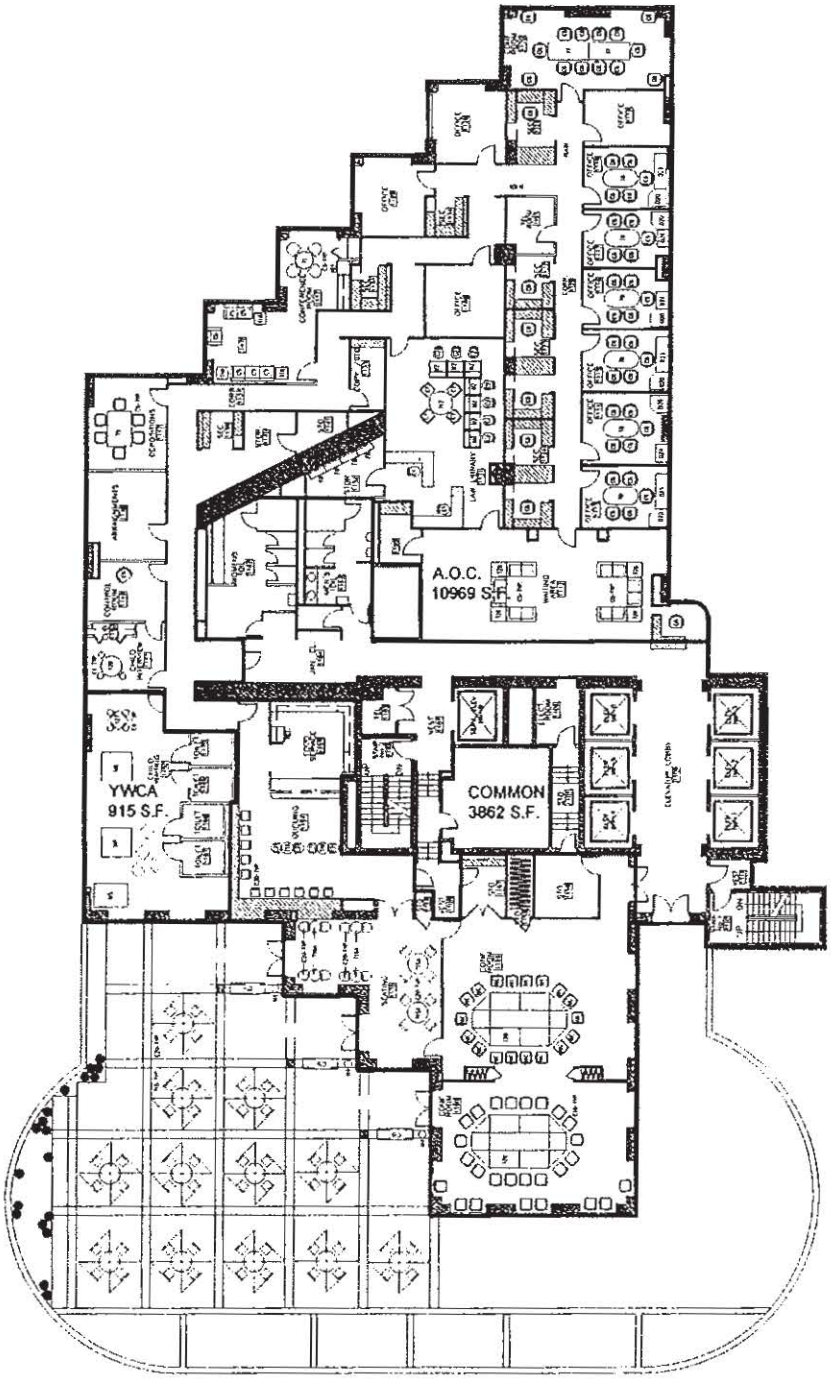
NOTE:

Floor levels three through nine are parking levels. Parking levels are not counted as part of gross building square footage.

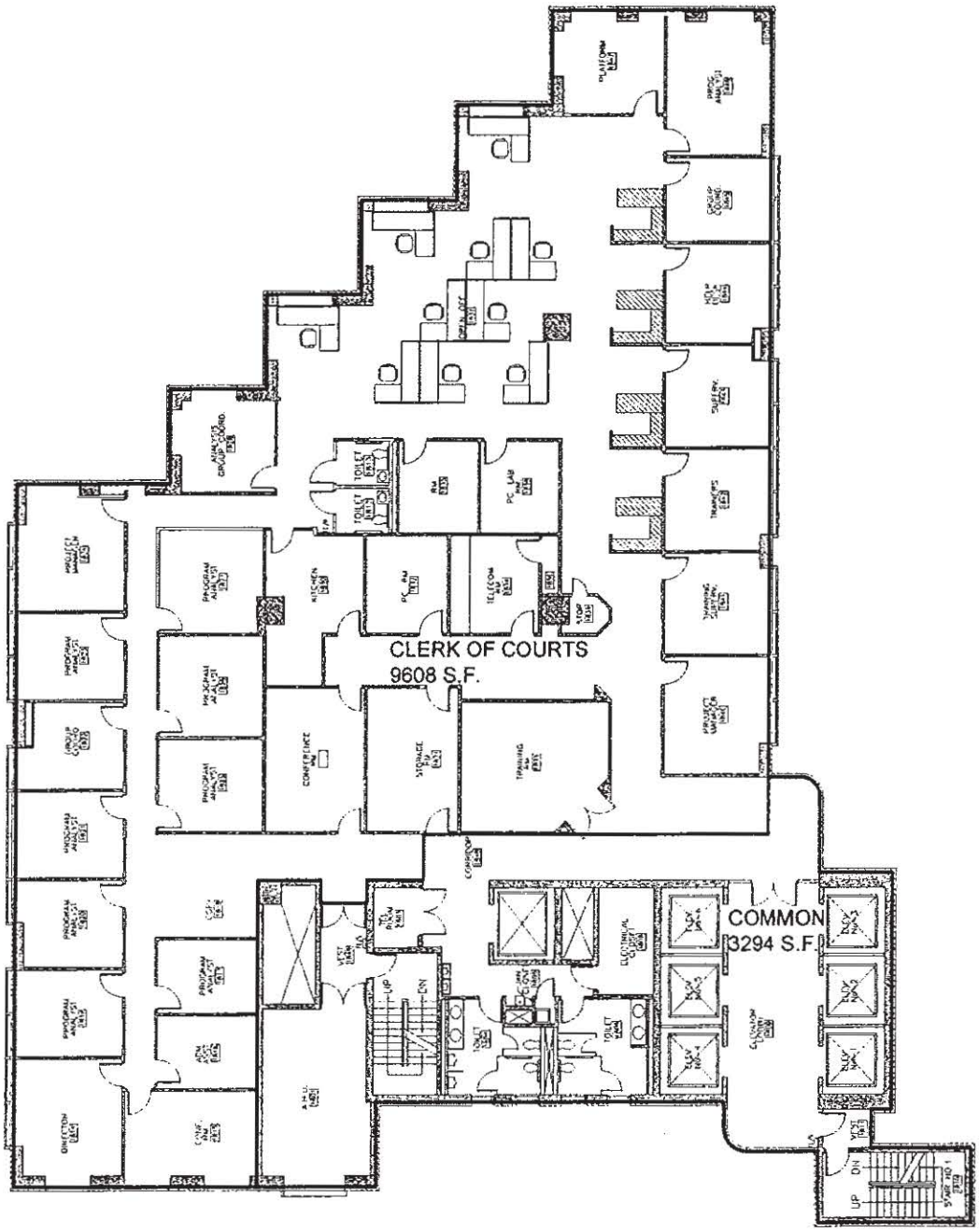
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
TENTH LEVEL



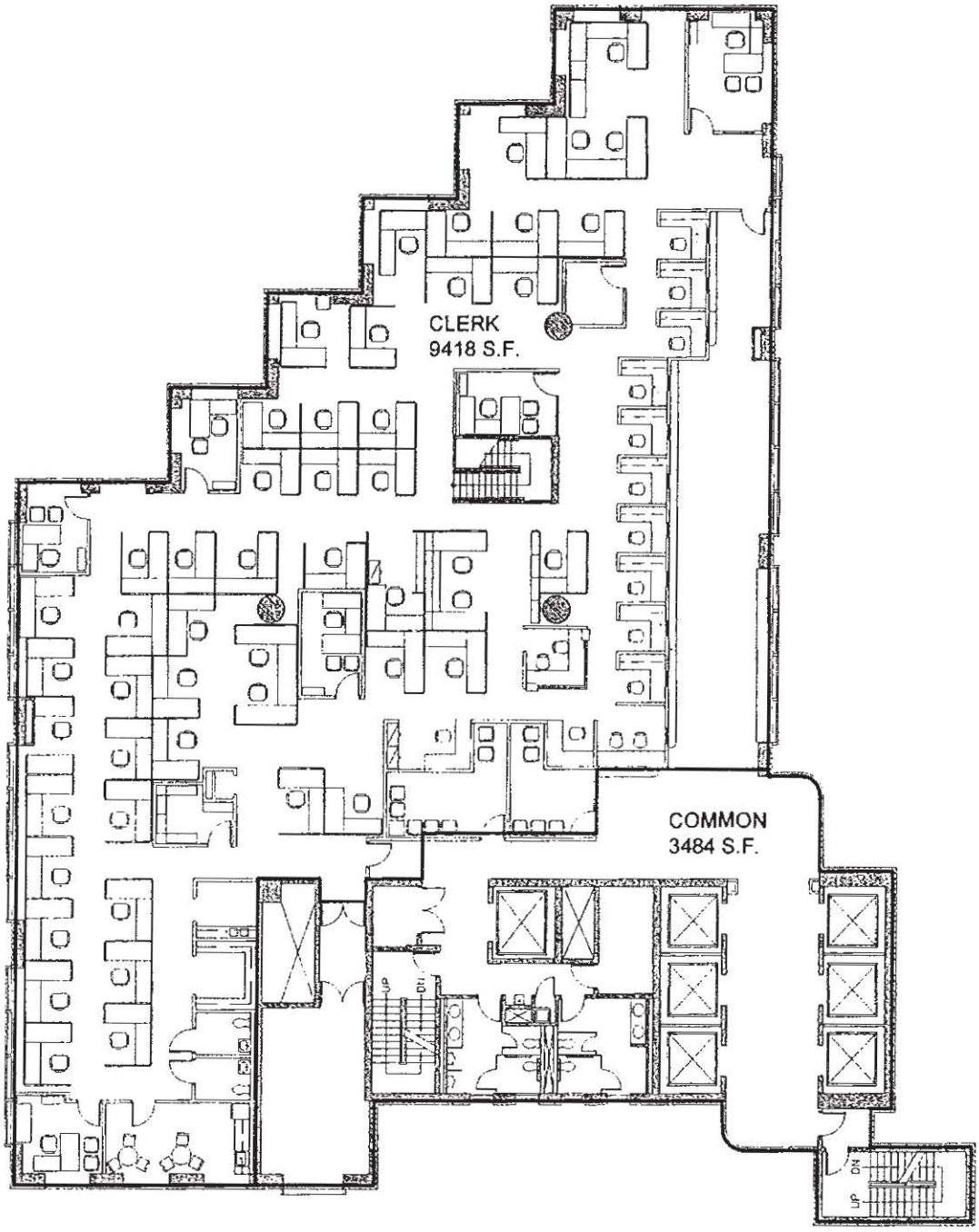
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
11th LEVEL



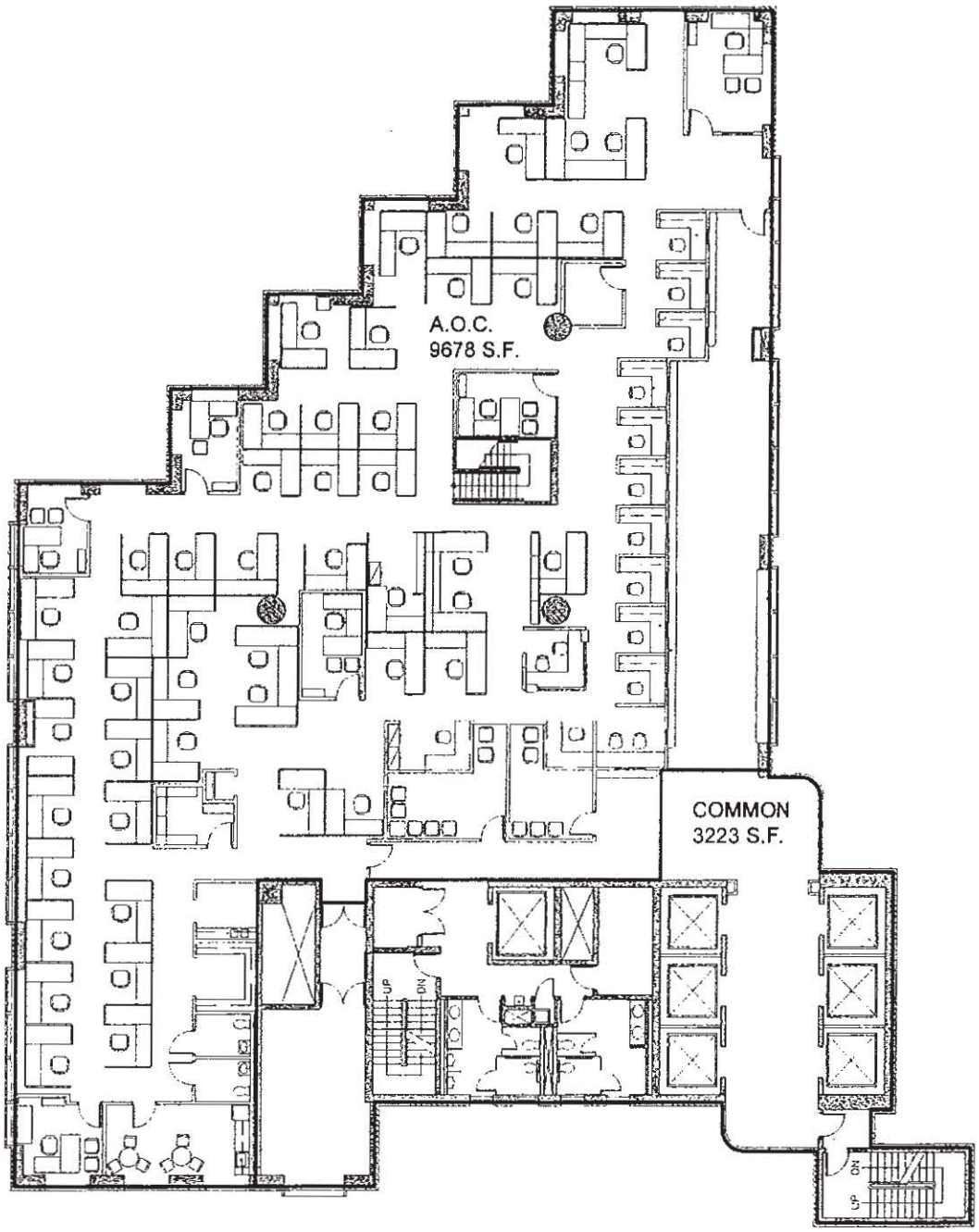
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
12th LEVEL



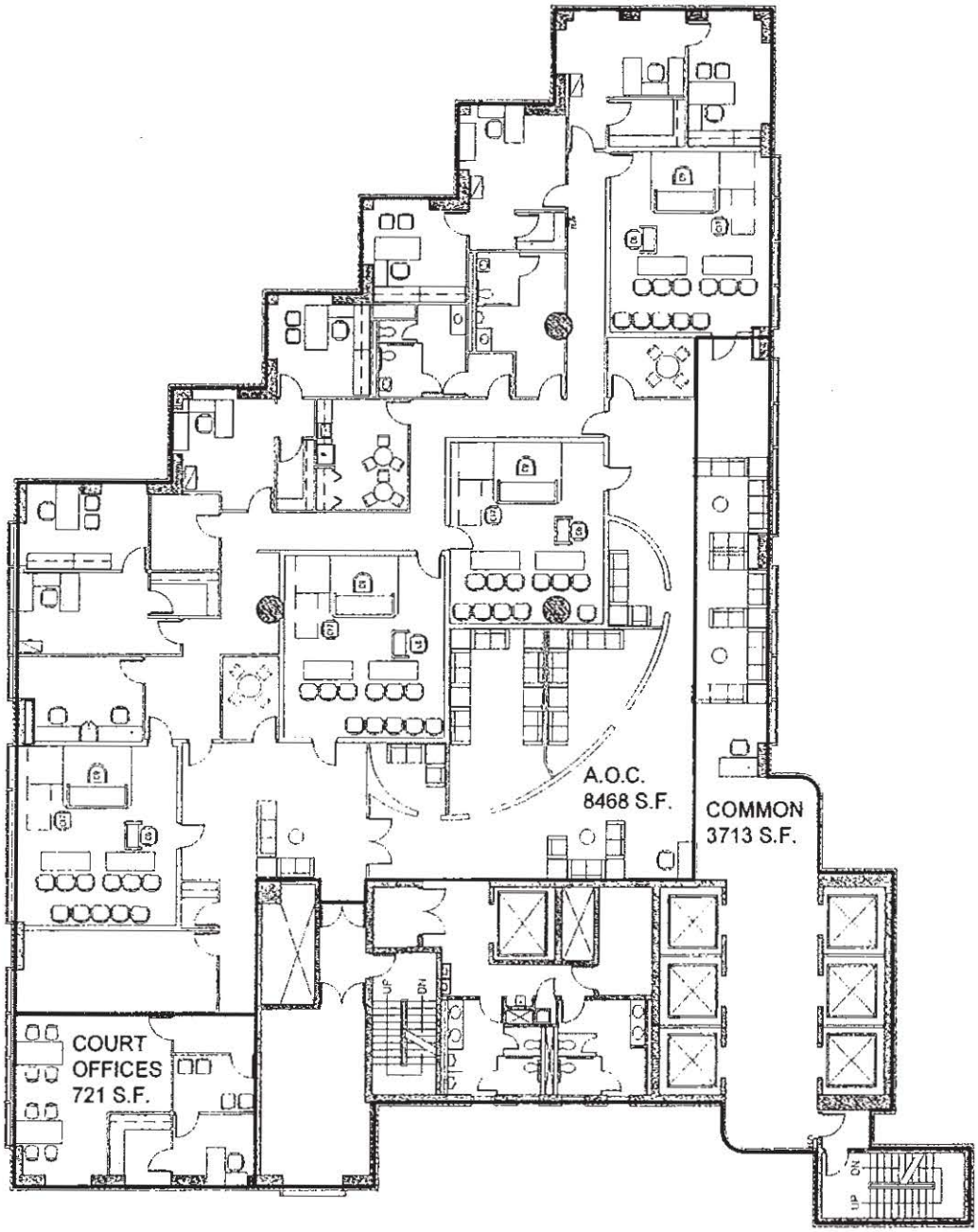
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
14th LEVEL



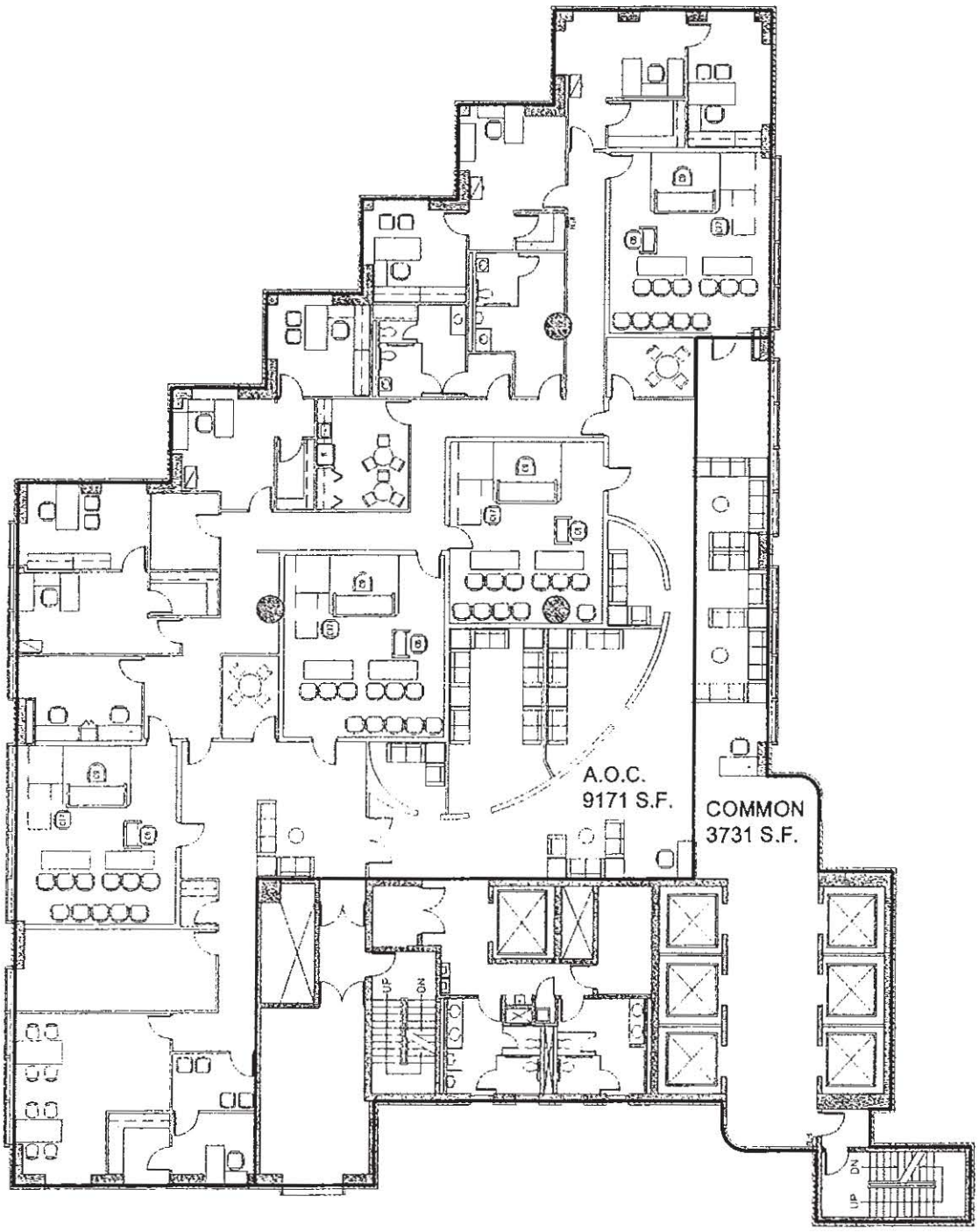
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
15th LEVEL



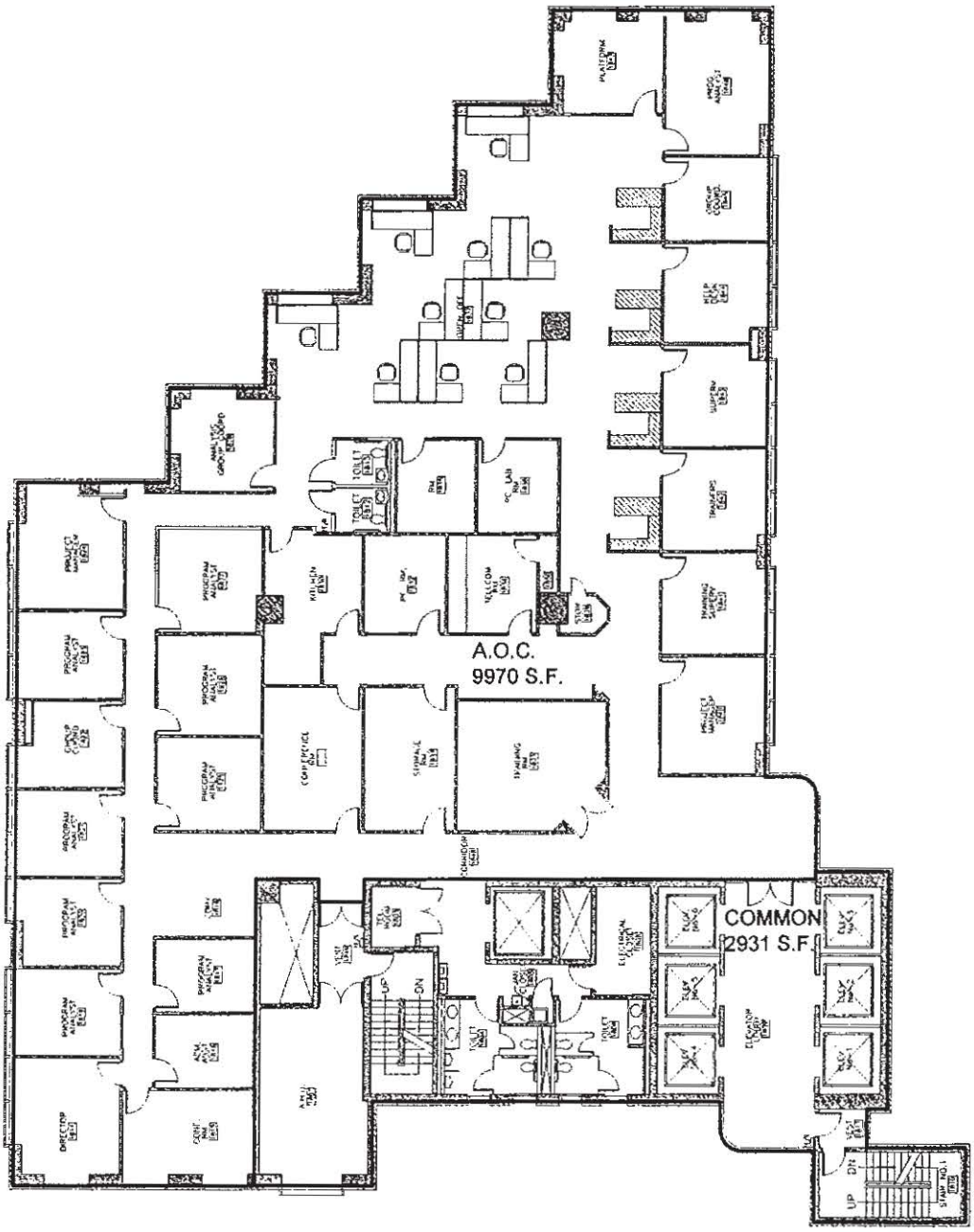
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
16th LEVEL



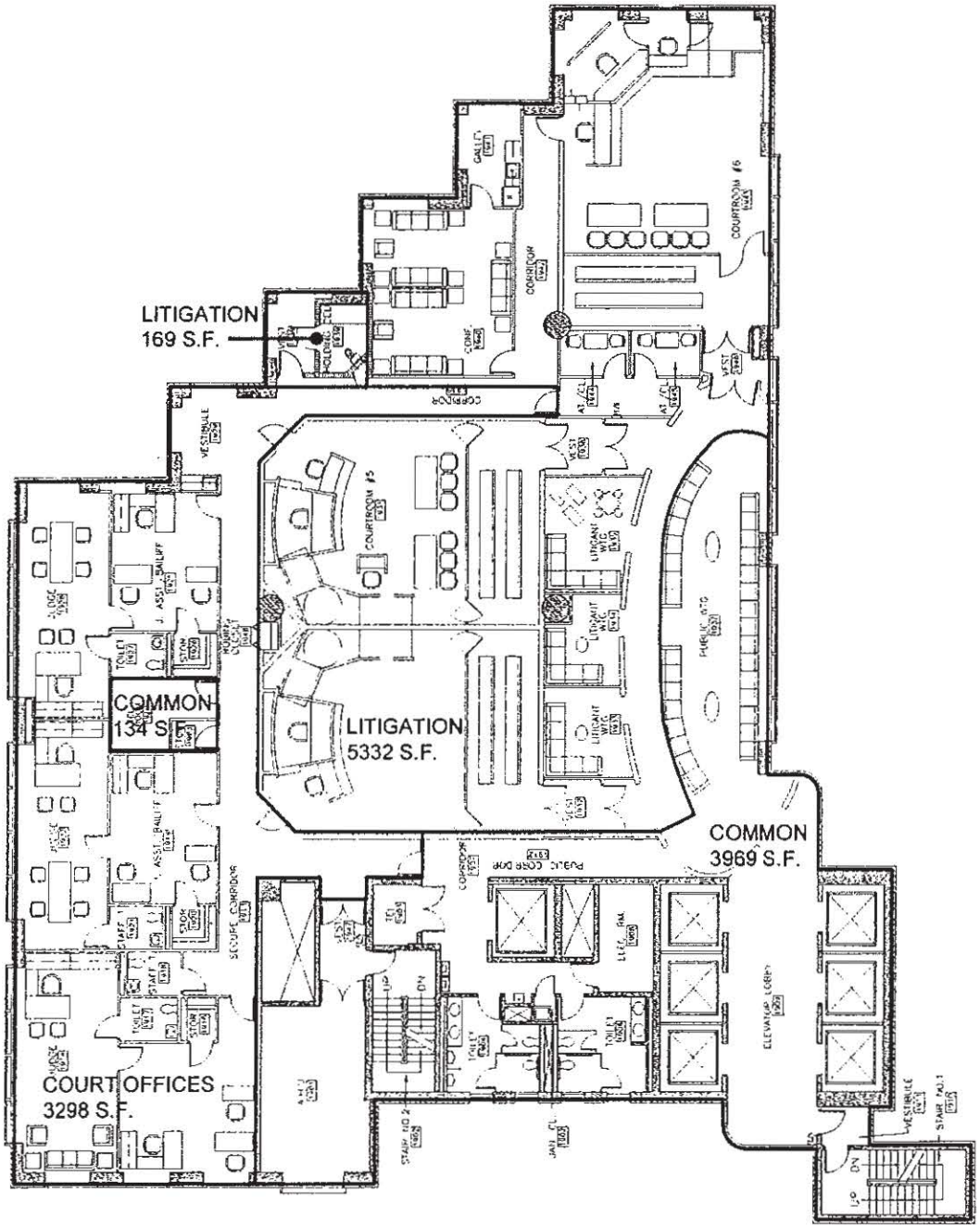
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
17th LEVEL



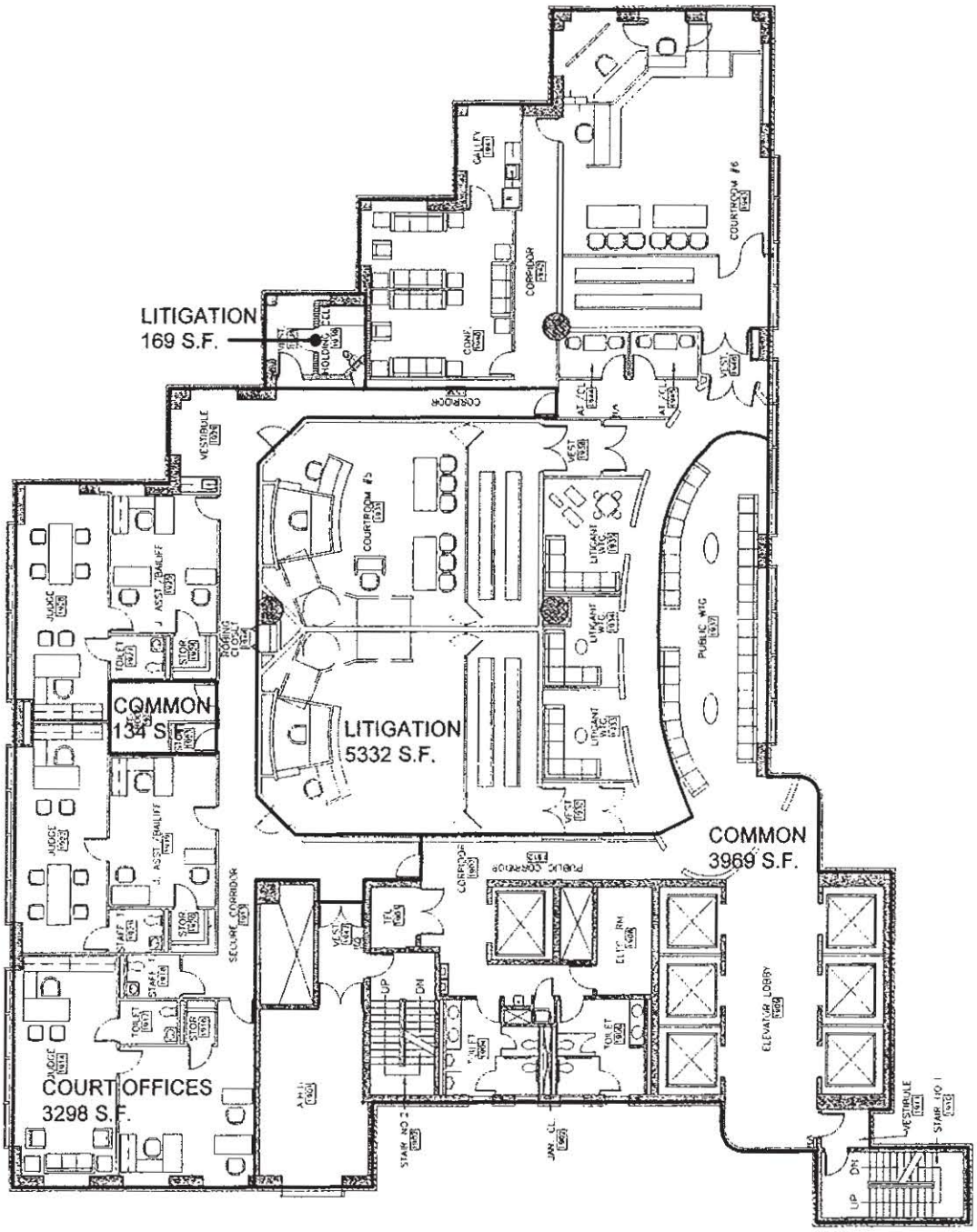
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
18th LEVEL



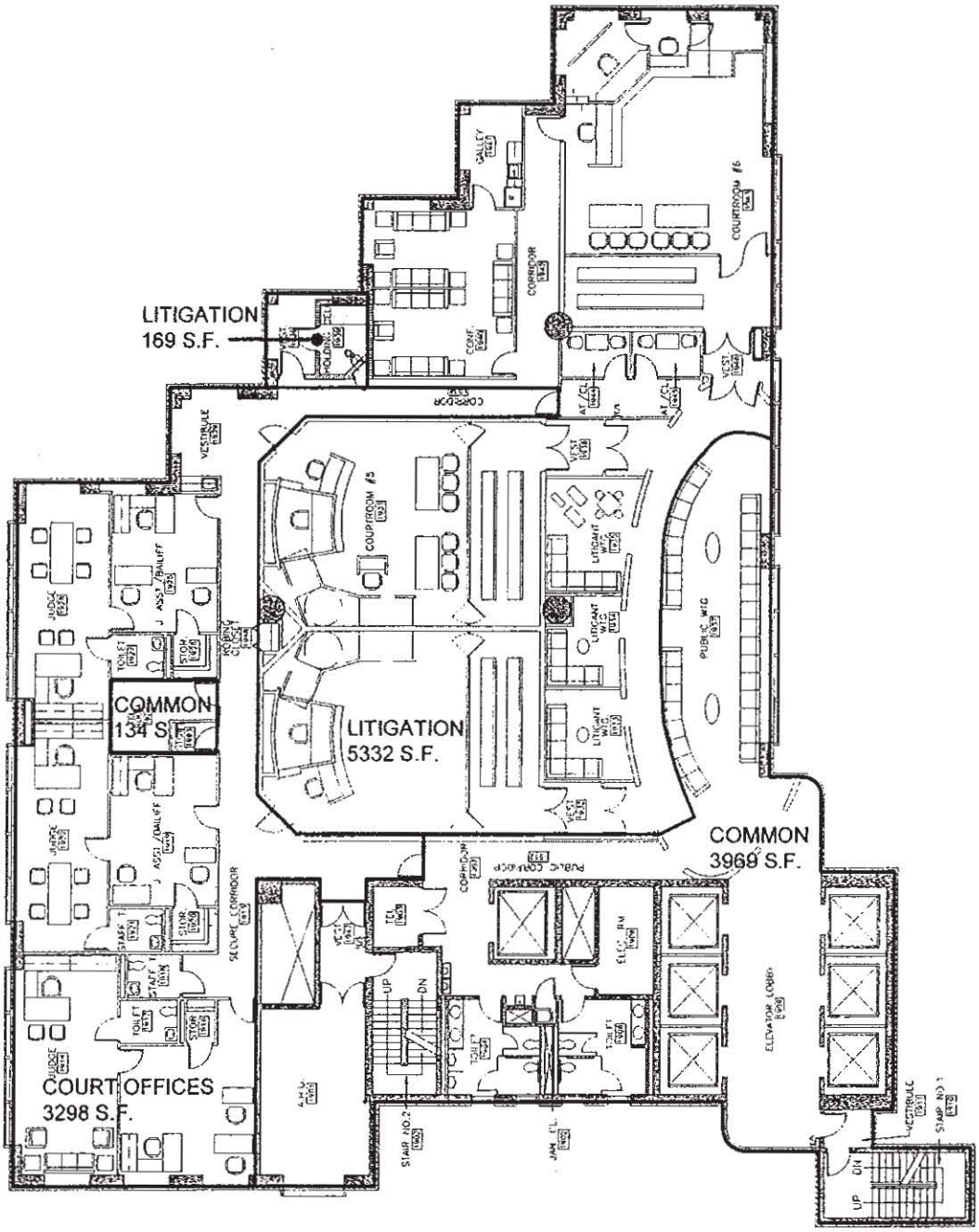
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
19th LEVEL



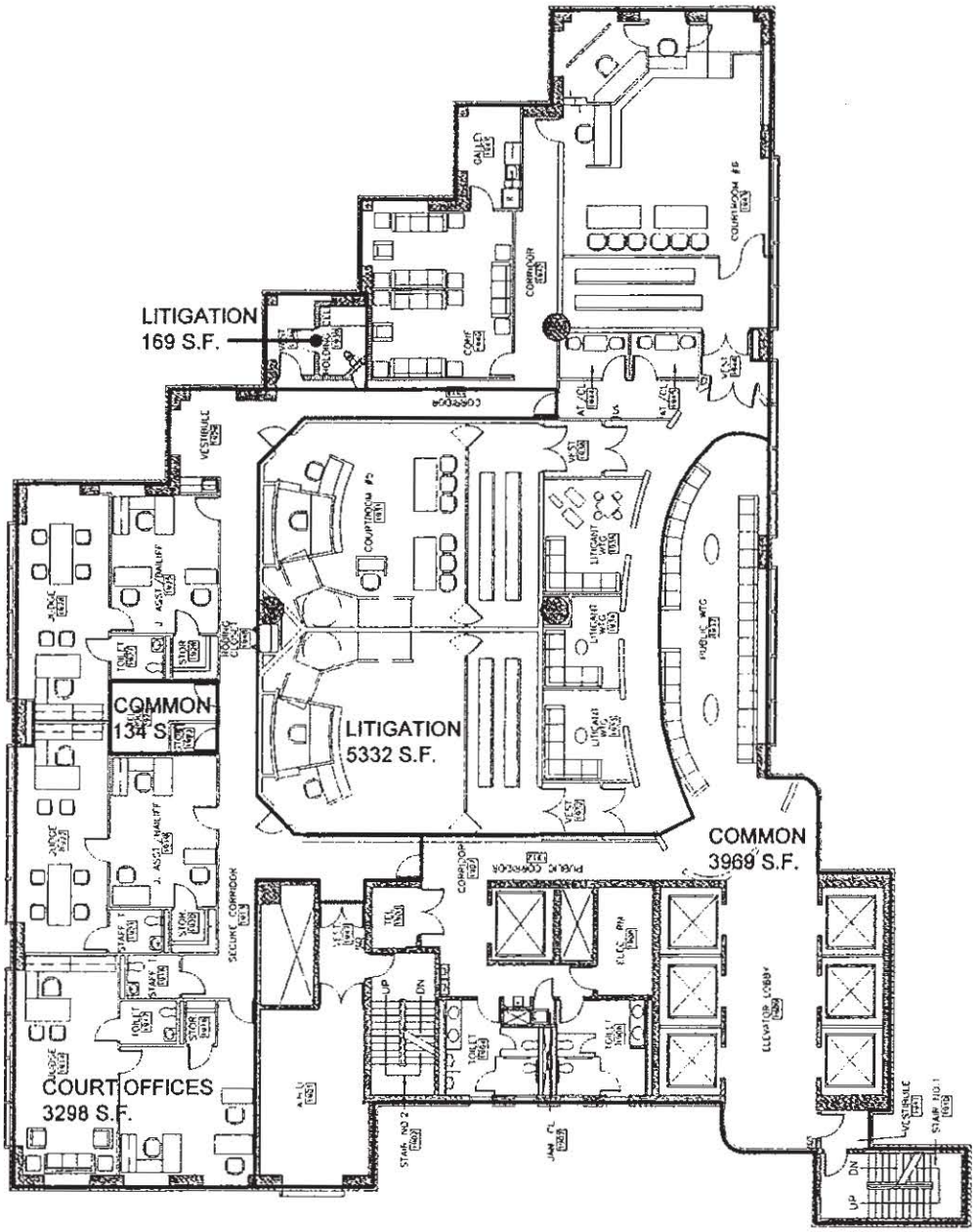
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
20th LEVEL



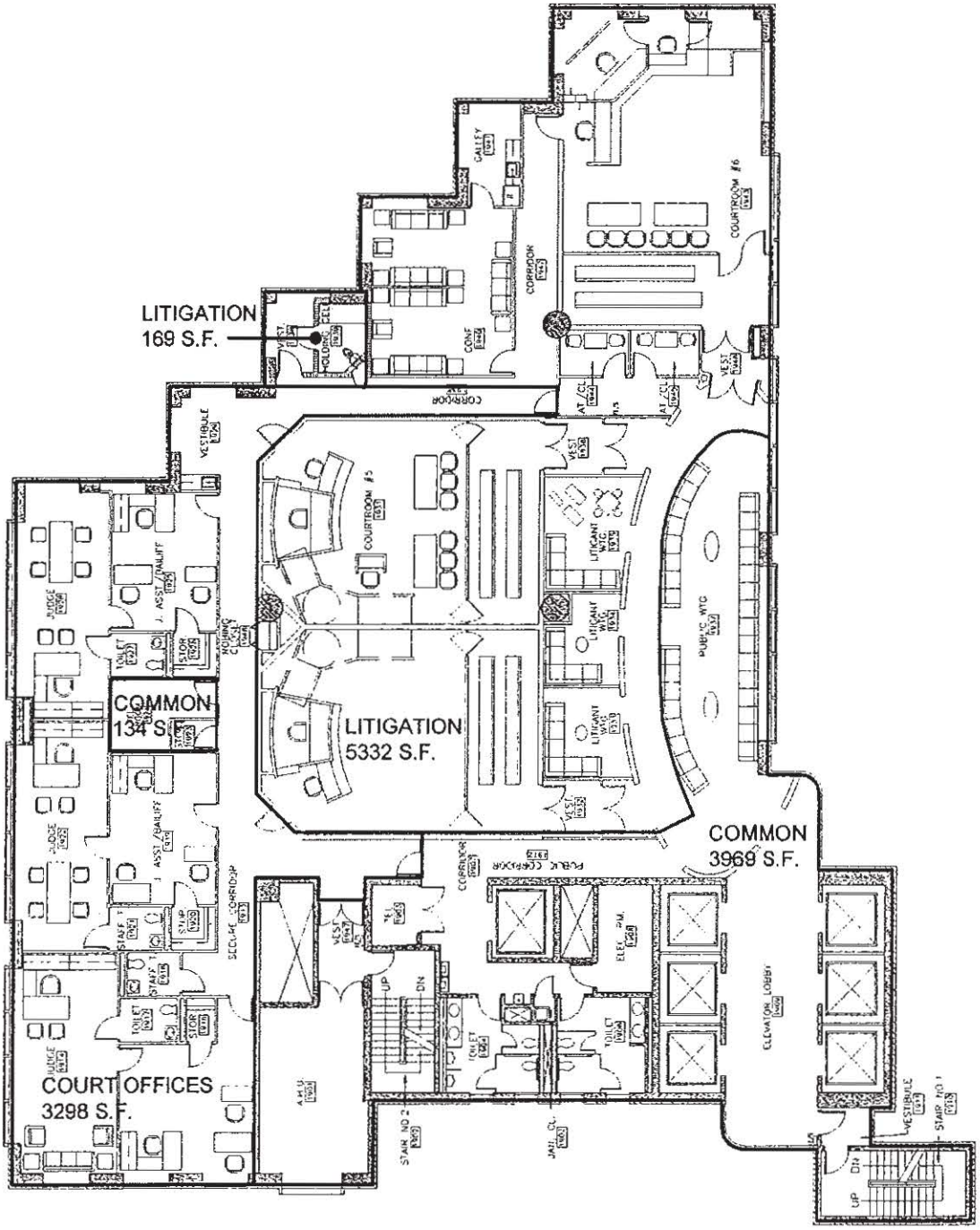
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
21st LEVEL



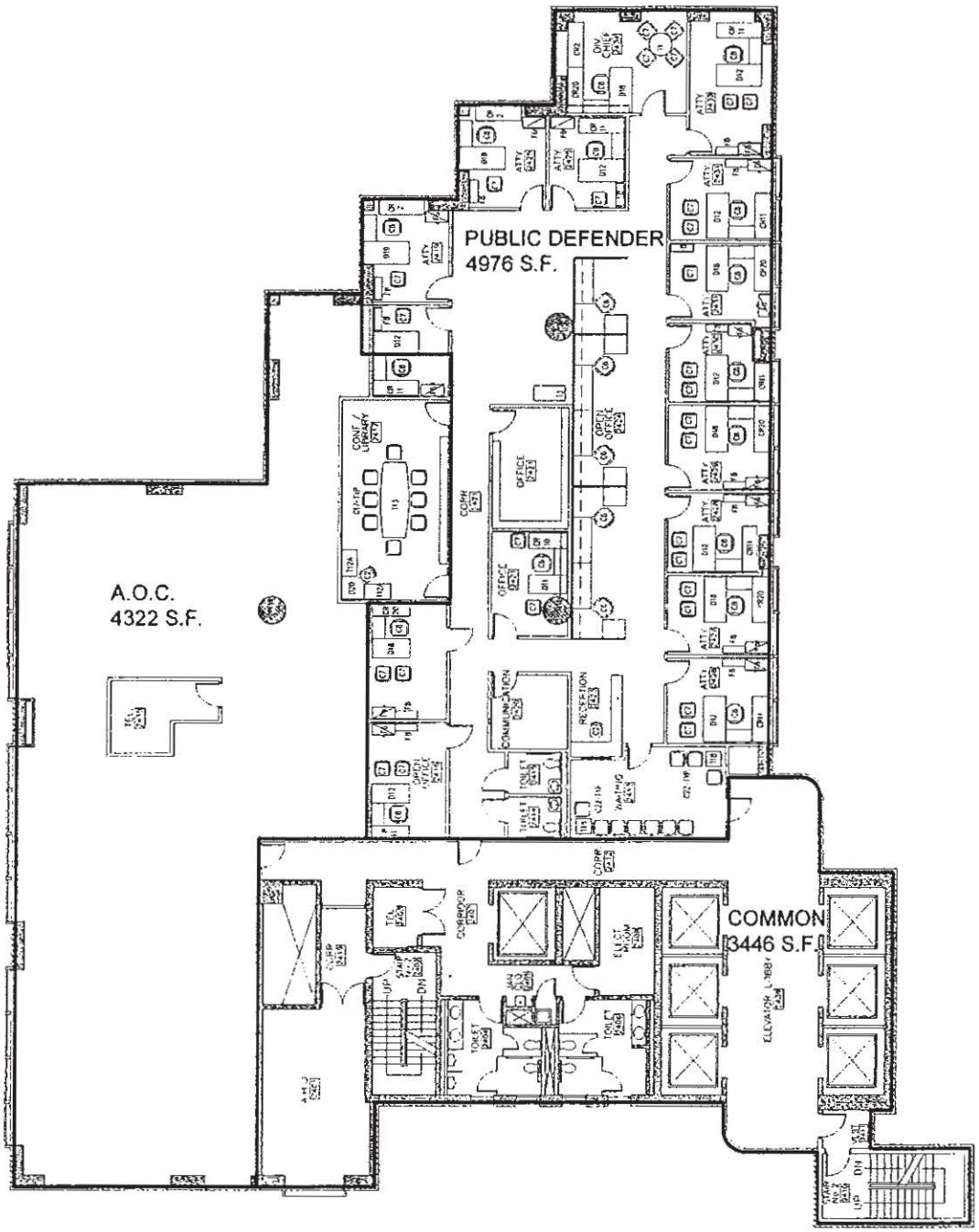
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
22nd LEVEL



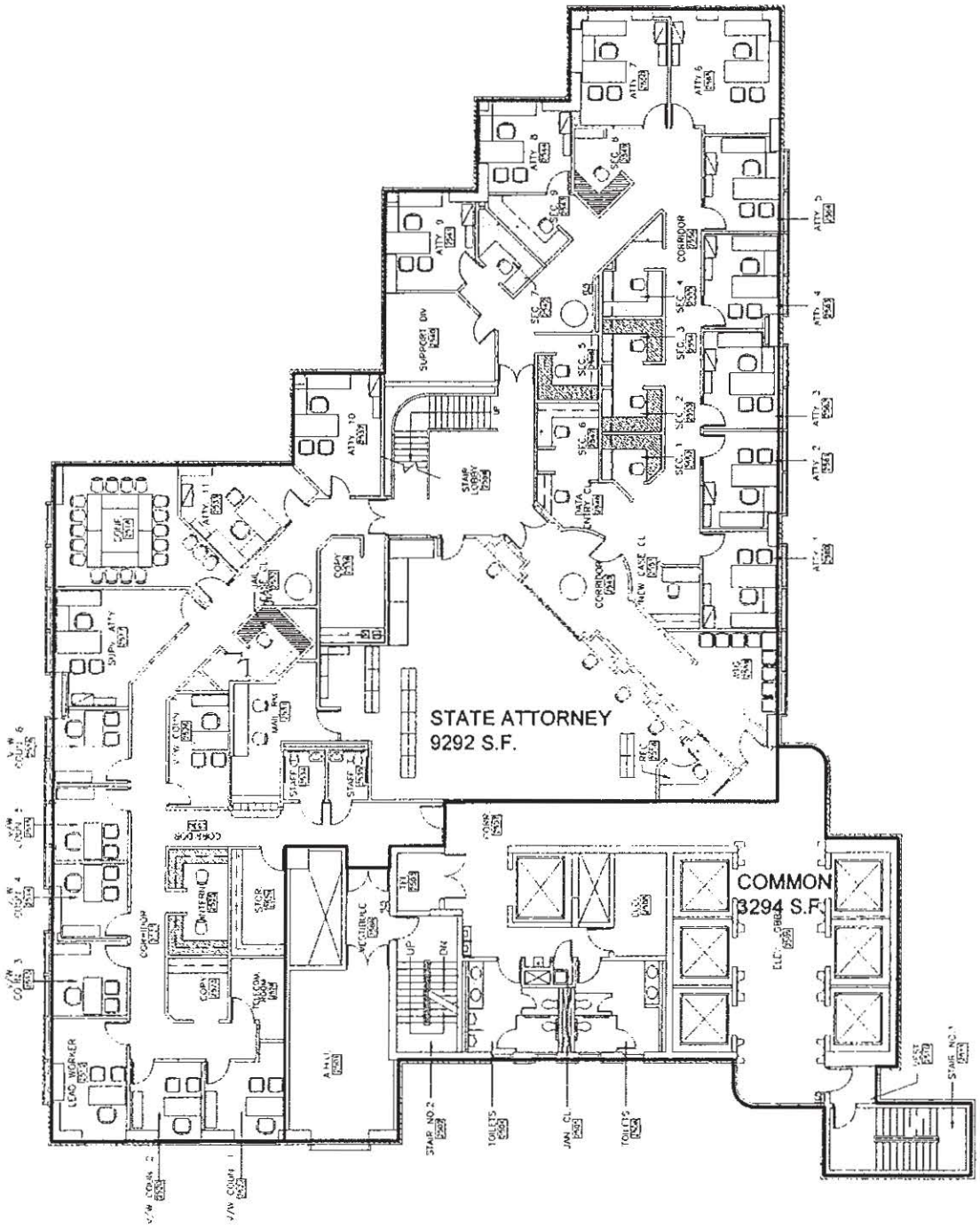
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
23rd LEVEL



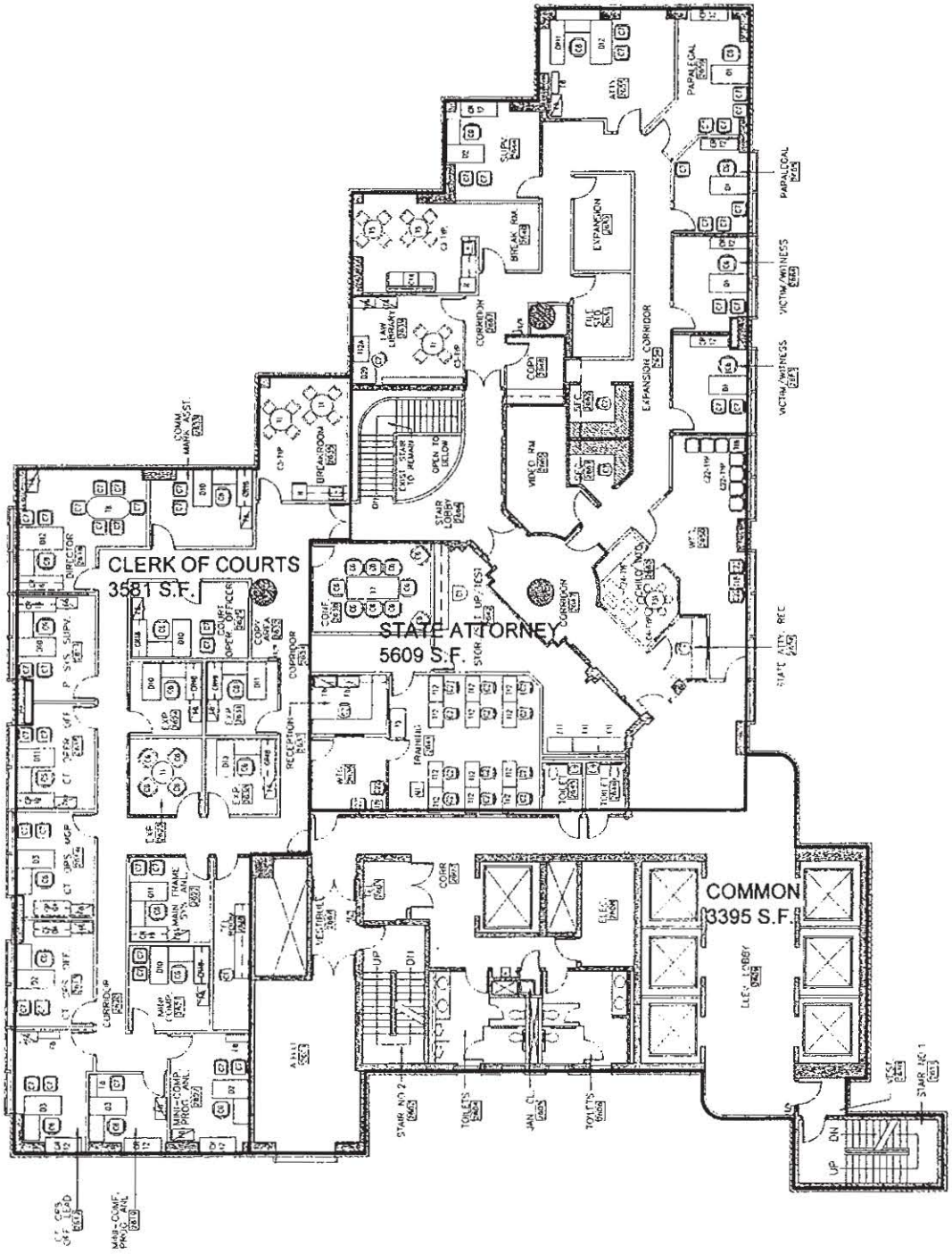
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
24th LEVEL



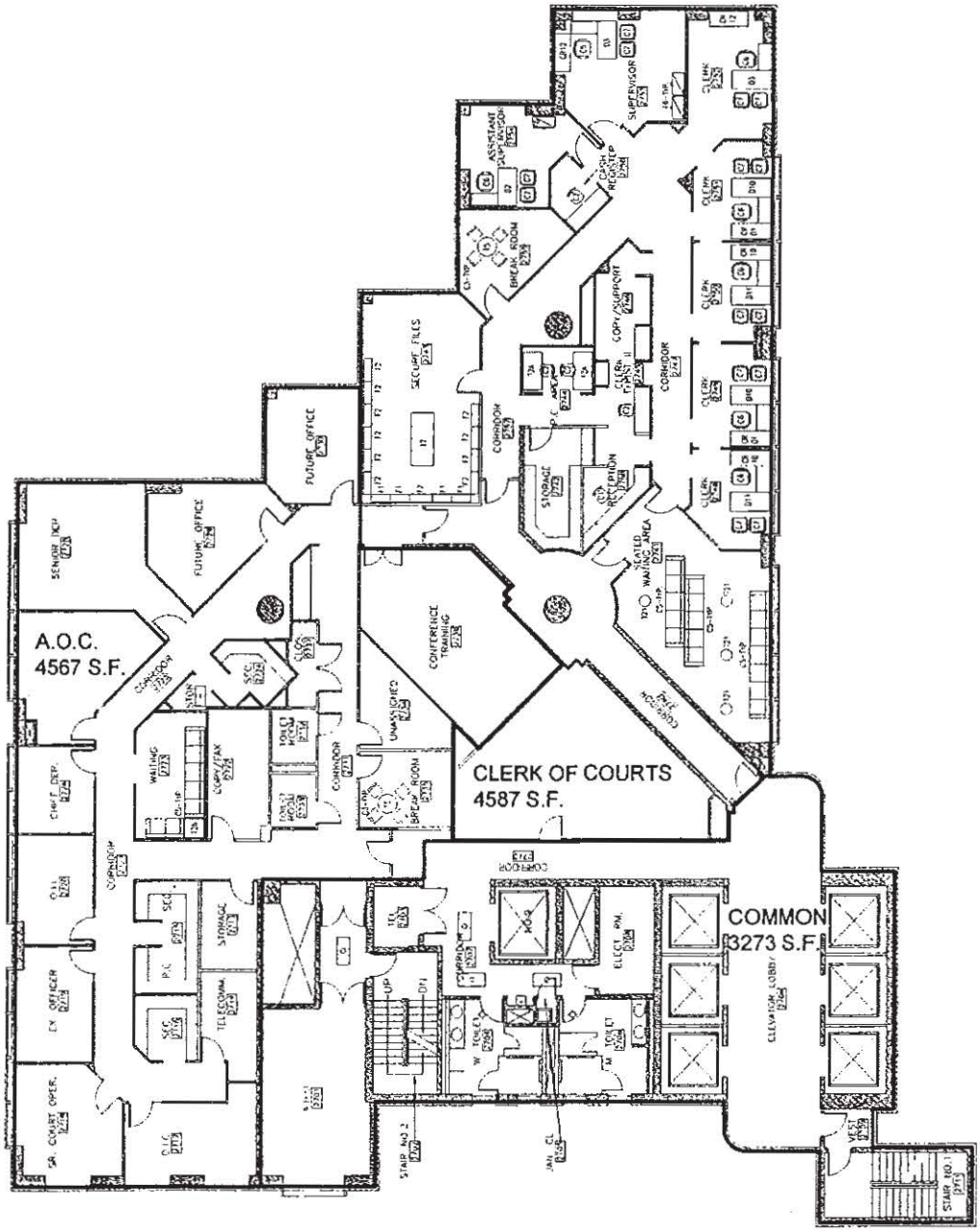
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
25th LEVEL



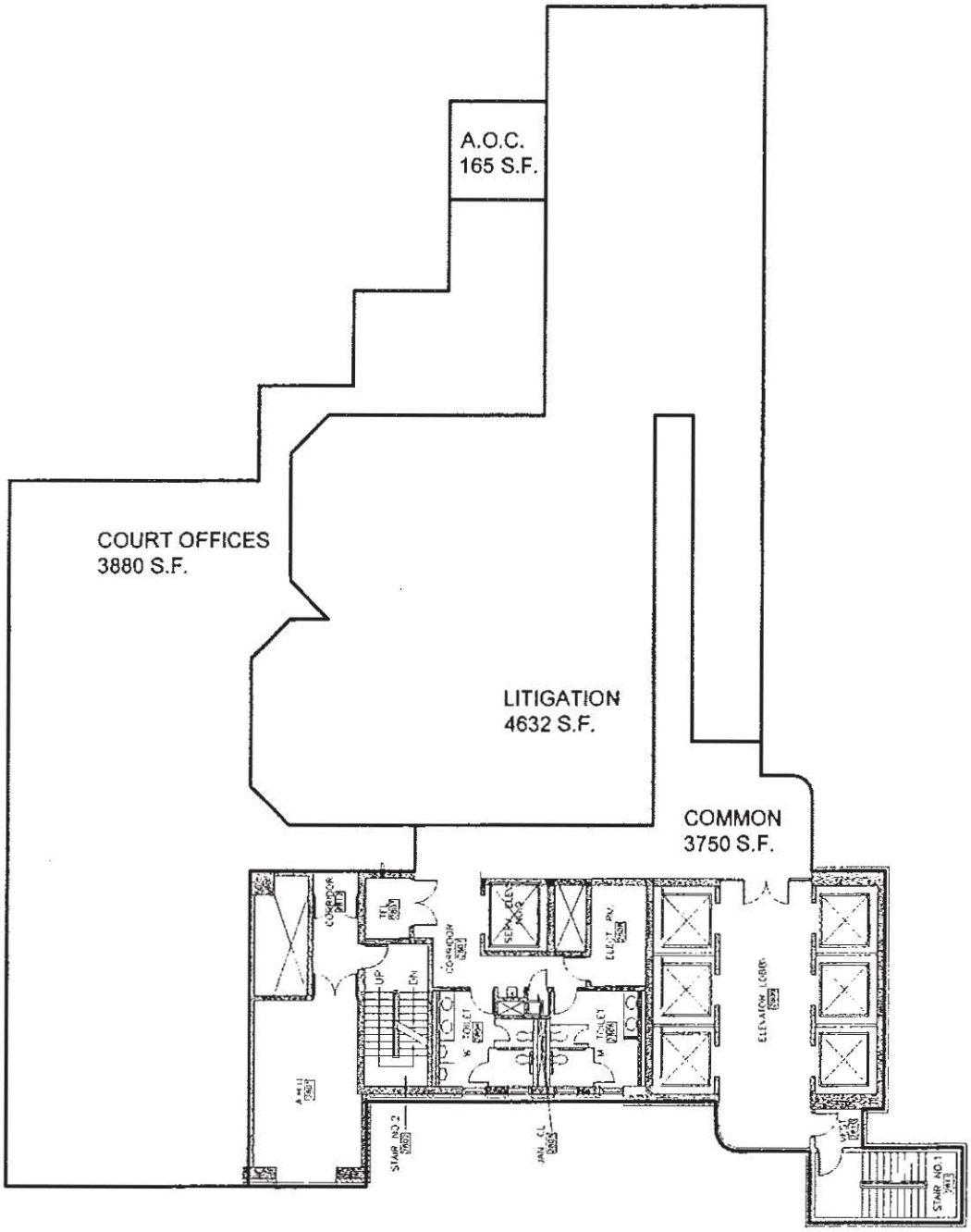
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
26th LEVEL



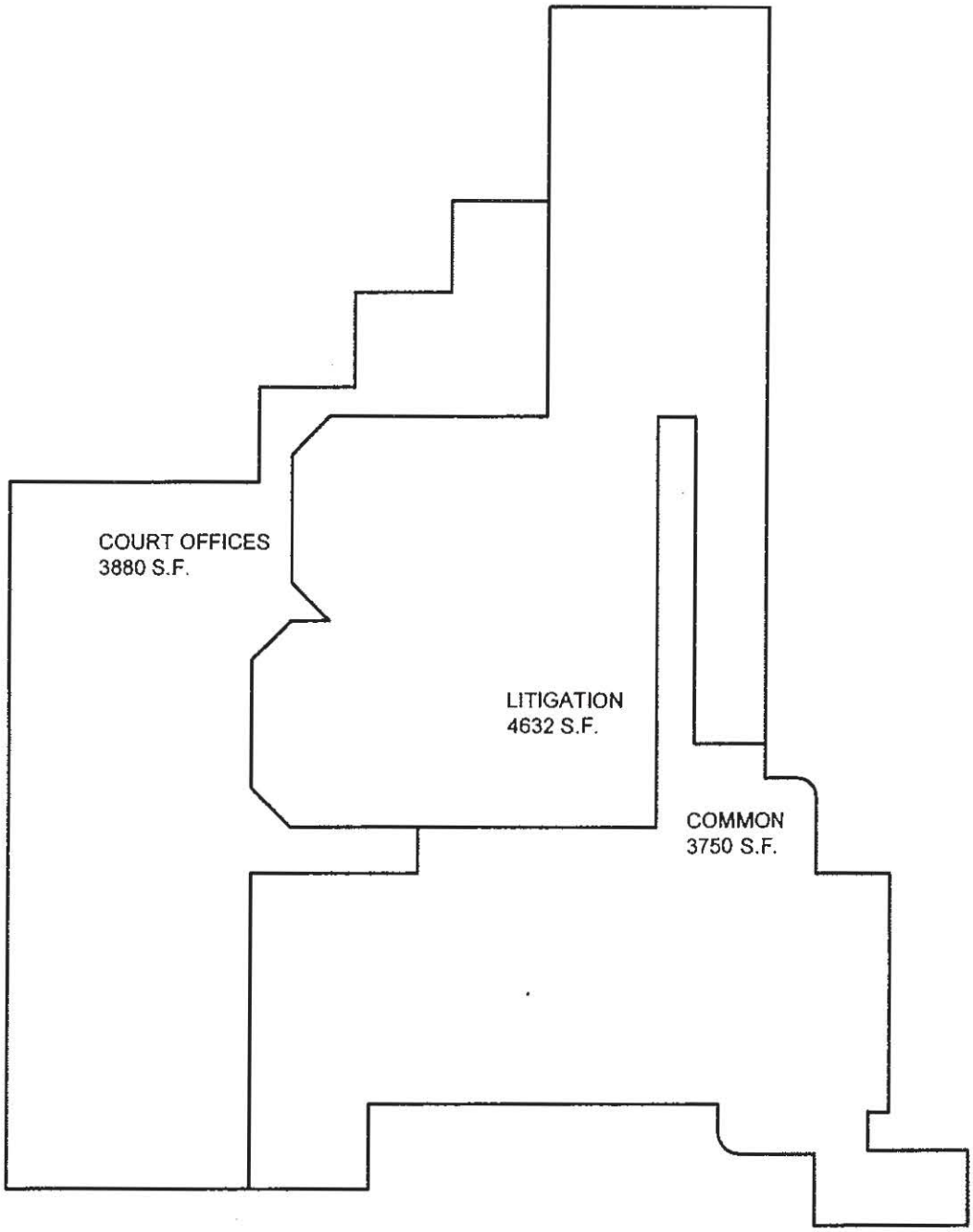
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
27th LEVEL



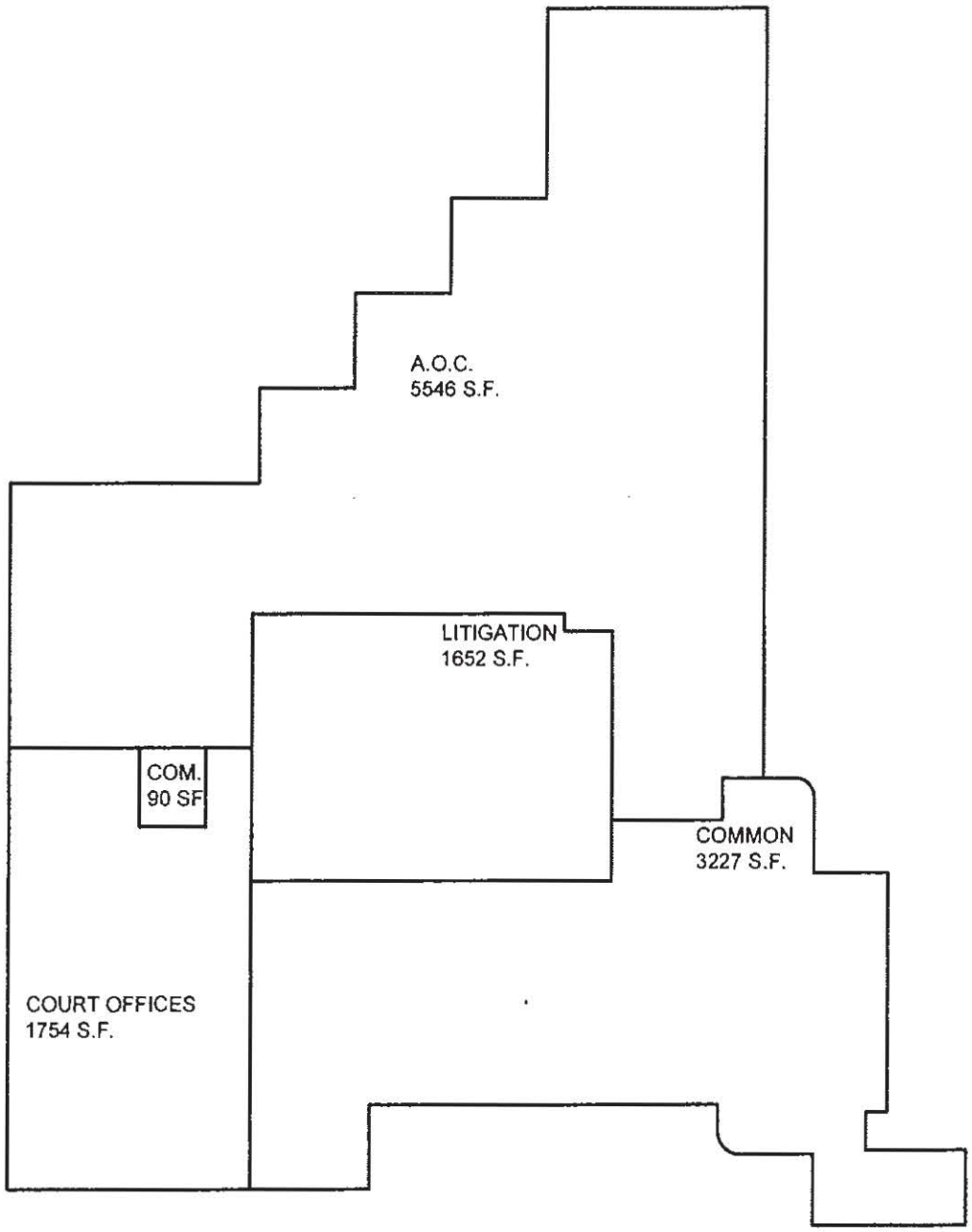
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
28th LEVEL



Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
29th LEVEL



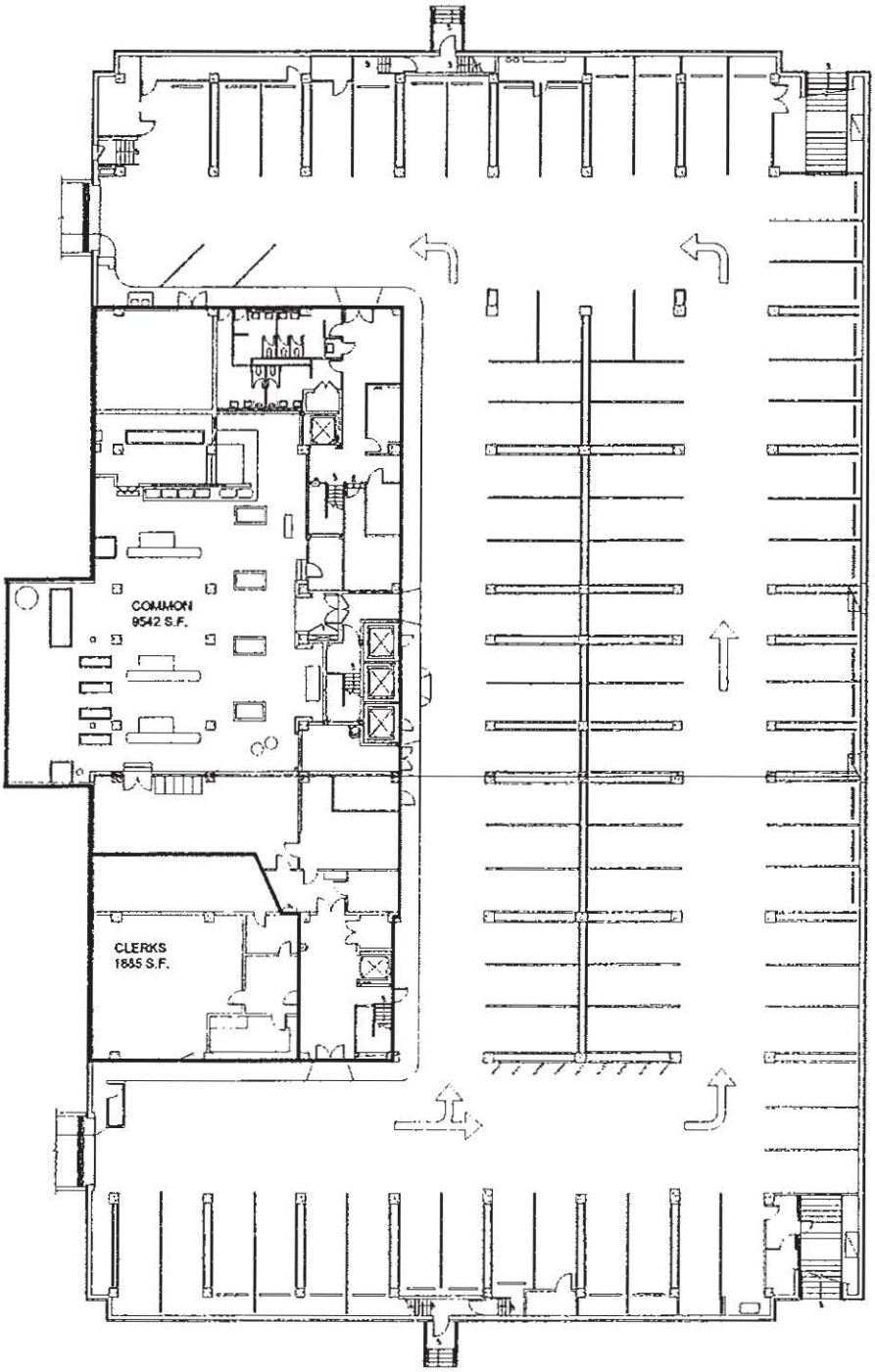
Courthouse Center
175 NW 1st Ave
Miami, Fl 33128
30th LEVEL



Richard E. Gerstein Justice Building

1351 NW 12th ST
Miami, Fl 33125

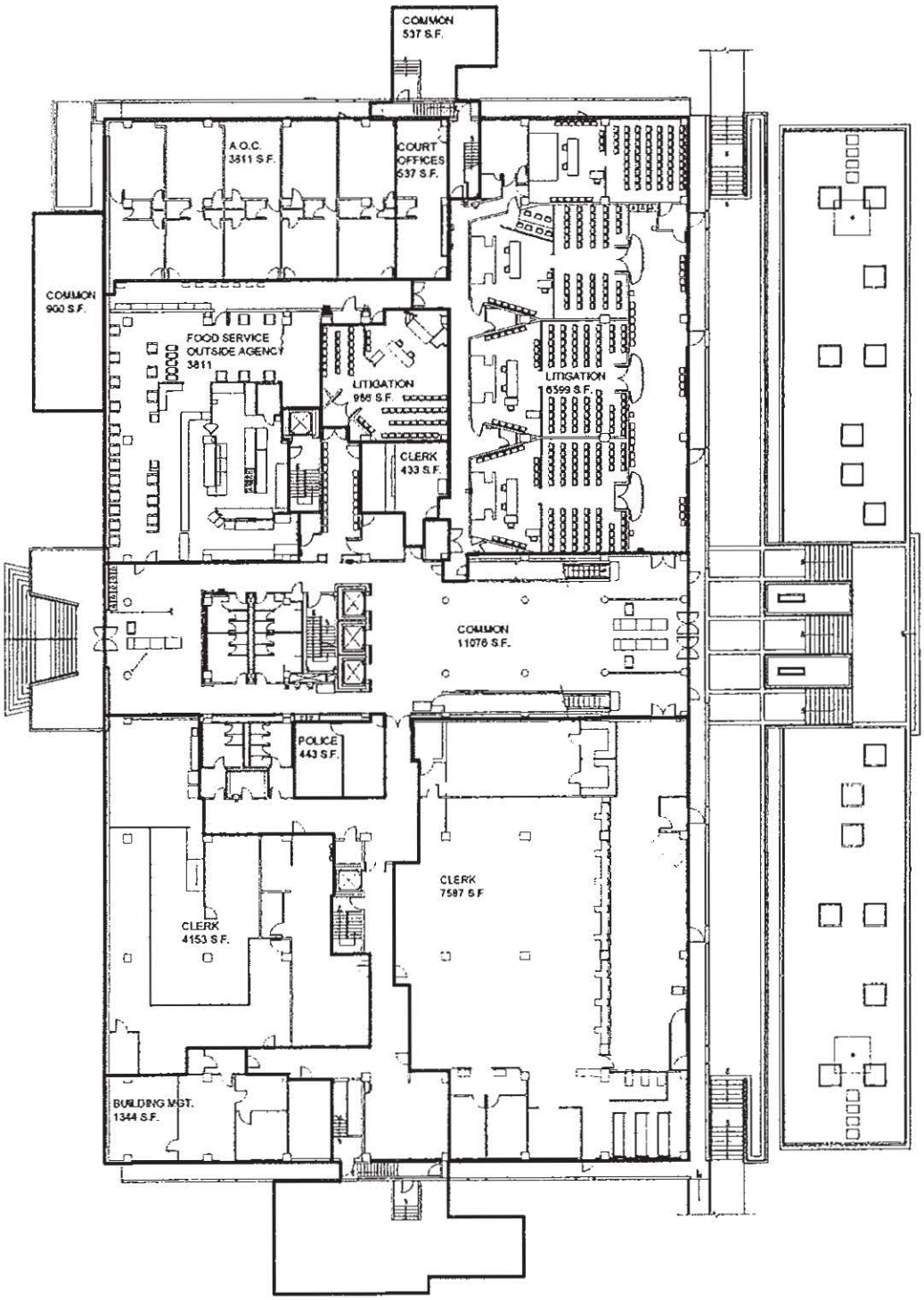
BASEMENT



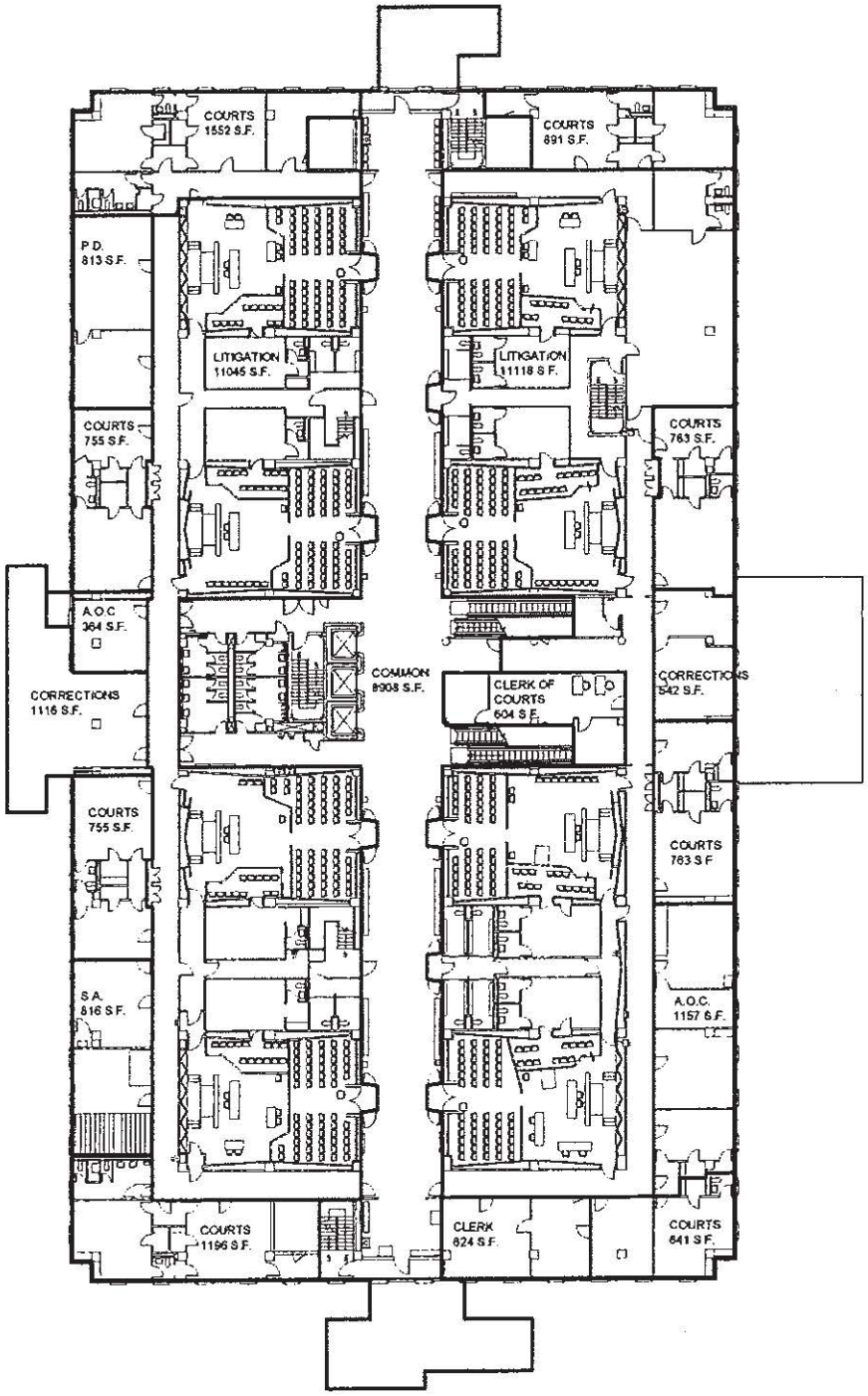
Richard E. Gerstein Justice Building

1351 NW 12th ST
Miami, Fl 33125

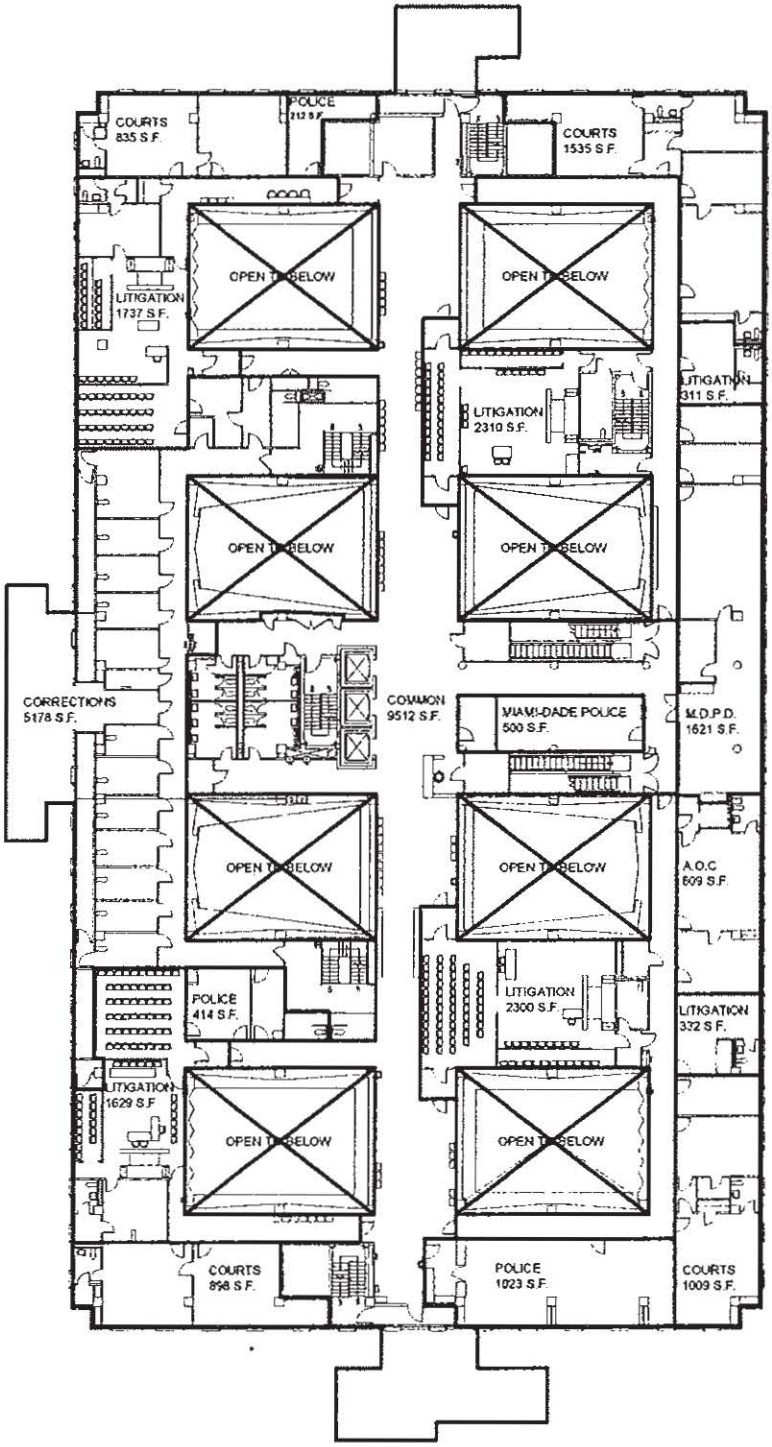
FIRST LEVEL



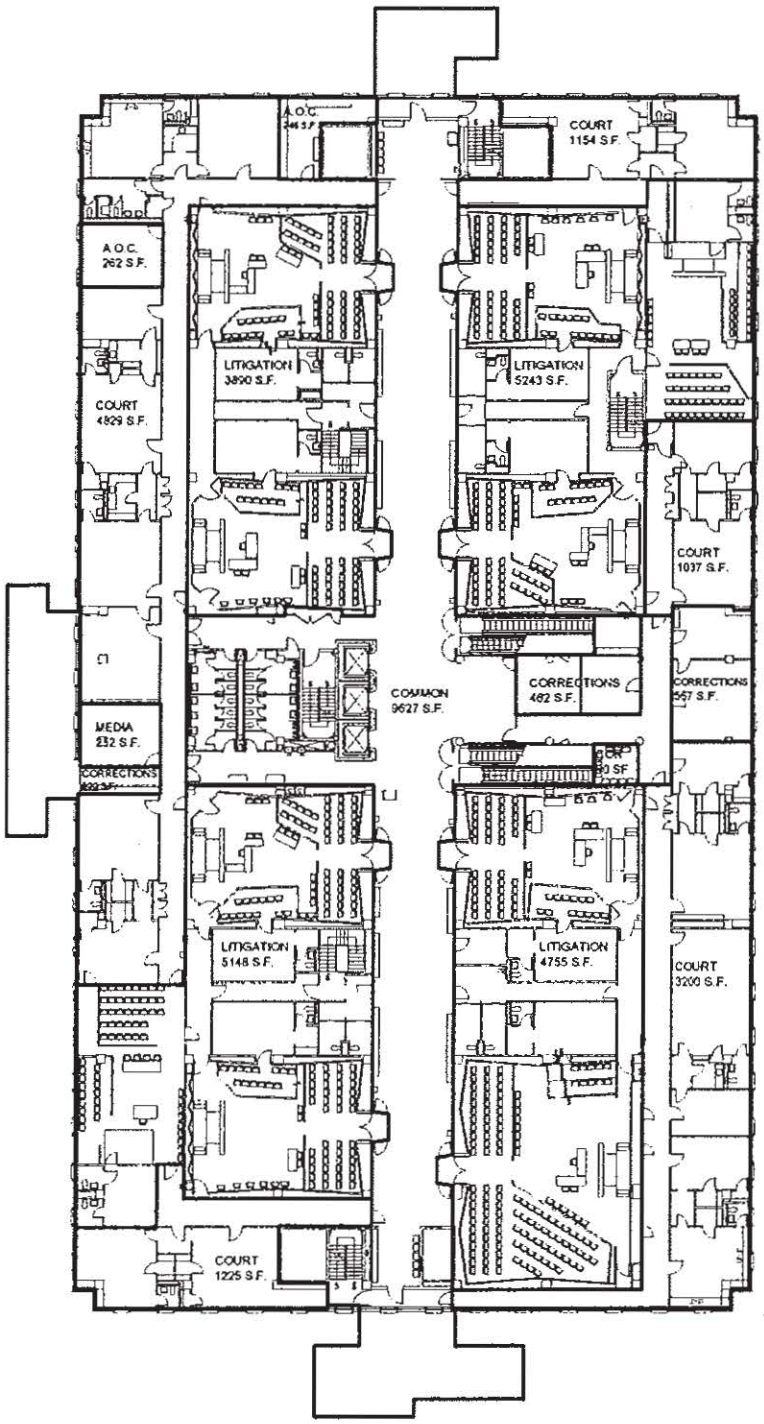
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
SECOND LEVEL



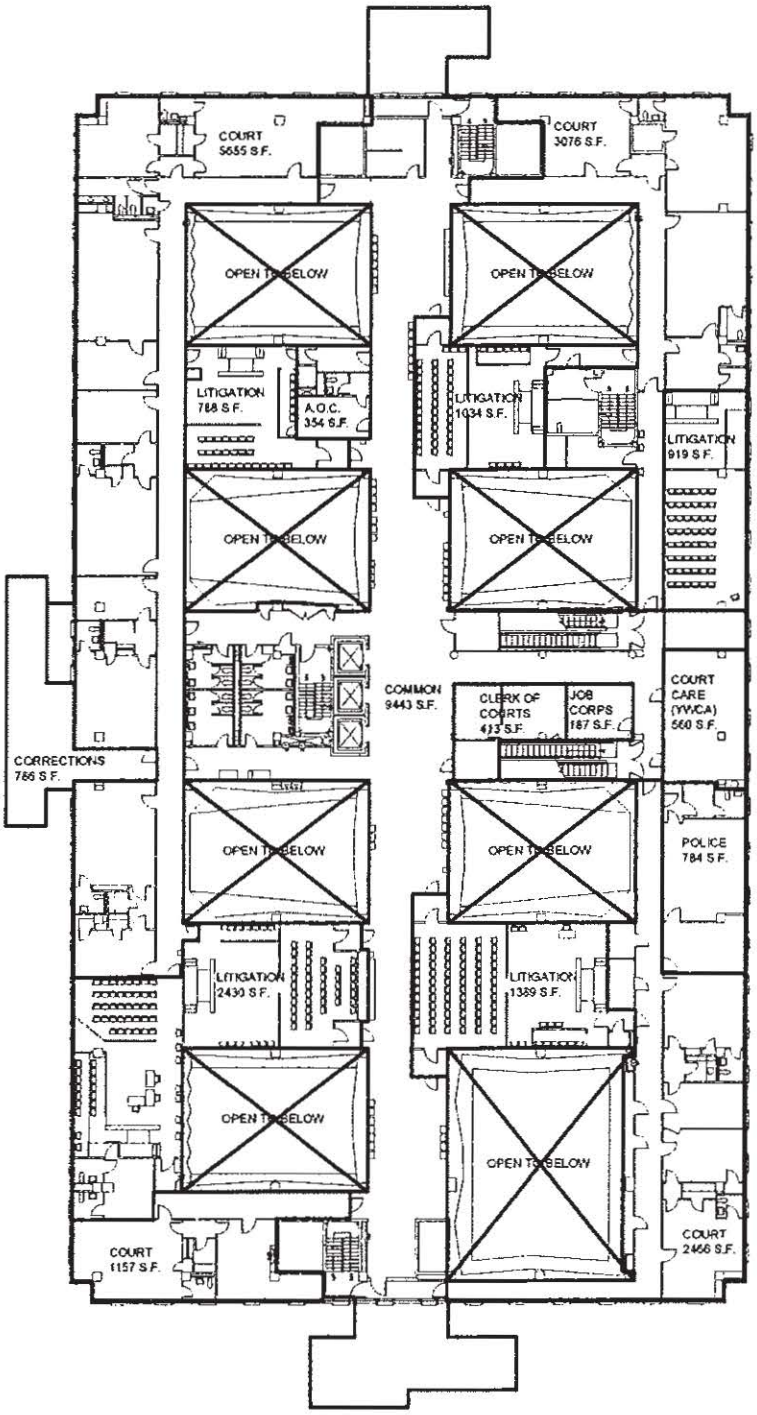
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
THIRD LEVEL



Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
FOURTH LEVEL



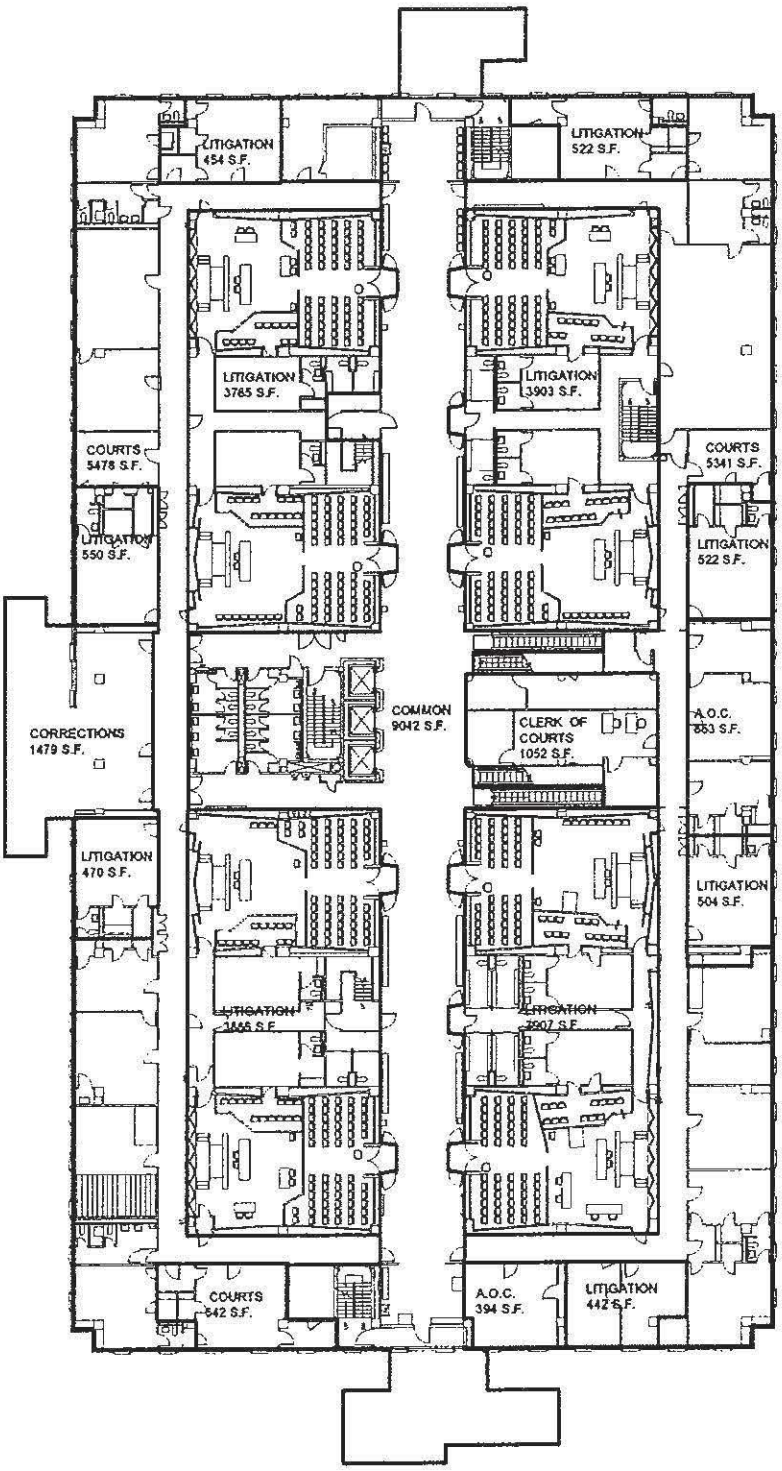
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
FIFTH LEVEL



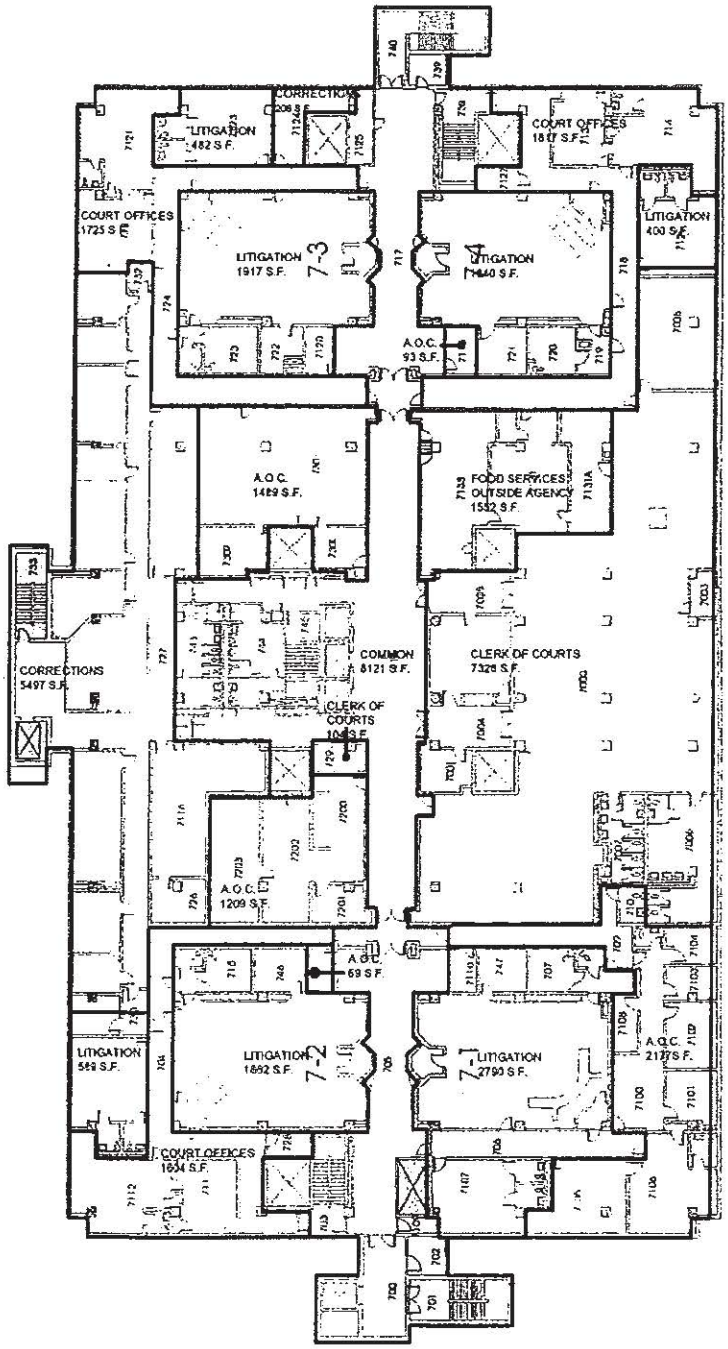
Richard E. Gerstein Justice Building

1351 NW 12th ST
Miami, Fl 33125

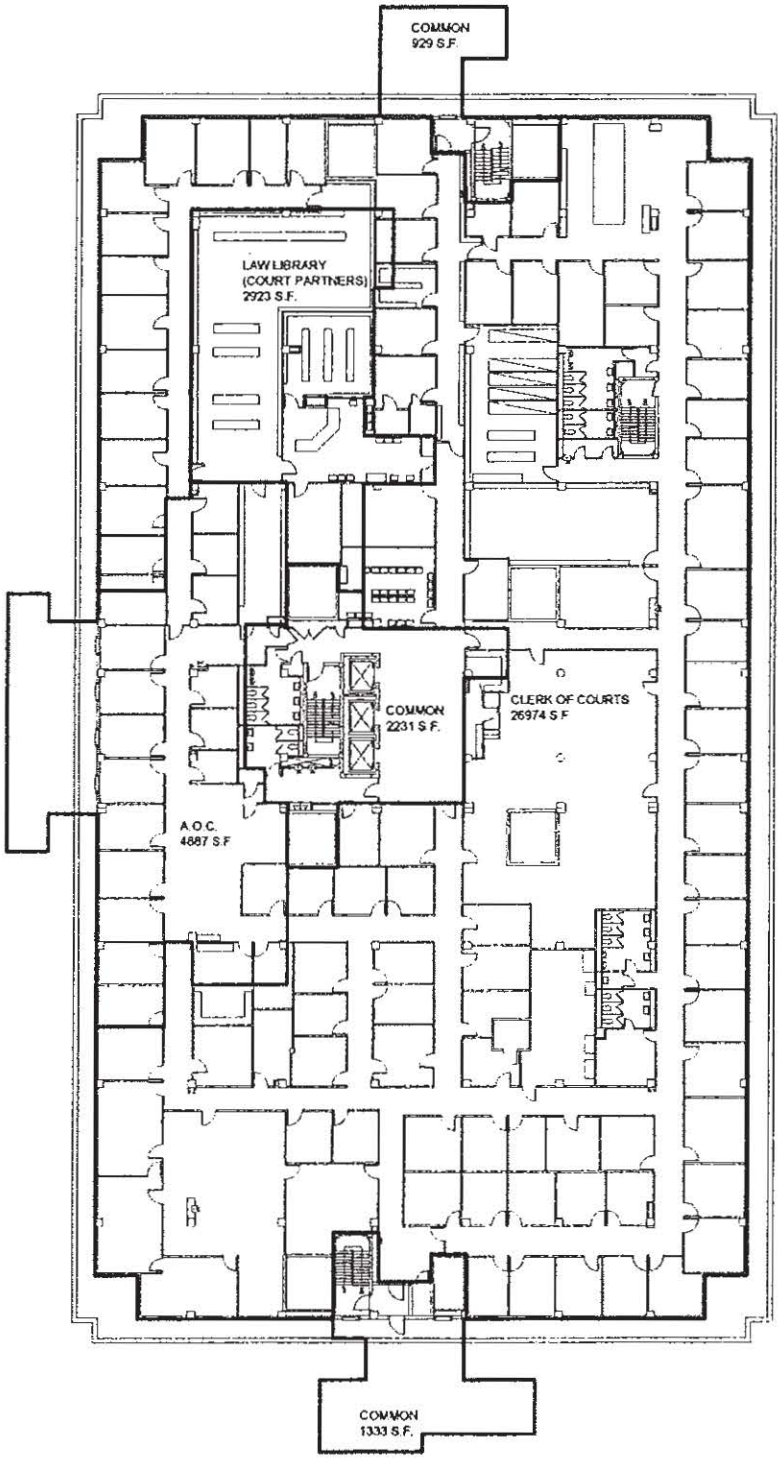
SIXTH LEVEL



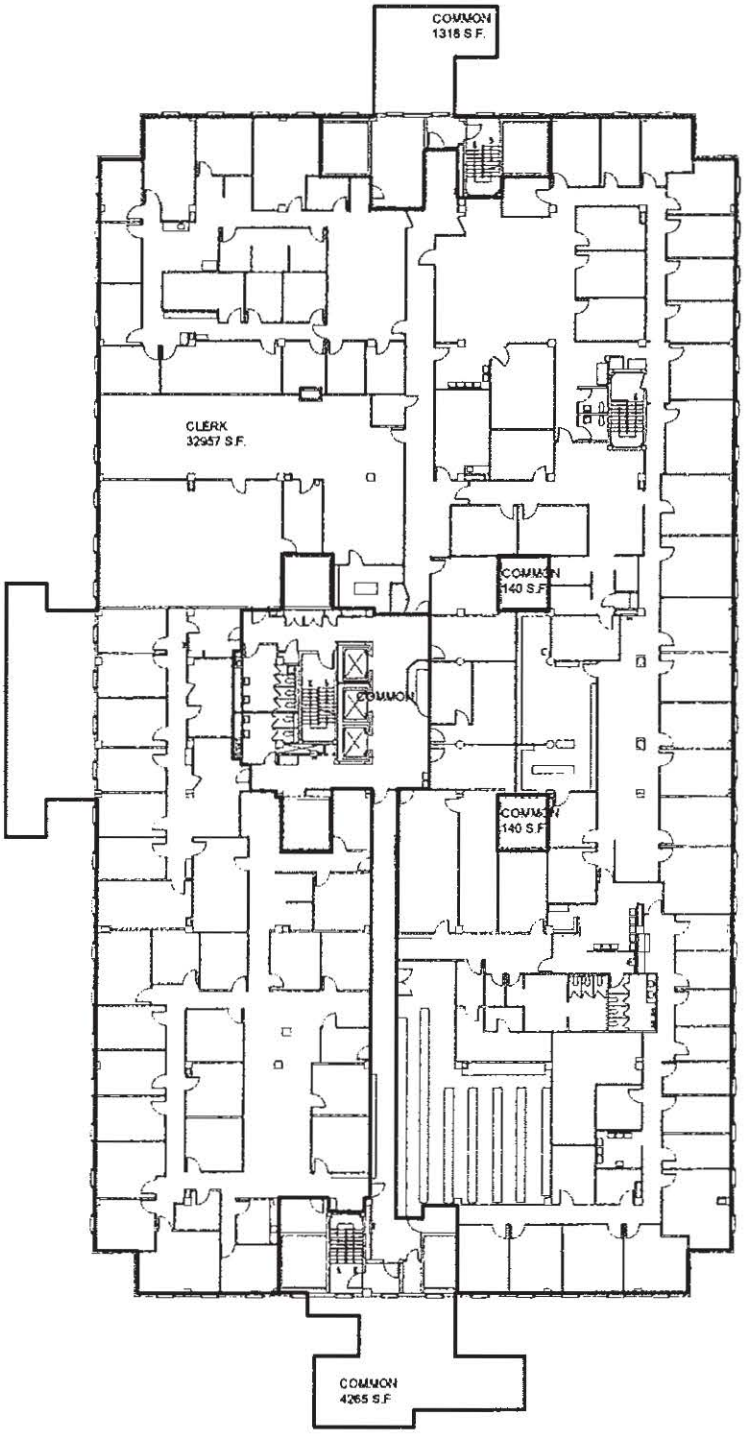
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
SEVENTH LEVEL



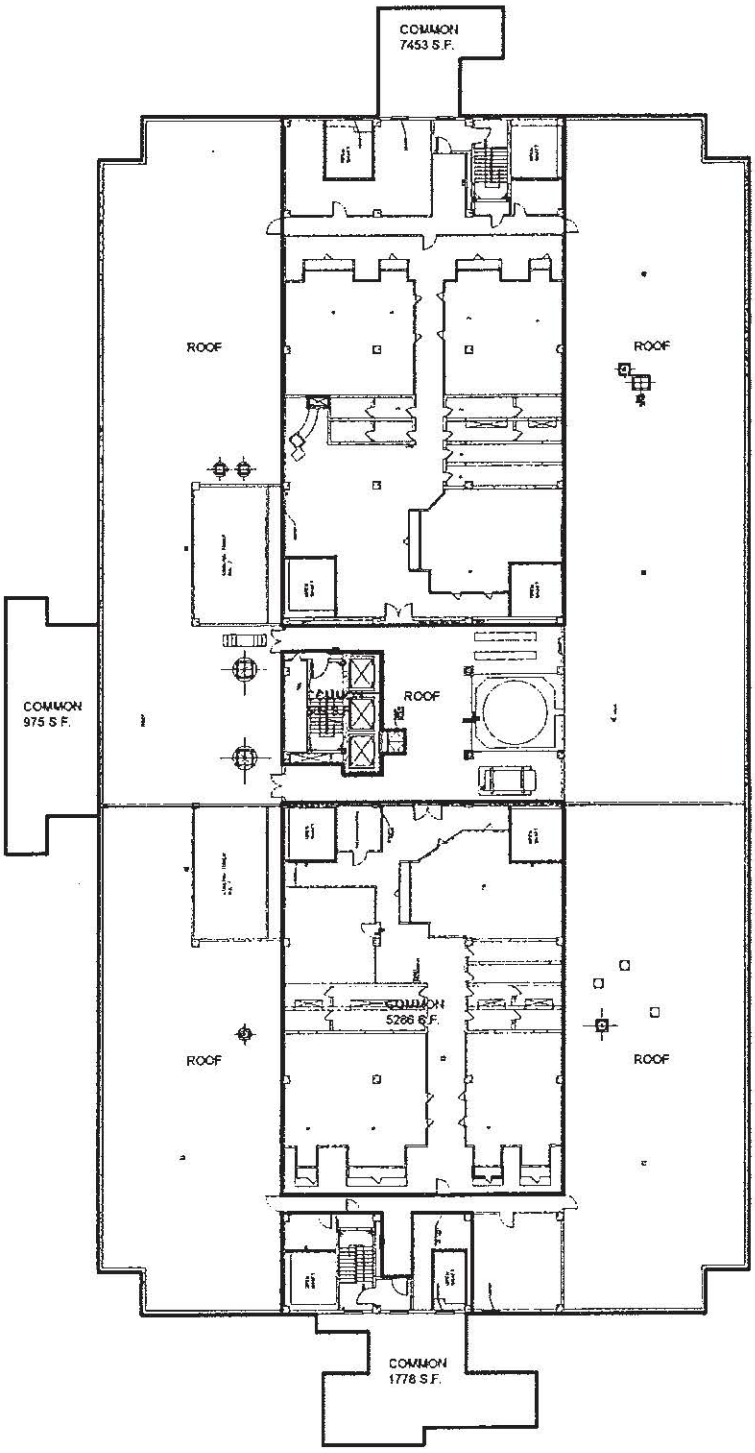
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
EIGHTH LEVEL



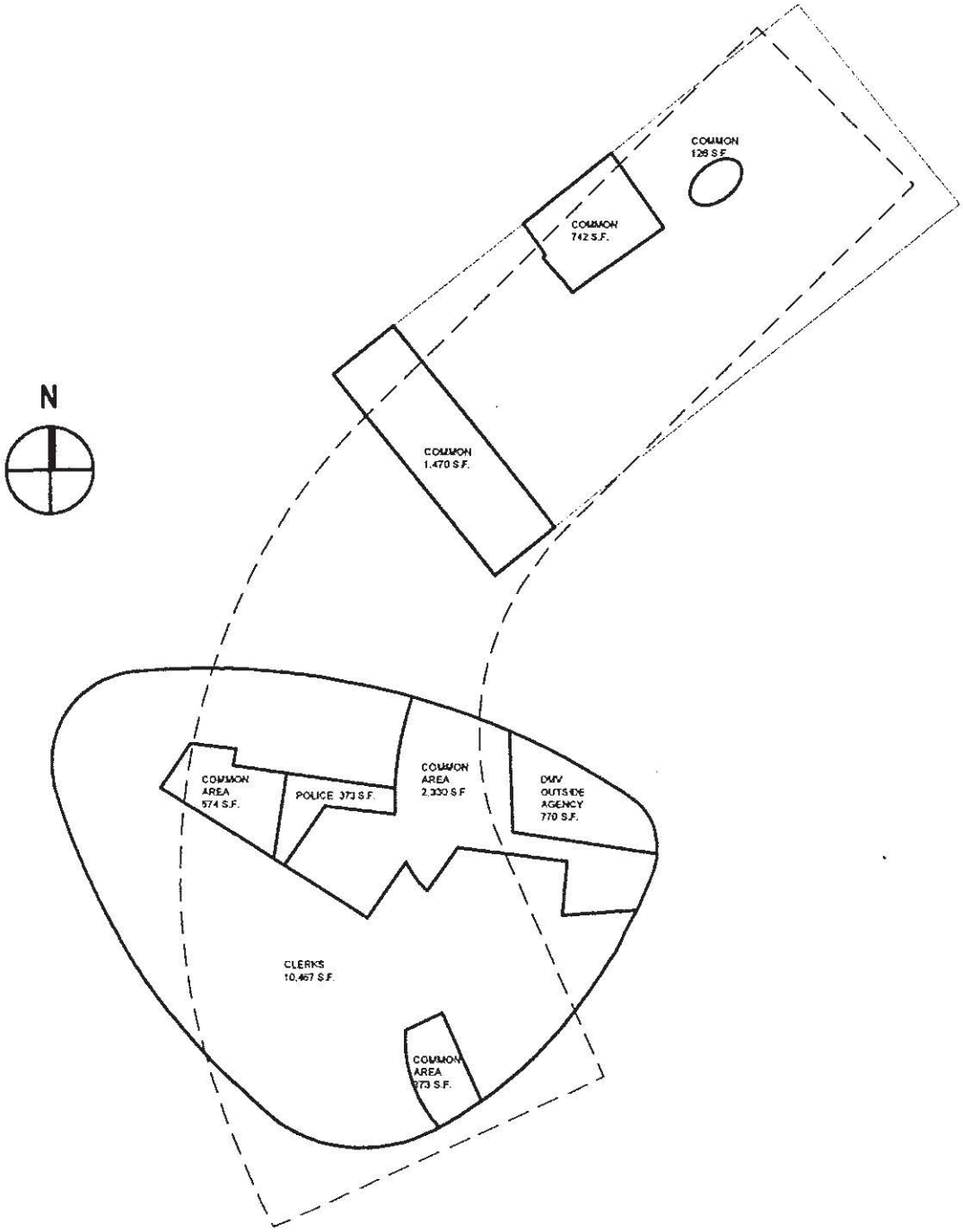
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
NINTH LEVEL



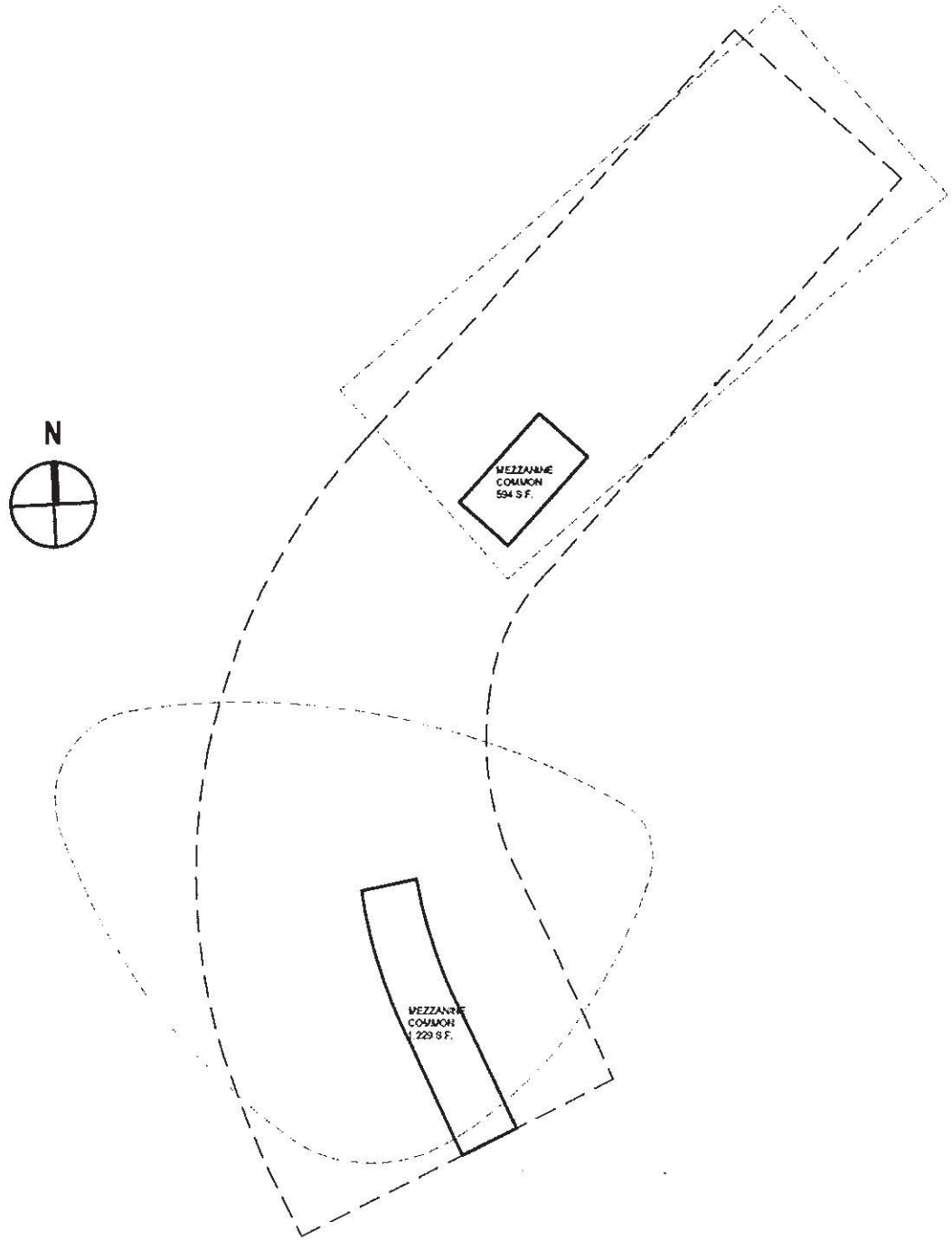
Richard E. Gerstein Justice Building
1351 NW 12th ST
Miami, Fl 33125
ROOF



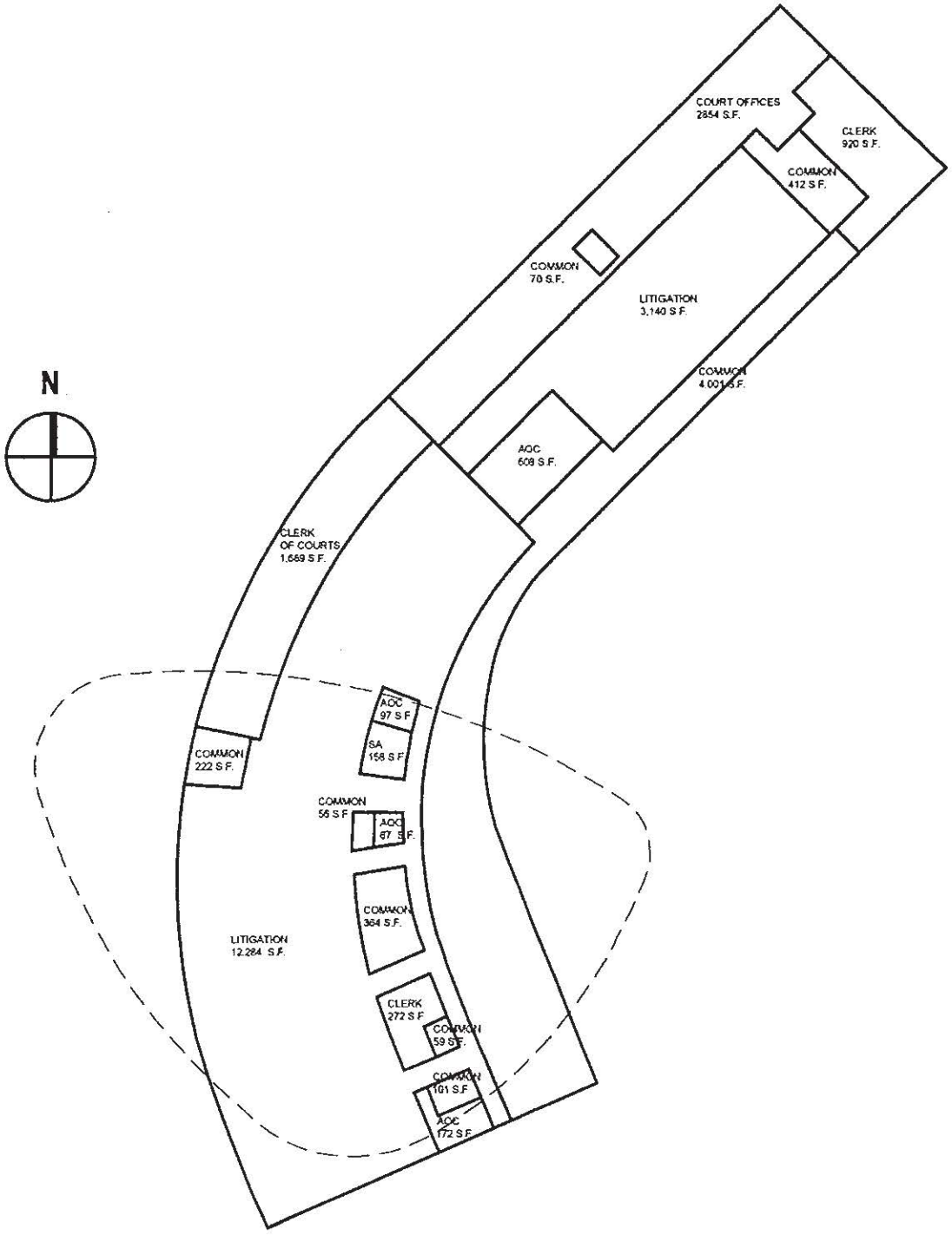
North Dade Justice Center
15555 Biscayne Blvd
Miami, Fl 33160
FIRST LEVEL



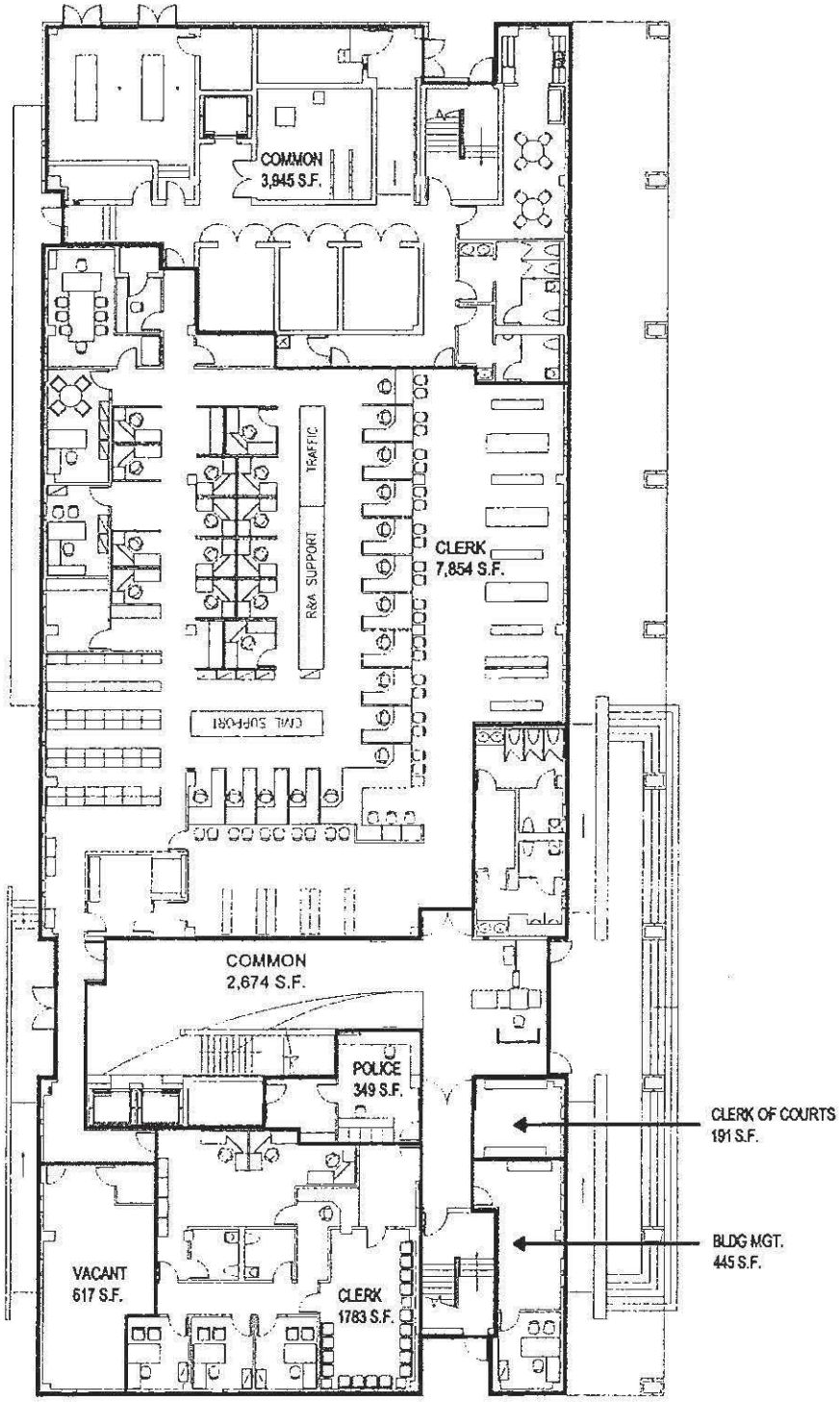
North Dade Justice Center
15555 Biscayne Blvd
Miami, Fl 33160
MEZZANINE



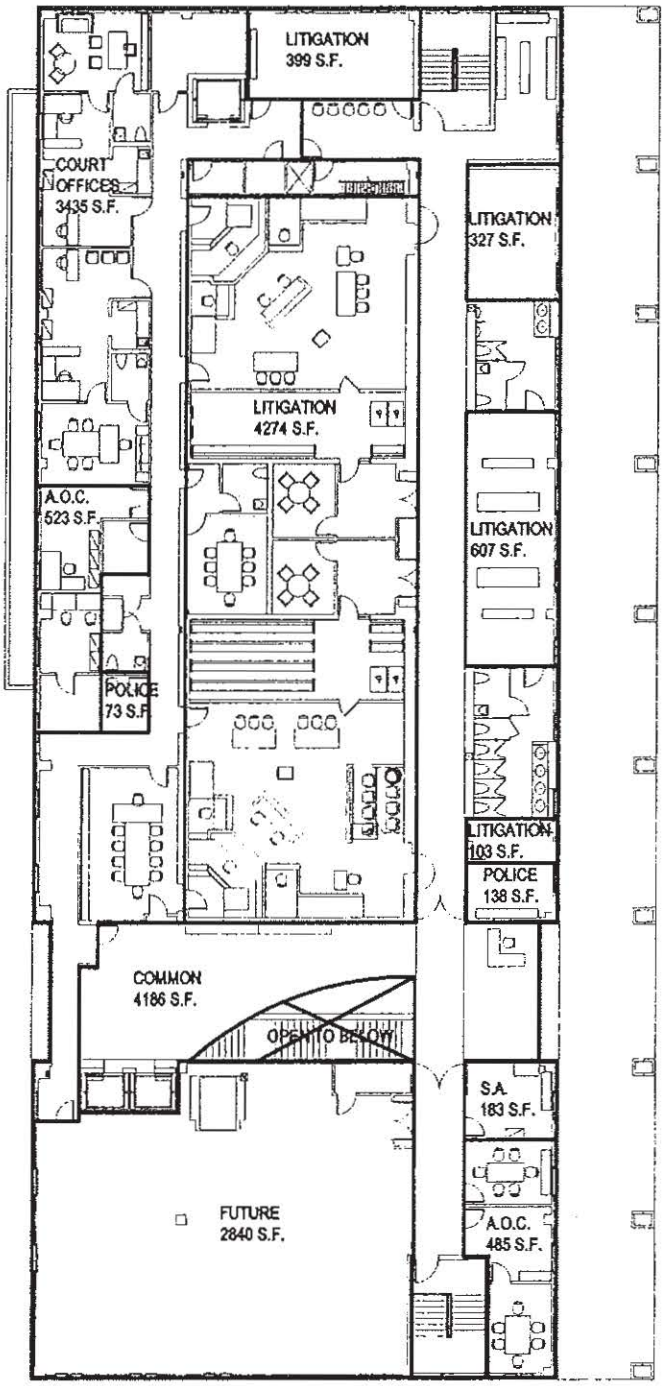
North Dade Justice Center
15555 Biscayne Blvd
Miami, Fl 33160
SECOND LEVEL



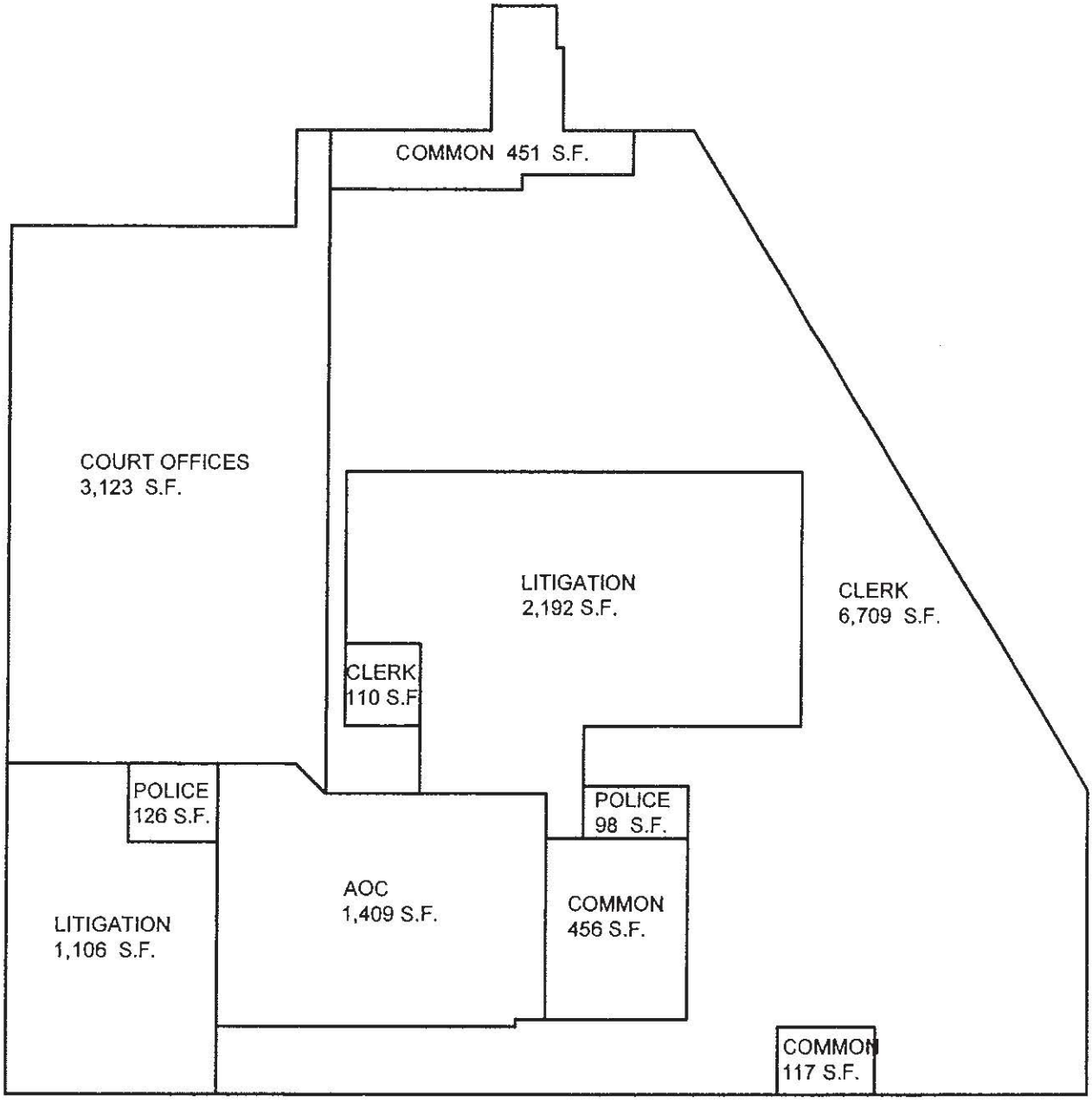
Hialeah Courthouse
11 East 6th St
Hialeah, Fl 33134
FIRST LEVEL



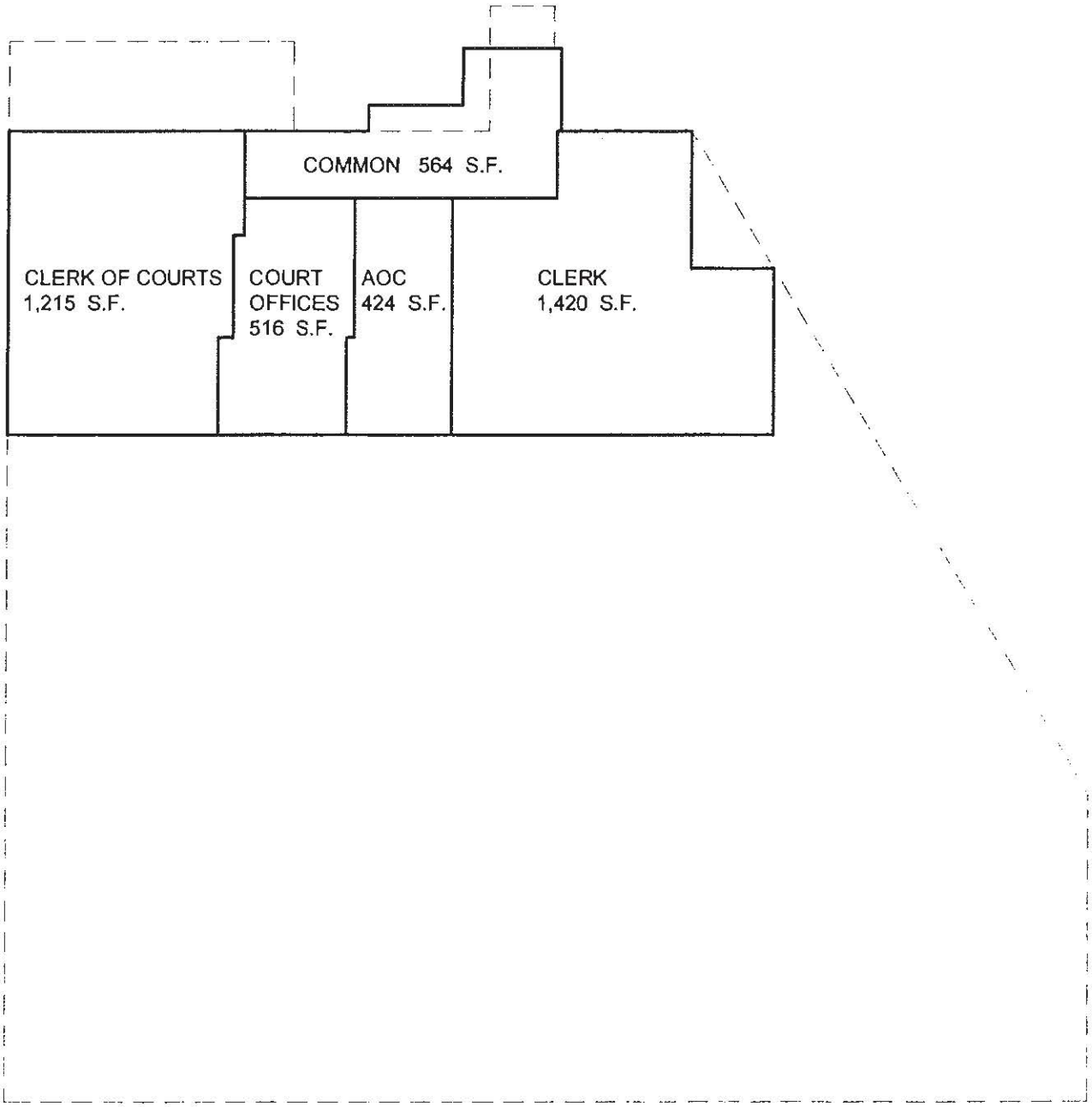
Hialeah Courthouse
11 East 6th St
Hialeah, Fl 33134
SECOND LEVEL



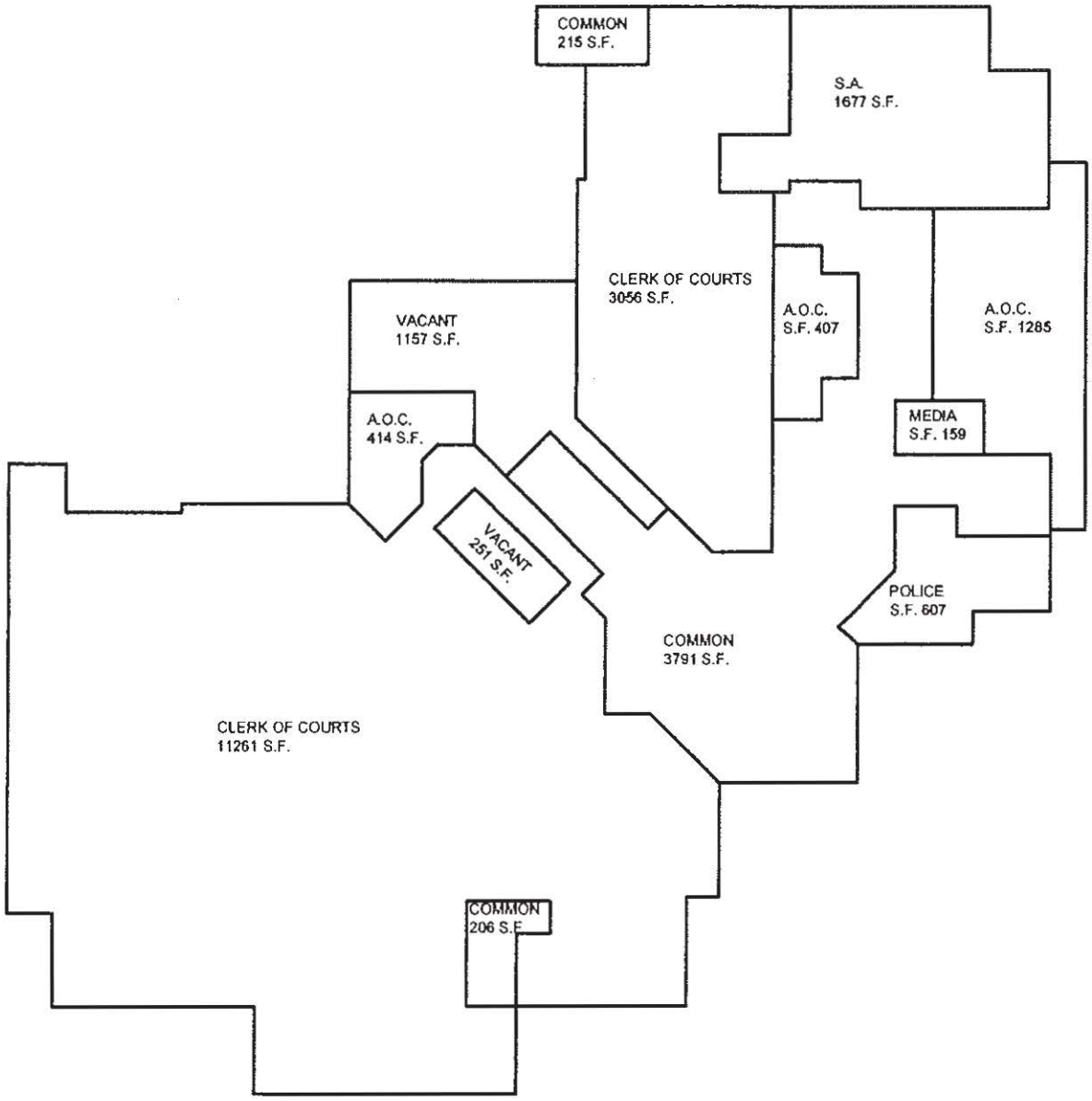
Coral Gables District Court
3100 Ponce de Leon
Coral Gables, Fl 33134
FIRST LEVEL



Coral Gables District Court
3100 Ponce de Leon
Coral Gables, Fl 33134
MEZZANINE LEVEL



South Dade Justice Center
10710 SW 211 ST
Miami, Fl 33189
FIRST LEVEL



South Dade Justice Center
10710 SW 211 ST
Miami, Fl 33189
SECOND LEVEL

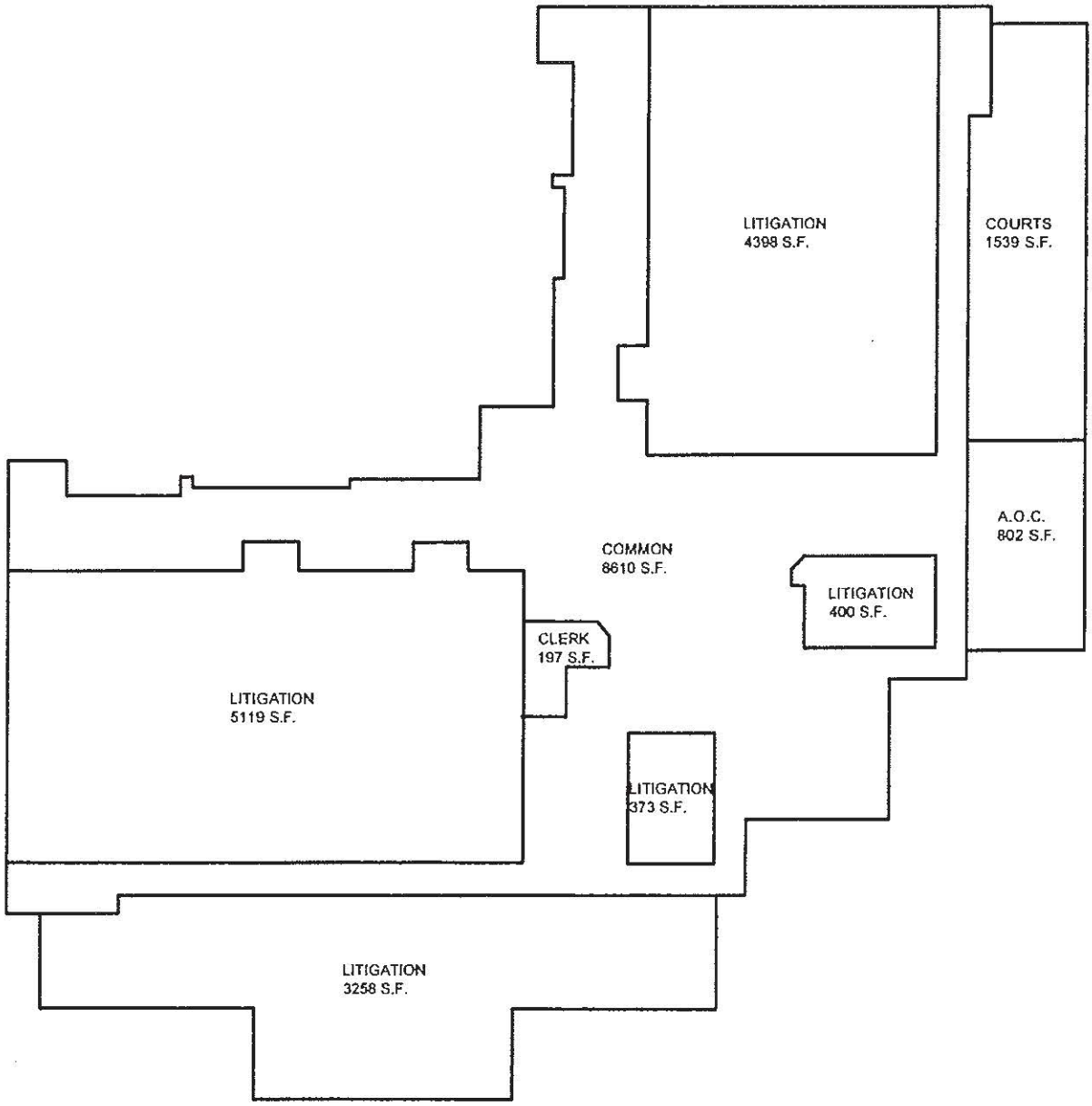


EXHIBIT 10

Master Plan for the Expansion of Courtrooms and Administrative Facilities

GSA Project No. Z00019

Phase 1B Report
Program Analysis
January 31, 2008

Prepared for GSA by:

SIXTO ARCHITECT, Inc.

with

Don L. Wiley & Associates, Inc.

Carter Goble Lee Companies

Phase 1B – Report

Program Analysis

In the previous section, a strategy was presented to distribute the future judicial positions in Dade County by division of Court. This same information can be used to suggest a future distribution of judicial resources by geographic location in the County. Table II-1 disaggregates the projected 174 judicial positions by division of Court as well as location and is the foundation for developing a strategy for the expansion of the judicial facilities.

Table II-1
Proposed 2025 Distribution of Judicial Positions

	2007 Adjusted					2010			2015			2020			2025		
	Cir	%	Cty	%	Total	Cir	Cty	Total	Cir	Cty	Total	Cir	Cty	Total	Cir	Cty	Total
Core Facilities																	
REG	26	27.1%	13	28.3%	39	27	14	41	28	15	43	30	15	45	32	16	48
DCCH	31	32.3%	7	15.2%	38	32	7	39	29	7	36	30	8	38	32	8	40
Cir./Co. Jg.	*29*		*6*		*35*	*30*	*6*	*36*	*27*	*6*	*33*	*28*	*7*	*35*	*30*	*7*	*37*
Mag/Sr. Jg.	*2*		*1*		*3*	*2*	*1*	*3*	*2*	*1*	*3*	*2*	*1*	*3*	*2*	*1*	*3*
CHC	25	26.0%	7	15.2%	32	26	8	34	27	8	35	29	8	37	30	9	39
Cir./Co. Jg.	*16*		*6*		*22*	*16*	*7*	*23*	*17*	*7*	*24*	*18*	*7*	*25*	*19*	*8*	*27*
Mag/Sr. Jg.	*9*		*1*		*10*	*10*	*1*	*11*	*10*	*1*	*11*	*11*	*1*	*12*	*11*	*1*	*12*
JJ	10	10.4%	-	0.0%	10	10	-	10	11	-	11	12	-	12	13	-	13
Cir./Co. Jg.	*9*		-		*9*	*9*	-	*9*	*10*	-	*10*	*11*	-	*11*	*11*	-	*11*
Mag/Sr. Jg.	*1*		-		*1*	*1*	-	*1*	*1*	-	*1*	*1*	-	*1*	*2*	-	*2*
Subtotals	92		27		119	95	29	124	95	30	125	101	31	132	107	33	140
District Facilities																	
Hialeah	-	0.0%	2	4.3%	2	-	2	2	-	2	2	-	2	2	-	2	2
ND	-	0.0%	6	13.0%	6	-	7	7	-	7	7	-	7	7	-	8	8
MB	-	0.0%	1	2.2%	1	-	1	1	-	1	1	-	1	1	-	1	1
Caleb	-	0.0%	2	4.3%	2	-	2	2	-	2	2	-	3	3	-	3	3
CG	-	0.0%	4	8.7%	4	-	4	4	5	5	10	5	5	10	5	5	10
SD	-	0.0%	4	8.7%	4	-	4	4	-	4	4	-	5	5	-	5	5
Bayfront	4	4.2%	-	0.0%	4	4	-	4	5	-	5	5	-	5	5	-	5
H	-	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotals	4		19		23	4	20	24	10	21	31	10	23	33	10	24	34
Totals	96		46		142	99	49	148	105	51	156	111	54	165	117	57	174

Source: Dan Wiley and Associates; January 22, 2008

The table above indicates an anticipated growth of 32 additional judicial positions over the next 17 years with an increase of 21 judicial positions in the County's four core facilities (assuming the replacement of the Juvenile Justice Center with the new Children's Courthouse) and an additional 11 positions in the district (satellite) facilities. While Miami-Dade County currently has one of the largest court systems in America, the addition of 32 additional courts will only increase the County's position amongst the largest systems.

The Basis for Facility Planning

Meeting this level of need will place an untenable strain on the current facilities taxing the capability of the core facilities (the Richard E. Gerstein Courthouse (REG), the Dade County Courthouse (DCCH), the Courthouse Center (CHC), and the Juvenile Justice Center (JJC) beyond the point of a safe and efficient operation. The JJC is already scheduled for replacement by 2012 with the construction of a new 18 courtroom courthouse that will meet the needs of juvenile dependency and delinquency for the next 20 years. The REG has now reached the maximum capability for criminal courtrooms at 39 and is incapable of providing an adequate separation of public, private, and prison circulation patterns due the era of the design and the current density of use. While an important historical icon for Miami-Dade County, the DCCH is a very poorly organized and configured building for a contemporary civil/probate court operation. The last, and newest core court facility, the CHC operates relatively efficiently, but is an office building that has been retrofitted for a domestic relations court function. Only the proposed Children's Courthouse has been designed to be "fit-for-purpose".

The County faces a serious challenge with the judicial system. Of the existing 142 courtrooms, perhaps as few as 40 were designed according to contemporary courtroom standards (and that is giving a greater than deserved credit to the CHC domestic relations court configurations). The remaining approximately 100 courtrooms are universally under-sized according to current standards of design and often configured in ways that are inefficient and even unsafe from an operational perspective. While all of the existing 142 (with the exception of the 10 juvenile courtrooms) could remain a part of the required 174 courtrooms, the operation of the judicial system will be less efficient due to the high cost to operate, secure, and maintain.

As noted earlier, of the 142 existing courtrooms, 23 are included in the district courthouses in eight different geographic locations. Of the 23, the Coral Gables and Bayfront facilities (8) are in questionable condition. On-site expansion capability at all eight facilities is severely limited with lack of parking being a major impediment to expansion.

Conservatively, less than 15% of the existing courtrooms are reasonably fit for purpose, yet the County faces the need for 32 additional courtrooms to meet the increasing caseload in all divisions of the Court, and especially those associated with family relations and children. The new Children's Courthouse will significantly improve the supply of appropriately designed courtrooms, but will not improve the high density conditions in the civil and criminal divisions.

Given the combination of increased need for additional judicial positions and the spatial and operational limitations of existing core and district courthouses, the County faces the need for additional courtrooms. At a master planning stage, the focus is defining an aggregate amount of space to meet the projected need. In later steps the specific space needs are defined through the preparation of an architectural program. At the master planning stage, space needs are projected by assigning a square footage allocation for the major components of the facility using the Judicial Fulltime Equivalent (JFE) of staff (e.g., Assistant State Attorney) as a basis of assigning a space allocation. The process used to define an estimated space requirement for the projected 174 courtrooms includes the following steps:

1. Using historical information, project the future number of staff by components of the Court.

2. Develop a ratio of current staff to JFE's.

3. Compute the current departmental gross square footage-DGSF (assignable area) allocated to each component of the Court through an analysis of floor plans and assigned areas.

4. Develop the current ratio of departmental square footage per staff in each component of the Court by dividing the number of staff occupying a space into the assigned square footage.

5. Using experience from recently planned and constructed court facilities, compare the current DGSF per staff position or JFE to industry benchmarks and select a ratio to be used for master planning.

6. Multiply the projected JFE's or staff times the proposed space guideline and determine the approximate DGSF required for a component of Court.

7. If a new structure is required, multiply the estimated DGSF times a factor (e.g., 30%) to convert assignable area to a total building size including elevator shafts, fire stairs, mechanical rooms, exterior wall thickness, etc.

An example of this approach for the Miami-Dade courts is shown in Table II-2. Some historical and current staffing figures were provided through the individual components of the Court. A ratio of current staff to fulltime judicial positions (JFE's) was established based on the assumption that the "driver" of future staff is largely attributed to the number of courts that a jurisdiction operates. While this approach is acceptable and usual for master planning, for greater accuracy in the identification of space, a detailed assessment of the factors that drive staff requirements within each component of the Court will be required.

Using these ratios as reasonable indicators of future component staffing needs, the estimated future JFE's are multiplied times the ratios shown in Table II-2 to define an estimate of future staffing levels. Of note is that the staff of some components of the Court are not influenced by total JFE's, but, for example, the number of criminal division JFE's, such as the State Attorney and Public Defender.

Table II-2
Current Staff to Judicial Position Guidelines

Court Support Components	2007 Staff	Current Staff/JFE Ratio
Court Administration[1]	369	2.98
Clerk of Court[2]	1,240	10.00
State Attorney Office (For Central Office Space Planning)[3]	1,221	21.05
State Attorney Office (For Staff Space in Courthouse)[4]	n/a	2.25
Public Defender (For Central Office Space Planning)[3]	448	7.72
Public Defender (For Staff Space in Courthouse)[4]	n/a	2.25
Guardian ad Litem[4]	75	6.68
Court Support Agencies[5] (Community Corrections, Advocacy Groups)	56	0.45
Court Services Bureau (Miami Dade Police)	198	3.41
Court Security (Miami Dade Corrections)	92	0.74

Source: Carter Goble Lee; December 3, 2007

Notes

1. Based upon current staff (742) less judges, JA's, and bailiffs divided by total existing JFE's (124).
2. Based upon current staff divided by total existing JFE's (124).
3. Based upon current staff divided by total existing JFE's that are assigned to a division involving criminal defendants (58).
4. Space guideline for staff work afrea in courthouse based on 2 SA or PD/JFE.
5. Ratio based on GAL staff proposed for the new Childrens Courthouse.

Using the table above, the number of total staff that is generated by a new judicial position can range from a low of 16 to a high of 55 depending upon the type of position created. Criminal judges generate the greatest number of new staff due to the requirements for State Attorney, Public Defender, Corrections, and Security staff, in addition to the Clerk of Court, Court Administration, and other positions that range across all courts. The next step is to estimate the potential number of total staff using the ratio method and then apply a space guideline to the number of courtrooms and staff.

The existing departmental gross square footage, discussed in Section I, was derived from an analysis of the floor plans provided by the County General Services Administration and the Office of Court Administration. Using a combination of the current staffing by component of the Court and the existing space allocation, a departmental square footage per JFE or staff was developed. While helpful in defining the current space allocation per position, this analysis is not the basis for projecting future space requirements since using current space allocation figures would assume that whatever exists is appropriate for the future.

Defining appropriate space planning guidelines for master planning is a combination of: 1) an assessment of current allocations; 2) review of national guidelines from GSA, the national Center for State Courts; 3) national and local building codes; and 4) Florida and national experience of the consultants in the planning for judicial facilities. The most complex aspect of developing space

guidelines is the "judicial set" which for this exercise includes a range of spaces from the public waiting area, courtroom, jury rooms, chambers, and many supporting spaces. In Appendix A, a complete spatial program has been developed for the following types of courtrooms: 1) Typical Circuit Criminal; 2) large Criminal Circuit; 3) Typical Circuit Civil; 4) Large Circuit Civil; 5) Probate; 6) Standard Juvenile Delinquency and Dependency; 7) Unified Family; 8) Typical County Criminal; 9) Typical County Civil; 10) Standard Magistrates; and 11) Domestic Relations Hearing Room.
Table II-3 presents the proposed planning guidelines for estimating aggregate space needs of the Court by the various components and types of courtrooms.

Table II-3
Proposed Space Planning Guidelines

Component of Court	DGSF/ Courtroom	DGSF/Staff
Criminal Courtroom Sets		
Typical Circuit Criminal Courtroom Sets	6,352	-
Large Circuit Criminal Courtroom Sets	7,387	-
Typical County Criminal Courtroom Sets	6,540	-
Large County Criminal Courtroom Sets	8,430	-
Civil Courtroom Sets		
Typical Circuit Civil Courtroom Sets	5,528	-
Large Circuit Civil Courtroom Sets	6,401	-
Typical County Civil Courtroom Sets	5,365	-
Large County Civil Courtroom Sets	7,255	-
Probate Courtroom Sets	3,679	-
Magistrates and Specialty Courtroom Sets		
Typical Juvenile Courtroom Sets	4,826	-
Typical Unified Family Courtroom Set	4,205	-
Magistrate Courtroom Sets	4,280	-
Domestic Violence Courtroom Sets	4,394	-
Drug Court Courtroom Sets	4,394	-
Mental Health Courtroom Sets	4,394	-
Hearing Rooms	4,394	-
Court Support Components[1]		
Building Shared Spaces[2] (Lobby, Mechanical, IT, Law Lib.)	-	25
Court Administration	-	400
Clerk of Court	-	250
State Attorney Office (Central Office Space Guideline)	-	250
State Attorney Office (Courthouse Staff Space Guideline)		80
Public Defender (Central Office Space Guideline)	-	250
Public Defender (Courthouse Staff Space Guideline)		80
Guardian ad Litem (Included in new Children's Courthouse)	-	225
Court Support Agencies (Community Corrections, Advocacy Groups)	-	180
Court Services Bureau (Miami Dade Police)	-	60
Court Security[3] (Miami Dade Corrections)	-	125

Source: Carter Goble Lee; January 22, 2008

Notes

1. Based upon the estimated number of staff projected for a particular component of Court support.
2. Based upon the estimated number of staff assigned to the building.
3. Based upon the number of courtrooms that involve in-custody defendants.

The planning guidelines above include two figures for the State Attorney and the Public Defender. One is the allocation on a per staff basis for a "central headquarters" function and the second, an allocation for space within a courthouse for those staff directly involved in trials or hearings before a judge. Since this study is a plan for the needs of those functions that must be included in a courthouse, Table II-4 uses the data from the two previous tables and reduces this to a space allocation per judicial position. All of the supporting spaces that are generated by the staff to support a JFE are aggregated into a planning guideline. For projecting future space needs, the number of projected JFE's by division of Court (see Table II-1) can be multiplied times the space allocation per JFE shown in Table II-4.

Table II-4
Proposed Space Planning Guidelines per Judicial Fulltime Equivalency (JFE)

Court Support Components	Planning Ratio	Space Allocation
Judicial Officer (Circuit Criminal Court Judge)	1.00	6,352
Judicial Officer (County Criminal Court Judge)	1.00	6,540
Judicial Officer (Circuit Civil Court Judge)	1.00	5,528
Judicial Officer (County Civil Court Judge)	1.00	5,365
Judicial Officer (Circuit Probate Court Judge)	1.00	3,679
Judicial Officer (Magistrate)	1.00	4,280
Court Administration	2.98	1,190
Clerk of Court	10.00	2,500
State Attorney Office (For Staff Space in Courthouse)	2.25	180
Public Defender (For Staff Space in Courthouse)	2.25	180
Court Support Agencies(Community Corrections, Advocacy Groups)	0.45	81
Court Services Bureau (Miami Dade Police)	3.41	205
Court Security (Miami Dade Corrections)	0.74	93
Proposed Staff per JFE for a Circuit Criminal Court	**21.63**	**10,700**
[illegible]	[illegible]	[illegible]
Proposed Staff per JFE for a Circuit Civil Court	**16.84**	**9,505**
[illegible]	[illegible]	[illegible]
Proposed Staff per JFE for a Circuit Probate Court	**12.98**	**7,369**
[illegible]	[illegible]	[illegible]

Source: Carter Goble Lee; January 22, 2008

Table II-4 becomes the basis for comparing the future space requirements of the judicial system to the current available space. The challenge always arises in justifying the application of space guidelines that are significantly different from those currently in use. However, the current allocation of space per JFE or staff is simply mathematics; i.e., dividing the current number of staff into the current available space and does not reflect an allocation of space to efficiently perform the responsible tasks.

In Table II-5, the 2025 Miami-Dade judicial system needs are projected using the staffing ratios and space planning guidelines previously discussed. The estimated space needs is based on a

departmental gross square footage (DGSF) calculation. A brief explanation of this terminology is necessary to understand what is included in the calculation.

Table II-5
Estimate of Future Total Space Needs for the Miami-Dade County Judicial System

Component of Court	DGSF/ Courtroom Set	DGSF/ Staff	Number of Staff or Units	Total Square Footage
Criminal Courtroom Sets			**52**	**340,086**
Typical Circuit Criminal Courtroom Sets	6,352	-	29	184,197
Large Circuit Criminal Courtroom Sets	7,387	-	2	14,773
Typical County Criminal Courtroom Sets	6,540	-	19	124,256
Large County Criminal Courtroom Sets	8,430	-	2	16,860
Civil Courtroom Sets			**59**	**318,368**
Typical Circuit Civil Courtroom Sets	5,528	-	27	149,259
Large Circuit Civil Courtroom Sets	6,401	-	2	12,802
Typical County Civil Courtroom Sets	5,365	-	23	123,402
Large County Civil Courtroom Sets	7,255	-	2	14,511
Probate Courtroom Sets	3,679	-	5	18,394
Specialty Courtroom Sets			**63**	**267,506**
Senior Judges' Set	795	-	2	1,590
Typical Juvenile Courtroom Sets	4,826	-	10	48,263
Typical Unified Family Courtroom Set	4,205	-	22	92,516
Magistrate Courtroom Sets	4,280	-	20	85,590
Domestic Violence/Drug Courts/Mental Health Courtroom Sets	4,394	-	9	39,548
Drug Court Courtroom Sets	4,394	-	-	-
Mental Health Courtroom Sets	4,394	-	-	-
Hearing Rooms	4,394	-	-	-
TOTAL COURTROOM COMPONENT			**174**	**925,960**
Court Support Components			**10,358**	**1,444,098**
Building Shared Spaces (Lobby, Mechanical, IT, Law Lib.)		25	5,119	127,971
Court Administration		400	518	207,116
Clerk of Court		250	1,740	435,000
State Attorney Office		250	1,553	388,250
Public Defender		250	888	222,069
Guardian ad Litem		180	120	21,600
Court Support Agencies (Community Corrections, Advocacy Groups)		180	79	14,145
Court Services Bureau (Miami Dade Police)		60	226	13,572
Court Security[3] (Miami Dade Corrections)		125	115	14,375
TOTAL ESTIMATED DGSF SPACE REQUIREMENT			**10,880**	**2,370,057**

Source: Carter Goble Lee; January 22, 2008

Notes

1. Based upon the estimated number of staff projected for a particular component of Court support.
2. Based upon the estimated number of staff assigned to the building.
3. Based upon the number of courtrooms that involve in-custody defendants.

Space planning begins with a net assignment of space that is occupied by a "unit", which can be an individual workstation, office, or courtroom. The net space is measured by the inside dimensions of the space (wall-to-wall measurements of length times width). To this net figure, a factor is applied that attempts to allocate a percentage of support spaces, corridors, internal wall thicknesses, etc. to the base net space assigned to the work space. This departmental grossing factor can range from 100 to more than 300% times the net allocation. For example, the Federal General Services Administration uses 230 DGSF per person for the planning of office buildings which means that the average work space is 100 NSF or less.

If an existing building is involved, then the DGSF calculation is sufficient since the elevator shafts, mechanical rooms, exterior walls, fire stairs, etc. are already in place. However, if a new structure is required, then an additional factor (called building gross factor) must be added to the DGSF to account for the items mentioned in the previous sentence. At this stage of planning, typically 20-30% is added to the DGSF to estimate the total building size.

Interpretation of the table above indicates that the judiciary will need approximately 2.4 million square feet (DGSF) by 2025 which includes not only the courthouse related functions but an estimate of the central office needs of the State Attorney and Public Defender. In Table II-6 that follows, the existing square footage in all of the Court-related buildings is shown. The difference between the current available square footage for the Courts (including the proposed new Children's Courthouse) and the projected need is shown.

Development Options

Table II-6 demonstrates that the County currently has approximately 1.7 million square feet of space for the judiciary including the proposed new Children's Courthouse, the State Attorney building, and the Public Defender building. Excluding these three facilities, the Court system has 1.1 million square feet to operate 142 courtrooms which is an average of approximately 7,750 total square feet per judicial position. As shown in Table II-4, the proposed average courtroom size should be 8,000 – 10,700 square feet per judicial position. Thus, any new additions to the current inventory of courtrooms should follow the new space planning guidelines that reflect improvements in space allocations from when the existing courtrooms were constructed.

The consideration of options returns to the findings from Section 3 of the Phase IA report where potential projects were identified. The existing courts are reaching or have exceeded the point beyond which they are able to function efficiently. This is especially true at the historic Dade County Courthouse where the size of courtrooms; the footprint per court floor; the volume of daily use; and the inadequacy of support spaces have rendered the building highly questionable as continuing to serve as the epicenter for civil matters in the County.

Again, as noted in Section 3 of Phase IA, Coral Gables, North Dade, and REG are severely crowded and currently account for 35% of all the courtrooms in the system. If the Dade County Courthouse and Juvenile Justice Center are added to the mix, more than 65% of the courtrooms in operation today are in marginally efficient facilities.

Table II-6
Existing Space by Location Compared to Projected Needs

DEPARTMENT / AGENCY	GERSTEN	CT HOUSE CENTER	MIAMI-DADE CT HOUSE	SOUTH DADE JUSTICE CTR	NORTH DADE JUSTICE CTR	HIALEAH	CORAL GABLES	MIAMI BEACH	CAEB	CHILD SUPPORT CTR	STATE ATTORNEY BUILDINGS	PUBLIC DEFENDER BUILDINGS	TOTAL EXISTING SPACE	PROPOSED CHILDREN'S CT HOUSE	TOTAL EXISTING & PLANNED SPACE
Court-Related	64%	59%	67%	66%	71%	55%	91%			40%			50%		
Clerk of Courts	84,114	50,223	48,665	14,514	13,343	9,828	3,454			521	-	-	220,667	-	220,667
Litigation	93,763	38,421	40,157	13,549	15,424	5,710	3,298			3,700	-	-	214,024	-	214,024
Grand Jury	-	-	2,255	-	-	-	-			-	-	-	2,255	-	2,255
Court Offices	52,456	24,250	10,588	1,539	2,854	3,435	3,639			480	-	-	119,241	-	119,241
Administrative Office of the Courts	18,184	63,196	40,587	2,908	994	1,008	1,833			414	-	-	129,124	-	129,124
Total Court-Related	248,517	176,090	162,252	32,509	32,620	19,981	18,224	10,000	25,000	5,118	-	-	695,311	-	695,311
Court Partners	7%	9%	5%	5%	1%	2%	1%			27%			5%		
Police	4,997	1,115	-	607	370	560	227			188	-	-	8,067	-	8,067
State Attorney	816	14,301	-	1,677	158	181	-			3,237	-	-	20,972	-	20,972
Public Defender	813	4,976	-	-	-	-	-			-	-	-	5,789	-	5,789
Law Library	2,923	-	11,549	-	-	-	-			-	-	-	14,472	-	14,472
Corrections	16,833	4,904	-	-	-	-	-			-	-	-	21,737	-	21,737
Total Court Partners	26,382	25,896	11,549	2,284	531	741	227			3,425	-	-	71,037	-	71,037
Outside Functions	2%	1%	1%	0%	2%	1%	0%			0%			3%		
Building Management	1,344	3,258	-	-	-	445	-			-	-	-	5,047	-	5,047
Department of Motor Vehicles	-	-	-	-	770	-	-			-	-	-	770	-	770
Media	252	-	-	159	-	-	-			-	-	-	411	-	411
Food Services	5,363	-	-	-	-	-	-			-	-	-	5,363	-	5,363
Job Corps	187	-	-	-	-	-	-			-	-	-	187	-	187
Police Legal	-	-	2,846	-	-	-	-			-	-	-	2,846	-	2,846
Partnership for Recovery Inc.	-	-	-	-	-	-	-			-	-	-	-	-	-
YWCA Court Care	560	915	-	-	-	-	-			-	-	-	1,475	-	1,475
Court Advocacy Agencies	-	-	-	-	-	-	-			-	-	-	-	-	-
Total Outside Functions	7,706	4,173	2,846	159	770	445	-			-	154,274	102,925	273,298	-	16,099
Other	27%	31%	27%	29%	20%	40%	8%			33%			22%		
Vacant	-	2,964	11,642	1,614	-	3,457	-			-	-	-	19,737	-	19,707
Common	103,145	89,864	54,817	12,616	12,151	10,805	1,588			4,299	-	-	289,285	-	289,285
Total Other	103,145	92,858	66,459	14,230	12,151	14,262	1,588			4,299	-	-	308,992	-	308,992
Grand Total	385,750	299,017	243,105	49,182	46,072	35,431	20,039	10,000	25,000	12,842	154,274	102,925	1,383,638	350,000	1,733,638
Proposed 2025 Total DGSF Space Needs															2,370,057
Current DGSF Space Shortfall															636,419
Building Gross Factor														30%	190,926
TOTAL NEW BUILDING GROSS REQUIRED															827,345

Source: Carter Goble Lee, January 22, 2008

Leaving aside the new Children's Courthouse that has been years in the planning and will not be occupied until 2011, the newest courtrooms have been literally "created" out of space that was intended as an office building. With the growth pressures of an expending, multi-cultural community as Miami-Dade County, the judicial system will continue to experience the challenges of growth before many other mandatory services of government.

The needs of the judiciary must be considered with equal priority to those of corrections, education, public safety, education, public health, welfare, housing, and the myriad of other responsibilities of government. Without a judiciary that is accommodated in safe, accessible, efficient facilities, many other aspects of a functioning community will deteriorate, if not fail. To this end, two basic options have been developed to improve the opportunity for the fair, balanced, and equitable administration of justice in Miami-Dade County.

The basis of options for improving and expanding the Court is to maintain a group of core facilities that will manage the majority of the cases filed and in particular those proceedings that require jury trials. The Core Facilities and the current predominant use include:

- The Richard E. Gerstein Courthouse-39 courtrooms- (REG) for criminal matters.
- The Dade County Courthouse-35 courtrooms- (DCCH) for civil and probate matters.
- The Courthouse Center-22 courtrooms- (CHC) for domestic relations and unified family court matters.
- The Juvenile Justice Center-10 courtrooms- (JJC) for juvenile dependency and delinquency matters. The JJC will be replaced by the Children's Courthouse-18 courtrooms- (CCH) by 2011.

These core facilities are all located in the urban center of Miami with the exception of the REG that is located in the Jackson Memorial Hospital complex and the current JJC that is located well outside of the urban center. However, the new Children's Courthouse will be located in a triangle comprised of the DCCH and the CHC in the Government Center District of Downtown. Currently, these Core Facilities accommodate 84% the courtrooms.

Justice in Miami-Dade County would be much less expedient if the branch courthouses were not in operation. Many of the "consumer-based" matters are resolved in the Branch Facilities which significantly reduces the strain on space, security, and personnel. At the core of the recommendation for the 2025 needs is a recommendation that the existing branch courthouses remain a significant part of the court infrastructure. The Branch Facilities and predominant current uses include:

- Hialeah Courthouse-2 courtrooms- (HC)
- North Dade Justice Center-6 courtrooms- (ND)
- Miami Beach Branch Court-1 courtroom- (MB)
- Caleb Center-2 courtrooms- (CC)
- Coral Gables-4 courtrooms-(CG)
- South Dade Justice Center-4 courtrooms-(SD)
- Bayfront Center-4 hearing rooms)-(BF)

The 23 litigation spaces in the Branch Facilities are critical to the operation of the Court, but have limited capability of expansion. Internal expansion is virtually impossible, and site expansion, to include parking, will also be difficult in all cases. Therefore, in the discussion of future roles of the Branch Facilities in the options, the need is identified geographically by the current branch facility name, but the actual location may be different from the current site.

Option 1: Least New-Build

Option 1 represents an attempt to achieve the projected need for 174 litigations spaces through the expansion of existing courthouses and the increase of courtrooms in the Branch Facilities from the current 23 to 34 through expansions, replacements, and renovations; an addition of nine (9) new criminal courtrooms at the REG; and internal renovations at the DCCH and CHC that would yield a total of nine (9) new courtrooms. The only new courthouses would be the already authorized Children's Courthouse (18 courtrooms) and a replacement facility for Coral Gables (10 courtrooms).

While this option is attractive from the perspective of a lower capital cost, any addition to the REG must be considered in the context of the future of the Pretrial Detention Center (PDC), the Affordable Housing Scheme, and the Master Plan for the Jackson Hospital Complex. Each of these on-going planning efforts is competing for the same space that would be required to expand REG for nine additional courtrooms.

In addition, while not a direct component of this master plan, the future needs of the State Attorney and the Public Defender must be considered at the REG Complex. Based upon the block programming that was illustrated in Tables II-5 and 6 of this study, the projected 2025 space need for the two critical components of the criminal justice system is approximately 610,000 BGSF while the buildings currently occupied by the State Attorney and Public Defender total approximately 260,000 BGSF. In total, assuming that site area in the REG Complex is available, the new additional square footage required for the Courts, SA, and PD exceeds 475,000, exclusive of parking. If the existing buildings housing the State Attorney and Public Defender are demolished to accommodate other needs (e.g., a new Pretrial Detention Center), the total new space required would exceed 735,000 square feet, exclusive of parking.

Another space requirement at the REG that is not included in the estimate of Court-related needs is an offender interview and court-holding area. At the present time the Public Defender interviews as many as 500 offenders a day that are transported to the PDC that is physically connected to the REG. In addition, offenders that are appearing in court are temporarily held at the PDC. Replacing this function (if the PDC is demolished) could add another 50,000 square feet to the projected Court space requirements for the REG Complex.

Considering the many unknown factors surrounding the competition for space at the REG Complex, this Courts Master Plan addresses only the needs of the judiciary (courtrooms and directly related space) and not those of the judicial system. AS noted in the previous paragraphs,

if all of the other components of the criminal justice system are included, under Option 1, the total additional space needs, excluding parking could exceed 775,000 square feet.

Table II-7 illustrates the proposed approach to achieving the additional 32 courtrooms through the combination of expansions, internal renovations, and new construction.

Table II-7
Approach to Achieving 32 Additional Courtrooms with Minimal New Construction

Existing Courthouses	2007 Courtrooms	2025 Courtrooms	Current DGSF	Current BGSF
Richard E. Gerstein	39	39	282,605	385,750
Courthouse Center	32	32	206,159	299,017
Miami-Dade Courthouse	38	38	176,647	243,106
Current Juvenile Justice Center	10	-	33,750	45,000
South Dade Justice Center	4	4	34,952	49,182
North Dade Justice Center	6	6	33,921	46,072
Hialeah District Court	2	2	21,169	20,039
Coral Gables District Court	4	-	18,451	20,039
Miami Beach District Court	1	1	4,918	6,148
Caleb Courts	2	2	20,000	25,000
Bayfront Courts	4	-	9,632	12,842
Total Existing Courthouses	**142**	**124**	**842,204**	**1,152,195**
Proposed New, Expansions, Additions		**2025 Courtrooms**	**Proposed DGSF**	**Proposed BGSF**
New Children's Courthouse		18	-	350,000
Criminal Court Addition to REG		9	96,860	125,918
Circuit Criminal		*6*	*64,197*	*83,456*
County Criminal		*3*	*32,663*	*42,462*
New Coral Gables Satellite Courthouse		10	94,232	122,501
Circuit Civil		*5*	*47,523*	*61,780*
County		*5*	*46,709*	*60,721*
Replace Bayfront Facility		5	40,256	40,256
Internal Renovation to DCCH		2	18,846	18,846
Circuit Civil		*1*	*9,505*	*9,505*
County Civil		*1*	*9,342*	*9,342*
Internal Renovation to CHC		7	66,206	66,206
Circuit Civil		*5*	*47,523*	*47,523*
County Civil		*2*	*18,683*	*18,683*
Expansion to South Dade Courthouse		1	9,342	12,144
Expansion to North Dade Courthouse		2	18,683	24,289
Expansion to Caleb Courthouse		1	9,342	12,144
Total New or Expanded Courthouses		**55**	**353,767**	**772,304**
TOTALS	**142**	**179**	**1,109,220**	**1,815,470**

Note: New Children's Courthouse Designed for 18 courtrooms; 2025 projection was for 13 total juvenile courtrooms.

Source: Carter Goble Lee; January 22, 2008

Table II-7 demonstrates that the existing 1.15 million square feet available to the judiciary would need to be increased to 1.8 million by 2025. This estimate does not include the needs for offender interview and court holding at the REG nor the additional parking spaces required at any location. Using a very broad rule-of-thumb that is incorporated in many zoning ordinances, the additional 660,000 square feet could generate the need for at least 2,000 parking spaces (3/1000 SF), most of which would have to be structured parking due to site limitations at all existing court locations.

Option 1 is a "worst case" option in that new courtrooms are created in spaces that are already crowded (DCCH and CHC) and at Branch Facility locations that have serious problems associated with any external expansion.

Option 2: Most New-Build

The assessment of existing facilities in Phase IA determined that while the Court operates all of the existing 142 courtrooms as efficiently as feasible, some of the current locations are crowded and border-line unsafe. Notable among these are the Coral Gables District Court, the Dade County Courthouse, and the Richard E. Gerstein Courthouse. These courthouses represent 71 (exactly 50%) of the total courtrooms, but practically all of the trial courtrooms. Option 2, represented in Table II-8, is a bold step at replacing all of the major trial court facilities with new facilities designed to accommodate the spatial, functional, security, and technological requirements of contemporary courtrooms and support spaces.

Option 2 requires 1.3 million square feet in new courthouse construction, excluding the 350,000 square feet already authorized for the Children's Courthouse. This estimate does not include the 610,000 SF to replace the State Attorney and Public Defenders' buildings or parking structures to accommodate 6,000 or more parking spaces throughout the court locations. At the REG alone, the need under Option 2 would be for 1.3 million square feet for a new 48-courtroom criminal courthouse and the replacement of the State Attorney and Public Defender buildings. Parking for just these three functions would be at least 4,000 spaces.

Option 2 also recommends the replacement of the existing historic Dade County Courthouse with a new 40-courtroom civil courthouse, preferably in the Downtown area. While the future use of the existing DCCH is beyond the scope of this study, one possible use would be the housing of the many court-related functions (e.g., Court Administration, Child Support Enforcement, and various other Court partners) and/or other County agencies. The County is currently facing the expenditure of more than $24 million just to maintain this historic building without the creation of any new litigation space.

A final new courthouse under both Options 1 and 2 is a replacement courthouse in Coral Gables. The existing courthouse was designed as a supermarket and simply cannot accommodate the requirements of a courthouse designed to meet the 2025 needs. In replacing this four courtroom branch court with a new contemporary 10-courtroom facility, a number of opportunities (e.g., location of the major probate functions) would arise. A new 10-courtroom facility will require a new site location that can also accommodate as many as 400 or more parking spaces.

Table II-8
New Construction Approach to Meeting the 2025 Court Needs

Existing Courthouses	2007 Courtrooms	2025 Courtrooms	Current DGSF	Current BGSF
Richard E. Gerstein	39	-	282,605	385,750
Courthouse Center	32	32	206,159	299,017
Miami-Dade Courthouse	38	-	176,647	243,106
Current Juvenile Justice Center	10	-	33,750	45,000
South Dade Justice Center	4	4	34,952	49,182
North Dade Justice Center	6	-	33,921	46,072
Hialeah District Court	2	2	21,169	20,039
Coral Gables District Court	4	-	18,451	20,039
Miami Beach District Court	1	1	4,918	6,148
Caleb Courts	2	2	20,000	25,000
Bayfront Courts	4	-	9,632	12,842
Total Existing Courthouses	**142**	**41**	**842,204**	**1,152,195**
Proposed New, Expansions, Additions		**2025 Courtrooms**	**Proposed DGSF**	**Proposed BGSF**
New Children's Courthouse		18	280,000	350,000
New Criminal Courthouse		48	513,576	667,649
New Civil Courthouse		40	380,182	494,237
New Coral Gables Satellite Courthouse		10	94,232	122,501
Circuit Civil		*5*	*47,523*	*61,780*
County		*5*	*46,709*	*60,721*
Replace Bayfront Facility		5	40,256	40,256
Internal Renovation to CHC		7	18,846	18,846
Circuit Civil		*5*	*9,505*	*9,505*
County Civil		*2*	*9,342*	*9,342*
Expansion to South Dade Courthouse		1	9,342	12,144
Replace to North Dade Courthouse		8	74,734	97,154
Expansion to Caleb Courthouse		1	9,342	12,144
Total New or Expanded Courthouses		**138**	**1,420,509**	**1,814,932**
TOTALS	**142**	**179**	**2,175,962**	**2,858,098**

Note: New Children's Courthouse Designed for 18 courtrooms; 2025 projection was for 13 total juvenile courtrooms.

Source: Carter Goble Lee, January 22, 2008

Conclusion

Miami-Dade County faces many challenges in just keeping pace with the space demands for the court system. Little room exists for an incremental approach to meeting this need by simply adding courtrooms within existing facilities. Virtually all of the space required to add 32 more courtrooms to the system by 2025 will have to be accomplished through new construction. A major problem is that expansion at existing sites (REG, DCCH, CG, ND, and others) is simply not possible without the demolition of something else.

While the costs of meeting the 2025 need will be addressed in the next Phase of study, just from the assessment of the space needs, the capital requirements can be expected to be in the hundreds of millions of dollars, even for Option 1.

APPENDIX

Space Program for Judicial Sets

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
1.100	**Typical Circuit Criminal Courtroom Set** (Based on 6 courtrooms per floor)					
1.101	Soundlock Vestibule	1	1	100	100	Double doors, space for short waits
1.102	Victim / Witness / Atty Interview	1	2	120	240	Adjacent to vestibule and waiting
1.103	Typical Courtroom	1	1	1,800	1,800	Raised bench w/large well
1.104	Waiting Area/Courtroom	20	1	12	240	Could be aggregate space per courtroom floor
1.105	Jury Deliberation Room	14	0.7	30	281	Sound attenuated; 4 jury rooms/6 courts
1.106	Male/Female Jury Toilets	1	1.4	60	84	Accessible; 4 jury rooms/6 courts
1.107	Soundlock Vestibule	1	0.7	40	28	4 jury rooms/6 courtrooms
1.108	Technology Equipment Room	1	1	100	100	Location of camera for televised proceedings
1.109	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
1.110	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
1.111	Security Vestibule	1	1	60	60	Between Holding and Courtroom
1.112	Single Holding Cell w/Toilet	1	1	50	50	Single cell; combination future
1.113	Group Holding Cell w/Toilet	5	0.5	20	50	Group cell; combination future; shared/2 cts.
1.114	Secure Visiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
1.115	Floor Security Station	1	0.17	100	17	Located in the floor waiting area
1.116	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
1.117	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
1.118	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
1.119	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
1.120	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
1.121	Judicial Conference Room	20	0.17	16	54	Seating for 20; 1 conference room/6 judges
1.122	Work Room	1	0.17	200	34	Fax, copier, shelving for supplies; 1/6
1.123	Storage Room	1	0.67	100	67	Shelving; 1/6
1.124	Break Room	6	0.17	25	25	Sink w/cabinets, refrig., microwave; 1/6
1.125	State Attorney Work Station	3	1	80	240	Open Workstation
1.126	Public Defender Work Station	2	1	80	160	Open Workstation
1.127	Male Toilets	1	0.17	200	34	Code compliant; 1/6
1.128	Female Toilets	1	0.17	200	34	Code compliant; 1/6
1.129	Technology Closet	1	0.17	140	24	Lockable storage; 1/6
1.130	Janitor's Closet	1	0.17	40	7	Wutility sink and shelving; 1/6
				Sub-Total Net Area	4,705	
			Departmental Gross Factor	35%	1,647	
			TOTAL DGSF - TYPICAL CIRCUIT CRIMINAL COURTROOM SET		6,352	
			Building Gross Factor	30%	1,905	
			TOTAL BGSF - TYPICAL CIRCUIT CRIMINAL COURTROOM SET		8,257	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
2.100	**Large Circuit Criminal Courtroom Set**					
2.101	Soundlock Vestibule	1	1	120	120	Double doors, space for short walls
2.102	Victim/Witness/Atty Interview Rms.	1	2	120	240	Adjacent to vestibule and waiting
2.103	Large Courtroom	1	1	2,200	2,200	Raised bench w/large well
2.104	Waiting Area/Courtroom	30	1	12	360	Could be aggregate space per courtroom floor
2.105	Jury Deliberation Room	14	1	30	420	Sound attenuated
2.106	Male/Female Jury Toilets	1	2	60	120	Accessible
2.107	Soundlock Vestibule	1	1	80	80	Sound attenuated
2.108	Video-Equipment Room	1	1	100	100	Location of camera for televised proceedings
2.109	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
2.110	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
2.111	Security Vestibule	1	1	60	60	Between Holding and Courtroom
2.112	Single Holding Cell w/Toilet	1	1	50	50	Single cell; combination future
2.113	Group Holding Cell w/Toilet	5	0.5	20	50	Group cell; combination future; shared/2 cts.
2.114	Secure Visiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
2.115	Security Station	1	0.17	100	17	Located in the floor waiting area
2.116	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
2.117	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
2.118	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
2.119	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
2.120	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
2.121	Judicial Conference Room	20	0.17	16	54	Seating for 20; 1/6 courtrooms
2.122	Work Room	1	0.17	200	34	Fax, copier, shelving for supplies; 1/6
2.123	Storage Room	1	0.67	100	67	Shelving; 1/6
2.124	Break Room	6	0.17	25	26	Sink w/cabinets, refrig., microwave; 1/6
2.125	State Attorney Work Station	3	1	80	240	Open Workstation
2.126	Public Defender Work Station	2	1	80	160	Open Workstation
2.127	Male Toilets	1	0.17	200	34	Code compliant; 1/6
2.128	Female Toilets	1	0.17	200	34	Code compliant; 1/6
2.129	Technology Closet	1	0.17	140	24	Lockable storage; 1/6
2.130	Janitor's Closet	1	0.17	40	7	W/utility sink and shelving; 1/6
				Sub-Total Net Area	**5,472**	
				Departmental Gross Factor 35%	1,915	
				TOTAL DGSF - LARGE CIRCUIT CRIMINAL COURTROOM SET	**7,387**	
				Building Gross Factor 30%	**2,216**	
				TOTAL BGSF - LARGE CIRCUIT CRIMINAL COURTROOM SET	**9,602**	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
3.100	**Typical Circuit Civil Courtroom Set** (Based on 6 courtrooms per floor)					
3.101	Soundlock Vestibule	1	1	100	100	Double doors, space for short waits
3.102	Victim / Witness / Atty Interview	1	2	120	240	Adjacent to vestibule and waiting
3.103	Typical Courtroom	1	1	1,800	1,800	Raised bench, large well, technology compatible
3.104	Waiting Area/Courtroom	20	1	12	240	Could be aggregate space per courtroom floor
3.105	Jury Deliberation Room	14	0.7	30	281	Sound attenuated; 4 jury rooms/6 courts
3.106	Male/Female Jury Toilets	1	1.4	60	84	Accessible; 4 jury rooms/6 courts
3.107	Soundlock Vestibule	1	0.7	40	28	4 jury rooms/6 courtrooms
3.108	Technology Equipment Room	1	1	100	100	Location of camera for televised proceedings
3.109	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
3.110	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
3.111	Floor Security Station	1	0.17	100	17	Located in the floor waiting area
3.112	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
3.113	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
3.114	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
3.115	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
3.116	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
3.117	Judicial Conference Room	20	0.17	16	54	Seating for 20; 1 conference room/6 judges
3.118	Work Room	1	0.17	200	34	Fax, copier, shelving for supplies; 1/6
3.119	Storage Room	1	0.67	100	67	Shelving; 1/6
3.120	Break Room	6	0.17	25	26	Sink w/cabinets, refrig., microwave; 1/6
3.121	Male Toilets	1	0.17	200	34	Code compliant; 1/6
3.122	Female Toilets	1	0.17	200	34	Code compliant; 1/6
3.123	Technology Closet	1	0.17	140	24	Lockable storage; 1/6
3.124	Janitor's Closet	1	0.17	40	7	W/utility sink and shelving; 1/6
				Sub-Total Net Area	**4,095**	
			Departmental Gross Factor	35%	1,433	
			TOTAL DGSF - TYPICAL CIRCUIT CIVIL COURTROOM SET		**5,528**	
			Building Gross Factor	30%	1,658	
			TOTAL BGSF - TYPICAL CIRCUIT CIVIL COURTROOM SET		**7,187**	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
4.100	**Large Circuit Civil Courtroom Set** (Based on 6 courtrooms per floor)					
4.101	Soundlock Vestibule	1	1	120	120	Double doors, space for short waits
4.102	Victim / Witness / Atty Interview	1	2	120	240	Adjacent to vestibule and waiting
4.103	Typical Courtroom	1	1	2,200	2,200	Raised bench, large well, technology compatible
4.104	Waiting Area/Courtroom	20	1	12	240	Could be aggregate space per courtroom floor
4.105	Jury Deliberation Room	14	1	30	420	Sound attenuated; 4 jury rooms/6 courts
4.106	Male/Female Jury Toilets	1	2	60	120	Accessible; 4 jury rooms/6 courts
4.107	Soundlock Vestibule	1	1	80	80	4 jury rooms/6 courtrooms
4.108	Technology Equipment Room	1	1	100	100	Location of camera for televised proceedings
4.109	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
4.110	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
4.111	Floor Security Station	1	0.17	100	17	Located in the floor waiting area
4.112	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
4.113	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
4.114	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
4.115	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
4.116	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
4.117	Judicial Conference Room	20	0.17	16	54	Seating for 20; 1 conference room/6 judges
4.118	Work Room	1	0.17	200	34	Fax, copier, shelving for supplies; 1/6
4.119	Storage Room	1	0.67	100	67	Shelving; 1/6
4.120	Break Room	6	0.17	25	26	Sink w/cabinets, refrig., microwave; 1/6
4.121	Male Toilets	1	0.17	200	34	Code compliant; 1/6
4.122	Female Toilets	1	0.17	200	34	Code compliant; 1/6
4.123	Technology Closet	1	0.17	140	24	Lockable storage; 1/6
4.124	Janitor's Closet	1	0.17	40	7	Utility sink and shelving; 1/6
				Sub-Total Net Area	**4,742**	
				Departmental Gross Factor 35%	1,660	
				TOTAL DGSF - TYPICAL CIRCUIT CIVIL COURTROOM SET	**6,401**	
				Building Gross Factor 30%	**1,920**	
				TOTAL BGSF - LARGE CIRCUIT CIVIL COURTROOM SET	**8,321**	
5.100	**Probate Courtroom Set**					
5.101	Soundlock Vestibule	1	1	80	80	Double doors, space for short waits
5.102	Client Interview Rooms	1	2	120	240	Adjacent to vestibule and waiting
5.103	Typical Courtroom	1	1	1,200	1,200	Raised bench, large well, technology compatible
5.104	Waiting Area/Courtroom	15	1	12	180	Could be aggregate space per courtroom floor
5.105	Technology Equipment Room	1	1	100	100	Location of camera for televised proceedings
5.106	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
5.107	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
5.108	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
5.109	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
5.110	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
5.111	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
5.112	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
				Sub-Total Net Area	**2,725**	
				Departmental Gross Factor 35%	954	
				TOTAL DGSF - TYPICAL CIRCUIT PROBATE COURTROOM SET	**3,679**	
				Building Gross Factor 30%	**1,104**	
				TOTAL BGSF - TYPICAL CIRCUIT PROBATE COURTROOM SET	**4,782**	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
6.100	**Standard Juvenile Delinquency and Dependency Courtroom Set**					
6.101	Soundlock Vestibule	1	1	100	100	Double doors, space for short waits
6.102	Victim / Witness / Atty Interview	1	2	120	240	Adjacent to vestibule and waiting
6.103	Typical Courtroom	1	1	1,400	1,400	Raised bench, large well, technology compatible
6.104	Waiting Area/Courtroom	15	1	20	300	Should be adjacent to courtrooms
6.105	Children's Play Alcove	5	1	15	75	Adjacent to Waiting Area
6.106	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
6.107	Security Vestibule	1	1	60	60	Between Holding and Courtroom
6.108	Single Holding Cell w/Toilet	1	0.5	50	25	Single cell; combination fixture
6.109	Group Holding Cell w/Toilet	5	1	20	100	Group cell; combination fixture; shared/2 cts.
6.110	Secure Visiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
6.111	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
6.112	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
6.113	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
6.114	State Attorney Work Station	3	1	80	240	Open Workstation
6.115	Public Defender Work Station	2	1	80	160	Open Workstation
6.116	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
6.117	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
				Sub-Total Net Area	**3,575**	
				Departmental Gross Factor 35%	1,251	
				TOTAL DGSF - TYPICAL JUVENILE COURTROOM SET	**4,826**	
				Building Gross Factor 30%	**1,448**	
				TOTAL BGSF - TYPICAL JUVENILE COURTROOM SET	**6,274**	
7.100	**Unified Family Court Courtrooms**					
7.101	Soundlock Vestibule	1	1	80	80	Double doors, space for short waits
7.102	Client Interview Rooms	1	2	120	240	Adjacent to vestibule and waiting
7.103	Courtroom/Hearing Room	1	1	800	800	Raised bench, large well, technology compatible
7.104	Waiting Area/Courtroom	15	1	25	375	Should be adjacent to courtrooms
7.105	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
7.106	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
7.107	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
7.108	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
7.109	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
7.110	File Storage Area	10	1	12	120	Temporary file storage
7.111	Video-Equipment Room	1	1	100	100	Location of camera for televised proceedings
7.112	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
7.113	State Attorney Work Station	2	1	80	160	Open Workstation
7.114	Public Defender Work Station	1	1	80	80	Open Workstation
7.115	Secure Elevator Alcove	1	0.5	60	30	Secure elevator
7.116	Security Vestibule	1	1	60	60	Between Holding and Courtroom
7.117	Single Holding Cell w/Toilet	1	0.5	50	25	Single cell; combination fixture
7.118	Group Holding Cell w/Toilet	5	1	20	100	Group cell; combination fixture; shared/2 cts.
7.119	Secure Visiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
				Sub-Total Net Area	**3,115**	
				Departmental Gross Factor 35%	1,090	
				TOTAL DGSF - TYPICAL UNIFIED FAMILY COURTROOM SET	**4,205**	
				Building Gross Factor 30%	**1,262**	
				TOTAL BGSF - TYPICAL UNIFIED FAMILY COURTROOM SET	**5,467**	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
8.100	**Typical County Criminal Courtroom Set** (Based on 6 courtrooms per floor)					
8.101	Soundlock Vestibule	1	1	100	100	Double doors, space for short walls
8.102	Victim / Witness / Atty Interview	1	2	120	240	Adjacent to vestibule and waiting
8.103	Typical Courtroom	1	1	1,800	1,800	Raised bench, large well, technology compatible
8.104	Waiting Area/Courtroom	20	1	20	400	Could be aggregate space per courtroom floor
8.105	Jury Deliberation Room	8	0.7	30	161	Sound attenuated; 4 jury rooms/6 courts
8.106	Male/Female Jury Toilets	1	1.4	60	84	Accessible; 4 jury rooms/6 courts
8.107	Soundlock Vestibule	1	0.7	40	28	4 jury rooms/6 courtrooms
8.108	Technology Equipment Room	1	1	100	100	Location of camera for televised proceedings
8.109	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
8.110	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
8.111	Security Vestibule	1	1	60	60	Between Holding and Courtroom
8.112	Single Holding Cell w/Toilet	1	1	50	50	Single cell; combination fixture
8.113	Group Holding Cell w/Toilet	5	0.5	20	50	Group cell; combination fixture; shared/2 cts.
8.114	Secure Visiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
8.115	Floor Security Station	1	0.17	100	17	Located in the floor waiting area
8.116	Judicial Offices	1	1	265	265	Flexible space; w/accessible toilet
8.117	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
8.118	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
8.119	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
8.120	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
8.121	Judicial Conference Room	20	0.17	16	54	Seating for 20; 1 conference room/6 judges
8.122	Work Room	1	0.17	200	34	Fax, copier, shelving for supplies; 1/6
8.123	Storage Room	1	0.67	100	67	Shelving; 1/6
8.124	Break Room	6	0.17	25	26	Sink w/cabinets, refrig., microwave; 1/6
8.125	State Attorney Work Station	4	1	80	320	Open Workstation
8.126	Public Defender Work Station	3	1	80	240	Open Workstation
8.127	Male Toilets	1	0.17	200	34	Code compliant; 1/6
8.128	Female Toilets	1	0.17	200	34	Code compliant; 1/6
8.129	Technology Closet	1	0.17	140	24	Lockable storage; 1/6
8.130	Janitor's Closet	1	0.17	40	7	W/utility sink and shelving; 1/6
				Sub-Total Net Area	**4,844**	
				Departmental Gross Factor 35%	1,696	
				TOTAL DGSF - TYPICAL COUNTY CRIMINAL COURTROOM SET	**6,540**	
				Building Gross Factor 30%	1,962	
				TOTAL BGSF - TYPICAL COUNTY CRIMINAL COURTROOM SET	**8,502**	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
9.100	**Typical County Civil Courtroom Set** (Based on 6 courtrooms per floor)					
9.101	Soundlock Vestibule	1	1	100	100	Double doors, space for short waits
9.102	Victim / Witness / Atty Interview	1	2	120	240	Adjacent to vestibule and waiting
9.103	Typical Courtroom	1	1	1,800	1,800	Raised bench, large well, technology compatible
9.104	Waiting Area/Courtroom	20	1	15	300	Could be aggregate space per courtroom floor
9.105	Jury Deliberation Room	8	0.7	30	161	Sound attenuated; 4 jury rooms/6 courts
9.106	Male/Female Jury Toilets	1	1.4	60	84	Accessible; 4 jury rooms/6 courts
9.107	Soundlock Vestibule	1	0.7	40	28	4 jury rooms/6 courtrooms
9.108	Technology Equipment Room	1	1	100	100	Location of camera for televised proceedings
9.109	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
9.110	Secure Elevator Alcove	1	0.5	60	30	Shared by two courts
9.111	Floor Security Station	1	0.17	100	17	Located in the floor waiting area
9.112	Judicial Offices	1	1	265	265	Flexible space; w/accessible toilet
9.113	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
9.114	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
9.115	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
9.116	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
9.117	Judicial Conference Room	20	0.17	16	54	Seating for 20; 1 conference room/6 judges
9.118	Work Room	1	0.17	200	34	Fax, copier, shelving for supplies; 1/6
9.119	Storage Room	1	0.67	100	67	Shelving; 1/6
9.120	Break Room	6	0.17	25	26	Sink w/cabinets, refrig., microwave; 1/6
9.121	Male Toilets	1	0.17	200	34	Code compliant; 1/6
9.122	Female Toilets	1	0.17	200	34	Code compliant; 1/6
9.123	Technology Closet	1	0.17	140	24	Lockable storage; 1/6
9.124	Janitor's Closet	1	0.17	40	7	W/utility sink and shelving; 1/6
				Sub-Total Net Area	**3,974**	
			Departmental Gross Factor	35%	1,391	
			TOTAL DGSF - TYPICAL COUNTY CIVIL COURTROOM SET		**5,365**	
			Building Gross Factor	30%	1,610	
			TOTAL BGSF - TYPICAL COUNTY CIVIL COURTROOM SET		**6,975**	
10.100	**Standard Magistrate Courtroom**					
10.101	Soundlock Vestibule	1	1	120	120	Double doors, space for short waits
10.102	Victim/Witness/Atty Interview Rms.	1	4	120	480	Adjacent to vestibule and waiting
10.103	Magistrate's Courtroom	1	1	1,200	1,200	Raised bench, large well, technology compatible
10.104	Waiting Area/Courtroom	30	1	12	360	Should be adjacent to courtrooms
10.105	Magistrate's Office	1	1	225	225	Flexible space; w/accessible toilet
10.106	Clerk's Office	1	1	80	80	Part of Magistrate's set
10.107	Storage	1	2	60	120	Part of Magistrate's set
10.108	Waiting Area	1	8	20	160	Part of Magistrate's set
10.109	Bailiff's Workstation	1	1	60	60	Adjacent to Clerk's Office
10.110	Video-Equipment Room	1	1	100	100	Location of camera for televised proceedings
10.111	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
10.112	Secure Elevator Alcove	1	0.5	60	30	Secure elevator
10.113	Security Vestibule	1	1	60	60	Between Holding and Courtroom
10.114	Single Holding Cell w/Toilet	1	0.5	50	25	Single cell; combination future
10.115	Secure Visiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
				Sub-Total Net Area	**3,170**	
			Departmental Gross Factor	35%	1,110	
			TOTAL DGSF - TYPICAL MAGISTRATE COURTROOM SET		**4,280**	
			Building Gross Factor	30%	1,284	
			TOTAL BGSF - TYPICAL MAGISTRATE COURTROOM SET		**5,563**	

SPACE NO.	SPACE DESCRIPTION	PERSONS OR UNITS PER AREA	NO. OF AREAS	SPACE STD.	NSF	COMMENTS
1.000	**COURTROOM SETS**					
11.100	**Domestic Relations and Specialty Courtrooms/Hearing Rooms**					
11.101	Soundlock Vestibule	1	1	80	80	Double doors, space for short walls
11.102	Client Interview Rooms	1	2	120	240	Adjacent to vestibule and waiting
11.103	Courtroom/Hearing Room	1	1	1,000	1,000	Raised bench, large well, technology compatible
11.104	Waiting Area/Courtroom	15	1	12	180	Should be adjacent to courtrooms
11.105	Judicial Offices	1	1	325	325	Flexible space; w/accessible toilet
11.106	Judicial Assistant	1	1	140	140	Adjacent to Waiting area
11.107	Bailiff's Workstation	1	1	60	60	Adjacent to Judicial Assistant
11.108	Files/Supply Storage/Copy	1	1	120	120	Lockable storage
11.109	Reception and Waiting Area	5	1	30	150	Controlled access by receptionist
11.110	File Storage Area	10	1	12	120	Temporary file storage
11.111	Video-Equipment Room	1	1	100	100	Location of camera for televised proceedings
11.112	Equipment Storage	1	1	100	100	Closet in courtroom for equipment
11.113	State Attorney Work Station	3	1	80	240	Open Workstation
11.114	Public Defender Work Station	2	1	80	160	Open Workstation
11.115	Secure Elevator Alcove	1	0.5	60	30	Secure elevator
11.116	Security Vestibule	1	1	60	60	Between Holding and Courtroom
11.117	Single Holding Cell w/Toilet	1	1	50	50	Single cell; combination fixture
11.118	Group Holding Cell w/Toilet	5	0.5	20	50	Group cell; combination fixture; shared/2 cts.
11.119	Secure Waiting Area	1	1	50	50	Adjacent to courtroom cells; shared/2 cts.
				Sub-Total Net Area	3,255	
				Departmental Gross Factor	35%	1,139	
				TOTAL DGSF - TYPICAL SPECIALTY COURTROOM SET	4,394	
				Building Gross Factor	30%	1,318	
				TOTAL BGSF - TYPICAL SPECIALTY COURTROOM SET	5,713	

Source: Carter Goble Lee; January 22, 2008

EXHIBIT 11

Master Plan for the Expansion of Courtrooms and Administrative Facilities

GSA Project No.
Z00019

Phase 1C Report
Development Options
June 20, 2008

Prepared for GSA by:
SIXTO ARCHITECT, Inc.
with

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Carter Goble Lee Companies

6-19-2008

Phase 1C

Introduction to the Phase 1C Report

This is Phase 1C of the Master Plan for the Expansion of Courtrooms and Administrative Facilities for Miami-Dade County and the Eleventh Judicial Circuit of Florida.

- Phase 1A updated the inventory of existing court facilities, defined the pace of court system growth to 2025 in terms of judicial officers and staff, identified potential facility projects and proposed a general strategic planning framework in terms of phases and possible project priorities.
- Phase 1B translated the estimates of judicial system personnel growth into projections of overall space need and identified the distribution of those space needs by court location based on preferred operational interests. A preliminary assessment of construction options (least build and most build) was also defined.

This Phase 1C report combines the previous findings of growth, space need, deployment interest and construction scale into three (3) implementation options (least build, most build and blended), explains each option and describes the potential sequence, schedule and estimated costs of each.

This report is organized in five (5) sections:

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1. **Planning Framework** – This section reviews important background data, projection trends and planning assumptions detailed in other phases of the project. These form the planning context, or framework, for the projects and the priorities to be described in the next section.
2. **Projects and Priorities** – This section describes the various options, the potential projects within each, the priorities that suggest one project over another and the variables for consideration.
3. **Plans and Prices** – This section documents each option in tabular form as to project sequence, schedule and estimated costs.
4. **Option Illustrations** –This section illustrates project sites and development concepts on those sites as tested during the study.
5. **Summary and Conclusions** – This section reports the principal findings and conclusions of this master planning study.

This report together with those of its previous phases represents the culmination and conclusion of the Master Plan for Courtrooms and Administrative Facilities for the Courts in Miami-Dade County and the Eleventh Judicial Circuit of Florida.

Section 1 – Planning Framework

Introduction

Providing sufficient and suitable judicial facilities is a responsibility of Miami-Dade County that has long been taken very seriously. Since the early 1980s, the county has funded a series of court and judicial system master planning and judicial facility development projects. The County purchased and converted a downtown high rise office building into Courthouse Center serving the Family Courts. Extensive renovations and upgrades have been completed on the Richard E. Gerstein Justice Center (Criminal Courthouse), a new Hialeah District (Branch) Courthouse has been constructed and opened, renovations are nearly completed at the South Dade District (Branch) Courthouse, a new Children's Courthouse (a replacement facility for the aging and dysfunctional Juvenile Justice Center) has been designed and is awaiting construction and a new Caleb Center District (Branch) courthouse is in planning and design. These and a host of smaller renovations, upgrades, fixes and restorations have served to address the ongoing spatial needs of the court and its partner agencies and offices. Meeting these ongoing spatial needs for such a large judicial system has not been easy for the county in the face of many competing financial demands. This report can offer no expectation that any end is in sight. Indeed, much more needs to be done.

This master plan update looks ahead 20 years and identifies the ongoing growth and change taking place in the judicial system and the continuing requirement for expanded and in some cases replacement facilities. The projects and priorities identified later in this section of the overall report are set against the backdrop of what has already been accomplished, the continuing pressures of growth in Miami-Dade County and a number of important operational, strategic and planning assumptions.

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Growth Profile

The need for expanded judicial facilities is set against ongoing population growth of Miami-Dade County and the Eleventh Judicial Circuit of Florida. In earlier phases, the team identified several key areas to remember:

- Resident population is projected to increase 24.18% to 2025. Total resident population is expected to exceed 3 million.
- Court caseloads will increase. Projections of caseload growth developed just a couple of years ago in connection with another study appear to be holding true.
- Twenty eight (28) additional Judges will be added by 2025.
- Approximately 827,000 GSF of additional space will be required to meet justice system growth to 2025 (not including replacement calculations).

Planning Assumptions

The projects and priorities outlined later in this section are intended to be responsive to a framework of planning assumptions including: existing buildings and building categories, functional and spatial realities related to those buildings (see Phase 1A report for building evaluations), policy directions set by the courts and implementation increments (near, mid and long term).

- Core Facilities are:
  - Children's Court (replacing the Juvenile Justice Center)
  - REG (Richard E. Gerstein Criminal Justice Center)
  - DCCH (Dade County Courthouse)
  - CHC (Court House Center)
- Branch Court Facilities are:
  - Caleb Center
  - Central Miami-Dade (now known as Coral Gables)
  - North Dade
  - South Dade
  - Hialeah
  - Bayfront (present location for Child Support Enforcement actions)
  - Miami Beach (open for Clerk functions but not the Court)
- Existing judicial facilities are full and several are functionally obsolete and should be replaced.
- Jury cases will continue to be centralized in core facilities.
- Adult in-custody cases will be heard exclusively at REG (or its replacement).
- The policy of limiting Circuit Court proceedings in the Branch Courts will continue.
- The court will not reopen judicial proceedings at Miami Beach absent operational funding from that City.
- Planning preferences and priorities will not preclude taking advantage of "targets of opportunity".
- There is a preference for larger rather than more Branch Courthouses.
- New facilities should be LEED certified.
- All court projects should include the latest technology.
- Planning Periods (for purposes of identifying project completion targets)
  - Near term – 0-5 years
  - Mid term – 6-10 years and 11- 15 years
  - Long term – 16 to 20 years

Section 2 – Projects and Priorities

Introduction

There is much work needed in connection with judicial facilities in Miami-Dade County over the next twenty years. This section identifies judicial facility projects identified and evaluated by the team during this study and provides a tabular inventory and brief description of the various projects. The project discussions are divided into two groups of facilities:

- Core facilities - Table 1 – These are the four large centralized facilities that serve the Circuit Court in Miami-Dade County as well as some County Court functions (jury related proceedings in particular). This group includes the new Children's Court, the Richard E. Gerstein Justice Center (REG), the Dade County Courthouse and the Courthouse Center.
- Branch facilities – Table 2 – This group includes the seven smaller outlying regionally located facilities handling primarily County Court related cases including traffic cases, smaller civil cases and to a limited degree, the non-jury proceedings of criminal misdemeanors. This group includes the Caleb Center (now closed but in planning and design for a replacement), the Central Dade facility (now located in Coral Gables), North Dade, South Dade, Hialeah, Bayfront and Miami Beach.

Each table is organized in columns as follows:

- ***Priority Rank*** – This column shows the relative importance of projects related to this facility to the court. While as a practical matter, it may not be possible to strictly observe this order in terms of funding and implementation, this column is intended to give a preliminary sense of urgency from the standpoint of the court's interests.
- ***Facility*** – This column identifies the facility being discussed. As previously noted, the facilities are grouped by Core facilities and Branch facilities.
- ***Alternative # and Action*** – These columns number (for subsequent identification purposes) and describe in simple terms the objective of what needs to be done and in some cases describe the alternative objectives possible or considered by the team. These alternatives cover a range of actions from relatively easy remodels to complete replacements and ultimately become the basis for implementation costing in later tables.
- ***Alternatives*** – These columns describe in more detail the exact action contemplated under each alternative listed. These actions are sub-divided into the Least Build and Most Build categories introduced in the Phase 1B report and represent opposite ends of the action continuum.
- ***Building*** – These columns identify square footage requirements (if any) under the respective alternatives. Two categories of space are listed. DGSF (Departmental Gross Square Feet) is a designation of "usable space" and describes spatial need for any renovation or remodel project where that need will be met *within* an existing structure. GSF (Gross Square Feet) is a designation of "buildable space". It is based on the multiplication of a DGSF requirement by a factor intended to cover the exterior walls of a building, elevators, stairwells, mechanical and electrical spaces, lobbies and major public circulation among departments. This designation covers the entire structure needed to provide for a calculated usable space requirement. In simple terms, these two columns identify how much space is needed for the respective project descriptions.

- ***Parking*** – These two columns identify how many parking spaces are identified with the designated project's area requirement and the square footage impact of those spaces. These will subsequently be a cost factor. The formula used to define parking is 4 spaces/1,000 GSF of building or additional building in the case of a facility expansion project where parking already exists.
- ***Priority Schedule*** – This set of columns is different from but elaborates on the Priority Rank Column that began the table. While the Priority Rank column showed the importance of action regarding the facility to the court, this set of columns begins to define the priority of project implementation, taking into account both the facility's rank of importance, the press of need and the realities of project delivery. These columns define implementation periods or windows of opportunity during which the facility needs attention. It is possible to look at all the core and branch projects in relation to one another and see when they are needed.

Core Projects

The Core facilities are the major judicial buildings of the county. They represent the largest past and future investments and in some cases are historical icons. These facilities are in various stages of useful life and a wide range of work is needed (See Phases 1A and 1B for evaluation details and discussion).

1. ***Children's Court*** – The existing Juvenile Justice Center has long been in need of replacement. This new Children's Courthouse has been planned, programmed and almost completely designed. The table indicates that completing the project is of the highest priority both from the standpoint of need and the standpoint of schedule. Work should be expedited. Square footage details and prices are not provided in these tables since the project is already designed and funded. (This master plan deals essentially with unmet needs or needs not already covered.)
2. ***REG*** – Assuming the ongoing process of completing the new Children's Courthouse continues, the Richard E. Gerstein Criminal Justice Facility (REG) is the highest priority for attention and action. The facility is full (there is only one unoccupied judicial chamber at this writing) and there is a need for additional criminal division judges in the very near future. Despite the recent renovations to the facility, there is a need for a substantial expansion to the building in the very near future. There is also a case to be made that the facility should be entirely replaced. Earlier phase reports described the crowded conditions, the sub-standard courtrooms spaces, the inadequate holding facilities and the security problems facing the building as well as a wide range of other functional and spatial problems.

   At a minimum, REG must be expanded. Our calculation of the expansion need is about 126,000 GSF for the courts, court administration and the clerk and excluding any replacement of court related prisoner holding capacity that might result from the later demolition of the Adult Detention Center on the site. (Replacing that would add approximately 50,000 GSF to the estimate.) The team has examined a range of expansion alternatives (see Illustrations Section later in this report). Of these, two stand out for discussion.

   - The best alternative (2.4) is an addition to REG to the west. This has long been identified as the most logical expansion site for the courts as it keeps streets

open, provides the most functional and shortest linkage to the existing building (any expansion should be connected to form a functionally integrated complex) and the detention center and leaves the most parking intact during development as well as leaving the sites closest to the interstate highway for future parking structures. The problem with this concept is that it appears to conflict at this time with a suggested new State Attorney and Public Defender Building needed to replace their present facilities if a proposed new affordable housing project actually goes forward.

- The other main alternative for discussion is to expand REG to the south (2.2). This is certainly feasible and the present parking sites can be combined to permit the development of an adequate footprint (see Illustrations Section) but the functional linkages to the existing REG will prove challenging as well as the development of adequate parking for the complex.
- The potential development of an expansion of REG to the north has not been given realistic consideration because of the extensive preconditions that would delay provision of the court's spatial needs. Expansion to the north would have to wait till a replacement for the Adult Detention Center would occur (This may take years as at present this is only one of several options under consideration in an update to the Detention Master Plan) and then wait until the existing Adult Detention Center would be demolished and the site cleaned up (hazardous waste conditions are suspected) and then a new REG planned, programmed, designed and built. It all takes too long. The court's need for additional space occurs within 5 years and provision for its calculated needs cannot wait for 10 years, or 15 years or even longer before being provided.

In the alternative, REG could be replaced. This would require the development of about 801,000 GSF (exclusive of the State Attorney and Public Defender requirements) and differing amounts of parking depending on whether the replacement is located on the present site or somewhere entirely different. If, ultimately, the Adult Detention Center (located to the north of REG) is demolished, then this would be the ideal site for the REG replacement (Alternative 2.7). *It should be noted again; that if the Adult Detention Center is no longer on this site that the REG replacement requirement would increase by about 50,000 GSF for on site prisoner delivery and holding.*

Table 1 - Projects and Priorities
Alternatives Analysis - Core Facilities

Priority Rank	Facility	Alt. #	Action	Alternatives: Least Build	Alternatives: Most Build	Building: DGSF	Building: GSF	Parking: ad. count	Parking: SF	Priority Schedule: Near 0 - 5	Mid 6 - 10	Mid 11 - 15	Long 16 - 20
1	Children's Court (CC)	1.1	Finish *							X			
2	REG										X		
		2.1	Expansion	4/cts/fc expansion to east and west									
		2.2	Expansion	Expansion S. as is									
		2.3	Expansion	Expansion S. Close Street			125,000	504	151,200				
		2.4	Expansion	Expansion W.									
		2.5	Expansion	Traffic/Misdemeanor relocation off site									
		2.6	Replacement		Replacement S.								
		2.7	Replacement		Replacement N.		667,000	504	151,200				
		2.8	Replacement		Full Replacement off site			2,666	800,000				
3	DCCH											X	
		3.1	Remodel	Vacant floors for offices		18,846							
		3.2	Relocate	Probate to Central Dade **									
		3.3	Redeploy	Add. Judges to CHC		18,846							
		3.4	Replace		Completely new Civil Courthouse		494,000	1,972	592,800				
4	CHC										X		
		4.1	Redeploy	Some DR judges to CC vacancies to allow Civil expansion from DCCH		18,846							
		4.2	Relocate/remodel		SA/PD/CI Adm to other office spaces to allow Civil/DR Crim expansion - remodel to suit		66,205						

Notes: * Already Funded
** See Branch Courthouse Table

3. ***Dade County Courthouse (DCCH)*** – The Dade County Courthouse should be replaced (3.4). All the other options are stopgap at best and only intended to buy time to the best solution. The reasons why this replacement is necessary have been detailed in Phases 1A and 1B but in short, the building was constructed in the 1920s and despite extensive repurposing and renovations and restorations (all very important and none of them wasted), the facility no longer meets the functional and spatial requirements of a modern courthouse. Most of its courtrooms are sub-standard. The facility lacks appropriate security separation. Vertical transport is challenging and technology integration is increasingly complicated. The building has become dysfunctional for courts and needs to be replaced. The team calculates that this replacement would be about 494,000 GSF and would also require attention to a parking demand of nearly 2,000 cars.
4. ***Courthouse Center*** – Courthouse Center is a converted office building located very close to the DCCH that now houses judges and proceedings related to Domestic Relations, Domestic Violence and Family related matters. The facility also serves to provide important office space for the State Attorney, Public Defender, Clerk of Courts and Court Administration. The suggested projects essentially relate to ongoing adjustments to support additional courtrooms or to reutilize space vacated by transfer of some office function to another building. This is the least urgent of the facility projects and is more process related than identifiable as a major capital project in its own right.

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Branch Projects

The Branch facilities are in need of attention as well though not all of them. Hialeah is a brand new facility, recently opened and not in need of any attention in this set of estimates. Miami Beach has been renovated by the City of Miami Beach and is reopening for Clerk of Courts functions but the court itself will not return unless the City funds the ongoing operational costs. The remaining Branch facilities bear some discussion.

1. ***Caleb Center*** – This facility was closed for court operations because of very crowded and poor conditions, pending construction of a new building. Plans have been made and the project approved and underway. The new court will be located (with associated parking) across the street from its previous location. The estimated size is about 37,144 GSF including its long term expansion (the initial program is about 25,000 to 30,000 GSF). Completing this replacement is a very high priority with the court and should be done as soon as possible.
2. ***Central Dade (Coral Gables)*** – This is one of the most significant and needed projects in the entire array of court facilities. The existing Coral Gables Branch facility is very popular (central location, nearby attorney offices, etc.) and it is perhaps the most severely overcrowded and over taxed building in the judicial system. It must be replaced and soon and the only questions are, "where and at what scale?" The differing sizes describe differing operational assumptions:
    a. **2.1** – replace as a County Court Branch only. This would replicate its existing services but at appropriate space standards and with projected expansion. This option is estimated at about 61,000 GSF with a 240 car parking requirement to accompany it.
    b. **2.2** replaces the County Court function but enlarges the service delivery pattern of

the facility to include Circuit Court Probate case, judges and clerks. This would help to relieve some of the pressure on the DCCH while its replacement is being strategized and developed. Probate is essentially a non-jury function of the Circuit Court (with very limited exception) and could be moved as a unit without undo operational complication to the rest of the Circuit Courts. This replacement is estimated at about 122,501 GSF with a parking demand of nearly 500.

c. **2.3** would be the most ambitious option and in conjunction with core facility alternative 2.5 would include County Court Traffic/Misdemeanor from REG, County Court branch operations (as it does now) and Probate from the DCCH. This option would need to include extensive prisoner holding, jury accommodations and extensive parking (nearly 1,000 spaces). The building is estimated at 248,500 GSF and has as a corollary impact - the *negation of any REG expansion in the near term* if it (the new Central Branch) is promptly developed (within 5 years).

It is clear that none of these options can or should be accommodated on the existing Coral Gables Branch facility site. It is too small both as to area and as to dimensions for any of the options. A new site will be needed either in Coral Gables, if available and unfettered by City restrictions on case types, or in nearby adequate county owned or purchased land. This facility, if developed, should be located as close to the Metro as possible or certainly on a major public transportation route. The development of this facility pushes the need for a West Dade Branch Courthouse that was previously contemplated, beyond the planning window of this study.

3. ***North Dade*** – This facility can be either expanded or replaced. The expansion option (3.1) is very limited and is constrained by the irregular shape of the existing building and by severe site constraints related to environmentally sensitive lands. We show in the Illustrations Section of this report how a two (2) courtroom addition could be made but we do not recommend it as it (in our opinion) throws good money after bad; expending limited resources on what will be a problematic solution as best; one which does little or nothing to improve existing dysfunction, further constrains site circulation and parking and which will end any subsequent expansion on the site, regardless of need.

   The better option is replacement (3.2), though in light of the priority of the Central Dade Branch Courthouse project this option may find itself pushed into a much longer term implementation window. It has been suggested that some arrangement might be worked with a nearby university campus for adequate land and that the existing building might be reused by the county for other needs perhaps related to fire department or police needs.

4. ***South Dade*** – Recent renovations have taken place at the South Dade Branch facility that should prove adequate for some time to come. Ultimately a further addition will be required of about 12,000 GSF together with another 48 parking spaces but this appears to be easily accomplished on the present site and in functional linkage to the existing building (See Illustrations Section of this report).

Table 2 - Projects and Priorities
Alternatives Analysis - Branch Facilities

Priority Rank	Facility	AIL #	Action	Alternatives: Least Build	Alternatives: Most Build	Building DGSF	Building GSF	Parking ad. count	Parking SF	Priority Schedule: Near 0 - 5	Mid 6 - 10	Mid 11 - 15	Long 16 - 20
1	Caleb *	1.1	Construct		2 judge facility		37,144	149	44,700	X			
2	Central Miami-Dade County (Coral Gables)										X		
		2.1	Replace		Co Ct only		60,721	240	72,000				
		2.2	Replace		Co Ct + Probate		122,501	488	146,400				
		2.3	Replace		Co Ct + Probate + Traffic		248,501	992	297,600				
3	North Dade											X	
		3.1	Expansion	2 courtroom and COC expansion on existing site			24,269	96	28,800				
		3.2	Replace		Complete replacement with growth at new site		97,164	388	116,400				
4	South Dade											X	
		4.1	Expansion	2 courtroom expansion on existing site			12,144	48	14,400				
5	Hialeah		No change										
6	Bayfront *		Relocate/remodel										
7	Miami Beach *		Reopen										

Notes: * Already Funded

Section 3 – Plans and Prices

Introduction

This section presents three options for consideration by the court and the county and a series of tables detailing each. Together these describe the projects included and summarize scheduling and estimated costs.

Options

1. ***Most Build (Table Series 3)*** – As previously noted, this option assumes the most new construction including various additions and, most significantly including major replacements of both core facilities (REG and DCCH) and branch facilities (Central Dade and North Dade). The associated Table Series (described below) is repeated for each of the options.
   a. **Table 3A** – Identifies the affected building within a planning timeframe and further identifies the selected construction alternative by a number taken from either Table 1 or Table 2. This table serves to show the specific projects contemplated by this option in the broad context of the planning periods (near term, mid term or long term).
   b. **Table 3B** – Shows a presumptive project schedule for each version indicating the relative length of the needed planning and design period, the estimated construction length and the desired occupancy target year. This presumptive schedule is necessary so that the mid-point of construction can be identified for subsequent costing purposes. This table shows both Core and Branch projects on the same timeline.
   c. **Table 3C.1** – translates each project into a set of costs based on the following assumptions and formulas:
      i. Renovation DGSF or small new GSF construction projects are priced at $275/SF for present construction.
      ii. Large new GSF projects are priced at $350/SF for present construction.
      iii. Parking is priced at $65/SF assuming structured parking
      iv. Each project is multiplied by 1.35 to cover such project related expenses as fees, permits, inspections, FF&E, technology, security and basic site preparation

v. These project related costs do not include land acquisition, off-site infrastructure upgrades (if needed), hazardous waste assessment and clean-up, financing charges, construction manager pre-design services, interim expenses, moving expenses or GSA charge-backs for its services. This list is extensive but not comprehensive.

Table 3A
Plans and Pricing - Most Build

CORE FACILITIES			
Near	Mid		Long
0-5 years	6-10 years	11-15 years	16-20 years
Children's Court 1.1			
	REG 2.6		
	DCCH 3.4		
		CHC 4.1	
BRANCH FACILITIES			
Near	Mid		Long
0-5 years	6-10 years	11-15 years	16-20 years
Caleb 1.1			
		Central 2.1	
			N. Dade 3.2
			S. Dade 4.1

Note: Numbers above reference project description provided on Tables 1 and 2.

Table 3B - Plans and Prices - Most Build
Preliminary Schedule of Miami-Dade Judicial System Projects

No. Project Description	Short Term					Mid Term										Long Term				
Years	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Core Facilities																				
1.1 Children's Court (in const)																				
2.6 REG (replacement)																				
3.4 DCCN (replacement)																				
4.1 CHC (renovation)																				
Branch Facilities																				
1.1 Caleb (in design)																				
2.1 Central (replace Coral Gables)																				
3.2 N. Dade (replace)																				
4.1 S. Dade (expand)																				

[redacted]
Construction - Typically 12 to 24 months depending on project size
[redacted]

Note: Suggested schedules provided for purpose of determining mid-point of construction. This is needed to calculate escalation costs on Pricing Tables.

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Table 3C.1 - Plans and Prices (Most Build)
Preliminary Cost Matrix for Miami-Dade County Judicial System Facilities Plan

No.	Project Description	DGSF/BGSF	DGSF	Parking SF	Construction Costs *			Combined Construction & Project Costs ** (Construction $ x 35% = Project Costs)					Escalated Costs *** Project $ Compounded at 6% to Mid-point of Construction		
		DGSF (for renov / and BGSF (small new/ addition)	BGSF Major New Const.	4 Per 1,000	$/DGSF reno & $/BGSF small new/ addition	$/BGSF Major New Const.	$/Pkg	Reno or small new/ addition	New Major Const.	Subtotal Reno/New	Pkg	Combined Total	Yrs	Construction & Project Costs (excluding Pkg)	Combined Construction Project Costs & Parking
				4 per 1 000 SF	$ 375	$ 350	$ 65								
Core Facilities															
1.1	Children's Court (in construction)				$ -	$ -	$ -	$0	$0	$0	$0	$0		Already Funded	Already Funded
2.6	RJG (replacement)		667,000	151,200	$ -	$ 233,450,000	$ 9,828,000	$0	$312,157,500	$346,157,500	$13,267,400	$324,425,300	0	$447,056,907	$463,877,563
3.4	DCCH (replacement)		494,000	592,800	$ -	$ 172,900,000	$ 38,532,000	$0	$233,415,000	$233,415,000	$42,018,280	$263,433,280	8	$372,028,048	$454,537,136
4.1	CAC (renovation)	18,846			$ 5,182,653	$ -	$ -	$6,996,578	$0	$6,996,578	$0	$6,996,578	11	$13,281,593	$13,281,593
Branch Facilities															
1.1	Caleb (in design)	37,144		44,700	$ 10,314,500	$ -	$ 2,905,500	$13,749,713	$0	$13,749,713	$3,922,425	$17,672,135	1	$14,617,095	$18,774,663
2.1	Central (replace Coral Gables)		60,721	72,000	$ -	$ 21,252,350	$ 4,680,000	$0	$28,690,673	$28,690,673	$6,318,000	$35,008,673	11	$34,453,452	$36,458,913
3.2	N. Dade (replace)		87,154	116,400	$ -	$ 34,000,900	$ 7,566,000	$0	$45,900,255	$45,900,255	$10,214,100	$56,114,355	16	$116,615,617	$142,142,602
4.1	S. Dade (expand)	12,144		14,400	$ 3,236,607	$ -	$ 936,000	$4,369,469	$0	$4,369,469	$1,263,600	$5,632,069	16	$13,453,074	$14,603,002
Totals		68,134	31,318,875	991,500	$19,730,836	$486,608,250	$64,447,500	$25,264,743	$623,168,428	$648,433,171	$87,964,125	$735,497,316		$1,029,510,774	$1,178,384,876

Notes

1 DGSF = Departmental Gross Square Feet and is applicable for costing purposes only in renovations within existing structures and small new/additions

2 BGSF = Building Gross Square Feet and is the total estimated size of the structure to be built

3 * Construction costs = an estimated construction value/$ either for DGSF in the case of renovations or BGSF in the case of new construction

4 ** Project Costs = Construction costs multiplied by a percentage to cover fees, permits, inspections, FF&E, technology, security and basic site prep

5 *** Escalated costs = total construction & project costs compounded at 6% a year to the estimated mid-point of construction

6 Not included in the above are land purchases, off-site infrastructure upgrades, hazardous waste clean-up, financing charges, Construction Mgt. Pre-design services, interim expenses and moving expenses

Table 3C.2 - Most Build
Escalation Matrix - Construction & Project Costs (Excluding Parking)

Years	1	2	3	4	5	6	7	8	9	10	11	12
Children's Court (in construction)												
RED (replacement)	$334,088,950	$354,110,967	$375,357,625	$397,870,083	$421,751,827	$447,056,937	$473,880,353	$502,313,175	$532,451,965	$564,399,083	$598,253,028	$634,158,810
DCCH (replacement)	$247,419,500	$262,265,064	$278,001,000	$294,681,060	$312,361,923	$331,103,639	$350,969,057	$372,028,040	$394,349,731	$418,010,715	$443,091,359	$469,676,839
CHC (renovation)	$7,416,373	$7,861,354	$8,333,095	$8,833,018	$9,362,999	$9,924,779	$10,520,266	$11,151,482	$11,820,570	$12,529,805	$13,281,593	$14,078,489
Cable (in design)	$14,617,093	$15,494,118	$16,423,785	$17,409,191	$18,453,743	$19,560,967	$20,734,625	$21,978,703	$23,297,425	$24,695,270	$26,176,967	$27,747,685
Central (replace Cord Gables)	$30,417,113	$32,238,840	$34,171,050	$36,221,313	$38,394,592	$40,698,257	$43,140,153	$45,728,573	$48,472,289	$51,380,825	$54,463,462	$57,731,270
N. Dade (replace)	$49,659,901	$51,578,156	$54,673,905	$57,554,339	$61,431,600	$65,137,498	$69,024,846	$73,160,016	$77,555,979	$82,209,338	$87,141,898	$92,370,412
S. Dade (expand)	$4,778,968	$5,065,706	$5,369,648	$5,691,827	$6,033,336	$6,395,337	$6,779,057	$7,185,800	$7,616,948	$8,073,965	$8,558,403	$9,071,907

Years	13	14	15	16	17	18
Children's Court (in construction)					$0	$0
RED (replacement)	$672,208,338	$712,540,838	$755,293,291	$800,610,886	$848,647,539	$899,566,392
DCCH (replacement)	$497,857,450	$527,728,897	$559,392,631	$592,956,189	$628,533,560	$666,245,573
CHC (renovation)	$14,923,196	$15,818,590	$16,767,705	$17,773,767	$18,840,193	$19,970,605
Cable (in design)	$29,412,467	$31,177,210	$33,047,642	$35,030,715	$37,132,556	$39,360,509
Central (replace Cord Gables)	$61,195,146	$64,866,855	$68,758,865	$72,884,398	$77,257,462	$81,892,910
N. Dade (replace)	$97,912,037	$103,787,395	$110,014,629	$116,615,517	$123,612,448	$131,029,195
S. Dade (expand)	$9,615,222	$10,193,165	$10,804,787	$11,453,074	$12,140,256	$12,868,574

Note: This table provided to illustrate potential costs of delay in implementation schedule.

Table 3C.3- Most Build
Escalation Matrix - Combined Construction, Project Costs, & Parking

Years	1	2	3	4	5	6	7	8	9	10	11	12
Children's Court (in construction)												
REG (replacement)	$348,130,818	$369,016,667	$391,159,767	$414,629,374	$439,507,137	$465,877,565	$493,830,219	$523,460,032	$554,847,634	$588,158,682	$623,448,274	$660,856,230
DCCH (replacement)	$302,559,192	$320,712,744	$339,955,508	$360,352,839	$381,974,009	$404,892,449	$429,185,996	$454,937,156	$482,233,365	$511,167,369	$541,837,432	$574,347,678
CHC (renovation)	$7,416,372	$7,861,354	$8,333,036	$8,830,018	$9,360,988	$9,924,779	$10,520,266	$11,151,482	$11,820,670	$12,529,905	$13,281,593	$14,078,488
Caleb (in design)	$18,774,663	$19,901,355	$21,095,436	$22,361,162	$23,702,832	$25,125,002	$26,632,502	$28,230,452	$29,924,279	$31,719,736	$33,622,920	$35,640,296
Central (replace Coral Gables)	$37,109,193	$39,335,744	$41,695,889	$44,197,642	$46,849,501	$49,660,471	$52,640,099	$55,798,505	$59,146,416	$62,695,201	$66,456,913	$70,444,327
N. Dade (replace)	$59,466,527	$63,055,719	$66,839,062	$70,849,405	$75,100,370	$79,606,392	$84,382,775	$89,445,742	$94,812,486	$100,501,236	$106,531,310	$112,923,188
S. Dade (expand)	$6,119,364	$6,483,487	$6,874,616	$7,297,093	$7,724,318	$8,187,777	$8,679,044	$9,199,797	$9,751,774	$10,336,880	$10,957,093	$11,614,519

Years	13	14	15	16	17	18
Children's Court (in construction)						
REG (replacement)	$700,507,654	$742,338,050	$787,050,344	$834,315,364	$884,374,310	$937,437,193
DCCH (replacement)	$608,606,939	$645,337,051	$684,057,274	$725,100,710	$768,606,753	$814,723,158
CHC (renovation)	$14,923,166	$15,818,550	$16,767,796	$17,773,767	$18,840,193	$19,970,605
Caleb (in design)	$37,778,713	$40,045,436	$42,448,162	$44,995,053	$47,694,755	$50,556,440
Central (replace Coral Gables)	$74,670,987	$79,151,246	$83,900,321	$88,934,340	$94,270,401	$99,926,625
N. Dade (replace)	$119,698,580	$126,880,494	$134,493,324	$142,562,923	$151,116,899	$160,183,701
S. Dade (expand)	$12,311,390	$13,050,073	$13,833,078	$14,663,063	$15,542,846	$16,475,417

Note: This table provided to illustrate potential costs of delay in implementation schedule.

Table 3D

Summary Funding - Most Bold

CORE FACILITIES				CORE FACILITIES							
Near	Mid		Long	Near		Mid				Long	
0-5 years	6-10 years	11-15 years	16-20 years	0-5 years		6-10 years		11-15 years		16-20 years	
				Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg
Children Court 1.1											
	820 2.1					$447,668,637	$463,977,569				
	OCCH 3.4					$172,828,048	$144,937,134				
		CRC 4.1						$13,361,513	$13,361,513		
Subtotals				$0	$0	$618,496,685	$608,914,704	$13,361,513	$13,361,513	$0	$0

BRANCH FACILITIES				BRANCH FACILITIES							
Near	Mid		Long	Near		Mid				Long	
0-5 years	6-10 years	11-15 years	16-20 years	0-5 years		6-10 years		11-15 years		16-20	
				Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg
Colors 1.1				$14,517,363	$18,774,363						
	Central 2.2					$94,463,462	$94,464,912				
		N. Dade 3.1						$116,816,517	$117,963,973		
		S. Dade 4.1						$114,463,874	$114,463,002		
Subtotals				$14,517,363	$18,774,363	$94,463,462	$94,464,912	$231,280,391	$232,426,975	$0	$0
TOTALS				$14,517,363	$18,774,363	$712,960,147	$703,379,616	$244,641,904	$245,788,488	$0	$0

Subtotal Construction & Project Costs (Excluding Parking)	$1,029,515,724
Subtotal Construction & Project Costs (Including Parking)	$1,176,554,076

vi. Once project totals are determined, a midpoint of construction is estimated and an escalated value of the project is calculated and displayed first including and second, not including parking.

vii. The escalation rate is given at 6%/yr compounded to the estimated midpoint of construction.

d. **Table 3C.2** – displays an escalation matrix that can be used by the court and the county to identify the cost impacts of delayed implementation for the listed projects *without parking*. Projects are valued all the way to the end and the additional cost of additional years can be determined by simply tracking along the relevant project row.

e. **Table 3C.3** – provides the same information as the previous table only *including parking*.

f. **Table 3D** – redisplays the project identification and schedule and completes the picture by identifying the expected costs of listed projects by planning increment (near, mid and long term).

Based on this set of projects and assumptions about timing and cost, the Most Build option could be expected to total nearly $1.2 Billion if implemented to completion including parking.

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2. ***Least Build (Table Series 4)*** – The same sequence of tables is provided for the Least Build option. The following important notes should be recognized:
   a. This is essentially a stop gap option.
   b. This option does not provide for the full calculated needs of the courts to the planning target year of 2025.
   c. Implementation of this option would increase the scale, scope and cost of any subsequent projects because they would be incorporating unmet shortfall needs.

Based on this set of projects and assumptions about timing and cost, the Least Build options could be expected to total about $297 Million if implemented to completion including parking.

Table 4A
Plans and Pricing - Least Build

CORE FACILITIES			
Near	Mid		Long
0-5 years	6-10 years	11-15 years	16-20 years
Children's Court 1.1			
	REG 2.4		
	DCCH 3.3		
	CHC 4.2		
BRANCH FACILITIES			
Near	Mid		Long
0-5 years	6-10 years	11-15 years	16-20 years
Caleb 1.1			
	Central 2.2		
		N. Dade 3.1	
		S. Dade 4.1	

Note: Numbers above reference project description provided on Tables 1 and 2.

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Table 4B - Plans and Prices -Least Build
Preliminary Schedule of Miami-Dade Judicial System Projects

No. Project Description	Short Term					Mid Term										Long Term				
Years	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Core Facilities																				
1.1 Children's Court (in contr)																				
2.4 REG (expansion)																				
3.3 DCCH (renovations)																				
4.2 CHC (renovations)																				
Branch Facilities																				
1.1 Caleb (in design)																				
2.2 Central Miami-Dade County																				
3.1 N. Dade (expansion)																				
4.1 S. Dade (expansion)																				

Construction - Typically 12 to 24 months depending on project size

Note: Suggested schedules provided for purpose of determining mid-point of construction. This is needed to calculate escalation costs on Pricing Tables.

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Table 4C.1 - Plans and Prices (Least Build)
Preliminary Cost Matrix for Miami-Dade County Judicial System Facilities Plan

No.	Project Description	DGSF (for renov.) and BGSF (small new addition)	BGSF Major New Constr.	Parking SF (4 Per 1,000 = 300 SF)	Construction Costs * $/DGSF reno & $/BGSF small new addition ($ 270)	$/BGSF Major New Constr. ($ 350)	$/Prg ($ 65)	Combined Construction & Project Costs ** (Construction $ x 35% + Project Costs) Reno or small new addition	New Major Constr.	Subtotal Reno/New	Prg	Combined Total	Yrs	Escalated Costs *** Project $ Compounded at 6% to Mid-point of Construction: Construction & Project Costs (excluding prg)	Combined Construction, Project Costs, & Parking
	Core Facilities														
1.1	Children's Court				$ -	$ -	$ -	$0	$0	$0	$0	$0		Already Funded	Already Funded
2.4	REG		170,000	151,200	$ -	$ 44,100,000	$ 9,828,000	$0	$39,533,000	$39,533,000	$12,897,000	$52,430,000	4	$75,161,565	$91,911,858
3.0	DOCI	18,846			$ 5,183,650	$ -	$ -	$6,999,579	$0	$6,999,579	$0	$6,999,579	6	$9,924,779	$9,924,779
4.2	CHC		66,200		$ -	$ 23,172,100	$ -	$0	$31,282,335	$31,282,335	$0	$31,282,335	8	$48,659,288	$49,859,288
	Branch Facilities														
1.1	Caleb	37,144		44,700	$ 10,214,600	$ -	$ 2,415,500	$13,789,710	$0	$13,789,710	$3,922,435	$17,712,135	1	$14,617,093	$18,774,663
2.2	Central Miami-Dade County		122,501	148,400	$ -	$ 42,875,350	$ 8,518,000	$0	$57,881,723	$57,881,723	$12,846,600	$70,728,323	5	$77,456,692	$94,650,450
5.1	N. Dade	28,269		28,600	$ 4,678,473	$ -	$ 1,872,000	$9,017,791	$0	$9,017,791	$2,527,900	$11,544,691	10	$18,148,595	$20,674,428
6.1	S. Dade	12,144		14,400	$ 3,339,600	$ -	$ 936,000	$4,508,460	$0	$4,508,460	$1,263,600	$5,772,060	12	$9,071,907	$11,614,510
	Totals	96,423	344,701	389,300	$23,416,323	$110,147,450	$25,037,500	$34,315,539	$148,699,058	$183,014,596	$33,827,635	$216,838,231		$252,242,011	$297,410,164

Notes

1 DGSF = Departmental Gross Square Feet and is applicable for costing purposes only to renovations within existing structures and small new/additions.

2 BGSF = Building Gross Square Feet and is the total estimated size of the structure to be built.

3 * Construction costs = an estimated construction valuation either for DGSF in the case of renovations or BGSF in the case of new construction

4 ** Project Costs = Construction costs multiplied by a percentage to cover fees, permits, inspections, FF&E, technology, security and basic site prep.

5 *** Escalated costs = total construction & project costs compounded at 6% a year to the estimated mid-point of construction

6 Not included in the above are land purchases, off-site infrastructure upgrades, hazardous waste clean-up, financing charges, Construction Mgr, Pre-design services, interim expenses and moving expenses

7 DGSF: The Plan assumes NO Court Facilities Prg Plan space needs of the Judiciary

Table 4C.2 - Least Build
Escalation Matrix - Construction & Project Costs (Excluding Parking)

Years	1	2	3	4	5	6	7	8	9	10	11	12
Children's Court												
REG	$63,107,100	$66,660,526	$70,907,138	$75,161,566	$79,071,260	$84,451,535	$89,518,527	$94,889,745	$100,583,130	$106,618,118	$113,015,205	$119,795,117
DCCH	$7,416,372	$7,661,354	$8,333,036	$8,833,018	$9,362,999	$9,924,779	$10,520,266	$11,151,482	$11,820,570	$12,529,805	$13,281,603	$14,078,499
CHC	$33,159,274	$35,148,832	$37,257,762	$39,493,227	$41,862,821	$44,374,590	$47,037,055	$49,855,289	$52,850,647	$56,021,898	$59,383,211	$62,946,204
Branch Facilities												
Calab	$14,817,002	$15,494,118	$16,423,765	$17,409,151	$18,453,743	$19,560,967	$20,734,625	$21,978,703	$23,297,425	$24,695,270	$26,176,987	$27,747,666
Central Miami-Dade County	$61,354,626	$65,035,903	$68,936,056	$73,014,341	$77,458,832	$82,106,330	$87,032,709	$92,254,672	$97,789,952	$103,657,349	$109,876,790	$118,469,398
N Dade	$9,556,325	$10,131,828	$10,739,738	$11,384,122	$12,067,170	$12,791,200	$13,556,672	$14,372,192	$15,234,524	$16,148,595	$17,117,511	$18,144,562
S Dade	$4,778,988	$5,065,706	$5,369,648	$5,691,827	$6,033,336	$6,395,337	$6,779,057	$7,185,803	$7,616,948	$8,073,965	$8,558,403	$9,071,907

Years	13	14	15	16	17	18
Children's Court						
REG	$126,583,804	$134,802,917	$142,879,092	$151,239,836	$160,314,228	$169,933,081
	$14,923,199	$15,818,590	$16,787,785	$17,773,787	$18,840,193	$19,970,605
CHC	$66,722,976	$70,726,355	$74,969,936	$79,468,132	$84,236,220	$89,290,394
Branch Facilities						
Calab	$29,412,462	$31,177,210	$33,047,842	$35,030,713	$37,132,556	$39,360,509
Central Miami-Dade County	$122,457,562	$130,865,015	$138,710,916	$147,030,831	$155,852,327	$165,214,067
N Dade	$19,233,235	$20,387,229	$21,610,463	$22,907,091	$24,281,516	$25,738,407
S Dade	$9,616,223	$10,193,196	$10,804,787	$11,453,074	$12,140,258	$12,868,674

Note: This table provided to illustrate potential costs of delay in implemenration schedule.

Table 4C.3 - Lease Build
Escalation Matrix - Combined Construction, Project Costs, & Parking

Years	1	2	3	4	5	6	7	8	9	10	11	12
Children's Court												
REG	$77,170,908	$81,801,224	$86,709,300	$91,911,858	$97,426,569	$103,272,163	$109,468,493	$116,036,603	$122,998,799	$130,378,737	$138,201,450	$146,493,537
DCCH	$7,410,372	$7,861,364	$8,033,036	$8,833,019	$9,363,999	$9,924,779	$10,520,266	$11,151,482	$11,820,670	$12,530,888	$13,285,580	$14,078,489
CHC	$33,159,275	$35,149,832	$37,257,782	$39,493,227	$41,862,821	$44,374,595	$47,037,095	$49,859,289	$52,850,847	$56,021,908	$59,383,211	$62,946,304
Branch Facilities												
Cafes	$18,774,853	$19,901,365	$21,095,436	$22,361,163	$23,702,833	$25,125,003	$26,632,502	$28,230,452	$29,924,279	$31,719,736	$33,622,920	$35,640,290
Central Miami-Dade County	$74,872,022	$79,470,043	$84,238,564	$89,292,878	$94,650,450	$100,329,477	$106,349,246	$112,730,201	$119,494,013	$126,663,653	$134,263,472	$142,319,281
N. Dade	$12,237,161	$12,971,390	$13,749,674	$14,574,654	$15,449,133	$16,376,081	$17,358,646	$18,400,165	$19,504,175	$20,674,426	$21,914,891	$23,229,785
S. Dade	$6,118,364	$6,485,487	$6,874,616	$7,287,093	$7,724,318	$8,187,777	$8,679,044	$9,199,787	$9,751,774	$10,336,880	$10,957,093	$11,614,519

Years	13	14	15	16	17	18
Children's Court						
REG	$155,283,150	$164,600,139	$174,476,147	$184,944,716	$196,041,399	$207,803,982
DCCH	$14,923,158	$15,818,595	$16,767,709	$17,773,767	$18,840,193	$19,970,605
CHC	$66,722,926	$70,726,355	$74,969,935	$79,468,132	$84,236,220	$89,290,394
Branch Facilities						
Cafes	$37,778,710	$40,045,436	$42,448,162	$44,995,052	$47,694,755	$50,556,440
Central Miami-Dade County	$150,858,408	$159,909,944	$169,504,541	$179,674,813	$190,456,302	$201,883,620
N. Dade	$24,623,572	$26,100,986	$27,667,045	$29,327,068	$31,086,692	$32,951,893
S. Dade	$12,311,390	$13,050,073	$13,833,078	$14,663,062	$15,542,846	$16,475,417

Note: This table provided to illustrate potential costs of delay in implementation schedule.

Table 4D

Summary Funding - Least Build

CORE FACILITIES																
Near		Mid		Long		Near		Mid				Long				
0-5 years	6-10 years	11-15 years	16-20 years			0-5 years		6-10 years		11-15 years		16-20 years				
						Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg			
Children's Court 1.1																
		RBG 2.4						$78,161,846	$91,311,844							
		DCCH 3.3						$9,334,779	$8,814,779							
		CHC 4.2						$48,888,209	$49,869,201							
Subtotals						$0	$0	$134,946,834	$151,896,824			$0	$0			
BRANCH FACILITIES																
Near		Mid		Long		Near		Mid				Long				
0-5 years	6-10 years	11-15 years	16-20 years			0-5 years		6-10 years		11-15 years		16-20 years				
Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg											
Caleb 1.1						$14,917,083	$15,774,083									
	Central 2.2							$77,468,902	$84,160,460							
			M. Dade 3.1							$19,143,885	$20,874,425					
			B. Dade 4.1							$20,671,347	$17,414,817					
Subtotals						$14,917,083	$15,774,083	$77,468,902	$84,160,460	$39,815,232	$38,289,242	$0	$0			
TOTALS						$14,917,083	$15,774,083	$212,414,436	$236,056,284	$39,815,232	$38,289,242	$0	$0			

Subtotal Construction & Project Costs (Excluding Parking) $252,242,031

Subtotal Construction & Project Costs (Including Parking) $297,410,184

3. ***Blended Option (Table Series 5)*** – This option seeks to balance interests between the most build and least build extremes. Based on the listed projects and the assumptions about timing and cost, the Blended Option could be expected to cost about $863 Million if implemented to completion including parking.

Table 5A
Plans and Pricing - Blended

CORE FACILITIES			
Near	Mid		Long
0-5 years	6-10 years	11-15 years	16-20 years
Children's Court 1.1			
	REG 2.4		
		DCCH 3.4	
		CHC 4.1	
BRANCH FACILITIES			
Near	Mid		Long
0-5 years	6-10 years	11-15 years	16-20 years
Caleb 1.1			
	Central 2.2		
		N. Dade 3.2	
		S. Dade 4.1	

Note: Numbers above reference project description provided on Tables 1 and 2.

Table 5B - Plans and Prices - Blended
Preliminary Schedule of Miami-Dade Judicial System Projects
Preferred

No. Project Description	Short Term					Mid Term										Long Term				
Years	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Core Facilities																				
1.1 Children's Court (in const)																				
2.4 REG (expansion)																				
3.4 DCCH (replacement)																				
4.1 CHC (renovation)																				
Branch Facilities																				
1.1 Calab (in design)																				
2.2 Central (replaces Coral Gables)																				
3.2 N. Dade (Replacement)																				
4.1 S. Dade (expansion)																				

[redacted]
Construction - Typically 12 to 24 months depending on project size
[redacted]

Note: Suggested schedules provided for purpose of determining mid-point of construction. This is needed to calculate escalation costs on Pricing Tables.

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Table 5C.1 - Plans and Prices (Blended)
Preliminary Cost Matrix for Miami-Dade County Judicial System Facilities Plan

No. Project Description	DGSF	BGSF	Parking SF	Construction Costs *			Combined Construction & Project Costs ** (Construction $ x 35% = Project Costs)					Escalated Costs *** Project $ Compounded at 6% to Mid-point of Construction		
	DGSF (for reno.) and BGSF (small new addition)	BGSF Major New Constr.	# Per 1,000	$/DGSF reno & $/BGSF small new addition	$/BGSF Major New Constr.	$/Pkg								
			1,000 SF	$ 275	$ 350	$ 65	Reno or small new addition	New Major Constr.	Subtotal Reno/New	Pkg	Combined Total	yrs	Construction & Project Costs (excluding pkg.)	Combined Construction, Project Costs & Parking
Core Facilities														
1.1 Children's Court (in const.)			-	$ -	$ -	$ -	$0	$0	$0	$0	$0		Already Funded	Already Funded
2.4 REG (expansion)		126,000	151,200	$ -	$ 44,100,000	$ 9,828,000	$0	$59,535,000	$59,535,000	$13,267,800	$72,802,800	4	$75,161,566	$97,011,858
3.4 DCCH (replacement)		494,000	592,800	$ -	$ 172,900,000	$ 38,532,000	$0	$233,415,000	$233,415,000	$52,018,200	$285,433,200	10	$418,010,715	$511,167,388
4.1 CHC (renovation)	15,840			$ 4,161,650	$ -	$ -	$4,990,578	$0	$4,990,678	$0	$4,990,578	12	$14,078,489	$14,078,489
Branch Facilities														
1.1 Caleb (in design)	37,144		44,700	$ 10,214,600	$ -	$ 2,905,500	$13,789,710	$0	$13,789,710	$3,922,425	$17,712,135	5	$14,617,093	$18,774,863
2.2 Central (replaces Coral Gables)		122,501	140,400	$ -	$ 42,875,350	$ 9,126,000	$0	$57,881,723	$57,881,723	$12,846,600	$70,728,323	5	$71,458,802	$94,650,450
3.2 N. Dade (replacement)		97,154	116,400	$ -	$ 34,003,900	$ 7,566,000	$0	$45,905,265	$45,905,265	$10,214,100	$56,119,365	13	$97,912,537	$119,656,590
4.1 S. Dade (expansion)	12,144		14,400	$ 3,339,600	$ -	$ 936,000	$4,508,460	$0	$4,508,460	$1,263,600	$5,772,060	13	$9,616,272	$12,311,300
Totals	64,134	839,655	1,069,900	$18,730,850	$293,878,250	$69,283,500	$25,294,148	$396,736,988	$422,031,735	$93,553,725	$515,584,660		$708,616,532	$862,993,018

Notes:

1 DGSF = Departmental Gross Square Foot and is applicable for costing purposes only to renovations within existing structures and small new additions
2 BGSF = Building Gross Square Foot and is the total estimated size of the structure to be built
3 * Construction costs = an estimated construction value/factor for DGSF in the case of renovations or BGSF in the case of new construction
4 ** Project Costs = Construction costs multiplied by a percentage to cover fees, permits, inspections, FF&E, technology, security and basic site prep
5 *** Escalated costs = total construction & project costs compounded at 6% a year to the estimated mid-point of construction.
6 Not included in the above are land purchases, off-site infrastructure upgrades, hazardous waste clean-up, financing charges, Construction Mgr, Pre-design services, interim expenses and moving expenses

Table 5C.2 - Blended
Escalation Matrix - Construction & Project Costs (Excluding Parking)

Years	1	2	3	4	5	6	7	8	9	10	11	12
Children's Court (in county)												
REG (expansion)	$63,107,100	$66,803,626	$70,907,158	$75,151,668	$79,671,280	$84,451,935	$89,518,627	$94,869,745	$100,583,130	$106,618,118	$113,015,205	$119,796,117
DCCH (replacement)	$247,419,908	$262,265,094	$278,001,000	$294,681,060	$312,361,923	$331,103,639	$350,969,857	$372,026,048	$394,349,731	$418,010,715	$443,091,358	$469,676,839
CHC (renovation)	$7,416,372	$7,861,354	$8,333,035	$8,833,012	$9,362,995	$9,924,775	$10,520,268	$11,151,482	$11,820,570	$12,529,805	$13,281,593	$14,078,489
Branch Facilities												
Caleb (in design)	$14,617,093	$15,494,118	$16,423,765	$17,409,191	$18,453,743	$19,560,067	$20,734,625	$21,978,703	$23,297,425	$24,695,270	$26,176,987	$27,747,608
Central (replaces Coral Gables)	$61,354,626	$65,035,903	$68,938,058	$73,074,341	$77,458,802	$82,106,306	$87,032,709	$92,254,672	$97,789,952	$103,657,349	$109,876,790	$116,469,398
N. Dade (replacement)	$48,699,681	$51,579,166	$54,673,905	$57,954,339	$61,431,600	$65,117,496	$69,024,546	$73,166,018	$77,555,979	$82,209,338	$87,141,898	$92,370,412
S. Dade (expansion)	$4,778,968	$5,065,706	$5,369,648	$5,691,827	$6,033,336	$6,395,302	$6,779,057	$7,185,620	$7,616,946	$8,073,965	$8,558,403	$9,071,907

Years	13	14	15	16	17	18
Children's Court (in county)						
REG (expansion)	$126,963,884	$134,602,917	$142,679,092	$151,239,838	$160,314,229	$169,933,061
DCCH (replacement)	$497,657,450	$527,726,897	$559,392,831	$592,956,188	$628,533,560	$666,245,573
CHC (renovation)	$14,923,196	$15,818,590	$16,767,705	$17,773,767	$18,840,193	$19,970,605
Branch Facilities						
Caleb (in design)	$29,412,462	$31,177,210	$33,047,842	$35,030,713	$37,132,556	$39,360,509
Central (replaces Coral Gables)	$123,457,562	$130,865,015	$138,716,916	$147,039,931	$155,862,327	$165,214,087
N. Dade (replacement)	$97,912,037	$103,787,395	$110,014,639	$116,615,517	$123,612,448	$131,028,195
S. Dade (expansion)	$9,616,222	$10,193,165	$10,804,787	$11,453,074	$12,140,258	$12,868,674

Note: This table provided to illustrate potential costs of delay in implementation schedule.

Table 5C.3 - Blended
Escalation Matrix - Combined Construction, Project Costs, & Parking

Years	1	2	3	4	5	6	7	8	9	10	11	12
Children's Court (in const)												
REG (expansion)	$77,170,958	$81,801,226	$85,709,300	$91,911,858	$97,426,569	$103,272,163	$109,468,493	$116,036,503	$122,908,799	$130,318,727	$138,201,450	$146,493,537
DCCH (replacement)	$302,559,192	$320,712,744	$339,955,508	$360,352,839	$381,974,009	$404,892,449	$429,185,956	$454,937,156	$482,233,386	$511,167,399	$541,837,437	$574,347,678
CIIC (renovation)	$7,418,372	$7,861,354	$8,333,036	$8,833,018	$9,362,999	$9,924,719	$10,520,286	$11,151,462	$11,820,570	$12,529,805	$13,281,593	$14,078,489
Branch Facilities												
Caleb (in design)	$19,774,693	$19,901,355	$21,006,436	$22,387,162	$23,702,832	$25,125,002	$26,632,502	$28,230,457	$29,924,276	$31,719,736	$33,622,920	$35,640,296
Central (replaces Coral Gables)	$74,972,922	$79,479,343	$84,258,564	$89,283,878	$94,650,450	$100,329,477	$106,349,246	$112,730,201	$119,494,013	$126,663,653	$134,263,473	$142,319,281
N. Dade (replacement)	$59,406,527	$63,055,719	$66,839,062	$70,849,408	$75,100,370	$79,606,392	$84,382,775	$89,445,742	$94,812,486	$100,501,236	$106,531,310	$112,923,188
S. Dade (expansion)	$8,138,284	$6,485,487	$6,874,616	$7,287,093	$7,724,319	$8,187,777	$8,679,044	$9,199,782	$9,751,774	$10,336,880	$10,957,093	$11,614,518

Years	13	14	15	16	17	18
Children's Court (in const)						
REG (expansion)	$155,283,150	$164,600,139	$174,476,147	$184,944,716	$196,041,399	$207,803,882
DCCH (replacement)	$608,808,539	$645,337,051	$684,057,274	$725,100,710	$768,606,753	$814,723,158
CIIC (renovation)	$14,923,196	$15,818,588	$16,767,705	$17,773,787	$18,840,193	$19,970,605
Branch Facilities						
Caleb (in design)	$37,778,713	$40,045,436	$42,448,162	$44,995,052	$47,694,755	$50,556,440
Central (replaces Coral Gables)	$150,858,438	$159,909,944	$169,504,641	$179,674,913	$190,455,302	$201,882,620
N. Dade (replacement)	$119,598,660	$126,860,494	$134,493,324	$142,507,923	$151,116,699	$160,163,701
S. Dade (expansion)	$12,311,390	$13,050,073	$13,833,078	$14,663,062	$15,542,846	$16,475,417

Note: This table provided to illustrate potential costs of delay in implementation schedule.

Table 5D

Summary Funding - Blended

CORE FACILITIES																								
Near			Mid					Long					Near				Mid						Long	
0-5 years			6-10 years			11-15 years			16-20 years				0-5 years			6-10 years			11-15 years			16-20 years		
													Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg
Children's Court 3.1																								
			ISC 2.4												$75,141,650		$91,191,188							
						DCCR 3.4													$4,918,210,716		$5,911,167,300			
						CHC 4.1													$14,078,440		$14,478,440			
Subtotals													$0		$0	$75,141,650		$91,191,188		$4,932,288,156		$5,925,645,740		$0

BRANCH FACILITIES																								
Near			Mid					Long					Near				Mid						Long	
0-5 years			6-10 years			11-15 years			16-20 years				0-5 years			6-10 years			11-15 years			16-20		
													Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg	Const/Proj $ w/o Pkg	Const/Proj $ with Pkg		
Comb 4.1													$14,917,003	$18,774,963										
			Comb 2.2												$77,488,882		$94,980,380							
						K Dorm 3.2													$97,312,537		$119,866,330			
						S Dorm 4.1													$9,516,272		$12,311,205			
Subtotals													$14,917,003	$18,774,963	$77,488,882		$94,980,380		$107,828,810		$132,009,535		$0	$0
TOTALS													$14,917,003	$18,774,963	$152,629,687		$186,962,396		$236,910,843		$247,268,547		$0	$0

Subtotal Construction & Project Costs (Excluding Parking) $706,855,522

Subtotal Construction & Project Costs (Including Parking) $862,593,016

Section 4 –Option Site Illustrations

Introduction

This section provides graphic illustrations of some of the key project sites and of the building expansion options tested during the study. A brief narrative precedes each site illustration. The key sites studied are organized as follows (alphabetical order of schemes does not suggest preference of one scheme over another):

Richard E. Gerstein Justice Building

- Scheme A - Possible Expansion
- Scheme B - Possible Expansion
- Scheme C - Possible Expansion
- New Criminal Courthouse Building

South Dade Justice Center Possible Expansion

North Dade Courthouse Possible Expansion

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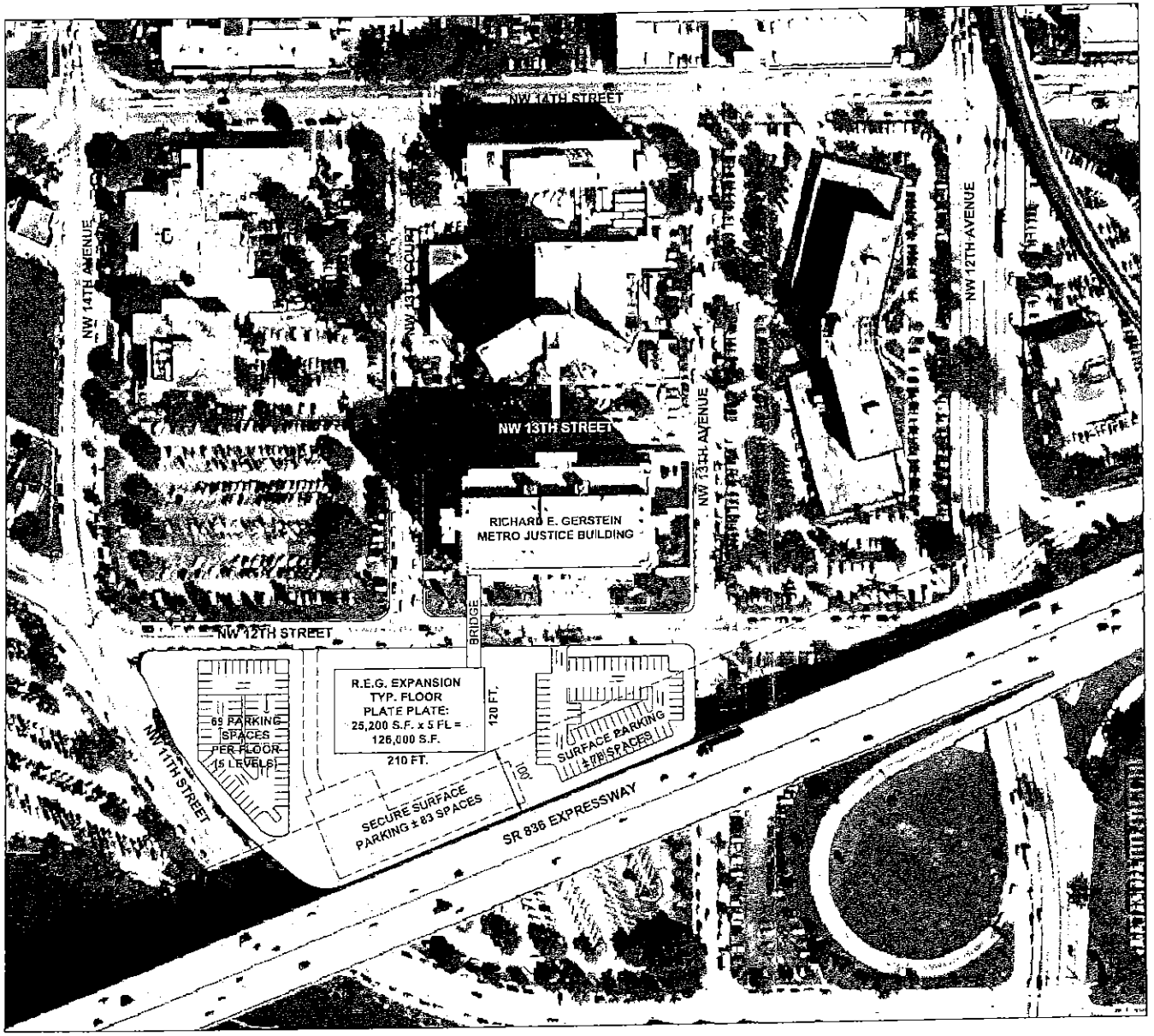
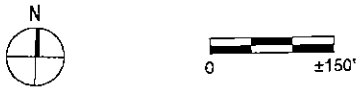
Richard E. Gerstein (REG) Justice Building

- **Scheme A - Possible Expansion**

This scheme shown in Figure 32-A proposes a five story 126,000 square foot expansion to the south of the existing REG Justice Building. The building floor plate dimensions can accommodate four courtrooms per floor. A bridge above N.W. 12th Street connects the existing REG Building to the new expansion. A five story parking structure is proposed west of the new expansion. Secure and public surface parking is possible to the south and east of the proposed expansion. This scheme proposes to close N.W. 13th Court in order to unify into one parcel the two existing parcels east and west of N.W. 13th Court. A 100 foot setback to the building from SR 836 is proposed as suggested by U.S. Department of Homeland Security guidelines.



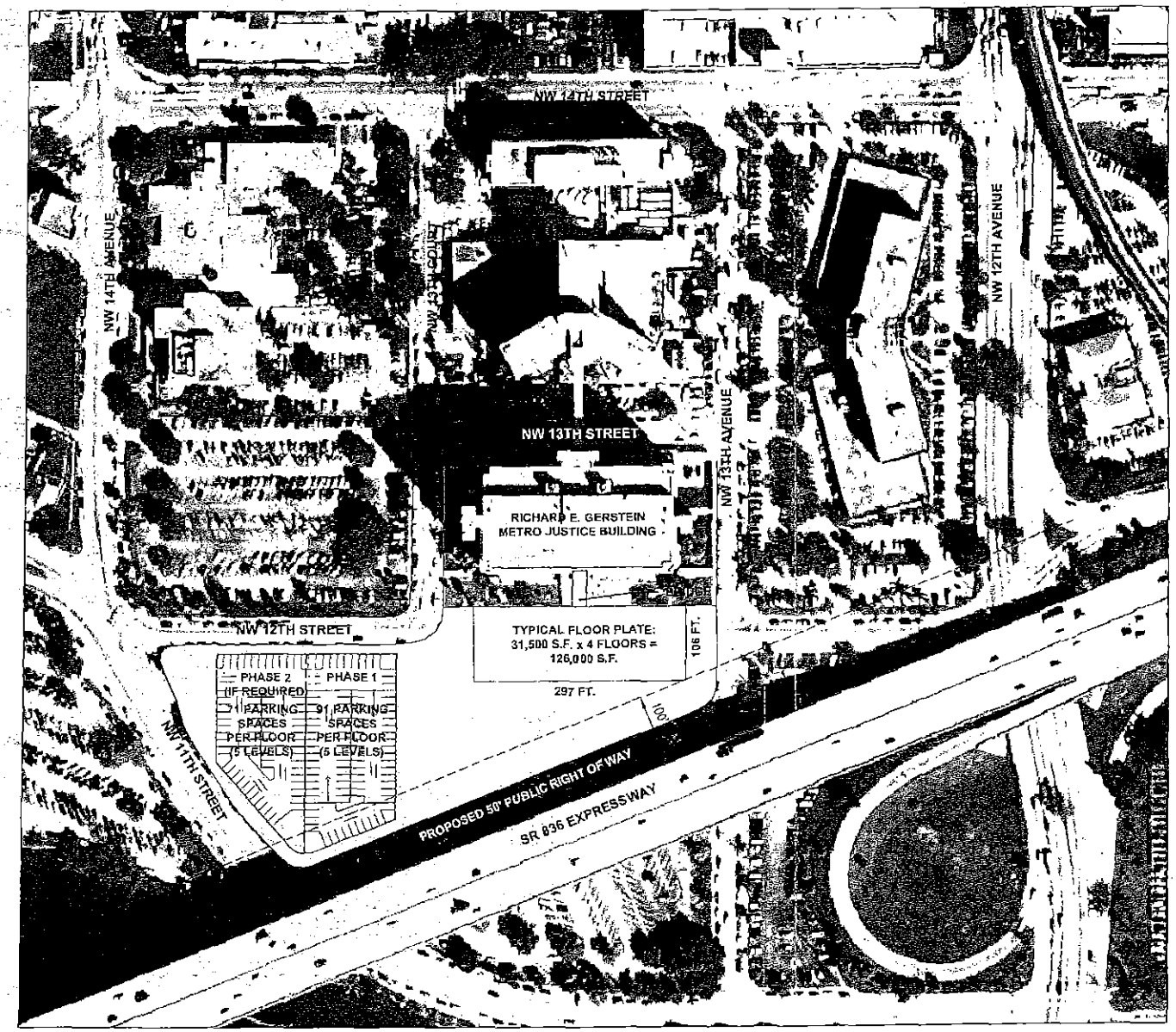


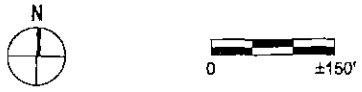
Richard Gerstein Justice Building
1351 NW 12th St, Miami, FL 33125
SCHEME A
POSSIBLE EXPANSION

Richard E. Gerstein (REG) Justice Building

- **Scheme B - Possible Expansion**

This scheme shown in Figure 33-B proposes a four story 126,000 square foot expansion to the south of the existing REG Justice Building. A bridge above N.W. 12th Street connects the existing REG Building to the new expansion. A five story parking structure is proposed west of the new expansion. Secure surface parking is possible to the south of the proposed expansion. This scheme proposes to close N.W. 12th Street in order to unify into one parcel the two existing parcels north and south of N.W. 12th Street. Doing so provides a longer and more efficient floor plate dimension for the new expansion which can accommodate six courtrooms per floor. A new street is proposed parallel to SR 836. Significant and expensive changes to below-street utility infrastructure would need to be accommodated (excluded from the cost estimates presented with this report). A 100 foot setback to the building from SR 836 is proposed as suggested by U.S. Department of Homeland Security security guidelines.



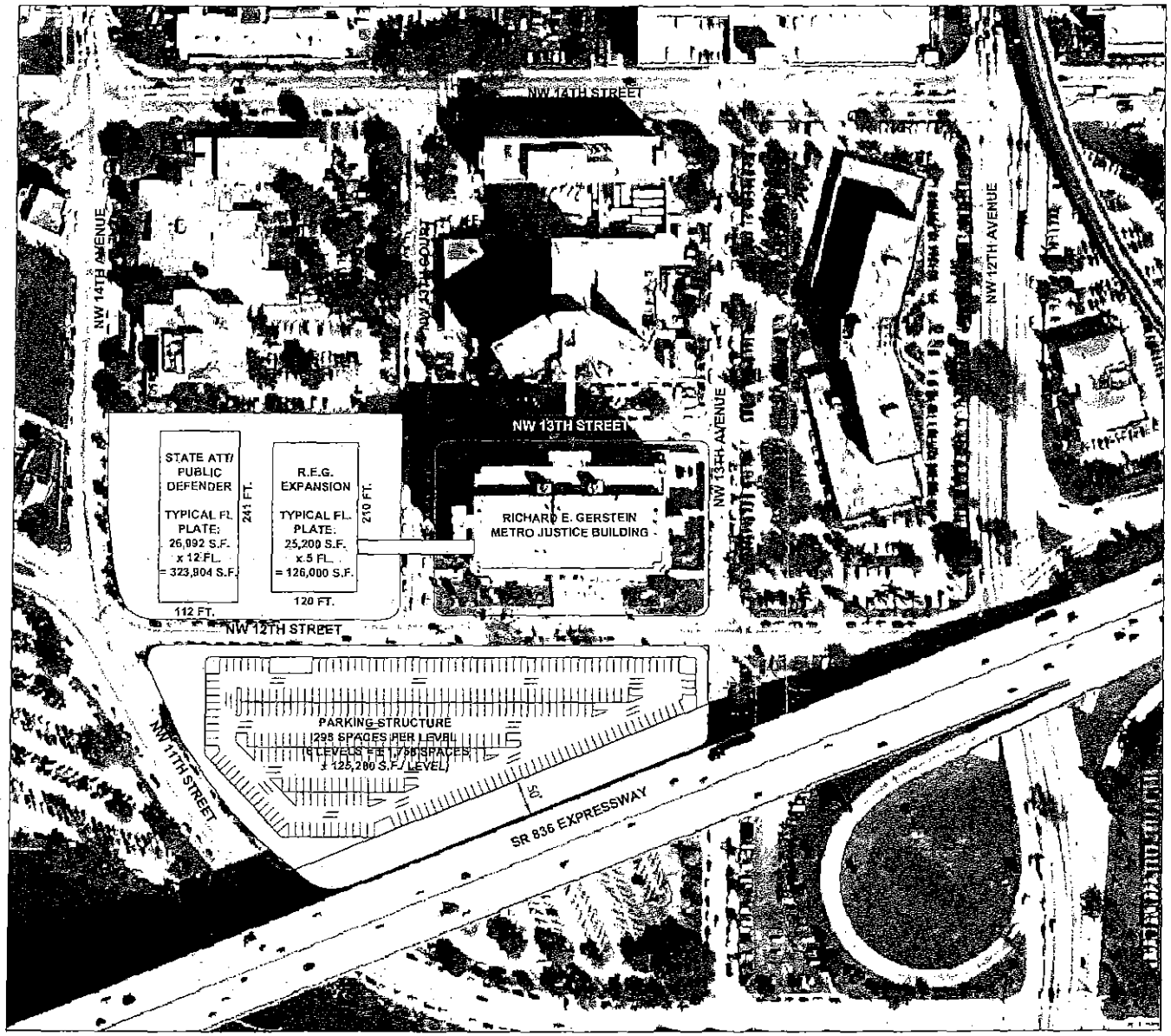


Richard Gerstein Justice Building
1351 NW 12th St, Miami, FL 33125
SCHEME B
POSSIBLE EXPANSION

Richard E. Gerstein (REG) Justice Building

- **Scheme C - Possible Expansion**

This scheme shown in Figure 34-C proposes a five story 126,000 square foot expansion west of the existing REG Justice Building. The floor plate dimensions are capable of accommodating four courtrooms per floor. A bridge above N.W. 13th Court connects the existing REG Building to the new expansion. The scheme proposes sharing the parcel with the proposed new State Attorney/Public Defender's building. A six story parking structure is proposed south of the new expansion which would serve as public parking for the two new buildings (the 1796 total number of parking spaces depicted could be reduced if a formula for dense urban settings of 2.5 spaces/1000 is used instead of 4 spaces/1000).



AREA R.E.G. & SA/PD = 449,000 S.F.
APPROXIMATE REQ. PARKING AT
4 SPACES/ 1,000 S.F. = 1,796 SPACES.
THEREFORE SIX LEVELS PARKING

N

0 ±150'

Richard Gerstein Justice Building
1351 NW 12th St, Miami, FL 33125
SCHEME C
POSSIBLE EXPANSION

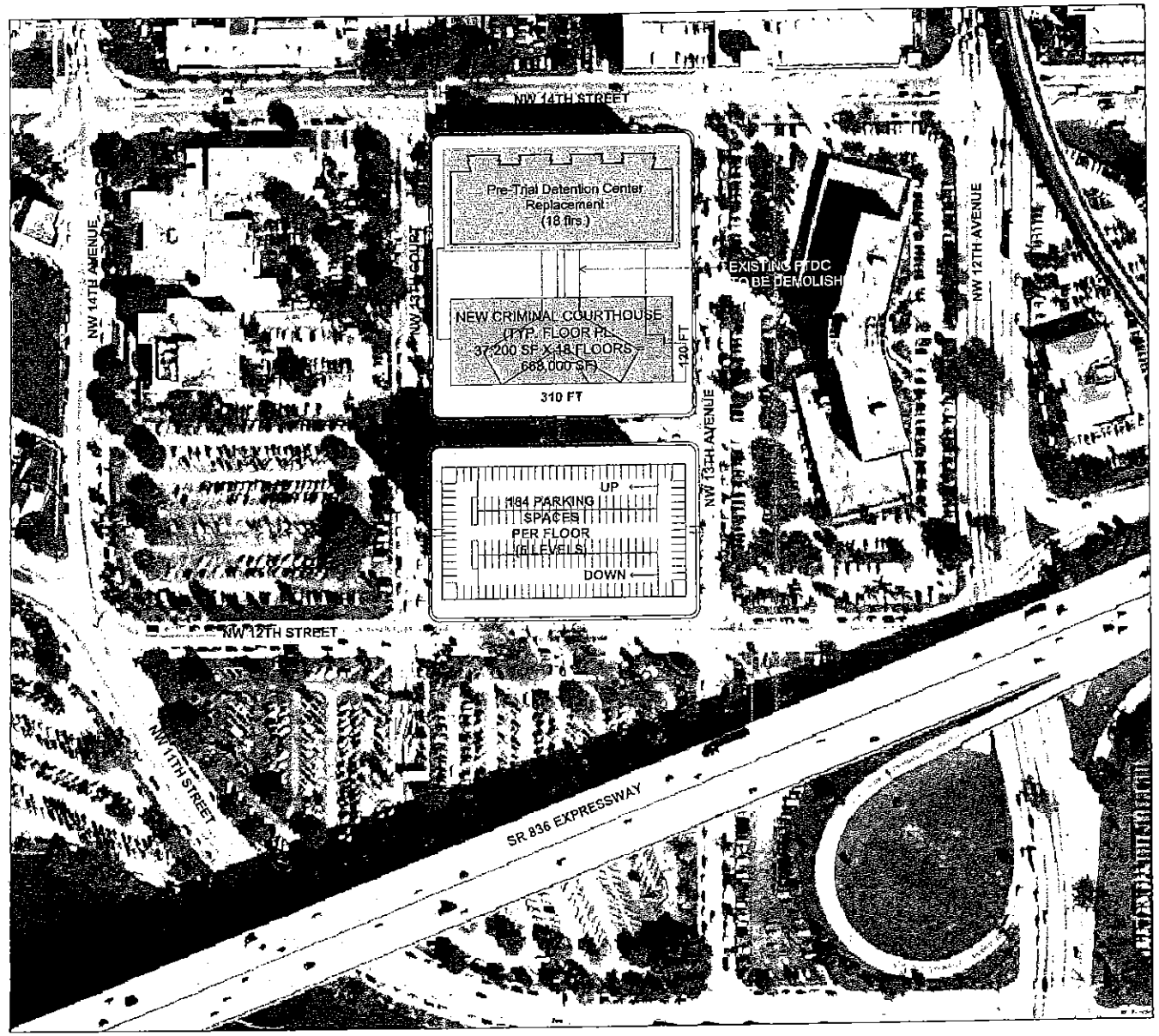
Richard E. Gerstein (REG) Justice Building

- **New Criminal Courthouse Building**

This scheme shown in Figure 35 proposes a new eighteen story 668,000 square foot building north of the existing REG Justice Building. The scheme is dependent on demolition of the existing Dade County Detention Center facility to occur before the new REG building can be built. The floor plate dimension for the new building is capable of accommodating six courtrooms per floor.

The existing REG building would be demolished and its site occupied by a new five story parking garage with approximately 920 parking spaces. The number of parking spaces falls short of the 1670 spaces normally required for a building of this size (using a formula of 2.5 spaces/1000 s.f. – customary for a dense urban site). Additional levels of parking could be added, but the optimum of five levels for a parking structure would be exceeded. The County may wish to consider a second parking structure south of NW 12th Street, or have one large parking structure south of NW 12 Street and no parking at all at the current REG site. This would have the added benefit of leaving the parcel currently occupied by REG as a potential urban plaza for the new building comlex – an urban amenity which lends a dignified presence to an important community civic center.

551



N

0 ±150'

Richard Gerstein Justice Building
1351 NW 12th St, Miami, FL 33125
NEW CRIMINAL
COURTHOUSE BUILDING
(MOST NEW-BUILD OPTION)

South Dade Justice Center Possible Expansion

This scheme shown in Figure 36 proposes a two story expansion to the south side of the existing building. The floor plate dimension is capable accommodating the one courtroom growth projection on the second floor plus additional support spaces on first and second floors. Sufficient on-site surface parking exists.

553

N

0 ±100'

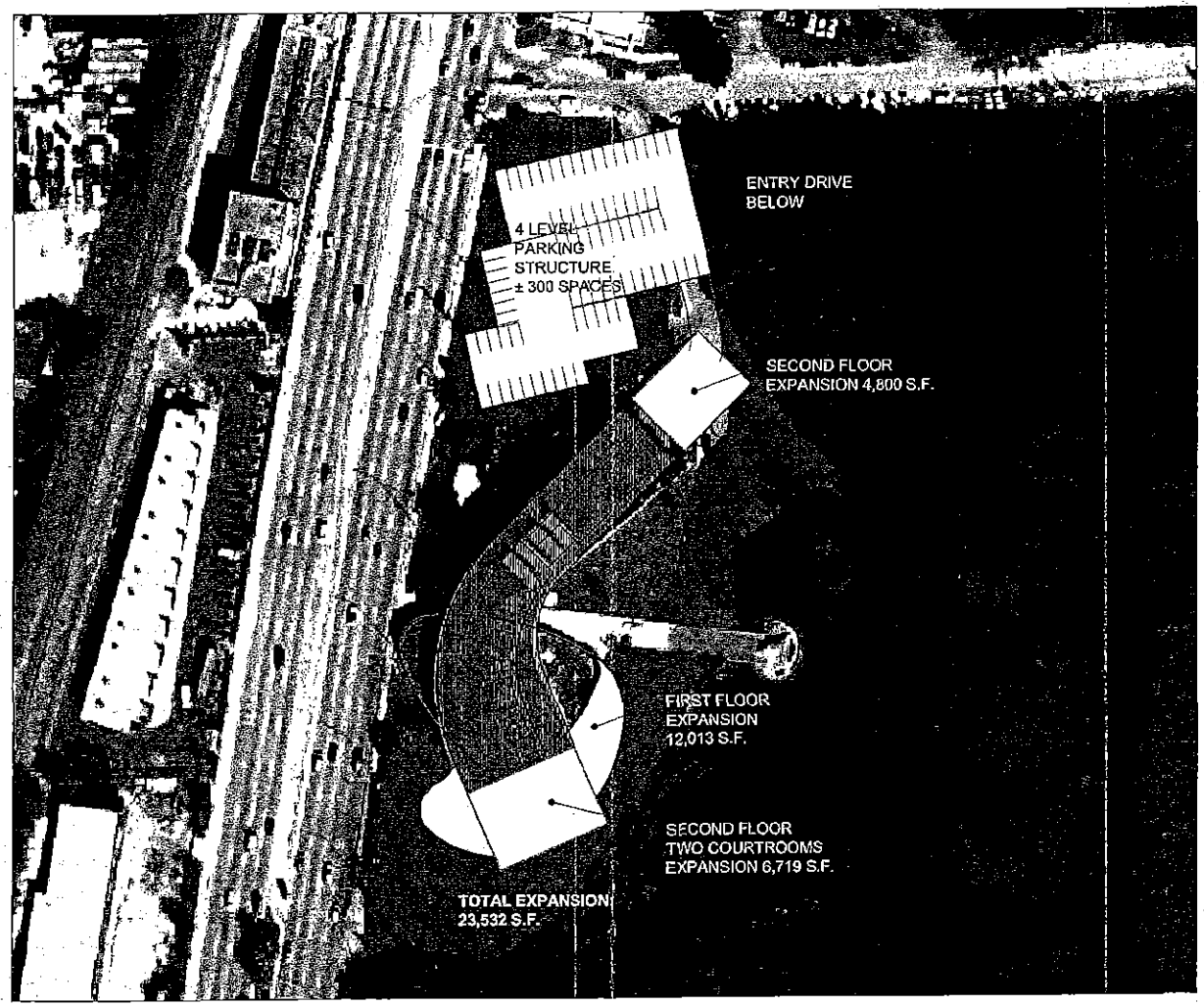
South Dade Justice Center
10710 SW 211 ST, Miami
POSSIBLE EXPANSION

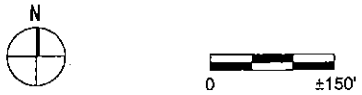
FIGURE 26

North Dade Courthouse Possible Expansion

This scheme shown in Figure 37 proposes an expansion to the existing "egg shape" of the ground floor. A two courtroom expansion on the second floor south building in the area of existing courtrooms is proposed. Additionally, another expansion is proposed on the second floor at the north end of the building. This expansion, in an area more or less adjacent to the existing judge's chambers, could serve as the judge's chambers for the future courtrooms.

A new four level parking structure for approximately 300 cars is depicted at the north end. The new parking at the site will be difficult to accommodate on the restricted site. The expansion scheme shown is not the recommended option as mentioned elsewhere in this study.





North Dade Court House
15555 Biscayne Boulevard, Miami
POSSIBLE EXPANSION

Section 5 - Summary and Conclusions

For the past three decades, the County has regularly prepared or updated a master plan for the criminal justice system with resulting capital projects including the North and South Dade Courthouses, the Children's Courthouse (in design), the TGK and Metro West correctional facilities, among others. While not all master plans produce new capital projects, the priorities for meeting the documented need is established in a manner that decision-makers can weigh this need against other capital priorities. The periodic process of defining the need based upon an evidence-based analysis of the "drivers" is an essential role of government.

This report has examined the drivers from the perspective of the judicial system to offer a series of improvements that are critical to maintaining balance in the justice system. As has been noted through the proposed schedule of implementation, some projects are needed within the next five years in order to maintain a reasonable annual rate of case disposal while other projects can be delayed as much as 10 years before implementation. The key to successful master planning is a careful calculation of matched priorities, resources, and need.

Each of the projects identified in this master plan has an evidential basis and if all could be implemented in the next five years, a better and more efficient system would result. Given the magnitude of the capital need for improved and expanded court facilities, in concert with a list of other criminal justice system needs, a longer period for implementation has been contemplated.

While this section of the report, in particular, has offered a phased approach to concentrating the capital expenditures on projects that have already been approved (e.g., Children's Courthouse and Caleb Center, both of which are currently in design), the plan also acknowledges the basic need of replacing the core criminal and civil courthouses as the cornerstone of a 20-year strategic plan. An alternative strategy for expanding the REG has been offered, but as a lesser efficient solution than actual replacement. The County has lacked appropriately designed felony trial criminal courtrooms for decades, and the REG has long passed any hope of being an efficient criminal courthouse.

The alternative proposal (nine courtrooms) for expanding, rather than replacing, REG will "buy time" but does little to improve the efficiency of the criminal division that is so important to maintain a balance in the correctional system. Without an efficient criminal division, the average length of confinement will increase, resulting in the need for additional bedspaces. In essence, the alternative proposal for an addition to REG could exacerbate an already crowded, unsafe, and inefficient courthouse. The real need is to develop a new criminal courthouse, and in doing so, re-examine the location and relationship with the Miami-Dade County Detention Center.

A second, but slightly less time sensitive, strategic need is the replacement of the Dade County Courthouse. While an icon within the Miami cityscape, the building as a civil courthouse has also long passed a stage of efficiency. The floor plate is simply too small to accommodate an efficient grouping of courtrooms and related support spaces. The courtroom sizes, elevators, floor circulation, and support spaces are all inadequate to function for an additional 20 years under the current stress of daily traffic.

Focusing on the de-canting of some DCCH divisions (e.g., probate) to the branches (especially the proposed new Central Miami-Dade civil branch) will reduce the daily volume. However, this important addition to the facility base will not resolve the myriad of issues associated with an 80-year old courthouse with an infrastructure that cannot keep pace with advancing technological changes. This historic icon need not be lost, but the use could be dramatically altered through the development of a new central civil courthouse.

Finally, the opening of the new purpose-built Children's Courthouse in the early part of the next decade will offer, for a short while, relief in the domestic relations courts in the Court House Center (CHC) and, most importantly, replace the unsafe and inadequate Juvenile Justice Center. This project that is attracting national attention as a remarkable step for children's justice will provide several new courtrooms for 5 to 10 years that will allow the shifting of courtrooms from the CHC and potentially the DCCH into the Children's Courthouse.

Over the past three decades, the County has added more than 3,000 bedspaces to the correctional system which have been necessary to create a safe and constitutionally acceptable system. However, during this same timeframe, less than 20 new courtrooms have been added while County population has increased by approximately a million.

Simply stating the need is hardly enough. This report has outlined a short and long-term strategy to raise the spatial standards of the courts more equivalent to that of other Florida counties. While the short-term steps are essential to provide immediate relief to crowded and inefficient conditions, the County must keep the strategic view of replacing the cornerstone criminal and civil courthouses if the court system is to be fair, swift, and just.

EXHIBIT 12

From: Maria Luisa Castellanos [mailto:MariaLuisaCastellanos@comcast.net]
Sent: Thursday, August 20, 2015 5:44 PM
To: Regula, Pamela (ISD)
Subject: Picking up documents + paper on filing fees

Thanks, Pam.

Please see the attached paper on filing fees that was assigned to me. Please make copies for distribution to the task force members on Monday.

Best regards,

Maria Luisa

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Cell Phone: 305-439-7898
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Find us on Facebook | View profile

The raising of court filing fees

It has come to the attention of this task force that Miami-Dade County is a "donor" county in that it sends more fees to the state than it receives back to run the county courthouse operations.

It is our opinion that a mechanism must be found to stop this practice immediately. This county, the most populous county in the state, has courthouse needs which need to be adequately funded. At this time they are not. There are not enough judges, support personnel, or administrators to handle the case load for this county. In addition, the courtrooms and support spaces are insufficient for the needs of this community. So again, this practice of sending more money to the state of Florida than the county gets back must be stopped.

Another item which could help in the development of new or remodeled court facilities is the collection of adequate filing fees. The state of Florida does not have an income tax or an intangible tax. So other user fees must be developed to adequately fund the third arm of government, the judicial system.

We propose that the entire filing fee structure be reviewed. Filing fees for small claims should not be raised as access to the court system is important. Any fees related to the criminal courts should not be raised either. Neither should fees for family court or moving/parking violations.

Mortgage foreclosure fees should be raised. Civil county filing fees for cases over $2,500 should be raised. They are presently at $300.00 for the complaint and $295.00 for the cross-complaint. This means, for example, a case in which the parties are fighting over $2,000,000, a case which could go on for a couple of weeks, and costing the courts thousands of dollars would only pay $595.00 to the courts, while paying the attorneys $400 or more an hour. There should be additional tiers, say above $10,000, above $50,000, above $100,000, and then above each $100,000 after that, where additional fees are due.

There should also be a cancellation fees for courtrooms. There is absolutely no reason to wait until the last minute to settle a case. If the parties are going to settle, then they should settle so that there is enough time to reschedule the courtroom for someone else. If not, there should be a cancellation fee of several thousand dollars for waiting until the last minute. There is absolutely no reason the taxpayers of Miami-Dade County should be paying to build new courtroom spaces because courtrooms are going empty. Court cases can be scheduled in the empty courtrooms, if the parties settle a week earlier and notify the court staff.

Very similar to roadway tolls, people who use the courts and use them regularly should be forced to pay more.

Most people never access the courts. In their lifetime they may get a divorce or two, contest a few parking tickets or moving violations, go to jury duty, maybe go back to court to file changes to child custody issues, or possibly file a small claims case. They could never afford to take a really large or complicated case to court because they wouldn't have the wherewithal to pay the $400 per hour or more for an attorney to represent them.

So it is only fair that the people who take advantage of their access to the legal system to pay more. There is no reason why those who can afford to pay $400 per hour to an attorney cannot afford to pay more for the use of this county's court facilities. The middle class should not be forced to pay for these facilities when there are so many other more pressing county needs, i.e.,

transit projects, affordable housing, road improvement projects, better 911 services, better garbage pickup, medical care for the indigent, etc., that really impact the middle and working classes.

If the Supreme Court of Florida were really interested in having access to the courts by everyone, then there should be a mechanism in place for middle class people to have access to attorneys who would represent them in court in civil as well as criminal cases. This representation is now very limited.

The raising of filing fees will take a concerted effort by the county commission, the Dade County Bar Association, the Miami-Dade Delegation, and other interested parties to impress upon the Florida Legislature that the present system is not raising enough fees to sustain the 3rd branch of government in Florida – the judicial system. Something must be done.

EXHIBIT 13

DISTRIBUTION SCHEDULE

Effective July 1, 2015

This document is intended to be used as a guide to assist Clerks in implementing Chapter Laws of Florida.

DISTRIBUTION SCHEDULE OF COURT-RELATED FILING FEES, SERVICE CHARGES, COSTS AND FINES, INCLUDING A RECORDING SCHEDULE

Effective July 1, 2015

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Executive Summary

Once every twenty years, Florida's Constitution provides for the creation of a thirty-seven member revision commission for the purpose of reviewing Florida's Constitution and proposing changes for voter consideration. The Commission meets for approximately one year, traveling the State of Florida, identifying issues, performing research, and possibly recommending changes to the Constitution. The Commission last met in 1998 and, among many other suggestions, proposed shifting the funding of the court system from the counties to the state. As such, section 14 of Article V of the State Constitution was created and ratified by the voters to read:

> SECTION 14. Funding.—
>
> (b) *All funding for the offices of the clerks of the circuit and county courts performing court-related functions,* except as otherwise provided in this subsection and subsection (c), *shall be provided by adequate and appropriate filing fees for judicial proceedings and service charges and costs for performing court-related functions as required by general law.* Selected salaries, costs, and expenses of the state courts system may be funded from appropriate filing fees for judicial proceedings and service charges and costs for performing court-related functions, as provided by general law. Where the requirements of either the United States Constitution or the Constitution of the State of Florida preclude the imposition of filing fees for judicial proceedings and service charges and costs for performing court-related functions sufficient to fund the court-related functions of the offices of the clerks of the circuit and county courts, the state shall provide, as determined by the legislature, adequate and appropriate supplemental funding from state revenues appropriated by general law. (emphasis added)

The fundamental shift from county funding to being a self-funded office was a major change to how the state, and the local governments, did business. Through a newly formed Florida Clerks of Court Operations Corporation, Clerks were required to send all collections from the court-side operations to the state in order to get their share returned to cover the costs of their offices.

The 2004 laws enacted to codify the changes made to Article V of the State Constitution, not only raised filing fees and associated charges, but were drafted to provide flexibility for Clerks in setting amounts adequate to cover the cost of running their office.

Prior to that time, the statutes had been written similar to this passage showing a typical circuit civil filing fee:

> 28.241 (1)(a) The party instituting any civil action, suit, or proceeding in the circuit court shall pay to the clerk of that court a service charge of $40 in all cases in which there are not more than five defendants and an additional service charge of $2 for each defendant in excess of five. An additional service

> charge of $10 shall be paid by the party seeking each severance that is granted. An additional service charge of $35 shall be paid to the clerk for all proceedings of garnishment, attachment, replevin, and distress. An additional service charge of $8 shall be paid to the clerk for each civil action filed, $7 of such charge to be remitted by the clerk to the Department of Revenue for deposit into the General Revenue Fund unallocated. An additional charge of $2.50 shall be paid to the clerk for each civil action brought in circuit or county court, to be remitted by the clerk to the Department of Revenue for deposit into the Court Education Trust Fund. (2003)

The cost of filing a circuit civil action in 2003, and before, was $40 with additional service charges of $8, mostly for General Revenue, and $2.50 for Court Education.
Statutes were amended by the 2004 Legislature to read as seen in the following passage:

> 28.241(1)(a)1.a. ...the party instituting any civil action, suit, or proceeding in the circuit court shall pay to the clerk of that court a filing fee of up to $395 in all cases in which there are not more than five defendants and an additional filing fee of up to $2.50 for each defendant in excess of five. Of the first $200 in filing fees, $195 must be remitted to the Department of Revenue for deposit into the State Courts Revenue Trust Fund, $4 must be remitted to the Department of Revenue for deposit into the Administrative Trust Fund within the Department of Financial Services and used to fund the contract with the Florida Clerks of Court Operations Corporation created in s. 28.35, and $1 must be remitted to the Department of Revenue for deposit into the Administrative Trust Fund within the Department of Financial Services to fund audits of individual clerks' court-related expenditures conducted by the Department of Financial Services. By the 10th of each month, the clerk shall submit that portion of the filing fees collected in the previous month which is in excess of one-twelfth of the clerk's total budget to the Department of Revenue for deposit into the Clerks of the Court Trust Fund. (2004)

The circuit civil filing fee was increased to $395, $195 of which would be used to fund the state courts system and $195 retained to fund the office of the Clerk. The court education fees were moved in another section of law and increased to $3.50.

The words "up to" were added in many places, overall the fees were greatly increased, and, as can be seen in the above two sections, many of the portions of the fees were sent to other places, not just retained by the Clerk. Along with the new fees, came a need for a statewide manual to provide guidance on what was going to be charged by each Clerk's office.

Clerks struggled with what should be charged in each county but that dilemma was solved by the Clerks, collectively, at a conference of Florida's Clerks of the Court held in 2004. They agreed that the fees charged in all counties should be the same amounts. They felt it would help the users of the court system avoid confusion from

county to county and help the Florida Clerks of Court Operations Corporation better budget for anticipated statewide revenue and need.

The Distribution Schedule of Court-Related Filing Fees, Service Charges, Costs and Fines was created in 2004 to address this need and better put together all the *new* fees, service charges and costs, showing where all they should be sent. Having one manual for the state was beneficial in order to better clarify what Clerks were charging for *all* filings fees, service charges, costs and fines, but moreso, to provide a uniform, statewide guide for Clerks.

A workgroup of Clerks' staff, specialists in the various court areas, was assembled in the later fall of 2004 and the Distribution Schedule of Court-Related Filing Fees, Service Charges, Costs and Fines was created. The workgroup used the remittance forms provided by the Florida Department of Revenue (DOR), in part, to assist with their task.

In 2001, a new law required DOR to develop a website for the Clerks' transmission of all monies due to the state. The remittance site, called the Clerk of Court Revenue Remittance System (CCRRS), was implemented the following year and was immediately a success. Clerks adapted to it readily and were able to accurately remit funds—no more checkwriting to the various state agencies. The law is shown below.

> 28.245 Transmittal of funds to Department of Revenue; uniform remittance form required.—Notwithstanding any other provision of law, all moneys collected by the clerks of the court as part of the clerk's court-related functions for subsequent distribution to any state entity must be transmitted electronically, by the 10th day of the month immediately after the month in which the moneys are collected, to the Department of Revenue for appropriate distribution. *A uniform remittance form provided by the Department of Revenue detailing the specific amounts due each fund must accompany such submittal.* All moneys collected by the clerks of court for remittance to any entity must be distributed pursuant to the law in effect at the time of collection. (2013) (emphasis added)

The CCRRS worksheets constitute the "uniform remittance form" and seemed to dovetail into the need for a "uniform" fee schedule so that the amount of monies due each fund was much easier to determine in the local systems.
In the mid-2000s, codes linking the Florida Department of Revenue CCRRS worksheets were added, such as FF51 or AC2. These allow Clerks to also code their financial systems in a similar manner to match up the line of the remittance worksheet that the money should be placed on, providing closer accuracy in remitting and an audit trail. Section 28.246(5), F.S., was added to require that fees collected were to be prioritized, so that monies were sent to the State General Revenue first, before those due to other court system stakeholders, or to local programs.

The priority numbers were included in the schedule at the head of each section, as seen below, and beside each line.

CODE: 28.246(5)(a)-	348 COURT-RELATED REVENUES	F=FILING FEE
PARTIAL PAYMENT	400 CIRCUIT CIVIL	S=SERV CHRG/OTHER FEE
PRIORITY	410 FILING FEES	P= FINE/PENALTY
1. DOR/GEN FUND	420 SERVICE CHARGES	C=COURT COST
2. CLERK OF COURT	430 COURT COST	M=MANDATORY
3. STATE TRUST		D=DISCRETIONARY
4. LOCAL	480 FEE & SERVICE CHARGES-SUPPORT	

It is worthwhile to note that the "F/M" seen to the right of each fine or fee in the Distribution Schedule has meaning. So, a penalty that has "P/D" to the right of the amount, implies that the fine is discretionary. For some time, the association has done a manual, called the "Mandatory/Discretionary Form Matrix" showing what monetary assessments must be imposed by the court, those that are denoted by the statutes as "Mandatory," and which ones could be handled by the court as a "Discretionary" assessment. This "P/D" or "F/M" and such help link the Distribution Schedule and the Mandatory/Discretionary Matrix.

Letters to the immediate left of each line denoting local revenue (lr), court-related revenue (cr) and core court (cc) revenue were added to allow the court system stakeholders a better idea of what monies directly funded the court system.

Although not required by law, a section was added to the manual in 2011 to document recording fees for Clerks.

The most major change to the chart came, however, with chapter 2008-111, Laws of Florida, wherein the Legislature again increased a number of fees and charges. The intention was to create more revenue, but not for the Clerks, for State General Revenue. To make sure the Clerks could not retain or otherwise account for any of the monies, the final section was added to the bill directing its usage:

> Section 47. Notwithstanding s. 28.36, Florida Statutes, the Florida Clerks of Court Operations Corporation *may not approve increases to the clerks' budgets based on increased revenue generated under this act.* The corporation may increase the clerks' budgets in the aggregate by $1,188,184 for the period from July 1, 2008, through September 30, 2008, and $3,564,551 for the period from October 1, 2008, through June 30, 2009, for the increased duties related to paying jurors and juror meals and lodging expenses as provided in this act. These budget increases shall be considered as part of the recurring base budget of the clerks for future budgets approved pursuant to s. 28.36, Florida Statutes. (emphasis added)

The Clerk had to collect the new fee totals, but could only retain and account for the previous amounts in his or her budget; the additional portion had to be sent to

the state. As such, the Distribution Schedule had to show these fees in two parts, one that stayed with the Clerk and one that went to the State General Revenue Fund. Throughout the schedule lines can be seen like this:

SEVERANCE

cc	2	410	SEVERANCE/CLERK	$15.00	F/M	FF51	28.241(1)(a)1.c., 2.e.
cr	1		CLERK OF COURT T.F/DOR/GEN FUND	$3.00	F/M	FF50	28.241(1)(a)1.c., 2.e.
				$18.00			

In conclusion, the Distribution Schedule is a living document. It has withstood the test of time and the base document has changed little, although many fines, fee areas and other breakouts have been added, along with changes to reflect yearly revisions to the laws. Every now and then, it seems as though Clerk's staff may suggest an area that should be changed or revised. Many times, the change is suggested to an area that has been unchanged since 2004, but over the last decade or so, the workflow or business practice may have changed, slightly necessitating the tweak.

The Association staff coordinates with the Department of Revenue staff to make sure that all lines tie to the remittance worksheets. The department revises the Clerk of Court Revenue Remittance System website to match. The Distribution Schedule is compared with the Mandatory/Discretionary Form Matrix, and so on.

The Distribution Schedule has been widely recognized and accepted by the Legislature, the trial courts, and local offices. Please use this document as a guide for setting up financial systems, fee calculations and implementing the laws of Florida.

	A	B	C	D	E	F	G	H	J
1				**CIRCUIT CIVIL/ DOMESTIC RELATIONS**					
2									
3		CODE: 28.246(5)(a)-		348 COURT-RELATED REVENUES		F=FILING FEE			
4		PARTIAL PAYMENT		400 CIRCUIT CIVIL		S=SERV CHRG/OTHER FEE			
5		PRIORITY		410 FILING FEES		P= FINE/PENALTY			
6		1. DOR/GEN FUND		420 SERVICE CHARGES		C=COURT COST			
7		2. CLERK OF COURT		430 COURT COST		M=MANDATORY			
8		3. STATE TRUST				D=DISCRETIONARY			
9		4. LOCAL		480 FEE & SERVICE CHARGES-SUPPORT					
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/ CST/ SRV/ MAN/	DOR CODE	AUTHORITY	
11									
12				OTHER CIVIL FILINGS--includes filings for Termination of Parental Rights, Adoption, Name Change, Delayed Birth Actions and Petitions to Establish Trust					
13	cc	2	410	FILING FEE	$80.00	F/M		28.241(1)(a)1.a.	
14	cc	2	410	FILING FEE	$115.00	F/M	FF35	28.241(1)(a)1.a.	
15	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$195.00	F/M	FF17	28.241(1)(a)1.a.	
16	cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF18	28.241(1)(a)1.a.	
17	cc	3	LIABILITY	DFS ADMIN T.F./CCOC	$4.00	F/M	FF19	28.241(1)(a)1.a.	
18	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)1.c.	
19	cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)1.c.	
20	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
21					$400.00				
22									
23				ATTORNEYS FEES AND COSTS/TERMINATION OF PARENTAL RIGHTS					
24	ncr	3	LIABILITY	INDIGENT CIVIL DEFENSE TRUST FUND	varies	S/M	FF44	39.0134	
25									
26				DISSOLUTION OF MARRIAGE					
27	cc	2	410	FILING FEE	$80.00	F/M		28.241(1)(a)1.b.	
28	cc	2	410	FILING/DISSOLUTION	$115.00	F/M	FF36	28.241(1)(a)1.b.	
29	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$95.00	F/M	FF20	28.241(1)(a)1.b.	
30	cc	3	LIABILITY	DFS ADMIN T.F./CCOC	$4.00	F/M	FF22	28.241(1)(a)1.b.	
31	cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF21	28.241(1)(a)1.b.	
32	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)1.c.	
33	cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)1.c.	
34	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
35	cr	3	LIABILITY	DOR/GENERAL REV. (fka Family Court Trust Fund)	$25.00	F/M	FF9	28.101(1)(d)2.	
36	cr	3	LIABILITY	DISPLACED HOMEMAKER T.F.	$5.00	F/M	FF6	28.101(1)(b)	
37	cr	3	LIABILITY	DISPLACED HOMEMAKER T.F.	$7.50	F/M	FF8	28.101(1)(d)1.	
38	cr	3	LIABILITY	CHILD WELFARE TRAINING TRUST FUND	$5.00	F/M	FF5	28.101(1)(a)	
39	cr	3	LIABILITY	DOMESTIC VIOLENCE TRUST FUND	$55.00	F/M	FF7	28.101(1)(c)	
40					$397.50				
41				DISSOLUTION JUDGMENT FEE					
42	cc	2	420	DISSOLUTION/CLERK	$4.51	S/M	SFS15	28.101/382.023	
43	cr	3	LIABILITY	DISSOLUTION/DOH PLANNING AND EVAL TRUST FUND	$5.99	S/M	VS1	28.101/382.023	
44					$10.50				
45									
46				CIVIL DISSOLUTION COUNTER PETITIONS *(when subsequent filing seeks a dissolution)*					
47	cr	1	LIABILITY	DOR/GENERAL REV. (fka Family Court Trust Fund)	$25.00	F/M	FF9	28.101(1)(d)2.	
48	cr	3	LIABILITY	DISPLACED HOMEMAKER T.F.	$5.00	F/M	FF6	28.101(1)(b)	
49	cr	3	LIABILITY	DISPLACED HOMEMAKER T.F.	$7.50	F/M	FF8	28.101(1)(d)1.	
50	cr	3	LIABILITY	CHILD WELFARE TRAINING TRUST FUND	$5.00	F/M	FF5	28.101(1)(a)	
51	cr	3	LIABILITY	DOMESTIC VIOLENCE TRUST FUND	$55.00	F/M	FF7	28.101(1)(c)	
52	cr	1	LIABILITY	DOR/GENERAL REV.	$295.00	F/M	FF32	28.241(1)(c)1.	
53					$392.50				

	A	B	C	D	E	F	G	H	J
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/ CST/ SRV/ MAN/	DOR CODE	AUTHORITY	
54									
55				CIVIL FILINGS pursuant to chs. 39, 61, 741, 742, 747, 752, or 753					
56			(ch. 39 state agency adoptions; ch. 61 child custody; ch. 741 civil action againts parents, domestic violence; ch. 742 paternity; ch. 747 conservatorship; ch. 752 grandparents visition; ch. 753 visitation)						
57	cc	2	410	FILING FEE	$80.00	F/M		28.241(1)(a)1.b.	
58	cc	2	410	FILING FEE	$115.00	F/M	FF51	28.241(1)(a)1.b.	
59	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$95.00	F/M	FF20	28.241(1)(a)1.b.	
60	cc	3	LIABILITY	DFS ADMIN T.F./CCOC	$4.00	F/M	FF22	28.241(1)(a)1.b.	
61	cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF21	28.241(1)(a)1.b.	
62	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)1.c.	
63	cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)1.c.	
64	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
65					$300.00				
66									
67									
68				GENERAL CIVIL CROSS CLAIM, COUNTER CLAIM, COUNTER PETITION, THIRD PARTY COMPLAINT					
69	cr	1	LIABILITY	DOR/GENERAL REV.	$395.00	F/M	FF32	28.241(1)(c)1.	
70									
71				CIVIL CROSS CLAIM, COUNTER CLAIM, COUNTER PETITION, THIRD PARTY COMPLAINT					
72				Proceedings filed under chs. 39, 61, 741, 742, 747, 752, or 753					
73			(ch. 39 state agency adoptions; ch. 61 child custody; ch. 741 civil action againts parents, domestic violence; ch. 742 paternity; ch. 747 conservatorship; ch. 752 grandparents visition; ch. 753 visitation)						
74	cr	1	LIABILITY	DOR/GENERAL REV.	$295.00	F/M	FF32	28.241(1)(c)1.	
75									
76				MORTGAGE FORECLOSURE AND REAL PROPERTY ACTIONS					
77									
78				CLAIM VALUE: $50,000 OR LESS					
79	cr	1	LIABILITY	DOR/GENERAL REV.	$195.00	F/M	FF25	28.241(1)(a)2.d.(I)	
80	cc	2	410	FILING FEE	$80.00	F/M	FF51	28.241(1)(a)2.d.(I)	
81	cc	2	410	FILING FEE	$115.00	F/M	FF51	28.241(1)(a)2.d.(I)	
82	cc	3	LIABILITY	DFS ADMIN T.F./CCOC	$4.00	F/M	FF27	28.241(1)(a)2.d.(I)	
83	cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF26	28.241(1)(a)2.d.(I)	
84	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)2.e.	
85	cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)2.e.	
86	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
87					$400.00				
88									
89				CLAIM VALUE: $50,001 BUT LESS THAN $250,000					
90	cr	1	LIABILITY	DOR/GENERAL REV.	$700.00	F/M	FF30	28.241(1)(a)2.d.(II)	
91	cc	2	410	FILING FEE	$80.00	F/M	FF51	28.241(1)(a)2.d.(II)	
92	cc	2	410	FILING FEE	$115.00	F/M	FF51	28.241(1)(a)2.d.(II)	
93	cc	3	LIABILITY	DFS ADMIN T.F./CCOC	$4.00	F/M	FF27	28.241(1)(a)2.d.(II)	
94	cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF26	28.241(1)(a)2.d.(II)	
95	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)2.e.	
96	cc	3	LIABILITY	DFS ADMIN T.F.- (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)2.e.	
97	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
98					$905.00				
99									
100				CLAIM VALUE: $250,000 OR MORE					
101	cr	1	LIABILITY	DOR/GENERAL REV.	$930.00	F/M	FF52	28.241(1)(a)2.d.(III)	
102	cc	2	410	FILING FEE	$80.00	F/M	FF51	28.241(1)(a)2.d.(III)	
103	cc	2	410	FILING FEE	$115.00	F/M	FF51	28.241(1)(a)2.d.(III)	
104	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$770.00	F/M	FF31	28.241(1)(a)2.d.(III)	
105	cc	3	LIABILITY	DFS ADMIN T.F./COCC	$4.00	F/M	FF27	28.241(1)(a)2.d.(III)	
106	cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF26	28.241(1)(a)2.d.(III)	
107	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)2.e.	
108	cc	3	LIABILITY	DFS ADMIN T.F.- (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)2.e.	
109	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
110					$1,905.00				
111									
112				FORECLOSURE CROSS CLAIM, COUNTER CLAIM, COUNTER PETITION, THIRD PARTY COMPLAINT					
113				CLAIM VALUE: $50,000 OR LESS					
114	cr	1	LIABILITY	DOR/GENERAL REV.	$395.00	F/M	FF33	28.241(1)(c)2.	
115					$395.00				
116									

	A	B	C	D	E	F	G	H	J
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/ CST/ SRV/ MAN/	DOR CODE	AUTHORITY	
117				FORECLOSURE CROSS CLAIM, COUNTER CLAIM, COUNTER PETITION, THIRD PARTY COMPLAINT					
118				CLAIM VALUE: $50,001 TO $250,000					
119	cr	1	LIABILITY	DOR/GENERAL REV.	$900.00	F/M	FF33	28.241(1)(c)2.	
120					$900.00				
121									
122				FORECLOSURE CROSS CLAIM, COUNTER CLAIM, COUNTER PETITION, THIRD PARTY COMPLAINT					
123				CLAIM VALUE: $250,001 OR MORE					
124	cr	1	LIABILITY	DOR/GENERAL REV.	$1,900.00	F/M	FF33	28.241(1)(c)2.	
125					$1,900.00				
126									
127				GARNISHMENT					
128	cc	2	410	GARNISHMENT FEE/CLERK	$75.00	F/M	FF51	28.241(1)(a)1.c., 2.e.	
129	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/ GEN FUND	$10.00	F/M	FF50	28.241(1)(a)1.c., 2.e.	
130					$85.00				
131									
132				ATTACHMENT, REPLEVINS, & DISTRESS					
133	cc	2	410	GARNISHMENT/CLERK	$75.00	F/M	FF51	28.241(1)(a)1.c., 2.e.	
134	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$10.00	F/M	FF50	28.241(1)(a)1.c., 2.e.	
135					$85.00				
136									
137				SEVERANCE					
138	cc	2	410	SEVERANCE/CLERK	$15.00	F/M	FF51	28.241(1)(a)1.c., 2.e.	
139	cr	1		CLERK OF COURT T.F/DOR/GEN FUND	$3.00	F/M	FF50	28.241(1)(a)1.c., 2.e.	
140					$18.00				
141									
142				SUMMONS					
143	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$10.00	S/M	FF50	28.241(1)(d)	
144									
145				APPEAL FROM CIRCUIT COURT TO DCA	$400.00			28.241(2)	
146	cr	1	LIABILITY	DOR-GENERAL FUND	$80.00	F/M	FF35	28.241(2)	
147	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$20.00	F/M	FF50	28.241(2)	
148				SEPARATE CHECK TO DCA	$300.00	F/M		28.241(2)/35.22(3)	
149									
150				APPEAL FROM COUNTY TO CIRCUIT COURT					
151	cr	1	LIABILITY	DOR-GENERAL FUND	$80.00	F/M	FF35	28.241(2)	
152	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)	
153		2	410	APPEAL FILING COUNTY TO CIRCUIT	$200.00	F/M	FF51	28.241(2)	
154					$281.00				
155				EACH DEFENDANT OVER 5					
156	cc	2	410	DEFENDANT OVER 5/CLERK	$2.00	F/M	FF51	28.241(1)(a)1.a.	
157	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$0.50	F/M	FF50	28.241(1)(a)1.a.	
158					$2.50				
159									
160				NOTICE OF JOINDER OR MOTION TO INTERVENE AS APPELLANT, CROSS				34.041 (1)(c)	
161	cr	1	LIABILITY	DOR/GENERAL REV.	$295.00	F/M	FF42	34.041(1)(c)	
162									
163				ATTORNEY APPEARING PRO HAC VICE *(Upon Appearance)*					
164	cr	1	LIABILITY	DOR/GENERAL FUND	$100.00	F/M	FF36	28.241(6)	
165									
166				MALPRACTICE 90 DAY EXTENSION					
167	cc	2	410	MALPRACTICE 90 DAY EXTENSION/CLERK	$37.50	F/M	FF51	766.104(2)	
168	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$4.50	F/M	FF50	766.104(2)	
169					$42.00				
170									
171	cc	2	410	REOPEN FEE	$50.00	F/M	FF51	28.241(1)(b)	
172									

	A	B	C	D	E	F	G	H	J
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/ CST/ SRV/ MAN/	DOR CODE	AUTHORITY	
173				JUDICIAL SALE (Foreclosures)					
174	cc	2	420	JUDICIAL SALE/CLERK	$60.00	S/M	~~FF51~~	45.035(1)	
175	cr	1	LIABILITY	JUDICIAL SALE/CLERK OF COURT T.F./DOR/GEN FUND	$10.00	S/M	FF50	45.035(1)	
176	cc	2	420	JUDICIAL SALE/ELECTRONIC/ ADDITIONAL SERVICE CHARGE EFFECTIVE JULY 1, 2009	up to $70	S/M	~~FF51~~	45.035(3)	
177	cc	2	420	EDUCATING PUBLIC Keep in separate account, not subject to distribution to state.	$28.00	S/M	~~FF51~~	45.035(2)(a)	
178	cc	2	420	NOTIFYING SURPLUS TRUSTEE	$10.00	S/M	~~FF51~~	45.035(2)(b)	
179	cr	1	LIABILITY	NOTIFYING/CLERK OF COURT T.F./DOR/GEN FUND	$5.00	S/M	FF50	45.035(1)(b)	
180	cc	2	420	DISBURSEMENT SURPLUS FUNDS	$10.00	S/M	~~FF51~~	45.035(2)(c)	
181	cr	1	LIABILITY	DISBURSEMENT/CLERK OF COURT T.F./DOR/GEN FUND	$5.00	S/M	FF50	45.035(1)(c)	
182	cc	2	420	APPOINTING SURPLUS TRUSTEE	$10.00	S/M	~~FF51~~	45.035(2)(d)	
183	cr	1	LIABILITY	APPOINTING/CLERK OF COURT T.F./DOR/GEN FUND	$5.00	S/M	FF50	45.035(1)(d)	
184									
185	cc	2	410	EACH TIMESHARE ESTATE JOINED FILING FEE	$5.00	F/M	~~FF51~~	721.83(3)	
186	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$5.00	F/M	FF50	721.83(3)	
187					$10.00				
188				MEDIATION FEE (Per Person per Scheduled Session)					
189				Family - income > $50k but < $100k per year					
190	cc	2	420	Mediation Process Fee	$1.00	S/M	~~FF51~~	44.108(2)(a)	
191	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$119.00	F/M	FF46	44.108(2)(a)	
192					$120.00				
193				Family - income < $50k per year					
194	cc	2	420	Mediation Process Fee	$1.00	S/M	~~FF51~~	44.108(2)(b)	
195	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$59.00	F/M	FF46	44.108(2)(b)	
196					$60.00				
197									
198				FOREIGN JUDGMENTS					
199	cc	2	420	FOREIGN JUDGMENTS/CLERK	$37.50	S/M	~~FF51~~	55.505(3)	
200	cr	1	LIABILITY	FOREIGN JUDGMENT/CLERK OF COURT T.F./DOR/GEN FUND	$4.50	S/M	FF50	55.505(3)	
201					$42.00 *				
202				* $42.00 plus the appropriate filing fee when action is filed					
203									
204				EMINENT DOMAIN					
205	cc	2	420	EMINENT DOMAIN REGISTRY DEPOSIT	$150.00	S/M	~~FF51~~	28.24(10)(b)	
206	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$20.00	S/M	FF50	28.24(10)(b)	
207					$170.00				
208				TRANSFER OF JUDGMENT LIENS					
209	cc	2	420	TRANSFER OF LIEN/CLERK	$15.00	S/M	~~FF51~~	713.24(1)(b)	
210	cr	1	LIABILITY	TRANSFER OF LIENCLERK OF COURT T.F./DOR/GEN FUND	$5.00	S/M	FF50	713.24(1)(b)	
211					$20.00				
212									
213	cc	2	420	ADDITIONAL TRANSFER OF LIEN	$7.50	S/M	~~FF51~~	713.24(1)(b)	
214	cr	1	LIABILITY	TRANSFER OF LIENCLERK OF COURT T.F./DOR/GEN FUND	$2.50	S/M	FF50	713.24(1)(b)	
215					$10.00				
216									
217				** OPTIONAL**					
218				COURT DOCKET FUND					
219	cc		LIABILITY	DOCKET FEE	$1.00	n/a	~~FF51~~	50.0711	
220				(IF ESTABLISHED ADDITIONAL FEE WOULD BE					
221				ASSESSED FOR ALL CIRCUIT CIVIL ACTIONS,					
222				SUIT, OR PROCEEDING)					
223									
224				SUPPORT/FAMILY					
225			348	*COURT-RELATED REVENUES*					
226			400	CIRCUIT CIVIL					
227			480	CHILD SUPPORT					
228									
229	cc	2	480	SUPPORT FEES	4% up to $5.25, but not <$1	S/M	~~FF51~~	61.181(2)	
230									

	A	B	C	D	E	F	G	H	J
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/ CST/ SRV/ MAN/	DOR CODE	AUTHORITY	
231									
232				NOTICE OF DELINQUENCY FEES					
233	cc	2	480	LATE FEE/CLERK	$7.50	S/M	FF51	61.14(6)(b)1.b.	
234	cr	1	LIABILITY	LATE FEE/CLERK OF COURT T.F./DOR/GEN FUND	$17.50	S/M	FF50	61.14(6)(b)1.b.	
235					$25.00				
236									
237				DOCUMENT PREPARATION					
238	cc	2	480	DOCUMENT PREPARATION	$6.00	S/M	FF51	28.24(8)	
239	cr	1	LIABILITY	DOC PREP/CLERK OF COURT T.F./DOR/GEN FUND	$1.00	S/M	FF50	28.24(8)	
240					$7.00				
241									
242				JUDGMENT FEE					
243				If NCP CONTESTS AND JUDGE DENIES MOTION					
244	cc	2	480	CONTEST FEE/CLERK	$7.50	S/M	FF51	61.14(6)(d)	
245	cr	1	LIABILITY	CONTEST FEE/CLERK OF COURT T.F./DOR/GEN FUND	$17.50	S/M	FF50	61.14(6)(d)	
246					$25.00				
247				OR					
248				If NCP FAILS TO CONTEST AND FAILS TO PAY					
249	cc	2	480	JUDGMENT FEE /CLERK	$7.50	S/M	FF51	61.14(6)(e)	
250	cr	1	LIABILITY	JUDGMENT FEE/CLERK OF COURT T.F./DOR/GEN FUND	$17.50	S/M	FF50	61.14(6)(e)	
251					$25.00				
252				DOCUMENT PREPARATION					
253	cc	2	480	DOCUMENT PREPARATION (JUDGMENT)/CLERK	$6.00	S/M	FF51	28.24(8)	
254	cr	1	LIABILITY	DOCUMENT PREPARATION/CLERK OF COURT T.F./DOR/GEN FUND	$1.00	S/M	FF50	28.24(8)	
255					$7.00				
256									
257	cc		480	DOCUMENT PREPARATION (SATISFACTION)/CLERK	$6.00	S/M	FF51	28.24(8)	
258	cr	1	LIABILITY	DOCUMENT PREPARATION/CLERK OF COURT T.F./DOR/GEN FUND	$1.00	S/M	FF50	28.24(8)	
259					$7.00				
260				RECORDING FEE					
261	cc	2	480	RECORDING FEE (JUDGMENT)	$5.00	S/M	FF51	28.24 (12)	
262	cc	2	480	RECORDING FEE (SATISFACTION)	$5.00	S/M	FF51	28.24 (12)	
263									
264				PAYOFF STATEMENT					
265				(Created only when the NCP needs to know how much to satisfy judgment)					
266	cc	2	480	PAYOFF STATEMENT	$7.50	S/M	FF51	61.14(6)(f)1.	
267	cr	1	LIABILITY	PAYOFF/CLERK OF COURT T.F./DOR GEN FUND	$17.50	S/M	FF50	61.14(6)(f)1.	
268					$25.00				
269				NON IV-D DRIVER LICENSE SUSPENSION					
270	cc	2	480	DRIVER LICENSE/NON PAYMENT CHILD SUPPORT	$10.00	S/M	FF51	322.245(2)	
271	cr	1	LIABILITY	CLERK OF COURT T.F./DOR GEN FUND	$15.00	S/M	FF50	322.245(2)	
272					$25.00				

COUNTY CIVIL

CODE: 28.246(5)(a)-
PARTIAL PAYMENT
PRIORITY
1. DOR/GEN FUND
2. CLERK OF COURT
3. STATE TRUST
4. LOCAL

348 COURT-RELATED REVENUES
300 COUNTY CIVIL
310 FILING FEES
320 SERVICE CHARGES
330 COURT COST

F=FILING FEE
S=SERV CHRG/OTHER FEE
P= FINE/PENALTY
C=COURT COST
M=MANDATORY
D=DISCRETIONARY

	CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/CST/ SRV/MAN/ DIS	DOR CODE	AUTHORITY
			CLAIMS < $100				
cc	2	310	FILING FEE	$50.00	F/M	~~FF51~~	34.041(1)(a)1.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF40	34.041(1)(b)
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF41	34.041(1)(b)
				$55.00			
			CLAIMS >$100<$500				
cc	2	310	FILING FEE	$75.00	F/M	~~FF51~~	34.041(1)(a)2.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF40	34.041(1)(b)
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF41	34.041(1)(b)
				$80.00			
			CLAIMS >$500 < $2500				
cc	2	310	FILING FEE	$150.00	F/M	~~FF51~~	34.041(1)(a)3.
cr	1	LIABILITY	CLERK OF COURT T.F./DOR GEN FUND	$20.00	F/M	FF50	34.041(1)(a)3.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF40	34.041(1)(b)
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF41	34.041(1)(b)
				$175.00			
			CLAIMS > $2500 *(Up to a Max of $15,000)*				
cc	2	310.	FILING FEE	$80.00	F/M		34.041(1)(b)
cc	2	310	FILING FEE	$200.00	F/M	~~FF51~~	34.041(1)(a)4.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$15.00	F/M	FF39	34.041(1)(b)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF40	34.041(1)(b)
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF41	34.041(1)(b)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$300.00			
			TENANT EVICTION				
cc	2	310	FILING FEE	$170.00	F/M	~~FF51~~	34.041(1)(a)7.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$10.00	F/M	FF37	34.041(1)(b)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF40	34.041(1)(b)
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF41	34.041(1)(b)
				$185.00			
			GARNISHMENT, ATTACHMENT, REPLEVINS, & DISTRESS				
cc	2	310	GARNISHMENT, ATTACHMENT, REPLEVINS, & DISTRESS/CLERK	$75.00	F/M	~~FF51~~	34.041(1)(a)5.
cr	1	LIABILITY	GARNISHMT, ATT, REP, DIST/CLERK OF COURT T.F./DOR GEN FUND	$10.00	F/M	FF50	34.041(1)(a)5.
				$85.00			
			CLAIMS NOT MORE THAN $1,000 FILED WITH A REPLEVIN (no other fee to be added)				
cc	2	310	REPLEVIN OF PROPERTY/CLAIMS NOT MORE THAN $1,000	$125.00	F/M	~~FF51~~	34.041(1)(a)6.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF40	34.041(1)(b)
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF41	34.041(1)(b)
				$130.00			

	A	B	C	D	E	F	G	H
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/CST/ SRV/MAN/ DIS	DOR CODE	AUTHORITY
60				EACH DEFENDANT OVER 5 (34.041(1)(b))				
61	cc	2	310	DEFENDANT OVER 5/CLERK	$2.00	F/M	~~FF51~~	28.241(1)(a)
62	cr	1	LIABILITY	CLERK OF COURT T.F./DOR GEN FUND	$0.50	F/M	FF50	28.241(1)(a)
63					$2.50			
64								
65	cc	2	310	REOPEN FEE CLAIMS < $500	$25.00	F/M	~~FF51~~	34.041(2)
66	cc	2	310	REOPEN FEE CLAIMS > $500	$50.00	F/M	~~FF51~~	34.041(2)
67								
68				CIVIL CROSS CLAIM, COUNTER CLAIM, COUNTER PETITION, THIRD PARTY COMPLAINT				
69			(assessed against the person filing a cross-claim in a case filed for $2500 or more, or when a claim in another case where the relief sought is in excess of $2500)					
70	cr	1	LIABILITY	DOR/GENERAL REV.	$295.00	F/M	FF42	34.041(1)(c)
71								
72				SUMMONS				
73	cr	1	LIABILITY	CLERK OF COURT T.F./DOR GEN FUND	$10.00	S/M	FF50	34.041(1)(d)
74								
75				GARNISHMENT				
76	cc	2	310	GARNISHMENT FEE/CLERK	$75.00	F/M	~~FF51~~	28.241(1)(a)c.
77	cr	1	LIABILITY	GARNISHMENT FEE/CLERK OF COURT T.F./DOR/GEN FUND	$10.00	F/M	FF50	28.241(1)(a)c.
78					$85.00			
79								
80				ATTORNEY APPEARING PRO HAC VICE *(Upon Appearance)*				
81	cr	1	LIABILITY	DOR/GENERAL FUND	$100.00	F/M	FF43	28.241(6)
82								
83				FOREIGN JUDGMENTS				
84	cc	2	320	FOREIGN JUDGMENTS/CLERK	$37.50	S/M	~~FF51~~	55.505(3)
85	cr	1	LIABILITY	FOREIGN JUDGMENT/CLERK OF COURT T.F./DOR GEN FUND	$4.50	S/M	FF50	55.505(3)
86					$42.00 *			
87				* $42.00 plus the appropriate filing fee when action is filed				
88								
89				COURT ORDERED MEDIATION SERVICE (COUNTY CIVIL CASES ONLY)				
90				PER PERSON PER SCHEDULED SESSION				
91	cc	2	320	MEDIATION PROCESS FEE	$1.00	S/M	~~FF51~~	44.108(2)(c)
92	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$59.00	F/M	FF46	44.108(2)(c)
93					$60.00			
94								
95								
96								

PROBATE

CODE: 28.246(5)(a)-
PARTIAL PAYMENT
PRIORITY
1. DOR/GEN FUND
2. CLERK OF COURT
3. STATE TRUST
4. LOCAL

348 COURT-RELATED REVENUES
700 PROBATE
710 FILING FEES
720 SERVICE CHARGES
730 COURT COST

F=FILING FEE
S=SERV CHRG/OTHER FEE
P= FINE/PENALTY
C=COURT COST
M=MANDATORY
D=DISCRETIONARY

	CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/CST/ SRV/MAN/DIS	DOR CODE	AUTHORITY
			OTHER CIVIL FILINGS--includes filings for Termination of Parental Rights, Adoption, Name Change, Delayed Birth Actions and Petitions to Establish Trust				
cr	2	410	FILING FEE	$80.00	F/M		28.241(1)(a)1.a.
cc	2	410	FILING FEE	$115.00	F/M		28.241(1)(a)1.a.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$195.00	F/M	FF17	28.241(1)(a)1.a.
cr	3	LIABILITY	DFS ADMIN T.F./BUDGET REVIEW	$1.00	F/M	FF18	28.241(1)(a)1.a.
cc	3	LIABILITY	DFS ADMIN T.F./CCOC	$4.00	F/M	FF19	28.241(1)(a)1.a.
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF23	28.241(1)(a)1.c.
cc	3	LIABILITY	DFS ADMIN T.F. (Clerk Ed)	$0.50	F/M	FF24	28.241(1)(a)1.c.
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$400.00			
			OPENING ANY ESTATE				
cc	2	710	FILING FEE	$100.00	F/M		28.2401(1)(a)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(a)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$231.00			
			CAVEAT				
cc	2	710	FILING FEE	$35.00	F/M		28.2401(1)(b)
cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$5.00	F/M	FF50	28.2401(1)(b)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$41.00			
			NOTICE OF TRUST				
cc	2	710	FILING FEE	$35.00	F/M		28.2401(1)(b)
cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$5.00	F/M	FF50	28.2401(1)(b)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$41.00			
			FOREIGN WILLS				
cc	2	710	FILING FEE	$100.00	F/M		28.2401(1)(c)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(c)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$231.00			
			DISPOSITION OF PERSONAL PROPERTY				
cc	2	710	FILING FEE	$100.00	F/M		28.2401(1)(d)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(d)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$231.00			
			SUMMARY ADMINISTRATION less than $1000				
cc	2	710	FILING FEE	$100.00	F/M		28.2401(1)(f)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(f)
cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF12	28.2401(3)
cc	3	LIABILITY	DOR-DEPT OF FIN OF SRV ADM TF (Clerk Ed)	$0.50	F/M	FF13	28.2401(3)
cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
				$235.00			

	A	B	C	D	E	F	G	H
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/CST/ SRV/MAN/DIS	DOR CODE	AUTHORITY
58				SUMMARY ADMINISTRATION $1000 or more				
59	cc	2	710	FILING FEE	$200.00	F/M	FF51	28.2401(1)(e)
60	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
61	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$25.00	F/M	FF50	28.2401(1)(e)
62	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF12	28.2401(3)
63	cc	3	LIABILITY	DOR-DEPT OF FIN OF SRV ADM TF (Clerk Ed)	$0.50	F/M	FF13	28.2401(3)
64	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
65					$345.00			
66				FORMAL ADMINISTRATION				
67	cc	2	710	FILING FEE	$250.00	F/M	FF51	28.2401(1)(g)
68	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
69	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$30.00	F/M	FF50	28.2401(1)(g)
70	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF12	28.2401(3)
71	cc	3	LIABILITY	DOR-DEPT OF FIN OF SRV ADM TF (Clerk Ed)	$0.50	F/M	FF13	28.2401(3)
72	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
73					$400.00			
74				GUARDIANSHIP ANCILLARY, CURATORSHIP, AND CONSERVATORSHIP				
75	cc	2	710	FILING FEE	$250.00	F/M	FF51	28.2401(1)(g)
76	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
77	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$30.00	F/M	FF50	28.2401(1)(g)
78	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF12	28.2401(3)
79	cc	3	LIABILITY	DOR-DEPT OF FIN OF SRV ADM TF (Clerk Ed)	$0.50	F/M	FF13	28.2401(3)
80	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
81					$400.00			
82				GUARDIANSHIP PERSON ONLY				
83	cc	2	710	FILING FEE	$100.00	F/M	FF51	28.2401(1)(h)
84	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
85	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(h)
86	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF12	28.2401(3)
87	cc	3	LIABILITY	DOR-DEPT OF FIN OF SRV ADM TF (Clerk Ed)	$0.50	F/M	FF13	28.2401(3)
88	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
89					$235.00			
90				VETERANS GUARDIANSHIP				
91	cc	2	710	FILING FEE	$100.00	F/M	FF51	28.2401(1)(i)
92	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
93	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(i)
94	cc	3	LIABILITY	COURT EDUCATION TRUST	$3.50	F/M	FF12	28.2401(3)
95	cc	3	LIABILITY	DOR-DEPT OF FIN OF SRV ADM TF (Clerk Ed)	$0.50	F/M	FF13	28.2401(3)
96	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
97					$235.00			
98				DETERMINATION OF INCOMPETENCY				
99	cc	2	710	FILING FEE	$100.00	F/M	FF51	28.2401(1)(k)
100	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$115.00	F/M	FF11	28.2401(1)
101	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$15.00	F/M	FF50	28.2401(1)(k)
102	cc	3	LIABILITY	STATE COURTS REVENUE TRUST FUND	$1.00	F/M	FF45	44.108(1)
103					$231.00			
104								
105	cc	2	710	REOPEN FEE	$50.00	F/M	FF51	28.241(1)(b)
106								
107				APPEAL FROM CIRCUIT COURT TO DCA OR FL SUPREME COURT	$400.00			
108	cr	1	LIABILITY	DOR/GENERAL FUND	$80.00	F/M	FF35	28.241(2)
109	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$20.00	F/M	FF50	28.241(2)
110				*SEPARATE CHECK TO DCA*	$300.00	F/M		28.241(2)/35.22(3)
111								

	A	B	C	D	E	F	G	H
10		CODE	ACCOUNT	DESCRIPTION	AMOUNT	FINE/CST/ SRV/MAN/DIS	DOR CODE	AUTHORITY
112				GUARDIANSHIP AUDIT FEES				
113	cc	2	720	VERIFIED INVENTORY > $25,000/CLERK	$75.00	S/M	FF36	744.365(6)(a)
114	cr	1	LIABILITY	VERIFIED INVENTORY > $25,000/CLK OF CT T.F./DOR/GEN FUND	$10.00	S/M	FF50	744.365(6)(a)
115					$85.00			
116								
117	cc	2	720	ESTATES < $25,000	$15.00	S/M	FF36	744.3678(4)(a)
118	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$5.00	S/M	FF50	744.3678(4)(a)
119					$20.00			
120								
121	cc	2	720	ESTATES > $25,000 <= $100,000	$75.00	S/M	FF36	744.3678(4)(b)
122	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$10.00	S/M	FF50	744.3678(4)(b)
123					$85.00			
124								
125	cc	2	720	ESTATES > $100,000 <= $500,000	$150.00	S/M	FF36	744.3678(4)(c)
126	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$20.00	S/M	FF50	744.3678(4)(c)
127					$170.00			
128								
129	cc	2	720	ESTATES > $500,000	$225.00	S/M	FF36	744.3678(4)(d)
130	cr	1	LIABILITY	CLERK OF COURT T.F./DOR/GEN FUND	$25.00	S/M	FF50	744.3678(4)(d)
131					$250.00			
132								
133	cc	2	720	MAINTAIN PROFESSIONAL GUARDIAN FILE	$7.50	S/M	FF36	744.3135
134								
135				ATTORNEY APPEARING PRO HAC VICE *(Upon Appearance)*				
136	cr	1	LIABILITY	DOR/GENERAL FUND	$100.00	F/M	FF36	28.241(6)
137								
138								
139				** OPTIONAL**				
140				COURT DOCKET FUND				
141								
142	lr		LIABILITY	DOCKET FEE	$1.00	n/a		50.0711
143				(IF ESTABLISHED ADDITIONAL FEE WOULD BE				
144				ASSESSED FOR ALL CIRCUIT CIVIL ACTIONS,				
145				SUIT, OR PROCEEDING)				
146								

EXHIBIT 14

Miami-Dade County and the Eleventh Judicial Circuit Court of Florida

Courts Master Plan

2015 Update

for

Miami-Dade Court Capital Infrastructure Task Force Committee

August 24, 2015

Dade County Courthouse

Task Force Agenda

Miami-Dade Court Capital Infrastructure Task Force
August 24, 2015 – 1:00 pm
Dade County Courthouse, 73 West Flagler Street
AGENDA

1.00 – 1.05	Meet in Lobby Dade County Courthouse 73 West Flagler	
1.05 – 1.50	Courthouse Tour	Honorable Jennifer Bailey Administrative Judge Eleventh Judicial Circuit
2.00	Task Force Meeting Convenes Courtroom 4-2	Task Force
	• Roll Call	Clerk of Courts
2.05 – 2.10	Approval of Minutes	Task Force
2.10 – 3.10	Master Plan Presentation & Finalization of Needs Statement	Dan L. Wiley Dan L. Wiley & Associates, Inc.
3.10 – 4.10	Project Alternatives	Task Force
4.10 – 4.40	Funding Recommendations	Office of Management & Budget

Next Meeting
– September 15, 2015 at 10:00 a.m. (Location not confirmed)
Review Draft Task Force Report

MIAMI-DADE COUNTY

Team Composition

PEREZ & PEREZ
ARCHITECTS PLANNERS

- Daniel Perez-Zarraga, AIA and Ben Melendez
- Multidisciplinary Architectural and Planning firm: Justice, Transportation, Planning, Education, Aviation, Housing
- 30 + year practice in Miami-Dade County and internationally.
- Designer of the Miami-Dade Children's Courthouse
- Miami-Dade County TARC Committee chairman

DWA

- Dan Wiley and Chuck Short
- Former Court Administrators
- National and International Court Facility Planning
- Dan Wiley – 10 years Court Administrator
  29 years Consulting
- Chuck Short – 15 years Court Administrator
  5 years Consulting

Scope

Courts Master Plan Update Scope

- Update 2007 Master Plan
- Phase 1
  - Phase 1A-Civil Court
    - Program and Guidelines – September 30
  - Phase 1B- Site Options

- Phase 2
  - Remaining Judicial Facilities

Presentation Agenda

1. What we have
(existing conditions)

2. What we need
(projections, guidelines, needs)

3. What we can do
(planning considerations and options)

4. What should we do
(recommendations)

Presentation Agenda

1. What we have
(existing conditions)

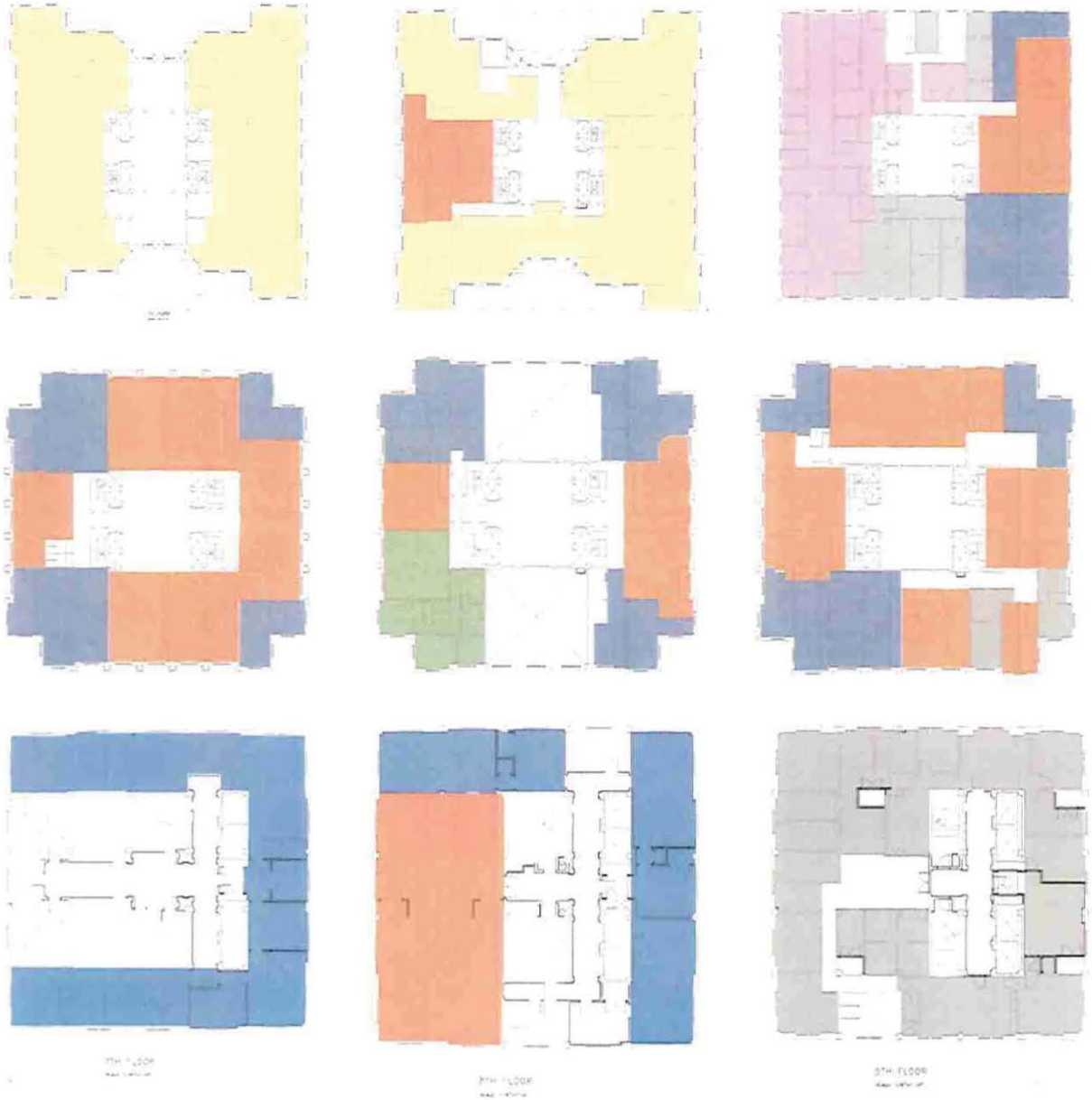
2. What we need
(projections, guidelines, needs)

3. What we can do
(planning considerations and options)

4. What should we do
(recommendations)

DCCH Program Distribution

Floors 1-9

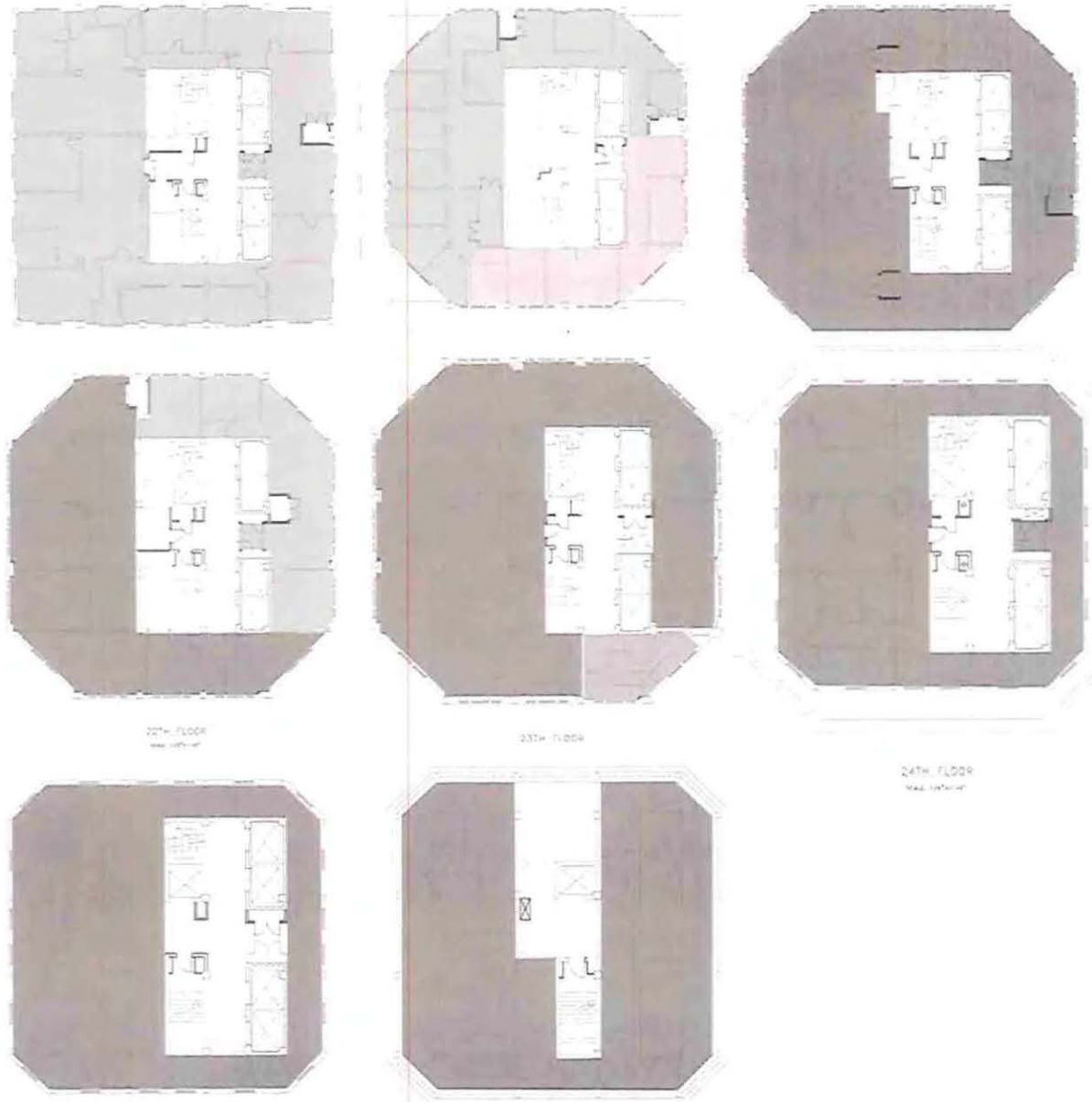


DCCH Program Distribution

Floors 10-18

DCCH Program Distribution

Floors 19-26



1. What we have (existing conditions)

1. DCCH Existing Conditions

Spatial Deficiencies

Jury Assembly
Courtrooms
Jury Deliberation
Public Waiting
Work stations/storage
Public Toilets

Environmental Conditions/ Concerns

Water Intrusion
Mold
Air Quality
Temperature Control

Structure/Systems

Exterior Skin
Columns
Plumbing
Electrical
HVAC
Elevators

1. What we have (existing conditions)

1. DCCH Existing Conditions

Security/Safety

Exiting/Egress
Multiple Entrances
Public Corridors (overcrowding)
Lack of Restricted Circulation
Incomplete Alarm System

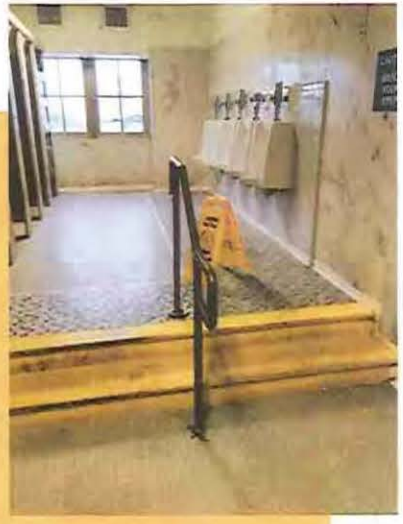
Access to Justice

ADA Issues
Technology Integration
Accommodation for Growth

1. What we have (existing conditions)

Security

- The building does not have separate and secure judicial/staff elevators. Judges and staff must use the public elevators thereby compromising security.
- Some Judge's chambers and support staff receiving the public are not equipped with security alarms.
- In some courtrooms the Judge must enter through the public door and cross in front one of the parties and their attorney(s) creating the potential for discussion and an appearance of impropriety.



Facility Access & Accessibility

- ADA access to the building is limited to one entrance and the ramp may not satisfy current standards. Effectively, anyone needing ramp access approaching the building must know that only one of the two public entrances is ADA accessible.
- The civil public counters on the east and west sides of the building are too high and are not ADA compliant.
- Some court floors do not have public restrooms forcing the public to use stairs or elevators to locate a floor with restrooms.
- Not all public restrooms are ADA accessible forcing those with a disability to locate the ADA accessible restrooms floors.

Sufficiency of Space

Overcrowded Public Areas

- Approximately 3,500 people a day, or 70,000 per month, enter the Miami-Dade County Courthouse.
- The entrance lobbies on both the north and south sides of the building are small with minimal queuing areas. Some people entering the building queue outdoors. Each entrance lobby accommodates two screening station which causes long lines at each entrance during peak periods. On a typical morning it may take 10 minutes to get through the entrance screening stations.
- The courtrooms on floors four and higher are similarly configured. The public corridors are narrow and do not provide waiting areas for the number of jurors, plaintiffs, defendants and/or victim(s), and witnesses appearing for these trials.
- Witnesses, plaintiffs and defendants share the same waiting areas as jurors. Because space is so limited, they frequently stand right next to each other. Comingling of jurors and other trial participants in undersized hallways has caused mistrials when jurors have inadvertently overheard comments made by a party to the case.
- The occasion lines to enter the building cause delays in commencing jury trials and other court hearings.

Sufficiency of Space

Inadequate Number of Public Elevators

- The court has only four public elevators and the public and staff shares them and must cross over to a separate set to access and any floor higher than floor six.
- The four elevators are used to move freight, staff, judges, files, exhibits, and the public. On average, 3,500 visitors a day compete for elevator usage. In addition to creating overcrowded conditions in the public elevator lobbies, during peak usage times, it can take on average 6-10 minutes to catch an elevator causing significant inefficiencies, inconvenience, and a great deal of frustration for all court users and staff.

Courtrooms

- Approximately 40 Circuit and County Judges share 23 courtrooms. The need to stagger a Judge's availability to the courtroom time available delays civil case processing and resolution. This situation forces many civil case law and motion matters to be heard at small conference tables in a Judge's chamber. in commencing jury trials and other court hearings.

Sufficiency of Space

Courtrooms

- Approximately 40 Circuit and County Judges share 23 courtrooms. The need to stagger a Judge's availability to the courtroom time available delays civil case processing and resolution. This situation forces many civil case law and motion matters to be heard at small conference tables in a Judge's chamber. in commencing jury trials and other court hearings.
- In this setting, the lack of space can contribute to tension; no ability to present information in an electronic format and informality that undermines judicial decorum.
- Many of the courtrooms in the office tower have columns in the well near attorney tables that impeded the ability to view jurors, witnesses
- The average size of the Civil Courthouse's trial courtrooms is 1,100 square feet, most are less than 30 feet wide and many have columns in the well which limit the ability of the Judge and Attorneys to view the jury, witnesses or one another. Current standards for a civil courtroom requires for 1,800 square feet for a standard 50 person public gallery with a minimum of 36 feet in width and 2,400 square feet per courtroom for a large multi-party hearing/trial.
- Existing courtrooms are severely undersized for multiple defendant and multiple jury trials.
- Undersized Courtrooms cannot adequately accommodate large trials audience requiring public seating removal and their replacement with a make-shift jury box.

Sufficiency of Space

Overcrowded Jury Assembly Areas

- The current jury assembly room has a maximum occupancy level of approximately 250 people and is inadequate to handle peak days where 300 to 400 new jurors report for service. The Court has had as many as 430 new jurors report for jury service on a single day. Cases involving long trials exacerbate the situation.
- Even this seating is inadequate at times causing jurors to stand for long periods of time.
- On occasions fire prevention inspectors have warned the Clerk of Court about the overcrowded conditions in the jury assembly areas.
- Jurors reporting for service are forced to endure an uncomfortable environment that is cramped, stuffy, and noisy.
- Overflow jury assembly waiting occurs in the small public lobbies on floors 4, 5 & 6 creating disruption to courts in session on those floors.

Technology

- The court and Clerk of the Court plan to continue implementing E-Court technologies as well as integrating other technology into court processes. Concerns with the facility and its ability to support new or enhanced technology are noted as follows:
- The courtrooms lack the capacity for A/V evidence presentation or video conferencing capacity.
- In certain courtrooms there are bundles of cables crossing the courtroom floor in front of the bench. This is a tripping hazard and an obstacle to any barrier-free travel.
- A number of multi-purpose conference rooms complete with video-conferencing capability are required in the courthouse.

Other Building Deficiencies

- If evaluated; the cross-over of the emergency stairwell from the upper floors via the floor 6 public lobby to access the emergency stairwell to the lower floors and building exit would likely fail the current Miami-Dade fire life-safety requirements.
- Areas of the building are reported to be too hot or too cold.
- In the recent past, staff reports documented cases of mold, elevated levels of carbon monoxide and pest infestations.
- Staff reports that courtrooms and or floors have been suddenly relocated to other facilities to the discovery of mold and need to remediate the area. This is very disruptive to court calendars, public way-finding and creates inefficiencies for the court, clerk of court, private attorneys and litigants.
- Employees have been diagnosed by doctors as allergic to the building and directed to relocate to another facility.
- The Clerk of Court reports that the public perception that this courthouse is a "sick building" which has occurred in the last year is requiring an increase of 10% in the number of summons issued to obtain the same number of jurors for trial.

Presentation Agenda

1. What we have
(existing conditions)

2. What we need
(projections, guidelines, needs)

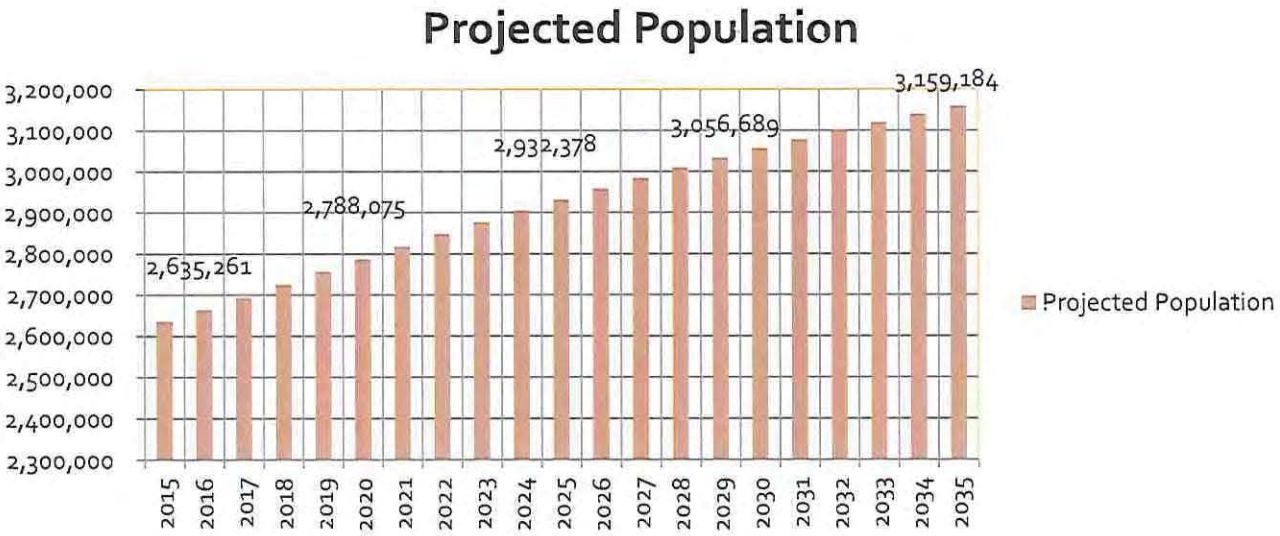
3. What we can do
(planning considerations and options)

4. What should we do
(recommendations)

2. What we need (projections, guidelines, needs)

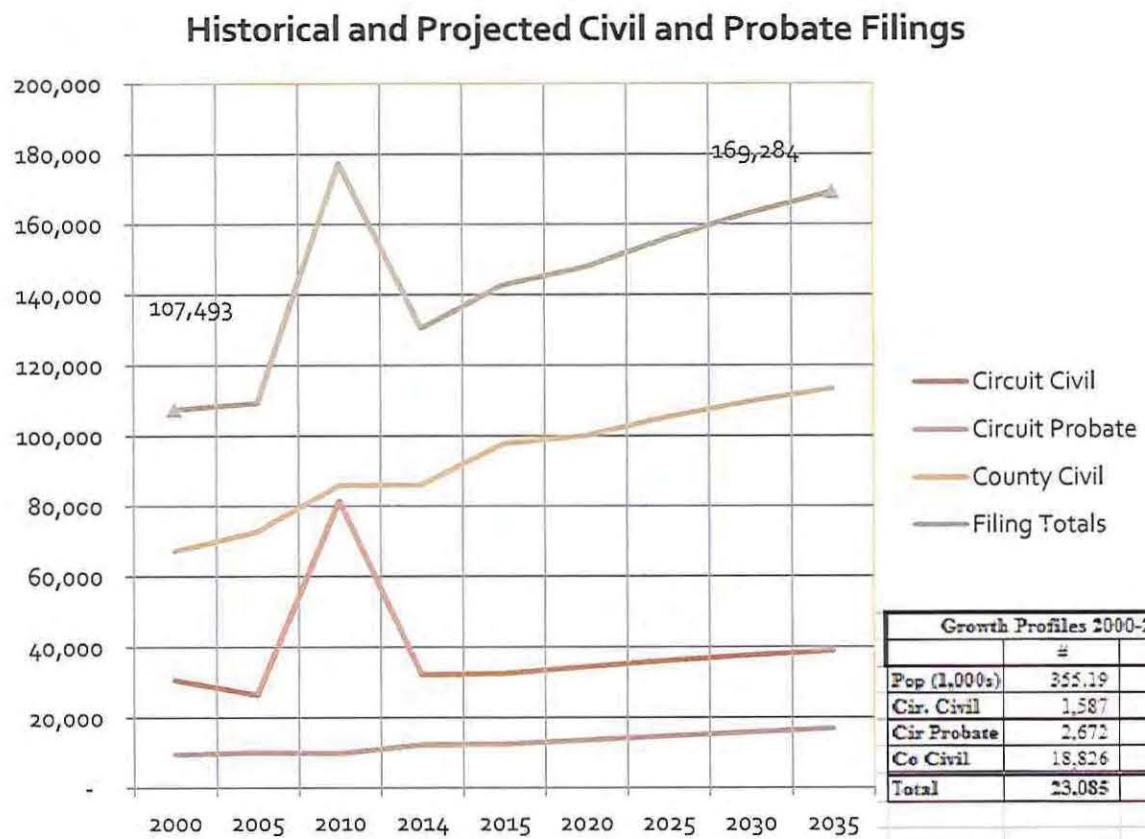
2. Need

Population Growth



2. What we need (projections, guidelines, needs)

Caseload Growth



Growth Profiles 2000-2014		
	#	%
Pop (1,000s)	355.19	16%
Cir. Civil	1,587	5%
Cir Probate	2,672	28%
Co Civil	18,826	28%
Total	23,085	21%

Growth Profiles 2014-2035		
	#	%
Pop (1,000s)	2,608.97	21%
Cir. Civil	6,779	21%
Cir Probate	4,640	38%
Co Civil	27,287	32%
Total	38,706	30%

2. What we need (projections, guidelines, needs)

Judicial Officer Growth

Circuit Civil Analysis						2015	2020	2025	2030	2035
Filings		30,558	26,445	81,558	32,145	32,469	34,352	36,130	37,661	38,924
Filings/Circuit Judge		1,329	1,150	3,262	1,286					
Cir. Civil Judge Projections										
At existing filings/judge	1,286					25	27	28	29	30
At Acquisition rate						25	26	26	27	28
Circuit Probate Analysis						2015	2020	2025	2030	2035
Filings		9,602	10,133	9,869	12,274	12,495	13,600	14,704	15,809	16,914
Filings/Probate Judge		2,401	2,533	2,467	3,069					
Probate Judge Projections										
At average filings/judge	2,617					5	5	6	6	6
County Civil Analysis						2015	2020	2025	2030	2035
Filings		67,333	72,730	86,013	86,159	97,879	100,120	105,302	109,766	113,446
Filings at DCC (30%)	30%	20,200	21,819	25,804	25,848	29,364	30,036	31,591	32,930	34,034
Filings/Co Judge		3,367	3,637	5,161	5,170					
Co Civil Judge Projections (DCC)										
At avg filings/judge	4,333					7	7	7	8	8
Totals Judges Circuit Civil and Probate and County Civil (DCC)						37	39	41	43	45
Magistrate Analysis						2015	2020	2025	2030	2035
Circuit Civil						1	1	1	1	1
Circuit Probate						1	2	2	2	2
Magistrate Projections										
Magistrate Totals						2	3	3	3	3
Total JPE						39	42	44	46	48
Additional Courtrooms for Visiting County Judges						4	4	4	4	4
Special Proceedings - Unassigned						1	1	1	1	1
Total Courtrooms						44	47	49	51	53

2. What we need (projections, guidelines, needs)

Space Requirements

Projected Staff and Space Requirements Summary for
Miami Dade County Civil Courthouse

Space NO.	Component Description	Current Need - 2015 Staff	Current Need - 2015 Court rooms	Current Need - 2015 DGSF	2025 Need Staff	2025 Need Court rooms	2025 Need DGSF	2035 Need Staff	2035 Need Court rooms	2035 Need DGSF
Total Staff		*550*			*620*			*659*		
Total Department Gross Square Feet (DGSF)				*356,228*			*385,303*			*406,521*
	40% Grossing			142,491			154,121			162,608
Total Building Gross Square Feet (BGSF)				498,720			539,424			569,129

2. What we need (projections, guidelines, needs)

Deficiency Scale

Courthouse Program
2025 – 539,400 SF
2035 - 600,000 SF

Existing Courthouse Program
240,000 SF
Existing Courthouse Needed
498,720 SF

Presentation Agenda

1. What we have
(existing conditions)

2. What we need
(projections, guidelines, needs)

3. What we can do
(planning considerations and options)

4. What should we do
(recommendations)

3. What we can do (planning considerations and options)

3A. Planning Considerations

Consolidated Operation

- Courts
- AOC Related
- Clerk Related
- Jury Operation
- Security

Characteristics of 21st Century Courthouse

- Equal Access
- Safe, Secure and Healthy Environment
- Space Support the Principles of Justice
- Platform for Projecting E-Service
- Flexibility
- Accommodation of Growth

Urban Design/Civic Integration

- Transportation Access
- Parking
- Critical Mass
- Justice Complex

Image

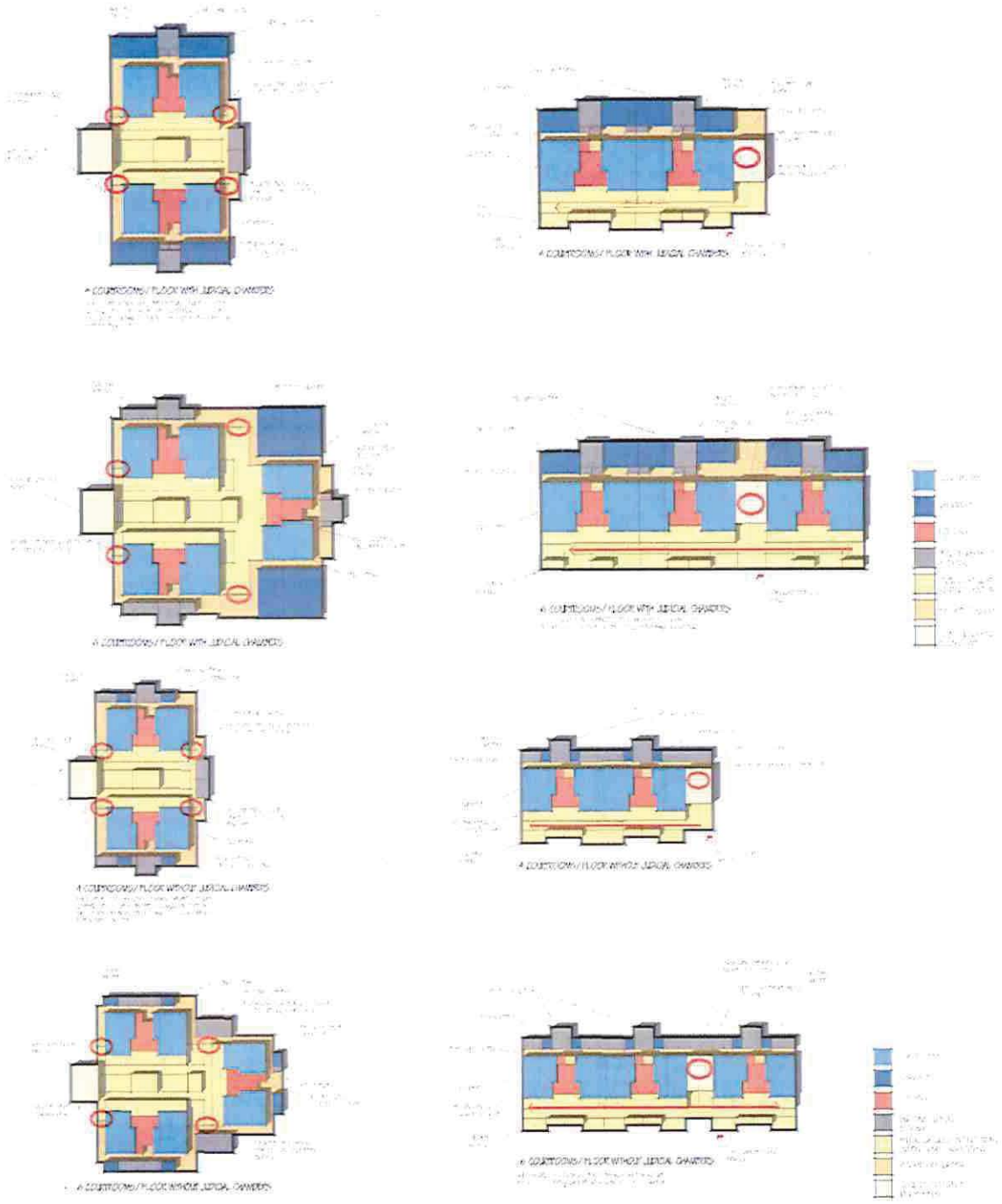
- Dignity
- Accessibility
- Service

3. What we can do (planning considerations and options)

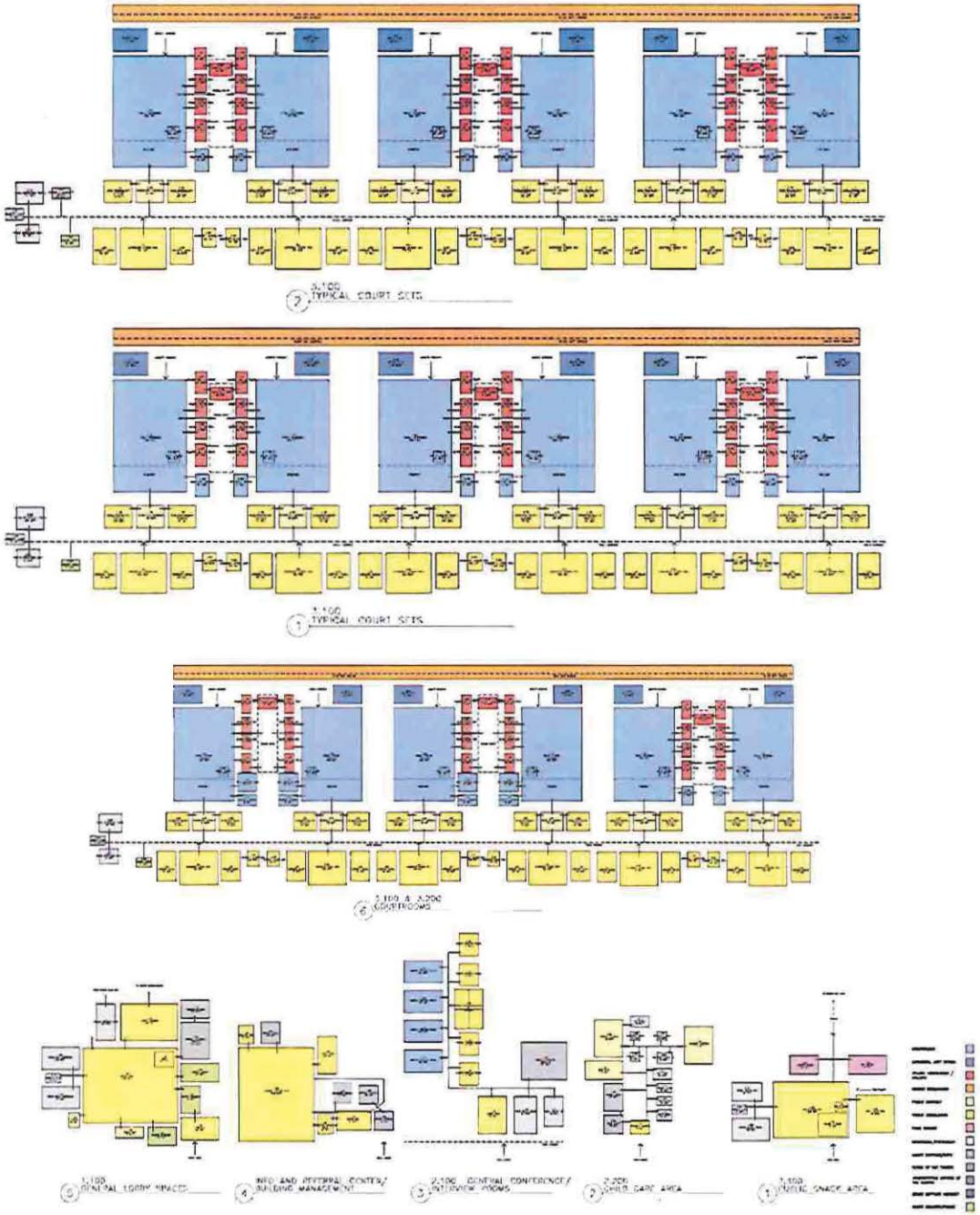
3B. Options

Renovate/Reuse	Insufficient and Inadequate Space
Renovate/Partial Use	Dysfunctional
Replace	Purpose Built

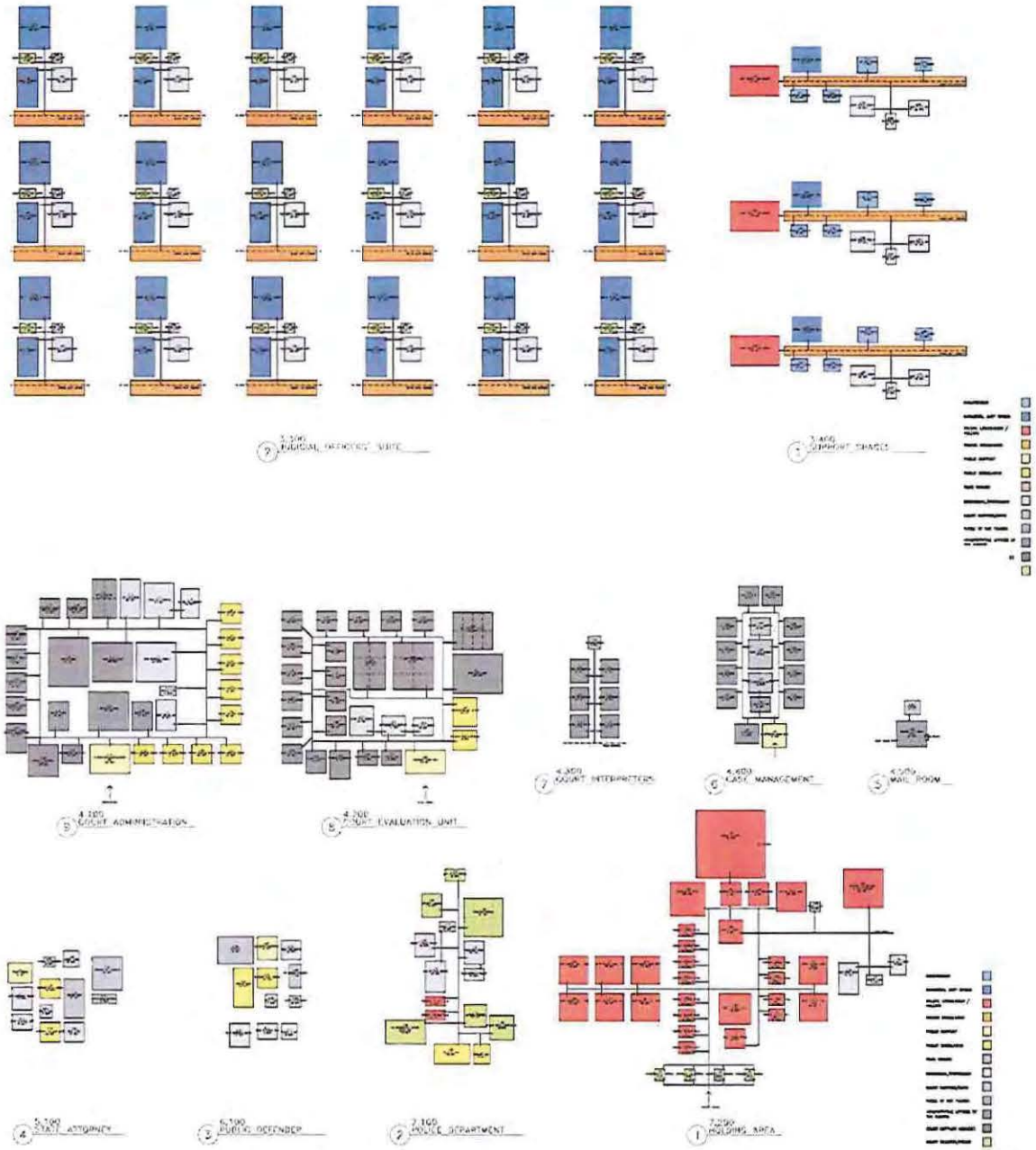
Planned Courtroom Diagrams



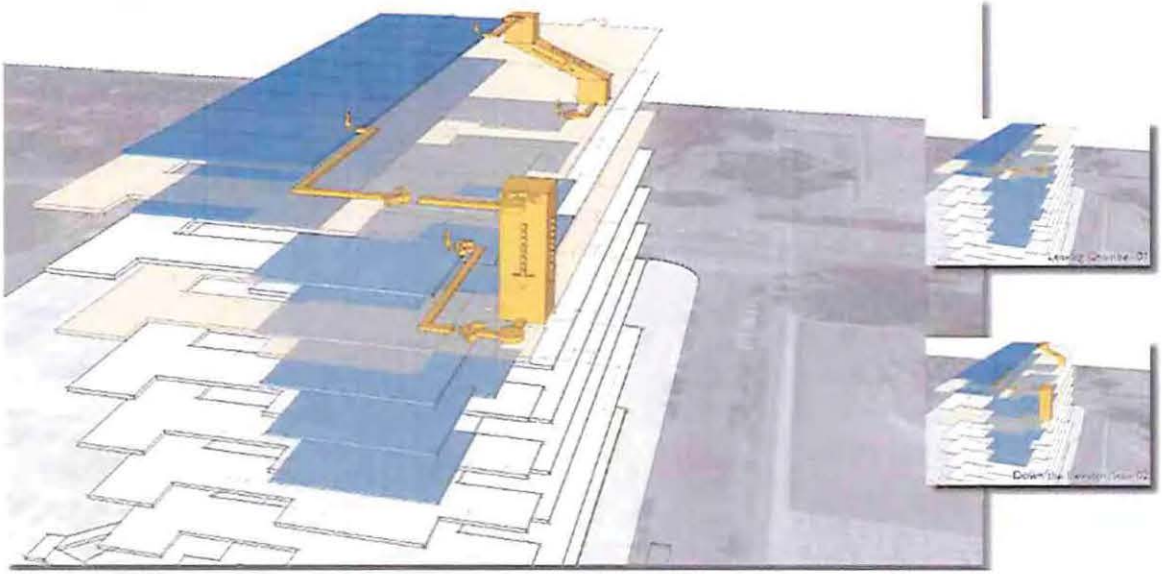
Court Sets / Program Diagrams



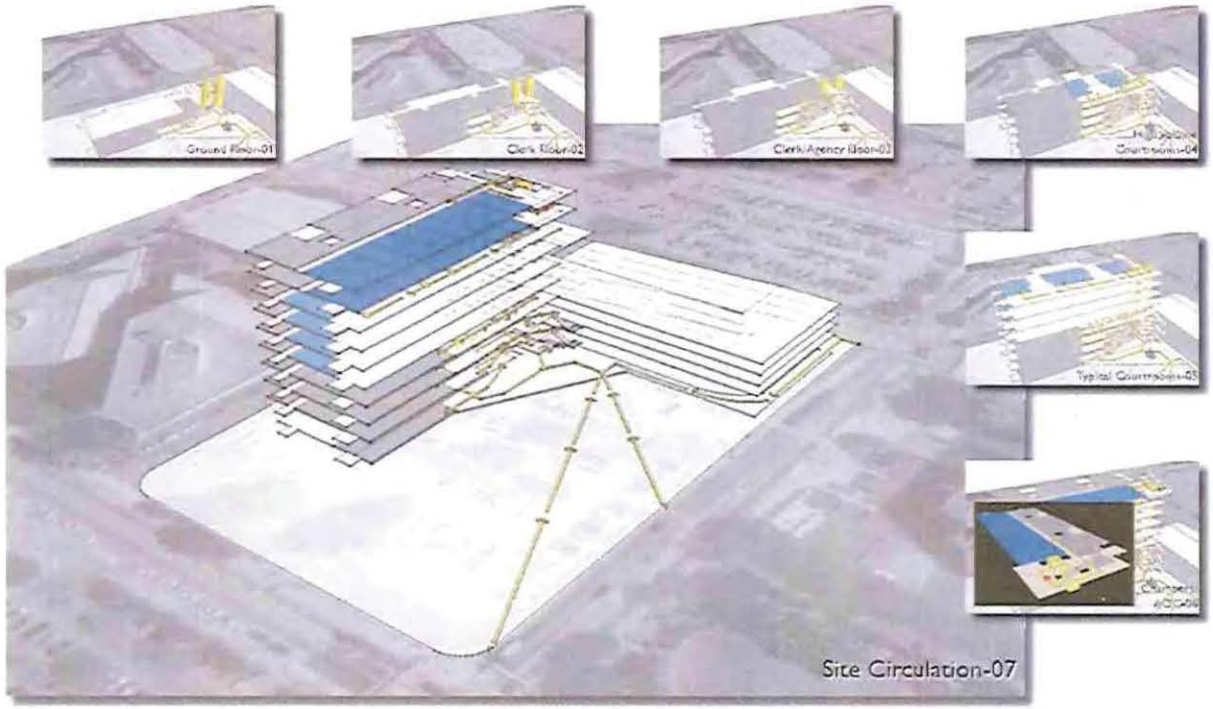
Court Sets / Program Diagrams



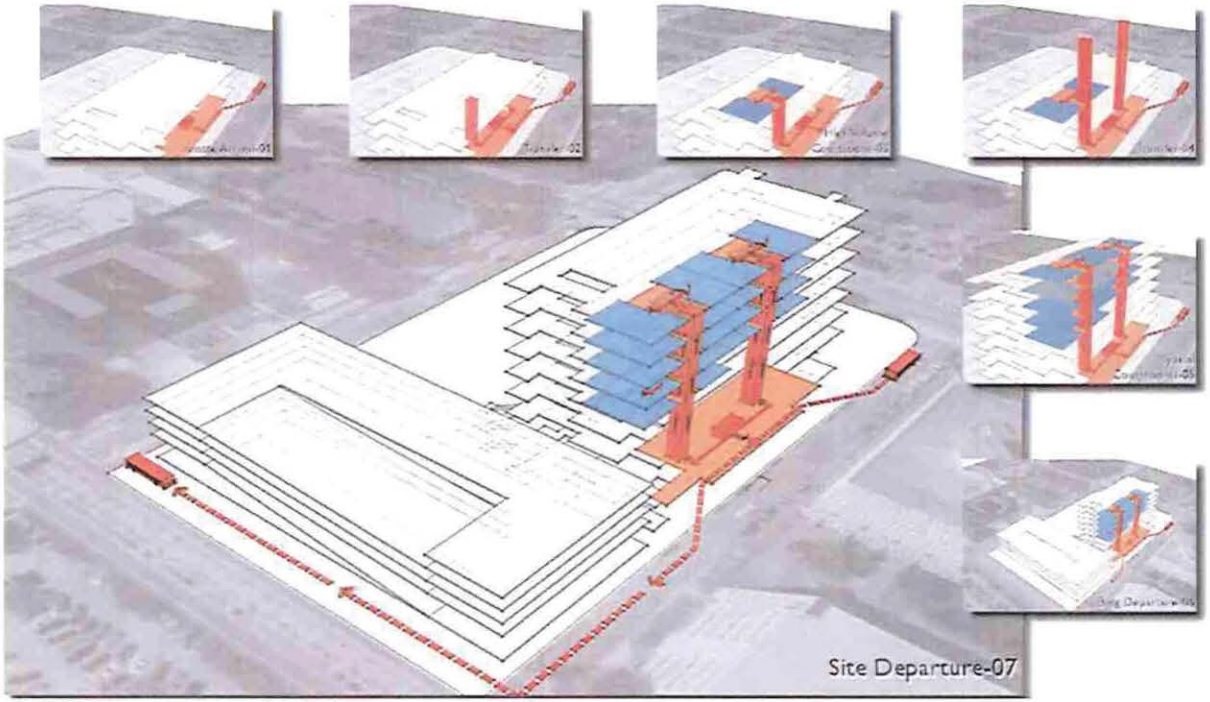
Judicial Circulation Diagrams



Public Circulation Diagrams



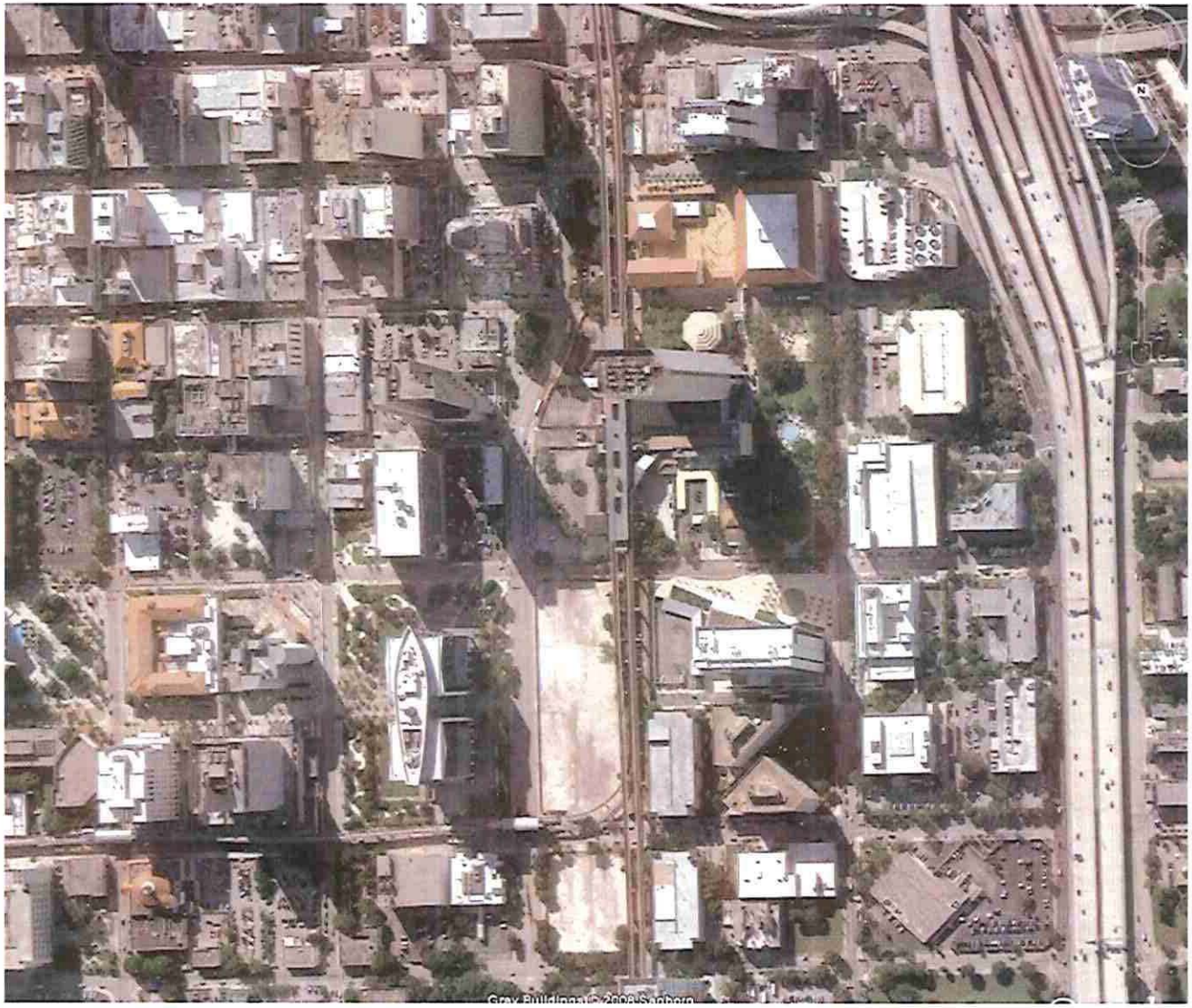
Secure Circulation Diagrams



Court Room

Court Room

Context opportunities



Urban Core "Synergy"

Transit options, civic space, symbolic center, justice imagery, public domain

Presentation Agenda

1. What we have
(existing conditions)

2. What we need
(projections, guidelines, needs)

3. What we can do
(planning considerations and options)

4. What should we do
(recommendations)

4. What should we do (recommendations)

4. Recommendations

"The historic Miami-Dade County Courthouse is no longer able to support the operational and spatial needs of the Civil and Probate Courts and related functions, in an environment that is functional, flexible, secure, healthy, accessible, dignified, and technologically current.

These courts should be accommodated in a purpose built facility that embodies the characteristics of a 21st century courthouse, serves the public and the efficient administration of justice, accommodates growth and change, and continues to represent the community's commitments to the rule of law and equal justice under that law.

The estimated size of the recommended facility to 2035 is 550,000 to 600,000 GSF and should accommodate 53 courtrooms (Circuit Civil and Probate and County Civil Courts) and the associated operation of the Administrative Office of the Courts and the Clerk of Courts as well as the appropriate jury assembly, security and building management functions.

This facility should be located in city center, close to related courts and as close as possible to a major transportation hub."

EXHIBIT 15

2. Circuit Civil Courtroom Sets

Dade County Civil

Space No.	Component	Unit Size NSF	Current Need - 2015 Quan.	Current Need - 2015 NSF	Current Need - 2015 Staff	2025 Need Quan.	2025 Need NSF	2025 Need Staff	2035 Need Quan.	2035 Need NSF	2035 Need Staff	Notes
	Standard (includes Magistrate)											
	Standard Courtroom	1,850	1	1,850		1	1,850		1	1,850		
	Courtroom Waiting	200	1	200		1	200		1	200		
	Attorney/Client/Witness Room	100	2	200		2	200		2	200		
	Entry Vestibule	64	1	64		1	64		1	64		
	Courtroom Technology / Equipment Room	40	1	40		1	40		1	40		
	Exhibit Storage Closet	40	0.5	20		0.5	20		0.5	20		
	Jury Deliberation Room	510	0.5	255		0.5	255		0.5	255		
	Courtroom Clerk Workstation			0			0			0		
	Bailiff Workstation			0			0			0		
	Sub-total			***2,629***			***2,629***			***2,629***		
Total Staff					***0***			***0***			***0***	
	Net Square Feet (NSF)		***2,629***			***2,629***			***2,629***			
	Total per Standard Courtroom NSF			***2,629***			***2,629***			***2,629***		
	Number of Sets & Total NSF		***17***	***44,693***		***20***	***52,580***		***23***	***60,467***		

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5. Circuit Civil Judicial Office Sets

Dade County Civil

Space	Component	Unit Size	Current Need - 2015			2025 Need			2035 Need			Notes
		NSF	Quan	NSF	Staff	Quan	NSF	Staff	Quan	NSF	Staff	
	Judiciary Courtroom Support - Circuit											
	Judicial office set											
	Judge's Office	400	26	10,400	26	29	11,600	29	31	12,400	31	30 judges and 1 magistrate in 2035
	Judicial Restroom	50	26	1,300		29	1,450		31	1,550		
	Reception/Waiting	150	7	1,050		8	1,200		8	1,200	1	Floor reception waiting - Assumes 4 courtrooms per floor
	Bailiff Workstation	64	26	1,664	26	29	1,856	29	31	1,984	31	
	Judicial Assistant Workstation	80	26	2,080	26	29	2,320	29	31	2,480	31	
	Intern Work Area	72	26	1,872		29	2,088		31	2,232	1	Carrel workstations @ 36 each x 2 = 72 NSF
	Copy/file Room	120	26	3,120		29	3,480		31	3,720		
	Coffee Service	40	26	1,040		29	1,160		31	1,240		
	Storage Closet	15	26	390		29	435		31	465		
	Sub-total			***22,916***			***25,589***			***27,271***		
	Total Staff				***78***			***87***			***95***	
	Total Net Square Feet (NSF)		**22,916**			**25,589**			**27,271**			
	30% Grossing		6,875			7,677			8,181			
	Total Departmental Gross Square Feet			***22,916***			***25,589***			***27,271***		

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EXHIBIT 16

September 4, 2015

Introduction

The master planning team appreciates the opportunity to have presented its progress report to the Task Force on August 24th. This memorandum is a follow-up to that presentation and specifically responds to the items where the team indicated that additional information or commentary would be provided.

Topics

1. **Court facility planning standards and guidelines** – We indicated to the Task Force that there are nationally recognized court facility planning guidelines and standards which they might wish to know about and with which our programming is consistent. We would direct the Task Force to:
    a. The Web site of the National Center for State Courts which provides an extensive listing of court planning materials including design considerations and financing. http://www.ncsn.org/topics/courthhouse-facilities
    b. Included in that Web site listing are the most recent and comprehensive space standards and design guidelines for trail court facilities published by the Judicial Council of California and in use throughout that state on all new court facilities.
    c. Also included in that listing is a document published by the National Center for State Courts in 1991 titled, The Courthouse: A Planning and Design Guide for Court Facilities that is still relevant and in wide use throughout the country
2. **One Judge/One Courtroom** – The Task Force was interested in a more complete discussion of this issue. The team has provided this discussion in ***Exhibit #1***.
3. **Studies that might show the possibility of linking impact fees to court system growth.** – The team is unaware of any such studies despite our extensive backgrounds in court management and court facility planning.
4. **Grossing factors** – The team was asked to provide a simple guide to courthouse grossing factors. We have used the California Court Facilities Design Guidelines to prepare ***Exhibit #2*** which should help understand both the issue and the rationale for the grossing used in our civil court program progress document.
5. **Essential elements of court sets and judicial office sets** – ***Exhibit #3*** provides a summary table on this subject. This can be used in conjunction with the actual program worksheet distributed at the meeting.

Thank you again for the opportunity to present on this important project.

Exhibit #1
One Courtroom/One Judge –A Discussion

Definition and Role of a Courtroom
A courtroom is a formal litigation space, purpose designed and built for the conduct of judicial proceedings.

- The term "formal" indicates that the space is arranged so that there is a clearly defined well area (separate from the gallery seating), with appropriate tables for lawyers and litigants, a witness stand, clerk's bench, raised judicial dais, and, if required, a jury box and/or prisoner dock.
- Courtrooms may range in size from comparatively small non-jury spaces (not to be confused with informal hearing rooms which are simply specialized conference rooms), through a range of specialty and standard courtrooms to the very largest special proceedings and multi-jury accommodations.
- In general though, a courtroom is understood to be multi-purpose, jury capable, and of sufficient gallery size to accommodate the standard jury panel from which a trial jury can be selected. A courtroom of this description will be capable of accommodating the vast majority of judicial proceedings.

Judicial proceedings are an essential element of the rule of law and a critical part of our system of justice and dispute resolution.

- The conduct of these proceedings is an essential activity of a judge.
- The ability to schedule and conduct these proceedings in a timely and efficient manner is necessary for the expeditious resolution of cases.
- A lack of courtrooms has a negative impact on the scheduling of proceedings and on timely case resolution.

One to One Rationale
A ratio of one courtroom to one judge, particularly in a court that practices an "individual calendaring" case management approach (as in the Civil and Probate Courts of the Eleventh Judicial Circuit), provides the most advantageous arrangement for the scheduling and conduct of judicial proceedings. Also, this approach ensures an environment that provides the fundamental spaces and systems to support efficient case management.

The advantages of the One Courtroom/One Judge arrangement are:

- Provides best scheduling flexibility
- Accommodates the vast majority of judicial proceedings
- Supports the court's case management practices
- Best accommodates growth and change
- Offers a consistent, dignified, secure, suitable and standardized forum for the participants of all legal proceedings
- Supports the perception of equal justice regardless of the judicial officer presiding

Generally, a one-to-one ratio of courtrooms to judges is recommended as the best way to support effective and timely case resolution and accommodate the typical pattern of judicial system growth.

- The national average for case dispositions reveals that 90 percent or more of all cases are settled without a trial.

- Jurisdictions with greater than 10 percent of their caseload going to trial tend to become backlogged, resulting in substantial investments of time, money, and human resources.
- A firm and unavoidable trial date is the single most effective means of stimulating lawyers to prepare their cases, which in the vast majority of instances leads to pretrial settlements.
- To make a trial date viable, lawyers must believe that the court will have a judge, a jury and a courtroom available when the case is ordered to trial.
- The one-to-one ratio of judges to courtrooms puts pressure on parties to plea/settle through the ready availability of trial courtrooms.
- Frequently judges are added at a faster rate than courtrooms and the preferred ratio of one to one erodes. For this reason it is important if the ratio has not been diluted in advance.

Alternative Arrangements

Courthouses that do not provide for this ratio fall into two broad categories:

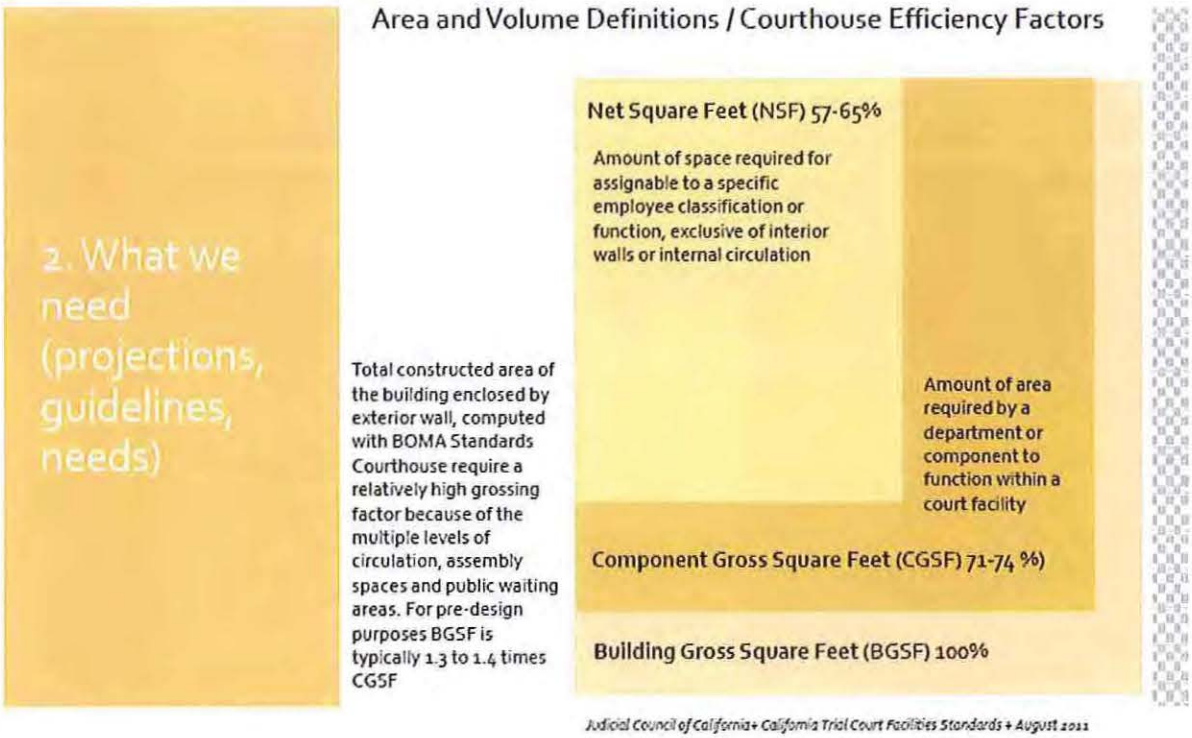
- Older facilities where the growth in judicial officers has not been paralleled by expansion of the courtroom count and where many judicial proceedings are forced into conference rooms or even into judicial offices.
    - For many types of proceedings, these courtroom alternatives are not adequate, safe or suitable (in size, dimension, arrangement, and/or technology capability).
    - A lack of sufficient courtrooms will limit trial time availability and complicate scheduling of trials or high volume proceedings.
- Newer courthouses where a different case management protocol is in use, where the judicial officers have determined that certain proceeding types are better handled in non-jury courtrooms or in smaller, less formal spaces, and where a courtroom management strategy has been developed and practiced that assigns proceedings by courtroom type and judges move among courtrooms as needed based on that assignment.
    - The exact mix of non-jury and jury courtrooms that will effectively serve the court is very difficult to determine and may be different jurisdiction to jurisdiction as well as different within a jurisdiction depending on the case load at a given time.
    - Most commonly, jurisdictions that do this provide a ratio of litigation spaces to judges that exceeds one to one.
    - Typically, large metropolitan courts deviating from the 1 to 1 ratio and utilizing an individual case assignment system similar to the Eleventh Judicial Circuit's Civil and Probate Courts will designate the Chief Judge's courtroom as a shared space. Also, certain case types have been determined to represent a "part-time" assignment and due to the justice agency support requirements or high volume, a specific courtroom is designated for use for more than one judicial officer. An example would be Specialty Court Calendars for Drug, DUI and Prisoner Re-entry Courts.

Final Note

There are two major case management approaches common to court systems. Each has its strengths and weaknesses. A Master Calendar system is sometimes thought to support the most "efficient" case disposition, but does so at the expense of judicial continuity. Litigants get whatever judge is sitting that particular hearing type on that particular day and cannot count on the judge having any background or familiarity with their case. An Individual Calendaring system insures judicial continuity and familiarity of the judge with the case before him/her though may (and this assertion is not completely recognized or proven) lead to slightly slower case processing.

Individual calendaring is generally seen as the preferred approach and is best supported by courtrooms that allow each judge maximum flexibility in scheduling the various proceeding types needed to move the cases efficiently and expeditiously.

Exhibit #2
Grossing Factors for Typical Court Facility Planning Purposes



Note: The area described as Component Gross Square Feet in the California standards equates to Departmental Gross Square Feet in the Miami-Dade Civil Courthouse draft space lists.

Exhibit #3
Standard Judicial Space Assignments

Standard Courtroom Set (NSF and DGSF)

2. Circuit Civil Courtroom Sets						
Space	Component	Unit Size	Current Need - 2015			Notes
No.		NSF	Quan.	NSF	Staff	
	Standard (includes Magistrate)					
	Standard Courtroom	1,850	1	1,850		cap. approximately 45 to 55
	Courtroom Waiting	150	1	150		
	Attorney/Client/Witness Room	100	2	200		
	Entry Vestibule	64	1	64		
	Courtroom Technology / Equipment Room	40	1	40		
	Exhibit Storage Closet	40	0.5	20		
	Jury Deliberation Room	510	0.5	255		including deliberaton room, toilets and vestibule
	Courtroom Clerk Workstation			0		in courtroom
	Bailiff Workstation			0		in courtroom
	Sub-total			***2,579***		
Total Staff					***0***	
Net Square Feet (NSF)				***2,579***		
30% Grossing				**774**		
Total Departmental Gross Square Feet -				***3,353***		

Exhibit #3 (Continued)

Standard Judicial Office Set (NSF and DGSF)

5. Circuit Civil Judicial Office Sets						
Space	Component	Unit Size	Typical Set NSF			Notes
No.		NSF	Quan.	NSF	Staff	
	Judicial office set					
	Judge's Office	400	1	400	1	Circuit judges and magistrates
	Judicial Restroom	50	1	50		
	Reception/Waiting	60	1	60		waiting for up to 4
	Bailiff Workstation	64	1	64	1	
	Judicial Assistant Workstation	80	1	80	1	
	Intern Work Area	72	1	72		Carrel workstations @ 36 each x 2 = 72 NSF
	Copy/file Room	60	1	60		
	Coffee Service	40	1	40		Combine into single space
	Storage Closet	20	1	20		
	Admin. Judge conf. Rm					see Section 8
	Sub-total			*846*		
	Total Staff				*3*	
	Total Net Square Feet (NSF)			846		
	30% Grossing			254		
	Total Departmental Gross Square Feet			*1,100*		

Combined Judicial Space Assignment (NSF and DGSF)

Standard Judicial Set Area Allocations	NSF	DGSF
Standard Courtroom Set	2,579	3,353
Standard Office Set	846	1,100
Totals	**3,425**	**4,453**

Note: These summaries represent the space allocations of typical Judicial Courtroom and Office sets which constitute the majority of courtrooms in the Civil Courts program. It should be noted:

- That there are a few larger courtrooms for unusually large or special proceedings
- That office sets assigned to Administrative Judges will include an additional conference room (3)
- That the DGSF totals must be multiplied by the number of judges or courtrooms to get an approximate scale of total requirements (not including the larger sets) and that the Total DGSF of all judicial courtroom sets and office sets must be multiplied by 1.4 to determine the amount of Building Gross attributable to these functions.

EXHIBIT 17

CIRCUIT COURT
ELEVENTH JUDICIAL CIRCUIT OF FLORIDA

JENNIFER D. BAILEY
ADMINISTRATIVE JUDGE

DADE COUNTY COURTHOUSE
73 WEST FLAGLER STREET
MIAMI, FLORIDA 33130

September 15, 2015

Dear Chairman Crooks and fellow task force members of the Miami-Dade County Court Infrastructure Task Force:

The Eleventh Circuit offers additional information to follow up on questions raised at the last task force meetings.

We have reviewed the 1925 plans for the building and determined that there were eight original courtrooms: two large courtrooms on the Fourth Floor, two small courtrooms on the Fifth floor, and four large courtrooms on the Sixth floor. When the courthouse opened, there were eight courtrooms in the Dade County Courthouse. The other fifteen courtroom spaces built in the intervening 87 years all have blocking columns, sight line issues, and space issues with jury deliberation rooms, etc. The original courtrooms have problems with acoustics and electrical capacity for modern presentation technology, along with the overall condition issues—mold, termites and asbestos.

During the last meeting of the Court Infrastructure Task Force, there were also several questions about how trial calendars are structured as well as the use of courtrooms for hearings. We realized that an outline of how the Civil Circuit division conducts business might be helpful.

Enclosed please find three schedules which summarize the court proceedings scheduled in the Dade County Courthouse over the next three (non-holiday) weeks. We omitted the weeks including holidays to ensure that the workload was typical.

The schedules demonstrate the following procedures:

- Jury Trials are scheduled for a trial period, normally two to three weeks. The number of cases set for trial is usually between 25-45 cases. Trials typically involve six to eight jurors, at least two and frequently more (up to four generally) groups of parties and lawyers, and witnesses. Jury trials must be held in a courtroom. Bench trials do not involve juries but do involve multiple parties and lawyers. If no courtroom is available, judges try to handle bench trials in their offices if there is enough room to accommodate the participants, but there is no room to accommodate the public.
  Prior to the trial period, judges hold calendar calls and determine in what order cases will be called. Some cases are continued because they are not ready. Once we identify what cases need to be tried, they are typically put in order of priority and then called one right after another during the trial period. If a case settles, the next case on the list is called in, and the next, and the next.
- Special Set hearings are longer hearings which involve more complex issues. These are typically set for a specific time one right after another. Some judges set them for an entire day, some for

an entire week, some set them certain mornings before or after calendars or trials. These involve multiple lawyers. Judges prefer to do these in courtrooms, but hold hearings in their offices if no courtroom is available.

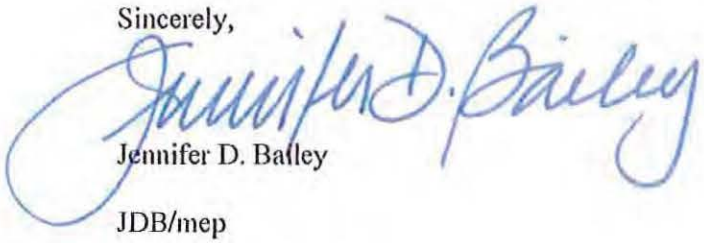
- Foreclosure and Motion Calendars are for short hearings for the types of decisions needed to progress a case to resolution, and are held in the morning. Hearings are heard one right after another. They are scheduled in the morning to get these matters resolved so that attorneys can proceed to the rest of their workload without interruption to travel downtown during the rest of the day. A good analogy is a doctor doing hospital rounds first thing in the morning, and then seeing patients or scheduled surgeries for the rest of the day. Typically between 25 and 50 cases are scheduled, and between 50 – 125 lawyers and parties appear. Judges prefer to do these in courtrooms due to the amount of movement and number of people involved. When no courtroom is available, judges hold these hearings in their offices but lose a great deal of time to shuffling participants in and out.

In looking at the volume of work, we accomplish a great deal given the space limitations. This work should all be occurring in a courtroom and not in judge's offices, for reasons of security, due process and the opportunity to be heard, and equality of dignity of everyone's day in court. In addition, the justice process should be public. When we hold trials and hearing in our offices, there is no room for the public, and an increased security threat because of the close quarters. The fact that the Civil Division has worked under very difficult circumstances and has kept the civil justice process running despite the inadequacy of the building should not serve as an excuse to continue forcing the court to work in inadequate facilities.

The compacted condition of justice operations at the Dade County Courthouse was reported to the County in the 2008 Master Plan and earlier in the 1986 Master Plan. The Court should not be punished for continuing to meet its constitutional obligations to assure access to civil justice over the years despite continuing to work under these adverse circumstances. The situation with the building became critical with the 2014 structural report. The operational impacts of the building's condition problems are actively interfering with our ability to do our job.

We are now at the brink of enormous expenditures to bring DCC to safe structural and functional levels. The expenditures will not resolve the inadequacy and dysfunction of the space. Significant portions of the building will be forced to close for the work to be done, with major operational consequences. We urge the Task Force to engage in a candid and honest assessment of whether spending millions of dollars on a courthouse that is dysfunctional and too small makes sense compared with a new facility that would permit adequate court function, meet the space, security and technology needs of the court system, and probably operate more efficiently per square foot.

Sincerely,



Jennifer D. Bailey

JDB/mep

cc: Chief Bertila Soto
Tara Smith, ISD, Miami-Dade County

EXHIBIT 18

Circuit Civil Division Weekly Schedule- Week of September 28

Monday	Tuesday	Wednesday	Thursday	Friday
Division Trials- Sept. 28 Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	**Division Trials- Sept. 29** Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	**Division Trials- Sept. 30** Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	**Division Trials- Oct. 1** Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	**Division Trials- Oct. 2** Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2
Visiting/County Judges Trials Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	**Visiting/County Judges Trials** Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	**Visiting/County Judges Trials** Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	**Visiting/County Judges Trials** Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	**Visiting/County Judges Trials** Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz
Division Judges- Motion Calendar 8:30am Judge Cueto Room 1105/Ctrm 8-2 8:30am Judge Bagley Room 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Room 817/Ctrm 8-2 9:15am Judge Thomas, W. Room 1307/Ctrm 13-2 9:30am Judge Miller, B. Room 412/Ctrm 4-1 10:15am Judge Bailey Room 635/Ctrm 6-1	**Division Judges- Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm 14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Marin Rm 1403/Ctrm 14-1 9:30am Judge Schlesinger Rm 1202/Ctrm 12-2 9:30am Judge Thornton (CBL) Rm 1017/Ctrm 10-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1	**Division Judges- Motion Calendar** 9:30am Judge Miller, B. Rm 412/Ctrm 4-1 8:30am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:00am Judge Gordo Rm 800/Ctrm 8-1	**Division Judges- Motion Calendar** 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:00am Judge Arzola Rm 1110/Ctrm11-1 9:00am Judge Lopez Rm 1201/Ctrm12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Schlesinger Rm 1202/Ctrm12-2 9:30am Judge Freeman Rm 1304/Ctrm13-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Marin Rm 1403/Ctrm14-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm11-1	**Division Judges- Motion Calendar**
Division Judges- Foreclosure Motion Calendar 8:30am Judge Butchko Rm 303/Ctrm 3-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:15am Judge Bailey Rm 635/Ctrm 6-1 9:30am Judge Marin Rm 1403/Ctrm 14-1	**Division Judges- Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:30am Judge Hendon Rm 1401/Ctrm 14-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2	**Division Judges- Foreclosure Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 8:30am Judge Schlesinger Rm 1202/Ctrm 12-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1 9:30am Judge Thornton Rm 1017/Ctrm 10-1 10:00am Judge Rodriguez, R. Rm 405/Ctrm 4-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1	**Division Judges- Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Gordo Rm 800/Ctrm 8-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 9:30am Judge Hogan Scola Rm 414/Ctrm 4-3 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1 10:30am Judge Freeman Rm 1304/Ctrm 13-1	**Division Judges- Foreclosure Motion Calendar** 10:30am Judge Freeman Rm 1304/Ctrm 13-1
Division Judges- Special Sets Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Rebull- Ctrm 8-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Rebull- Ctrm 8-1 Judge Lopez- Ctrm 12-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Rebull- Ctrm 8-1 Judge Lopez- Ctrm 12-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley-Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Rebull- Ctrm 8-1 Judge Lopez- Ctrm 12-1 Judge Hogan Scola- Ctrm 4-3	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Hogan Scola-Ctrm 4-3 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Rebull- Ctrm 8-1 Judge Lopez- Ctrm 12-1
FMC- Courtroom 3-3 (Walk-in calendar) Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am

Circuit Civil Division Weekly Schedule- Week of October 5

Monday	Tuesday	Wednesday	Thursday	Friday
Division Trials- Oct. 5 Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1	**Division Trials- Oct. 6** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1	**Division Trials- Oct. 7** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1	**Division Trials- Oct. 8** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1 Judge Areces- Ctrm 2-1	**Division Trials- Oct. 9** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Bagley- Ctrm 5-2 Judge Arzola- Ctrm 11-1 Judge Lindsey- Ctrm 14-2 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1 Judge J.Rodriguez- Ctrm 4-1
Visiting/County Judges Trials Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino
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Division Judges **Foreclosure Motion Calendar** 8:30am Judge Butchko Rm 303/Ctrm 3-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:15am Judge Bailey Rm 635/Ctrm 6-1 9:30am Judge Marin Rm 1403/Ctrm 14-1	**Division Judges** **Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:30am Judge Hendon Rm 1401/Ctrm 14-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2	**Division Judges** **Foreclosure Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 8:30am Judge Schlesinger Rm 1202/Ctrm 12-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1 9:30am Judge Thornton Rm 1017/Ctrm 10-1 10:00am Judge Rodriguez, R. Rm 405/Ctrm 4-2	**Division Judges** **Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Gordo Rm 800/Ctrm 8-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 9:30am Judge Hogan Scola Rm 414/Ctrm 4-3 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1 10:30am Judge Freeman Rm 1304/Ctrm 13-1	**Division Judges** **Foreclosure Motion Calendar** 10:30am Judge Freeman Rm 1304/Ctrm 13-1
Division Judges- Special Sets Judge Lindsey- Ctrm 14-2 Judge Rebull- Ctrm Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Sanchez- Llorens- Ctrm 11-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Rebull- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Bagley- Ctrm 5-2	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Rebull- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Sanchez- Llorens- Ctrm 11-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Bagley- Ctrm 5-2 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Sanchez- Llorens- Ctrm 11-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Thornton-Ctrm 10-1 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Sanchez- Llorens- Ctrm 11-1
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Circuit Civil Division Weekly Schedule- Week of October 19

Monday	Tuesday	Wednesday	Thursday	Friday
Division Trials- Oct. 19 Judge J.Rodriguez-Ctrm 4-1 Judge Bagley-Ctrm 5-2 Judge Rebull-Ctrm 8-1 Judge Lopez-Ctrm 12-1 Judge Ruiz-Cohen-Ctrm 8-2 Judge B.Miller-Ctrm 4-1 Judge Marin-Ctrm 14-1 Judge Cueto- Ctrm 8-2 Judge R.Rodriguez-Ctrm 4-2 Judge Thomas-Ctrm 13-2 Judge Bailey- Ctrm 6-1 Judge Hendon- Ctrm 14-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Butchko- Ctrm 3-2 Judge Sanchez-Llorens-Ctrm 11-1	**Division Trials- Oct. 20** Judge J.Rodriguez-Ctrm 4-1 Judge Bagley-Ctrm 5-2 Judge Rebull-Ctrm 8-1 Judge Lopez-Ctrm 12-1 Judge Ruiz-Cohen-Ctrm 8-2 Judge B.Miller-Ctrm 4-1 Judge Marin-Ctrm 14-1 Judge Cueto- Ctrm 8-2 Judge R.Rodriguez-Ctrm 4-2 Judge Thomas-Ctrm 13-2 Judge Bailey- Ctrm 6-1 Judge Hendon- Ctrm 14-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Butchko- Ctrm 3-2 Judge Sanchez-Llorens-Ctrm 11-1	**Division Trials- Oct. 21** Judge J.Rodriguez-Ctrm 4-1 Judge Bagley-Ctrm 5-2 Judge Rebull-Ctrm 8-1 Judge Lopez-Ctrm 12-1 Judge Ruiz-Cohen-Ctrm 8-2 Judge B.Miller-Ctrm 4-1 Judge Marin-Ctrm 14-1 Judge Cueto- Ctrm 8-2 Judge R.Rodriguez-Ctrm 4-2 Judge Thomas-Ctrm 13-2 Judge Bailey- Ctrm 6-1 Judge Hendon- Ctrm 14-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Butchko- Ctrm 3-2 Judge Lindsey- Ctrm 14-2 Judge Sanchez-Llorens-Ctrm 11-1	**Division Trials- Oct. 22** Judge J.Rodriguez-Ctrm 4-1 Judge Bagley-Ctrm 5-2 Judge Rebull-Ctrm 8-1 Judge Lopez-Ctrm 12-1 Judge Ruiz-Cohen-Ctrm 8-2 Judge B.Miller-Ctrm 4-1 Judge Marin-Ctrm 14-1 Judge Cueto- Ctrm 8-2 Judge R.Rodriguez-Ctrm 4-2 Judge Thomas-Ctrm 13-2 Judge Bailey- Ctrm 6-1 Judge Hendon- Ctrm 14-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Butchko- Ctrm 3-2 Judge Lindsey- Ctrm 14-2 Judge Gordo- Ctrm 8-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Areces-Ctrm 2-1	**Division Trials- Oct. 23** Judge J.Rodriguez-Ctrm 4-1 Judge Bagley-Ctrm 5-2 Judge Rebull-Ctrm 8-1 Judge Lopez-Ctrm 12-1 Judge Ruiz-Cohen-Ctrm 8-2 Judge B.Miller-Ctrm 4-1 Judge Marin-Ctrm 14-1 Judge Cueto- Ctrm 8-2 Judge R.Rodriguez-Ctrm 4-2 Judge Thomas-Ctrm 13-2 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Bailey- Ctrm 6-1 Judge Hendon- Ctrm 14-1 Judge Walsh- Ctrm 5-1 Judge Butchko- Ctrm 3-2 Judge Sanchez-Llorens-Ctrm 11-1
Visiting/County Judges Trials Judge Cohn Judge Stein Judge King Judge Johnson Judge Cuesta Judge Lehr Judge Marino-Pedraza	**Visiting/County Judges Trials** Judge Cohn Judge Stein Judge King Judge Johnson Judge Cuesta Judge Lehr Judge Marino-Pedraza	**Visiting/County Judges Trials** Judge Cohn Judge Stein Judge Cuesta Judge Johnson Judge Multack Judge King Judge Lehr Judge Marino-Pedraza	**Visiting/County Judges Trials** Judge Cohn Judge Stein Judge Cuesta Judge Johnson Judge Multack Judge King Judge Lehr Judge Marino-Pedraza	**Visiting/County Judges Trials** Judge Cohn Judge Stein Judge Cuesta Judge Johnson Judge Multack Judge King Judge Lehr Judge Marino-Pedraza
Division Judges- Motion Calendar 8:30am Judge Cueto Room 1105/Ctrm 8-2 8:30am Judge Bagley Room 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Room 817/Ctrm 8-2 9:15am Judge Thomas, W. Room 1307/Ctrm 13-2 9:30am Judge Miller, B. Room 412/Ctrm 4-1 10:15am Judge Bailey Room 635/Ctrm 6-1	**Division Judges- Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm 14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Marin Rm 1403/Ctrm 14-1 9:30am Judge Schlesinger Rm 1202/Ctrm 12-2 9:30am Judge Thornton (CBL) Rm 1017/Ctrm 10-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1	**Division Judges- Motion Calendar** 9:30am Judge Miller, B. Rm 412/Ctrm 4-1 8:30am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:00am Judge Gordo Rm 800/Ctrm 8-1	**Division Judges- Motion Calendar** 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:00am Judge Arzola Rm 1110/Ctrm11-1 9:00am Judge Lopez Rm 1201/Ctrm12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Schlesinger Rm 1202/Ctrm12-2 9:30am Judge Freeman Rm 1304/Ctrm13-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Marin Rm 1403/Ctrm14-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm11-1	**Division Judges- Motion Calendar**
Division Judges- Foreclosure Motion Calendar 8:30am Judge Butchko Rm 303/Ctrm 3-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:15am Judge Bailey Rm 635/Ctrm 6-1 9:30am Judge Marin Rm 1403/Ctrm 14-1	**Division Judges- Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:30am Judge Hendon Rm 1401/Ctrm 14-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2	**Division Judges- Foreclosure Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 8:30am Judge Schlesinger Rm 1202/Ctrm 12-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Areces Rm 243/Ctrm 2-1 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1 9:30am Judge Thornton Rm 1017/Ctrm 10-1 10:00am Judge Rodriguez, R. Rm 405/Ctrm 4-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1	**Division Judges- Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Gordo Rm 800/Ctrm 8-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 9:30am Judge Hogan Scola Rm 414/Ctrm 4-3 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1 10:30am Judge Freeman Rm 1304/Ctrm 13-1	**Division Judges- Foreclosure Motion Calendar** 10:30am Judge Freeman Rm 1304/Ctrm 13-1
Division Judges- Special Sets Judge Lindsey- Ctrm 14-2 Judge Butchko- Ctrm 3-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Rebull- Ctrm 8-1 Judge Arzola- Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Butchko- Ctrm 3-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Bagley- Ctrm 5-2 Judge Arzola- Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Butchko- Ctrm 3-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge B. Miller- Ctrm 4-1 Judge Arzola- Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Butchko- Ctrm 3-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Bagley- Ctrm 5-2 Judge Arzola- Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Walsh- Ctrm 5-1 Judge Arzola- Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1
FMC- Courtroom 3-3 (Walk-in calendar) Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am

EXHIBIT 19

MIAMI DADE COUNTY CIVIL COURTS

09-15-2015

PEREZ & PEREZ
ARCHITECTS PLANNERS

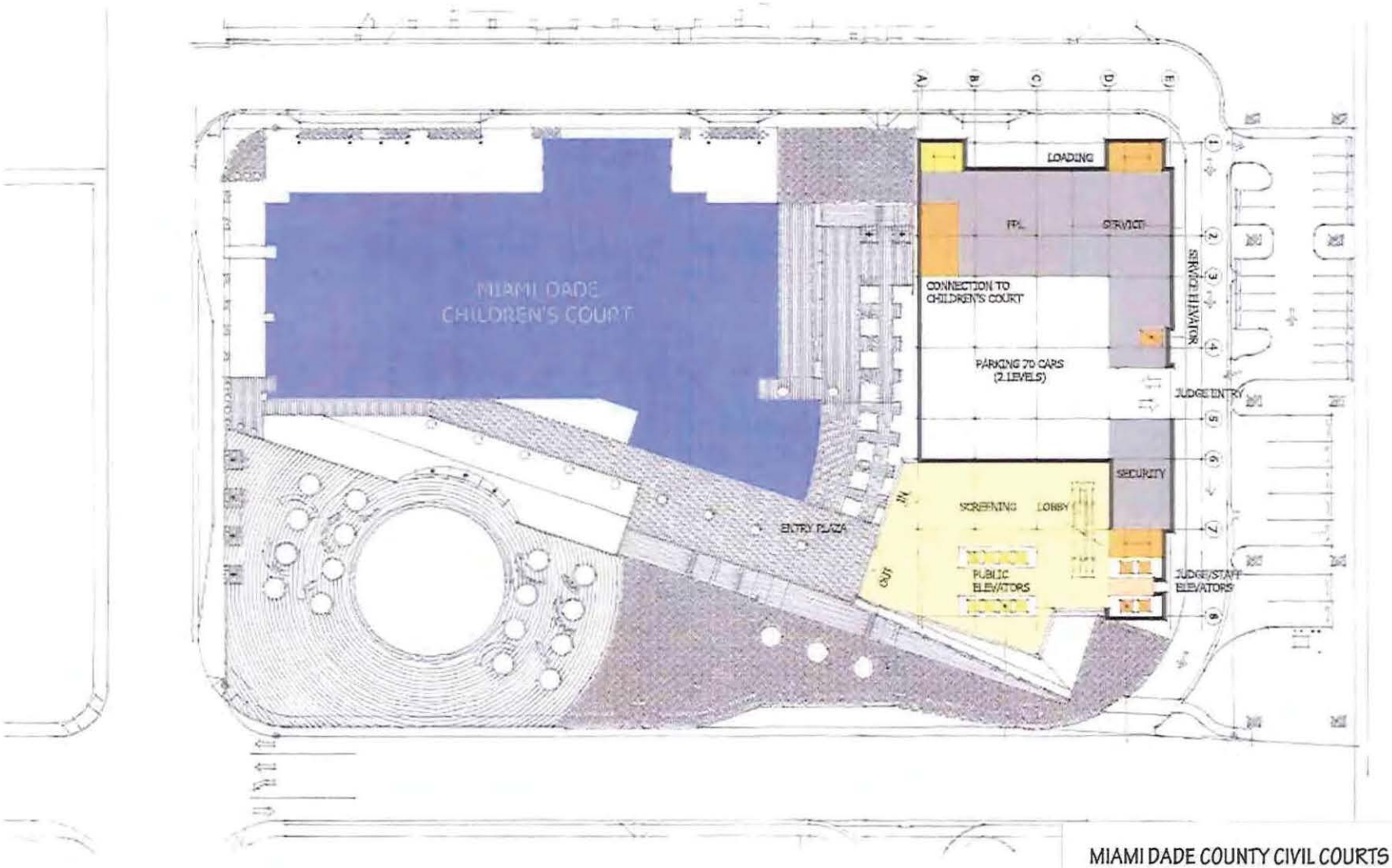
PROJECT ASSUMPTIONS

- 53 COURTROOMS-44 @ 1,600SF, 8@2,000SF & 1@3,500SF
- 26 JURY DELIBERATION ROOMS
- 52 JUDGES
- 50,000 DGSF COURT ADMINISTRATION
- 45,000 DGSF CLERK OF THE COURTS
- JURY ASSEMBLY, LAW LIBRARY, COMMUNITY/TRAINING SUITE, BAR ASOCIATION, GRAND JURY*
- 70 SECURE PARKING SPACES IN THE BUILDING (52+18 FROM CHILDREN'S COURT)
- NO HOLDING OR PRISONER CIRCULATION
- TYPICAL FLOOR IS 32,000SF

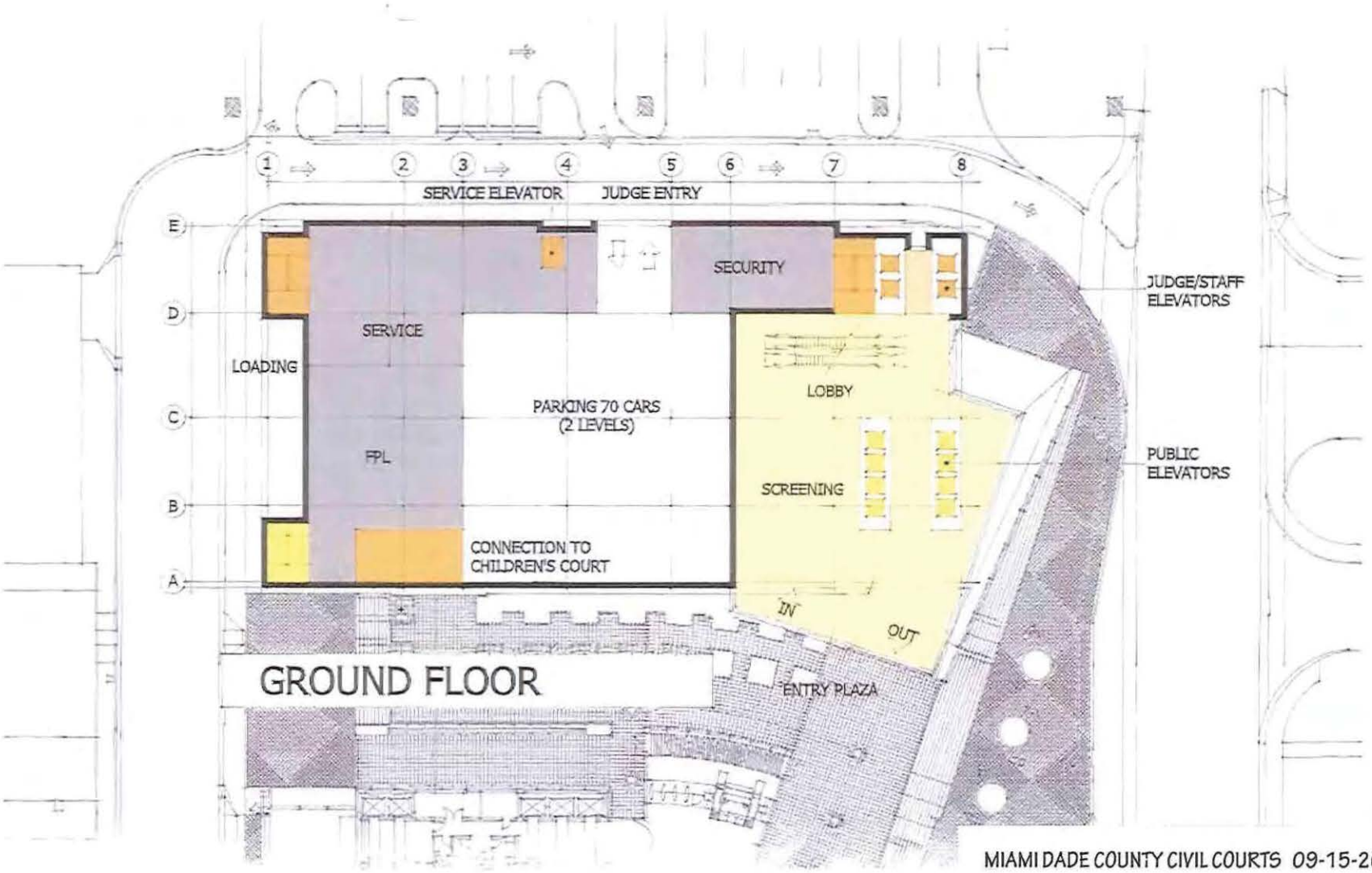
LOCATED ON THE SECURE PARKING LOT EAST OF THE CHILDREN'S COURT

620,000 TOTAL SF-21 FLOORS

MIAMI DADE COUNTY CIVIL COURTS 09-15-2015



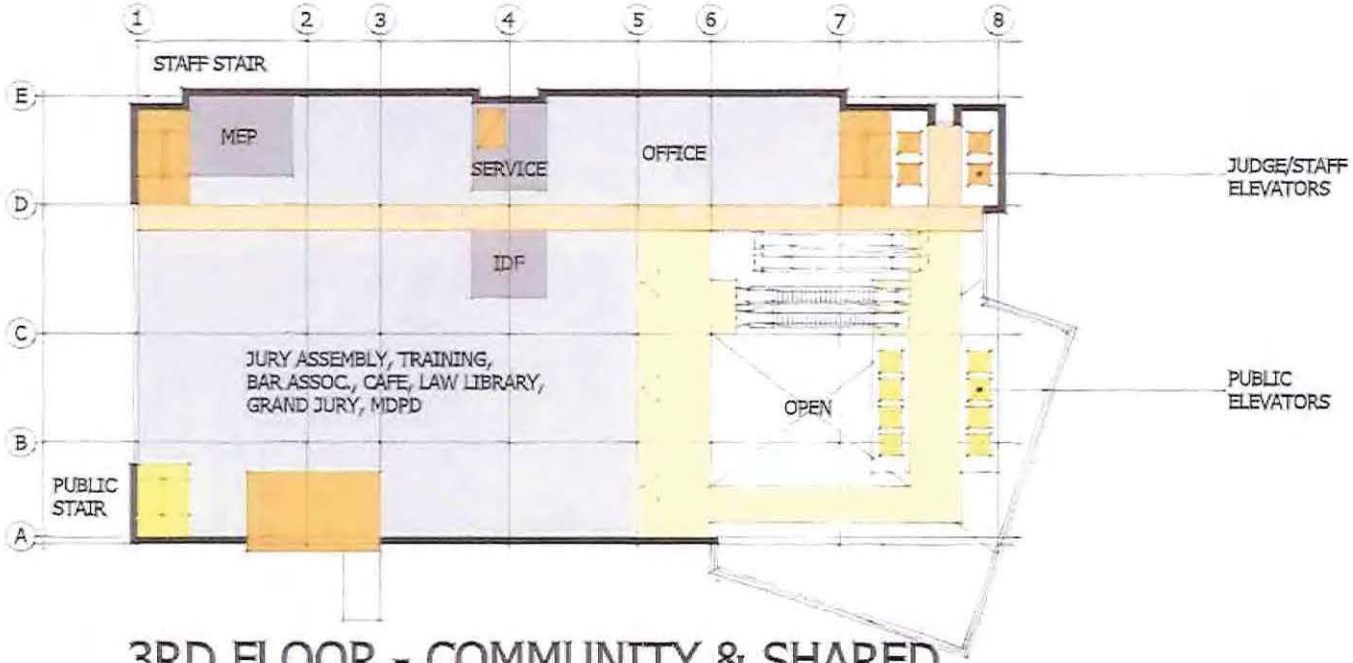
MIAMI DADE COUNTY CIVIL COURTS 09-15-2015



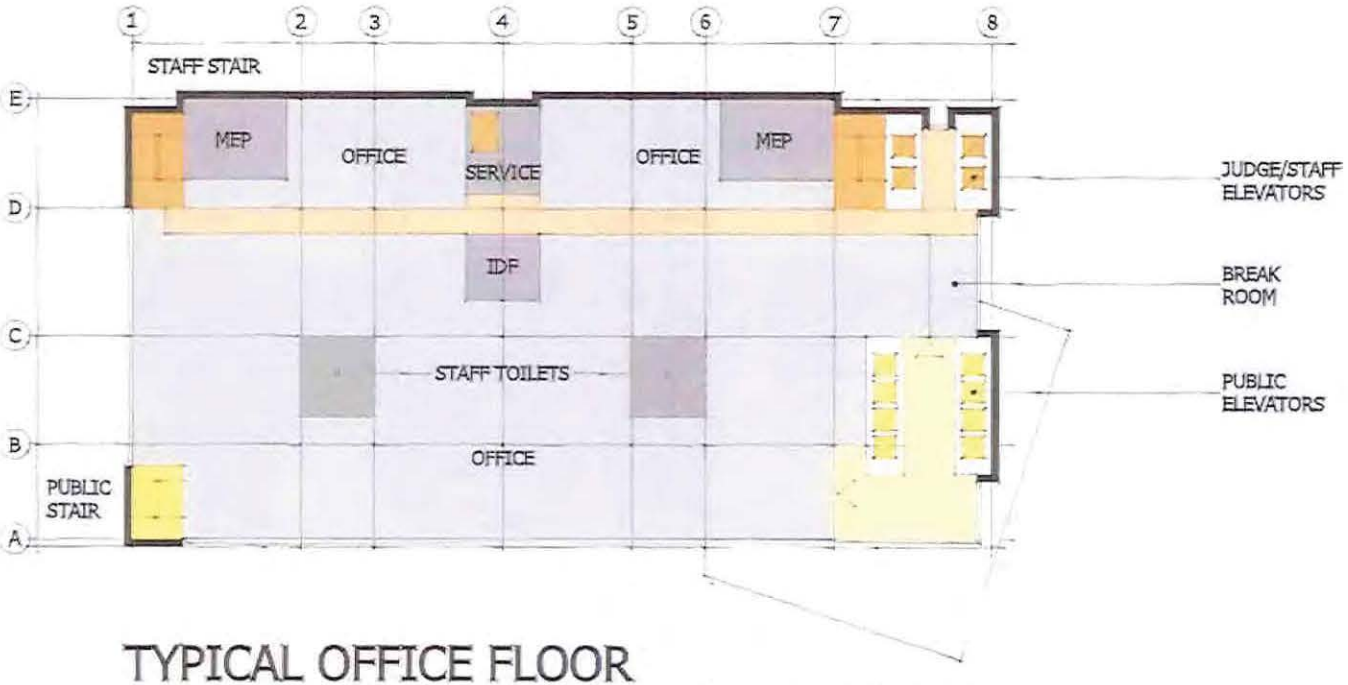
MIAMI DADE COUNTY CIVIL COURTS 09-15-2015

1
2
3
4
5
6
7
8
E
D
C
B
A
SERVICE
OFFICE
MECHANICAL
ELECTRICAL
PARKING
OPEN
JUDGE/STAFF
ELEVATORS
ESCALATOR
TO L3
LOW CANOPY
CONNECTION TO
CHILDREN'S COURT

2ND FLOOR



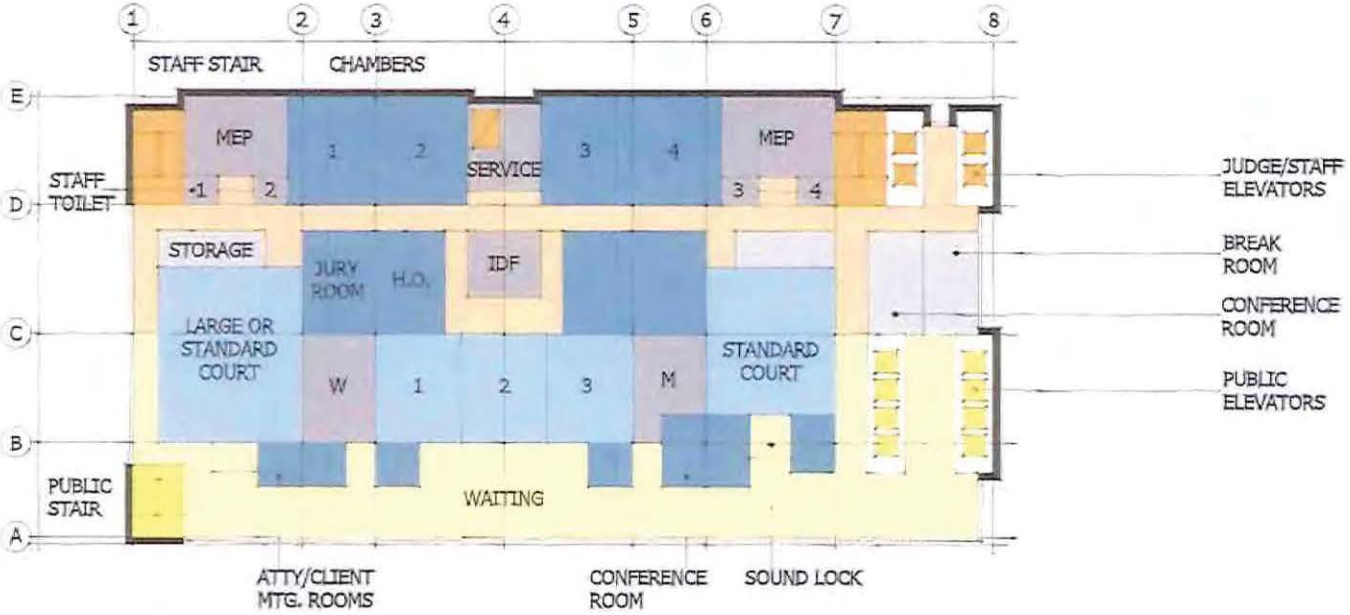
3RD FLOOR - COMMUNITY & SHARED



TYPICAL OFFICE FLOOR
4 OF THESE, CLERK 2, COURT ADMIN 2

TYPICAL COURT FLOOR
8 OF THESE

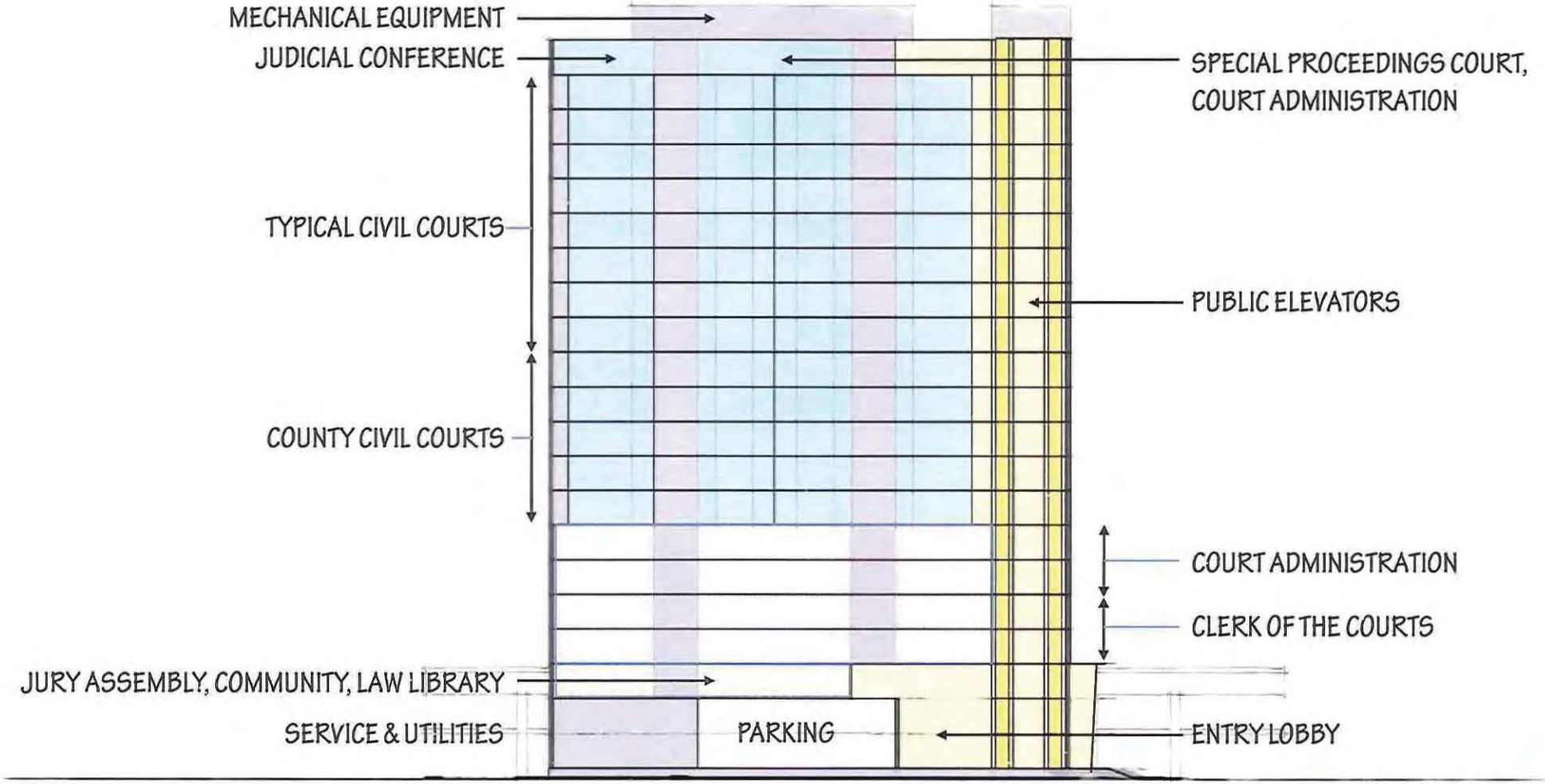
COUNTY CIVIL COURT
5 OF THESE



HEARING ROOMS - OPTIONAL LAYOUT

1
2
3
4
5
6
7
8
E
D
C
B
A
STAFF STAIR
MEP
ROBING
SERVICE
MEP
STAFF TOILET
1
2
3
4
JUDGE/STAFF ELEVATORS
IDF
COURT ADMIN
BREAK ROOM
CONFERENCE ROOM
JUDICIAL CONFERENCE
SPECIAL PROCEEDINGS COURT
PUBLIC ELEVATORS
PUBLIC STAIR
WAITING
SOUND LOCK

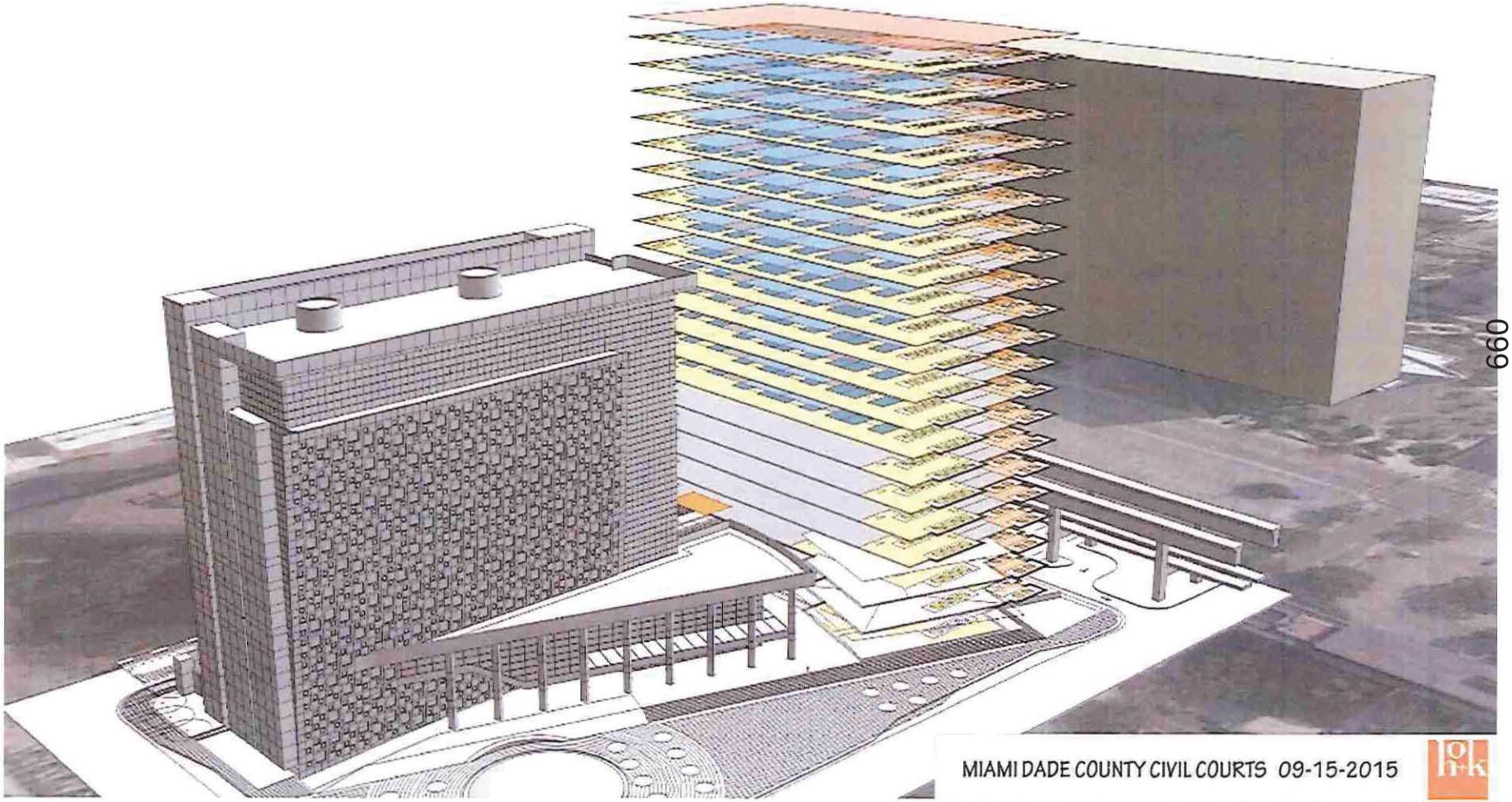
TOP FLOOR



MIAMI DADE COUNTY CIVIL COURTS 09-15-2015

MIAMI DADE COUNTY CIVIL COURTS 09-15-2015

MIAMI DADE COUNTY CIVIL COURTS 09-15-2015



MIAMI DADE COUNTY CIVIL COURTS 09-15-2015

MIAMI DADE COUNTY CIVIL COURTS 09-15-2015

PROJECT BUDGET-AS PREPARED AUGUST 2014

- LAND COST-$ ZERO
- BUILDING -$ 205,000,000
- SITE DEVELOPMENT-INCLUDING REMEDIATION-$ 6,000,000
- TEMPORARY WORKS TO ACCOMMODATE MDCC-$ 3,000,000
- CONTINGENCY + ESCALATION-$ 42,000,000
- A/E FEES & ALLOWANCES-ALL SERVICES-$ 30,000,000
- FF&E-$ 18,000,000
- DIV 17 (IT/AV)-$ 40,000,000
- ART IN PUBLIC PLACES-$ 5,000,000
- ISD FEES, LABOR, PERMITS, TESTING-$ 12,000,000

TOTAL PROJECT BUDGET=$ 361,000,000

TO CONSIDER

- IS PROGRAM STILL VALID-WHAT HAS CHANGED?
- DESIGN, USER APPROVALS & PERMITTING-CRITICAL PATH-SPEED TO MARKET
- DETAIL FUNCTIONAL PROGRAM
- DRI, ZONING VARIANCE & MUSP PROCESS
- SITE DUE DILIGENCE-UTILITIES, ACCESS, COUNTY CENTRAL PLANT
- IMPACT ON MDT-SAME AS OVERTOWN OFFICES?
- PROJECT DELIVERY METHOD-PHASING?
- CONSTRUCTION SCHEDULE
- PROJECT BUDGET VERIFICATION
- PSA AMENDMENT TO KEEP MAKING PROGRESS

EXHIBIT 20

A VISION FOR THE DOWNTOWN MIAMI JUSTICE CENTER

ELEVENTH CIRCUIT COURT - DADE COUNTY
SEPTEMBER 15, 2015

ALL ABOARD FLORIDA

SOM | AECOM

MACRO PROGRAM SUMMARY

Combined Justice Center – Dade County / 3rd District Court of Appeals
PRELIMINARY SPACE LISTING – PROJECT WITH CIRCUIT + CoA COURTS
Assumes approx. 16-Level (20-levels incl. lower levels). NIC other use

ID Description / Name	BGSF SBTTL	LEVEL	QUANTITY
ELEVENTH CIRCUIT COURT - DADE COUNTY COURT			
CIRCUIT CIVIL COURTS (LG CRTS) - Approx. 1 Floor	36,806	LEVEL 9 TO 10	(4 TOTAL)
CIRCUIT CIVIL COURTS (STD CRTS) - Approx. 9 floors	210,730	LEVEL 12 TO 24	(26 TOTAL)
CIRCUIT PROBATE / GUARDIANSHIP COURTS - Approx. 1 floor	26,050	LEVEL 6 TO 8	(12 TOTAL)
CIRCUIT COURT ADMIN / JUDICIAL ADMIN. -- Satellite office only	972		
LARGE COURTROOMS			
COURTROOMS	12,247	LEVEL 5	(2 TOTAL)
STAFF AREAS	19,116	LEVEL 5	
CENTRAL COURT OFFICES (approx. 0.5 to 1 std floor)	34,992	LEVEL 25-29	
CENTRAL COURT SUPPORT (approx 1 large or 2 smaller floor)	51,246	LEVEL 25-29	
BUILDING SUPPORT			
ON FLOORS	45,158	LEVEL 4-30	
CONVEYANCE	34,637	LEVEL 4-30	
CENTRAL MECHANICAL / ELECTRICAL	26,772	LEVEL 4-30	
CENTRAL MAINTENANCE	7,673	LEVEL 4-30	
CENTRAL HOUSEKEEPING / JANITORIAL	5,686	LEVEL 4-30	
OTHER BUILDING SUPPORT	8,716	LEVEL 1-3	
TOTAL NIC PARKING (BGSF)	520,800		
PARKING	48,690		
TOTAL INCL. PARKING (BGSF)	569,500		

ELEVENTH CIRCUIT COURT · DADE COUNTY

OVERALL PROJECT SITE IN CITY CONTEXT

1 Proposed Courthouse

2 Dade County Courthouse

3 Government Center Combined Station

4 Miami Parking Authority Parking Garage

5 Proposed Miami Dade Transit Bus Terminal and Parking Garage

6 Miami Federal Courthouse

7 Miami Dade Children's Courthouse

8 Metro-Mover Station

9 Rhode Building State Offices

10 Proposed Retail Location

11 Proposed Park

12 Proposed Mixed-Use Development

13 Overtown Station Metrorail

14 Proposed Mixed-Use Development and Parking Garage

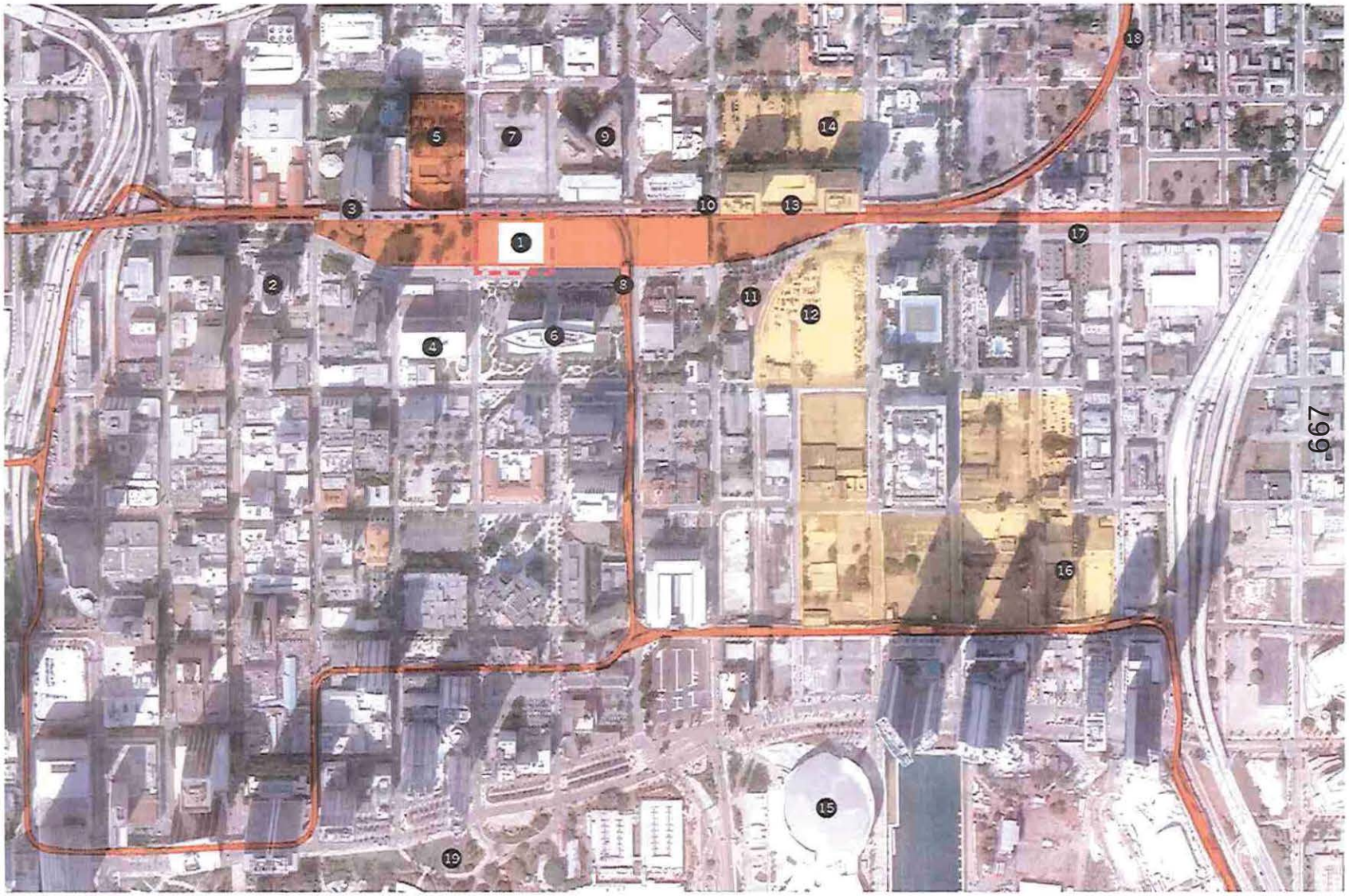
15 American Airlines Arena

16 Miami World Center Master Planned Development

17 FEC Right of Way

18 Existing Light Rail Alignment

19 Bayfront Park



ELEVENTH CIRCUIT COURT - DADE COUNTY

OVERALL PROJECT SITE PLAN

1 Proposed Mixed Use Site

2 Stephen P Clark Government Center

3 Government Center Metro Mover and Metro Rail

4 11th Judicial Circuit Courthouse

5 Miami Parking Authority Garage

6 Miami Federal Courthouse

7 Proposed Miami Dade Transit Bus Terminal and Parking Garage

8 Miami Dade Children's Courthouse

9 Proposed Courthouse

10 All Aboard Florida Miami Terminal

11 Rhode Building State Offices

12 Proposed Residential

13 State Plaza Station Metro Rail and Metro Mover

14 Level 3 Comm

15 Proposed Park

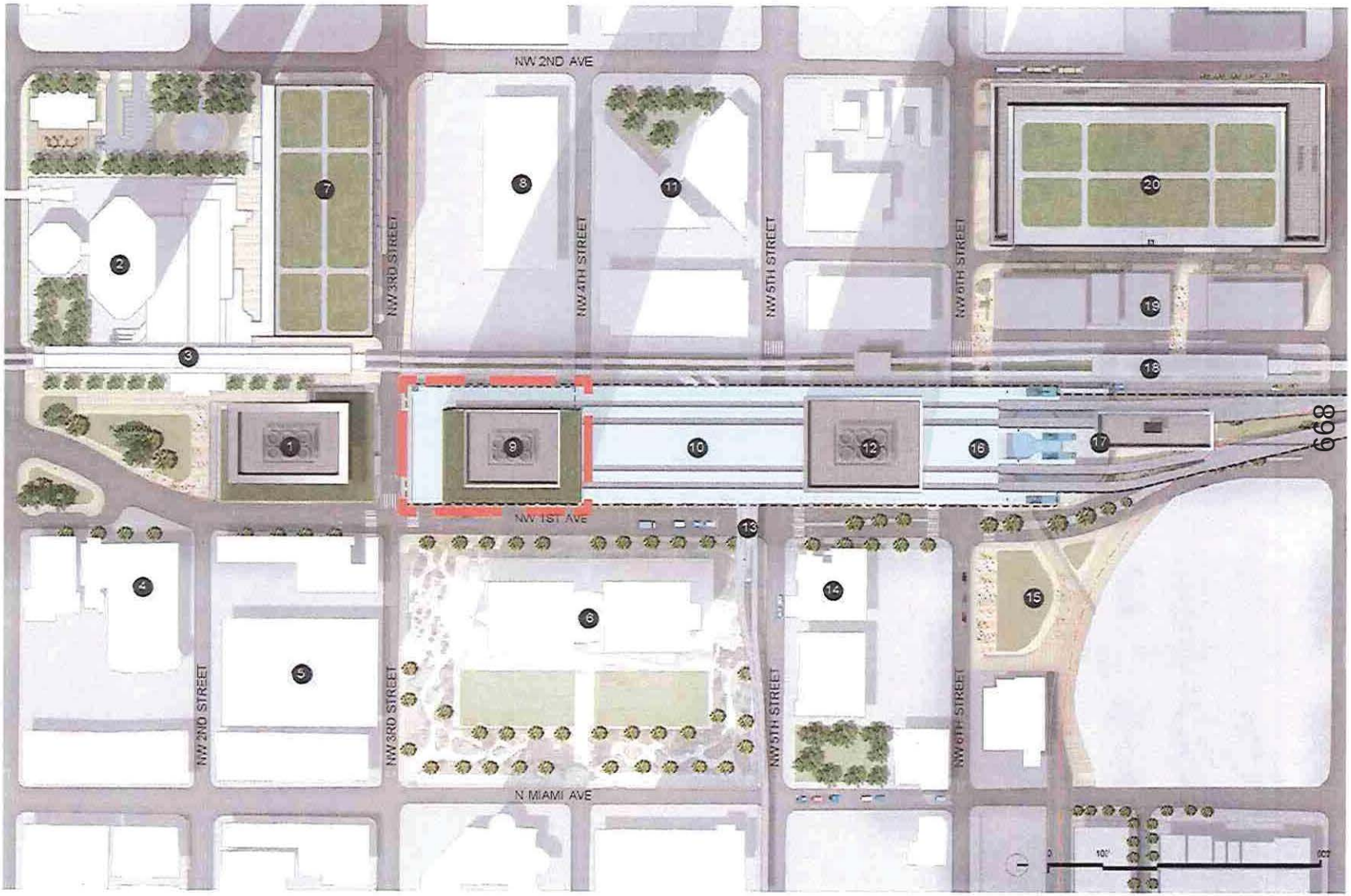
16 Proposed Retail

17 Proposed AAF Office

18 Overtown Station Metro Rail

19 Dade County Administration Building

20 Proposed Mixed-Use Development and Parking Garage



ELEVENTH CIRCUIT COURT - DADE COUNTY

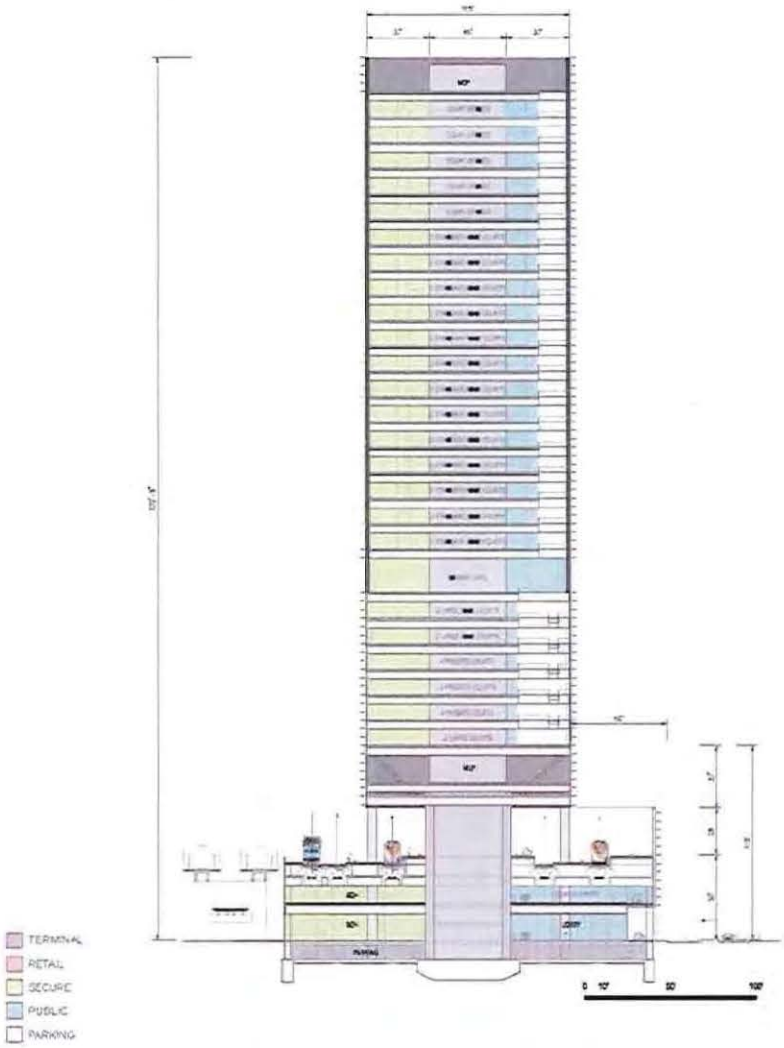
RENDERING

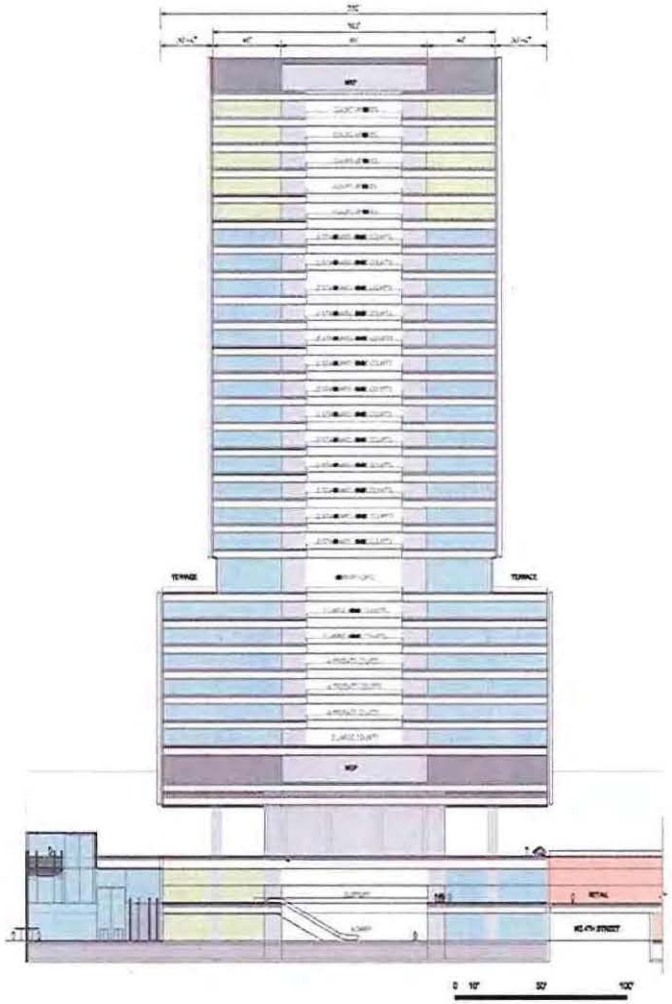
ELEVENTH CIRCUIT COURT - DADE COUNTY

RENDERING

ELEVENTH CIRCUIT COURT - DADE COUNTY

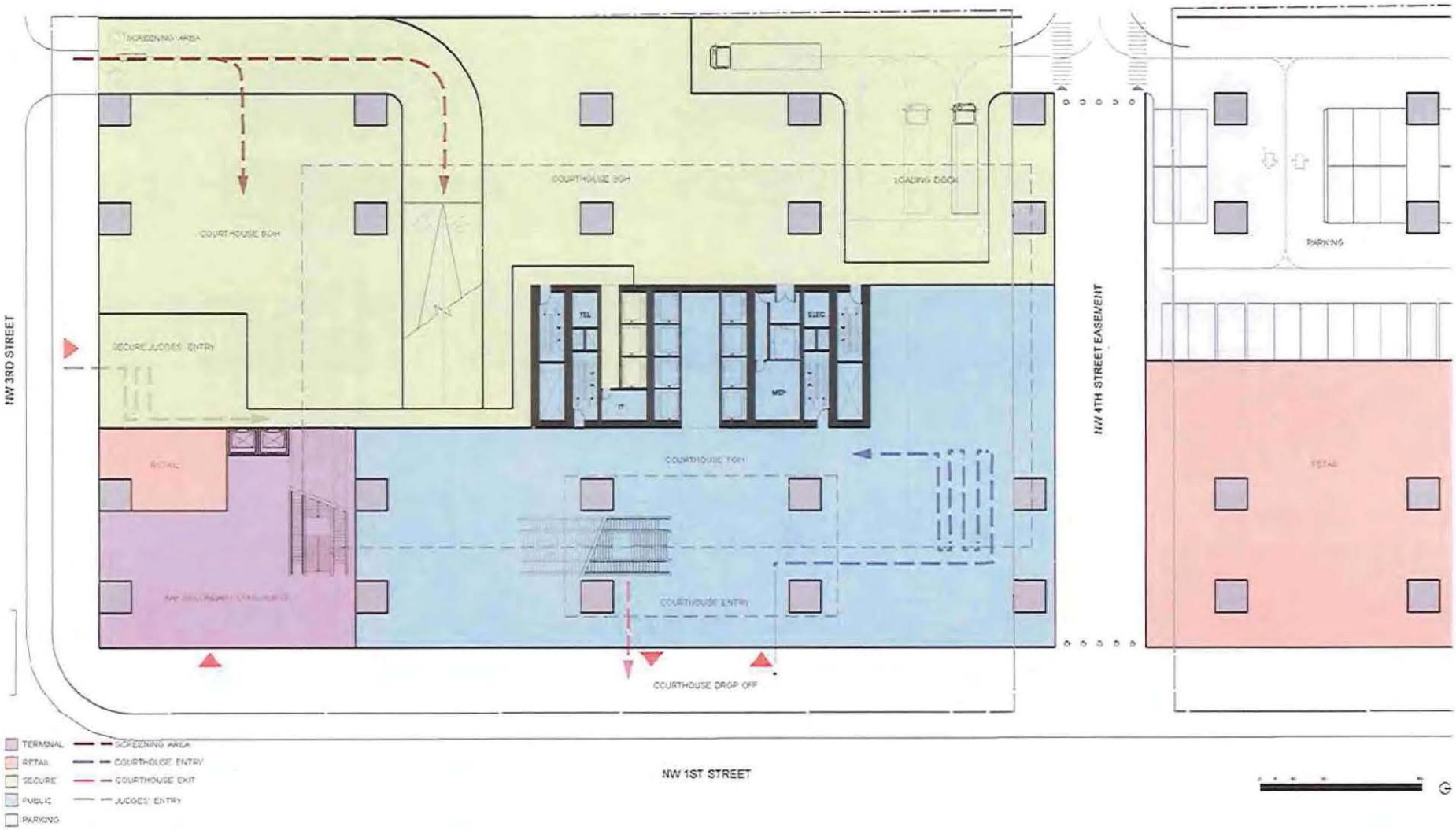
SECTIONS





ELEVENTH CIRCUIT COURT - DADE COUNTY

GROUND LEVEL



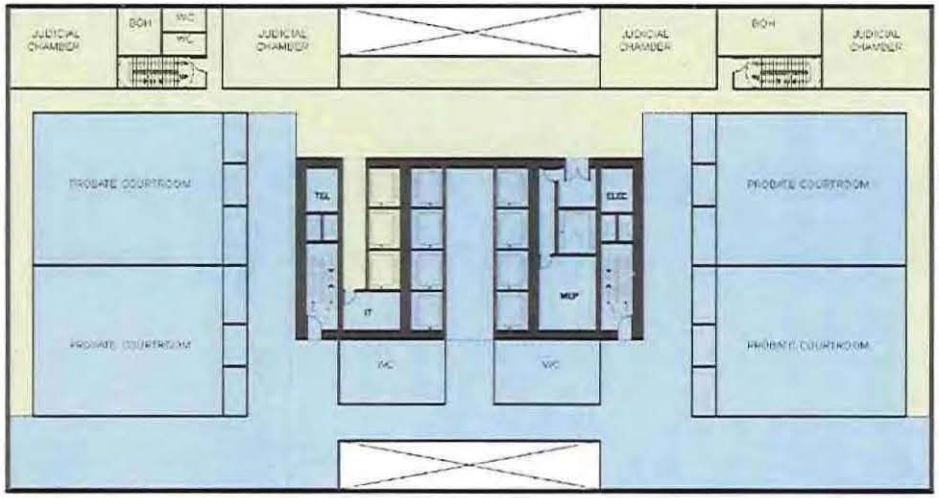
ELEVENTH CIRCUIT COURT - DADE COUNTY

LEVEL 5

- TERMINAL
- RETAIL
- SECURE
- PUBLIC
- PARKING

ELEVENTH CIRCUIT COURT - DADE COUNTY

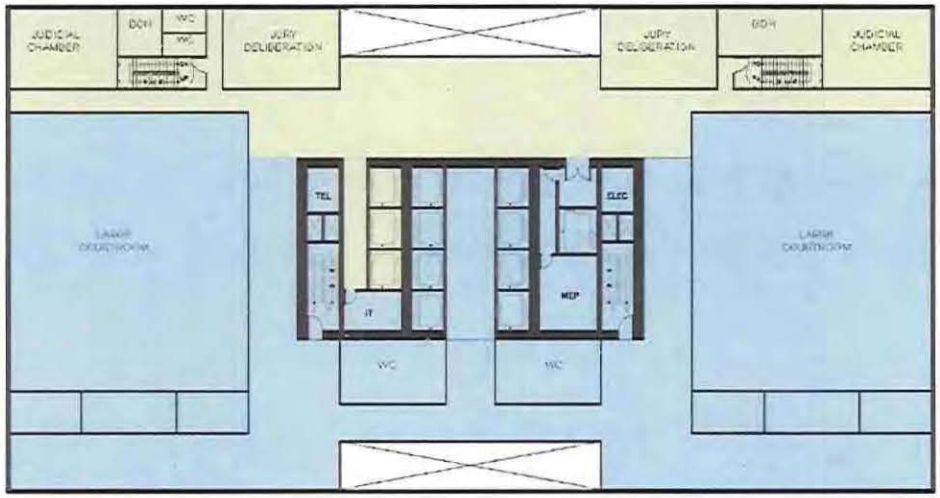
LEVEL 6-8



TERMINAL
RETAIL
SECURE
PUBLIC
PARKING

ELEVENTH CIRCUIT COURT - DADE COUNTY

LEVEL 9-10



TERMINAL
RETAIL
SECURE
PUBLIC
PARKING

ALL ABOARD FLORIDA | MIAMI | ELEVENTH CIRCUIT COURT

September 15, 2015 | © SOM

ELEVENTH CIRCUIT COURT - DADE COUNTY

STRUCTURAL CONCEPT

RAILWAY STATION VIADUCT

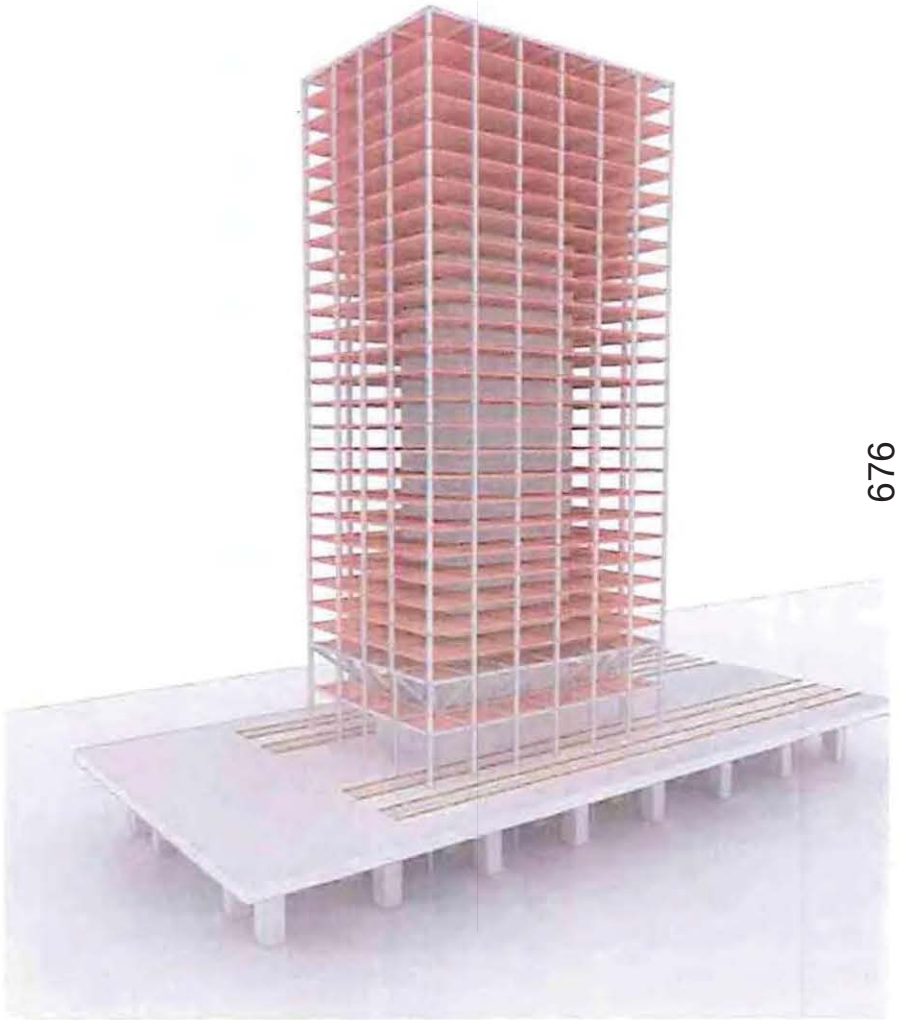
REINFORCED LOWER CORE AND PERIMETER COLUMNS

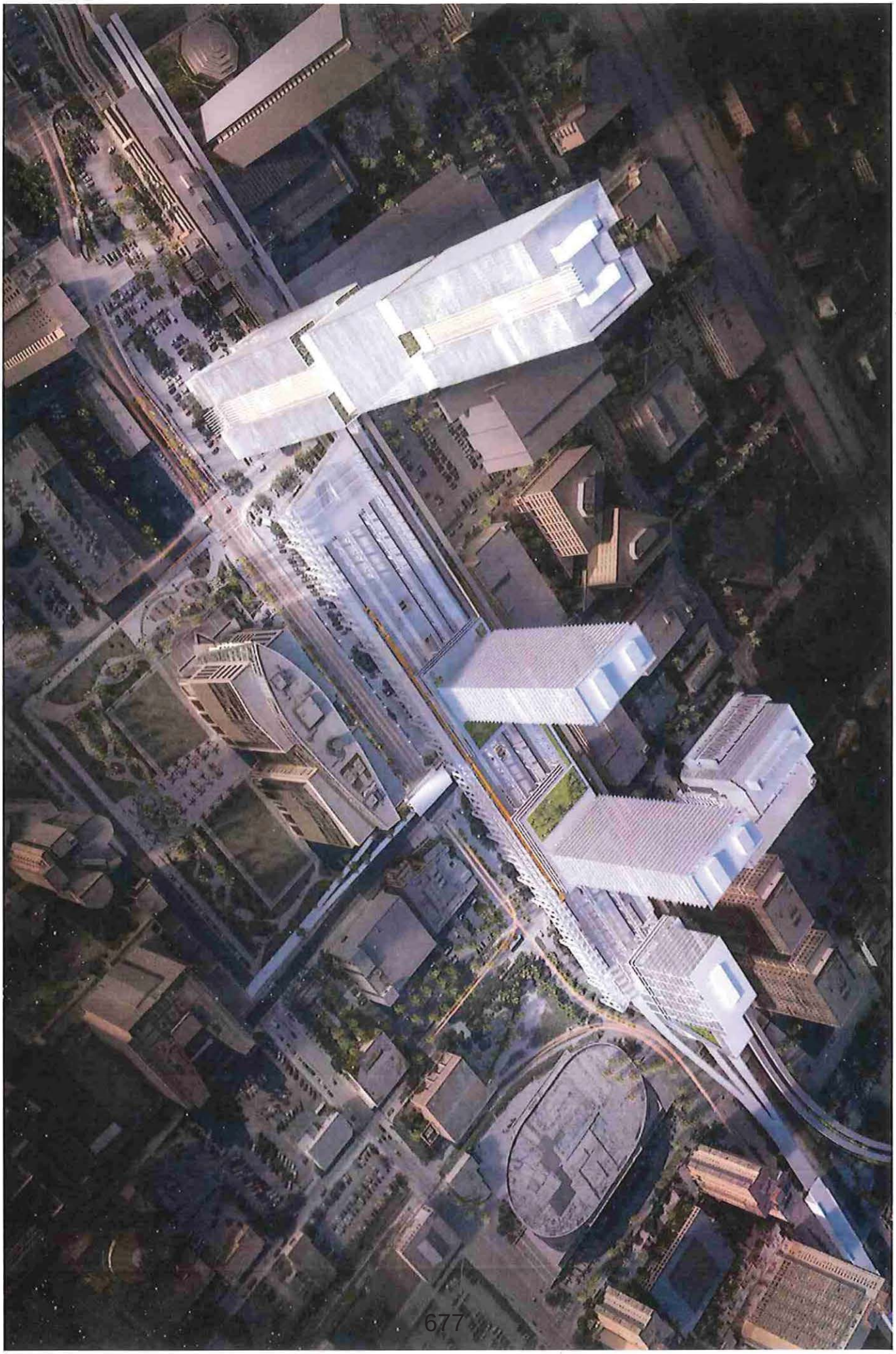
BRACED TRANSFER LEVEL

REINFORCED UPPER CORE

PERIMETER COLUMNS

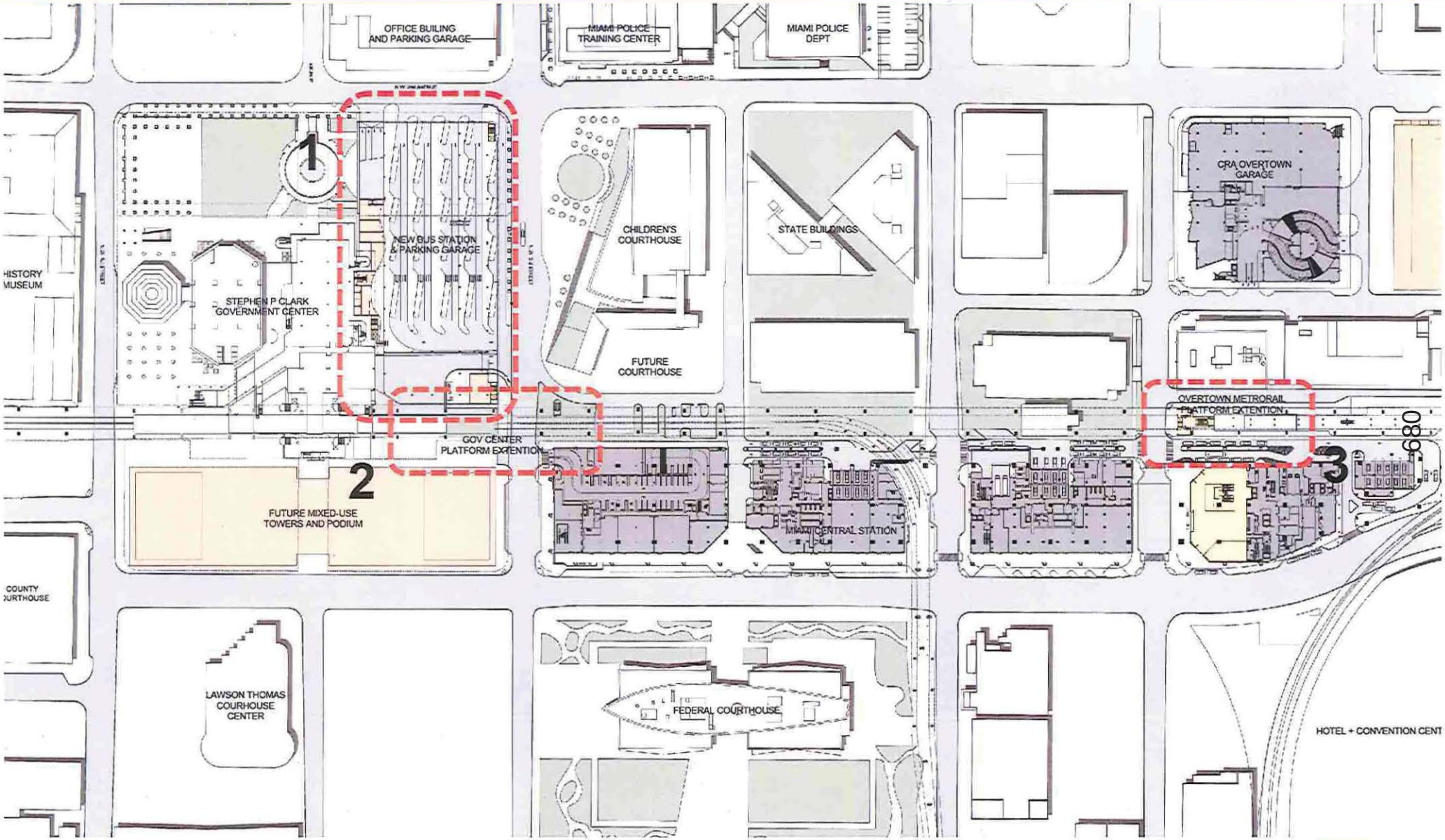
FLOOR FRAMING AND SLABS





CHARGE ALL ABOARD

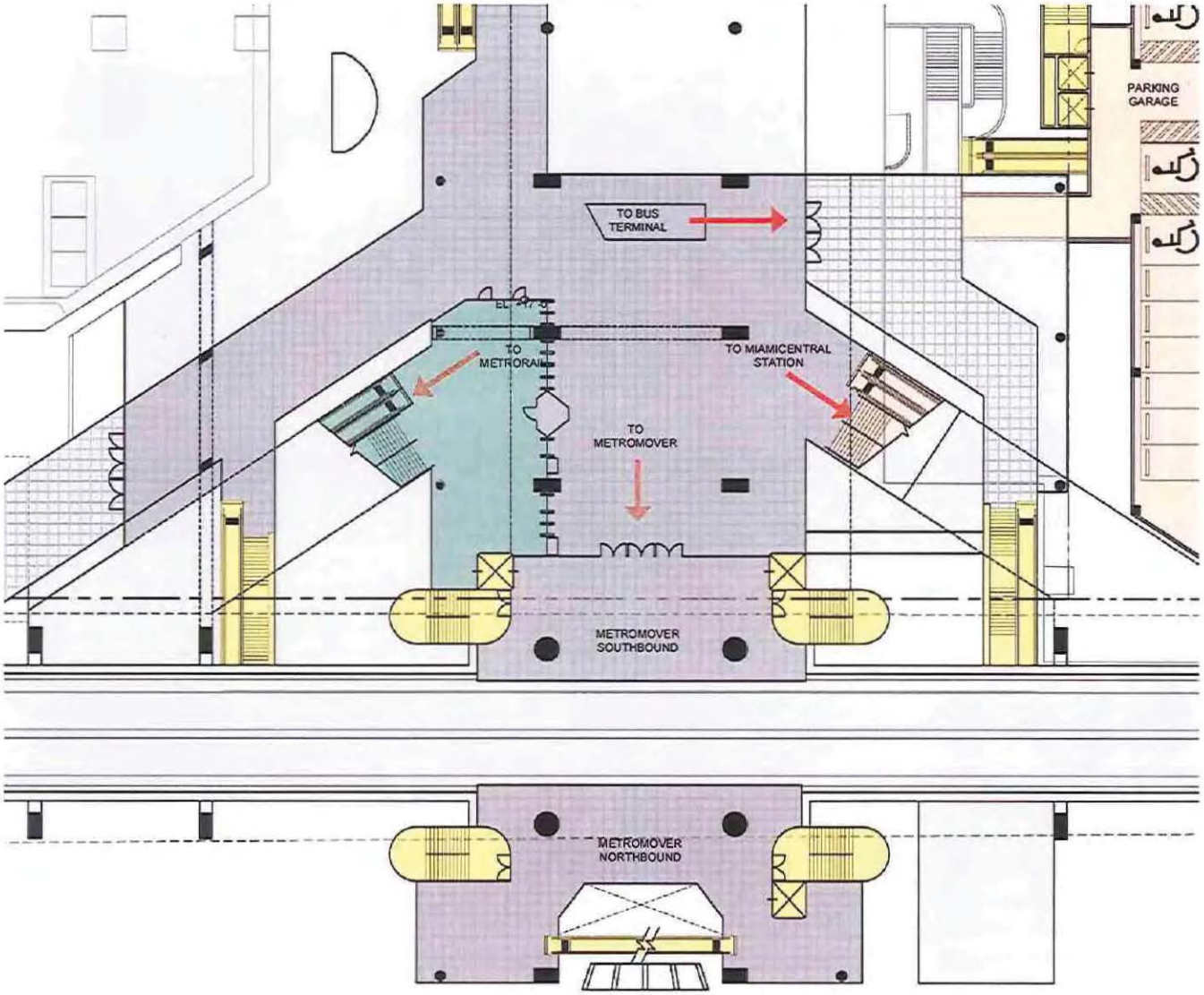
AECO



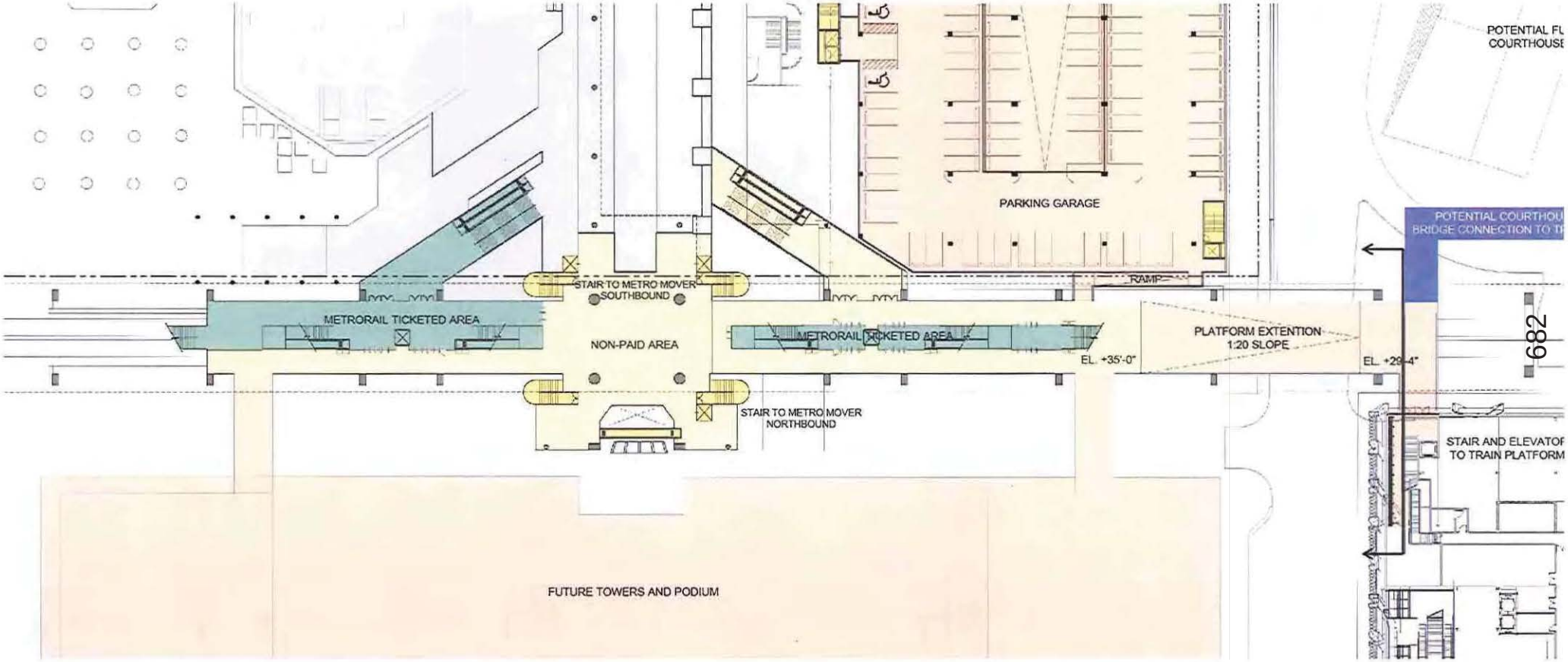
ARKING GARAGE + CONNECTIONS PROJECT – MIAMI, FL

OVERALL PROJECT SITE PLAN AT GROUND LEVEL– EL. +0'-0"

ALL ABOARD FLOR


PARKING GARAGE
TO BUS TERMINAL
TO METRORAIL
TO MIAMICENTRAL STATION
TO METROMOVER
METROMOVER SOUTHBOUND
METROMOVER NORTHBOUND

AECO



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ARKING GARAGE + CONNECTIONS PROJECT – MIAMI, FL GOV. CNTR METRORAIL PLATFORM EXISTING CONDITION– TRANSFER LVL FLR PLAN - EL. +35'-0"

ALL ABOARD FLOR

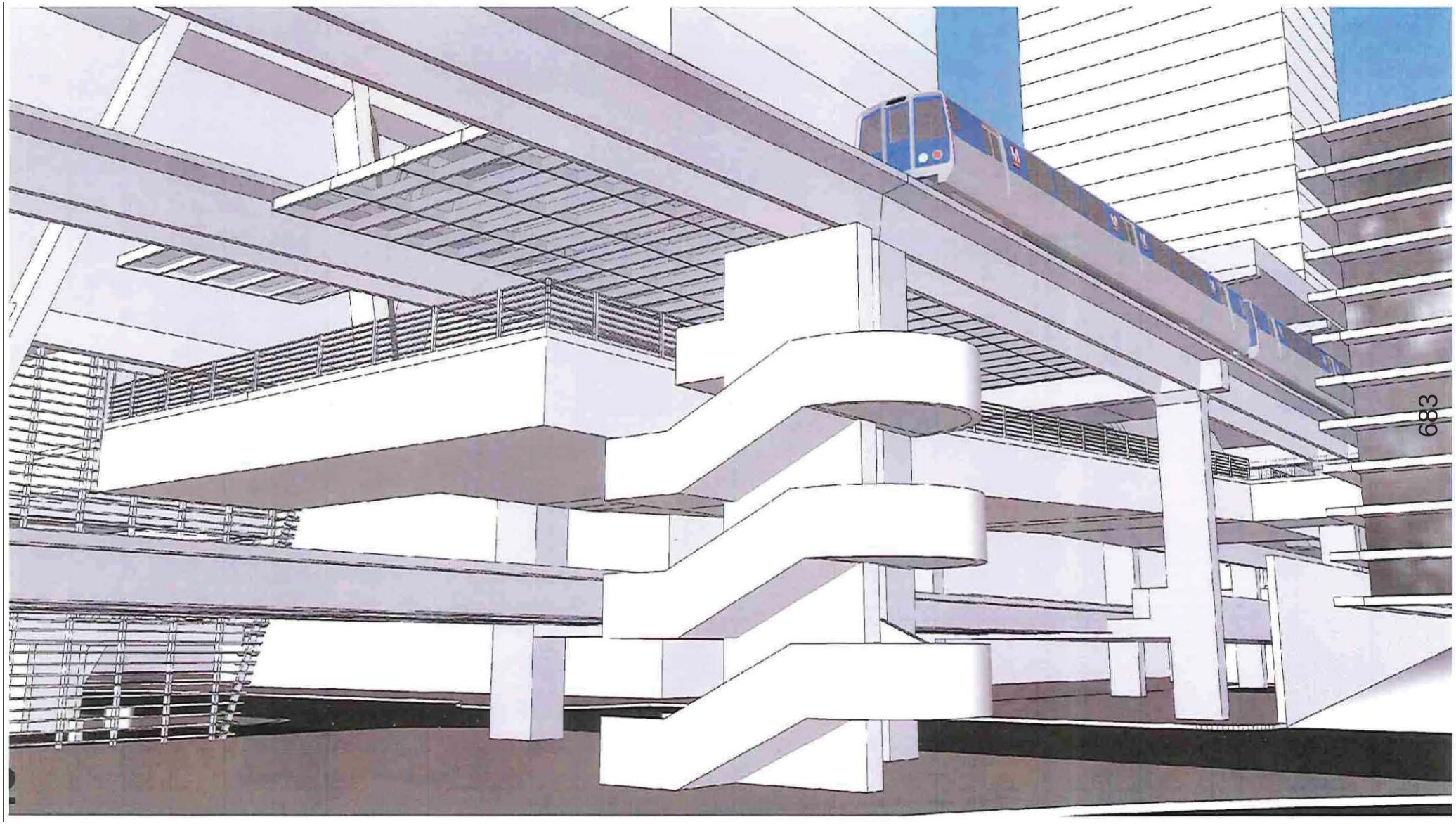

EXHIBIT 21

NCSC
National Center for State Courts

A nonprofit organization improving justice through leadership and service to courts

Mary Campbell McQueen
President

Daniel J. Hall
Vice President
Court Consulting Services
Denver Office

October 2, 2015

Hon. Jennifer Bailey
Administrative Judge, Circuit Civil Division
Eleventh Judicial Circuit of Florida
Dade County Courthouse
73 West Flagler Street, Suite 911
Miami, Florida 33130

Re: Preliminary Design Review of Typical Proposed Courtroom Floor at 140 W. Flagler Building

Dear Judge Bailey:

Thank you for the opportunity to review the proposed courtroom floor layout of the 140 W. Flagler building dated September 14, 2015. The NCSC has assessed the proposed court floor layout plan to evaluate the building's suitability for future court use, giving consideration to the unique functional requirements of the modern courthouse environment. This letter is not meant to be an exhaustive investigation on building renovation feasibility in terms of cost and building infrastructure; rather, this assessment is intended as a preliminary opinion of whether the building is a good candidate for court use, given the existing building configuration and proposed layout plan.

The NCSC has reviewed the proposed layout in comparison to courthouse planning and design principles used by the NCSC in courthouse planning and design projects across the country and which are described in detail in the NCSC publication, *The Courthouse: A Planning and Design Guide for Court Facilities*. The review highlights a number of functional issues observed in the proposed layout plan which are not consistent with modern courthouse design principles and may negatively impact the Court's environment and function. Considerations included in the preliminary review include:

1. **Does the proposed layout provide adequate functional space?** Functional space adequacy refers to the appropriateness of the court environment and the adequacy of the space provided for the court and court-related offices within the facility. Consideration is given to both the amount of space provided and the arrangement of space provided.

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300 Newport Avenue
Williamsburg, VA 23185-4147
(800) 616-6164

Court Consulting
707 Seventeenth Street, Suite 2900
Denver, CO 80202-3429
(800) 466-3063

Washington Office
2425 Wilson Boulevard, Suite 350
Arlington, VA 22201-3326
(800) 532-0204

www.ncsc.org

2. **Is proper adjacency and circulation provided?** Adjacency and circulation refers to the physical association of functional spaces as well as the orderly and efficient movement of people from one space to another in the facility.
3. **Does the proposed layout enhance security and safety?** Security and safety refers to interior access control and facility circulation zoning. In addition, consideration is given to the proposed design's compliance with life safety codes.
4. **Does the proposed layout provide proper access to the court?** Accessibility refers to the ease with which public visitors can reach their destination and receive services and the convenience with which judges and court employees are able to accomplish their work. Accessibility issues also apply to physical barriers that may prohibit building users and visitors who are impaired from getting to, entering, or using the services provided that are essential for free and open access to justice.

Based on the above criteria and NCSC's observation of the proposed layout plan, it does not appear that the 140 W. Flagler building is suitable for housing court operations. Furthermore, it does not appear that the utilization of the building may offer adequate space to house all of the needed courtrooms. Therefore, any court space utilization strategy involving the 140 W. Flagler building will likely require that the Civil Court be split into multiple locations, a result which the NCSC believes will greatly hinder the courts ability to provide effective service to the public. The following comments highlight the initial concerns preseut in the NCSC's review of the proposed court floor layout plan:

Public Areas

- There does not appear to be adequate waiting space outside of the courtrooms for the general public. It is unclear where the public will wait given the potential large volume of visitors to the three courtrooms situated on the courtroom floor. In most courthouse projects observed by the NCSC, the corridor outside of the waiting area is typically 12 '– 16' wide so as to accommodate benches and other waiting spaces. In comparison, the public corridor outside the courtrooms observed in the proposed plan appear to be approximately 6' in width.
- It does not appear there will be opportunity to introduce natural light to public areas in the proposed plan.
- There are no courtroom sound lock vestibules present in the proposed layout plan. Vestibules are important for controlling noise and serve as a buffer between loud public lobbies and the more serious and formal environment of the courtroom.
- There are a total of four attorney client conference rooms which is less than the typical ratio of two atty/client conference rooms for every one courtroom typically observed by the NCSC in courthouse planning and design projects.

Courtrooms

- The courtroom design typical to all three of the courtrooms observed in the proposed layout plan appears dysfunctional in many regards. It is likely that the existing building floorplate configuration and a desire to maximize the number of courtrooms, situated on each floor may be driving the current courtroom design rather than programmatic requirements and the functional

needs of the court. It is the opinion of NCSC that there is not adequate space available on the floor layout to accommodate three complete court sets as proposed in a manner that respects accepted courthouse design standards and principles. Therefore, consideration should be given to reducing the number of courtrooms proposed on the floor from three to two courtrooms. Specific issues noted include the following:

- The judge's bench is situated at the center of the courtroom rather than at one end or corner of the courtroom as is common practice in courtroom design. The proposed arrangement presents a challenge for the sitting judge to maintain visual control of the courtroom. For example, the judge would have to maintain an impractical 180 degree field of vision to be able to observe jurors and spectators in the galley simultaneously.
- The witness stand is placed in front of the judge which will likely hinder the judges' ability to see the witness's face during testimony.
- The court reporter stand is placed behind the bench which will restrict the court reporter's ability to observe and hear court proceedings. Typically, the reporter station is placed immediately in front of the bench in clear view of all court participants.
- There is no workstation provided for a courtroom clerk.
- Access to the courtrooms in a common public hallway in the proposed layout plan is shared between the general public, judges, court staff, and jurors. The lack of separate entrance points into the courtroom is in direct contradiction to modern courtroom and courthouse design principles which require that separate zones of circulation be provided for various courtroom participants in order to maintain security and safety among the various user groups.
- Jurors accessing the juror box in the proposed layout from either the main courtroom entrance or juror deliberation must pass immediately past the public galley. This may present problems and create potential for juror contamination or juror intimidation.
- The proposed location of the evidence display screens shown behind the counsel tables may not be viewable to attorneys who are presenting a case. It is unclear from the proposed layout where evidence display screens may be placed in a manner that could be viewed by all courtroom participants.
- Access from the back of the courtrooms into the proposed new egress stairs should be checked for compliance with the International Building Code in terms of exit width required.

Jury Deliberation Rooms

- The jury deliberation rooms as shown on the proposed layout plan are approximately 200 square feet in size which is significantly less than typically observed by the NCSC in other courthouse projects. Given the architectural industry standard of providing 25 sf for every occupant in a conference room, a twelve person jury deliberation room should be sized at 300 sf. Additionally, the small space provided may limit the ability of wheelchair bound jurors to maneuver in and out of the jury deliberation rooms.
- There are no rest rooms provided in the jury deliberation suites as shown on the proposed layout plan. The provision of at least one restroom within the jury deliberation suite is a critical program requirement and the use of public rest rooms for use by deliberating jurors is not considered

acceptable. The requirement for a private set of juror restrooms is maintained so that juror confidentiality is ensured and to limit potential for juror contamination and/or intimidation.

Judges' Chambers

- The judges' chambers as shown on the proposed layout plan are approximately 200 square feet in size which, like the jury deliberations rooms, is significantly less than typically observed by the NCSC in other courthouse projects. The small space provided may limit the ability of judges to be able to conduct meetings with parties in chambers.

I am pleased to provide this preliminary analysis and hope you will find review helpful.

Sincerely,

Architect/Senior Consultant
National Center for State Courts

EXHIBIT 22

ELEVENTH JUDICIAL CIRCUIT
ADMINISTRATIVE OFFICE OF THE COURTS

CHALLENGES AND COSTS ASSOCIATED WITH DECENTRALIZATION OF THE CIRCUIT CIVIL COURT

Since 2007, in light of the reduced workforce experienced by the Eleventh Judicial Circuit, the Court concentrated on streamlining its operations to provide for the most efficient and effective Court system possible. Resources have been pooled and shared across Miami-Dade County to the extent possible. Should Court Operations have to be further fragmented by splitting offices and processes to multiple locations, additional costs will be incurred.

RECURRING COSTS
STAFF SALARIES

The chart below includes the recurring costs associated with the salaries of court employees needed to manage the operations of the Court. The totals listed in the bottom row represent the estimated costs if operations are fragmented into two or more locations. Employee salaries include fringe benefits. The costs are per year.

FIGURE 1: RECURRING COSTS FOR STAFF SALARIES, INCLUDING FRINGE BENEFITS

	Decentralization Location 1: Library	Decentralization Location 2: 140 Building
Classification	Total Annual Cost including Fringes[1]	Total Annual Cost including Fringes[2]
JA Information Clerk	$40,017.48	$80,034.96
Court Interpreter Certified	$58,063.75	$116,127.50
Court Interpreter Certified	$58,063.75	$118,573.48
Judicial Support Administrator 2	$67,438.35	$134,876.70
JA Video Communications Specialist	$58,865.84	$117,731.68
JA Computer Technician 2	$58,685.98	$117,317.96
Court Program Specialist II	$48,394.53	$96,789.06
Trial Court Law Clerk	$61,395.05	$122,790.10
Communications Specialist	$55,298.80	$110,597.60
General Magistrate[3]	$110,751.64	$221,503.28
Program Coordinator	$57,879.32	$115,758.64
Administrative Assistant II	$48,574.84	$97,149.68
Law Librarian I	$57,832.20	$115,664.40
TOTAL	$782,484.52	$1,564,969.04

[1] Source: Administrative Office of the Courts Human Resource Division.
[2] Source: Administrative Office of the Courts Human Resource Division.
[3] One General Magistrate is assigned to the Civil Circuit Division and the other is assigned to the Probate Division.

JUDICIAL STAFF

The judges in the 11th Judicial Circuit have a judicial assistant and a bailiff assigned to them. The bailiff provides for the judge's security during trials and hearings and works together with the judicial assistant, when not in court. The judge's Judicial Assistant manages the office and clerical tasks. For the safety of the judges and the public who go to conrt, the judges' desks and courtroom bench are equipped with "panic buttons" or duress alarm. The Bailiff's and Judicial Assistant's desks are also equipped with these alarms.

- **Additional Costs:**

Decentralization would require, at a minimum, the installation of the security equipment below at each decentralized facility where judiciary and staff are located:

- Duress alarms
- Secured doors/entryways
- security camera/monitors
- Secured judges' elevators
- Magnetometers/screening area
- Security hand wands
- Gun Lockers
- X-ray imaging system at screening area
- Security command center with cameras
- Secured parking for the judiciary
- Security signage
- Secure Key Card access system

LIAISON / COURT SECURITY

All courthouse facilities must have adequate security to protect the judiciary and the public who enter it. Each location should have sufficient Liaison Officers and Court Security. These officers and court security monitor the safety of the conrthouse and courtrooms. Court Security monitors and screens individuals who enter the courthouse and work with Liaison Officers to respond to incidents. The Liaison Officers must also respond to the duress alarms sent by judges or court staff. When the duress alarm is pressed, Police Liaison located in the courthouse is alerted of the dangerous emergency situation and are quickly dispatched to assist.

- **Additional Costs:**

Decentralization would require hiring additional liaison and security listed below:

- Recurring Costs:
  - Four Police Liaison Officers (for each location)
  - One Sergeant (for each location
- One time cost of Command Center & equipment

COURT STAFF

The Administrative Office of the Courts (AOC) provides support to the Circuit's 123 judges. Over 40 judges/general magistrates and approximately 576 Court and Clerk employees are located in the Dade County Courthouse (DCC). The AOC employees located in DCC providing support to the judiciary include:

- Interpreters
- Mediators
- Case Managers
- Staff Attorneys
- Couriers
- Administrative Services/Procurement
- JA Information Clerk
- Court Interpreter Certified
- Judicial Support Administrator 2
- JA Video Communications Specialist
- JA Computer Technician 2
- Court Program Specialist II
- Trial Court Law Clerk
- Communications Specialist
- Magistrate
- Program Coordinator
- Administrative Assistant II
- Law Librarian I

Please note that the decentralization would require the purchase of new furniture and equipment for the Judges and Court staff due to the infestation by termites to existing furniture and equipment currently at DCC. AOC and court staff provides specific support based on what is needed and required to conduct court business.

- **Civil Division Complex Business Litigation**
  In the Civil Division, the Complex Business Litigation (CBL) Program has one case manager in an area adjacent to the Circuit Civil Judge assigned to CBL. Three staff attorneys from the AOC General Counsel's Office are assigned to assist the CBL judge. These staff members regularly communicate with the judge and assist with the progression of the caseload, delivery forms, research and orders for the judge's review, input and signature. These functions require that this staff is kept close to the CBL Judge.

- **Certified Court Interpreters**
  Currently, there is a great need for certified court interpreters to service Dade County's diverse population. Judges relocation to decentralized locations would make it increasingly difficult to provide interpreter services and almost impossible to coordinate. The Court needs an Interpreter's Office in each building. This office should be staffed with at least two interpreters to interpret at court hearings and staff to coordinate the interpreter scheduling and processing emergency requests.

- **CITeS / IT Department**
  Multiple locations could continue to use the centralized technology help desk currently in place. Having the immediate assistance of the technology department is of the utmost importance given that most of the Civil Court is using electronic court files. Should the Court be offline, judicial hearings may not be able to proceed. For the IT Department to coordinate the frequent service requests, the staff is often required physically to go to a judge's courtroom or office to resolve technical problem and issues with printers, hard-drives, etc. Multiple locations for judges and staff would require a revamp of the current technology department's infrastructure to support the various facilities. At least two additional staff members would be needed at each location to resolve onsite issues with minimal delays.

Additional space and equipment would also be needed for AOC court staff listed below:

- **Government Liaison Officer**
- **General Magistrates**
- **Case Managers**
- **General Counsel Office / Staff Attorneys**
- **AOC support staff**
- **Technology/Court IT Department**

CLERK OF COURTS

The operations of the Court and the Clerk of Court are intertwined regardless of the fact that these offices are independent of each other. The discussion below highlights some of the concerns of the Court should the Civil Courts be decentralized. However, requests for information on the impact and costs associated with moving the Clerk of Courts should be made directly to the Clerk's Office.

- **Jury / Jury Pool**

  Jury Trials are part of the civil adjudication process and cannot be decentralized. Currently, the jury pool office is located in the Dade County Courthouse and services the entire Circuit Civil and County Civil Divisions. Jurors are summoned and to this location. There is currently 4 Clerk staff assigned to jury pool at DCC. On any given day, there are as many as 300 jurors to DCC. The jurors are greeted and oriented by an assigned Judge about the process of serving as a juror. Potential jurors are pulled from this central location then walked to the assigned courtroom in DCC or a block away to the Lawson E. Thomas Courthouse where domestic violence trials are heard. Jurors not selected in one case return to the jury pool at DCC for further utilization.

  - **DCC remains central jury assembly point requires additional staff**
    If DCC remains the central jury assembly point for multiple nearby locations, additional staff is needed to secure the transfer of jury venires among the multiple

locations and provide jury support in those locations. This staff must track jurors in and out. This would make it unfeasible to have jurors return to DCC to get their employment certifications and excusals, either on their own or escorted.

- **Decentralizing the DCC Jury Assembly Point to various locations requires additional space and staff**
  Decentralizing the Judges among various buildings requires that individual jury pool offices be established in each location to process the jurors. Creating multiple juror assembly locations would require significant square footage, significant assembly staff, and would be contrary to the constitutionally centralized process.

- **Decentralizing the DCC Jury Assembly Point to various locations may require additional staff and a transportation system for the jurors and**
  If jury trials are to take place in several locations across the county, then the County would have to incur additional costs to build a transportation system to transport the jurors to their assigned location. There would probably need to be at least three new positions for this purpose.

- **Decentralizing the DCC Jury Assembly Point to various locations could require a shuttle service system for the jurors**
  Decentralization would create a major issue with accessible parking for the jurors and litigants and other users of the courthouse. To ensure that jurors physically get to their designated courthouse location if decentralization were to take place, a designated bus or shuttle service would have to be assigned to pick up jurors from the main jury pool office and take them to their assigned courthouse based on the Judge they have been assigned to. The cost and efforts to facilitate this transportation system would be very expensive and inefficient. This cost cannot be quantified by the 11th Circuit.

- **Decentralizing the DCC Jury Assembly Point to various locations requires additional space near the courtrooms**
  There would have to be designated square footage designated in the multiple locations to permit jurors to assemble outside the courtroom in a secure area. Venires are frequently held outside the courtroom each morning to assure they do not come into inappropriate contact with the court, witnesses or lawyers.

- **Blind Filing System and Court files managed by the Clerk of Courts requires additional staff, space, and equipment with decentralization**
  Currently the Circuit Civil Division utilizes a blind filing system of court cases where all Circuit Civil cases are filed either online via the ePortal or in person at the Dade County Courthouse. Decentralization would require that the Clerk's office remains in an accessible location for the public to file cases utilizing the same blind filing system, so each case is 'blindly' assigned a division judge. Also, clerk's offices equipment and technology would need to be replicated to assure public access to the electronic court files. An estimate of at least a minimum of five to seven positions for satellite access from multiple courthouses may be needed.

- **Decentralization would disrupt the collaboration between the Courts and the Clerk of Courts**
  Many functions handled by the Court are immediately processed by the Clerk's office. This includes the processing of Final Judgments and issuance of sale dates

for the Mortgage Foreclosure cases by the Post Judgment Unit within the Clerk's Office. Decentralization would disrupt these processes and could create huge error rates and delays. Also, it would require moving evidence, physical paper orders, and legacy paper court files among multiple buildings. AOC and Clerk staff would be required to handle that movement and tracking.

- **Additional Costs:**

Decentralization would require hiring additional Clerk staff, space and equipment to serve the Courts and public, including:

- computers
- scanners
- copiers
- printers
- Clerk of Courts Technology/IT Department
- Kiosk for public access court files

EXHIBIT 23

STATE ATTORNEY

ELEVENTH JUDICIAL CIRCUIT OF FLORIDA
E. R. GRAHAM BUILDING
1350 N.W. 12TH AVENUE
MIAMI, FLORIDA 33136-2111

KATHERINE FERNANDEZ RUNDLE
STATE ATTORNEY
KatherineFernandezRundle@MiamiSAO.com

TELEPHONE (305) 547-0100
www.miamiSAO.com

November 5, 2015

Miami-Dade County Court Capital Infrastructure Task Force
c/o Pam Regula
111 NW 1 Street, 21 Floor,
Miami, Florida 33128

Dear Ladies and Gentlemen:

Thank you for inviting my team and I to attend the Infrastructure Task Force meeting on Monday, October 5th, 2015. We were enlightened by the information that we were able to gain, and we greatly appreciate the opportunity to be heard on this very important initiative. We are encouraged by your commitment to research and explore different solutions to the current crisis of our court system's infrastructure. Our collective responsibility to ensure our community's access to their courts as guaranteed in our state Constitution demands nothing less.

As you may know, my office is the largest single user of our court system as we are the plaintiff in over a hundred thousand cases filed and litigated each year in this judicial circuit. Accordingly, I am likewise committed to being actively engaged in this process. Towards that end, I have hosted county elected officials and senior staffers, as well as planners, contractors and architects from our private sector that are involved in different facets of the courts infrastructure initiative. I am continuing to invest time and resources by hosting representatives from Broward County government in the upcoming weeks.

Broward County, our sister jurisdiction to the north, home to approximately 1.9 million citizens, is in the final phases of construction of a 20-story, 714,000 square foot courthouse tower that will contain approximately sixty eight courtrooms and hearing rooms. That courthouse will house civil and criminal courts in a combined structure with 1,500 parking spaces in covered garages, a public plaza and art space. Broward County, like our other major metropolitan jurisdictions in Palm Beach and Orlando, uses a mixed civil and criminal courts model. This was our own community's model for decades until the 1950's and it is also the federal model; in our community the federal civil and criminal courts are co-located in downtown Miami.

I am particularly intrigued by the maximized efficiencies and savings that may come from co-location, including a combined Clerk's office operation, a joint jury pool, and other benefits of larger economies of scale. I hope the Task Force will make time to explore Broward County's apparent success.

In the past, some have expressed concerns regarding combined civil and criminal courthouses because of a perceived necessary nexus to a large correctional facility. That perception is flawed, or at least outdated. Currently, over 70% of our local correctional beds are located in western Miami Dade County, far from our current criminal and civil courthouses. Booking and release operations have likewise been moved into western facilities from our urban core. Indeed, the 2007/2008 Master Plan acknowledged that securing the presence of pre-trial detainees for court proceedings does not require a significant correctional component in a mixed courthouse model.

At the end of the day, our system of government, and the public's faith in it, lies in our continued ability to provide our citizens with efficient access to the courts. I am sure that you will all agree with the central premise that I have always subscribed to: through collaboration the best ideas are born.

Sincerely,

KATHERINE FERNANDEZ RUNDLE
State Attorney

KFR:apm

xc: The Honorable Carlos Gimenez
Deputy Mayor Russell Benford
Deputy Mayor Jack Osterholt
The Honorable Nushin G Sayfie
The Honorable Carlos Martinez
The Honorable Harvey Ruvin

Please Recycle

EXHIBIT 24

Regula, Pamela (ISD)

From:	Carlos J. Martinez <cmartinez@pdmiami.com>
Sent:	Thursday, November 12, 2015 4:47 PM
To:	Hon. Katherine Fernandez-Rundle; Regula, Pamela (ISD)
Cc:	Vazquez, Jeannette (Office of the Mayor); Benford, Russell (Office of the Mayor); Osterholt, Jack (Office of the Mayor); 'nsayfie@jud11.flcourts.org'; Ruvin, Harvey (COC)
Subject:	RE: Miami-Dade County Court Capital Insfrasttructure Task Force
Follow Up Flag:	Follow up
Flag Status:	Flagged

Thank you Ms. Fernandez Rundle for including me in this email. I share your observations and concerns. I am glad you were invited and participated in one of the meetings, and have shared this information with us.

Despite facing potential impacts on my office of planned capital infrastructure development, I, nor anyone from my office has been contacted or notified by staff or anyone on the Miami-Dade County Court Capital Infrastructure Task Force regarding meetings or plans.

I would urge the Task Force to be more inclusive and provide us the information we should be receiving.

Thanks,
Carlos J. Martinez
Miami-Dade Public Defender

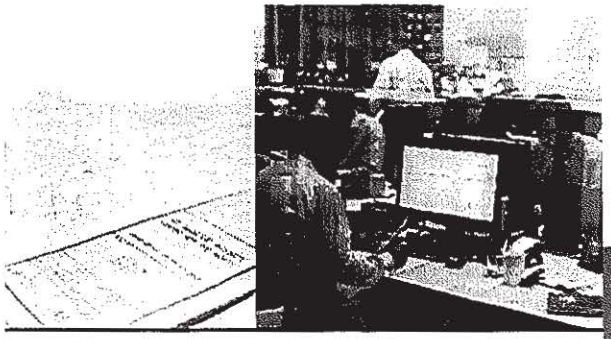
From: Katherine Fernandez Rundle [mailto:KatherineFernandezRundle@MiamiSAO.com]
Sent: Tuesday, November 10, 2015 12:10 PM
To: 'regula@miamidade.gov'
Cc: 'Carlos Gimenez (Jb3@miamidade.gov)'; 'benford@miamidade.gov'; 'jacko@miamidade.gov'; 'nsayfie@jud11.flcourts.org'; Carlos J. Martinez; 'clerk@miami-dadeclerk.com'
Subject: Miami-Dade County Court Capital Insfrasttructure Task Force

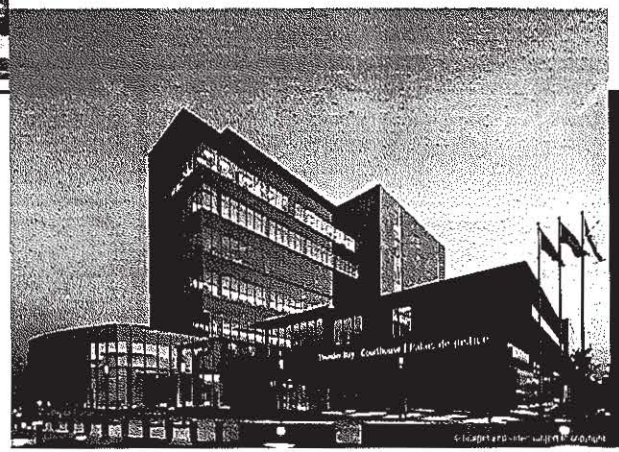
Please see attached letter.

Katherine Fernandez Rundle
State Attorney
1350 NW 12 Avenue, Miami, FL 33136 (305) 547-0535
KatherineFernandezRundle@MiamiSAO.com

EXHIBIT 25

Plenary Group





DELIVERING
ON THE PROMISE

Public Private Partnerships

Structuring Performance Guaranteed Facilities

Miami Dade County

October 28, 2015

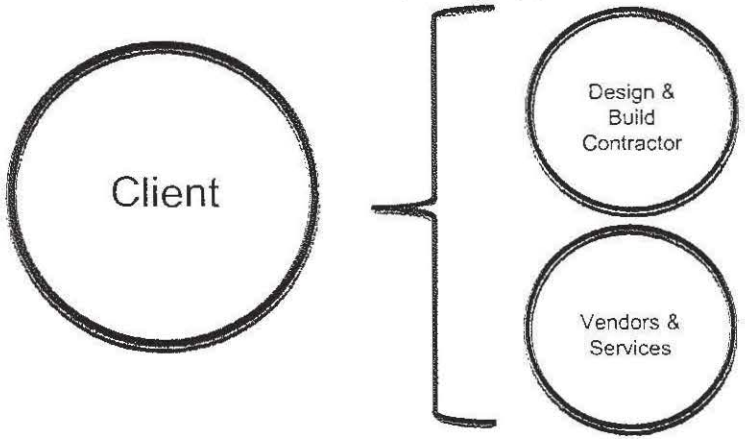
Business Models are Evolving

Funding pressures drove short term infrastructure decisions; New business models and strategies are looking at longer term perspective

Business Model Evolution

Traditional Model

Payments for construction and services on low bid / discounted pricing approach



Service Level Agreements

Driven to achieve lowest cost contracted facility and service delivery metrics

Performance Based Model

Focus on client goals / stakeholder experience in a "pay for performance" culture

Accountability

Commitment to Goals, Efficiency and Cost & Performance Metrics =

Value to Stakeholders

Plenary Group

P3 - At a high level, two Models .....

Toll / Revenue Model

Net Revenue Generating Assets

- New revenue generating facilities
- Existing tolled facilities

P3 Toll or Revenue concession can:

- Raise funds for new projects
- Build new "greenfield" projects
- Expand capacity
- "Build it and they will come"

Availability Payment / Performance Model

Subsidized Assets

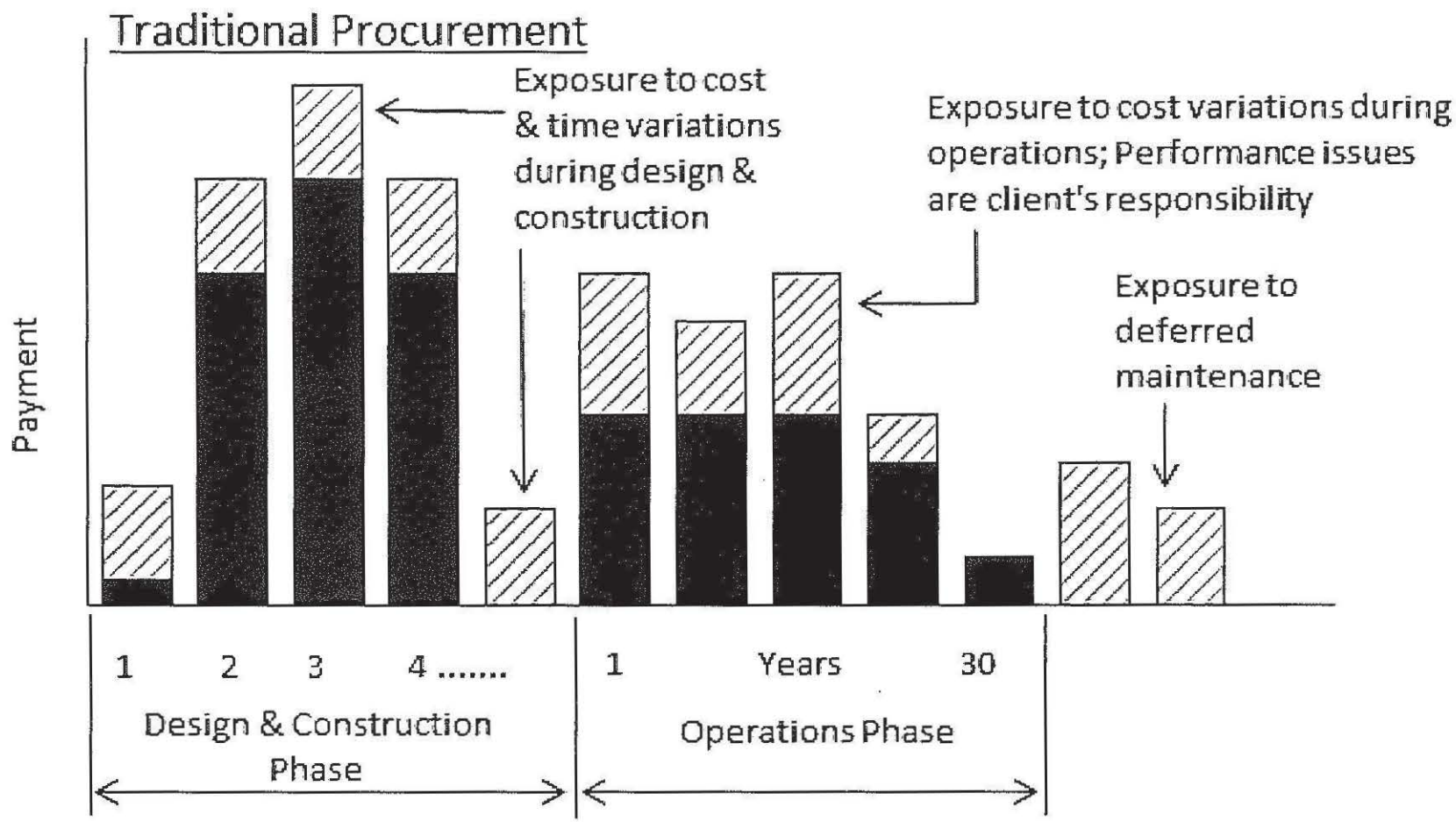
- Non tolled Transit
- Non-tolled assets

P3 availability structure can:

- Transfer execution & performance risk
- Reduce costs
- Increase certainty
- Accelerate funding / project completion

Plenary Group

Common Facility-Related Risk Exposure



Plenary Group

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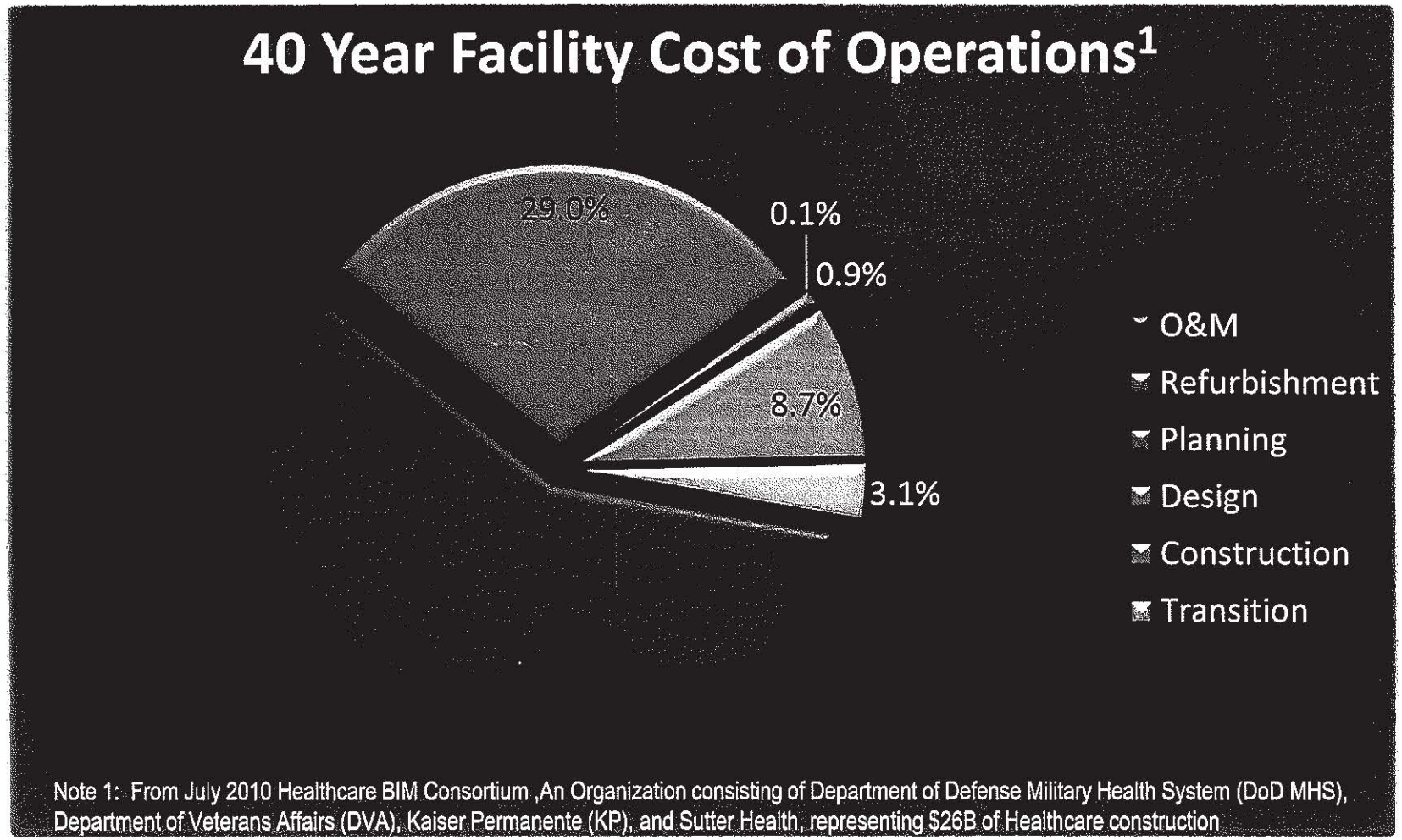
Typical Institutional facility



Note 1: From July 2010 Healthcare BIM Consortium ,An Organization consisting of Department of Defense Military Health System (DoD MHS), Department of Veterans Affairs (DVA), Kaiser Permanente (KP), and Sutter Health, representing $26B of Healthcare construction

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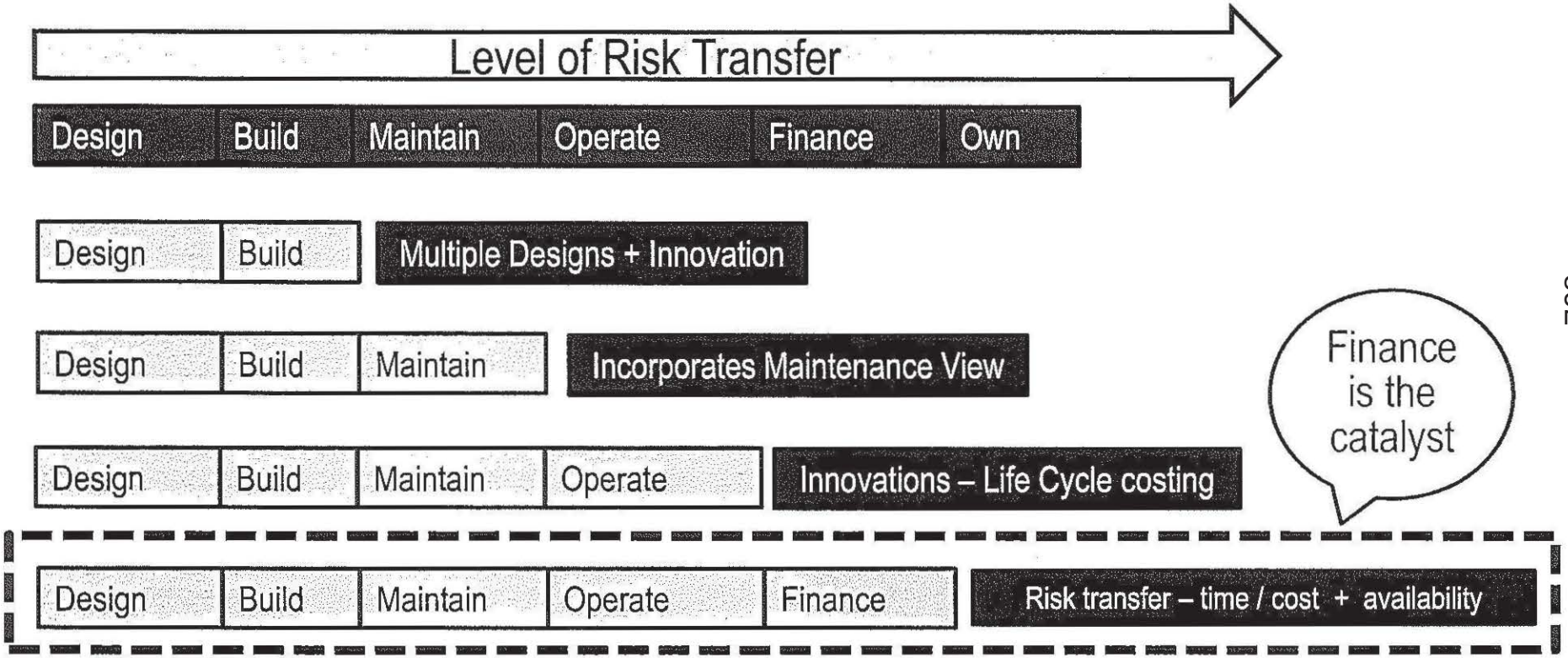
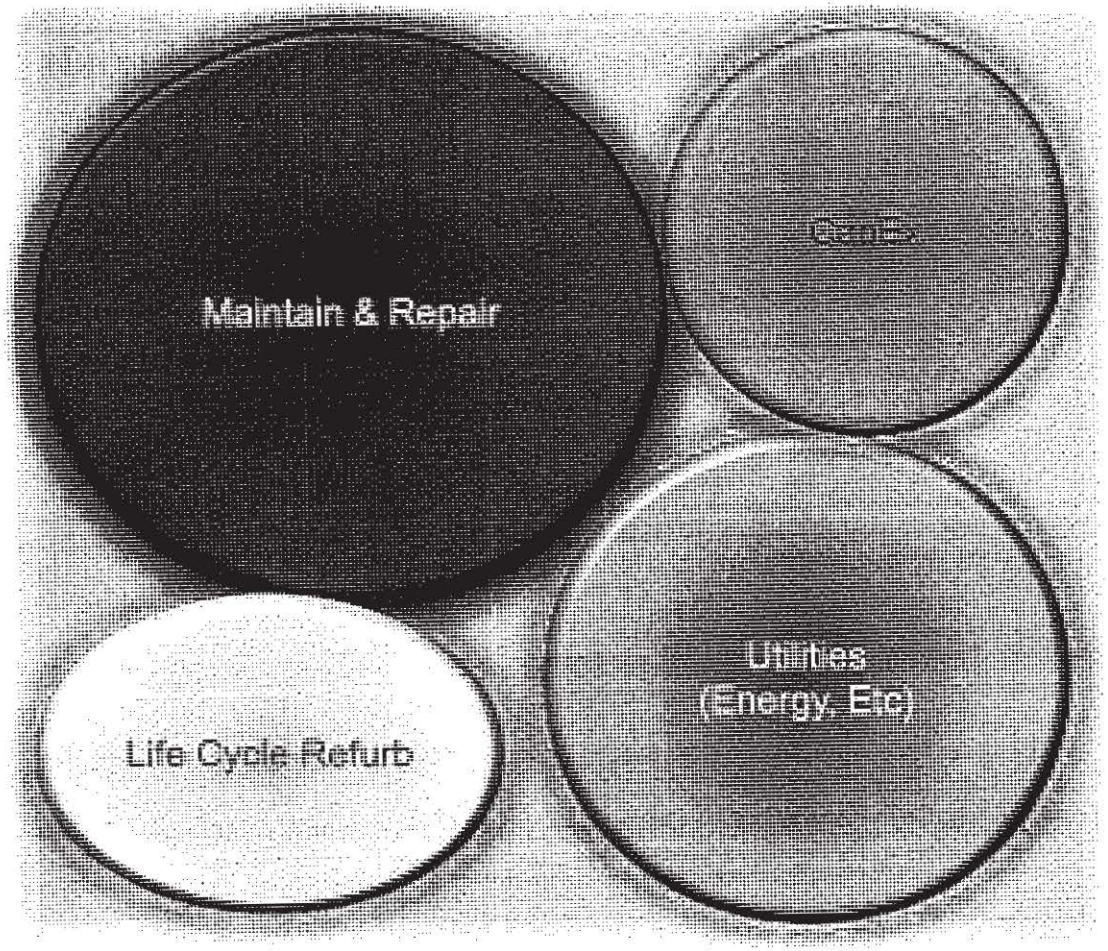
P3 Comparative Advantages



708

Value Proposition – "Value for Money"

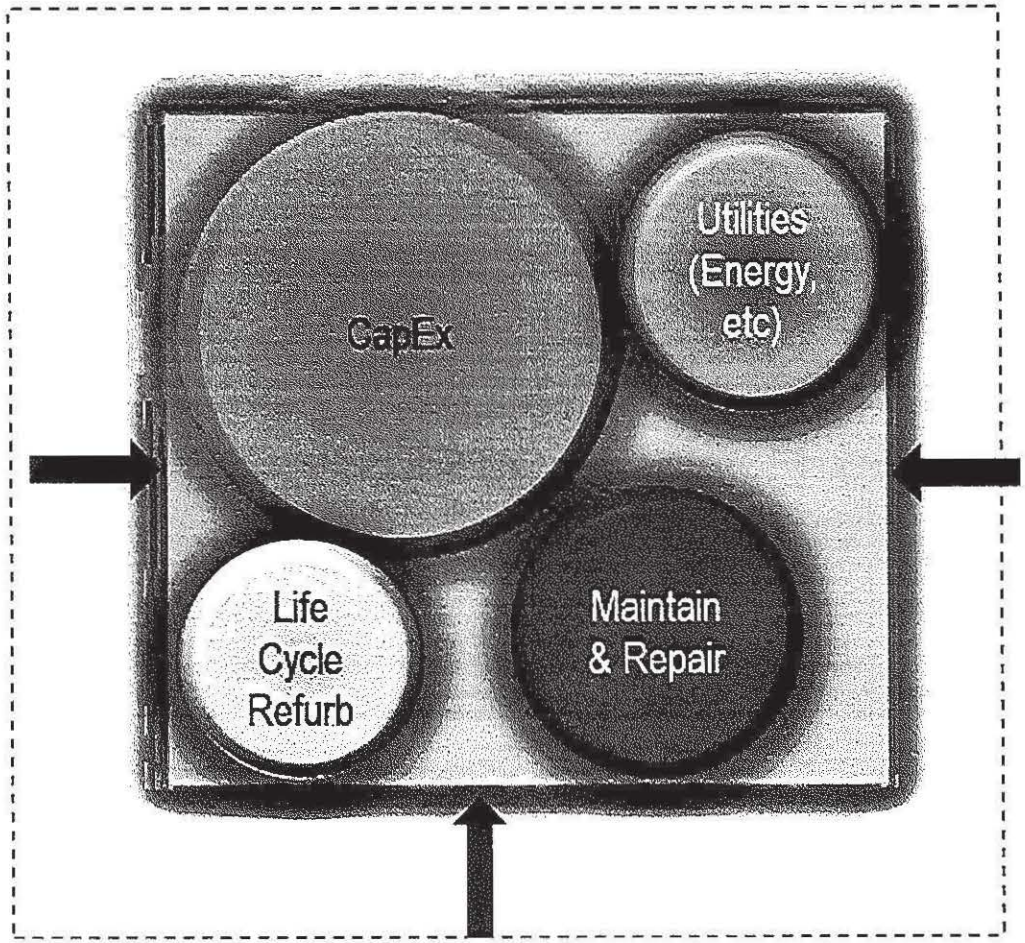


- All aspects of Facility costs should be considered
- Decisions in one cost category will impact the others
- Driving down construction costs can have an adverse impact on long term costs

709

Plenary Group

Value Proposition - PGF



- Long term "Whole of Life" costs instead of first cost construction
- Good decisions during design process consider Value for Money and best investment approach
- Results in lower whole-of-life facility cost (the "box" is smaller)
- Provides outcomes that are guaranteed
- **Financing returns are vehicle for Sponsor to enforce the guarantees**

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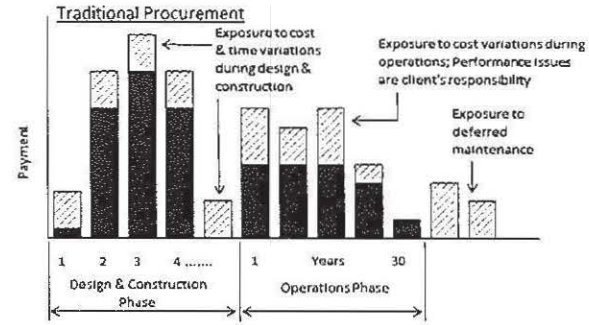
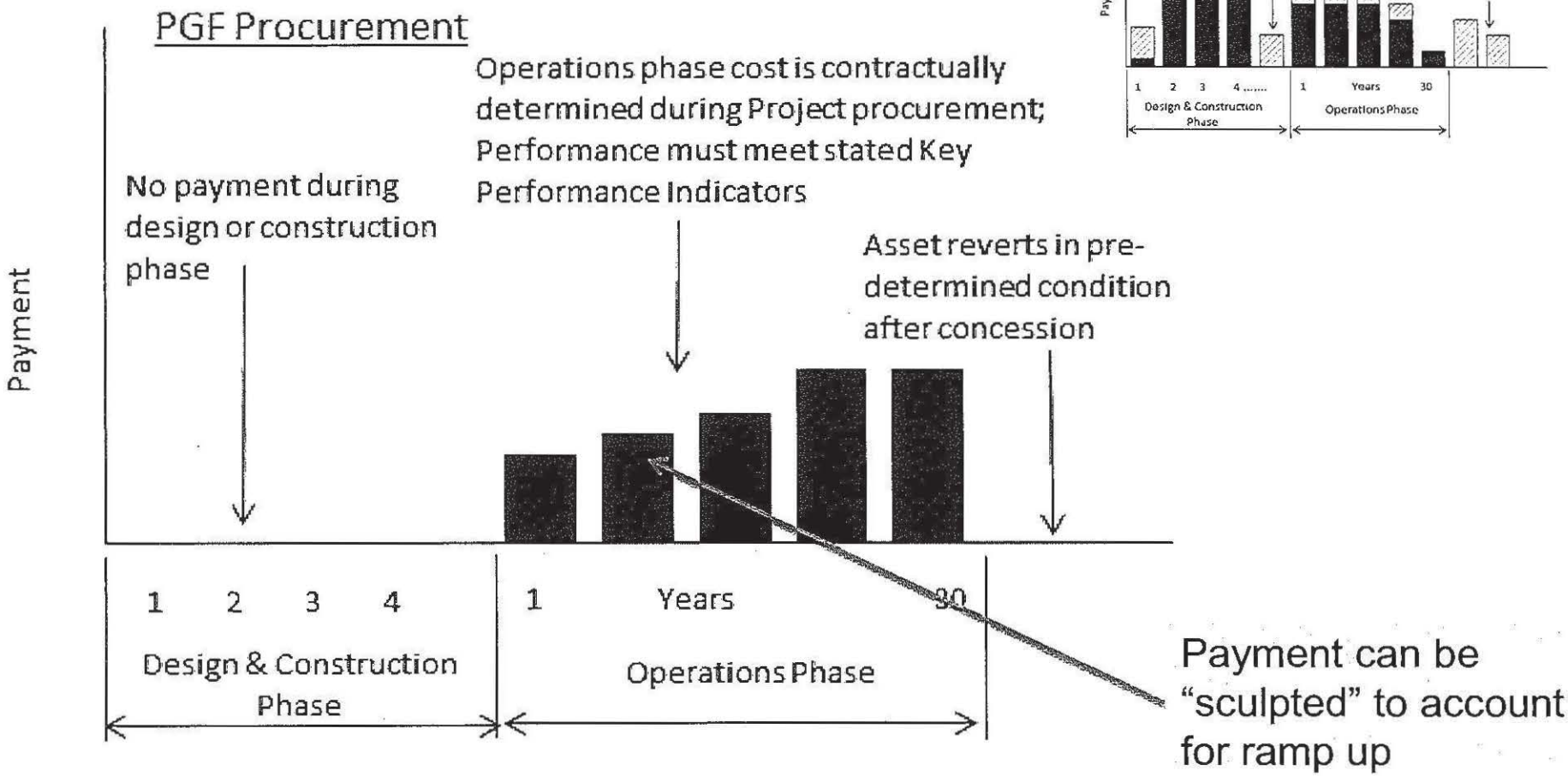
Plenary Group

Significant Risk Transfer – P3 Model





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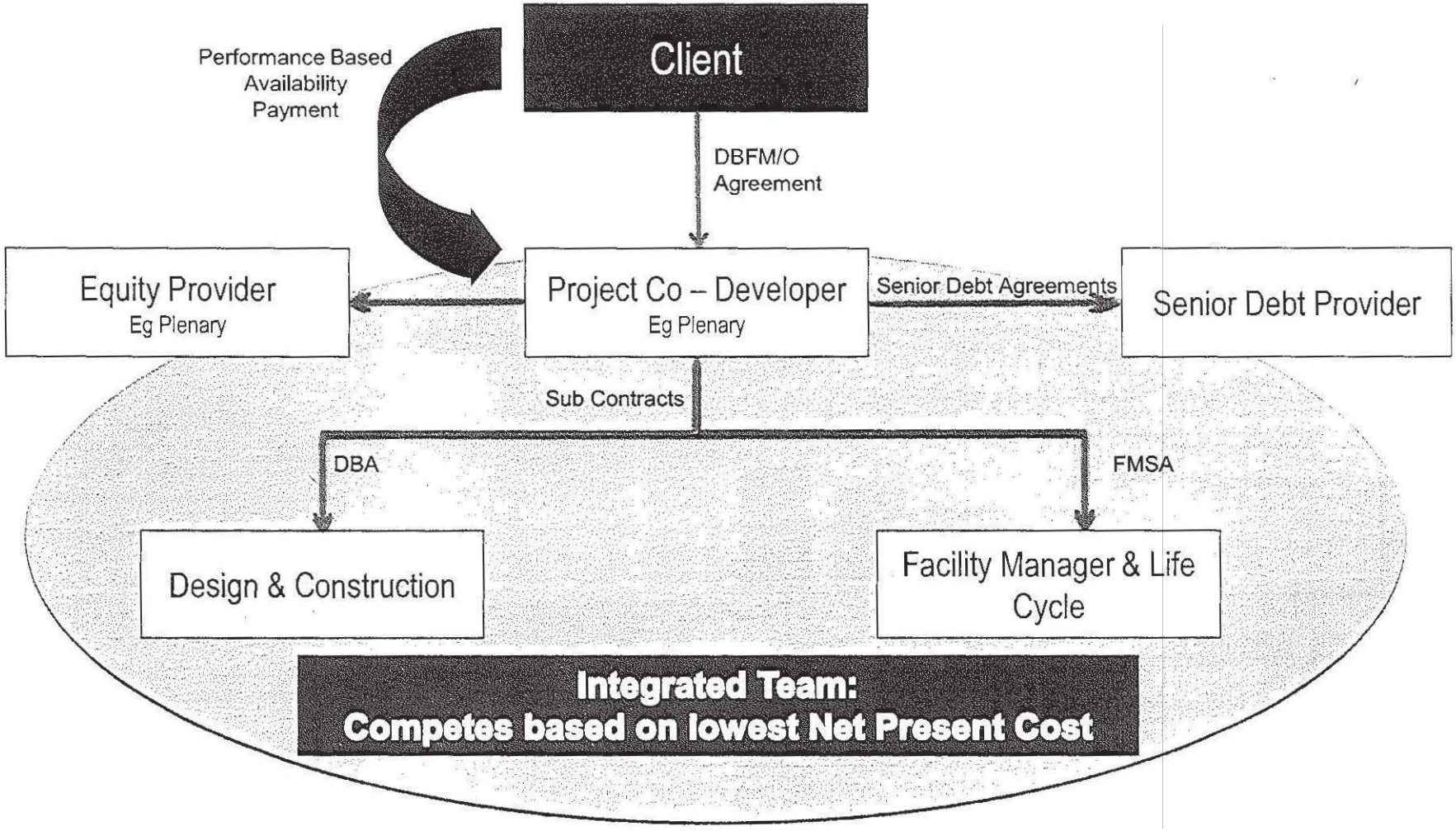
Business Model Partnership Structure – P3 Model



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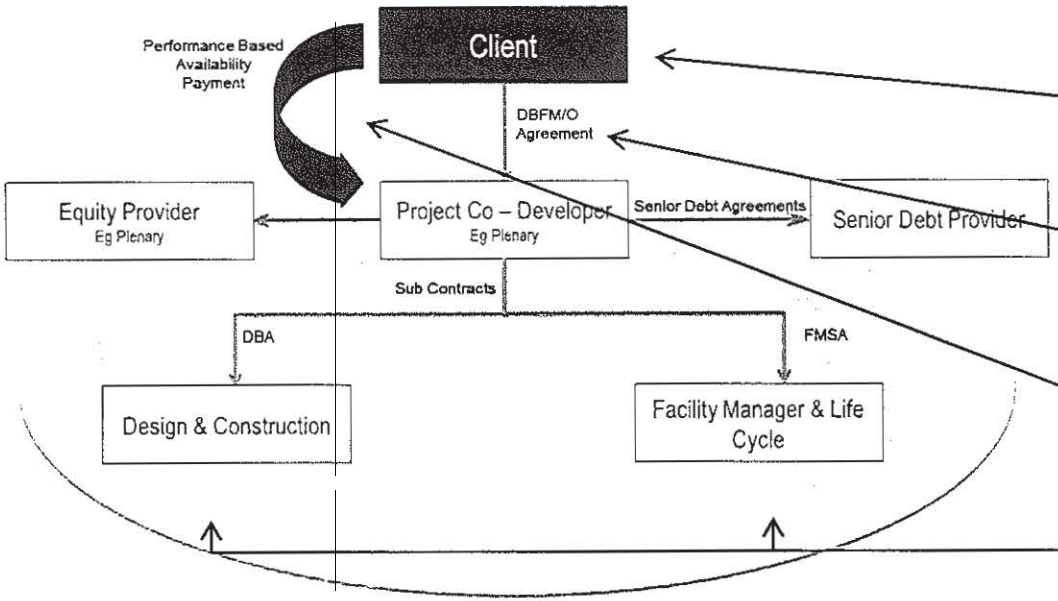
Ideal Structure Attributes - Financing



Strong balance sheet – credit rating

+

Efficient Risk Allocation

+

Payment Guarantee (assuming performance)

+

Parent Company Guarantee + Security

=

Investment Grade Transaction

- Non-recourse project finance
- License structure – no charge on title
- Significant risk transfer
- Strong value proposition

713

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Definition - Performance Guaranteed Facility ("PGF"):

- A performance based services agreement which harnesses best in class innovative concepts for delivery of "non program" functions that will drive value based quality and efficiency in services delivery;

- Services delivery can include equipment, in addition to design, build, finance and maintain services for the facility in a manner that ensures alignment of interests between the Client and the Services Provider.

Performance Guaranteed Facility Value Proposition

- Provides strong "value for money" using innovation concepts that generate guaranteed results;
- On-time, on-budget performance – no embarrassments; no payments by Client until asset is operational
- Asset investment is protected because facility condition and performance is guaranteed for 30+ years – "long term warranty";
- Needed infrastructure is completed more quickly; Payments begin only after service delivery starts
- Commitment to key performance indicators ensure alignment of interests between Client and partner.

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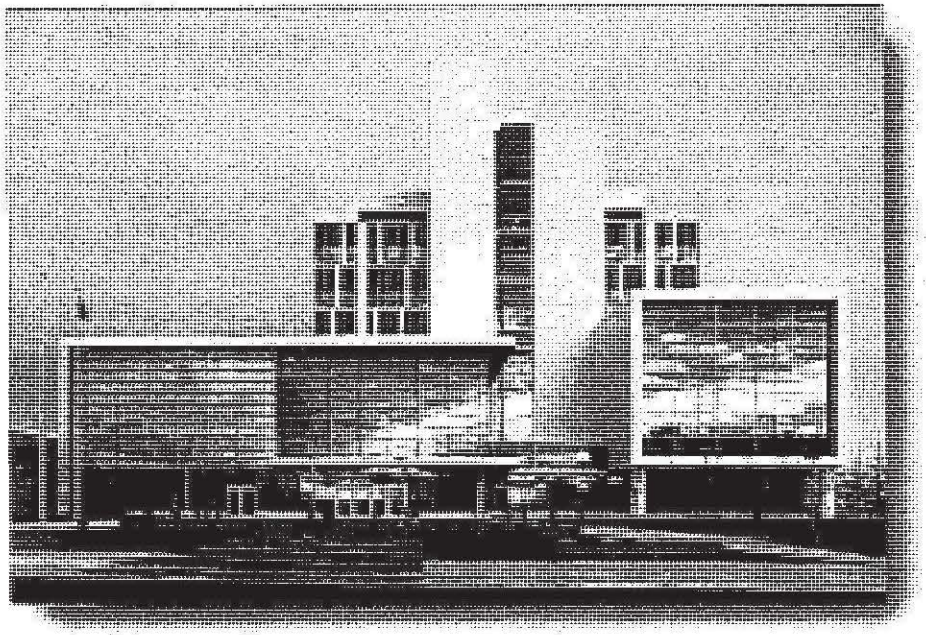
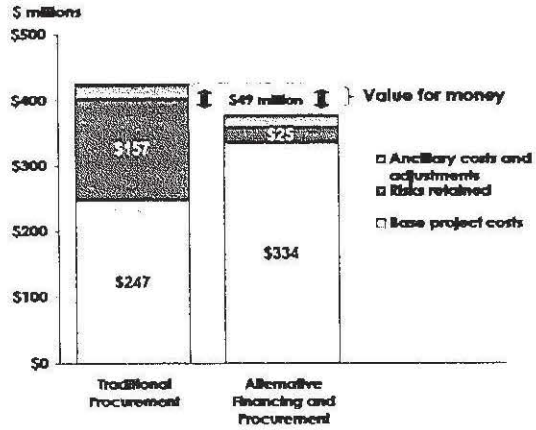
Durham Consolidated Courthouse - Example



Total Financing	$190 Million
Developer	ABN Amro / Babcock & Brown
Financial Close	May 2007
Completion	November 2009
Term	30 Years
Status	Complete, Operational
NPC Savings	12.1%



Project Description:

- The six-story, 451,620-square-foot building houses 33 courtrooms, three motion rooms, conference/settlement rooms, related support functions, detention facilities; and private parking for staff and judges. A prisoner holding facility with a sally port is located below grade. The typical courtroom floor has a simple plan that is legible and allows easy orientation. Visitors arrive at a single public entrance that gives access to a two-story entrance lobby. Courthouse Square acts as the entrance forecourt to the building. A highly transparent facade allows views into the building, engaging local citizens in the activities within.
- The most energy-efficient government building in Ontario and the first to achieve LEED Gold certification. It is also the most technologically advanced courthouse in Ontario.

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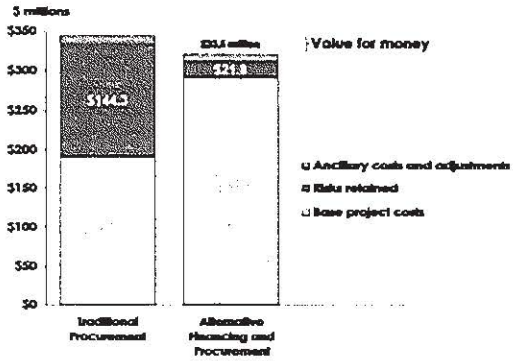
Thunder Bay Consolidated Courthouse - Example

Project Size	$250 Million
Developer	Plenary Group
Financial Close	November 2010
Completion	February 2014
Term	32.75 Years
Status	Complete, Operational
NPC Savings	7.0%



Project Description:

- The facility is a six-storey building, accommodating 250 personnel in 15 courtrooms and 4 conference/settlement rooms. The courthouse will accommodate 72 persons in custody in a day-use holding area at one time, Increasing the total number of courtrooms available, and providing better public access and security.
- Included a large payment from the government at the end of construction resulting in inefficient financial structures. Plenary devised a financial structure that saved an additional $500,000 in NPV by effectively negotiating drawdown and repayment timing and adjusting the commercial structure accordingly.
- LEED® Silver certification, with green design elements including a glazed atrium that brings natural light deep into the building, as well as a focus on energy efficiency, reduced greenhouse gas emissions, a healthy indoor environment and green housekeeping practices.

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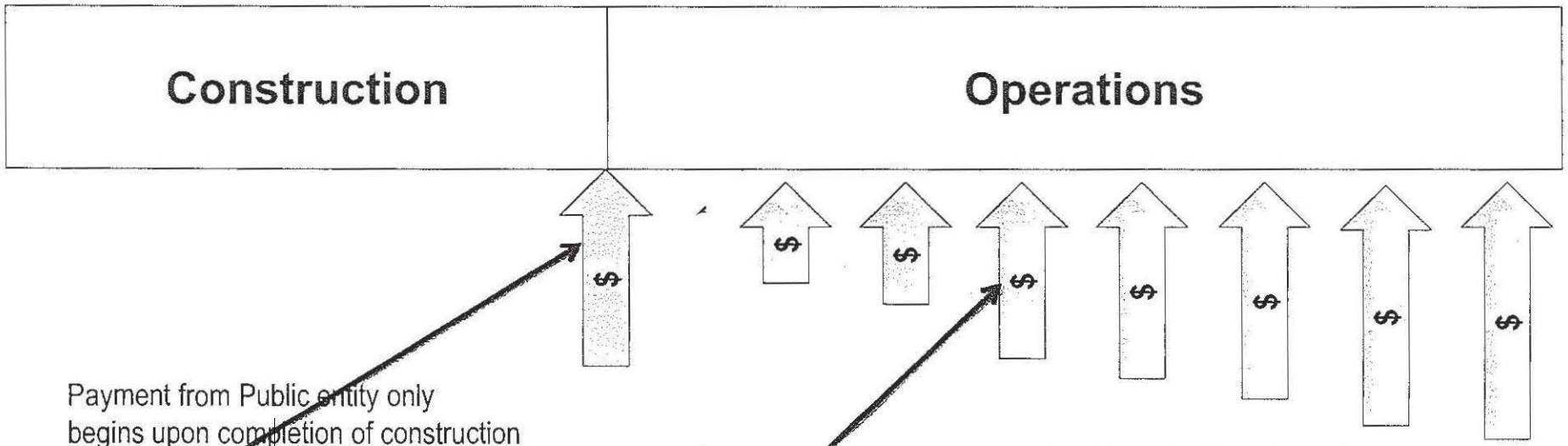
Financing Your Project

Availability-based P3's are performance based contracting arrangements



Payment from Public entity only begins upon completion of construction

Initial payment can include Public sector contribution to lower long term financing costs;

- Eg Sale of Dade County Courthouse
- Building Better Communities GO Bonds

On-going payments remain subject to deductions for performance failures in service delivery

Payments can reflect projected revenue / tax base increases or reduced costs due to efficiency

- Eg: Building Impact Fees
- Filing Fees, traffic surcharges / fines, etc.
- County Clerk's budget

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P3 Lessons Learned

- Ensure advisors are experienced P3 advisors; both on "buy" side and "sell" side;
  - Ensure an equitable risk transfer expectation
- Transparency is critical
- Pick only the most qualified teams – ideally 3 shortlisted
- Do not mix asset classes
  - "Hybrid" may not drive best value
  - Options exist to use existing real estate; consider:
    - Bifurcating the deals, or
    - Require all developers to carry a stipulated amount for the value of the surplus real estate with a sharing of proceeds above a threshold
- Do not "over prescribe" the solution; focus on the Program, adjacencies and standards
- Score qualitative elements as well as price; consider 50/50 weighting

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Contact: Marv Hounjet
Phone: (425) 223-5741
Email: Marv.hounjet@plenarygroup.com

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EXHIBIT 26

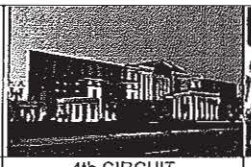
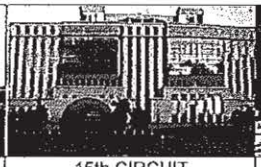
DADE COUNTY COURTHOUSE BUILDING FLOOR CLOSURES			
FLOOR	**ISSUE**	**CLOSED**	**OPENED**
14th & 15th	A/C replacement	7- 01-13	12-20-14
3rd ½ Floor	High levels of CO2 and asbestos abatement and A/C replacement	5 -27-14	½ Floor currently closed
22nd	Elevated counts of mold like growth	9- 2- 14	10-10-14
9th	Air quality-Elevated counts of mold spores	10-09-14	1- 13- 15
19th	Air quality-Elevated counts of mold spores	12-16-14	6-08-15
20th	Air quality-Elevated counts of mold spores	1-20-15	6-08-15
18th	Air quality-Elevated counts of mold spores	3-23-15	7-15-15
6th-Room 626	Asbestos abatement and repairs	12-31-14	7-9-15
6th-Rooms 612 & 615	Air quality- Elevated counts of mold spores	2-3-15	2-17-15
6th	Water Inspection	4-17-15	4-29-15

5th	Air quality-A/C sanitation	7-10-15	10-6-15
17th	Air quality-Elevated counts of mold spores	7-15-15	Currently closed
23rd to 27th	Air quality issues Cannot be used by the public	Closed	Closed
19th	Air Quality-Elevated counts of mold spores	8-18-15	Currently closed
13th Room 1304	Air Quality	8-19-15	Half Floor closed
19th	Air quality	9-09-15	Floor ½ closed (East Side)
12th	Peeling wallpaper that appears to have Mold	10-2-15	Closed
13th	Air quality	10-6-15	Closed
4th Room 412	Air quality	11-02-15	Closed

Rev. 11.13.2015

EXHIBIT 27

11th Judicial Circuit of Florida
CIVIL COURTHOUSE COMPARISON

						
	11th CIRCUIT	4th CIRCUIT	9th CIRCUIT	13th CIRCUIT	15th CIRCUIT	17th CIRCUIT
	Miami/ Miami-Dade County	Jacksonville/Duval County	Orlando/ Orange County	Tampa/ Hillsborough County	W. Palm Beach/ Palm Beach County	Ft. Lauderdale/ Broward County
Population Served	2,662,874	885,855	1,225,267	1,291,578	1,372,171	1,838,844
No. of Judges		45	65	62	63	79
Yr. Built	1928	2012	1996	2003	1995	2015
Total Sq. Ft.		836,000	1,200,000	320,000		714,000
Floors	27	8	23		11	20
No. of Courtroom Floors	12	5	11	12	7	10
No. of Office Floors	8	2	6	9	2	10
Shelled space		0			*2	1 floor
No. of Courtrooms	22	51	43	32	48	77
Hearing Rooms		47/500 sq ft				
No. of Chambers	30	63		39		
Courtroom sq.ft.		1820-2850	1450-1750			
Chambers sq.ft.			400			
Floor Plate						33,114
Total Cost		***350 mil / 246 mil	190,000,000	50,500,000		220,000,000
Land Cost		18,000,000				0
$/sq ft		419/294	158	**120/158		308
Funding mechanism		"Better Jacksonville" bond	Sales Tax bond	Combination of General Revenue, special tax revenue.	Ad Valorem dollars	Combination of General Revenue and bonds
Divisions	Circuit Civil, Probate (temp. relocated), County Civil	Circuit and County Criminal and Civil, Probate, Juvenile, Domestic Relations, General Magistrates, Detention and Grand Jury	Circuit and County Civil and Criminal, Probate, DV, Domestic Relations and Traffic	Circuit Civil and Family, and Civil, Probate, UFC,	Circuit and County Criminal and Civil, Probate, Juvenile, Family, DV	Circuit & County Criminal, Circuit and County Civil, Probate, Family, Delinquency, Dependency, DV
Services	Circuit Civil Ops, Probate Ops, Mediation, Interpreters, General Counsel, Court Reporters, Law Library	Court Administration, COC, Court Reporting, Probation, Finance, Accounting, HR	Court Administration	Court Administration, Staff Attorneys,	Court Administration, Civil Operations, Mediation, Interpreters, Court Reporting, Drug Court, Law Library, General Counsel, Purchasing, Finance, HR	Court Executive Offices, CM for Family, CM for Juvenile, JIS, Purchasing, Finance, Probate CM, Staff A ttorneys, Teen Court, Mediation, Court Reporters, Law Library
Agencies	COC, MDPD, County FUMD	COC, SA, PD, Bar Association, Sheriff	COC, SAO, PD, Sheriff	COC, Corrections	COC, Corrections	COC, PD, SAO, BOS Crime Lab
Plans/usage of old courthouse facilties/land		Old riverfront building vacant due to asbestos,etc. Probably will be used for downtown development.	The 1927 Classic Courthouse was transformed into Orange County history center. The 1960 Annex was demolsihed.	Old courthouse was repurposed for SAO and Clerk offices. Criminal courts located in a 50 years old Annex next door is currently being evaluated for replacement.	County Commission restored as Palm Beach History Museum museum.	New courthouse built. Portions of old courthouse demolished/renovated for office space by SAO and PD.

* There is a breakdown on the Palm Beach Courthouse by floors and two of the floors are blank
** Information provided stated that the cost was $120/sq ft, but doing the math comes up to $158/sq ft
***Information provided by Architect contradicts the information provided in their wedsite. Website cites project cost at $350 mil
Rev. 11.16.15

EXHIBIT 28

LAW OFFICES OF THE
PUBLIC DEFENDER
ELEVENTH JUDICIAL CIRCUIT OF FLORIDA
Bennett H. Brummer Building
1320 NW 14th Street
Miami, Florida 33125

CARLOS J. MARTINEZ
PUBLIC DEFENDER

305.545.1600
www.pdmiami.com

December 7, 2015

Rick Crooks, P.E.
Court Capital Infrastructure Task Force, Chairman
111 NW 1st Street, 21st Floor
Miami, FL 33128

Attn: Pamela Regula, Court Capital Infrastructure Task Force, Staff Person

Dear Mr. Crooks:

Thank you for the opportunity to provide the task force with some thoughts regarding the need for a joint civil/criminal courthouse. As the Public Defender for Miami-Dade County, I am keenly aware of the justice system infrastructure necessary to support a fair and efficient judicial system for all.

In the interest of brevity, here is a summary of my concerns regarding the inadequacy of the Richard E. Gerstein Justice Building (REG), and the need for a new comprehensive courthouse:

- Future needs. Although it is true that arrests in Miami-Dade County have decreased in recent years, with a projected population growth of 21% by the year 2035, it is foreseeable that arrest rates will likely rise to a level rendering the REG insufficient to support the criminal justice needs of our community.
- Existing needs that should be considered in a comprehensive courthouse plan.
    - Public Defender space. Prior to 1994, most of the Public Defender's office was located in the REG, as was the State Attorney's office. When REG was updated and the Public Defender's office was moved to its new location at 1320 NW 14th Street, my office had already out-grown that building. As a result, the attorneys and support staff serving our county court, drug court, and Baker Act clients have been housed in a satellite office at Jackson Medical Towers, a completely different building, several blocks away. My county court division attorneys must endure a ten to fifteen minute walk, rain or shine, to attend court at the REG. It is

completely common for those attorneys to have to make that walk back and forth multiple times each day.

- Parking. Inadequate parking surrounding the REG and my office results in not only inconvenience for clients, police officers and other witnesses visiting our office, but also late appearances for depositions, interviews, and court appearances.

The REG is already inadequate in many respects. We should not wait until we are faced with abject infrastructure failure, which will certainly arrive in the not-too-distant future. Instead of attempting to manage this infrastructure crisis, I urge the task force to consider the benefits of being proactive by recommending a new comprehensive courthouse for our community.

Sincerely,

Carlos J. Martinez
Public Defender

EXHIBIT 29

STATE ATTORNEY

ELEVENTH JUDICIAL CIRCUIT OF FLORIDA
E. R. GRAHAM BUILDING
1350 N.W. 12TH AVENUE
MIAMI, FLORIDA 33136-2111

KATHERINE FERNANDEZ RUNDLE
STATE ATTORNEY
KatherineFernandezRundle@MiamiSAO.com

TELEPHONE (305) 547-0100
www.miamiSAO.com

December 7, 2015

Miami-Dade County Court Capital Infrastructure Task Force
c/o Pam Regula
111 NW 1 Street, 21st Floor
Miami, FL 33128

Dear Distinguished Citizens:

Thank you all for your dedicated service as members of the Miami-Dade Court Capital Infrastructure Task Force. It is only with the involvement of citizens like yourselves that critical problems confronting our community can be successfully and properly resolved. I am deeply grateful to each of you for the time and effort you have dedicated to this cause.

There is no question that the infrastructure of our County's judicial system needs to be improved and updated. The Judicial Branch of every American democratic community is entitled to equal representation and physical settings commensurate with those housing the Legislative and Executive Branches. However, the *primary* benefit of any such change must accrue to the people served - those that live in, work and visit Miami Dade County. Creating a modern, more efficient and effective centralized Site of Justice, whether contained within a single building, within multiple buildings co-located or within separately located buildings, is the crucial decision that must be decided first.

It seems that the relatively short lifespan of the Task Force limited its members' focus to the downtown civil courthouse because of its apparent dire and deteriorating conditions. The need for more modern, carefully planned, financed and managed judicial infrastructure is widespread and not confined to only a single judicial structure. Therefore, I am hopeful that the County Commission will extend the Task Force and broaden its mission or, alternatively, create a collateral task force that can address the totality of a modern judicial system with quality facilities. That includes the criminal justice system.

I am particularly heartened by the fact that you will have at least one meeting scheduled to be held at the REG Justice Building. You will see examples of the long lines of people trying to access the building, courtrooms so full that citizens must wait outside the courtrooms for cases to be called, lack of parking to satisfy the needs of stakeholders such as victims, defendants, witnesses, attorneys, judges, clerk and courtroom

Please Recycle

staff, probation officers and police officers.

While I am told that your final draft report is apparently complete, I do appreciate you allowing me to provide this letter as an attachment.

In the future, I hope we are invited to be on the task force and to participate in the core discussions as well.

Thank you, again, for your service,

Sincerely,

KATHERINE FERNANDEZ RUNDLE
State Attorney

KFR:apm

xc: The Honorable Carlos Gimenez
The Honorable Rebeca Sosa
The Honorable Esteban L. Bovo, Jr.
Mr. Jack Osterholt
The Honorable Carlos J. Martinez
Mr. Eugene F. Zenobi

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EXHIBIT 30

NCSC
National Center for State Courts

A nonprofit organization improving justice through leadership and service to courts

Mary Campbell McQueen
President

Daniel J. Hall
Vice President
Court Consulting Services
Denver Office

December 9, 2015

Hon. Jennifer Bailey
Administrative Judge, Circuit Civil Division
Eleventh Judicial Circuit of Florida
Dade County Courthouse
73 West Flagler Street, Suite 911
Miami, Florida 33130

Re: Preliminary Design Review of Typical Proposed Courtroom Floor at 140 W. Flagler Building

Dear Judge Bailey:

Thank you for the opportunity to review the proposed courtroom floor layout of the 140 W. Flagler building dated November 17, 2015. This is the second drawing of the proposed 140 W. Flagler building layout reviewed by NCSC (The first layout reviewed was dated September 14, 2015). Similar to the review of the first layout concept, the NCSC has assessed the proposed court floor layout plan to evaluate the building's suitability for future court use, giving consideration to the unique functional requirements of the modern courthouse environment. This letter is not meant to be an exhaustive investigation on building renovation feasibility in terms of cost and building infrastructure; rather, this assessment is intended as a preliminary opinion of whether the building is a good candidate for court use, given the existing building configuration and proposed layout plan.

The NCSC has reviewed the proposed layout in comparison to courthouse planning and design principles used by the NCSC in courthouse planning and design projects across the country and which are described in detail in the NCSC publication, *The Courthouse: A Planning and Design Guide for Court Facilities.* The review highlights a number of functional issues observed in the proposed layout plan which are not consistent with modern courthouse design principles and may negatively impact the Court's environment and function. Considerations included in the preliminary review include:

1. **Does the proposed layout provide adequate functional space?** Functional space adequacy refers to the appropriateness of the court environment and the adequacy of the space provided for

Headquarters
300 Newport Avenue
Williamsburg, VA 23185-4147
(800) 616-6164

Court Consulting
707 Seventeenth Street, Suite 2900
Denver, CO 80202-3429
(800) 466-3063

Washington Office
2425 Wilson Boulevard, Suite 350
Arlington, VA 22201-3326
(800) 532-0204

www.ncsc.org

the court and court-related offices within the facility. Consideration is given to both the amount of space provided and the arrangement of space provided.

2. **Is proper adjacency and circulation provided?** Adjacency and circulation refers to the physical association of functional spaces as well as the orderly and efficient movement of people from one space to another in the facility.
3. **Does the proposed layout enhance security and safety?** Security and safety refers to interior access control and facility circulation zoning. In addition, consideration is given to the proposed design's compliance with life safety codes.
4. **Does the proposed layout provide proper access to the court?** Accessibility refers to the ease with which public visitors can reach their destination and receive services and the convenience with which judges and court employees are able to accomplish their work. Accessibility issues also apply to physical barriers that may prohibit building users and visitors who are impaired from getting to, entering, or using the services provided that are essential for free and open access to justice.

After reviewing the courtroom floor layout dated November 17, 2015, it is the opinion of the NCSC that the proposed layout does not address the fundamental design issues raised in the NCSC assessment of the previous floor plan. Furthermore, it does not appear that the utilization of the building may offer adequate space to house all of the needed courtrooms. Therefore, any court space utilization strategy involving the 140 W. Flagler building will likely require that the Civil Court be split into multiple locations, a result which the NCSC believes will greatly hinder the courts ability to provide effective service to the public. A summary of observed potential design deficiencies that are yet unresolved from the previous layout concept is included below:

Public Areas

- There does not appear to be adequate waiting space outside of the courtrooms for the general public. It is unclear where the public will wait given the potential large volume of visitors to the three courtrooms situated on the courtroom floor. In most courthouse projects observed by the NCSC, the corridor outside of the waiting area is typically 12 '– 16' wide so as to accommodate benches and other waiting spaces. In comparison, the public corridor outside the courtrooms observed in the proposed plan appear to be approximately 6' in width.
- It does not appear there will be opportunity to introduce natural light to public areas in the proposed plan.

Courtrooms

- The courtroom design typical to all three of the courtrooms observed in the proposed layout plan appears dysfunctional in many regards. It is likely that the existing building floorplate configuration and a desire to maximize the number of courtrooms, situated on each floor may be driving the current courtroom design rather than programmatic requirements and the functional needs of the court. It is the opinion of NCSC that there is not adequate space available on the floor layout to accommodate three complete court sets as proposed in a

manner that respects accepted courthouse design standards and principles. Therefore, consideration should be given to reducing the number of courtrooms proposed on the floor from three to two courtrooms. Specific issues noted include the following:

- The judge's bench is situated at the center of the courtroom rather than at one end or corner of the courtroom as is common practice in courtroom design. The proposed arrangement presents a challenge for the sitting judge to maintain visual control of the courtroom. For example, the judge would have to maintain an impractical 180 degree field of vision to be able to observe jurors and spectators in the galley simultaneously.
- Access to the courtrooms in a common public hallway in the proposed layout plan is shared between the general public, judges, court staff, and jurors. The lack of separate entrance points into the courtroom is in direct contradiction to modern courtroom and courthouse design principles which require that separate zones of circulation be provided for various courtroom participants in order to maintain security and safety among the various user groups.

Jury Deliberation Rooms

- The jury deliberation rooms as shown on the proposed layout plan are approximately 200 square feet in size which is significantly less than typically observed by the NCSC in other courthouse projects. Given the architectural industry standard of providing 25 sf for every occupant in a conference room, a twelve person jury deliberation room should be sized at 300 sf. Additionally, the small space provided may limit the ability of wheelchair bound jurors to maneuver in and out of the jury deliberation rooms.
  - New comment 12/9/2015: Of particular concern is the size and width of the deliberation depicted on the bottom left portion of the drawing. The size of this room is approximately 150 SF and the width is nine feet. It is recommended that the width of deliberation rooms be no less than 11 feet.

Judges' Chambers

- The judges' chambers as shown on the proposed layout plan are approximately 220 square feet in size which, like the jury deliberations rooms, is significantly less than typically observed by the NCSC in other courthouse projects. The small space provided may limit the ability of judges to be able to conduct meetings with parties in chambers.

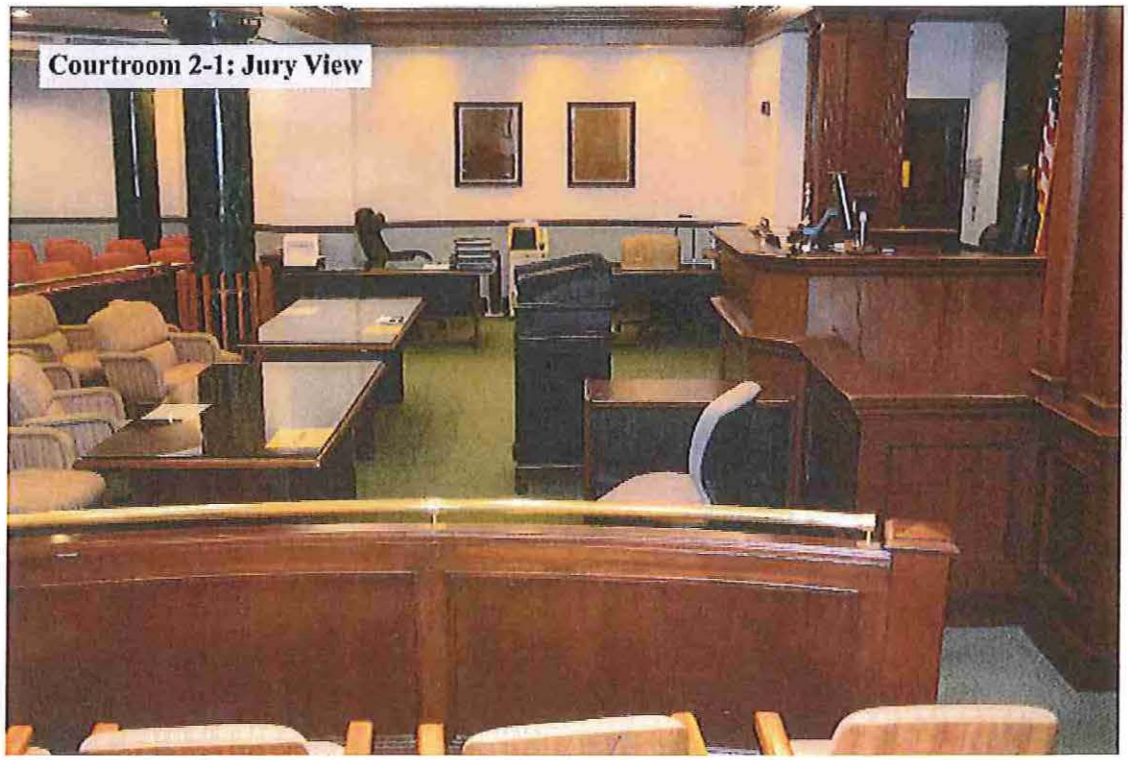
I am pleased to provide this preliminary analysis and hope you will find review helpful.

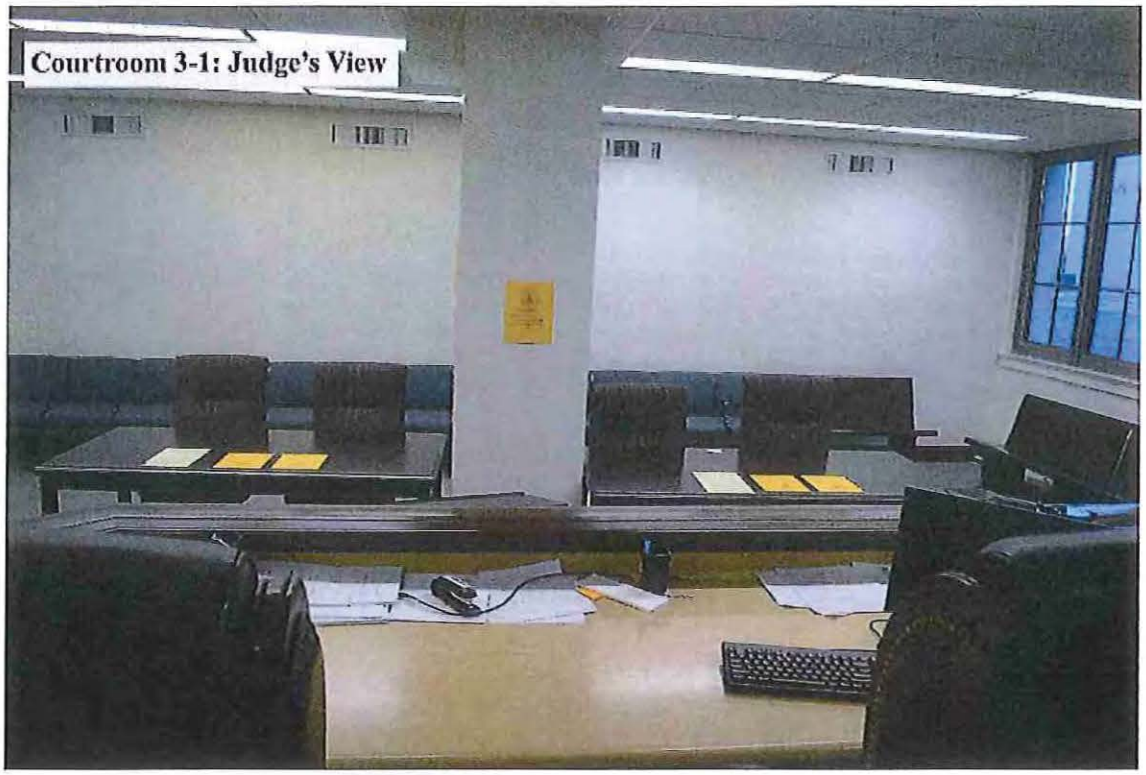
Sincerely,

Architect/Senior Consultant
National Center for State Courts

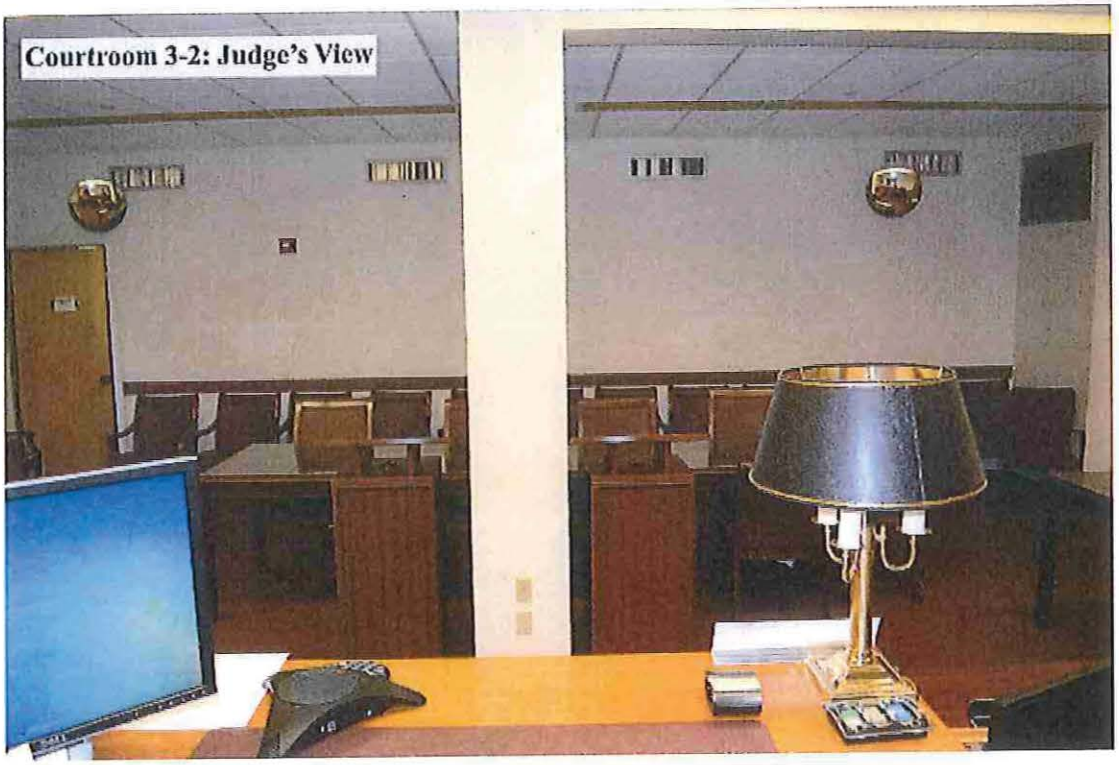
EXHIBIT 31

Courtroom 2-1: Judge's View

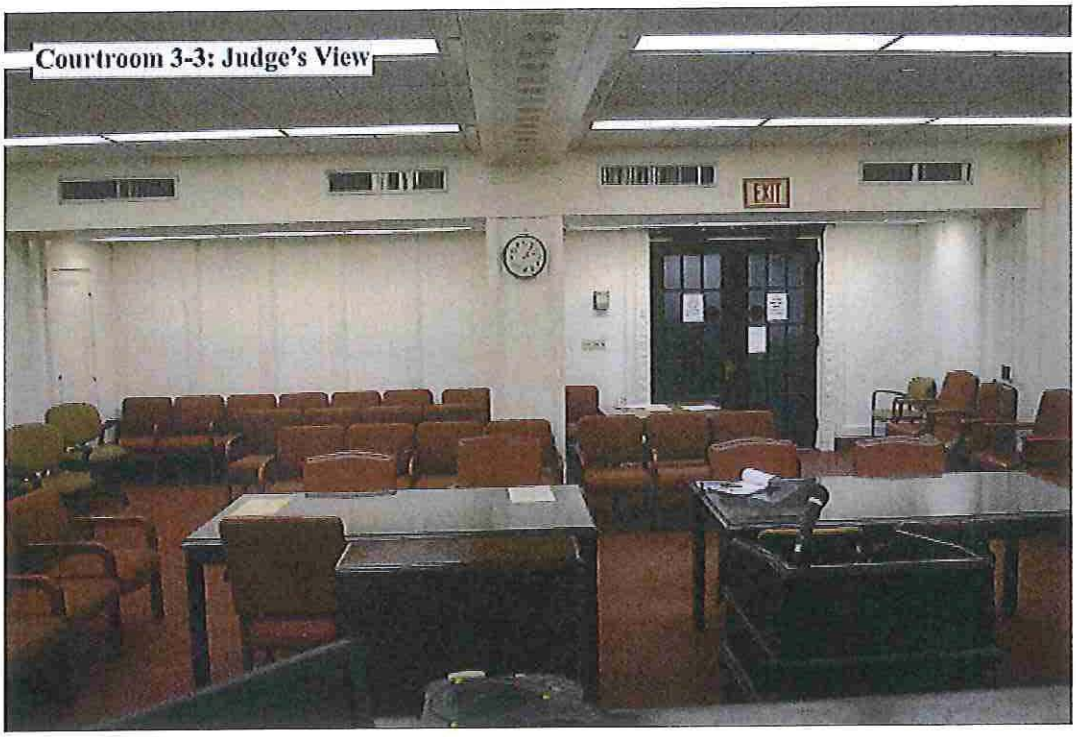

Courtroom 2-1: Jury View

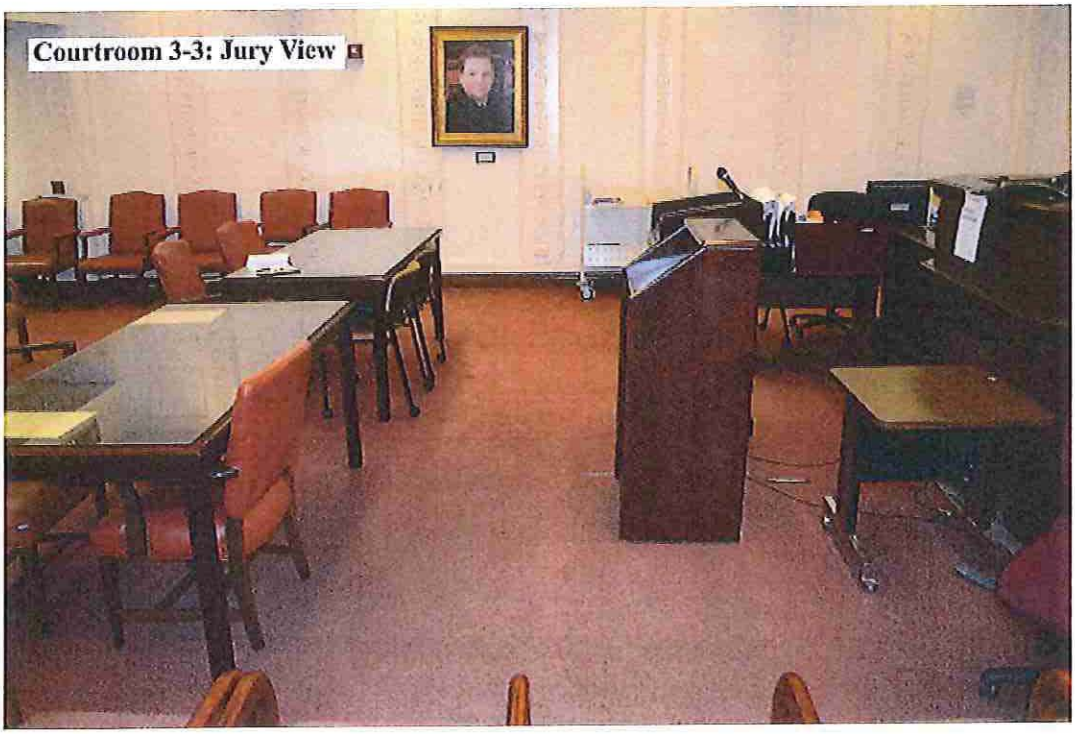


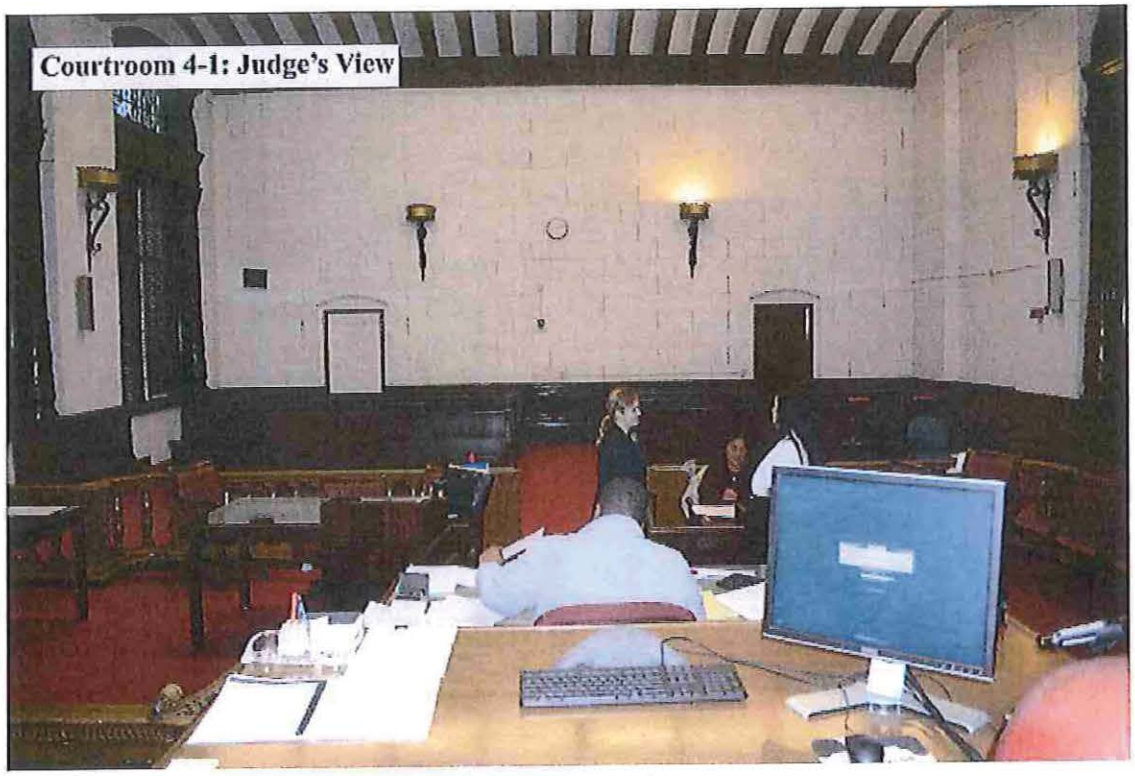
[Note: Courtroom 3-1 has no jury box]

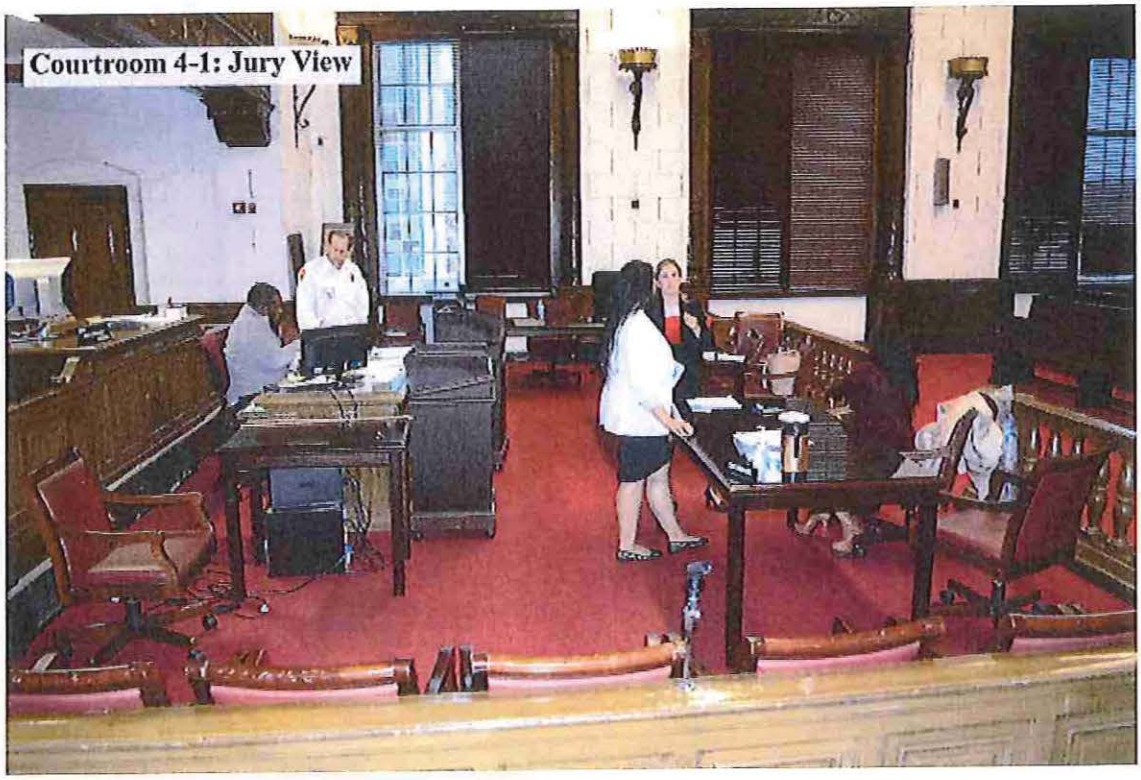

Courtroom 3-2: Judge's View

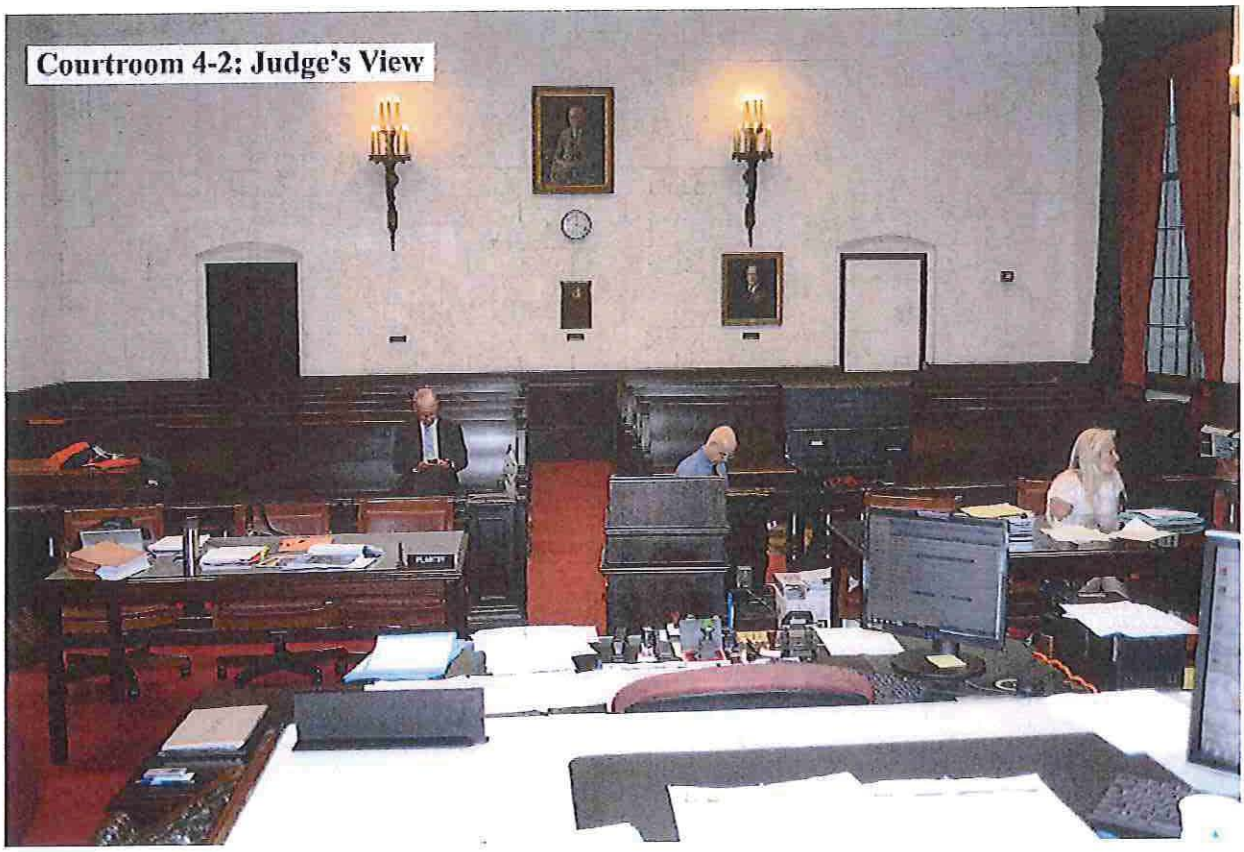
Courtroom 3-2: Jury View

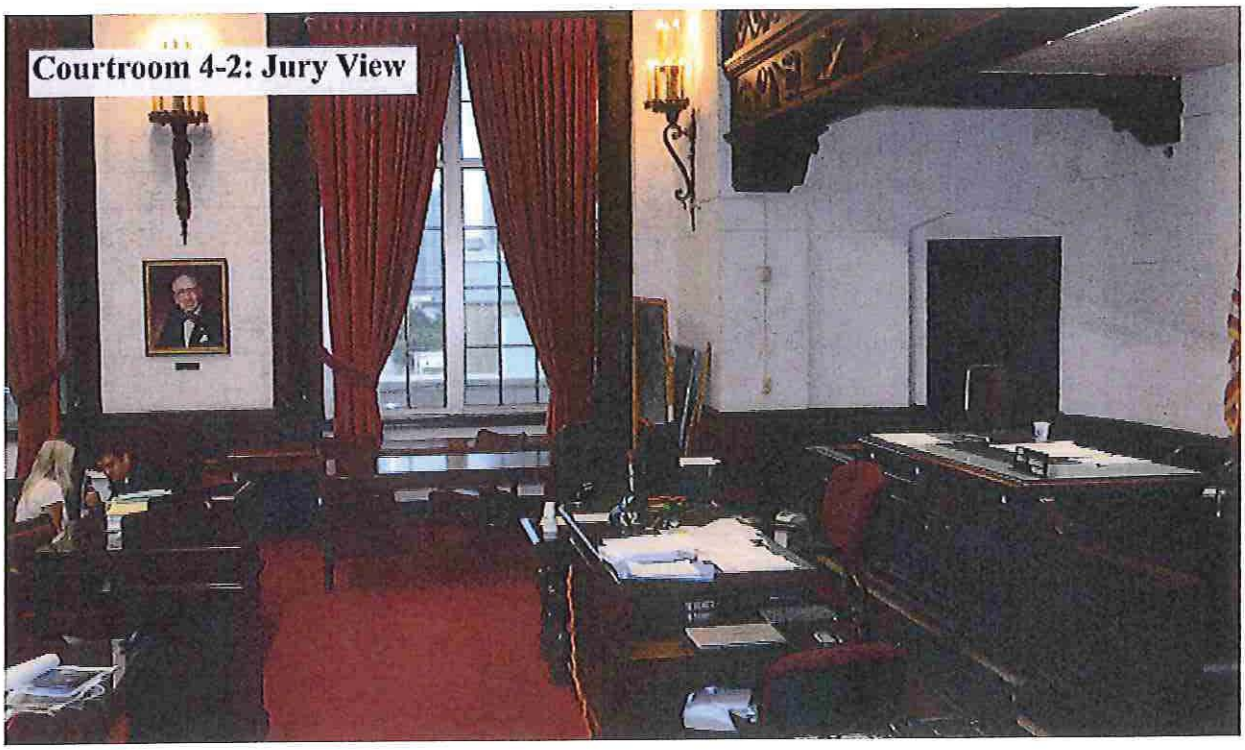

Courtroom 3-3: Judge's View
EXIT


Courtroom 3-3: Jury View

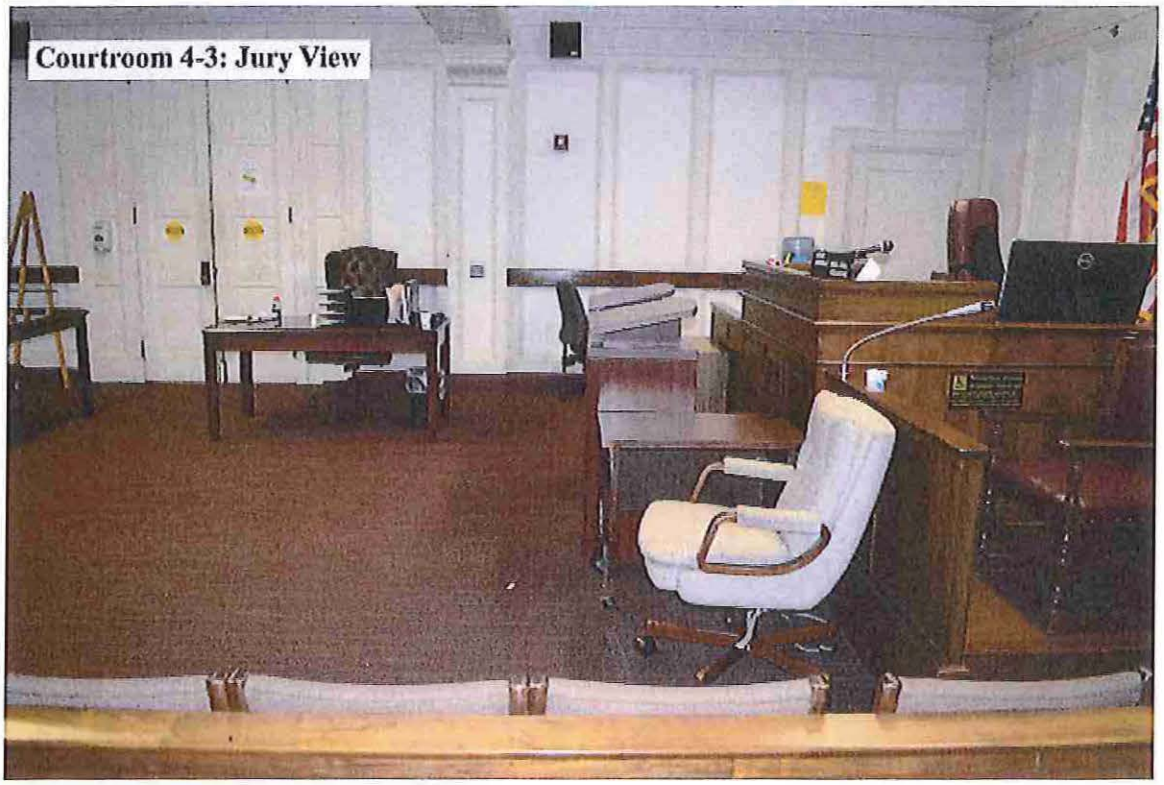

Courtroom 4-1: Judge's View


Courtroom 4-1: Jury View


Courtroom 4-2: Judge's View


Courtroom 4-2: Jury View

Courtroom 4-3: Judge's View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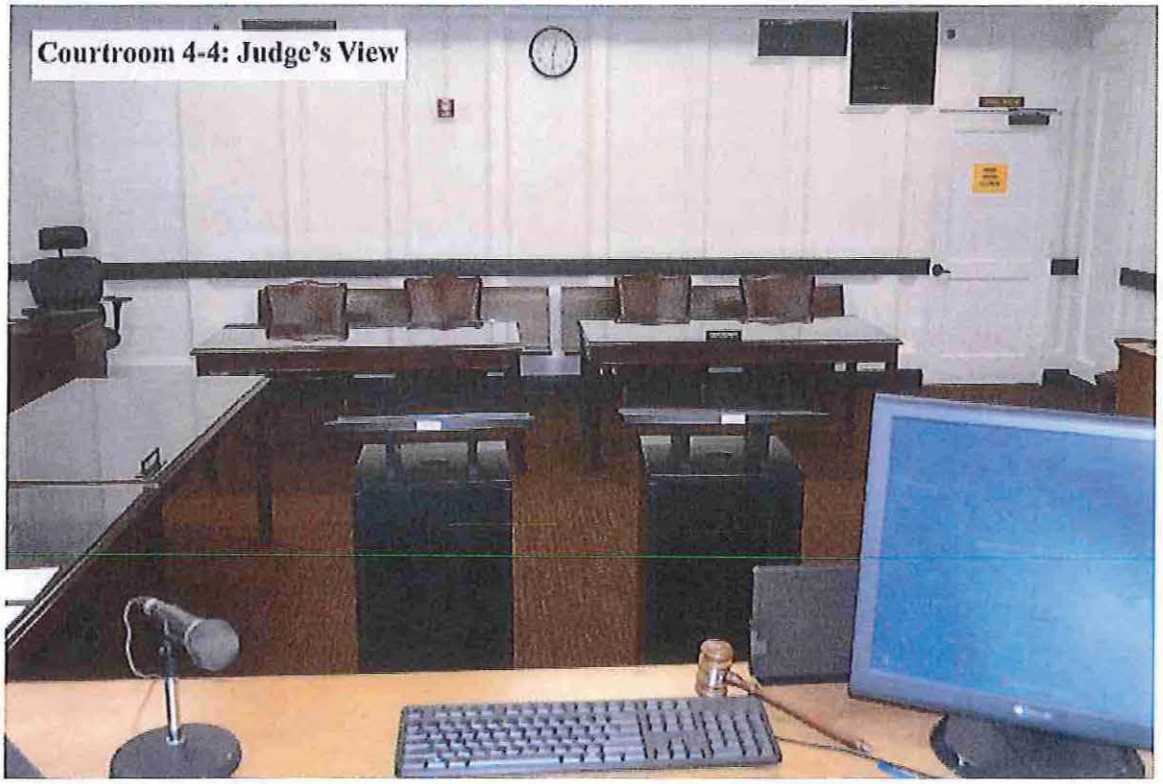
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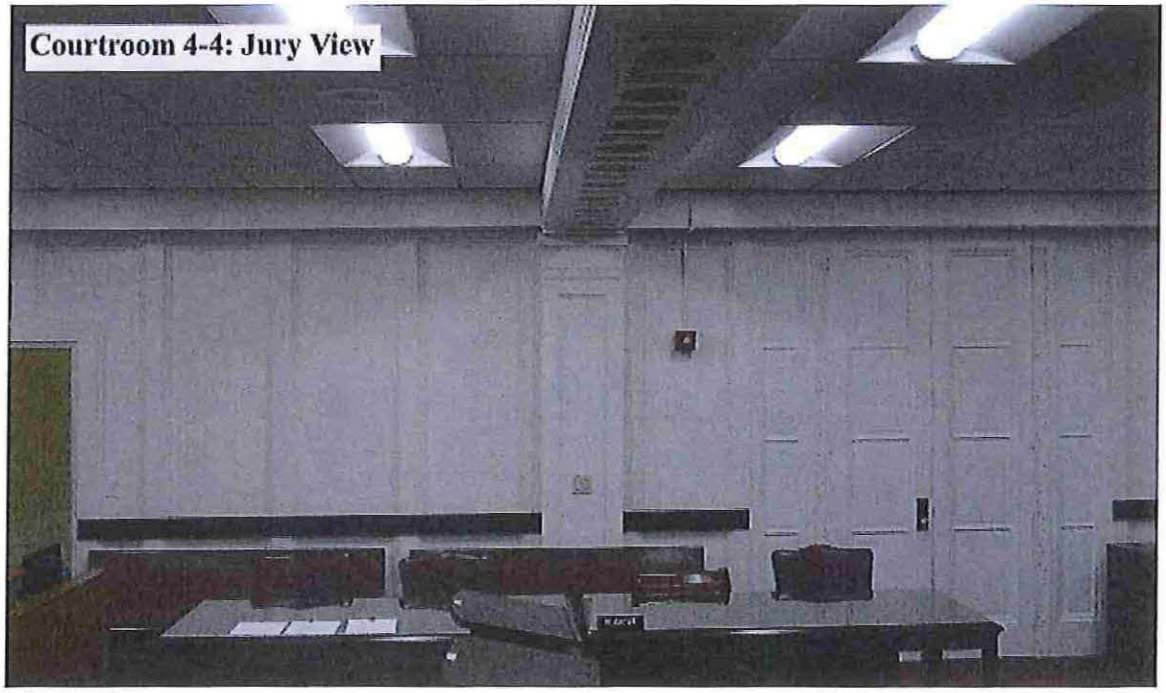
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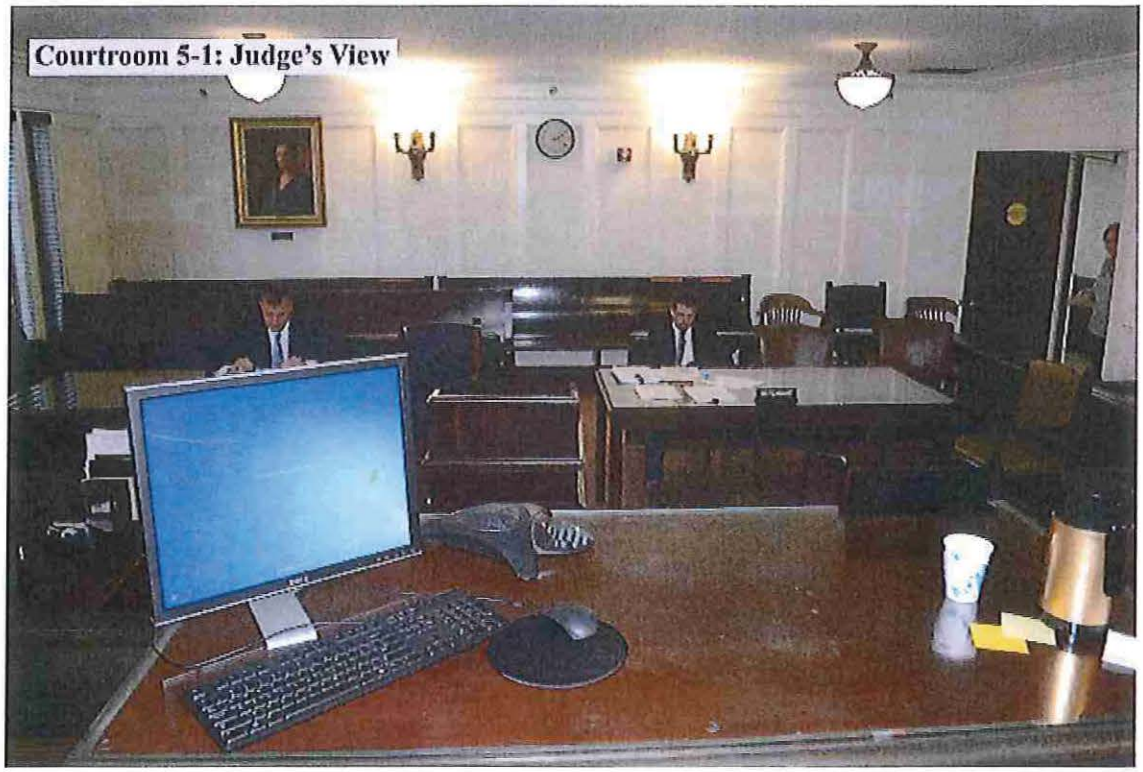
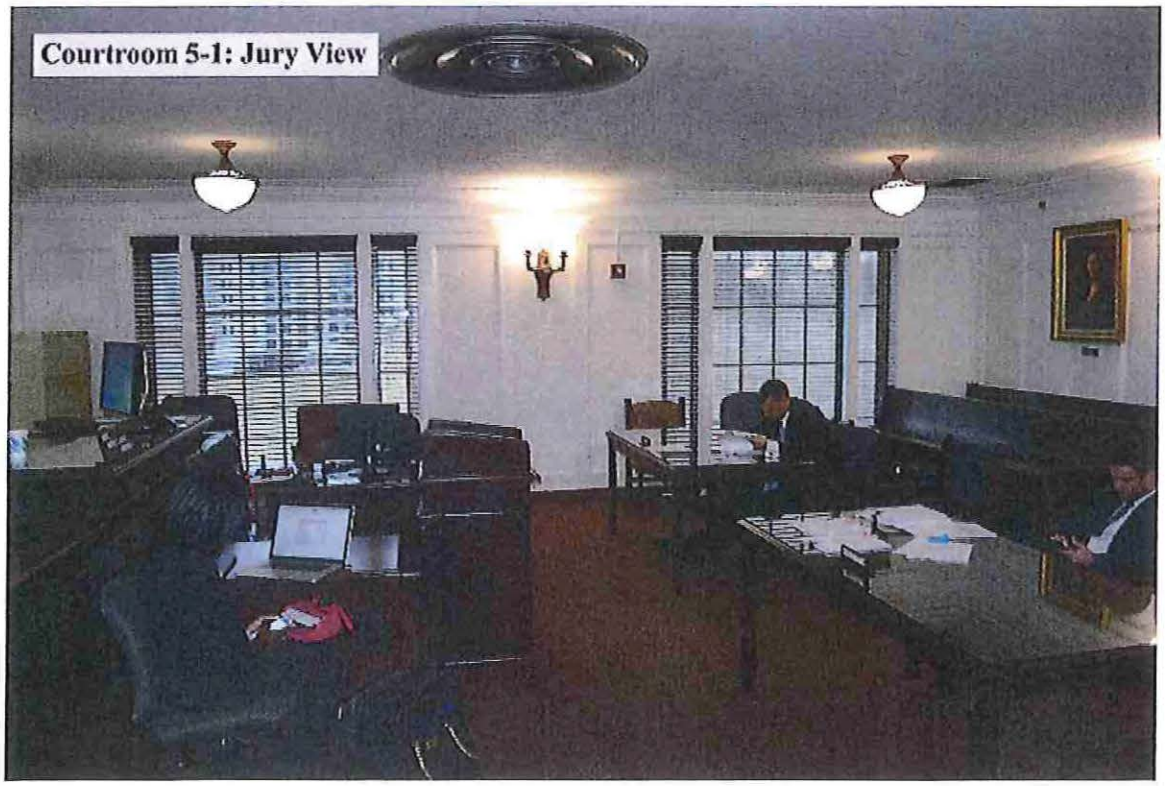

Courtroom 5-1: Judge's View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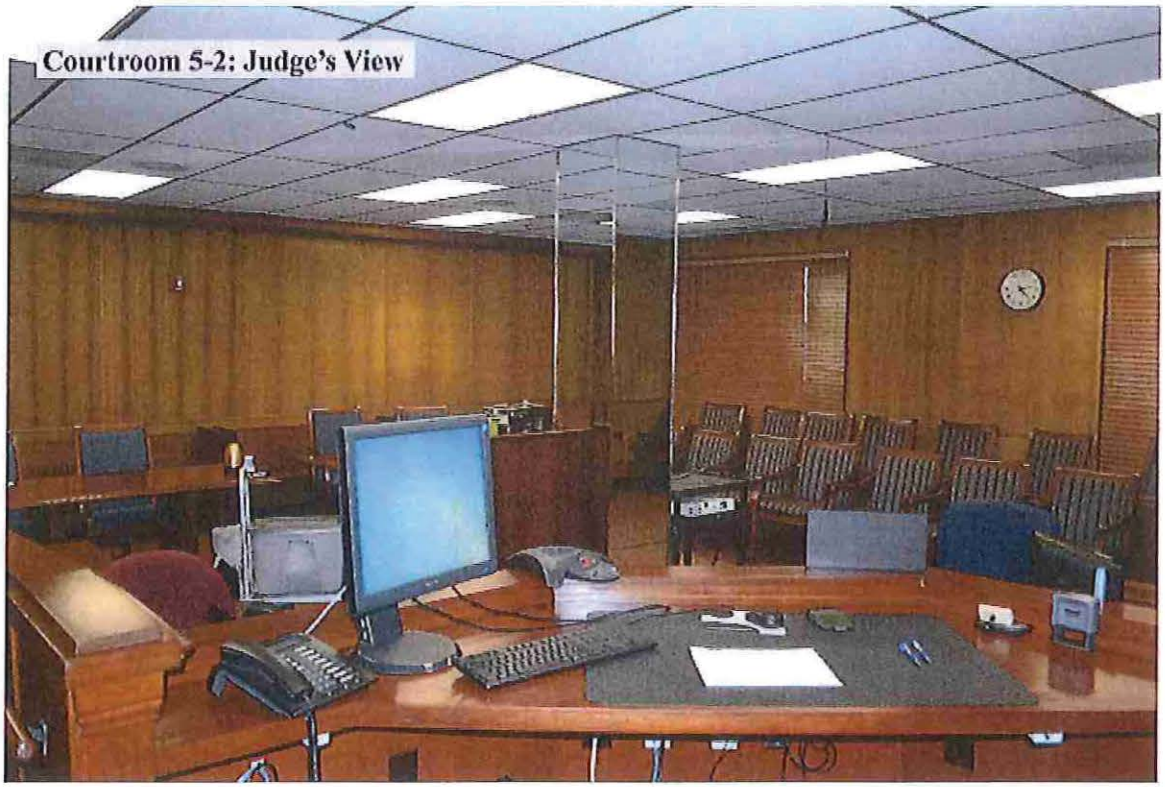
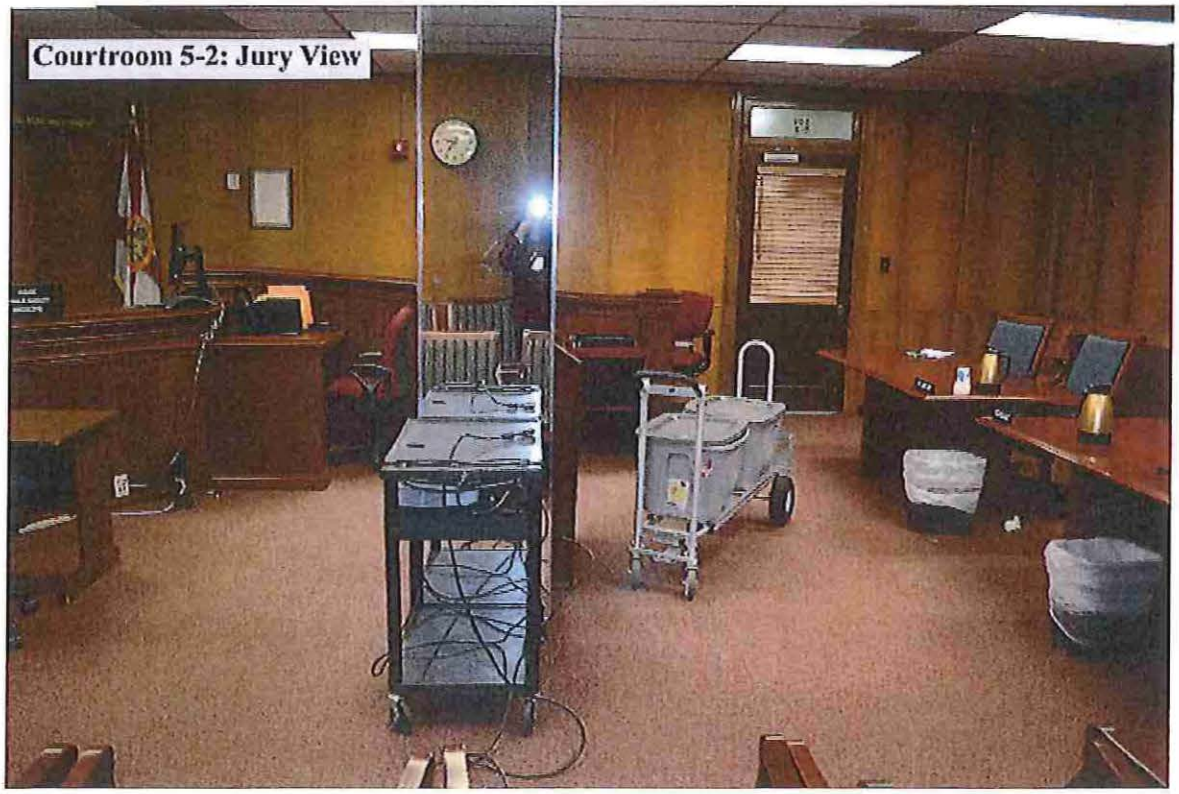
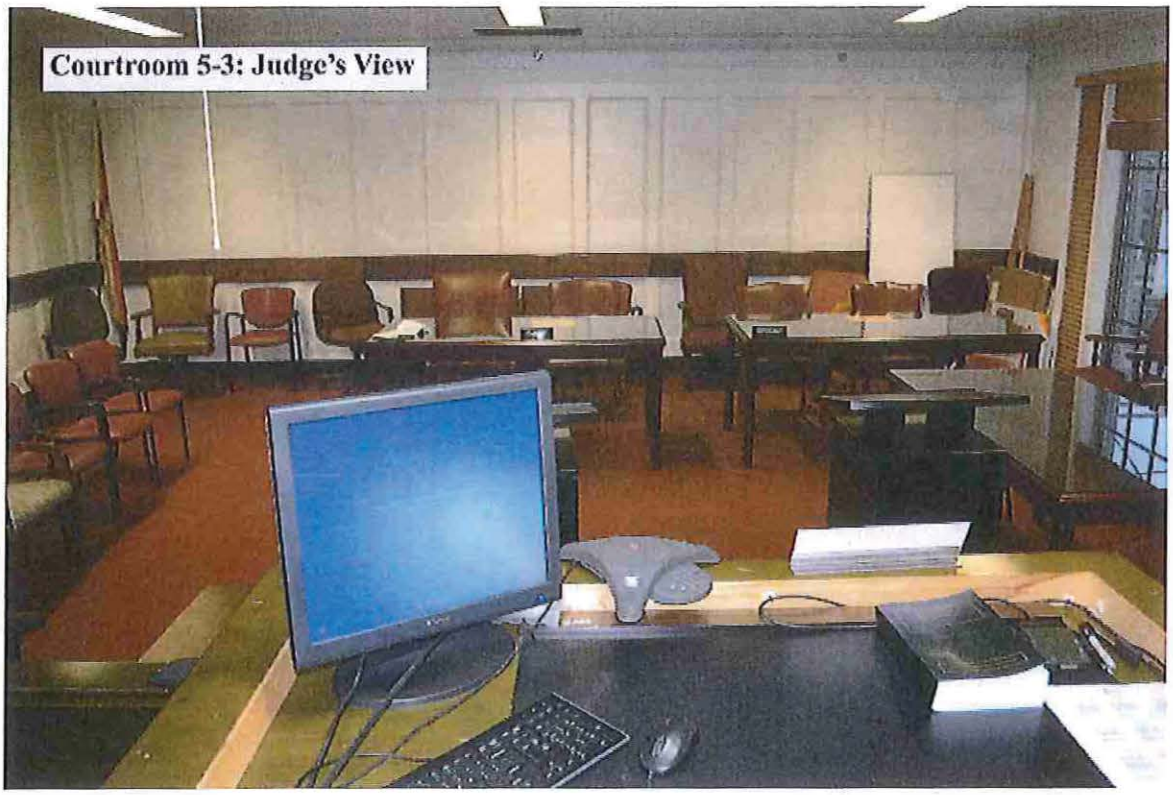
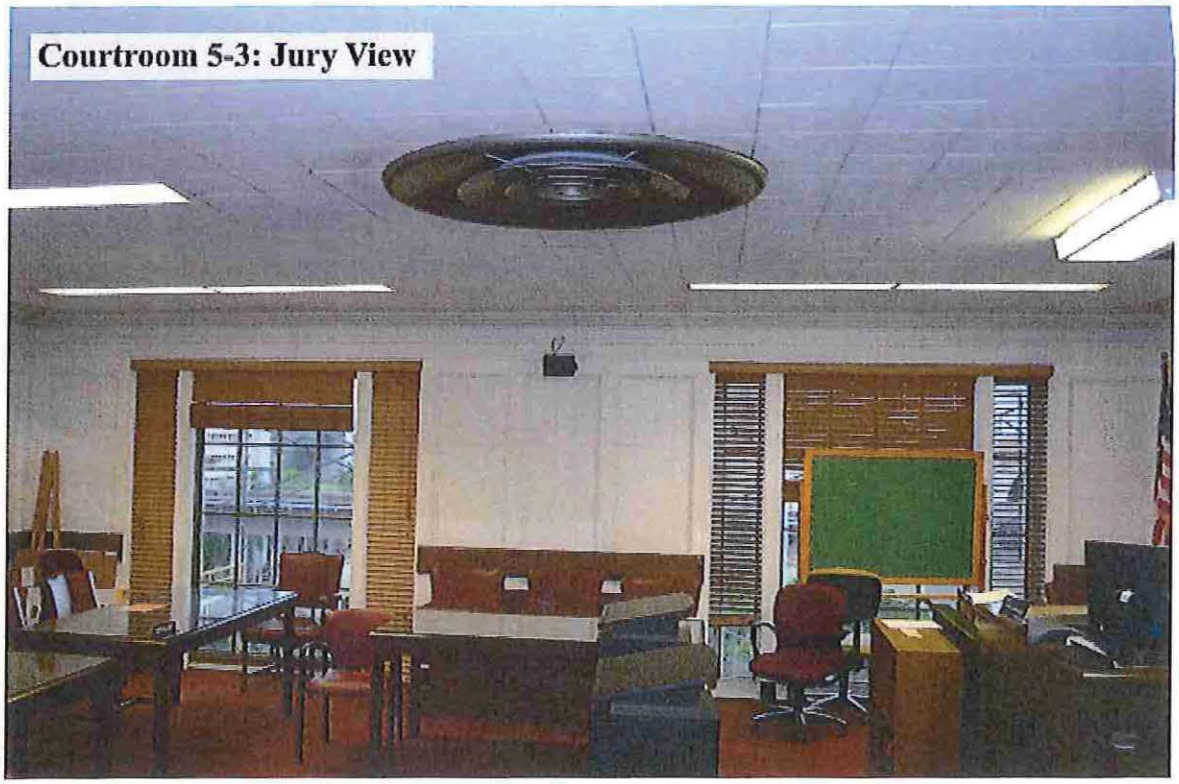

Courtroom 5-2: Judge's View


Courtroom 5-2: Jury View


Courtroom 5-3: Judge's View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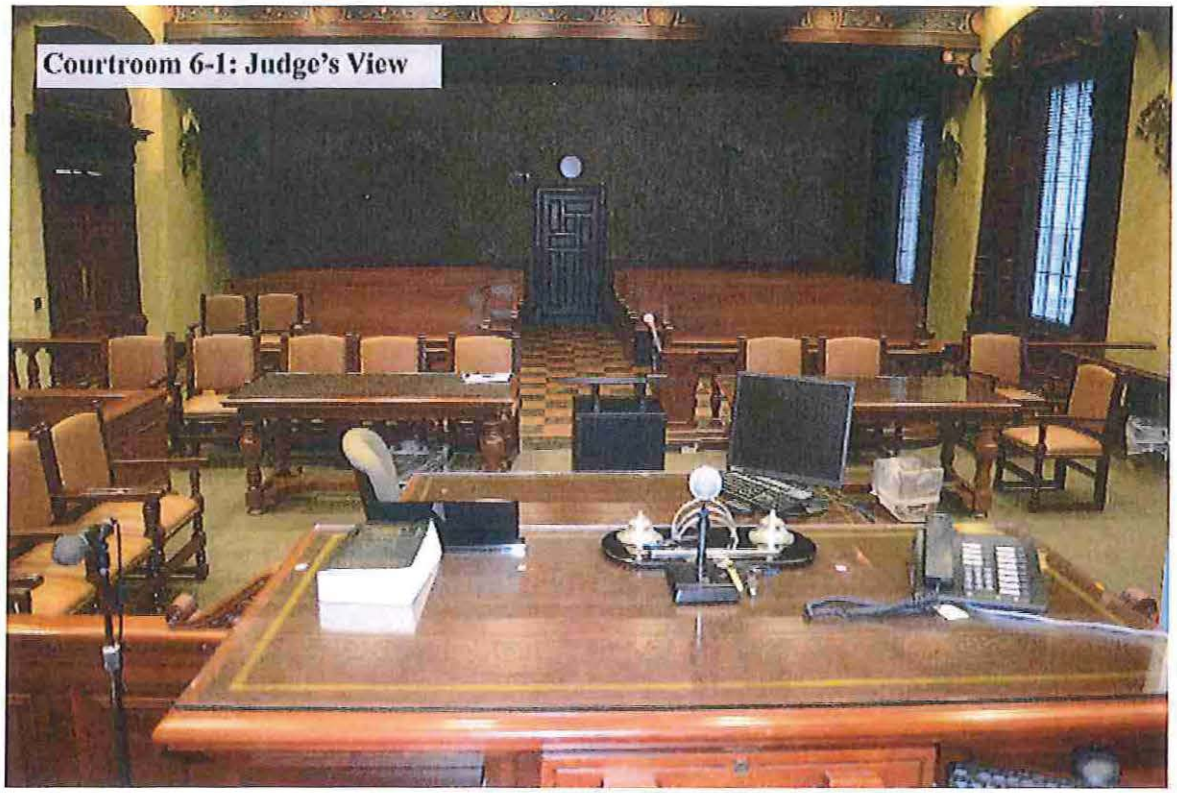
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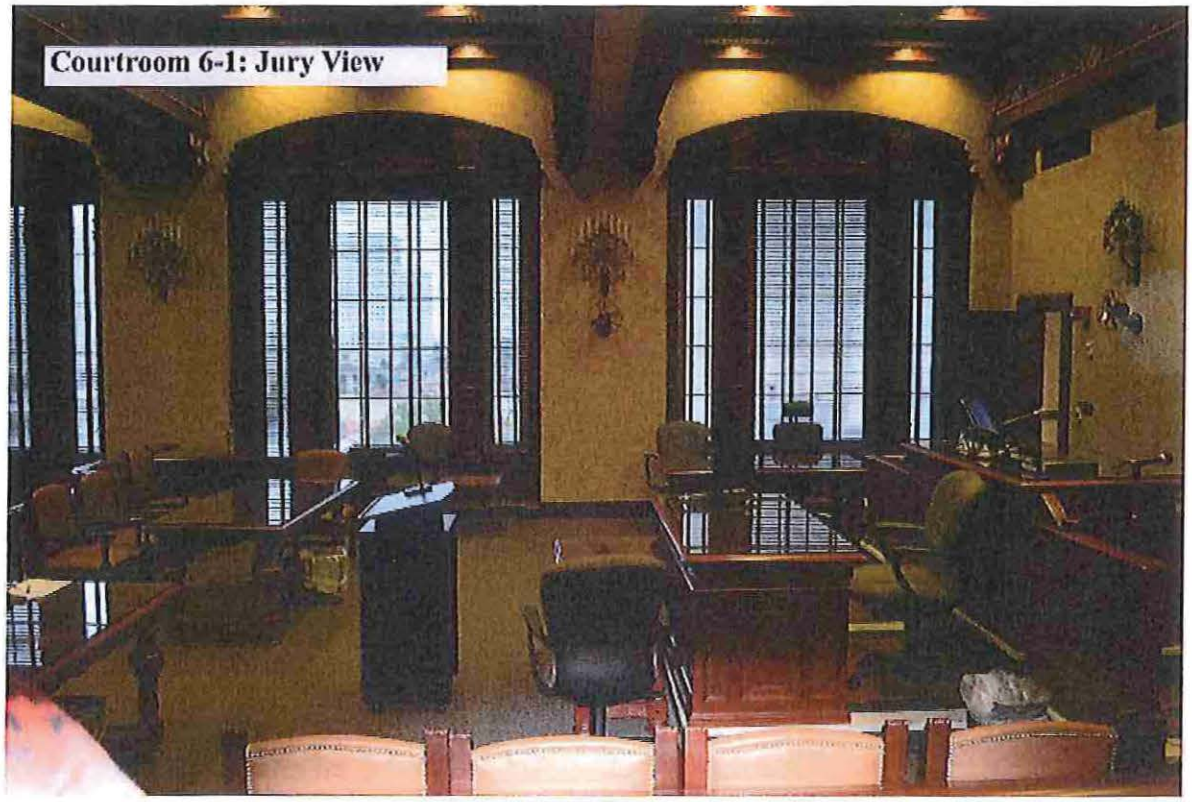
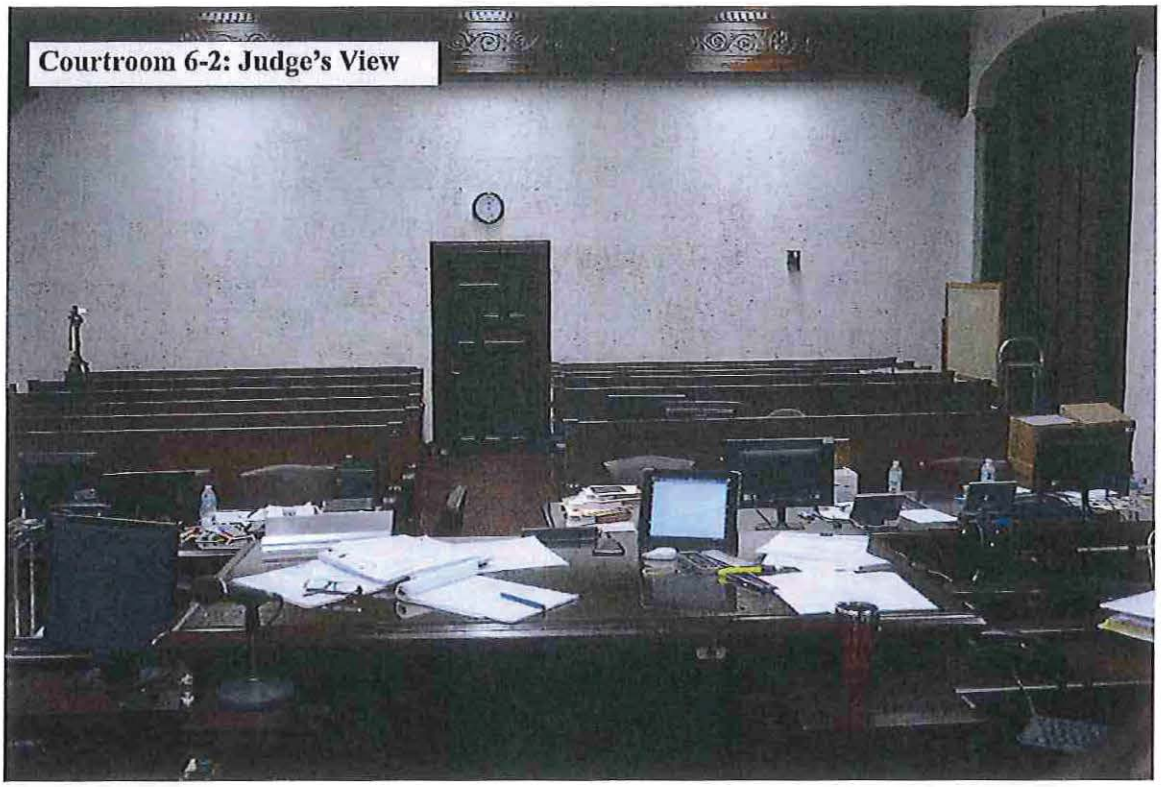
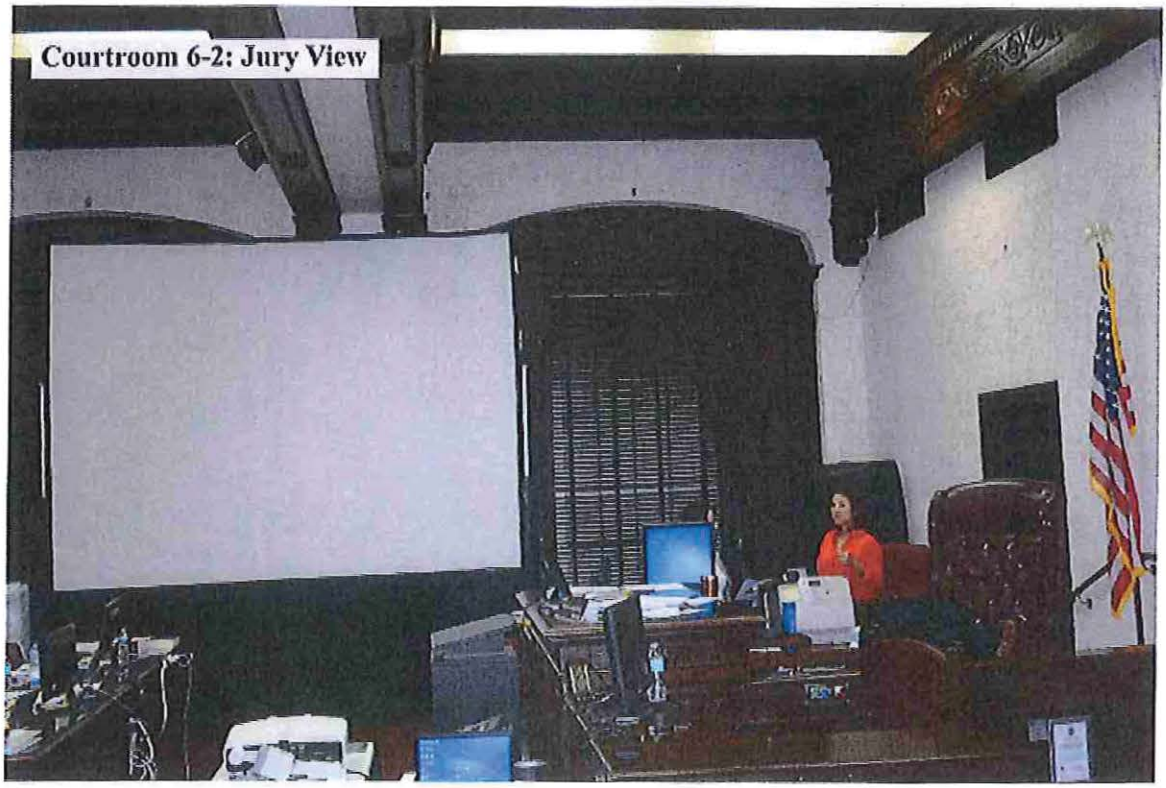

Courtroom 6-1: Jury View


Courtroom 6-2: Judge's View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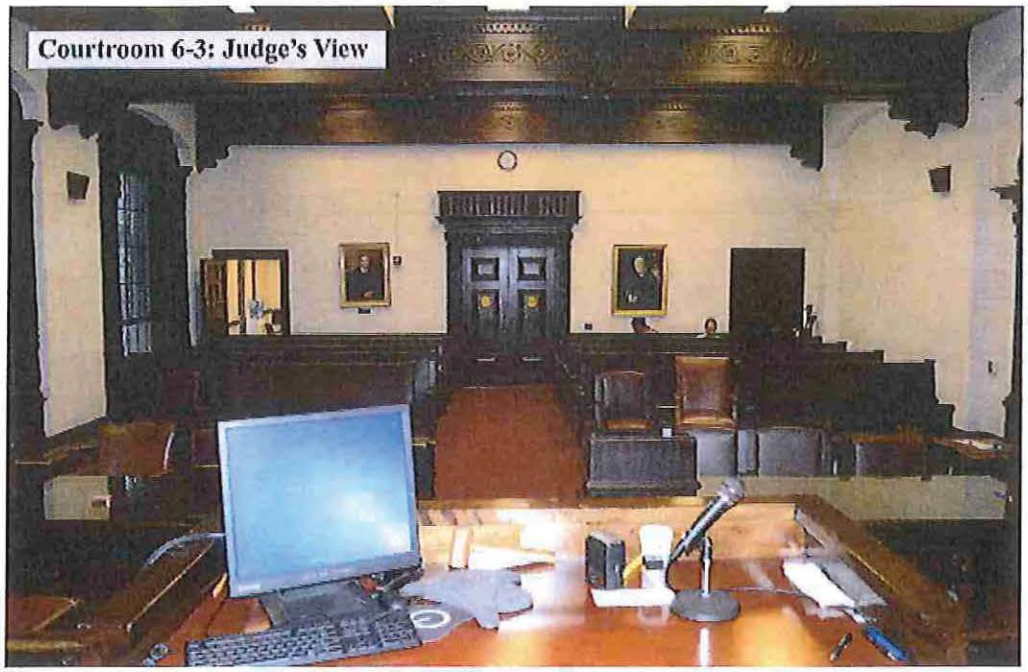
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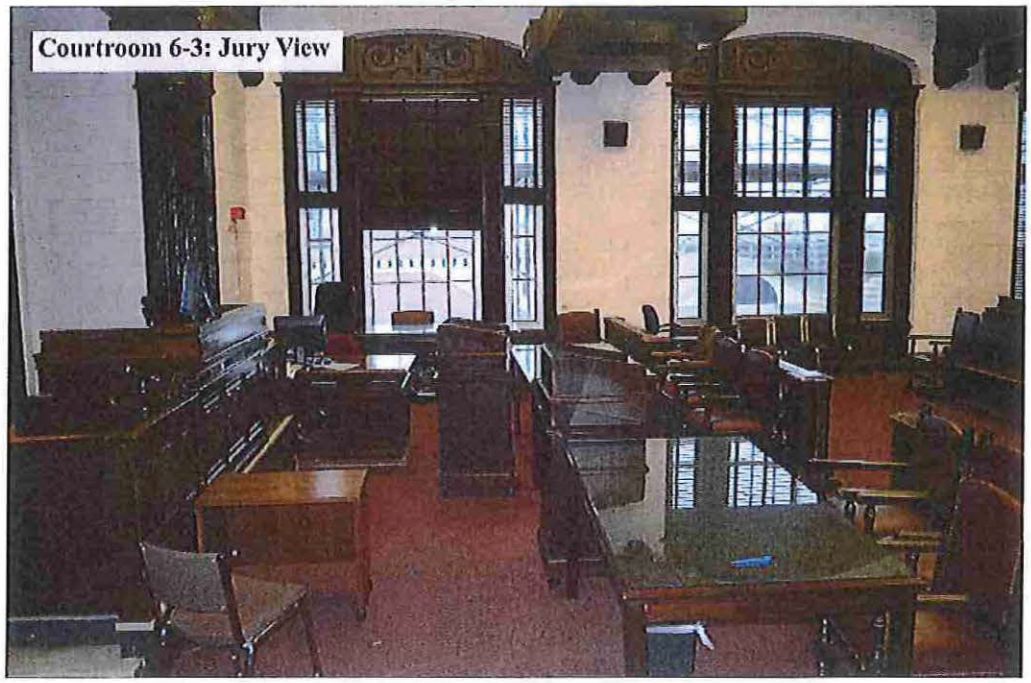
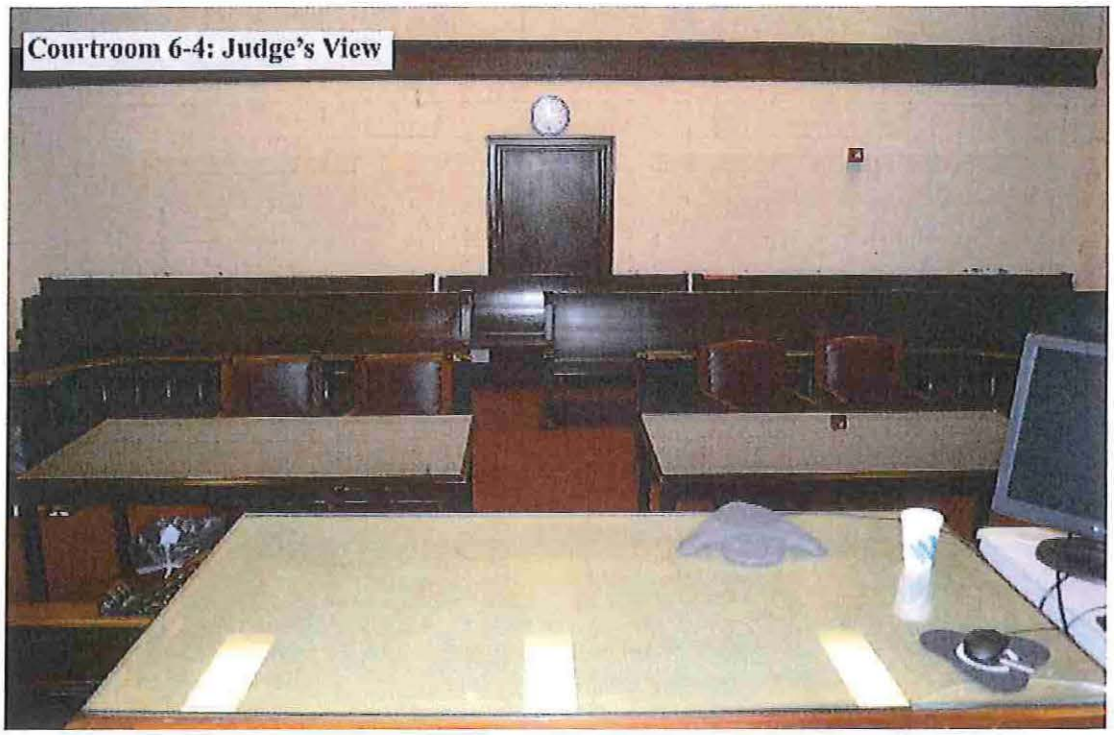
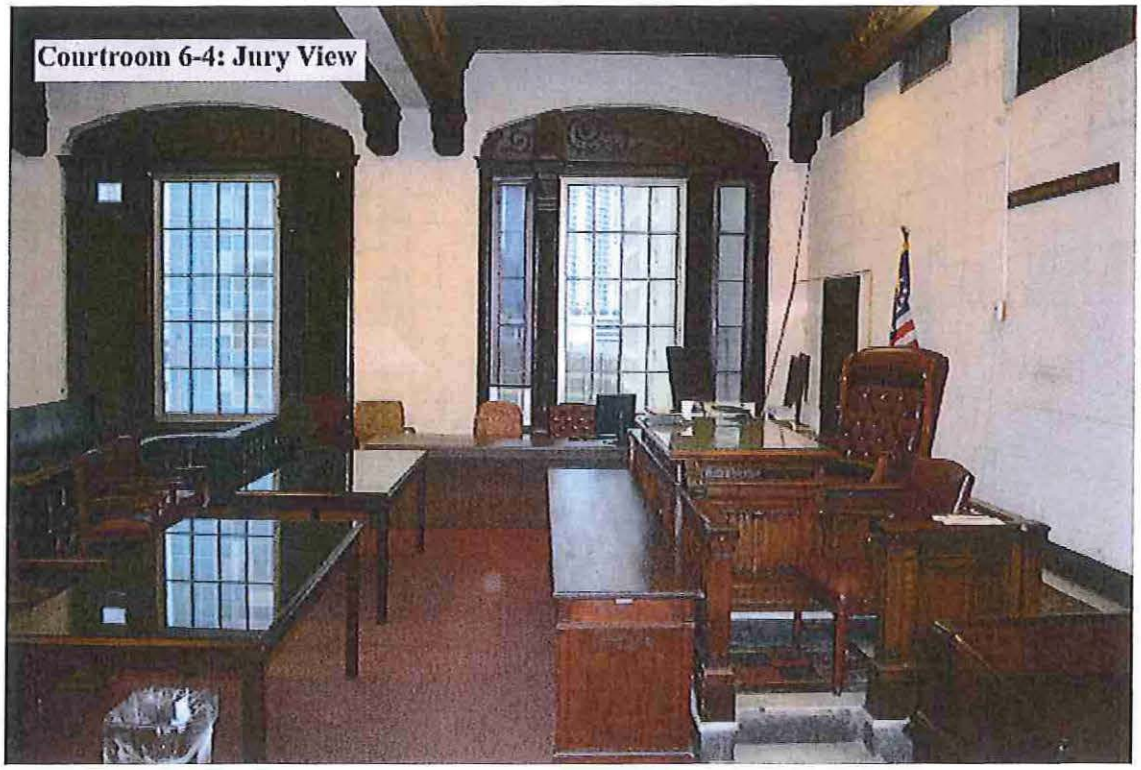
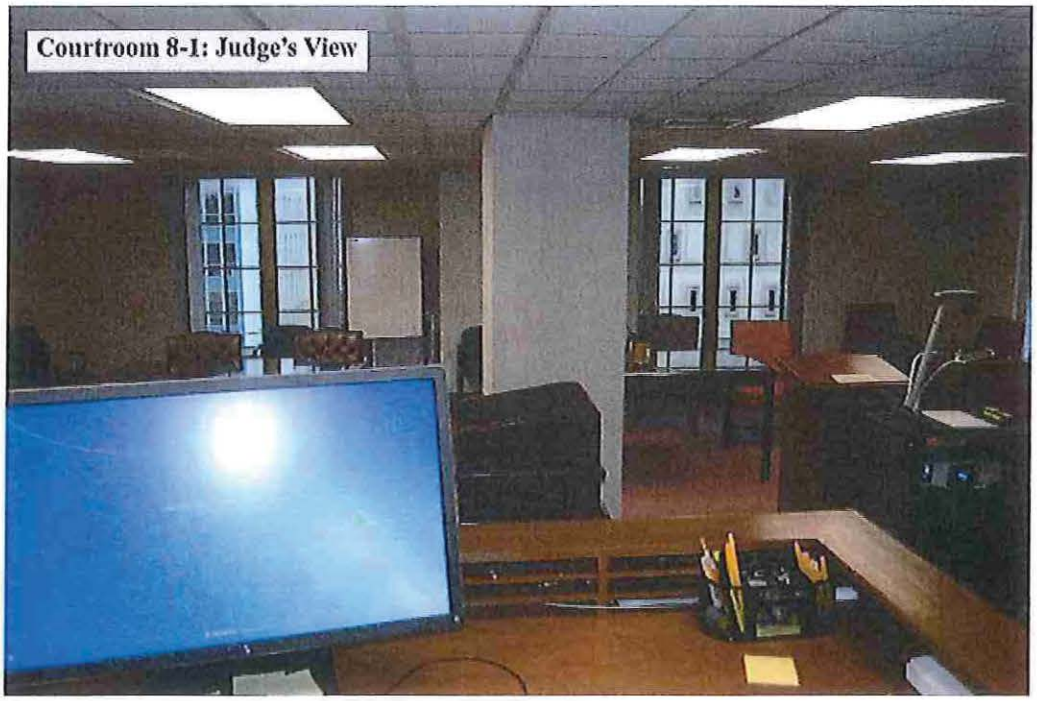
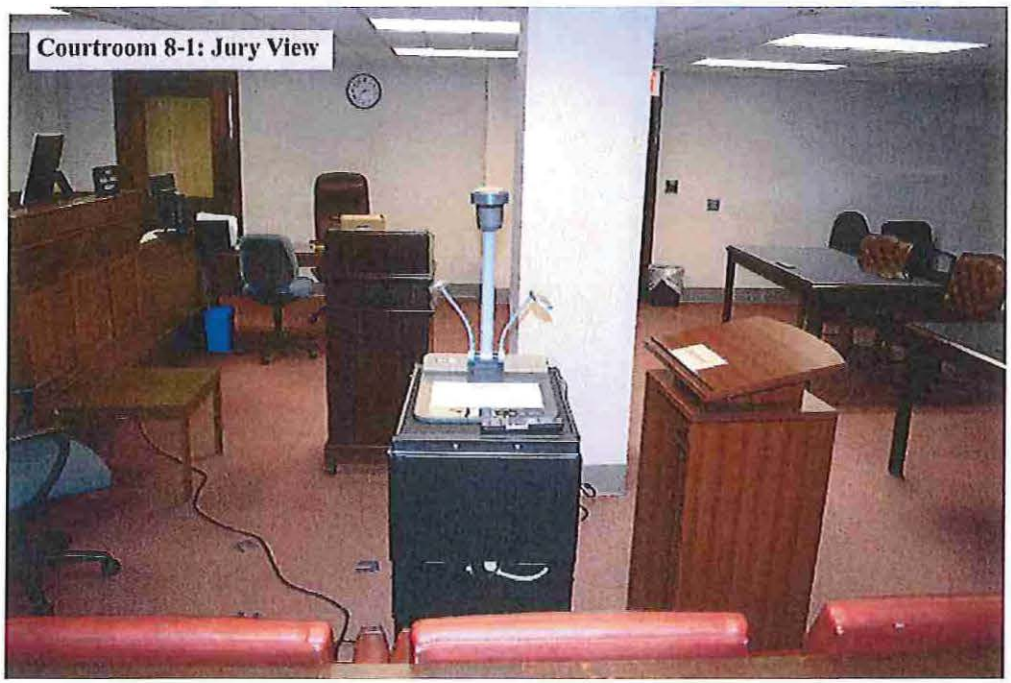
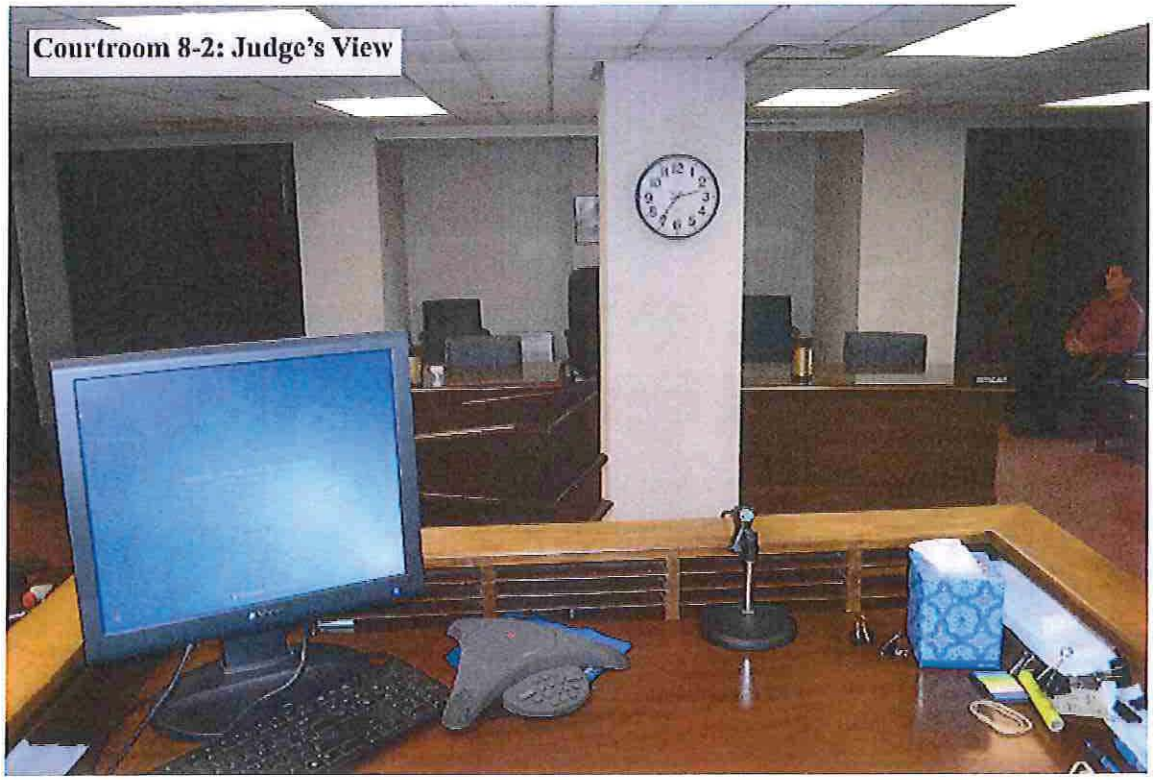

Courtroom 6-3: Jury View

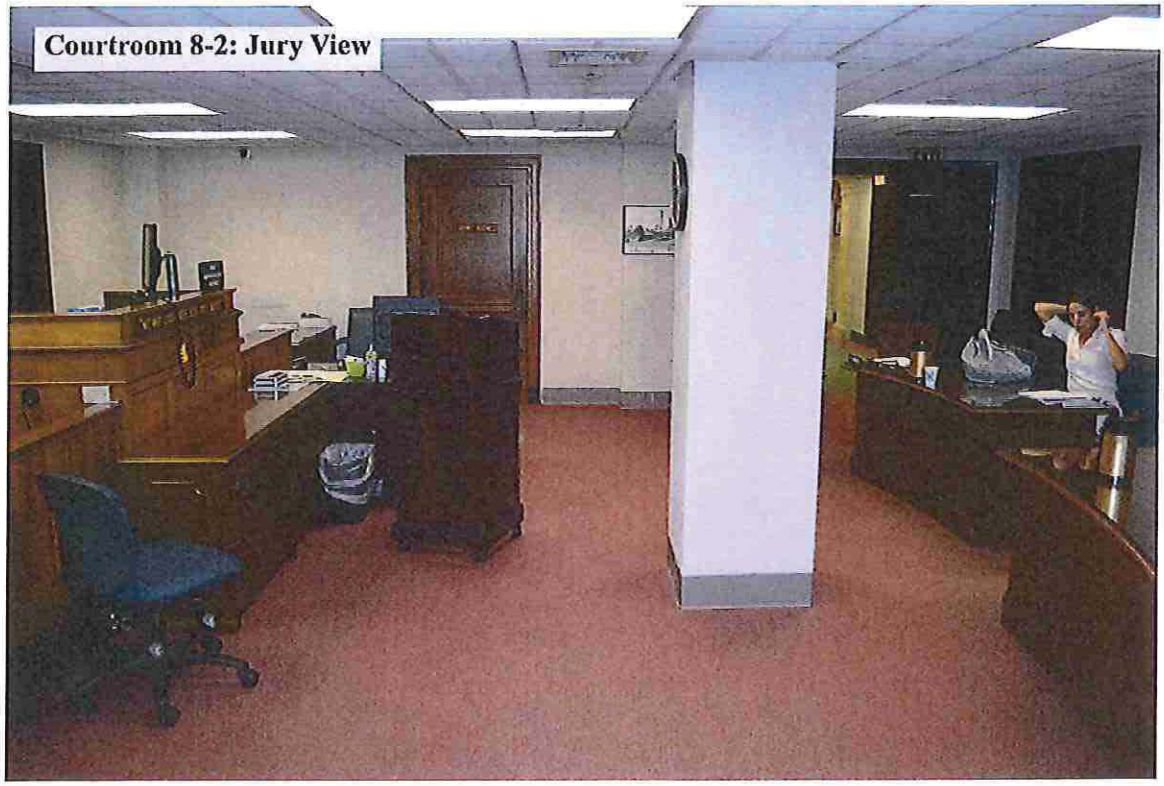

Courtroom 6-4: Judge's View

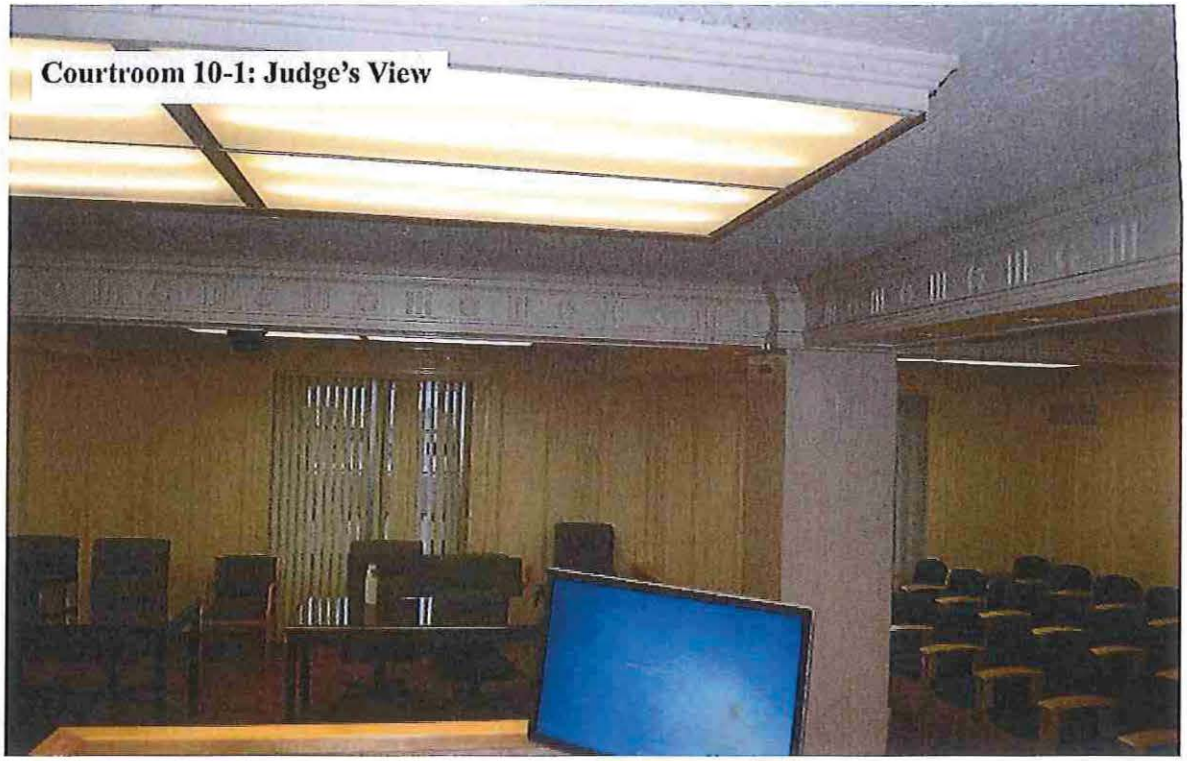

Courtroom 6-4: Jury View

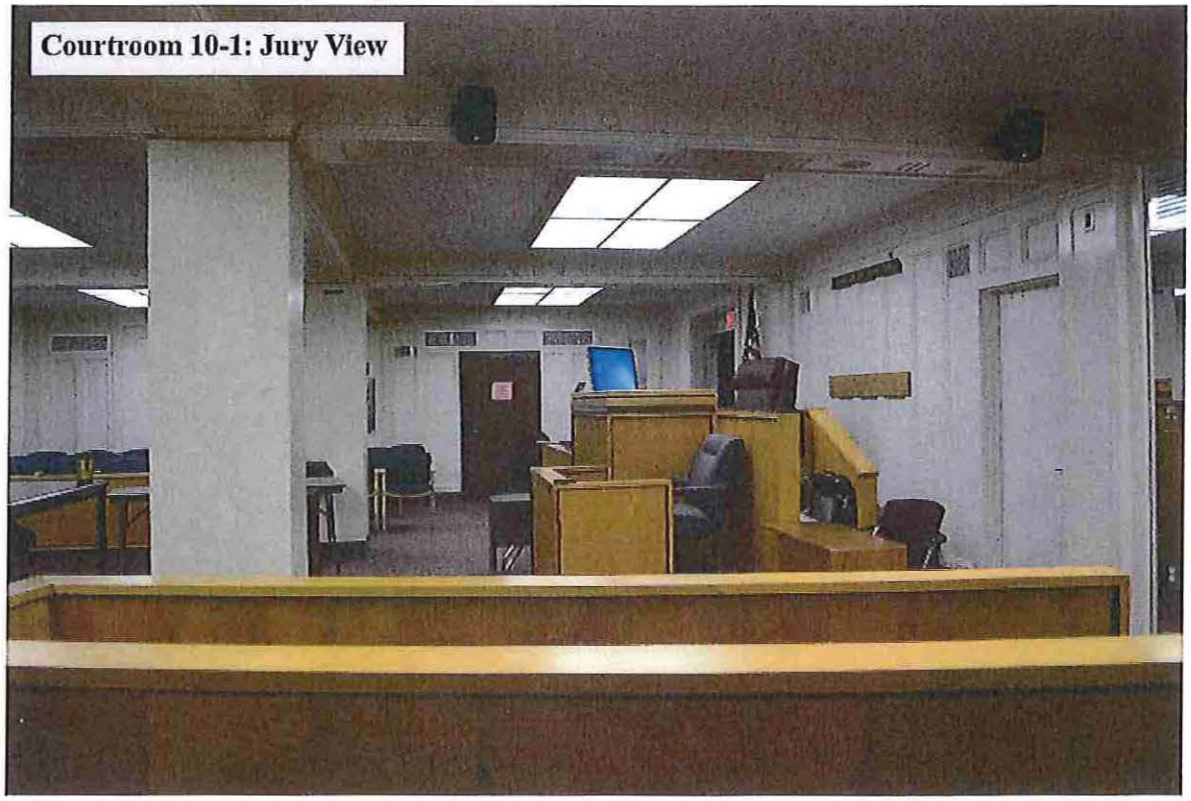

Courtroom 8-1: Judge's View

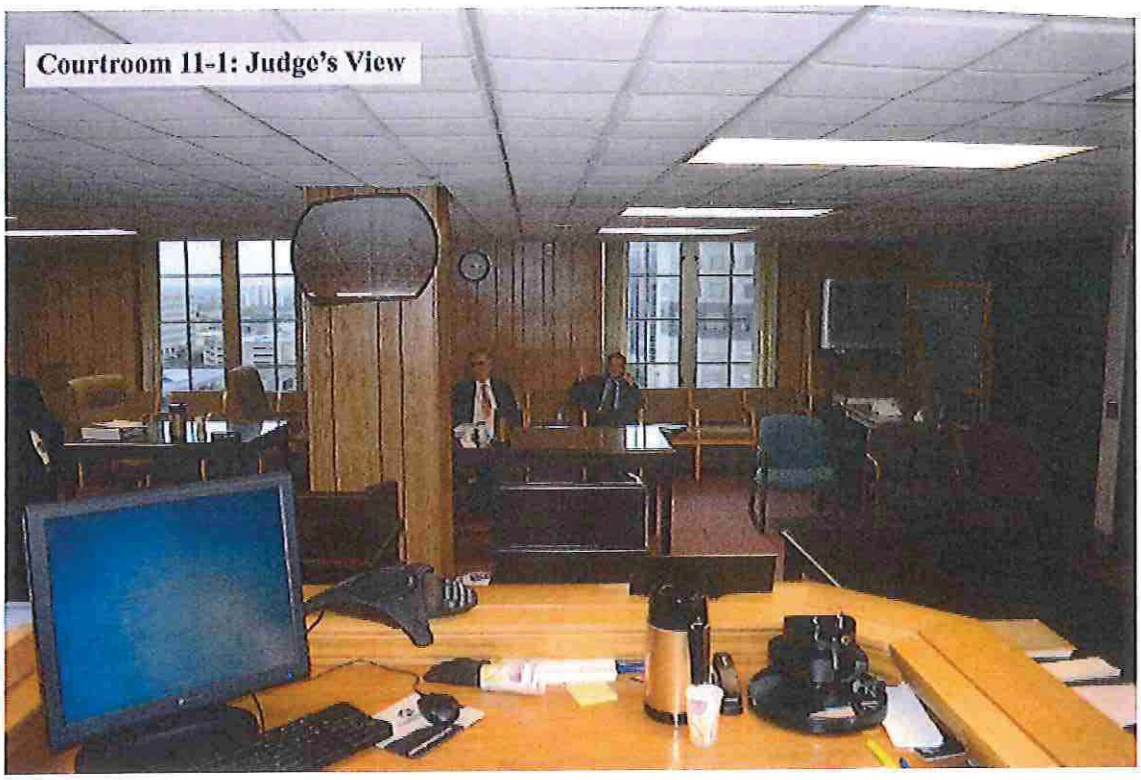

Courtroom 8-1: Jury View

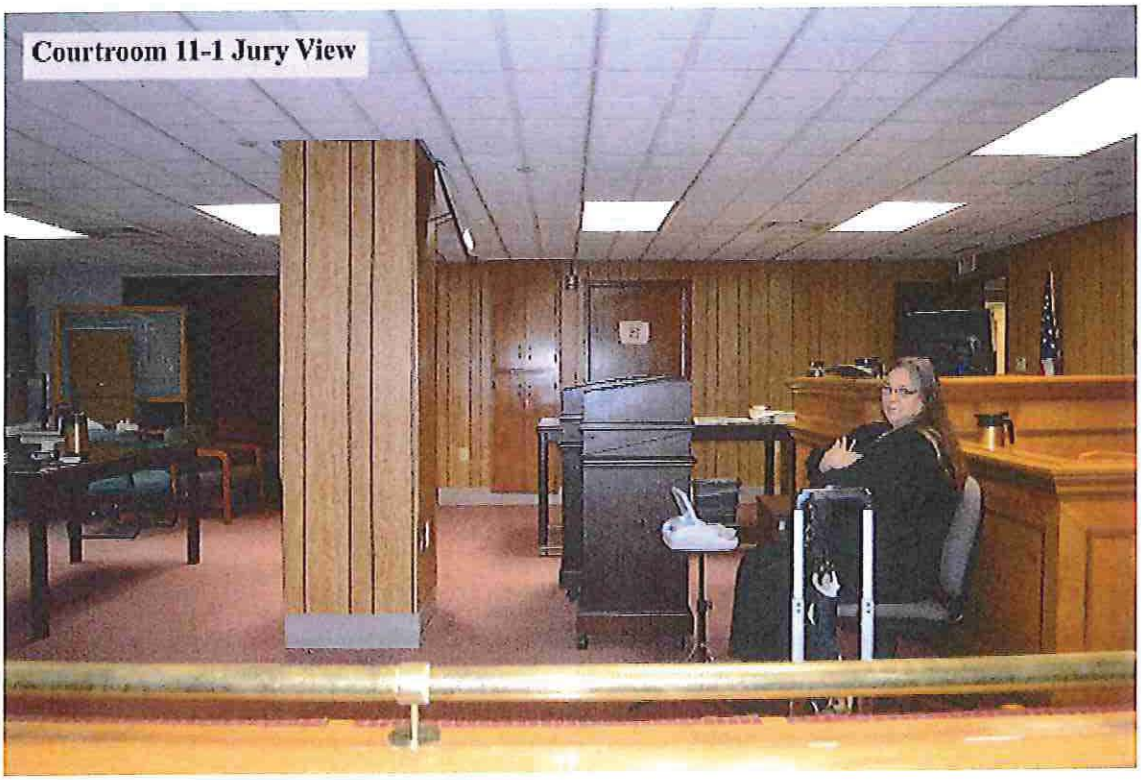

Courtroom 8-2: Judge's View

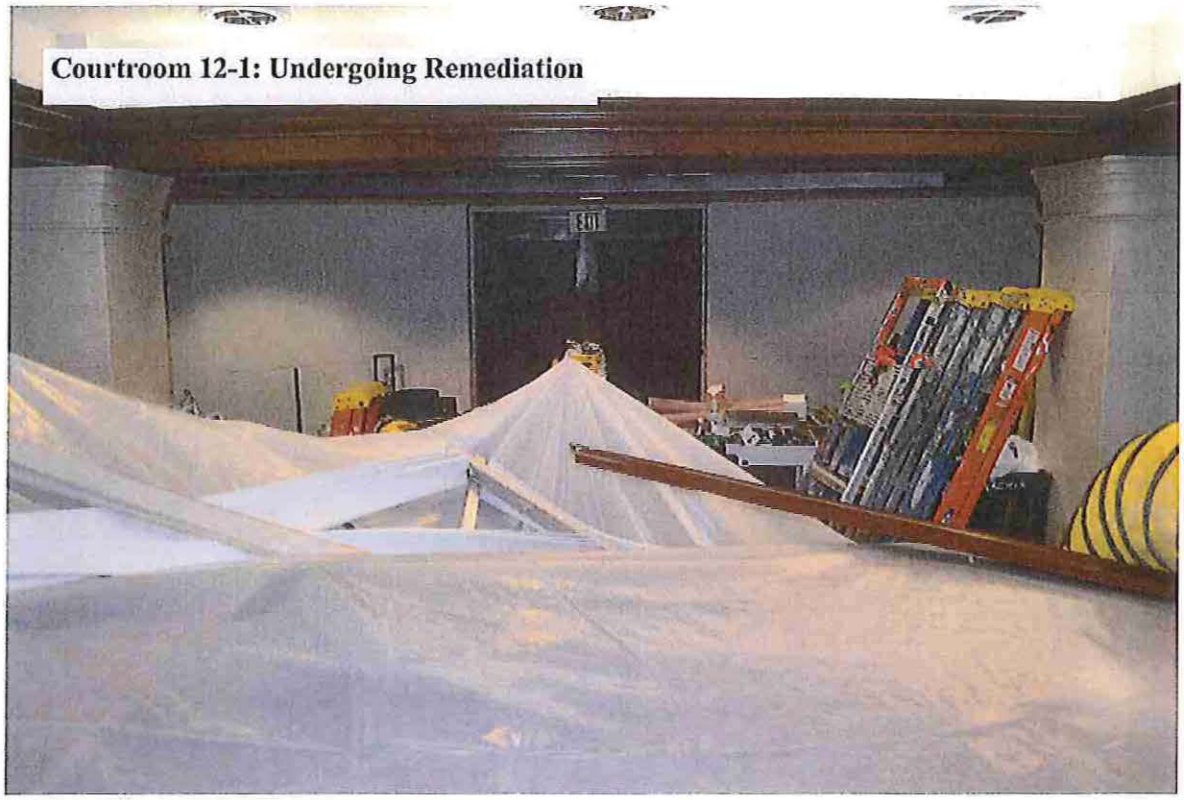

Courtroom 8-2: Jury View

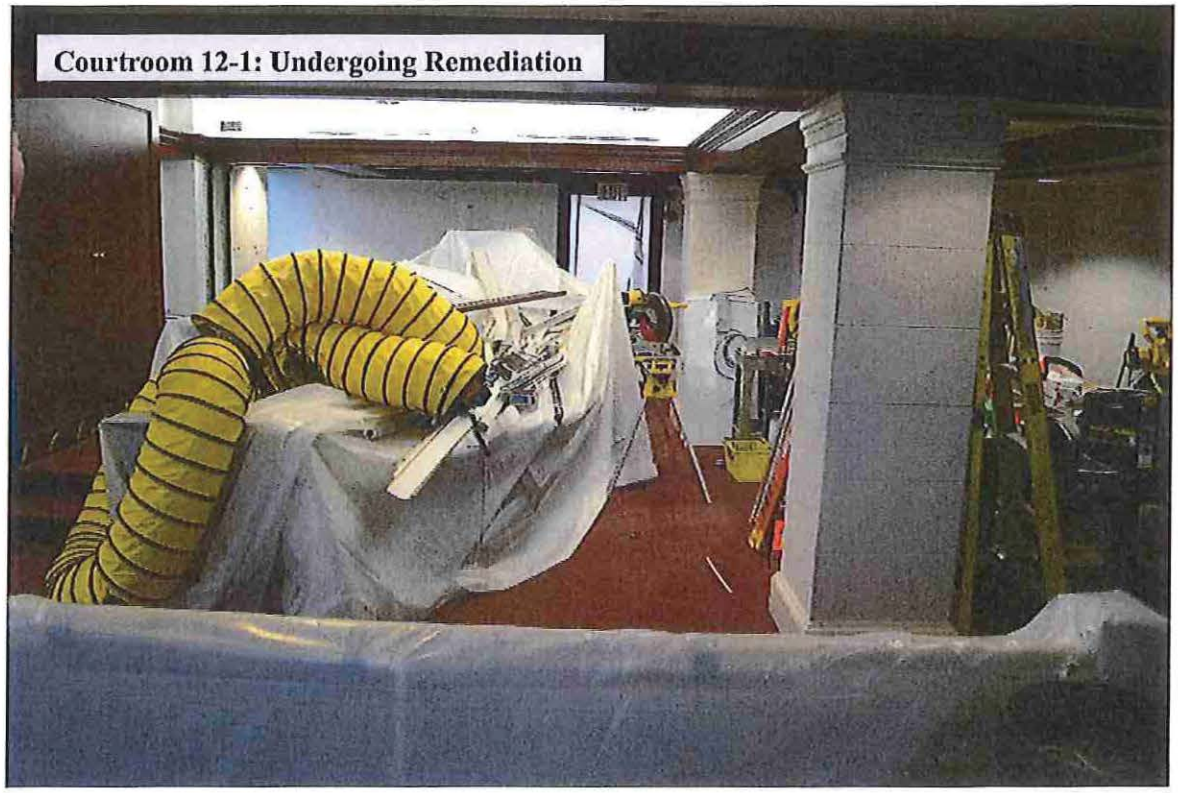

Courtroom 10-1: Judge's View

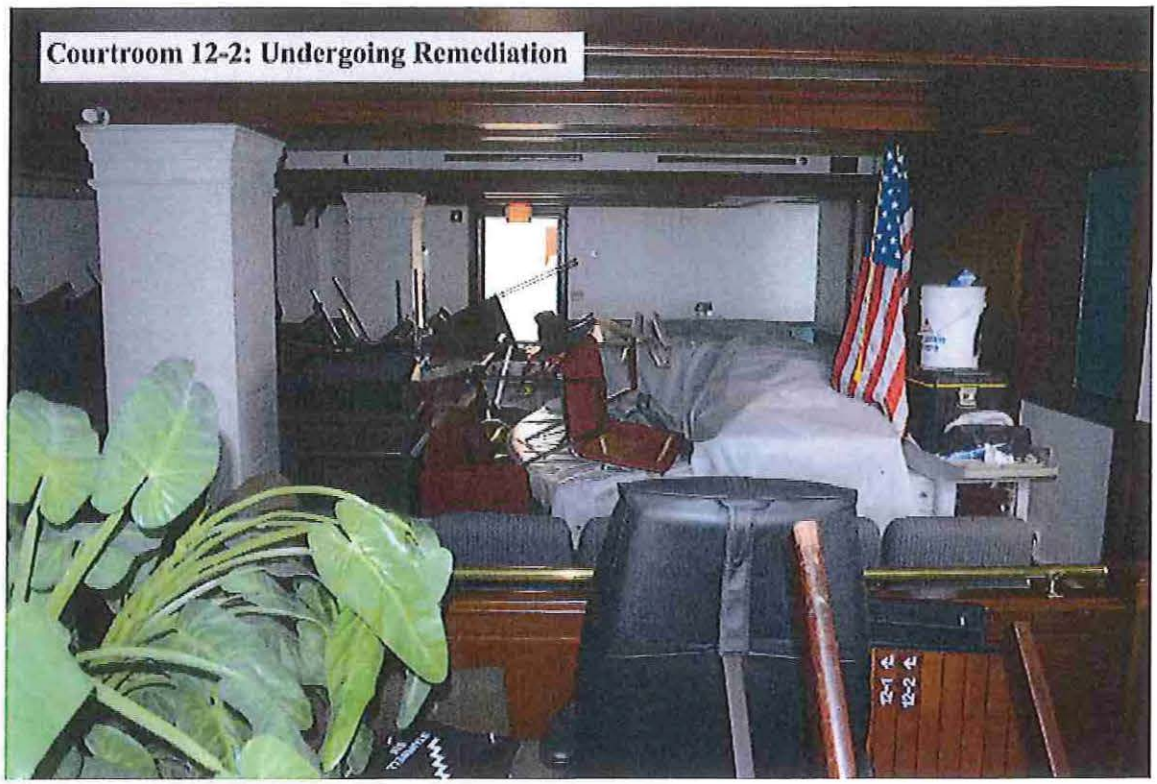

Courtroom 10-1: Jury View

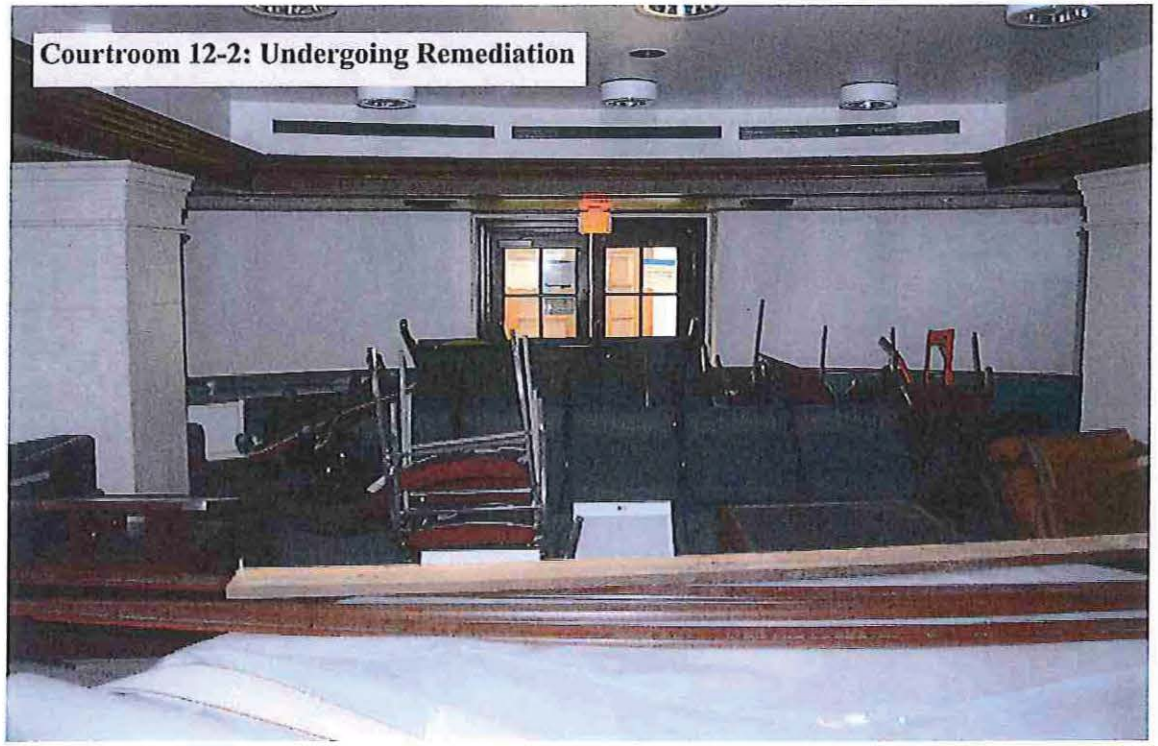

Courtroom 11-1: Judge's View

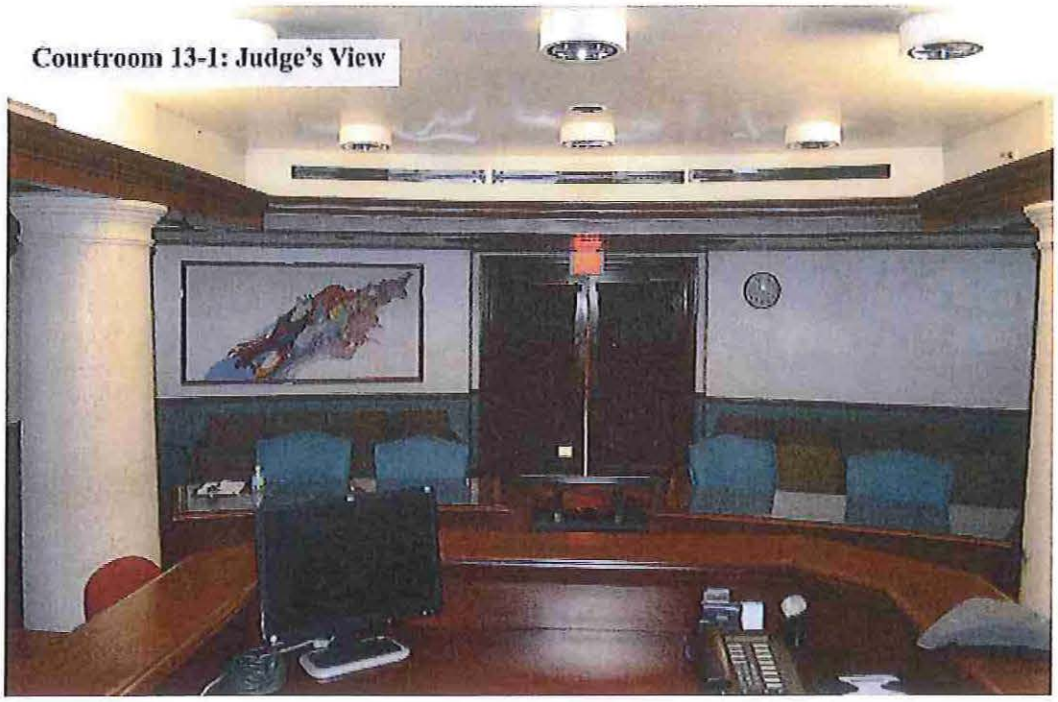

Courtroom 11-1 Jury View

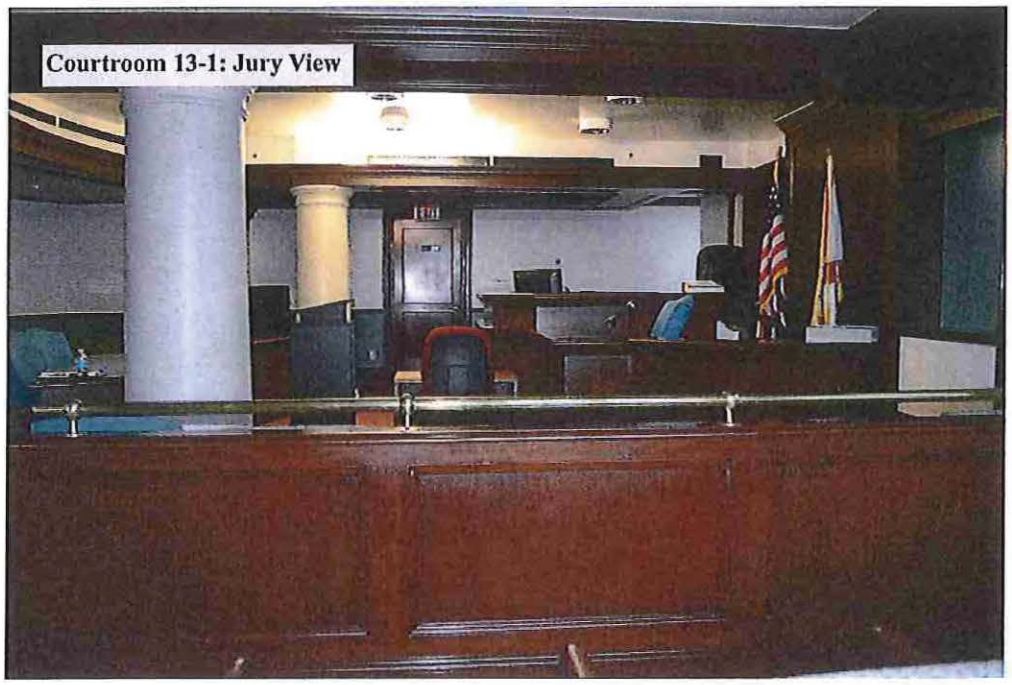

Courtroom 12-1: Undergoing Remediation

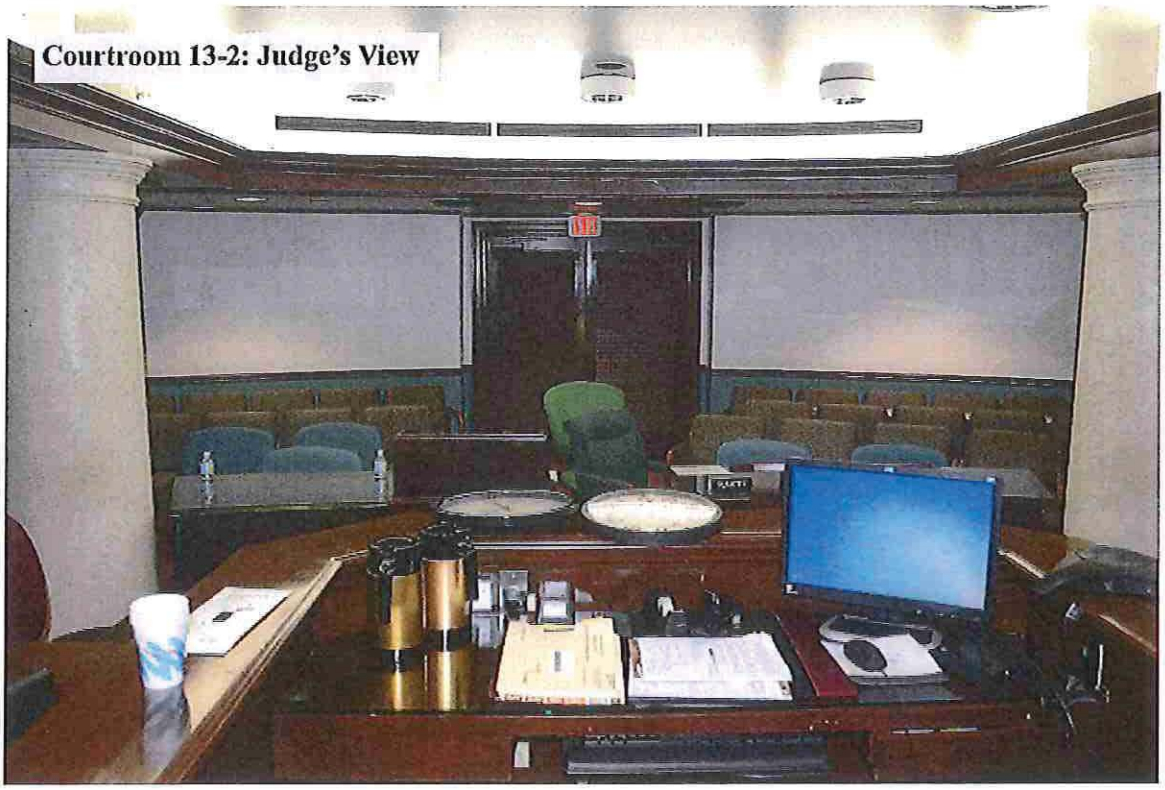

Courtroom 12-1: Undergoing Remediation

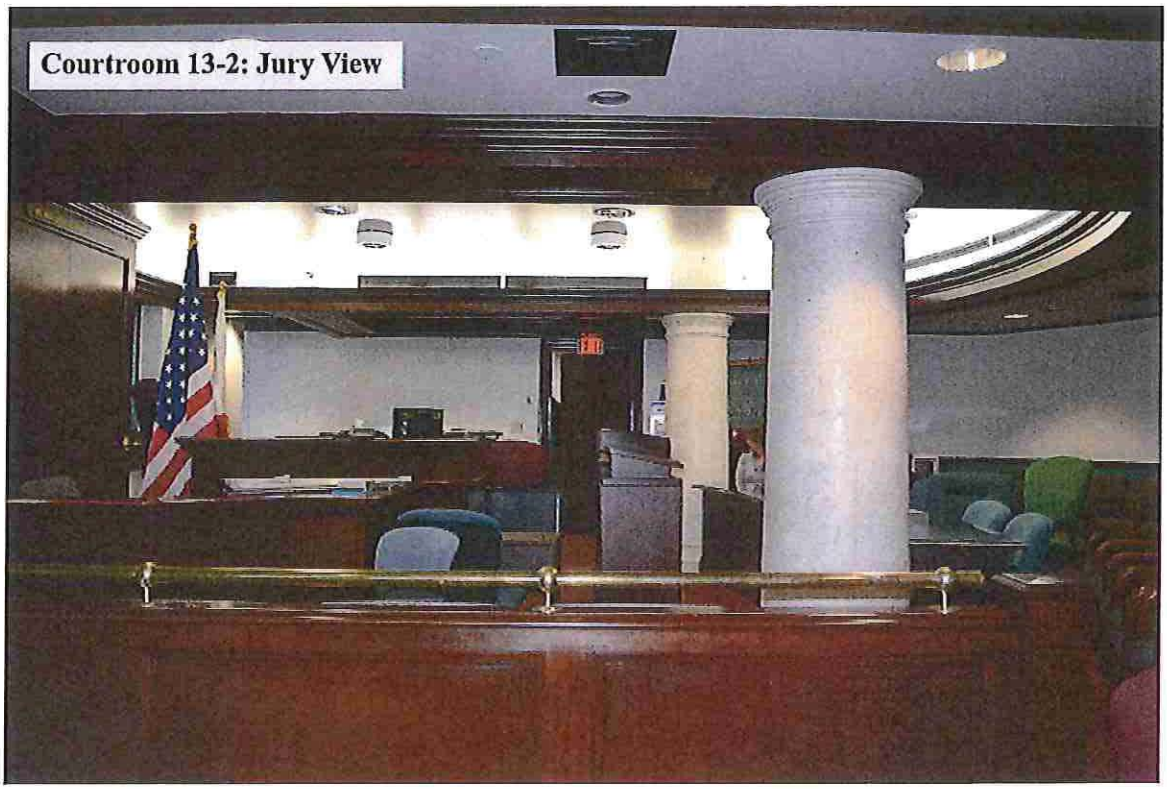

Courtroom 12-2: Undergoing Remediation

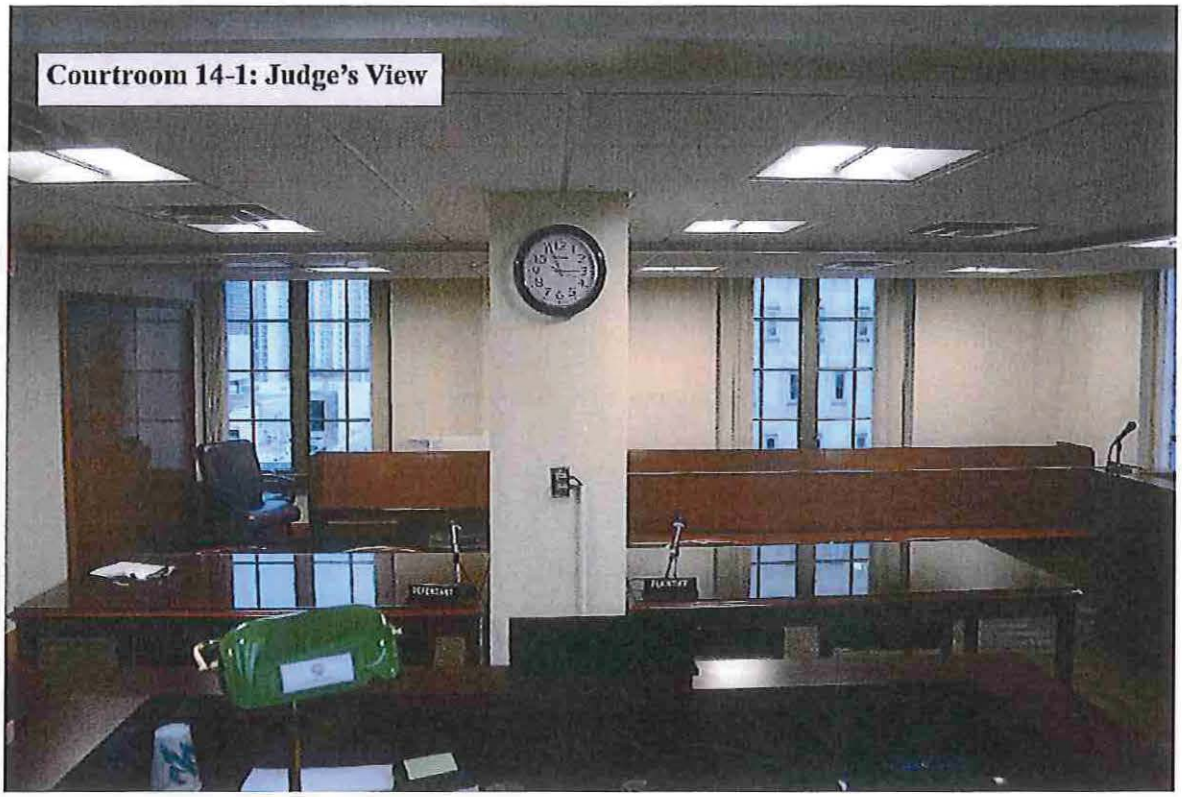

Courtroom 12-2: Undergoing Remediation

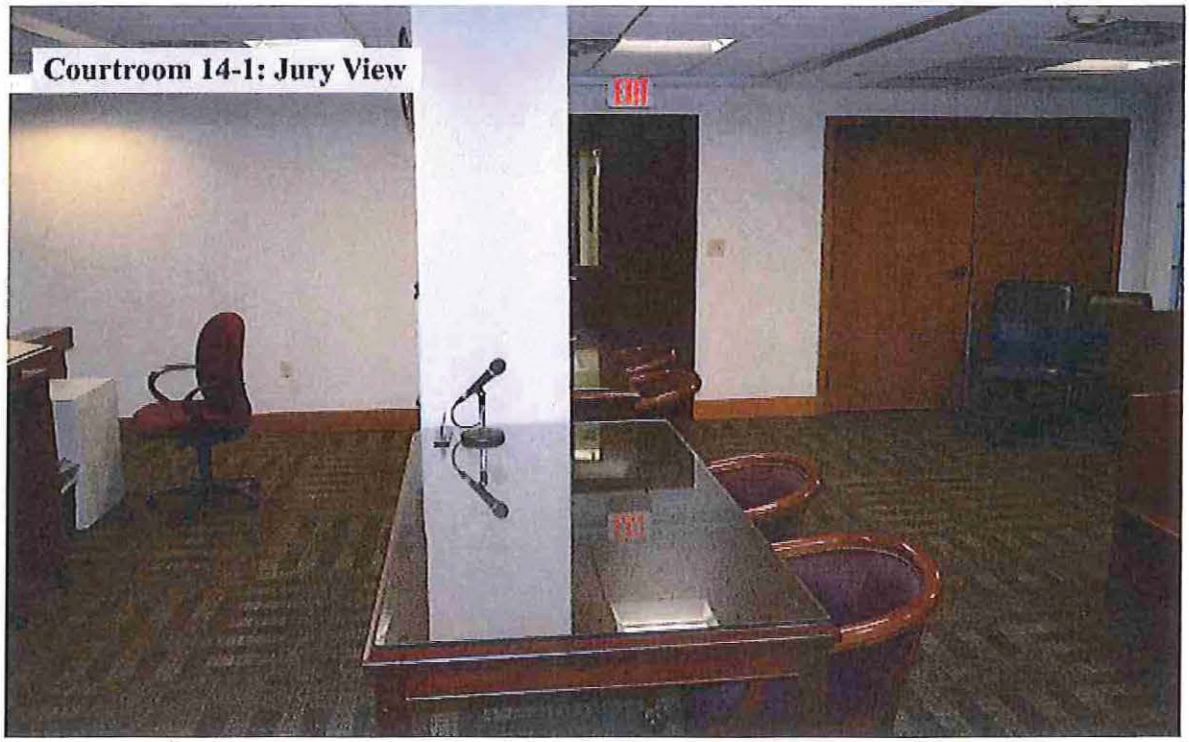

Courtroom 13-1: Judge's View

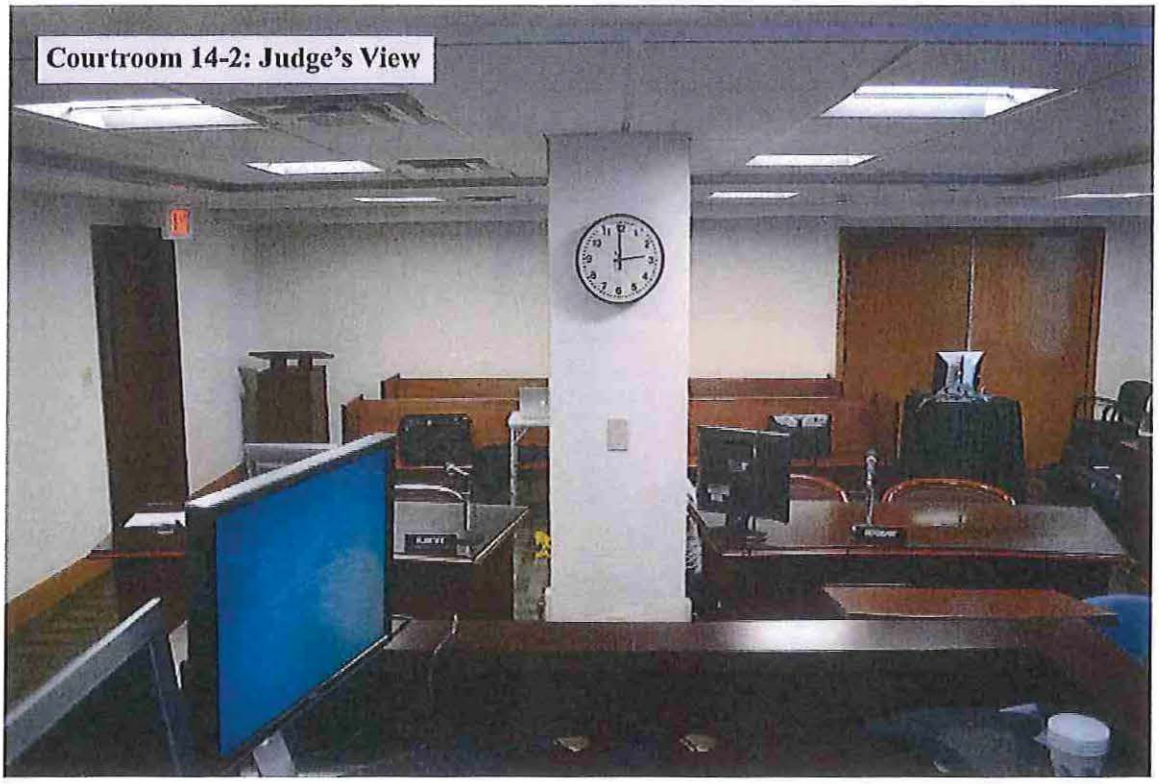

Courtroom 13-1: Jury View

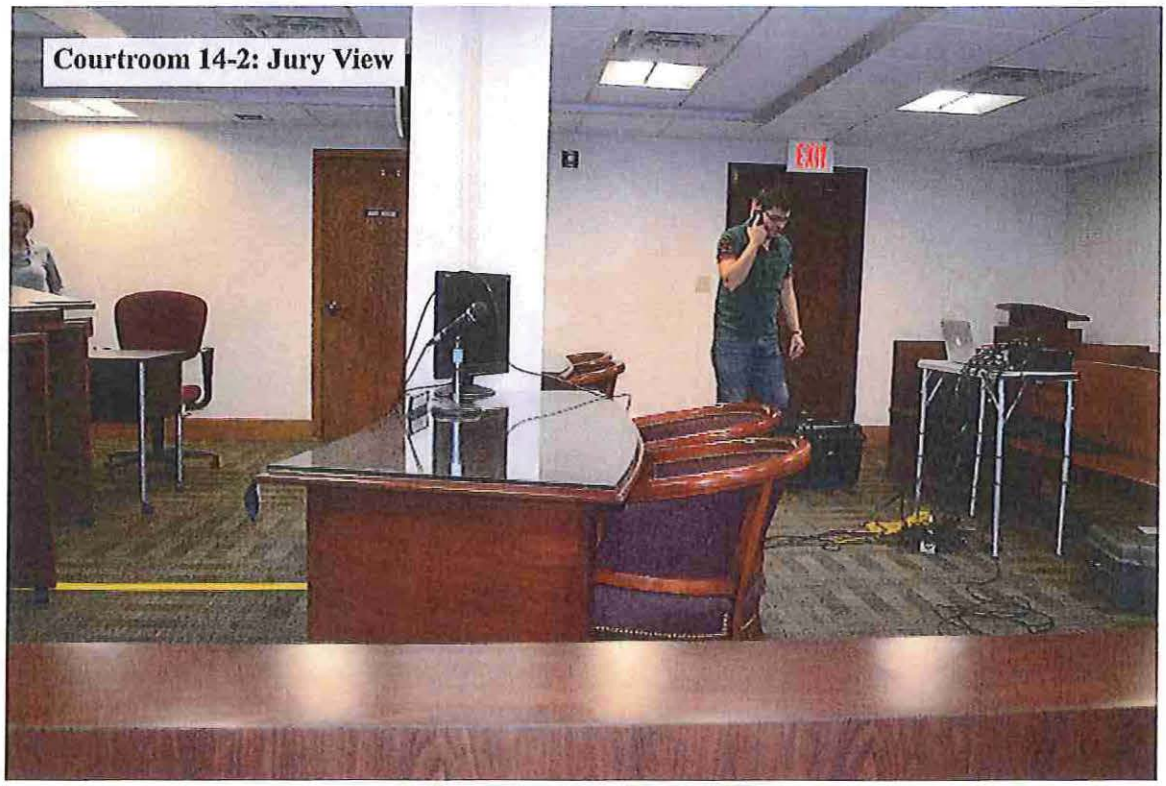

Courtroom 13-2: Judge's View

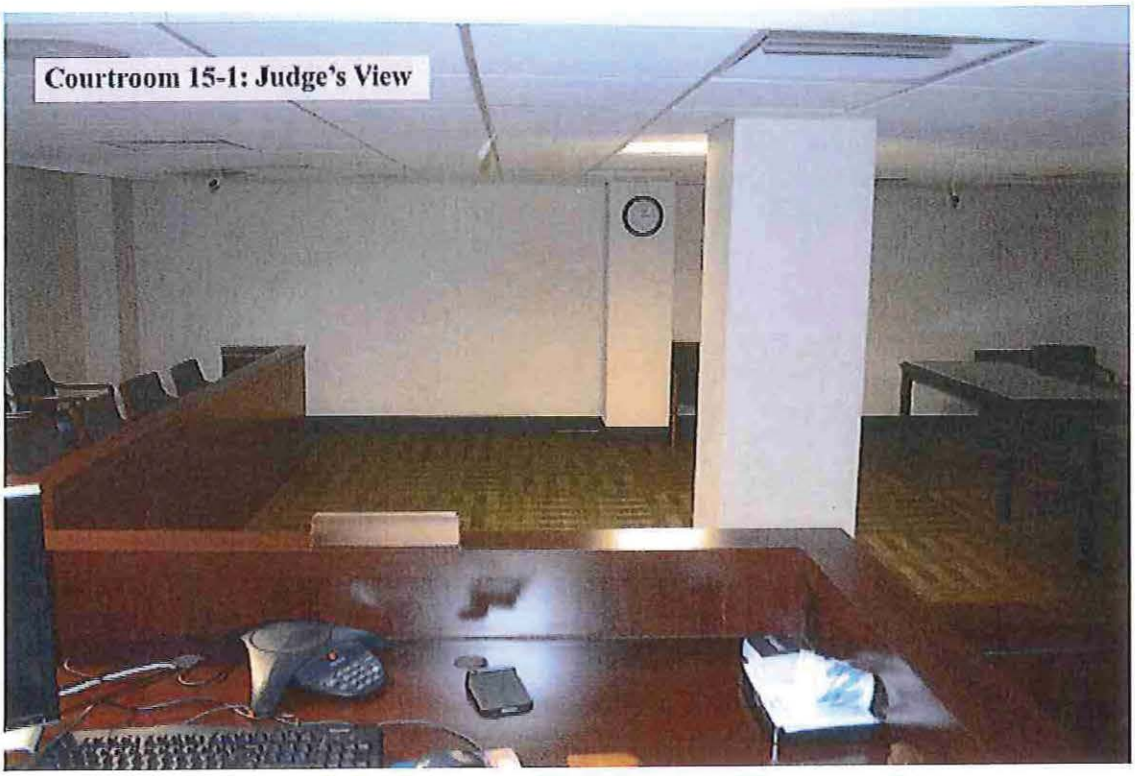

Courtroom 13-2: Jury View


Courtroom 14-1: Judge's View


Courtroom 14-1: Jury View


Courtroom 14-2: Judge's View


Courtroom 14-2: Jury View
EXIT


Courtroom 15-1: Judge's View

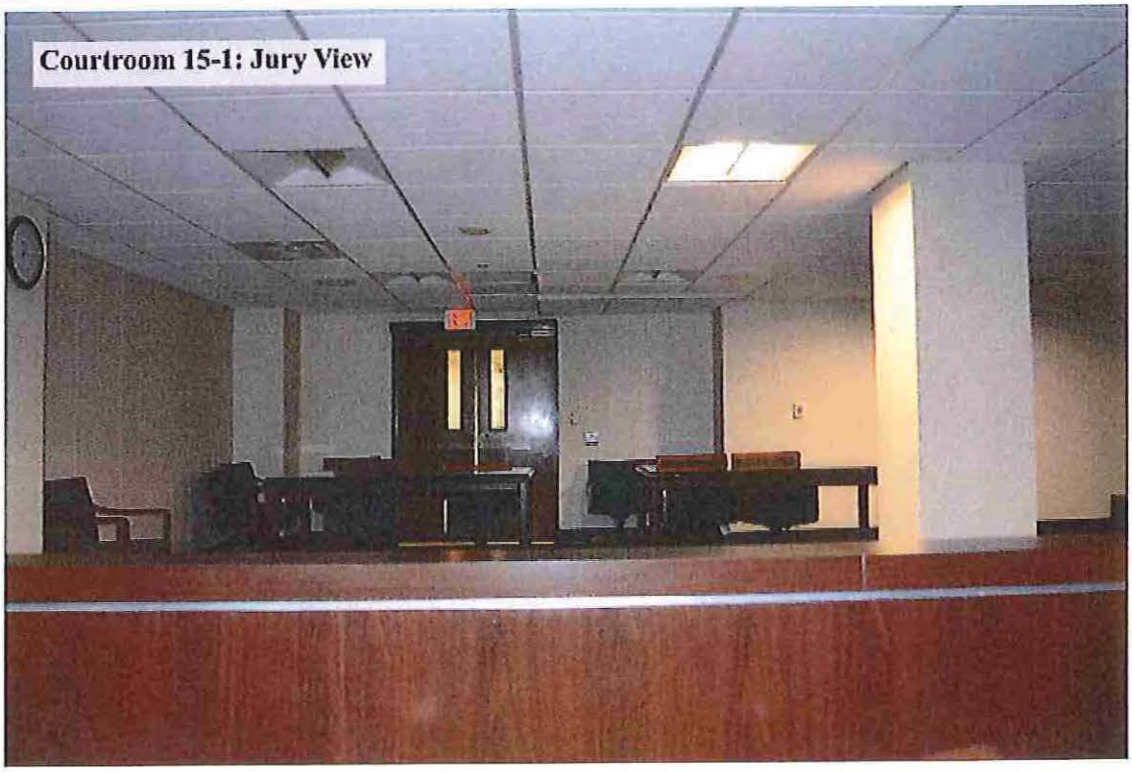

Courtroom 15-1: Jury View

EXHIBIT 32

Internal Services Department's Cost Estimates for the 140 W. Flagler Building

AE Professional Services

$ 7,267,986 Design Services
$ 726,799 Design Contingency
$ 72,680 Reimbursable Expenses
$ 1,453,597 Dedicated Allowance
$ 9,521,061 Sub-Total for Design Services

Scope of Work: Full Interior and Exterior renovation of the existing 140 Building to convert existing office spaces into courtrooms. Work includes, but not limited to: 01) Interior renovations and finishes, including Mechanical, Plumbing, Sprinkler System, Building Management System, Smoke Management System, and Electrical Systems; 02) Parking Structure renovations; 03) New egress stairs; 04) New Elevator shafts and Elevators; 05) New Roof; 06) Exterior Cladding repairs; and 7) New Exterior Windows and Storefronts.

Dedicated Design Allowance includes design for Voice/Data Communications, Electronic/Audio Visual, Security, LEED Consultation, Interior Design, and Extended Construction Administration services.

Construction Cost

$ 59,472,597 Construction (* Construction Cost Breakdown provided below)
$ 5,947,260 Construction Contingency
$ 65,419,857 Sub-Total for Construction

Furniture and Fixtures (FF&E)

$ 8,280,234 Sub-Total for FF&E

Security

$ 2,700,000 Sub-Total for Security

Tel/Data Infrastructure

$ 4,560,000 Sub-Total for IT

Art in Public Places (APP)

$ 1,668,827 Sub-Total for APP

ISD Fees, Labor, Permits, Testing, Contingency for cost Escalation

$ 15,686,321 Sub-Total for Other

Total Project Cost = $ 107,836,300

*** Construction Cost Breakdown ($59,472,597) (For Budget Purposes):**

01) Interior renovations and finishes;
   a. $13,800,000
02) Mechanical;
   a. $ 5,100,000
03) Sprinkler System;
   a. $ 2,400,000
04) Building Management System;
   a. $ 1,600,000
05) Smoke Management System;
   a. $ 1,400,000
06) Electrical Systems;
   a. $ 2,400,000
07) Parking Structure renovations;
   a. $ 2,472,597
08) New egress stairs;
   a. $ 2,600,000
09) New Elevator shafts and Elevators;
   a. $ 5,500,000
10) New Roof;
   a. $ 2,400,000
11) Exterior Cladding repairs;
   a. $11,500,000
12) New Exterior Windows and Storefronts.
   a. $ 8,300,000

EXHIBIT 33

Minority Report by Maria Luisa Castellanos, R.A. December 16, 2015

I am grateful to the commissioners of Miami-Dade County in the confidence they placed in me to allow me to participate in this Court Capital Infrastructure Task Force.

I take this position very seriously as it affects all of us, the judges, attorneys, and staff who inhabit these facilities on a daily basis as well as the public which comes to these buildings to try to obtain justice in their cases.

I have attended all the meetings and heard all the testimony from all parties. Although I do agree that the historic Dade County Courthouse is no longer able to support the operational and spatial needs of the Civil and Probate Courts and related functions *completely*, I believe that it should not be abandoned. It is an iconic structure which is part of our history and a significant historical building for Miami and Miami-Dade County. I believe that many people love this building and do not want to see it sold and made into something else. First, it would be a difficult building to convert, and secondly, I don't think it would not bring much money in the market due to the high cost of conversion. The Freedom Tower which was sold and re-sold was eventually donated to Miami Dade College as there was no market for it when it was donated.

There are some courtrooms which are in this courthouse which should not be used. There are many columns in these facilities which block the view of the courtroom participants. This is a problem. But from what I could determine from the plans we were given, there are at least 8 to 10 courtrooms which have complete visibility and can continue to be used. Some of these are beautiful, large spaces. These are on the bottom floors of 73 W. Flagler Building. These courtrooms were built as courtrooms in the original Dade County Courthouse. The other courtrooms, the ones which should be abandoned which have a problem with visibility, were not originally built as courtrooms, but were part of the Dade County Administration Building and County Jail. So it is true that these courtrooms present a real problem and their replacement should be addressed. According to Judge Farina, there are presently 41 judges presiding over cases in this building. Presently, according to the Circuit Civil Division Weekly Schedule, approximately 16 courtrooms are used each week. See Attachment A-1 and A-2.

So the question is how to address this need and the further expansion of the courts into the future. After much discussion, the chairman of the task force, Rick Crooks, decided not to include further discussion on the other buildings that are not in the downtown area. We, he said, would only deal with the immediate needs of the downtown civil courthouse. Even when at the December 10 meeting, there were representatives of the criminal division and the public defender's office who asked if the task force could address their needs, the task force refused even the most minimal request. Gary Winston, assistant state attorney, asked if the task force could at least recommend that another task force be named to address the needs of the criminal division. When I moved his request, I could not even get a second.

I am of the opinion that we should also address the needs to the satellite facilities. The Coral Gables facility, where a huge number of people file their cases is not really adequate. And the western side of the city has no courthouse at all. These needs also need to be addressed at some future date.

Before I address the needs of the downtown courthouse, I believe that there was a huge mistake in the way this task force was formed. Instead of having to listen to countless hours of information from a variety of consultants, this task force should have been given a budget and asked how they would spend the money. If the real issue is how to better the court system, then this is the question which should have been posed. In other words, Task Force, if we gave you $100 million what would you do with it?

As it stands now, the majority of the task force believes that the court system is entitled to a $400 million new building, something which was already voted down by the Miami-Dade County voters.

Options Other Than Building a Brand New Building

Now, I am going to concentrate of what I think is the appropriate solution to the problem of the downtown courthouse.

Mr. Edward Marquez gave us a presentation on the county's finances. He stated that a 550,000 to 600,000 courthouse would cost about $368,000,000. This works out to about $669 per square foot. This is to include the furniture and equipment. However, the new children's courthouse cost $140,000,000 and contains somewhere between 371,000 to 378,000 square feet, depending on which report we read. This works out to $370 per square foot. This was during the recession.

So a 550,000 square foot courthouse would cost at least $400 per square foot or $220,000,000 just for the building. This would be without any of the necessary furniture and equipment. A 620,000 square foot courthouse as proposed by HOK would then cost $248,000,000 plus FF & E.

So any way we look at this, doing a new building with new infrastructure, new structure, etc., will cost a huge amount of money.

There are other options, in my opinion. For much less money, remodel the first 20 floors of the 73 W. Flagler Building, really fixing all the problems such as the mold issue, updating the bathrooms, refurbishing the woodwork, etc. Some of these problems are already in the budget in the next few years. As I said previously, we would only keep operational the courtrooms which are in the lower floors (3rd through 6th floors) and abandon the others. If we kept only the 13 courtrooms (some of these may not be full size courtrooms, but smaller hearing rooms) which do not have columns and remodel other spaces in these floors for hearings and motions, and for their present uses, we could do this for about $46,530,000. See attachment B. We are using the $200 per square foot that the ISD staff in our initial meeting first stated about remodeling interior spaces.

We don't have to remodel all 273,884 square feet of this building, only the usable floors which total about 232,650 square feet. The typical floor plate of the top floors is so small that they are unusable.

Needs vs. Wants

Then, what do we do? Lourdes Reyes Abadin said it brilliantly when she says there is a difference between a "need" and a "want". The court system may want a new 550,000 square foot building, but do they really need it? In my opinion, the answer is "No". They need more viable courtroom space where everyone in the courtroom can see everyone else. If we had all the money in the world, it would be nice to give them a new 550,000 square foot building, but as Mr. Marquez explained, there are many more needs that are fundamental to the Miami-Dade County population.

It is rare that an average individual has to frequent a courtroom. However, all people in Miami-Dade County have to obtain housing they can afford, take bus transportation or drive on the roads, be protected from crime, drink clean water, take their children to local parks, etc. The majority of the funds that are collected in taxes should fund practical and useful projects not iconic structures. In addition, prisoners should live in adequate conditions. Although we want buildings that reflect the serious nature of judicial proceedings, we want buildings that are efficient and comfortable, but not so expensive that they squeeze out all of the other required functions of government.

As an architect, I would like the Miami-Dade Permitting and Inspection Center to be a beautiful, iconic building which would reflect the fact that the staff there is helping to build the beautiful, built environment of Miami. But no, I don't get that just because I want it. What I see when I go there is a safe, practical building designed for its purpose.

This is what we owe the court system. The Florida statutes say we have to provide the court system with the facilities for them to function, but nowhere does it say we have to provide court facilities which cost $400 per square foot in addition to the cost of the furniture and equipment.

Other Space in Addition to the 73 W. Flagler Building

So once the 73 W. Flagler Street building is remodeled, we should consider where to obtain the additional space for the other necessary courtrooms.

I just happen to have completed the 40-year re-certification report of the 140 W. Flagler Building with my electrical and structural engineering consultants. We found that although the building needs certain repairs, it is a structurally and electrically viable building. I believe that this building could be converted for the use of the court. The building is presently in dilapidated shape and mostly abandoned, but with some work, it could be made into an attractive, functional building for the court at much less cost than a completely new facility.

I have taken the liberty of proposing a typical floor plan for the present office floors. See Attachment D. Although this still has to be reviewed by the building officials and fire department, I have gone to great lengths to make it as safe as possible by proposing additional stairs and separate elevators for the staff. There are things that cannot be fixed such as the ceiling heights. We are going to have to live with a ceiling of 8'-6" at least around the perimeters of the courtrooms. But there is a chance if we run the ducts around the perimeter of the courtrooms, we can do something creative with the center and possibly leave the precast concrete joists exposed, since the structure is concrete and the building is fully sprinklered. This would allow the center of the courtrooms to have 9'-10" ceilings to the bottom of the structure and more if we leave the precast joists exposed. This building has parking so the staff will be that much more comfortable and safer than in the 73 W. Flagler Building.

The ground floor of the building could be remodeled to have a secured waiting area for the people waiting to go up to the courtrooms on the upper floors. The security guards would divide the public from the staff and direct the public to the correct elevators. Other spaces could be developed downstairs such as a coffee shop for people who are waiting. Any other support spaces could also be added here on the ground floor. The staff could take their own elevators straight from the parking garage and never even have to see the public until they take a 5-minute walk to the courtroom.

The update to the Master Plan by Wiley and Perez and Perez says, "Contemporary courthouses are designed with security in mind and typically utilize a system of zoning where public circulation is separate from restricted circulation (staff and judges) and both are separate from secure or prisoner circulation if it is included in the facility." To the greatest extent possible, the plan I propose meets this criteria. There are few places where the staff and public meet, other than in the courtrooms themselves.

I asked my professional cost estimator, Keith Emery, who is presently working with Bermello, Ajamil, and Partners (BAP) on their courthouse facility what he thought that my proposal for the 140 W. Flagler would cost. I sent him my plan. He thought it would cost about $31 million. I thought it would cost from my calculations $41 million. Keith said it would be in there – between $31 and $41 million, but not more. If we add this to the budget for the 73 W. Flagler Building of $46,530,000, we could achieve 33 to 34 new functional courtrooms for about $77.5 million dollars, in addition to the other space we would have left over for new offices for the county or the courts. Remember we would be remodeling the bottom 20 floors of 73 W. Flagler, but keeping only the courtrooms that were in the original building. This means that we would have remodeled space left over for other uses.

My plan may not match the California Standards for Courtrooms or that of the National Center for State Courts (NCSC) in all the aspects they recommend, but in my opinion, they have much wasted space in their standards. What I am proposing is not only better in many ways than what is existing in the 73 W. Flagler Building, but it can be obtained at a cost the county could possibly afford over a period of years. It would be better in that the staff is mostly separate from the public, and because all the waiting happens downstairs, there are no people wandering around the halls upstairs.

Judge Bailey sent my original proposed floor plan to the National Center for State Courts. I address the issues brought out in their critique and addressed them in a written document (Attachment C-1) and the revised floor plan attached (Attachment D). Then, Judge Bailey again sent my revised plan to NCSC and Nathan Hall once again provided comments. Again, I responded to his comments (Attachment C-2).

One of Mr. Hall's criticisms is that my plan was not the "standard" plan. In Attachment E, you can see a round courtroom by Frank Lloyd Wright, and the diagonal courtroom in the Hialeah Courthouse by HOK. So, apparently, not all courtrooms have to be configured the same way. I would like to think that the courtroom plan I developed (Attachment D) could look like the courtroom in Attachment F, which comes from the book of recent courthouses which was given to us on the task force. In my plan the spectators instead of being in the back would be opposite the jury.

In order to get the additional 20 courtrooms, the court system has requested, I would look to the empty space left adjacent to the Miami-Dade County Public Library by the relocation of the museums. And if that is not enough, then I would look to the empty space at the Overtown Transit Facility. Again, this would be less expensive than to build a new courthouse building. If these additional courtrooms cost another $31 million, then for $108.5 million we have resolved the courthouse problem at **less than one-half the cost**, the ISD cost estimates notwithstanding.

However, after looking at how the court is presently working with 41 judges in approximately 16 courtrooms, the whole issue of needing 53 courtrooms comes into question. Someone needs to seriously look at what other options could be used – maybe some hearing rooms, or shared courtrooms, or different size courtrooms. Not all cases are the same. Some cases will attract more attention and will require more seating for spectators. But many cases will have no spectators so that seating for spectators could be reduced or altogether eliminated. It makes no sense to have all the courtrooms the same size. **But if we were to use the same proportion as today for the 53 judges, it would mean we would only need 21 courtrooms total. So with the 140 W. Flagler Street annex to the historic courthouse, we would have more than enough space.**

At this time I would like to add that the cost estimates by ISD do not look accurate. I spoke to Maurice Gray, P.E., the structural engineer who worked on the 40-year certification with me, and he thought that the estimate of $11,500,000 was much too high for the exterior cladding repairs, unless ISD is thinking of re-doing the whole façade to make it more attractive. Also, the electrical engineer, Tomas Armstrong, P.E., thought that the $2.4 million for the electrical was also too high. He is working on doing a preliminary electrical study to see what the loads would be for the preliminary plan that I sent him. Unfortunately, the study will not be ready in time for this report to be completed. It could be sent in at a later date.

The best way to see whether these cost estimates are accurate is to look at the square foot costs. I prepared a chart looking at this in Attachment G using the numbers the county provide in the backup. It is absurd to think that interior space is going to cost more to remodel than a brand new building which has all the infrastructure, structure, and exterior façade costs.
Lastly, on this issue of the number of courtrooms, we are looking at this whole issue from a mid-20th century perspective. We now have technology with video conferencing possibilities. Small disputes may not need a courtroom at all. Why can't there be a hearing from a judge's office with a video conference with the parties involved wherever they want to be? Is this so far-fetched? And

from what I read about Governor Rick Scott, he does not want to increase funding for the courts. So where is this additional money for these additional judges going to come from?

I understand that today, they court system is somewhat crowded, but a new 550,000 square foot (or HOK estimated 620,000 S.F.) building seems an extravagant amount space – much of it corridor space and by definition - wasted space. To visualize this size building, think of the Miami Tower, or the Centrust Tower, as it was called when it was first built. This tower has only 503,000 square feet of office space on 47 floors as opposed to the courthouse being proposed now. (See adjacent photo).

I would argue that if the courts of Miami have been in the 73 W. Flagler Building for over 50 years and many of those with columns in the middle of the courtrooms, sharing the elevators with the public, then I think that a happy medium could be found to support the interests of the judges, attorneys, administrative staff, and the public while at the same time not spending so much money that the other Miami-Dade County government services would have to be eliminated.

Suggestions for Financing

Miami-Dade County is a "donor" county in that it sends more fees to the state than it receives back to run the county court system operations.

It is my opinion that a mechanism must be found to stop this practice immediately. This county, the most populous county in the state, has courthouse needs which need to be adequately funded. At this time they are not. The case load is too high for the funding allowed. So again, this practice of sending more money to the state of Florida than the county gets back must be stopped.

Another item which could help in the development of new or remodeled court facilities is the collection of adequate filing fees. Florida does not have an income tax or an intangible tax. So other user fees must be developed to adequately fund the third arm of government, the judicial system.

Raise Filing Fees

I propose that the entire filing fee structure be reviewed. Filing fees for small claims should not be raised as access to the court system is important. Any fees family court or moving/parking violations should not be raised either.

Civil county filing fees for cases over $2,500 should be raised. Filing fees are presently at $300.00 for the complaint and $295.00 for the cross-complaint. This means, for example, a case in which the parties are fighting over $2,000,000, a case which could go on for a couple of weeks, and costing the courts thousands of dollars would only pay $595.00 to the courts, while paying the attorneys $400 or more an hour. Presently, there are tiers to filing fees, but the tiers stop at cases over $2,500. All cases over $2,500 pay the same amount, except mortgages. There should be additional tiers, say above $10,000, above $50,000, above $100,000, and then above each $100,000 after that. Why does the present tiered system end at $2,500? This makes no sense.

Even though I have been told that court sessions are scheduled so that there is always a case waiting, there absolutely should be no reason to cancel a hearing at the last minutes because the parties settled. If they do and there is no time to schedule a new case, there should be a cancellation fee. There is absolutely no reason to wait until the last minute to settle a case. If the parties are going to settle, then they should settle so that there is enough time to reschedule the

courtroom for someone else. If not, there should be a cancellation fee of several thousand dollars for waiting until the last minute. There is absolutely no reason the taxpayers of Miami-Dade County should be paying to build new courtroom spaces because courtrooms are going empty. Court cases can be scheduled in the empty courtrooms, if the parties settle a week earlier and notify the court staff. Very similar to roadway tolls, people who use the courts and use them regularly should be forced to pay more.

Most people never access the courts. In their lifetime they may get a divorce or two, contest a few parking tickets or moving violations, go to jury duty, maybe go back to court to file changes to child custody issues, or possibly file a small claims case. They could never afford to take a really large or complicated case to court because they wouldn't have the wherewithal to pay the $400 per hour or more for an attorney to represent them.

So it is only fair that the people who take advantage of their access to the legal system pay more. There is no reason why those who can afford to pay $400 per hour to an attorney cannot afford to pay more for the use of this county's court facilities. The middle class should not be forced to pay for these facilities when there are so many other more pressing county needs, i.e., transit projects, affordable housing, road improvement projects, better 911 services, better garbage & recycling pickup, adequate jail facilities, sewer and water projects, medical care for the indigent, a train that does to West Kendall, etc., that really impact the middle and working classes.

I am told that the Supreme Court of Florida does not want filing fees raised because it would limit access to the courts. Unfortunately, access to the courts is already limited not by the filing fees, but by the cost of attorneys. Someone who can afford to pay $400 or more an hour for an attorney or a group of attorneys can certainly pay more in filing fees so the taxpayers of Miami-Dade County don't have to.

The raising of filing fees will take a concerted effort by the county commission, the Dade County Bar Association, the Miami-Dade Delegation, and other interested parties so that court facilities can be built and maintained.

Benefits Program and Impact Fees

Mr. William Riley, Esq., also a task force member, suggested a program similar to the City of Miami's Public Benefit Program, tied to their land development code, which served as an additional revenue source for parks and infra-structure improvements. A program like this could be implemented. In addition, he suggested an impact fee. I would also support this, if it were limited to commercial development of a certain magnitude and not be imposed on residential construction projects at all. The reasoning is the same as above. Again, the middle class who may be able to get into a residential project, a new house or small remodeling should not be burdened with the costs of keeping up the court system. They are already being unfairly burdened with the present parking/traffic tickets to pay for the court system, which is really a regressive tax system.

Lifecycle Costs

I did not have a chance to review the lifecycle cost analysis as it was not submitted to the task force prior to the last meeting.

Funding with P3

This option was discussed at length among the task force members. Someone from county staff gave a presentation on this. He said that to fund a 550,000 square foot facility would cost about $30 to $35 million dollars a year for the duration of the agreement which would be something like 30 years. That means that a building that would have cost $368,000,000 with a general obligation

bond (if we believe the cost estimate) would now would cost $900,000,000 to $1.05 billion when we include all the financing costs over 30 years.

In addition, for this option to be viable at all, there would have to be a continuous stream of income to pay for this. Unless the benefits program that Mr. Riley proposed, or the raising of filing fees like I proposed, can generate this much money, the P3 option is not going to work.

And even if it did work, to ask the public to pay for this is contrary to their wishes when they voted against this proposal of spending the $368 million for the courts in the first place in 2014.

General Obligation Bond

So the only option left it to go back to the public to ask for a general obligation bond, but for a more modest amount.

If instead of the $400 million that the taxpayers were asked to support, a more modest proposal of $100 million could be taken again to the voters. This time, instead of talking about the improvement to the courts, the proposed bond should state that its main purpose would be to rescue and preserve the iconic, historic Dade County Courthouse for future generations to admire and enjoy.

County voters I think are reasonable. They have always voted for things that are needed, if they understand why they are needed. I think that saving the courthouse is a worthy goal. I think funding that would be supported by the public.

I know that the courts, and attorneys who use the courts, would like to spend our money on a new iconic structure, and apparently, so does the majority of the task force. It may be politically expedient for the county commission to support the building as well. But in conclusion I would like to quote Arthur Teitelbaum, the former Southern Area director of the Anti-defamation League who died recently. He said, "We can see no merit in being politically correct, but logically wrong."

By Maria Luisa Castellanos, R.A., LEED AP

See list of Attachments:

- Attachment A-1 - Courtrooms used for Trials and Motion Calendar
- Attachment A-2 - Circuit civil division weekly schedule provided by courts
- Attachment B - Spread sheet on cost for Dade County Courthouse
- Attachment C-1 - 1st Review by NCSC with responsed by M.L. Castellanos
- Attachment C-2 - 2nd Review by NCSC with responsed by M.L. Castellanos
- Attachment D - Typical Courtroom Floor in 140 W. Flagler Street with my cost estimate - 12-16-15
- Attachment E - NCSC - 30 Years of Courthouse Design - Frank Lloyd Wright Round Courtroom + Hialeah Courtroom
- Attachment F - Photographs of a courtroom
- Attachment G-1 - Cost Estimate Comparison - Part 1 - 140 W. Flagler Building Cost Analysis
- Attachment G-2- Cost Estimate Comparison - Part 2 - 73 W. Flagler, Library, & New Building
- Attachment G-3 - Cost Breakdown from ISD for 140 W. Flagler Street
- Attachment G-4 - Construction Cost Breakdown from ISD for the 140 W. Flagler Street

Attachment A-1

Courtroom Use as per Circuit Civil Division Weekly Schedule for Dade County Courthouse

Courtrooms used for Trials and Motion Calendar:

3-2
4-1, 4-2, 4-4
5-1
8-1, 8-2
11-1
12-1
13-1, 13-2

Total = 11 Courtrooms

Courtroom No. 3-3 used for Walk-in Calendar

Additional Courtrooms used by Division Judges for Special Sets:

10-1
11-1
12-1

Total = 3 Courtrooms

Additional Courtrooms used only for Motion Calendar:

12-1
15-1

Total = 2 Courtrooms

Total Number of Courtrooms being used on a daily basis for all judged in Dade County Courthouse = 16 courtrooms

Attachment A-2

Circuit Civil Division Weekly Schedule- Week of September 28

Monday	Tuesday	Wednesday	Thursday	Friday
Division Trials- Sept. 28	**Division Trials- Sept. 29**	**Division Trials- Sept. 30**	**Division Trials- Oct. 1**	**Division Trials- Oct. 2**
Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2	Judge B.Miller- Ctrm 4-1 Judge Lopez- Ctrm 12-1 Judge Gordo- Ctrm 8-1 Judge R. Rodriguez-Ctrm 4-2 Judge Cueto- Ctrm 8-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Arzola-Ctrm 11-1 Judge Sanchez-Llorens-Ctrm 11-1 Judge Hendon- Ctrm 14-1 Judge Butchko-Ctrm 3-2 Judge J.Rodriguez- Ctrm 4-1 Judge Lindsey- Ctrm 14-2 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge Thomas- Ctrm 13-2
Visiting/County Judges Trials	**Visiting/County Judges Trials**	**Visiting/County Judges Trials**	**Visiting/County Judges Trials**	**Visiting/County Judges Trials**
Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz	Judge Schwartz,C. Judge Thomas Judge Cannava Judge Cuesta Judge Lehr Judge Kravitz
Division Judges- Motion Calendar	**Division Judges- Motion Calendar**	**Division Judges- Motion Calendar**	**Division Judges- Motion Calendar**	**Division Judges- Motion Calendar**
8:30am Judge Cueto Room 1105/Ctrm 8-2 8:30am Judge Bagley Room 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Room 817/Ctrm 8-2 9:15am Judge Thomas, W. Room 1307/Ctrm 13-2 9:30am Judge Miller, B. Room 412/Ctrm 4-1 10:15am Judge Bailey Room 635/Ctrm 6-1	8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 9:00am Judge Arecos Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm 14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Marin Rm 1403/Ctrm 14-1 9:30am Judge Schlesinger Rm 1202/Ctrm 12-2 9:30am Judge Thornton (CBL) Rm 1017/Ctrm 10-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1	9:30am Judge Miller, B. Rm 412/Ctrm 4-1 8:30am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Robull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:00am Judge Cordo Rm 800/Ctrm 8-1	9:00am Judge Arecos Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Robull Rm 804/Ctrm 8-1 9:00am Judge Arzola Rm 1110/Ctrm11-1 9:00am Judge Lopez Rm 1201/Ctrm12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Schlesingor Rm 1202/Ctrm12-2 9:30am Judge Frooman Rm 1304/Ctrm13-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Marin Rm 1403/Ctrm14-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm11-1	
Division Judges- Foreclosure Motion Calendar	**Division Judges- Foreclosure Motion Calendar**	**Division Judges- Foreclosure Motion Calendar**	**Division Judges- Foreclosure Motion Calendar**	**Division Judges- Foreclosure Motion Calendar**
8:30am Judge Butchko Rm 303/Ctrm 3-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:15am Judge Bailey Rm 635/Ctrm 6-1 9:30am Judge Marin Rm 1403/Ctrm 14-1	8:00am Judge Cueto Rm 1105/Ctrm 8-2 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Robull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:30am Judge Hendon Rm 1401/Ctrm 14-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2	8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 8:30am Judge Schlesingor Rm 1202/Ctrm 12-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Arecos Rm 243/Ctrm 2-1 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1 9:30am Judge Thornton Rm 1017/Ctrm 10-1 10:00am Judge Rodriguez, R. Rm 405/Ctrm 4-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1	8:00am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Gordo Rm 800/Ctrm 8-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 9:30am Judge Hogan Scola Rm 414/Ctrm 4-3 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1 10:30am Judge Freeman Rm 1304/Ctrm 13-1	10:30am Judge Freeman Rm 1304/Ctrm 13-1
Division Judges- Special Sets	**Division Judges- Special Sets**	**Division Judges- Special Sets**	**Division Judges- Special Sets**	**Division Judges- Special Sets**
Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Robull- Ctrm 8-1	Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Robull- Ctrm 8-1 Judge Lopez- Ctrm 12-1	Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley- Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Robull- Ctrm 8-1 Judge Lopez- Ctrm 12-1	Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Bagley-Ctrm 5-2 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Robull- Ctrm 8-1 Judge Lopez- Ctrm 12-1 Judge Hogan Scola- Ctrm 4-3	Judge Lindsey- Ctrm 14-2 Judge B. Miller- Ctrm 4-1 Judge Butchko- Ctrm 3-2 Judge Hogan Scola-Ctrm 4-3 Judge Ruiz-Cohen- Ctrm 8-2 Judge Gordo-Ctrm 8-1 Judge Walsh- Ctrm 5-1 Judge Thornton- Ctrm 10-1 Judge Freeman- Ctrm 13-1 Judge Hendon-Ctrm 14-1 Judge Robull- Ctrm 8-1 Judge Lopez- Ctrm 12-1
FMC- Courtroom 3-3 (Walk-in calendar) Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-in calendar)** Cancellation of sale- 8:15am

Circuit Civil Division Weekly Schedule- Week of October 5

Monday	Tuesday	Wednesday	Thursday	Friday
Division Trials- Oct. 5 Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1	**Division Trials- Oct. 6** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1	**Division Trials- Oct. 7** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1	**Division Trials- Oct. 8** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Lindsey- Ctrm 14-2 Judge Arzola- Ctrm 11-1 Judge Freeman- Ctrm 13-1 Judge Hendon- Ctrm 14-1 Judge Bagley- Ctrm 5-2 Judge J.Rodriguez- Ctrm 4-1 Judge Arecos- Ctrm 2-1	**Division Trials- Oct. 9** Judge B.Miller- Ctrm 4-1 Judge Bailey- Ctrm 6-1 Judge Gordo- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Cueto- Ctrm 8-2 Judge Bagley- Ctrm 5-2 Judge Arzola- Ctrm 11-1 Judge Lindsey- Ctrm 14-2 Judge Hendon- Ctrm 14-1 Judge Freeman- Ctrm 13-1 Judge J.Rodriguez- Ctrm 4-1
Visiting/County Judges Trials Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino	**Visiting/County Judges Trials** Judge Stuzin Judge Guzman Judge Dimitris Judge Vizcaino
Division Judges- Motion Calendar 8:30am Judge Cueto Room 1105/Ctrm 8-2 8:30am Judge Bagley Room 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Room 817/Ctrm 8-2 9:15am Judge Thomas, W. Room 1307/Ctrm 13-2 9:30am Judge Miller, B. Room 412/Ctrm 4-1 10:15am Judge Bailey Room 635/Ctrm 6-1	**Division Judges- Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 9:00am Judge Arecos Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm 14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Marin Rm 1403/Ctrm 14-1 9:30am Judge Schlesinger Rm 1202/Ctrm 12-2 9:30am Judge Thornton (CBL) Rm 1017/Ctrm 10-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1	**Division Judges- Motion Calendar** 9:30am Judge Miller, B. Rm 412/Ctrm 4-1 8:30am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:00am Judge Gordo Rm 800/Ctrm 8-1	**Division Judges- Motion Calendar** 9:00am Judge Arecos Rm 243/Ctrm 2-1 9:00am Judge Lindsey Rm 1407/Ctrm14-2 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:00am Judge Arzola Rm 1110/Ctrm11-1 9:00am Judge Lopez Rm 1201/Ctrm12-1 9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2 9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1 9:30am Judge Schlesinger Rm 1202/Ctrm12-2 9:30am Judge Freeman Rm 1304/Ctrm13-1 9:30am Judge Hendon Rm 1401/Ctrm14-1 9:30am Judge Marin Rm 1403/Ctrm14-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm11-1	**Division Judges- Motion Calendar**
Division Judges **Foreclosure Motion Calendar** 8:30am Judge Butchko Rm 303/Ctrm 3-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:15am Judge Bailey Rm 635/Ctrm 6-1 9:30am Judge Marin Rm 1403/Ctrm 14-1	**Division Judges** **Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 Judge Smith Rm 416 9:00am Judge Rebull Rm 804/Ctrm 8-1 9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2 9:30am Judge Freeman Rm 1304/Ctrm 13-1 9:30am Judge Hendon Rm 1401/Ctrm 14-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2	**Division Judges** **Foreclosure Motion Calendar** 8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1 8:30am Judge Schlesinger Rm 1202/Ctrm 12-2 8:30am Judge Bagley Rm 511/Ctrm 5-2 9:00am Judge Arecos Rm 243/Ctrm 2-1 9:00am Judge Walsh Rm 1502/Ctrm 5-1 9:00am Judge Arzola Rm 1110/Ctrm 11-1 9:00am Judge Lopez Rm 1201/Ctrm 12-1 9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1 9:30am Judge Thornton Rm 1017/Ctrm 10-1 10:00am Judge Rodriguez, R. Rm 405/Ctrm 4-2	**Division Judges** **Foreclosure Motion Calendar** 8:00am Judge Cueto Rm 1105/Ctrm 8-2 8:30am Judge Gordo Rm 800/Ctrm 8-1 9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2 9:30am Judge Hogan Scola Rm 414/Ctrm 4-3 9:00am Judge Miller, B. Rm 412/Ctrm 4-1 10:00am Judge Lindsey Rm 1407/Ctrm 14-2 10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1 10:30am Judge Freeman Rm 1304/Ctrm 13-1	**Division Judges** **Foreclosure Motion Calendar** 10:30am Judge Freeman Rm 1304/Ctrm 13-1
Division Judges- Special Sets Judge Lindsey- Ctrm 14-2 Judge Rebull- Ctrm Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Sanchez- Llorens- Ctrm 11-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Rebull- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Bagley- Ctrm 5-2	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Rebull- Ctrm 8-1 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Sanchez- Llorens- Ctrm 11-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Bagley- Ctrm 5-2 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Thornton- Ctrm 10-1 Judge Sanchez- Llorens- Ctrm 11-1	**Division Judges- Special Sets** Judge Lindsey- Ctrm 14-2 Judge Thornton-Ctrm 10-1 Judge Butchko- Ctrm 3-2 Judge Hendon- Ctrm 14-1 Judge Ruiz-Cohen- Ctrm 8-2 Judge Lopez- Ctrm 12-1 Judge Walsh- Ctrm 5-1 Judge Smith- Ctrm 4-4 Judge Freeman- Ctrm 13-1 Judge B. Miller- Ctrm 4-1 Judge Gordo- Ctrm 8-1 Judge Sanchez- Llorens- Ctrm 11-1
FMC- Courtroom 3-3 (Walk-In calendar) Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-In calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-In calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-In calendar)** Cancellation of sale- 8:15am	**FMC- Courtroom 3-3 (Walk-In calendar)** Cancellation of sale- 8:15am

Circuit Civil Division Weekly Schedule- Week of October 19

Monday

Division Trials- Oct. 19

Judge J.Rodriguez-Ctrm 4-1
Judge Bagley-Ctrm 5-2
Judge Rebull-Ctrm 8-1
Judge Lopez-Ctrm 12-1
Judge Ruiz-Cohen-Ctrm 8-2
Judge B.Miller-Ctrm 4-1
Judge Marin-Ctrm 14-1
Judge Cueto- Ctrm 8-2
Judge R.Rodriguez-Ctrm 4-2
Judge Thomas-Ctrm 13-2
Judge Bailey- Ctrm 6-1
Judge Hendon- Ctrm 14-1
Judge Walsh- Ctrm 5-1
Judge Thornton- Ctrm 10-1
Judge Freeman- Ctrm 13-1
Judge Butchko- Ctrm 3-2
Judge Sanchez-Llorens-Ctrm 11-1

Visiting/County Judges Trials

Judge Cohn
Judge Stein
Judge King
Judge Johnson
Judge Cuesta
Judge Lehr
Judge Marino-Pedraza

Division Judges- Motion Calendar

8:30am Judge Cueto Room 1105/Ctrm 8-2
8:30am Judge Bagley Room 511/Ctrm 5-2
9:00am Judge Ruiz-Cohen Room 817/Ctrm 8-2
9:15am Judge Thomas, W. Room 1307/Ctrm 13-2
9:30am Judge Miller, B. Room 412/Ctrm 4-1
10:15am Judge Bailey Room 635/Ctrm 6-1

Division Judges- Foreclosure Motion Calendar

8:30am Judge Butchko Rm 303/Ctrm 3-2
8:30am Judge Bagley Rm 511/Ctrm 5-2
9:15am Judge Bailey Rm 635/Ctrm 6-1
9:30am Judge Marin Rm 1403/Ctrm 14-1

Division Judges- Special Sets

Judge Lindsey- Ctrm 14-2
Judge Butchko- Ctrm 3-2
Judge Ruiz-Cohen- Ctrm 8-2
Judge Lopez- Ctrm 12-1
Judge Walsh- Ctrm 5-1
Judge Rebull- Ctrm 8-1
Judge Arzola- Ctrm 11-1
Judge Hendon- Ctrm 14-1
Judge Freeman- Ctrm 13-1
Judge B. Miller- Ctrm 4-1

FMC- Courtroom 3-3 (Walk-in calendar)

Cancellation of sale- 8:15am

Tuesday

Division Trials- Oct. 20

Judge J.Rodriguez-Ctrm 4-1
Judge Bagley-Ctrm 5-2
Judge Rebull-Ctrm 8-1
Judge Lopez-Ctrm 12-1
Judge Ruiz-Cohen-Ctrm 8-2
Judge B.Miller-Ctrm 4-1
Judge Marin-Ctrm 14-1
Judge Cueto- Ctrm 8-2
Judge R.Rodriguez-Ctrm 4-2
Judge Thomas-Ctrm 13-2
Judge Bailey- Ctrm 6-1
Judge Hendon- Ctrm 14-1
Judge Walsh- Ctrm 5-1
Judge Thornton- Ctrm 10-1
Judge Freeman- Ctrm 13-1
Judge Butchko- Ctrm 3-2
Judge Sanchez-Llorens-Ctrm 11-1

Visiting/County Judges Trials

Judge Cohn
Judge Stein
Judge King
Judge Johnson
Judge Cuesta
Judge Lehr
Judge Marino-Pedraza

Division Judges- Motion Calendar

8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1
9:00am Judge Areces Rm 243/Ctrm 2-1
9:00am Judge Lindsey Rm 1407/Ctrm 14-2
9:00am Judge Walsh Rm 1502/Ctrm 5-1
9:00am Judge Arzola Rm 1110/Ctrm 11-1
9:00am Judge Lopez Rm 1201/Ctrm 12-1
9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2
9:30am Judge Marin Rm 1403/Ctrm 14-1
9:30am Judge Schlesinger Rm 1202/Ctrm 12-2
9:30am Judge Thornton (CBL) Rm 1017/Ctrm 10-1
9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1

Division Judges- Foreclosure Motion Calendar

8:00am Judge Cueto Rm 1105/Ctrm 8-2
9:00am Judge Miller, B. Rm 412/Ctrm 4-1
9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2
Judge Smith Rm 416
9:00am Judge Rebull Rm 804/Ctrm 8-1
9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2
9:30am Judge Freeman Rm 1304/Ctrm 13-1
9:30am Judge Hendon Rm 1401/Ctrm 14-1
10:00am Judge Lindsey Rm 1407/Ctrm 14-2

Division Judges- Special Sets

Judge Lindsey- Ctrm 14-2
Judge Butchko- Ctrm 3-2
Judge Ruiz-Cohen- Ctrm 8-2
Judge Lopez- Ctrm 12-1
Judge Walsh- Ctrm 5-1
Judge Bagley- Ctrm 5-2
Judge Arzola- Ctrm 11-1
Judge Hendon- Ctrm 14-1
Judge Freeman- Ctrm 13-1
Judge B. Miller- Ctrm 4-1

FMC- Courtroom 3-3 (Walk-in calendar)

Cancellation of sale- 8:15am

Wednesday

Division Trials- Oct. 21

Judge J.Rodriguez-Ctrm 4-1
Judge Bagley-Ctrm 5-2
Judge Rebull-Ctrm 8-1
Judge Lopez-Ctrm 12-1
Judge Ruiz-Cohen-Ctrm 8-2
Judge B.Miller-Ctrm 4-1
Judge Marin-Ctrm 14-1
Judge Cueto- Ctrm 8-2
Judge R.Rodriguez-Ctrm 4-2
Judge Thomas-Ctrm 13-2
Judge Bailey- Ctrm 6-1
Judge Hendon- Ctrm 14-1
Judge Walsh- Ctrm 5-1
Judge Thornton- Ctrm 10-1
Judge Freeman- Ctrm 13-1
Judge Butchko- Ctrm 3-2
Judge Lindsey- Ctrm 14-2
Judge Sanchez-Llorens-Ctrm 11-1

Visiting/County Judges Trials

Judge Cohn
Judge Stein
Judge Cuesta
Judge Johnson
Judge Multack
Judge King
Judge Lehr
Judge Marino-Pedraza

Division Judges- Motion Calendar

9:30am Judge Miller, B. Rm 412/Ctrm 4-1
8:30am Judge Cueto Rm 1105/Ctrm 8-2
8:30am Judge Bagley Rm 511/Ctrm 5-2
9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2
Judge Smith Rm 416
9:00am Judge Rebull Rm 804/Ctrm 8-1
9:15am Judge Thomas, W. Rm 1307/Ctrm 13-2
9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1
9:30am Judge Hendon Rm 1401/Ctrm14-1
9:30am Judge Freeman Rm 1304/Ctrm 13-1
9:00am Judge Gordo Rm 800/Ctrm 8-1

Division Judges- Foreclosure Motion Calendar

8:30am Judge Rodriguez, J. Rm 400/Ctrm 4-1
8:30am Judge Schlesinger Rm 1202/Ctrm 12-2
8:30am Judge Bagley Rm 511/Ctrm 5-2
9:00am Judge Areces Rm 243/Ctrm 2-1
9:00am Judge Walsh Rm 1502/Ctrm 5-1
9:00am Judge Arzola Rm 1110/Ctrm 11-1
9:00am Judge Lopez Rm 1201/Ctrm 12-1
9:30am Judge Sanchez-Llorens Rm 1111/Ctrm 11-1
9:30am Judge Thornton Rm 1017/Ctrm 10-1
10:00am Judge Rodriguez, R. Rm 405/Ctrm 4-2
10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1

Division Judges- Special Sets

Judge Lindsey- Ctrm 14-2
Judge Butchko- Ctrm 3-2
Judge Ruiz-Cohen- Ctrm 8-2
Judge Lopez- Ctrm 12-1
Judge Walsh- Ctrm 5-1
Judge B. Miller- Ctrm 4-1
Judge Arzola- Ctrm 11-1
Judge Hendon- Ctrm 14-1
Judge Freeman- Ctrm 13-1

FMC- Courtroom 3-3 (Walk-in calendar)

Cancellation of sale- 8:15am

Thursday

Division Trials- Oct. 22

Judge J.Rodriguez-Ctrm 4-1
Judge Bagley-Ctrm 5-2
Judge Rebull-Ctrm 8-1
Judge Lopez-Ctrm 12-1
Judge Ruiz-Cohen-Ctrm 8-2
Judge B.Miller-Ctrm 4-1
Judge Marin-Ctrm 14-1
Judge Cueto- Ctrm 8-2
Judge R.Rodriguez-Ctrm 4-2
Judge Thomas-Ctrm 13-2
Judge Bailey- Ctrm 6-1
Judge Hendon- Ctrm 14-1
Judge Walsh- Ctrm 5-1
Judge Thornton- Ctrm 10-1
Judge Freeman- Ctrm 13-1
Judge Butchko- Ctrm 3-2
Judge Lindsey- Ctrm 14-2
Judge Gordo- Ctrm 8-1
Judge Sanchez-Llorens-Ctrm 11-1
Judge Areces-Ctrm 2-1

Visiting/County Judges Trials

Judge Cohn
Judge Stein
Judge Cuesta
Judge Johnson
Judge Multack
Judge King
Judge Lehr
Judge Marino-Pedraza

Division Judges- Motion Calendar

9:00am Judge Areces Rm 243/Ctrm 2-1
9:00am Judge Lindsey Rm 1407/Ctrm14-2
9:00am Judge Walsh Rm 1502/Ctrm 5-1
9:00am Judge Rebull Rm 804/Ctrm 8-1
9:00am Judge Arzola Rm 1110/Ctrm11-1
9:00am Judge Lopez Rm 1201/Ctrm12-1
9:30am Judge Rodriguez, R. Rm 405/Ctrm 4-2
9:30am Judge Cardonne Ely Rm 1500/Ctrm 15-1
9:30am Judge Schlesinger Rm 1202/Ctrm12-2
9:30am Judge Freeman Rm 1304/Ctrm13-1
9:30am Judge Hendon Rm 1401/Ctrm14-1
9:30am Judge Marin Rm 1403/Ctrm14-1
9:30am Judge Sanchez-Llorens Rm 1111/Ctrm11-1

Division Judges- Foreclosure Motion Calendar

8:00am Judge Cueto Rm 1105/Ctrm 8-2
8:30am Judge Gordo Rm 800/Ctrm 8-1
9:00am Judge Ruiz-Cohen Rm 817/Ctrm 8-2
9:30am Judge Hogan Scola Rm 414/Ctrm 4-3
9:00am Judge Miller, B. Rm 412/Ctrm 4-1
10:00am Judge Lindsey Rm 1407/Ctrm 14-2
10:15am Judge Cardonne Ely Rm 1500/Ctrm 15-1
10:30am Judge Freeman Rm 1304/Ctrm 13-1

Division Judges- Special Sets

Judge Lindsey- Ctrm 14-2
Judge Butchko- Ctrm 3-2
Judge Ruiz-Cohen- Ctrm 8-2
Judge Lopez- Ctrm 12-1
Judge Walsh- Ctrm 5-1
Judge Bagley- Ctrm 5-2
Judge Arzola- Ctrm 11-1
Judge Hendon- Ctrm 14-1
Judge Freeman- Ctrm 13-1
Judge B. Miller- Ctrm 4-1

FMC- Courtroom 3-3 (Walk-in calendar)

Cancellation of sale- 8:15am

Friday

Division Trials- Oct. 23

Judge J.Rodriguez-Ctrm 4-1
Judge Bagley-Ctrm 5-2
Judge Rebull-Ctrm 8-1
Judge Lopez-Ctrm 12-1
Judge Ruiz-Cohen-Ctrm 8-2
Judge B.Miller-Ctrm 4-1
Judge Marin-Ctrm 14-1
Judge Cueto- Ctrm 8-2
Judge R.Rodriguez-Ctrm 4-2
Judge Thomas-Ctrm 13-2
Judge Thornton- Ctrm 10-1
Judge Freeman- Ctrm 13-1
Judge Bailey- Ctrm 6-1
Judge Hendon- Ctrm 14-1
Judge Walsh- Ctrm 5-1
Judge Butchko- Ctrm 3-2
Judge Sanchez-Llorens-Ctrm 11-1

Visiting/County Judges Trials

Judge Cohn
Judge Stein
Judge Cuesta
Judge Johnson
Judge Multack
Judge King
Judge Lehr
Judge Marino-Pedraza

Division Judges- Motion Calendar

Division Judges- Foreclosure Motion Calendar

10:30am Judge Freeman Rm 1304/Ctrm 13-1

Division Judges- Special Sets

Judge Lindsey- Ctrm 14-2
Judge Butchko- Ctrm 3-2
Judge Bagley- Ctrm 5-2
Judge Walsh- Ctrm 5-1
Judge Arzola- Ctrm 11-1
Judge Hendon- Ctrm 14-1
Judge Freeman- Ctrm 13-1
Judge B. Miller- Ctrm 4-1

FMC- Courtroom 3-3 (Walk-in calendar)

Cancellation of sale- 8:15am

Dade County Courthouse **Building Remodeling Costs**

73 W. Flagler Building - **Attachment B**

Floor	Square Feet	No. of Floors	Total Square Feet	No. of Usable Courtrooms	Cost/S.F.	Total
Basement	27,225	1	27,225	0		
1st Floor	22,950	1	22,950	0		
Mezzanine	6,300	1	6,300	0		
2nd Floor	22,275	1	22,275	0		
3rd Floor	27,225	1	27,225	3		
4th Floor	17,325	1	17,325	4		
5th Floor	13,275	1	13,275	2		
6th Floor	17,325	1	17,325	4		
7th - 15th Floors	5,625	9	50,625	0		
16th - 20th Floors	5,625	5	28,125	0		
			232,650	13	$200	**$46,530,000**

Preliminary Design Review of Typical Proposed Courtroom Floor at 140 W. Flagler Building by Daniel J. Hall of the National Center for State Courts sent to Miami-Dade County Courts at their request (1st Review):

(The comments from Daniel J. Hall, who holds himself out as an architect, bnt who may not be an architect according to the records of the state of Colorado, are below and the responses by Maria Luisa Castellanos, R. A., who is a registered architect in the state of Florida, are in bold below Mr. Hall's comments. Mr. Hall's Resume is attached, Attachment C-3.)

Thank you for the opportunity to review the proposed courtroom floor layout of the 140 W. Flagler building dated September 14, 2015. The NCSC has assessed the proposed court floor layout plan to evaluate the building's suitability for future court use, giving consideration to the unique functional requirements of the modern courthouse environment. This letter is not meant to be an exhaustive investigation on building renovation feasibility in terms of cost and building infrastructure; rather, this assessment is intended as a preliminary opinion of whether the building is a good candidate for court use, given the existing building configuration and proposed layout plan.

The NCSC has reviewed the proposed layout in comparison to courthouse planning and design principles used by the NCSC in courthouse planning and design projects across the country and which are described in detail in the NCSC publication, *The Courthouse: A Planning and Design Guide for Court Facilities.* The review highlights a number of functional issues observed in the proposed layout plan which are not consistent with modern courthouse design principles and may negatively impact the Court's environment and function. Considerations included in the preliminary review include:

1. Does the proposed layout provide adequate functional space? Functional space adequacy refers to the appropriateness of the court environment and the adequacy of the space provided for the court and court-related offices within the facility. Consideration is given to both the amount of space provided and the arrangement of space provided.
2. Is proper adjacency and circulation provided? Adjacency and circulation refers to the physical a association of functional spaces as well as the orderly and efficient movement of people from one space to another in the facility.
3. Does the proposed layout enhance security and safety? Security and safety refers to interior access control and facility circulation zoning. In addition, consideration is given to the proposed design's compliance with life safety codes.
4. Does the proposed layout provide proper access to the court? Accessibility refers to the ease with which public visitors can reach their destination and receive services and the convenience with which judges and court employees are able to accomplish their work. Accessibility issues also apply to physical barriers that may prohibit building users and visitors who are impaired from getting to, entering, or using the services provided that are essential for free and open access to justice.

Based on the above criteria and NCSC's observation of the proposed layout plan, it does not appear that the 140 W. Flagler building is suitable for housing court operations. Furthermore, it does not appear that the utilization of the building may offer adequate space to house all of the needed courtrooms. Therefore, any court space utilization strategy involving the 140 W. Flagler building will likely require that the Civil Court be split into multiple locations, a result which the NCSC believes will greatly hinder the courts ability to provide effective service to the public. The following comments highlight the initial concerns present in the NCSC's review of the proposed court floor layout plan:

Public Areas

- There does not appear to be adequate waiting space outside of the courtrooms for the general

public. It is unclear where the public will wait given the potential large volume of visitors to the three courtrooms situated on the courtroom floor. In most courthouse projects observed by the NCSC, the corridor outside of the waiting area is typically 12 '- 16' wide so as to accommodate benches and other waiting spaces. In comparison, the public corridor outside the courtrooms observed in the proposed plan appear to be approximately 6' in width.

The writer of this document chose to ignore what I said in the paper that accompanied the plan. I specifically said that the public would wait in the lobbies downstairs and no one would be allowed in the puhlic elevators to go up until it was time to seat everyone in the courtroom. This gives an additional level of protection by not allowing people to wander throughout the halls in the building without a purpose.

- It does not appear there will be opportunity to introduce natural light to public areas in the proposed plan.

  Since this writer was given a quick sketch and not completed architectural drawings, he misinterpreted the exterior walls. The exterior walls are all glass with stone. This will be left intact as much as possible. The courtrooms will all bave natural light.
- There are no courtroom sound lock vestibules present in the proposed layout plan. Vestibules are important for controlling noise and serve as a buffer between loud public lobbies and the more serious and formal environment of the courtroom. **See revised plan. These vestibules have been added.**
- There are a total of four attorney client conference rooms which is less than the typical ratio of two atty/client conference rooms for every one courtroom typically observed by the NCSC in courthouse planning and design projects.

  I have added atty./client conference rooms. There are a total of 8 on the floor for three courtrooms.

Courtrooms

- The courtroom design typical to all three of the courtrooms observed in the proposed layout plan appears dysfunctional in many regards. It is likely that the existing building floorplate configuration and a desire to maximize the number of courtrooms, situated on each floor may be driving the current courtroom design rather than programmatic requirements and the functional needs of the court. It is the opinion of NCSC that there is not adequate space available on the floor layout to accommodate three complete court sets as proposed in a manner that respects accepted courthouse design standards and principles.

  There is no practical way to make the courtrooms bigger by reducing the number of courtrooms due to the position of columns in the center of the building which cannot be removed. So this is one way that the floor plate can yield the most number of courtrooms. My plan is practical and very efficient. <u>There is really very little wasted space</u>. I have made some revisions to that the plan now addresses some of the issues you brought up.

  Yes, I think that maximization of useful space and no wasted space is an important issue to address in courtroom design as taxpayers have to pay for these spaces. In my opinion as a registered architect, all of the programmatic requirements have been addressed in the plan and every person can see every other person in the courtroom, particularly the judge, the jury, the court reported and the attorneys.

Therefore, consideration should be given to reducing the number of courtrooms proposed on the floor from three to two courtrooms. Specific issues noted include the following:

- The judge's bench is situated at the center of the courtroom rather than at one end or corner of the courtroom as is common practice in courtroom design. The proposed arrangement presents a challenge for the sitting judge to maintain visual control of the courtroom. For example, the judge would have to maintain an impractical 180 degree field of vision to be able to observe jurors and spectators in the galley simultaneously. **It is unusual, but not impossible. There are theaters in the round as well as churches which use this configuration. Just because it is not normally done does not mean it could not work. In fact, this configuration brings everyone closer together than in a normal courtroom where the judge is so far from the spectators and therefore can hardly heen seen. This is a very comfortable and practical floor plan. Also, see Attachment E which has variations on the design of the courtroom itself. There is a round courtroom by Frank Lloyd Wright and a "corner bench" designed courtroom in Hialeah by HOK.**
- The witness stand is placed in front of the judge which will likely hinder the judges' ability to see the witness's face during testimony. **I have relocated the witness stand and the court reporter. See new plan.**
- The court reporter stand is placed behind the bench which will restrict the court reporter's ability to observe and hear court proceedings. Typically, the reporter station is placed immediately in front of the bench in clear view of all court participants. **I have done that now. See the new plan.**
- There is no workstation provided for a courtroom clerk. **The clerk can share the long desk for the baliff but I do not see this provided in other plans I have seen.**
- Access to the courtrooms in a common public hallway in the proposed layout plan is shared between the general public, judges, court staff, and jurors. The lack of separate entrance points into the courtroom is in direct contradiction to modern courtroom and courthouse design principles which require that separate zones of circulation be provided for various courtroom participants in order to maintain security and safety among the various user groups.

  This is patently not true. The judge only shares the public space for just a few feet. The rest of the time he is secluded behind closed doors in the areas that are restricted to courtroom staff. This plan provides for direct access from the parking to the restricted hallway for staff. The public only uses the public elevators and does not share the elevators or the restricted hallway at all. In fact, in the existing Miami-Dade Courthouse does not have these separation of hallways and all the elevators and hallways are accessible by the public. To this day I have never heard of an incident where this has been an issue.
- Jurors accessing the juror box in the proposed layout from either the main courtroom entrance or juror deliberation must pass immediately past the public galley. This may present problems and create potential for juror contamination or juror intimidation.
- The proposed location of the evidence display screens shown behind the counsel tables may not be viewable to attorneys who are presenting a case. It is unclear from the proposed layout where evidence display screens may be placed in a manner that could be viewed by all courtroom participants. There are three of them. **Of course, they are viewable!**
- Access from the back of the courtrooms into the proposed new egress stairs should be checked for compliance with the International Building Code in terms of exit width required. **We don't use the International Building Code. Before this person comments, he should**

know what building code we use. We use the Florida Building Code and we have added two complete stairs to an existing building that had only two stairs so I am sure that this will be acceptable. However, any design would have to be a permitted and this requirement can be verified with the building department at a later date.

Jury Deliberation Rooms

- The jury deliberation rooms as shown on the proposed layout plan are approximately 200 square feet in size which is significantly less than typically observed by the NCSC in other courthouse projects. Given the architectural industry standard of providing 25 sf for every occupant in a conference room, a twelve person jury deliberation room should be sized at 300 sf. Additionally, the small space provided may limit the ability of wheelchair bound jurors to maneuver in and out of the jury deliberation rooms. **It seems that NCSC loves wasting space. The furniture is to scale so the jurors can be accommodated in these spaces. People in a wheelchair can also fit just fine! There are three jury rooms. Anyone who can read a plan and see scaled furniture can see that the furniture fits just fine. Not only is there room for the jury, there is additional room for storage and coffee.**
- There are no rest rooms provided in the jury deliberation suites as shown on the proposed layout plan. **I added rest rooms to the jury area. See new plan**. The provision of at least one restroom within the jury deliberation suite is a critical program requirement and the use of public rest rooms for use by deliberating jurors is not considered acceptable. The requirement for a private set of juror restrooms is maintained so that juror confidentiality is ensured and to limit potential for juror contamination and/or intimidation.

Judges' Chambers

- The judges' chambers as shown on the proposed layout plan are approximately 200 square feet in size which, like the jury deliberations rooms, is significantly less than typically observed by the NCSC in other courthouse projects. The small space provided may limit the ability of judges to be able to conduct meetings with parties in chambers. **Again, your size judges' chambers are too large. I have shown furniture to scale, so an "L" shape desk can be accommodated along with a small table which will accommodate 4 chairs. This should be fine for the judges. In case they need to have a larger meeting, I also included three additional conference rooms.**

I am pleased to provide this preliminary analysis and hope you will find review helpful.

Sincerely,

Architect/Senior Consultant
National Center for State Courts

This response to Mr. Hall above is respectfully submitted by Maria Luisa Castellanos, R.A.

Preliminary Design Review of Typical Proposed Courtroom Floor at 140 W. Flagler Building by Daniel J. Hall of the National Center for State Courts sent to Miami-Dade County Courts at their request (2nd Review):

(The comments from Daniel J. Hall, who holds himself out as an architect, but who may not be an architect according to the records of the state of Colorado, are below and the responses by Maria Luisa Castellanos, R. A., who is a registered architect in the state of Florida, are in bold below Mr. Hall's comments. Mr. Hall's Resume is attached, Attachment C-3.)

Thank you for the opportunity to review the proposed courtroom floor layout of the 140 W. Flagler building dated November 17. 2015. This is the second drawing of the proposed 140 W. Flagler building layout reviewed by NCSC (The first layout reviewed was dated September 14, 2015). Similar to the review of the first layout concept, the NCSC has assessed the proposed court floor layout plan to evaluate the building's suitability for future court use, giving consideration to the unique functional requirements of the modern courthouse environment. This letter is not meant to be an exhaustive investigation on building renovation feasibility in terms of cost and building infrastructure; rather, this assessment is intended as a preliminary opinion of whether the building is a good candidate for court use, given the existing building configuration and proposed layout plan.

The NCSC has reviewed the proposed layout in comparison to courthouse planning and design principles used by the NCSC in courthouse planning and design projects across the country and which are described in detail in the NCSC publication, *The Courthouse: A Planning and Design Guide for Court Facilities.* The review highlights a number of functional issues observed in the proposed layout plan which are not consistent with modern courthouse design principles and may negatively impact the Court's environment and function. Considerations included in the preliminary review include:

I. Does the proposed layout provide adequate functional space? Functional space adequacy refers to the appropriateness of the court environment and the adequacy of the space provided for the court and court-related offices within the facility. Consideration is given to both the amount of space provided and the arrangement of space provided.
2. Is proper adjacency and circulation provided? Adjacency and circulation refers to the physical association of functional spaces as well as the orderly and efficient movement of people from one space to another in the facility.
2. Does the proposed layout enhance security and safety? Security and safety refers to interior access control and facility circulation zoning. In addition, consideration is given to the proposed design's compliance with life safety codes.
3. Does the proposed layout provide proper access to the court? Accessibility refers to the case with which public visitors can reach their destination and receive services and the convenience with which judges and court employees are able to accomplish their work. Accessibility issues also apply to physical barriers that may prohibit building users and visitors who are impaired from getting to, entering, or using the services provided that are essential for free and open access to justice.

After reviewing the courtroom floor layout dated November 17, 2015, it is the opinion of the NCSC that the proposed layout does not address the fundamental design issues raised in the NCSC assessment of the previous floor plan. Furthermore, it does not appear that the utilization of the building may offer adequate space to house all of the needed courtrooms. Therefore, any

court space utilization strategy involving the 140 W. Flagler building will likely require that the Civil Court be split into multiple locations, a result which the NCSC believes will greatly hinder the courts ability to provide effective service to the public. A summary of observed potential design deficiencies that are yet unresolved from the previous layout concept is included below:

Public Areas

- There does not appear to be adequate waiting space outside of the courtrooms for the general public. It is unclear where the public will wait given the potential large volume of visitors to the three courtrooms situated on the courtroom floor. In most courthouse projects observed by the NCSC, the corridor outside of the waiting area is typically 12' - 16' wide so as to accommodate benches and other waiting spaces. In comparison, the public corridor outside the courtrooms observed in the proposed plan appear to be approximately 6' in width.

  We already commented on this on the first review, everyone waits downstairs on the ground floor. This allows for better security so that the public is not wandering the halls.

  Since there is no waiting area upstairs and no benches, there is no need to waste space with extra wide hallways. The amount of circulation is small since there are only 3 courtrooms per floor.

- It does not appear there will be opportunity to introduce natural light to public areas in the proposed plan.

  The courtroom is a public area and will have windows. We said this previously as well. If he means that the hallways don't have a window, that is true of many buildings and is not a reason to reject a floor plan. Again, people are not going to spend a great deal of time in the hallways in this proposed plan. The idea is to get into the elevators and get to the courtroom as soon as possible.

Courtrooms

- The courtroom design typical to all three of the courtrooms observed in the proposed layout plan appears dysfunctional in many regards. It is likely that the existing building floorplate configuration and a desire to maximize the number of courtrooms, situated on each floor may be driving the current courtroom design rather than programmatic requirements and the functional needs of the court. It is the opinion of NCSC that there is not adequate space available on the floor layout to accommodate three complete court sets as proposed in a manner that respects accepted courthouse design standards and principles. Therefore. consideration should be given to reducing the number of courtrooms proposed on the floor from three to two courtrooms. Specific issues noted include the following:

  What is dysfunctional is the amount of wasted space in the plans that the NCSC proposes. There is no reason these courtrooms would not be viable as they are often larger and with better visibility than the DCC which has been operating and where the judges have been rendering verdicts for years.

- The judge's bench is situated at the center of the courtroom rather than at one end or corner of the courtroom as is common practice in courtroom design. The proposed arrangement presents a challenge for the silting judge to maintain visual control of the courtroom. For example, the judge would have to maintain an impractical 180 degree field of vision to be able to observe jurors and spectators in the galley simultaneously.

  There are no columns in the way and there is no reason why a judge could not control this room. It is obvious he can see everything from where he sits. Please see the photo in Attachment F and imagine the spectators opposite the jury. That would be the only difference.

  Access to the courtrooms in a common public hallway in the proposed layout plan is shared between the general public, judges, court staff, and jurors. The lack of separate entrance points into the courtroom is in direct contradiction to modern courtroom and courthouse design principles which require that separate zones of circulation be provided for various courtroom participants in order to maintain security and safety among the various user groups.

  There is one central hallway for the public, but the judges and staff do not share elevators or their administrative area with the public. Where the public and staff intersect are very small areas.

Jury Deliberation Rooms

- The jury deliberation rooms as shown on the proposed layout plan are pproximately 200 square feet in size which is significantly less than typically observed by the NCSC in other courthouse projects. Given the architectural industry standard of providing 25 sf for every occupant in a conference room, a twelve person jury deliberation room should be sized at 300 sf. Additionally, the small space provided may limit the ability of wheelchair bound jurors to maneuver in and out of the jury deliberation rooms.

  There is nothing sacred in these square feet calculations. The National Center for State Courts is an organization made up mostly of judges and court personnel. See Attachment D for their Board of Directors. Then, see their staff at http://www.ncsc.org/Contact.aspx#Court-Consulting-Services . There is no one there who even calls himself an architect.

- New comment 12/9/2015: Of particular concern is the size and width of the deliberation depicted on the bottom left portion of the drawing. The size of this room is approximately 150 SF and the width is nine feet. It is recommended that the width of deliberation rooms be no less than 11 feet.

  This is not even true. The jury rooms are 230 S.F., 267 S.F. and 270 S.F. I have now shown these square footages in the plan.

Judges' Chambers

- The judges" chambers as shown on the proposed layout plan are approximately 220 square feet in size which, like the jury deliberations rooms, is significantly less than typically observed by the NCSC in other courthouse projects. The small space provided may limit the ability of judges to be able to conduct meetings with parties in chambers.

This is another one of those numbers taken out of the air with no particular requirement by any code. My plan is intended to resolve a problem – add additional courtrooms to a system which seems to need more space. But this plan is not intended to build a monument to the court system.

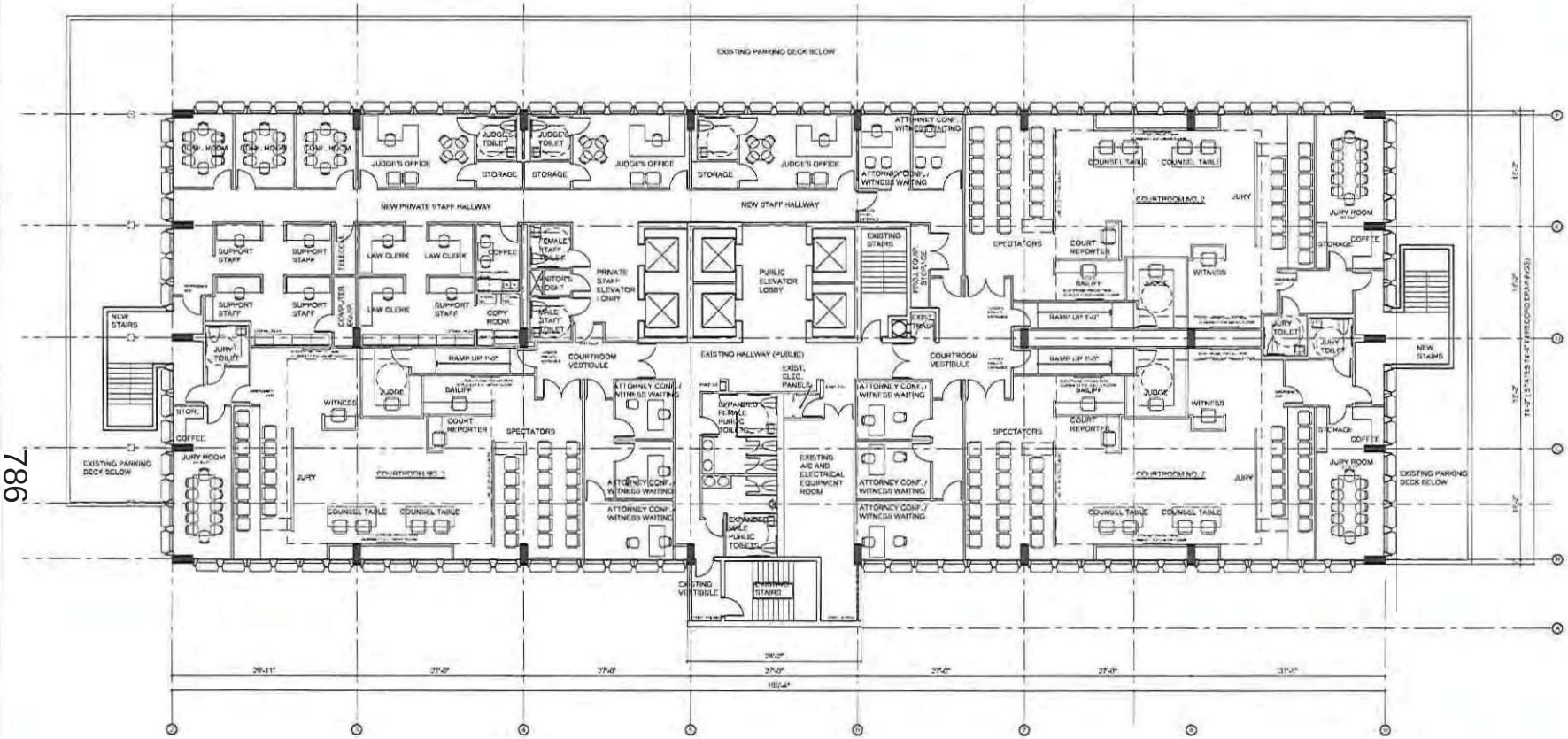
I am pleased to provide this preliminary analysis and hope you will find review helpful.

Sincerely.

Architect/Senior Consultant
National Center for State Courts

This response to Mr. Hall above is respectfully submitted by Maria Luisa Castellanos, R.A.

ATTACHMENT D



140 W. FLAGLER STREET, MIAMI, FLORIDA TYPICAL PROPOSED COURTROOM FLOOR PLAN, FLOORS 10 THROUGH 16 OR 7 FLOORS (YIELDS 21 NEW COURTROOMS)
9TH FLOOR PROPOSED COURTROOM FLOOR PLAN, FLOOR SIMILAR (YIELDS AT LEAST 2, POSSIBLY 3 NEW COURTROOMS)

SCALE = 1/8" = 1'-0"

GRAPHIC SCALE

NOTES:

1. FLOOR NO. 9 IS ATYPICAL ACCORDING TO THE RECORD ARCHITECTURAL DRAWINGS. IT HAS AN EXTRA STAIRS IN THE NW CORNER BUT AT LEAST TWO MORE COURTROOMS COULD FIT ON THAT FLOOR AND THRICE IF THAT STAIRS COULD BE ELIMINATED.

2. THIS DRAWING IS TAKEN FROM THE RECORD ARCHITECTURAL DRAWINGS. HOWEVER THIS IS NOT MEANT TO BE A FINAL SET OF ARCHITECTURAL PERMIT DRAWINGS. THIS IS JUST A PARTI SHOWING WHAT LIKELY COULD BE DONE. BEFORE ANYTHING LIKE THIS COULD BE EXECUTED, EXTENSIVE RESEARCH SHOULD BE DONE WITH THE FLORIDA BUILDING CODE AND MEETINGS WITH THE BUILDING OFFICIALS AND THE FIRE DEPARTMENT. I CHECKED WITH MY STRUCTURAL ENGINEER AND HE THOUGHT THAT THE ADDITION OF THE NEW ELEVATOR SHAFTS COULD BE DONE. MY ELECTRICAL ENGINEER THOUGHT THAT COURTROOMS WOULD USE LESS POWER THAN OFFICE SPACE, SO NEW COURTROOMS WOULD NOT PRESENT A PROBLEM TO THE EXISTING ELECTRICAL IN THE BUILDING.

AREA CALCULATIONS AND COSTS

FLOORS 10 THROUGH 16; AREA WITHIN PRECAST PERIMETER, EXCLUDING EXTERIOR CORNER COLUMNS = 14,420 SQUARE FEET ON EACH FLOOR; 14,420 X 7 FLOORS =	100,940 S.F.
FLOOR 9: SIMILAR =	14,420 S.F.
GROUND FLOOR REMODELING: LETS SAY FOR DISCUSSION PURPOSES, THE GROUND FLOOR IS 75% OF THE TYPICAL FLOOR OR	10,815 S.F.
TOTAL INTERIOR SPACE TO BE REMODELED	126,175 S.F. AT $250/S.F. = $31,542,750
ADD THE COST OF THE ELEVATORS AND ELEVATOR SHAFTS = $40,000 PER FLOOR; $40,000 x 16 FLOORS =	$ 640,000
AREA OF EACH NEW STAIRS = 200 SQUARE FEET ON EACH FLOOR X 2 = 400 SQUARE FEET FOR ALL FLOORS DOWN TO THE BOTTOM FLOOR; 400 S.F. x 16 FLOOR = 6,400 S.F. AT $350/S.F. =	$ 2,240,000
AREA OF PARKING GARAGE AT 14,420 S.F. PER FLOOR, FLOORS 2 THOUGH 8 OR 7 FLOORS; 14,420 S.F. x 7 FLOORS x $50/S.F. =	$ 5,047,000
AREA OF GROUND FLOOR PARKING GARAGE AT 25% OF 14,420 S.F. = 3,605 x $30/S.F. =	$ 108,150
TOTAL COST FOR A REMODELED BUILDING	$39,578,000

UNITED ARCHITECTS, INC.
ARCHITECTS, SPACE PLANNERS, CONSTRUCTION CONSULTANTS
TEN-MAC RAW TRACS INTO TRANSITIONAL, LOWER TABLE, INSPIRED BUILDINGS AND RESPONSES
ROYAL BANK Financial Plaza, S.E. 201 Biscayne Blvd.
FLORIDA 33132-2304

TYPICAL PROPOSED COURTROOM FLOOR
AT THE 140 W. FLAGLER BUILDING
MIAMI FLORIDA

REVISIONS | BY | SEAL

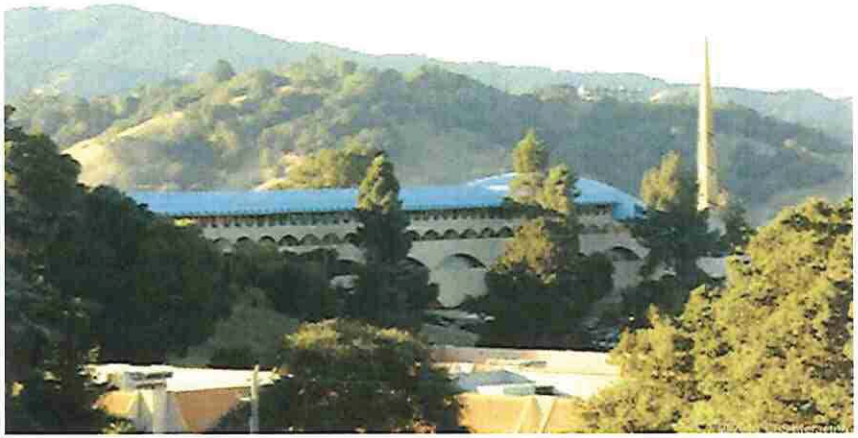
UNITED ARCHITECTS, INC. LICENSE NO. AAC001217
M.L. CASTELLANOS, R.A. LICENSE NO. AR0007758

Date NOV. 17, 2015
Scale SEE DWGS.
Sheet A.1
Of 1 Sheets

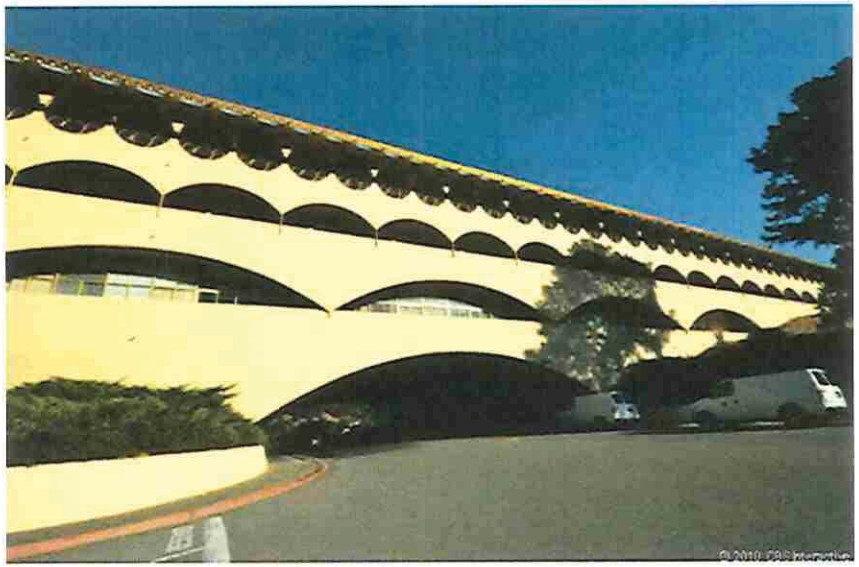
Round Courtrooms

Marin County Civic Center, 1962
Frank Lloyd Wright and Aaron Green

Attachment E



- Early example of round courtroom.
- Popular in 1970s and 1980s
- Extremely rare today –no examples in current Retrospective



787

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Hialeah Courthouse, Hialeah FL
HOK

Fairfax County Courthouse, Fairfax VA
HDR Architects / Kallman McKinnell & Wood

Both corner bench and center bench arrangements are common throughout current Retrospective.

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COST ESTIMATES ACCORDING TO INTERNAL SERVICES DEPARTMENT (ISD)

Attachment G-1

	140 W. Flagler Street						
	Costs	Court Floors Sq. Ft.	Parking Sq.Ft.	All Floors Sq. Ft.	Court Floors Per Sq. Ft	Parking Per Sq. Ft	Cost all floors Per Sq. Ft.
					at 75% of cost	at 25% of cost	
A/E Professional Services @ 14.6%	**$9,521,061**						
Design Services	$7,267,986						
Design Contingency	$726,799						
Reimbursable Expenses	$72,680						
Dedicated Allowance	$1,453,597						
Total Design Services	**$9,521,061**	132,575 (incl. Add. Stairs)	100,940	233,515			**$40.77**
Construction Cost	$59,472,597						
Construction Contingency	$5,947,260						
Total for Construction	**$65,419,857**	132,575 (incl. Add. Stairs)	100,940	233,515	**$370/S.F.** Court Rooms	**$162/S.F.** Parking	**$280.00**
DIV 17 (IT/AV)	**$4,560,000**			233,515			**$19.52**
Art in Public Places @ 2.6 % of Const.	**$1,668,827**			233,515			$7.15
ISD Fees, Labor, Permits, etc.	**$15,686,321**			233,515			**$67.17**
Temporary Works to accom. MDCC							**Not required**
Furniture, Fixtures, & Equip.	**$8,280,234**			233,515			**$35.46**
Total for Security	**$2,700,000**			233,515			$11.56
TOTALS	**$107,836,300**			233515			**$461.80**

This document prepared by Maria Luisa Castellanos using ISD cost estimates

Here in this document you can see how off the cost estimates are. The 140 W. Flagler Street building is about half parking. So if if we assume 75% of the cost of the facility will go to the courtrooms, the parking number is still too high at $162 per square foot. The parking at most will need a few repairs and painting. So how can someone spend that kind of money on this building?

COST ESTIMATES ACCORDING TO INTERNAL SERVICES DEPARTMENT (ISD)

Attachment G-2

	73 W. Flagler *			Library			New Proposed Building			
	Costs	Sq. Ft.	Per Sq. Ft.		Sq. Ft.	Per Sq. Ft.	From HOK Report		Sq. Ft.	Per Sq. Ft.
A/E Professional Services				$1,899,935			A/E Professional Services @11.9%	$30,000,000		
Design Services				$1,450,332						
Design Contingency				$145,033						
Reimbursable Expenses				$14,503						
Dedicated Allowance				$290,067						
Total Design Services				$1,899,935	57,400	$33.10	Total Design Services	$30,000,000		$38.39/S.F.
Construction Cost				$10,984,838			Construction cost	$205,000,000		
Construction Contingency				$1,098,484			Site Develop./Remediation	$6,000,000		
							Contingency + Escalation	$42,000,000		
Total for Construction	$146,114,407	273,884	$533.49	$12,083,322	57,400	$210.51	Total for Construction	$253,000,000	620,000	$408.06
DIV 17 (IT/AV)	$0			$1,520,000	57,400	$26.48	DIV 17 (IT/AV)	40,000,000	620,000	$64.51
Art in Public Places	$0			$357,665	57,400	$6.23	Art in Public Places @ 2.0% of Const.	5,000,000	620,000	$8.06
ISD Fees, Labor, Permits, etc.	$0			$3,271,540	57,400	$57.00	ISD Fees, Labor, Permits, Testing	12,000,000	620,000	$19.35
Temporary Works			Not required				Temporary Works to accom. MDCC	3,000,000	620,000	
Furniture, Fixtures, & Equip.	$0		$0.00	$3,154,375	57,400	$54.95	Furniture, Fixtures, & Equipment	18,000,000	620,000	$29.03
Total for Security				$900,000	57,400	$15.68	Total for Security	Not available		
TOTALS	$146,114,407	273,884	$533.49	$23,186,837	57,400	$403.95	TOTALS	$358,000,000	620,000	$577.42

This document prepared by Maria Luisa Castellanos using ISD cost estimates

* There is a memorandum from Mayor Carlos Gimenez to Chairwoman Rebeca Sosa dated Sept. 2, 2014 in which he states, "ISD has estimated the cost to renovate the current courthouse at $25 million to allow for an operational lifespan of up to 5 years or $47 million to allow for an a lifespan of up to 10 years. " What happened to that cost estimate? Also, in that same memorandum, it says, "... the annual operational and maintanance costs for the new courthouse is estimated at $8,000,000." Multiply that out & the maintenance cost is $240,000,000 over 30 years and not $148,608,390 as shown in the majority report Attachment B.

140 W. Flagler Street Cost Estimate Provided by ISD

Attachment G-3

AE Professional Services

$ 7,267,986 Design Services
$ 726,799 Design Contingency
$ 72,680 Reimbursable Expenses
$ 1,453,597 Dedicated Allowance
$ 9,521,061 Sub-Total for Design Services

Scope of Work: Full Interior and Exterior renovation of the existing 140 Building to convert existing office spaces into courtrooms. Work includes, but not limited to: 01) Interior renovations and finishes, including Mechanical, Plumbing, Sprinkler System, Building Management System, Smoke Management System, and Electrical Systems; 02) Parking Structure renovations; 03) New egress stairs; 04) New Elevator shafts and Elevators; 05) New Roof; 06) Exterior Cladding repairs; and 7) New Exterior Windows and Storefronts.

Dedicated Design Allowance includes design for Voice/Data Communications, Electronic/Audio Visual, Security, LEED Consultation, Interior Design, and Extended Construction Administration services.

Construction Cost

$ 59,472,597 Construction
$ 5,947,260 Construction Contingency
$ 65,419,857 Sub-Total for Construction

Furniture and Fixtures (FF&E)

$ 8,280,234 Sub-Total for FF&E

Security

$ 2,700,000 Sub-Total for Security

Tel/Data Infrastructure

$ 4,560,000 Sub-Total for IT

Art in Public Places (APP)

$ 1,668,827 Sub-Total for APP

ISD Fees, Labor, Permits, Testing, Contingency for cost Escalation

$ 15,686,321 Sub-Total for Other

Total Project Cost = $ 107,836,300

Cost Breakdown from ISD for the 140 W. Flagler Building

Attachment G-4

This is the breakdown based on the scope of work we provided for the **$59,472,597** construction cost.
Construction Cost Breakdown (For Budget Purposes):

01) Interior renovations and finishes;
a. $13,800,000

02) Mechanical;
a. $ 5,100,000

03) Sprinkler System;
a. $ 2,400,000

04) Building Management System;
a. $ 1,600,000

05) Smoke Management System;
a. $ 1,400,000

06) Electrical Systems;
a. $ 2,400,000

07) Parking Structure renovations;
a. $ 2,472,597

08) New egress stairs;
a. $ 2,600,000

09) New Elevator shafts and Elevators;
a. $ 5,500,000

10) New Roof;
a. $ 2,400,000

11) Exterior Cladding repairs;
a. $11,500,000

12) New Exterior Windows and Storefronts.
a. $ 8,300,000