

Memorandum



Date: April 5, 2017

Agenda Item No. 2(B)2

To: Honorable Chairman Esteban L. Bovo, Jr.
And Members, Board of County Commissioners

April 18, 2017

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez", written over the printed name and title.

Subject: Second Miami-Dade Court Capital Infrastructure Task Force Report – Directive 161734

Pursuant to Resolution No. R-562-16 sponsored by Commissioner Rebeca Sosa and adopted by the Board of County Commissioners (Board) on June 21, 2016 establishing the Second Miami-Dade Court Capital Infrastructure Task Force (Task Force), attached is the final report of the Task Force findings and recommendations.

The Board created the Task Force for the purpose of conducting a more detailed, in-depth analysis of the recommendations of the first Miami-Dade Court Capital Infrastructure Task Force to consult with local universities, such as the University of Miami and Florida International University; and to recommend the best way to address courthouse capital needs, including, but not limited to, both the civil and criminal divisions of the Court along with recommending the best funding and delivery methodologies available for these purposes

While it is known that this community needs a new civil courthouse, there are no concrete funding sources at this time and the County continues to address many competing priorities. It should be noted that the new funding alternatives identified in this report should not be taken out of context. For example, the concept of selling downtown County assets for one-time revenue does not provide a long-term solution. Also, the reimbursement of GOB funds with money that is already appropriated as approved by the Board is not a source of new funding. My administration will continue to inform the Board on the status of this important effort.

The second 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
Geri Bonzon-Keenan, First Assistant County Attorney
Office of the Mayor Senior Staff

October 5, 2016

Report of the Second Miami-Dade Court Capital Infrastructure Task Force

EXECUTIVE SUMMARY

On June 21, 2016, the Miami-Dade Board of County Commissioners (Board) approved Resolution No. R-562-16 sponsored by Commissioner Rebeca Sosa creating a Second Miami-Dade Court Capital Infrastructure Task Force (Task Force). The purpose of this Task Force is to review and provide a more detailed analysis of the recommendations brought forward by the first Task Force, which was to build a new civil courthouse that 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. After further discussions with staff, the Eleventh Judicial Circuit, and members of the public, a more detailed delivery method with the funding alternatives has been provided in Attachment B. This includes past recommendations and provides further analysis on the delivery methods of those recommendations. This report has been adopted by the second Task Force in a 6-1 vote of all appointed members on October 5, 2016.

The second Task Force recommendations are provided to the Board to provide a civil courthouse that becomes the cornerstone of this community and a source of local pride. This second Task Force believes a new civil courthouse should include public space, such as a library, perhaps combining the law library and the public library, post office, art exhibits, flexible meeting space and shops to create a more civic destination for the community. If properly maintained and managed, it can serve as a community anchor that spurs economic revitalization and social interaction in the downtown area. Integrating multi-use space can turn court space into meaningful public places.

The second Task Force recommends that once the Criminal and Corrections Master Plan is completed, a task force, similar to this task force, be formed to study that master plan and recommend a way forward.

The initial cost of the new civil courthouse, providing 50 courtrooms, is \$360 million. This includes the actual construction of the building, furniture, fixtures and all equipment and information technology required. Several county-owned sites were identified in the downtown area for the location of the courthouse, so no real estate costs were included.

The second Task Force reviewed the 40 year life cycle cost analysis of a new civil courthouse building versus the historic Dade County Courthouse and three retrofitted existing buildings, 140 West Flagler, Main Library 3rd floor and the Miami-Dade County Courthouse.

1. The total cycle cost (initial cost + life cycle cost) for the three (3) retrofitted existing buildings is estimated to be \$593,335,133.
2. The total cycle cost for the new civil courthouse is estimated to be \$474,332,200.
3. The total cycle cost for the new civil courthouse costs \$119,002,933 less as compared to the retrofit of the three (3) existing buildings.

The second Task Force investigated the possible funding opportunities and made several recommendations for new sources of funds as illustrated in Attachment B. The second Task Force was able to identify existing funding opportunities totaling approximately \$250 million, coupled with the \$119 million life cycle cost savings referenced above, shows that the funding for the new civil courthouse is feasible. The second Task Force recommends that the new sources of funds that have been identified in Attachment B and still noted as to be determined, be investigated to determine future funding needs of the court system.

A conventional design bid build delivery method is recommended for the design and construction of a new civil courthouse. The second Task Force would also accept a P3 delivery method that is tailored to the needs of Miami-Dade County.

BACKGROUND AND PURPOSE

The Courts Capital Infrastructure Task Force was initially created by the Board on February 3, 2015, sponsored by Commissioner Rebeca Sosa, via Resolution No. R-144-15. The purpose of the first Task Force was 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; recommend mechanisms to finance the repairs and/or expansion of court facilities in the most efficient manner possible; and review the existing Court Infrastructure Master Plan and recommend amendments to such master plan as needed in the public interest. Their report was presented to the Board on February 11, 2016 and is attached as Exhibit 1.

Resolution No. R-562-16 created the second Task Force, repaneled with the same members, with the exception of adding Gary Winston, a representative from the State Attorney's Office. The resolution also asked that the report be presented to the Board, without Committee review, not later than 100 days following the adoption of the resolution. The second Task Force held six (6) meetings; on July 19, 2016, August 18, 2016, August 31, 2016, September 15, 2016, September 26, 2016 and October 5, 2016. Input was received from County staff, the County Attorney's Office, the Office of Intergovernmental Affairs, the Eleventh Judicial Circuit, and the Civil Master Plan Consultants in order for the task force to provide the best project delivery method to achieve the recommendations outlined in the first Miami-Dade Court Capital Infrastructure Task Force Report. The resolution called for the second Task Force to address the following:

1. Conduct a more detailed, in-depth analysis of the recommendations of the first Miami-Dade Court Capital Infrastructure Task Force;
2. Consult with local universities, such as the University of Miami and Florida International University; and
3. Create a detailed report recommending the best way to address courthouse capital needs, including, but not limited to, both the civil and criminal divisions of the Court and the best funding and delivery methodology to achieve those recommendations.

FINDINGS AND RECOMMENDATIONS

During deliberations, the second Task Force modified the Primary Need, as determined by the first Task Force, to include the requirement for the new civil courthouse to be LEED (Leadership in Energy and Environmental Design) Certified and consistent with a design that accommodates future sea level rise in the downtown Miami area. The revised Primary Need is restated below:

- **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, technologically current and LEED (Leadership in Energy and Environmental Design) Certified. 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.
- The courthouse should be located in downtown Miami. The following County-owned properties were identified as possible sites:
 - Adjacent to the Children's Courthouse
 - 140 West Flagler Street
 - 73 West Flagler Street
 - Downtown Motor Pool Lot
 - Cultural Center Plaza

Second Task Force Responsibility 1 - Conduct a more detailed, in-depth analysis of the recommendations of the first Miami-Dade Court Capital Infrastructure Task Force

In order for the Task Force to conduct a more in-depth analysis of the recommendations, the Task Force reviewed the life cycle costs for the Civil Court Facility Alternatives of a new civil courthouse building versus the Historic Dade County Courthouse and three retrofitted existing buildings as outlined in the first Task Force report. Life cycle cost estimate the total cost of the building from initial construction through operation and maintenance, for a portion of the life of the building. General guidelines for the life cycle costs of a building focus on features and systems most likely to impact long-term costs, such as the initial cost of new building systems and components, expected life, usually expressed in years, expected average yearly costs for maintenance and repair, and those maintenance and repair costs that occur only every few years. For this exercise, staff provided the expected life as 40 years. The Life Cycle Cost Analysis is shown in Attachment A and the results are summarized below:

4. At the end of 40 years, the total cycle cost (initial cost + life cycle cost) for the three (3) retrofitted existing buildings, 140 West Flagler, Main Library 3rd floor and the Miami-Dade County Courthouse is estimated to be \$593,335,133, while the total cycle cost for the new civil courthouse is estimated to be \$474,332,200. As such, over a 40 year

time frame, the new civil courthouse would cost \$119,002,933 less as compared to the retrofit.

5. At the end of the 40 years, the life cycle cost analysis factor for the three (3) retrofitted existing buildings is approximately 2.6 times higher as compared to the cost of a new civil courthouse.

Second Task Force Responsibility 2 - Consult with local universities, such as the University of Miami and Florida International University

Many efforts were made to engage the local universities, without success. Chairman Enrique Crooks and several other Task Force members, as well as County staff, contacted the University of Miami and Florida International University to seek participation.

Second Task Force Responsibility 3 - Create a detailed report recommending the best way to address courthouse capital needs, including, but not limited to, both the civil and criminal divisions of the Court and the best funding and delivery methodology to achieve those recommendations

The second Task Force acknowledges that an analysis of the criminal courthouse was premature since the Criminal Courts and Corrections Master Plan is still in progress. While the second Task Force focused its efforts on the primary need of a new civil courthouse, we recommend that a subsequent task force be impaneled to analyze those recommendations and look at new, innovative ways to finance a criminal courthouse that meets the needs of this community now and into the future.

Funding alternatives were extensively discussed with County staff, so that the second Task Force could provide a more detailed analysis to each of the funding alternatives provided in the first Task Force report. The second Task Force also is adding new funding alternatives as described in detail in Attachment B. In summary some of the new funding alternatives, the second Task Force looked at currently funded capital projects. It is recommended that the new civil courthouse be added to the capital project list in the FY 2017-2018 proposed budget, and that County administration revisit the capital projects to see if any funding can be reallocated and reprioritized to provide some funding for a new civil courthouse.

Another funding alternative this Task Force would like to submit for Board approval is to add to the 2017 Legislative Package raising the court filing fees, and increasing the Clerk of Court's recording fees. The Office of Intergovernmental Affairs should inform the State of our infrastructure needs and the lack of money locally and request that Miami-Dade County can add a surcharge, to the extent that it is reasonable, in order to keep this increment and help offset any debt service that is created in building a new civil courthouse.

It was discussed by Judge Bailey that there is the Courthouse Center Project Bond, which will mature on April 1, 2020. The second Task Force would like to reallocate any revenue source from those bond proceeds towards the funding of a new civil courthouse, a possible annual revenue source of approximately \$70 million.*

Delivery Method

A conventional design bid build delivery method is recommended for the design and construction of a new civil courthouse. The second Task Force would also accept a P3 delivery method that is tailored to the needs of Miami-Dade County. If the P3 method is utilized, the County should make its best effort to utilize tax exempt benefits.

This Task Force thanks the Board for allowing them the opportunity to revisit those recommendations from the first Task Force and be able to provide a more detailed analysis for your consideration. The administrative support of the Internal Services Department, and County administration, is also greatly appreciated.

*Assuming a \$4 million annual debt service payment at the current market interest rate, over a 30 year period.

ATTACHMENTS

- A) Life Cycle Cost Analysis
- B) Funding Alternatives

Table of Exhibits

1. Miami-Dade Court Capital Infrastructure Task Force Report
2. Meeting Agendas
3. Meeting Minutes
4. *Inside the Union Trust Building's \$100 million restoration*, article submitted by Task Force member Maria Luisa Castellanos
5. *Reinventing the Courthouse*, article submitted by Task Force member Gary Winston
6. National Center for State Courts Multnomah County, Oregon Circuit Court Courtroom Requirements Analysis Final Report May 2012, submitted by Task Force member Maria Luisa Castellanos
7. Polk County Court Facilities Issue Paper, National Center for State Courts Fifth Judicial District of Iowa in the County of Polk (Greater Des Moines) *Collegial Chambers and Shared Courtrooms*, submitted by Task Force member Maria Luisa Castellanos
8. National Center for State Courts Multnomah County, Oregon, Circuit Court New Central Courthouse Planning and Space Programming Final Report August 2014, submitted by Task Force member Maria Luisa Castellanos
9. Presentation on the Miami-Dade County Courthouse by Task Force member Maria Luisa Castellanos
10. Presentation on the Civil Courthouse Master Plan Update by Daniel Perez-Zarraga, AIA, Perez & Perez Architects Planners, Inc. and Dan Wiley of Dan Wiley & Associates.
11. Miami 21 Public Benefits Trust Fund Frequently Asked Questions submitted by Task Force member William Riley.
12. Eleventh Judicial Circuit of Florida Public Use of Court Facilities submitted by the Honorable Judge Bailey, Administrative Judge, Eleventh Judicial Circuit.
13. Minority Report submitted by Task Force member Maria Luisa Castellanos,

ATTACHMENT A

LIFE-CYCLE COST ANALYSIS (LCCA) NEW CIVIL COURTHOUSE VS. 140 WEST FLAGLER / MAIN LIBRARY 3RD FLOOR / MIAMI-DADE COUNTY COURTHOUSE

BUILDINGS	Initial Construction Cost		LCCA Cost 2025-2035 10 Years		LCCA Cost 2035-2045 10 Years		Initial + Accumulative LCCA Cost Total 20 Years		LCCA Cost 2045-2055 10 Years		Initial + Accumulative LCCA Cost Total 30 Years		LCCA Cost 2055-2065 10 Years		Initial + Accumulative LCCA Cost Total 40 Years			
	%	Initial Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost		
New Civil Courthouse	N/A	\$ 391,000,000	14.22%	\$ 51,341,130	16.22%	\$ 50,351,130	407,292,260	20.22%	\$ 50,561,190	17.22%	\$ 62,171,130	525,633,950	30.76%	\$ 33,187,932	588,024,520	\$		
140 West Flagler Retrofit	N/A	\$ 107,836,300	20.25%	\$ 21,895,121	22.78%	\$ 25,693,301	26,779%	\$ 26,874,480	30.76%	\$ 33,187,932	30.76%	\$ 33,187,932	30.76%	\$ 33,187,932	30.76%	\$ 33,187,932		
Main Library 3rd Floor Retrofit	N/A	\$ 23,195,847	59.04%	\$ 13,457,154	54.04%	\$ 14,848,965	55.04%	\$ 15,775,599	55.04%	\$ 15,775,599	72.04%	\$ 16,703,312	72.04%	\$ 16,703,312	72.04%	\$ 16,703,312		
Main+Osada County Courthouse Retrofit	N/A	\$ 85,514,407	115.32%	\$ 98,728,009	49.77%	\$ 42,811,441	433,787,033	53.60%	\$ 48,456,017	53.60%	\$ 48,456,017	526,893,968	63.42%	\$ 54,300,593	631,065,207	\$		
Subtotal (140 Bldg. / Library / Existing DCC)	N/A	\$ 216,937,554		\$ 124,050,283		\$ 83,095,195		\$ 93,108,336		\$ 93,108,336		\$ 104,191,638		\$ 104,191,638		\$		
2.61 Times Higher LCCA Costs (2025-2035)																1.51 Times Higher LCCA Costs (2035-2045)	1.59 Times Higher LCCA Costs (2045-2055)	1.68 Times Higher LCCA Costs (2055-2065)

2.61 Times Higher LCCA Costs (2025-2035) 1.51 Times Higher LCCA Costs (2035-2045) 1.59 Times Higher LCCA Costs (2045-2055) 1.68 Times Higher LCCA Costs (2055-2065)

The Life-cycle cost analysis (LCCA) is an estimating tool that assists in the process of evaluating the economic performance of a building over its entire life, balancing initial monetary investment with the long-term expense of owning and operating the building.

LCCA is defined as "the sum of all direct, indirect, recurring, and other related costs incurred in the planning, design, development, procurement, production, operations and maintenance, support, recapitalization, and final disposition of real property over its anticipated life span for every aspect of the program, regardless of funding source." LCCA estimates the total cost of the building from initial construction through operation and maintenance, for some portion of the life of the building (generally referred to as the LCCA "study life.") Because creating an estimate of life cycle cost estimate for every potential design element of a building would not be practical, the Guidelines for LCCA focus on features and systems most likely to impact long-term costs, such as: A) The initial cost of new building systems and components (mechanical systems, energy systems, electrical systems, building envelope, structural systems, etc.); B) The expected life, usually expressed in years; C) The expected average yearly costs for maintenance and repair; and D) Maintenance and repair costs that occur only every few years.

- The LCCA Factor for 10 years for the 3 retrofitted existing buildings is approximately 2.61 times higher (\$32,709,153) as compared to the cost of a New Civil Courthouse
- The LCCA Factor for 20 years for the 3 retrofitted existing buildings is approximately 1.51 times higher (\$29,146,065) as compared to the cost of a New Civil Courthouse
- The LCCA Factor for 30 years for the 3 retrofitted existing buildings is approximately 1.59 times higher (\$34,543,206) as compared to the cost of a New Civil Courthouse
- The LCCA Factor for 40 years for the 3 retrofitted existing buildings is approximately 1.68 times higher (\$42,020,708) as compared to the cost of a New Civil Courthouse

- \$227,024,520 LCCA Costs for the next 40 years for New Civil Courthouse
- \$414,447,553 LCCA Costs for the next 40 years for 140 West Flagler Retrofit / Main Library 3rd Floor Retrofit / Miami-Dade County Courthouse Retrofit

\$ 586,024,520 Total LCCA Costs, including initial construction costs, for the next 40 years for New Civil Courthouse

\$ 511,229,915 Total LCCA Costs, including suggested and unbudgeted construction costs, for the next 40 years for 140 West Flagler Retrofit / Main Library 3rd Floor Retrofit / Miami-Dade County Courthouse Retrofit

\$ 43,080,887 In Savings over the next 40 Years

Typical Yearly Operating and Maintenance Costs / Building:

- \$4,963,613 / Year - New Civil Courthouse
- \$1,809,085 / Year - 140 West Flagler Retrofit
- \$1,252,868 / Year - Main Library 3rd Floor Retrofit
- \$2,600,000 / Year - Miami-Dade County Courthouse Retrofit

General Note:

1. Future construction costs are not adjusted for inflation nor construction cost escalation.
2. LCCA % is a Percentage Factor of the Initial Construction Costs.

Updated: September 14, 2018.

LIFE CYCLE COST ANALYSIS (LCCA) (NEW CIVIL COURTHOUSE VS. MIAMI-DADE COUNTY COURTHOUSE)

BUILDINGS	Initial Construction Cost		LCCA Cost 2025-2035 10 Years		Initial + Accumulative LCCA Cost Total 10 Years	LCCA Cost 2035-2045 10 Years		Initial + Accumulative LCCA Cost Total 20 Years	LCCA Cost 2045-2055 10 Years		Initial + Accumulative LCCA Cost Total 30 Years	LCCA Cost 2055-2065 10 Years		Initial + Accumulative LCCA Cost Total 40 Years
	%	Initial Cost	%	LCCA Cost		%	LCCA Cost		%	LCCA Cost		%	LCCA Cost	
New Civil Courthouse	N/A	\$ 361,000,000	14.22%	\$ 51,341,130	\$ 412,341,130	15.22%	\$ 54,951,130	\$ 467,292,260	16.22%	\$ 59,561,130	\$ 526,853,390	17.22%	\$ 62,171,130	\$ 588,024,520
Miami-Dade County Courthouse Retrofit	N/A	\$ 85,814,407	115.32%	\$ 98,728,008	\$ 184,342,415	49.77%	\$ 42,511,441	\$ 226,853,856	58.80%	\$ 49,486,017	\$ 275,409,873	63.42%	\$ 54,300,593	\$ 329,710,466

\$ 588,024,520 Total LCCA Costs, including initial construction costs, for the next 40 years for New Civil Courthouse

\$ 329,710,466 Total LCCA Costs, including budgeted and unbudgeted construction costs, for the next 40 years for Miami-Dade County Courthouse Retrofit

\$ 258,314,054 Difference in Total LCCA between New Civil Courthouse and the Miami-Dade County Courthouse retrofit

\$ 47,000,000 Available GOB Funds

\$211,314,054 Funding Gap over the next 40 Years

Typical Yearly Operating and Maintenance Costs / Building:

\$4,953,613 / Year - New Civil Courthouse

\$2,800,000 / Year - Miami-Dade County Courthouse Retrofit

General Note:

1. Future construction costs are not adjusted for inflation nor construction cost escalation.
2. LCCA % is a Percentage Factor of the Initial Construction Costs.

Updated: September 14, 2016.

**Second Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facilities Funding Alternatives**

Funding Mechanism	Funding Feasibility	Second Task Force Recommendations
<p>Sale or Lease of the Dade County Courthouse</p> <p>The overall funding strategy would require that the Dade County Courthouse be repaired for sale or leasing opportunities to offset construction of a new civil courthouse.</p> <p>Existing County Facilities that would not be needed by the court system if a new civil courthouse is built</p>	<p>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.</p> <p>Scenario 1: "As Is" Market Value, Sale and County Leaseback:</p> <p>"As Is" Market Value: \$31,281,857</p> <p>Scenario 2: "As Is" Market Value, Sale and County Vacates:</p> <p>County does not lease back: \$21,561,857</p> <p>TDR's = Transferrable Development Rights, which if valued separately, are \$11,060,000.</p> <p>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.</p>	<p>This Task Force recommends that the administration look at all sources of sale or joint use of County properties to raise sufficient funds to fund or partially fund a new civil courthouse. The possible funding potential is based on a preliminary look at the following properties:</p> <ul style="list-style-type: none"> • 73 West Flagler • 140 West Flagler • Cultural Plaza <p>Possible Funding Potential = \$110,000,000</p>
<p>Building Better Communities General Obligation Bonds</p> <p>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."</p>	<p>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.</p>	<p>Reimburse the \$44 million in GOB funds that should have come from an alternative funding source, and include the remaining \$46 million unspent GOB funds already allocated.</p> <p>Possible Funding Potential = \$90,000,000</p>

Second Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facilities Funding Alternatives

Funding Mechanism	Funding Feasibility	Second Task Force Recommendations
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 5 th 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 <i>Koontz v. St. Johns River Water Mgmt. Distr.</i> , 133 S. Ct. 2586, 2591 (2013). Data is needed to establish the relationships between new development and the impact on court facilities.	This Task Force recommends that the Board of County Commissioners direct the County Attorney's Office to provide a general statement concerning the dual nexus test and how it relates to impact fees. Possible Funding Potential = TBD
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 Legislature to review the court filing fees structure for Miami-Dade County.	This Task Force recommends that the Board of County Commissioners add to the 2017 Legislative Package for the Office of Intergovernmental Affairs, a review of the court filing fees structure for Miami-Dade County and possibly raising fees to offset debt service for a new civil courthouse. Possible Funding Potential = TBD
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 \$40.00 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	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.	This Task Force does not recommend an increase in this funding mechanism to support court budgets, as it puts an unfair burden on many individuals. *This Task Force recommends reallocating the funding from the Courthouse Center Project Bond to the Dade County Courthouse. There is a \$12.5 million dollar balance and the final payment is April 1, 2020. Assuming a \$4 million dollar annual debt service payment, at a current market interest rate, would yield \$70 million at bonding potential over a 30 year period. Possible Funding Potential = \$70,000,000

**Second Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facilities Funding Alternatives**

Funding Mechanism	Funding Feasibility	Second Task Force Recommendations
<p>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.</p> <p>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.</p>		
<p>Property Tax Revenues</p> <p>Based on the proposed FY2015-2016 Five Year Financial Outlook, the countywide property tax roll is assumed to increase 6.5% in FY 2016-2017 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.</p>	<p>With the current budget being the base, the increase in revenue is:</p> <p>FY 2016-17: \$66.423 million FY 2017-18: \$126.297 million FY 2018-19: \$189.399 million FY 2019-20: \$255.971 million</p> <p>Revenue and Expenditure Reconciliation, Volume 1, p. 90 of the budget book: No excess revenue available.</p>	<p>This Task Force recommends that the funding of the new civil courthouse be included in the FY 2017-18 capital budget and in future capital budgets as a recurring item.</p> <p>Possible Funding Potential = TBD</p>
<p>Public Benefit Program</p> <p>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</p>	<p>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</p>	<p>This Task Force recommends that the Board of County Commissioners direct the Regulatory and Economic Resources Department to look at potential benefits for increased development bonuses in the unincorporated areas.</p> <p>Possible Funding Potential = TBD</p>

**Second Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facilities Funding Alternatives**

Funding Mechanism	Funding Feasibility	Second Task Force Recommendations
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 (addition 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.	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.	This Task Force recommends to issue a new General Obligation Bond to fund the differential expenditure of a new civil courthouse, as needed, and to be presented to the voters as a benefit to the public with multi-purpose use available during the week and weekends. Possible Funding Potential = TBD
Market the new civil courthouse for uses that may generate revenues		This Task Force recommends to market the new civil courthouse as a location for the International Arbitration Court. Miami is one of only two state courts in the country with four sitting judges with expertise in international arbitration and the University of Miami has established a leading graduate program in international arbitration. Possible Funding Potential = TBD

**Second Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facilities Funding Alternatives**

<u>Funding Mechanism</u>	<u>Funding Feasibility</u>	<u>Second Task Force Recommendations</u>
Increase the Clerk of Courts' Recording Fees	The Clerk of the Circuit Court is the official recorder of all instruments recorded in the County pursuant to Chapter 28 of the Florida Statutes. The Clerk shall record specific kinds of instruments upon payment of a service charge prescribed by law. Documents include and are not limited to: deeds, mortgages, liens, affidavits, subdivision plats, judgments, declarations of domicile, satisfactions and releases, powers of attorney and financing statements, Fees, Mortgage Taxes and Real Estate Transfer Taxes.	This Task Force recommends the Board of County Commissioners add to the 2017 Legislative Package for the Office of Intergovernmental Affairs, an increase of the Clerk of Court's recording fees. Possible Funding Potential = TBD
Unimplemented County Funded Projects		This Task Force recommends that the Board of County Commissioners direct administration to review what sources of existing general fund funded capital projects, which could be reallocated and reprioritized to a new civil courthouse, as well as revisit the Judicial Administration funded capital projects. Possible Funding Potential = TBD
	TOTAL POSSIBLE FUNDING POTENTIAL =	\$270,000,000

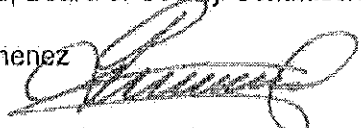
EXHIBIT 1

Memorandum



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 courthouseActions 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 CourthouseActions 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
<p>Sale or Lease of the Dade County Courthouse</p> <p>The overall funding strategy would require that the Dade County Courthouse be repaired for sale or leasing opportunities to offset construction of a new civil courthouse.</p>	<p>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.</p> <p>Scenario 1: "As Is" Market Value, Sale and County Leaseback:</p> <p>"As Is" Market Value: \$31,281,857</p> <p>Scenario 2: "As Is" Market Value, Sale and County Vacates:</p> <p>County does not lease back: \$21,561,857</p> <p>TDR's = Transferrable Development Rights, which if valued separately, are \$11,060,000.</p> <p>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.</p>
<p>Building Better Communities General Obligation Bonds</p> <p>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."</p>	<p>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.</p>

**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 <i>Koontz v. St. Johns River Water Mgmt. Distr.</i> , 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 Legislature to review the court filing fees structure for Miami-Dade County.

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

<p>Traffic Surcharges</p> <p>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.</p> <p>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.</p>	<p>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.</p>
<p>Property Tax Revenues</p> <p>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.</p>	<p>With the current budget being the base, the increase in revenue is:</p> <p>FY 2016-17: \$66.423 million FY 2017-18: \$126.297 million FY 2018-19: \$189.399 million FY 2019-20: \$255.971 million</p> <p>Revenue and Expenditure Reconciliation, Volume 1, p. 90 of the budget book: No excess revenue available.</p>

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

<p>Public Benefit Program</p> <p>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.</p>	<p>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.</p>
<p>Ad Valorem Taxes</p> <p>Issue a new General Obligation Bond</p>	<p>Subject to voter approval.</p>

**Courts Capital Infrastructure Task Force
ATTACHMENT B
Civil Court Facility Alternatives**

Evaluation Criteria	Alternative 1		Alternative 2
	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, 3 rd 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 \$136,272,550 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 3 rd Street	Government Center Metrorail Station, Metromover, Metro Bus.	Children's Courthouse Site – 155 NW 3 rd Street	West Lot Garage 220 NW 3 rd Street
	Clerk of Courts 22 NW 1 st Street (County Recorder)	All Aboard Florida anticipated 2017, which will include connections to Ft. Lauderdale, West Palm Beach and Orlando, as well as access to Tri-Rail.	140 W. Flagler Building –	Miami-Dade Cultural Center 50 NW 2 nd Avenue
	Lawson E. Thomas Courthouse Center (Family Court) 175 NW First Avenue		Hickman Site – 270 NW 2 nd Street and 275 NW 2 nd Street	Courthouse Center 175 NW 1 st Avenue
	US District Court Clerk 400 N. Miami Avenue		Downtown Motor Pool – 201 NW 1 st Street	Hickman Garage 275 NW 2 nd Street
	US Court of Appeals 51 SW 1 st Avenue			
	US Bankruptcy Court 51 SW 1 st Avenue			
	Dade County Child Support 601 NW 1 st Court			
	Dade County Bar Association Legal Aid 123 NW 1 st Avenue			
	Existing Legal Infrastructure			

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

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 7 th , 8 th and 9 th 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 8 th and 9 th floors. 1 st 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	<ul style="list-style-type: none"> • 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 15 th floor to the 2 nd floor. Courtrooms were added to the 3 rd – 6 th floors. The judges were moved to the tower floors. New Courtrooms were provided on lower and tower levels.

EXHIBIT 2



Second Miami-Dade Court Capital Infrastructure Task Force Agenda July 19, 2016, 9:30 a.m.

Objective: The purpose of this meeting is to discuss the new role of this second task force as approved by the Board of County Commissioners on June 21, 2016, Resolution No. 562-16.

- | | |
|---|--|
| 1. Welcome and Introductions <ul style="list-style-type: none">• New member Gary Winston | Rick Crooks, P.E., Chairperson |
| 2. Purpose as per Resolution <ul style="list-style-type: none">• Time Frame – 100 Days | Pam Regula
Internal Services Department |
| 3. Local Universities Professionals | Rick Crooks, P.E., Chairperson |
| 4. Inside the Union Trust Building's \$100 million restoration | Maria Luisa Castellanos, R.A. |
| 5. Schedule Next Meeting | Rick Crooks, P.E., Chairperson |



Second Miami-Dade Court Capital Infrastructure Task Force Agenda

August 18, 2016, 2:30 p.m.

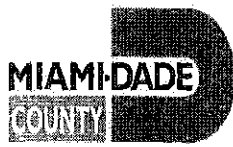
**Stephen P. Clark Center, 111 NW 1st Street
18th Floor, Conference Room 4**

2.30 to 2.35	Welcome	Rick Crooks, P.E., Chairperson
2.35 to 2.45	Approval of Minutes	Pam Regula Internal Services Department
2.45 to 3.00	Scheduling and Programming	Maria Luisa Castellanos
3.00 to 3.45	Civil Courthouse Master Plan Update	Daniel Perez-Zarraga, AIA Principal Perez & Perez Architects Planners, Inc. Dan Wiley Dan Wiley & Associates
3.45 to 4.30	Criminal Courts, Corrections Master Plan	Asael "Ace" Marrero Internal Services Department
Schedule Next Meeting		Rick Crooks, P.E., Chairperson



**Second Miami-Dade
Court Capital Infrastructure Task Force
Agenda
August 31, 2016, 9:30 a.m.
Stephen P. Clark Center, 111 NW 1st Street
18th Floor, Conference Room 3**

9.30 to 9.35	Welcome	Rick Crooks, P.E., Chairperson
9.35 to 9.45	Approval of Minutes	Pam Regula Internal Services Department
9.45 to 10.15	Legislative Process	Joe Rasco, Director Office of Intergovernmental Affairs
10.15 to 10.45	Life Cycle Costs Analysis	Asael "Ace" Marrero Division Director Design and Construction Services Internal Services Department
10.45 to 11.45	Report Outline	Rick Crooks, P.E., Chairperson
Schedule Next Meeting		Rick Crooks, P.E., Chairperson



**Second Miami-Dade
Court Capital Infrastructure Task Force
Agenda
September 15, 2016, 9:30 a.m.
Stephen P. Clark Center, 111 NW 1st Street
18th Floor, Conference Room 3**

9.30 to 9.35	Welcome	Rick Crooks, P.E., Chairperson
9.35 to 9.45	Approval of Minutes	Pam Regula Internal Services Department
9.45 to 10.15	Dade County Courthouse Budgeted Commitments	Asael "Ace" Marrero, Division Director Internal Services Department Design & Construction Services
10.15 to 10.45	Financing Strategies	Robert Warren, Real Estate Advisor Regulatory and Economic Development Department
10.45 to 11.45	Draft Report	Rick Crooks, P.E., Chairperson
Next Meeting October 5, 2016 at 9:30 a.m.		Rick Crooks, P.E., Chairperson



**Second Miami-Dade
Court Capital Infrastructure Task Force
Agenda
September 26, 2016, 10:00 a.m.
Miami-Dade County's Children Courthouse,
155 NW 3rd Street, 5th Floor
Conference Rooms A & B**

10.00 to 10.05	Welcome	Rick Crooks, P.E., Chairperson
10.05 to 10.15	Approval of Minutes	Pam Regula Internal Services Department
10.15 to 11.45	Funding Possibilities:	Task Force Members
	<ul style="list-style-type: none">- Add recommendations to Exhibit A of the First Task Force Report- Public Benefits Program- Community Space within a new courthouse- Increase Clerk Fees- Unimplemented County Funded Projects- Income Streams from LET Courthouse- Existing County Facilities that would not be needed by the court system if a new courthouse is built	
11.45 to 12.00noon	Draft Report - Funding Section	Task Force Members
Next Meeting	Rick Crooks, P.E., Chairperson	
October 5, 2016 at 9:30 a.m.		



**Second Miami-Dade
Court Capital Infrastructure Task Force
Agenda
October 5, 2016, 9:30 a.m.
Stephen P. Clark Center
111 NW 1st Street, Conference Room 18-3**

9.30 to 9.35	Welcome	Rick Crooks, P.E., Chairperson
9.35 to 9.45	Approval of Minutes	Pam Regula Internal Services Department
9.45 to 12.00 Noon	Task Force Report	Task Force Members

EXHIBIT 3

Second Miami-Dade Court Capital Infrastructure Task Force
July 19, 2016
Meeting #1

The Second Miami-Dade Court Capital Infrastructure Task Force (Task Force) convened a meeting on July 19, 2016 at 9:56 a.m. at the Stephen P. Clark Center, 111 NW 1st Street, 18th Floor, Conference Room 4, Miami, FL 33128.

There being present: Honorable Joe Farina, Vice-Chairperson, Ms. Lourdes Reyes Abadin, Mr. Gary Winston, Ms. Maria Luisa Castellanos and Mr. William Riley. (Mr. Rick Crooks, Chairperson was late and Ms. Sandra Lonergan was absent).

The following individual has declined to serve on this task force: Mr. George Cuesta.

The following individuals were also present: Pam Regula, Internal Services Department, Oren Rosenthal, Assistant County Attorney, David Alvarez, CPM North America, Rick De Maria, Public Defenders Office, Maria Harris, Administrative Office of the Courts, Eleventh Judicial Circuit, Lisette Sanabria Dede, Administrative Office of the Courts, Eleventh Judicial Circuit, Mary Woolley-Larrea, Administrative Office of the Courts, Eleventh Judicial Circuit, Sandy Garcia, Administrative Office of the Courts, Eleventh Judicial Circuit, Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit, Juan Silva, Internal Services Department, Asael Marrero, Internal Services Department, Michael Weiss, Office of the Mayor.

Call to Order

Vice-Chairperson Farina called the meeting to order at 9:56 a.m. and welcomed the task force members present, as well as the County staff and members of the public.

Assistant County Attorney Oren Rosenthal provided an overview of the purpose of the Second Court Capital Infrastructure Task Force. The task force is to consult with the local universities, such as the University of Miami and Florida International University to see if the task force can get any scholastic or additional help in analyzing some of the issues before this task force, especially relating to the methodology of constructing a new courthouse and financing of the new courthouse. Also, the task force is to look at the both the civil and criminal needs. The Board understood that the task force took an additional approach in its first version to focus on civil, the Board asked for the task force to expand and look to both the criminal and civil. Finally the Board asked the task force to expand on its recommendations regarding methodology and financing. Because the Board believed, and stated public in its meeting, the need they understand, but they are also looking for advice on how to meet that need. The Board gave the task force 100 days to continue to meet that goal, which is approximately October 9. That is why the task force has been re-impaneled.

Self-introductions of task force members and members of the audience.

Ms. Castellanos needed clarification regarding the sole duty of the task force as to the new building and how it is going to be built. Mr. Rosenthal clarified that the task force was not about a new building, but it was amongst the duties of the second task force, and referred to handwritten page 4, section 2, the last two lines, "recommend the best way to address courthouse capital needs, to include both the civil and criminal divisions of the Court and the best funding and delivery methodology to achieve those recommendations." Ms. Castellanos needed clarification on those recommendations. Mr. Rosenthal clarified that if the recommendation goes back to a new building, or if there are additional recommendations, the task force needs to be specific as how

to deliver these recommendations and important to the Board was how you would finance the delivery method and specifics on those funding mechanisms.

Ms. Regula noted that Chairman Rick Crooks arrived.

Judge Farina also noted that on page 4, section 2, specifically refers to the recommendations of the first task force and those recommendations are public record and do include a new civil courthouse. This should be a beginning point for this task force to proceed to ask for the universities input and go beyond to look at other divisions of the courts, particularly the criminal courts.

Ms. Castellanos wanted to state for the record that she was present for the sunshine meeting with Comm. Sosa and that the Commissioner specifically said she was not going to support going against the public in their vote for a new building. That the task force had to find other solutions or other ways to do what we were going to do.

Judge Farina stated he was only reading what was passed by the Board. Ms. Castellanos noted that it was not very clear.

Ms. Abadin discussed alternative funding revenue sources that may require state action, legislation changes. She would like to revisit these funding sources. Staff is going to reach out to Mr. Joe Rasco, Director of Intergovernmental Affairs to provide a presentation to the task force to discuss the legislative issues and procedures.

Chairman Crooks asked if someone from OMB was there to clarify the County's budget and funding sources. Ms. Regula stated no one was at the meeting. Chairman Crooks asked that someone from the budget office be available at the next meeting.

Judge Farina agrees that emphasizing alternative funding sources may be helpful and may require legislation changes in the state and needs to take place now before the legislation session.

Mr. Rosenthal had to leave the meeting to attend the Commission meeting.

Chairman Crooks apologized for being late and stated that it is important that the task force picks up from where they left off. The task force did not go very far into the funding sources and would like Ms. Abadin to take a lead on that.

Ms. Castellanos is very disappointed that the task force is not going to look at other options. She stated that she was under the impression that the task force was asked by Comm. Sosa to find other options. Ms. Castellanos said the Commissioner specifically stated that she and Ms. Castellanos were the only ones looking out for the taxpayers' pocket book.

Chairman Crooks asked Ms. Castellanos to continue to lead that charge on the minority report.

Judge Farina asked if the task force will be inviting someone from the universities. Chairman Crooks asked task force members to send to staff, recommendations for individuals at the University of Miami and Florida International University to ask for their participation in the deliberations.

Ms. Castellanos asked for clarification on the role of the university professionals. Mr. Crooks has recommended John Cal from FIU who also served on the P3 Task Force and is the lead for the

facilities on campus. Architecture school would also be another professional that should be invited. Ms. Castellanos wants someone from the construction division that can provide cost estimates that are realistic. Mr. Riley confirmed that Mr. Cal from FIU would be a very good person due to his role at FIU. Ms. Castellanos does not want anyone who is a proponent of P3. Chairman Crooks stated that Mr. Cal was a member of the P3 Task Force and took his assignment seriously and mainly participated. Ms. Castellanos would like someone from construction management from FIU and the architectural school from the University of Miami. Chairman Crooks has asked Ms. Castellanos to find someone from UM.

Chairman Crooks welcomed and introduced Mr. Winston, the new member of the task force from the State Attorney's Office. Mr. Winston's interpretation is slightly different than what was addressed earlier. Mr. Winston spoke to funding as an important aspect of the task force, but he would hope that everyone addresses the need for change for the future, that as the task force consider options for funding for the future for the creation of a new building, new area, whatever it is going to be, that the task force continue to focus on what the resolution requires, which is the needs of both while incorporating the recommendations from the past. The State Attorney embraces all that Judge Soto has said and that the Dade County Courthouse needs to be fixed or replaced. But his presence and his voice might possibly lead the task force to consider broader options that incorporate the criminal infrastructure needs as well, and as the task force moves forward, embrace the old recommendations as well. Mr. Winston continued that the civil courthouse needs to be repaired or replaced, but the thought of doing that and the consideration of how to fund it, would make much more sense to look at the entire court infrastructure. If the County spends a bucket of money on one courthouse, it will be a decades before they spend a nickel on any other one. This task force has been given a wonderful opportunity to speak on behalf of the people that come to the courthouse. The task force should think of ways to serve the people who use the courts. Maybe position the courthouses somewhere else, but consider the whole system. Was there any thought to where all the judicial infrastructures could be built.

Ms. Abadin stated that the task force had a presentation like that, but the only thing is the revenues. Mr. Winston stated that he would hope that with innovation in sight that we don't view the future as only limited to what we know about the present. Technology is going to change things, the future is going to be different. Any positioning of a courthouse today is going to have an impact on transportation.

Chairman Crooks agreed with Mr. Winston that this task force is a great opportunity and asked for a presentation from Mr. Winston on something concrete that the State Attorney's office would want the task force to look at certain areas and for what reasons. There is a criminal court master plan in the works and the task force had a presentation on the civil court master plan in the past. Mr. Winston stated that he shared with Ms. Regula that there are trial stats online that you can compare civil and criminal. The largest number of cases are traffic cases, which are attributable to civil courts, over 600,000. Virtually not a single one is heard in civil courts. They are heard at Richard E. Gerstein or a branch courthouse. Mr. Winston stated that he does not want to slow down the process for improving or building a new courthouse.

Chairman Crooks stated that this task force has 100 days, and he wants to make sure that no one can say the task force hasn't heard the needs of the criminal and whatever else is required by the resolution and that the task force, jointly, came to a conclusion on it. Chairman Crooks would like to hear the needs of the criminal courts. Mr. Winston stated he would reach out to individuals to see what they can do.

Mr. Marrero stated that the civil master plan is completed and will be printing the final books by the end of this month. The second phase was the combined efforts for the criminal courts and corrections master plan and is currently in negotiations and under the cone of silence. The negotiations should be concluded by the end of this month or early next month. After negotiations, the award will have to go before the Board of County Commissioners for approval, which will not be completed until October or November of this year. The agreement is anticipated to take 270 days, excluding staff review time. If staff review time is added, it will not be finished until this time next year.

Chairman Crooks asked if the task force could have someone present on what is the intent and goals for the new master plan. Mr. Marrero stated he can provide the scope of work for this project to the task force, but reminded the task force it is still under the cone of silence.

Chairman Crooks asked if anything has been done in the past. Mr. Marrero stated that back in the 2008 Master Plan it included the both courts and corrections. This time around we are updating those plans. But doing it different from the past as a combined effort to analyze the benefit of doing it jointly.

Judge Farina asked what the combination of the two is. Mr. Marrero informed the task force it is corrections and criminal.

Ms. Castellanos asked Mr. Marrero if ISD has done any analysis on what needs to be done for the criminal division. Mr. Marrero stated that ISD does not have a needs assessment. Ms. Abadin added does ISD have any analysis on the current status of the building. Ms. Regula stated it was provided in the 2008 Master Plan.

Chairman Crooks continued with asking Mr. Marrero to provide information about the Phase II Master Plan: 1) Show the task force where the County is going; 2) Civil, criminal, corrections all being looked at separate; and 3) Time frame on completion. Chairman Crooks stated that as a task force, we can only act upon information that we have. If we don't have the information and where it has been studied, we can't act on it. If at the end of the day we can't come to a conclusion on something it is going to be because we don't have any information to act upon it or make a recommendation that the information be studied and that a determination is made.

Ms. Castellanos stated she went to the existing courthouse floor by floor, courtroom by courtroom and documented it. Ms. Castellanos has a power point presentation to submit with the task force report. At the times she visited the building it was mostly empty, except for a very few hearings going on in the building. The only difference would be that each judge would have their own courtroom. She stated to build a new building is an absolute waste of taxpayers' money. She suggested that the task force should look at a smaller building where people have a scheduling system. Different set of standards for a courtroom is assigned depending on the type of hearing, whether jury or spectator. Costs of running a building that is empty most of the time. The task force should look at the programming. Make it a new building that is going to be used well. Perhaps the criminal courts could use the existing courthouse. Also, as proposed earlier the 140 West Flagler Building can be remodeled. Ms. Castellanos pointed out to a handout that discussed remodeling a building for \$100 million. She informed the task force that she spoke to several commissioners and their staff and that the task force will need their support, but it is less likely the task force will get the approval of the commissioners. Reporters have written numerous articles on the county debt and the public is going to be very upset with the task force going around their decision. There should not be a new building built.

Judge Farina asked what the date was that Ms. Castellanos visited the Dade County Courthouse. She stated it was sometime in February or April and spoke to making sure it was not near the holidays. Judge Farina said it would be helpful if he knew the date prior to the PowerPoint presentation. Ms. Castellanos stated it was not only her, there were several people that called her and told her about the courthouse being empty. She referred to task force member Ms. Abadin who has also witnessed this.

Chairman Crooks stated that Ms. Castellanos did an excellent job during the last task force by bringing the issue of scheduling before and he would like her to lead the charge on other scheduling options. Perhaps her consultants can speak to what has been done elsewhere.

Mr. Marrero stated that scheduling was considered in the Civil Master Plan and he can have the consultants come in and explain why that is was not recommended.

Judge Farina stated that Judge Bailey discussed scheduling, the Court Administrator's office discussed scheduling, and two consultants had discussed scheduling. The task force considered all of that in their recommendation. Judge Farina stated he does not want the task force to forget about scheduling, but hopes that the task force is not going to revisit what the task force has already done. The Union Trust Building in Pittsburgh is marvelous, if you want an office building, but it is not a courthouse.

Ms. Castellanos stated the Union Building article was not about that. It was about how you can make anything beautiful.

Judge Farina appreciated the fact that anything can be made beautiful, but that the recommendation of building a new courthouse was not to make it beautiful. It was to make it functional, to make it operational, and to provide a service to the public who are taxpayers as well. Judge Farina provided examples of renovations and understands that things can be done with money, but is it going to be money that can be spent for a functional, operational courthouse, whether it be civil and/or criminal. This is a marvelous example of renovations but a dysfunctional example of what we need to do.

Ms. Castellanos disagreed and said it is not a dysfunctional example, but an example of a renovation and that is what it is intended to do. It's not about making an office building out of a courthouse, it is only an example of if you spend \$100 million you can create something really beautiful and functional. The problem is that you people all want one judge and one courtroom and it doesn't matter to you that the public has to pay for it.

Judge Farina stated it did matter that the public has to pay for it.

Mr. Riley mentioned that it was part of a professional study that the task force received.

Ms. Castellanos stated she didn't care about how many professional studies the task force received.

Mr. Riley stated that Ms. Castellanos feels only her opinion matters and not the professional studies.

Ms. Castellanos stated that if you ask a courthouse specialist to do a study they will give you what they want because they are making money on it. If you are the public you are trying to figure out

how to use technology. Ms. Castellanos stated she should leave now and the task force can do whatever they want.

Mr. Riley stated that he takes personal offense to Ms. Castellanos' statement that no one on this task force except for her cares about the taxpayer's money and no one except for her knows how to do it, even the professional studies that we've received and have been conducted for decades don't matter.

Ms. Abadin asked about the P3 Financial Advisor, which Ms. Regula stated that it is either under the cone or it has not been awarded.

Mr. Riley said it had been approved by the Commission, but the contract has not been signed.

Ms. Abadin would like to use their expertise as an option.

Chairman Crooks stated that the task force needed to provide a detail delivery method. He also stated to Ms. Castellanos that she had submitted her minority report and the task force needs to move on.

Ms. Castellanos stated that in her opinion this task force was created as a cheerleading team for a new building and not a realistic look at any of this.

Chairman Crooks stated that the task force does not make any accusations about where Ms. Castellanos is coming from or what her motives are. The task force simply accepts them, documents them, hears them and tries to move on. Chairman Crooks asked Ms. Castellanos to refrain from talking about the task force and what they are trying to do. Everyone is trying to do the best they can and on their own time.

Mr. Riley stated that he would like the meeting minutes transmitted to the Commission, with regards to these accusations, that Ms. Castellanos believes that everyone appointed to this task force, everyone except her, appointed by the Commissioners are cheerleaders.

Ms. Castellanos agreed that the Commission should know this.

Chairman Crooks stated that the task force needs to focus on what the task is.

Ms. Castellanos stated she is going to be resigning from this task force, because she is not going to work to build a new building that is totally ridiculously over designed. Ms. Castellanos also stated that she is not going to be partied to this and will make every effort that this will be defeated at County Commission. Ms. Castellanos stated that this was not what she thought this task force was for.

Chairman Crooks stated that she has been heard and will continue to be heard if she remains part of this task force.

Ms. Castellanos stated that the task force is not looking at doing something different than the first time and that Comm. Sosa herself would not support this.

Chairman Crooks stated that he will not be discussing items that the task force have discussed in the past and are part of the report. The task force has new items to look at and that is what is going to be the focus.

Ms. Castellanos asked for clarification that what the task force is going to be looking at is financing a new building.

Chairman Crooks stated that financing and delivery methods is the focus for the task force.

Ms. Abadin also stated that the task force is working with the universities for more ideas, looking at alternative revenue resources, looking at the criminal side that wasn't really looked at.

Ms. Castellanos stated she has no interest in working to help the task force to do that.

Chairman Crooks and Ms. Abadin suggested Ms. Castellanos stay on the task force.

Chairman Crooks asked if the task force should look at the scheduling issue again. Ms. Abadin stated that the scheduling should focus on updated technology. New developments, new scheduling software programs that haven't been discussed.

Chairman Crooks asked that someone speak to scheduling and the future of technology for the courts. Mr. Marrero stated he will be happy to bring the consultants from the Civil Courts Master Plan who have already looked at scheduling and new technology. Mr. Marrero stated that he does agree with what Judge Farina stated earlier that scheduling has been extensively reviewed. Judge Farina would like someone to bring it even further by searching the internet to see if there is anything that is new.

Chairman Crooks discussed the method to bringing the members from local universities. Chairman Crooks asked Ms. Castellanos to lead the charge in finding individuals from the local universities.

Ms. Castellanos said she will be resigning.

Chairman Crooks asked Ms. Regula what will be needed to bring individuals from the universities on the task force.

Ms. Regula first stated that if a new member of the task force was to be appointed, it would have to go to the Board for the appointment. However, with reference to the individuals from the universities, they will not be members of the task force, but serving as consultants.

Judge Farina stated the universities will be more of a resource to the task force.

Mr. Winston stated that Ms. Abadin was correct by stating that the technology has changed. Mr. Winston passed around an article entitled "Reinventing the Courthouse" to share with the members.

Chairman Crooks stated that he was under the impression that the universities were going to be members on the task force.

Ms. Regula informed the members that the universities are not members of the task force, but more of consultants.

Chairman Crooks asked that names be sent to Ms. Regula and she will get approval from Comm. Sosa.

Ms. Regula informed the task force that the university representatives do not have to be approved by Comm. Sosa and that she will reach out to the individuals directly.

The task force agreed to meet on August 4 at 9:30 a.m.

Chairman Crooks asked if Ms. Castellanos if she was going to remain part of the task force.

Ms. Castellanos said that if the task force is going to be focusing on the financing of a new building than she does not want to be a part of that.

Ms. Abadin said that Ms. Castellanos misunderstood the purpose of the task force.

Ms. Castellanos stated the task force members are very close minded and she was insulted by another member.

Mr. Riley stated that he was personally insulted. He continued that when someone says that he is biased, partial and a cheerleader, it is a personal attack against him.

Ms. Castellanos invited Mr. Riley to go over to the Dade County Courthouse at that moment to see how empty the building is.

Mr. Riley stated that he understands that all the professional recommendations the task force has heard for decades have no merit but Ms. Castellanos' one visit has it and that the task force are cheerleaders.

Ms. Castellanos stated that she is an architect and that is not how you do programming.

Mr. Riley asked how many courthouses Ms. Castellanos has built.

Chairman Crooks stated that Ms. Castellanos has a valuable role on the task force, however, the only thing he asks is that she is more careful on her statements on how she views the members. No members have any bad intentions towards the county. They love the county and the place that they live. The Chairman doesn't believe that she shows that respect to the task force members. The task force shows respect towards her, in that she is allowed to present and speak as long as needed. The task force allowed her to add a minority report, reviewed the report, and discussed the report. However, Chairman Crooks doesn't believe she shows that same respect for the members. He also stated that even though she doesn't agree with the members, that doesn't mean they are wrong.

Ms. Castellanos replied stating that she is the only architect on the task force and architects are taught a process to analyze a building. The first thing they do is what is known as a program. A program takes a look at the space, what it is going to be used for, how many people are going to be in the space and how large it is going to be. If you look at the new courthouse, the problem is that in theory you have one judge and one courtroom and that courtroom, as it is explained to us is that you have to have a jury, spectators and the judge. The first thing architects do is say, is it a valid model. Ms. Castellanos questioned the model. The problem is that the task force, as non-architects, bought in to that present model. No matter what Ms. Castellanos says different and even though the task force did listen, the task force did not hear what she said. Chairman Crooks stated that he acted upon her request to scheduling and programming and asked for a presentation. Ms. Castellanos asked what the presentation was for. Chairman Crooks asked that

the expert come back to make a further presentation on scheduling and programming, so Ms. Castellanos did not hear him. Ms. Castellanos stated she already knows the result because it was in the master plan that they gave to the task force. She discounts it because she feels they did not look at scheduling because if the consultants looked at scheduling they would realize there was a problem with that model.

Chairman Crooks asked her to reconsider her participation on the panel and also asked that if she stays she shows respect to the other task force members. Ms. Castellanos stated that respect is a two way street. She feels disrespected that no matter what she says in the past meetings that no one ever shifted from the original building idea that we have to build a massive building, and no one has ever sat and realized the incredible size of that building and how it is going to be another white elephant that taxpayers have to provide air and heat. All the courthouses are designed so that judges can say this courthouse is for me. She will not be convinced no matter what is said that is the correct model. Chairman Crooks said the task force will respect her opinion regardless if they agree or not. Ms. Abadin stated that the task force is going to look at the new technology because that may change the size of the building.

Mr. Winston made a motion to adjourn and the motion was seconded by Ms. Abadin. Meeting adjourned at 11:12 a.m.



Chairman Enrique "Rick" Crooks

Second Miami-Dade Court Capital Infrastructure Task Force
August 18, 2016
Meeting #2 - Amended

The Second Miami-Dade Court Capital Infrastructure Task Force (Task Force) convened a meeting on August 18, 2016 at 2:38 pm at the Stephen P. Clark Center, 111 NW 1st Street, 18th Floor, Conference Room 4, Miami, FL 33128.

There being present: Chairperson Rick Crooks, Honorable Joe Farina, Vice-Chairperson, Ms. Sandra Lonergan, Mr. Gary Winston, and Ms. Maria Luisa Castellanos. (Mr. William Riley and Ms. Lourdes Abadin were absent).

The following individuals were also present: Pam Regula, Internal Services Department, Maria Harris, Administrative Office of the Courts, Eleventh Judicial Circuit, Lisette Sanabria Dede, Administrative Office of the Courts, Eleventh Judicial Circuit, Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit, Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit, Pat Button, Asael Marrero, Internal Services Department, Michael Weiss, Office of the Mayor, Daniel Pérez-Zarraga, Perez & Perez, Jorge Perez, Internal Services Department, and Robert Warren, Regulatory and Economic Resources Department.

Call to Order

Chairman Crooks called the meeting to order at 2:38 p.m., welcomed the task force members present, as well as County staff and members of the public. He then asked for self-introductions of task force members and members of the audience.

First order of business was to approve the minutes from the July 19, 2016 meeting. Judge Farina moved to approve the minutes with any amendments and Mr. Winston seconded. There were no noted amendments and the minutes were approved 4-1.

Chairman Crooks invited Ms. Castellanos to make her presentation on scheduling and programming.

Ms. Castellanos stated that she researched the internet and found some information about courthouse scheduling. The first item Ms. Castellanos presented was from the National Center for State Courts, *Multnomah County, Oregon Circuit Court Courtroom Requirements Analysis Final Report*, dated May 2012. She stated that this presentation is to show other national trends other than what we have been presented with and that the trend is instead of having a courtroom for each judge they have shared courtrooms and referred to the highlighted section in the report. The other document Ms. Castellanos referred to was the Polk County Facilities Issue Paper, *Collegial Chambers and Shared Courtrooms*. Ms. Castellanos stated that from these documents, it also shows other options than to have one courtroom per judge. Her suggestions have been to revamp space and actually expand judge's offices with their personnel and reduce the number of formal courtrooms because there aren't that many judges, juries or spectators most of the time. These are great examples of other municipalities who have done this. Ms. Castellanos did not discuss the third document entitled *Multnomah County, Oregon, Circuit Court New Central Courthouse Planning and Space Programming Final Report*, dated August 2014 from the National Center for State Courts, but it was provided to all task force members. In continuing, she presented a PowerPoint of her visit to the Dade County Courthouse on January 7, 2016, in which she showed pictures of the courthouse on the appearance and beauty of it, as well as pictures of a number of courtrooms and jury rooms that were empty. Ms. Castellanos summarized that this supposedly very crowded courthouse is practically empty. She has been told by numerous

individuals that it is not overcrowded, not in terrible shape, but there was one floor that had a musty smell.

Ms. Lonergan stated she needed to check the date because she believes on that particular date the judges were at a conference.

Ms. Castellanos questioned that if she went back tomorrow or next week and took more pictures are you going to say....Ms. Lonergan noted that it is a representation of the day that Ms. Castellanos went and Ms. Lonergan showed the task force some pictures that were recently taken with a full courtroom. Ms. Lonergan stated that she is not saying Ms. Castellanos is wrong, but that it was a representation of that day and every day is different.

Ms. Castellanos asked why the courts are not scheduling the cases with the required juries in the appropriate venues.

Ms. Lonergan stated that as of now, 75% of the 3rd floor is closed and asked Ace Marrero to speak to that, in which Mr. Marrero stated that the 3rd floor is under renovation. Ms. Lonergan continued with the 4th floor is currently closed.

Ms. Castellanos asked what about the 5 something and 6-1?

Ms. Lonergan showed pictures of 6-1, which is currently in use, 6-3 is being used, 6-2 is being used. She is going to check on the date that Ms. Castellanos referred to in her PowerPoint presentation. We are using which we can use.

Ms. Castellanos stated that a lot of the problems can go away if the cases that have jury trials are scheduled in the large courtrooms.

Judge Bailey stated that the week in question began January 7, which was the week of mandatory Florida New Judge's College in Tallahassee, in which every judge is required to go to training before they come on the bench. What some folks don't realize is Dade County has a really extraordinary bench, aside from the people who have to go, our judges go up and teach. So that was in fact the week of New Judges Colleges and we had some judges up there teaching. In addition, that was the first week after school started on Monday, January 7 was on Thursday.

She said that Ms. Castellanos brings up an important point in terms of how the building is used. However, Judge Bailey stated the courts have a different perspective than Ms. Castellanos. In that they use the courtrooms for jury trials, and have drummed in, over and over again, into the judges that if it is not a jury trial don't come use a courtroom because they are needed for jury trials, because they do have shared courtrooms. The courtroom ratio in Multnomah is one judge to $\frac{3}{4}$ or 80% of a courtroom.

Judge Bailey continued with the discussion of what happened on January 7, and what they have scheduled and it is not just jury trials, there are multiple high volume proceedings in that building. At division 20 and division six (6) both had 55 to 41 cases in there for a lack of prosecution calendar that morning, and that has to be done in a courtroom, you can't run 55 sets of lawyers through chambers. There was three (3) foreclosure calendars, 13 foreclosures trial set at division 13, 22 foreclosures at 10:20 a.m., 14 divisions had high volume motion calendars in the morning, eight (8) divisions were scheduled for jury trial and it was a slow week because it is hard to get a jury that first week when school goes back. Three (3) divisions were set for non-jury trial, 14 divisions were scheduled to hear special sets. We have ingrained to our judges that you got to

do everything you can do in your chambers because we have to keep courtrooms open for the contingency of trials and yes absolutely all the statistics bear out most jury trials settle. They tend to settle at the very last minute, but we have to plan for them being able to go. So we tell people to do your special sets, which are in hearings and have to be heard to get a case to trial, in their chambers. She also stated that she hopes no one thinks their judges are not working. Last year, their judges tried 225 cases. Jury trials are not in decline in Dade County they are going up as a matter fact and at a minimum they've stayed steady. During the height of the foreclosure crisis, the case load quadrupled, and even then Dade County circuit judges tried 210 jury trials that year. So the fact that people are not in a courtroom does not mean they are not working. Judge Bailey shares Ms. Castellanos' concerns about empty space and want to make sure that they use the taxpayer's dollars wisely and the space in courtrooms wisely, but they have 25 circuit judges, an additional five (5) county judges, a general magistrate and 5 to 7 visiting county judges. Only half of those judges at any given time are scheduled for trial because of the courtroom limitations. In terms of scheduling the bottom six floors, there a number of courtrooms on the lower floors that have columns and the big courtrooms without columns are on 4 and 6. Judge Bailey's courtroom assigned to her is on the 6th floor and she has to give it up all the time for larger trials.

Ms. Castellanos wanted to clarify to Judge Bailey that she does not think judges are not working. The problem is that the judges are working in inadequate offices and courtrooms that are not being utilized the way they should be utilized. One of the options is to redo that building in a different configuration. Option 2 is to do something different in the 140 West Flagler and option 3 is to do a new building, but to do it in a completely different fashion. Because Oregon and these other places are doing different kinds of building that do not require this one judge, one courtroom mentality. Ms. Castellanos stated that if the Dade County Courthouse was reconfigured, the courtrooms with columns for bench trials and redo the other courtrooms that are really nice, you wouldn't have to spend \$400 million of taxpayers' dollars.

Chairman Crooks stated that the scheduling issue and judicial time management is a concern. He referred to Ms. Castellanos' handout from Polk County, page 6, where it stated "Caution is advised in making a leap to this new design within the Old Courthouse as it exists today....." Chairman Crooks asked for the next presentation for an update on the Civil Courthouse Master Plan.

Mr. Winston stated that it shouldn't be a surprise that someone outside the system has a different perspective than someone inside the spectrum. He doesn't agree with it as a final solution, he thinks it is a necessary option and pile of data that he would assume was discussed earlier and it is a good idea that Mr. Wiley and others are here to listen to this. He thinks it is important to continue to view what is necessary for the future than relying on the past. Mr. Winston also stated that he hasn't heard anyone mention how this impacts the people who are served by this system. Any spaces we design or need are spaces the people will need in the event they become involved in the judicial system. In fact, the judicial system is the largest part of government that citizens are involved in.

Ms. Castellanos followed by saying this was a very important point because in her conversations with Commissioners and Commission staff a lot of them said they would like to see other options other than a new building downtown. It may be cheaper to build in the outlying areas than downtown because land here is much more expensive. Although it may be from a functional perspective from the judges it may be a better idea. It is not a good idea for the citizens to have to drive downtown and pay a lot of money to park. Ms. Castellanos asked if the task force can reconsider other options other than downtown.

Chairman Crooks stated that the task force had looked at this before, and one of the things he wants to do at the end of the meeting is to work on the outline of the steps to complete the work for the October 9 deadline date. He also noted that what the task force did before was done, voted upon, and was essentially accepted. The task force has not been asked to take it a step further and that is where our concentration going to be. Going into more detailed analysis and if something more detailed is looking at alternate locations than we can look at that then.

Mr. Daniel Perez-Zarraga of Perez & Perez Architects Planners, Inc. passed out for review only the master plan updates, however, they were not in final form yet. Mr. Perez stated that Mr. Marrero called them to present a master plan update of the Civil Courts Master Plan a second presentation, as they had presented this to the first task force. Mr. Perez stated that they are concerned about justice and from a justice standpoint, delivering spaces that are consistent with what they believe justice demands. They believe it is a solemn facility that should dictate certain characteristics, and are concerned with that for the people as well.

Mr. Winston asked Mr. Perez is the focus on the civil courts. Mr. Perez said yes. Mr. Winston than asked why does the PowerPoint slide state Courts Master Plan and asked if they could add Civil in front of that. Mr. Wiley proceeded to explain to Mr. Winston that this is an update to the 2008 courts master plans that included both civil and criminal and all branches. As a first step we were asked to focus on civil. Mr. Winston stated he understood that, but asked that this presentation reflect that and from what he understands now, there is currently a criminal and corrections master plan currently in negotiations with the County as to who is going to do it.

Mr. Perez continued with the presentation and stated that they saw from the agenda that scheduling and programming were going to be discussed and wanted to include that in their presentation. He also stated that from reading the resolution his interpretation of this task force was to look at the costing and funding. Ms. Castellanos stated that the resolution stated recommendations not just recommendation. Mr. Perez stated that he stands corrected and stated he read in the minutes that costing and funding was one of the major focuses of this task force. He stated he will discuss the project budget that they did in 2014 and how to streamline to be able to achieve a budget that will work well from a County taxpayer standpoint.

Mr. Wiley started with his presentation, with a little more focus on the important issues raised at the meeting today. He informed the task force that a very extensive process was done to reach the conclusion that they provided in the report that the existing DCC is functionally and spatially inadequate to support present and future needs of the civil and probate court operations. This conclusion was based on population trends, development trends and filing trends. The population is at 2.6 and expected to grow to almost 3.2 million by 2035. Filing growth was determined by the same methodology that the National Center for State Courts use. Total expected judicial officers by the year 2035 is 48 with visiting county judges and special proceeds, therefore we may have 55 to 56 judicial officers in the courthouse at any given time. However, in the masterplan the number of courtrooms remains at 50. County court cases, traffic and County civil cases have been placed in branch courthouses throughout the County. The substantial number of cases that are most relevant to the people in this county have been distributed to the six (6) branch courthouses. Mr. Wiley noted that they think it is important to retain the consolidated operations of civil and probate for reasons of efficiency and operational costs. With respect to facilities needed, and no expectation to prisoner related infrastructure, except for one holding cell in their program in the event of an emergency, provides a substantial savings over a multipurpose courthouse that share civil and criminal divisions. Shared jury delivery deliberations room at a ratio of 1 per 2 courtrooms for civil and 1 per 4 courtrooms in probate. Mr. Wiley expects the courts to continue its pattern of individual calendaring. Individual calendaring is where a judge will handle

the case from beginning to end that best promotes their efficiency. Master calendaring is where a case enters the system and a central administrative authority sets the next proceedings, which are grouped by type.

Judge Bailey responded with regards to master calendaring and explained how one judge will hear motions and one will hear trials. Some jurisdictions are not specialized as Dade County. The master calendar will have family dockets, criminal dockets, etc., and these dockets will require the judges to move about to different areas in the courts in order to facilitate the type of docket they will be performing that day.

Mr. Wiley also added that the National Center for State Courts and their master calendaring system was particularly amendable to this particular notion on how courtrooms are designed for different functions.

Ms. Castellanos interjected that according to the National Center for State Courts *Multnomah County, Oregon, Circuit Court New Central Courthouse Planning and Space Programming Final Report* stated that "The master calendar system presently used by the court for civil and criminal case assignments facilitates the flexible allocation of judicial resources among courtrooms. It can be quite effective when judges do not have permanently assigned courtrooms and cases can be assigned based solely on how case types and scheduled proceedings match available courtroom space." Accordingly, Ms. Castellanos also stated that it is not saying to take the case and give to one judge one day and another judge the next day, but take the same judge and give them a larger courtroom if it is a jury trial or a smaller courtroom if it is a small or bench trial.

Judge Farina informed Ms. Castellanos that this is how the courts are currently scheduling their judges. If the judges have a jury trial they are normally waiting in line to use a courtroom on floors 2-6. The master calendar is a disaster. The entire state of Florida in every urban complex court system has an individual calendaring system. The individual calendar system is the most cost effective and most efficient, effective tax payer friendly calendar system you can have.

Ms. Castellanos stated that except for the cost of the facility, which is totally unfriendly to the taxpayer, the only savings is on the jury room, which is inconsequential compared to the space that it takes for a courtroom. The taxpayers are paying a tremendous amount, humongous amount of money to accommodate the judges who are comfortable with the system they have now.

Chairman Crooks stated that Ms. Castellanos cannot say that for certain. The task force has a consultant here who has gone ahead and looked at everything.

Ms. Castellanos stated that the task force is here to question everything that is brought to them, to see how to do a building that can actually be afforded by the taxpayers of the county.

Chief Judge Soto informed Ms. Castellanos that all of the items that she has brought forward has been looked at. That is why the courts have asked Mr. Wiley to look at different make up of courthouses throughout the country. No one more than Judge Soto dislikes the \$360 million price tag. The courts are not holding on to the one courtroom per judge. They have been doing that for 30 years.

Mr. Wiley began with regards to courtroom sizes. It is not just jury trials that take courtroom capacity. Sometimes judges are surprised on how many people show up for the case, which is why there is a need for flexibility of the size of the courtroom size space, not served by individual

chambers. The fundamental of organization of contemporary courthouses is to provide secure zones, which are litigation zones and judicial office zones separated from one other. The whole thought of continuing to introduce attorneys back into secure judicial zones to populate the chambers or office space does not comply with space that is essential to security today.

Mr. Wiley continued with his presentation and noted that judges always get added before courtrooms do. Therefore it is believed that courtroom needs should be met as early as possible. Mr. Wiley spoke to the issue of dark courtrooms and stated the five most common reasons for this is trial washouts; trial patterns and predictability, judicial illness, vacations, conference, education; non-courtroom work; and secondary causes. He encourages the court to continue its practices and still believes that in light of the calendaring system and the initial program of one to one ratio is the best practice and will serve the longest period of time, will be the most flexible and cost effective. Mr. Wiley closed with a recent program from Sacramento California, which is a 44 judge courthouse, and uses the master calendar system and still has a courtroom for every judge. With that being said, the master calendaring system doesn't necessarily cut down on the number of courtrooms.

Ms. Castellanos asked Mr. Wiley if he has ever worked on any projects that worked on video conferencing instead of courtrooms.

Mr. Wiley informed the task force that he has done nine (9) projects in the state of California in the last two years. California voters some years ago voted to consolidate to eliminate all municipal courts and transfer them to the state. There were a host of outlying court facilities that could no longer be served. In criminal proceedings there are a lot of opportunities to use video to avoid prisoner transportation issues. In Utah with extreme remote locations do some civil cases remotely. But by and large the main civil cases are brought to a main location and tried.

Judge Bailey also noted that she just recently finished a two year position on a national task force on civil justice innovation. One of the recommendations was to try to use video conferencing more robustly. Not being used anywhere across the country very much. Relatively new area, the US Federal Judicial center just came out with recommendations for video conferencing because they are experimenting with it, particularly with social security appeals, just within the last six (6) months. A lot of resistance from litigants and practitioners because they think it will minimize the effectiveness of the presentation. There is a strong possibility for scheduling conferences or motion calendars, but the technological infrastructure within the existing building isn't in place for us to do that. Because we don't know and constitutional limitations we are always going to have trials face to face. Judge Bailey suggested that everyone assumes everything went technologically on line within the span of 20 to 25 years. None of the other buildings in the court system are equipped to handle this. If there was a potential building that had a technological spine and everyone does everything remote, operations could be collected into one building.

Chief Judge Soto also noted that there are Wi-Fi problems currently in the Lawson E. Thomas Center Courthouse, family building and the Richard E. Gerstein Courthouse. She feels there may be a time in the future that not as many courtrooms or space is needed and sees a new building where everyone would go. However, all the buildings except for the Children's Courthouse, which only has two jury courtrooms, there is not a courthouse that everyone can move into. This will be our options and the county will have spent it wisely.

Ms. Castellanos asked Mr. Perez to discuss a conference that he attended which discussed on line systems of alternative resolutions, thinking that the courtroom is going to be going away.

Mr. Perez noted that the AIA assessment on alternative resolutions, virtual courts, will still need designed courtrooms. It is 20 to 30 years in the future and the way technology changes the plan has to be adaptable.

Ms. Castellanos expressed her concern about 50 courtrooms as being too many courtrooms.

Judge Farina spoke in the new children's courthouse rather than all the technology being put in the walls and ceiling, it is actually loose along the floor with false flooring. The court will not have to go through the ceiling and walls to adjust for future technology. We can build smarter buildings, even though we might not know how smart they will be in 20 to 30 years from now.

Mr. Perez continued with his presentation of courthouse designs and what Mr. Wiley spoke to about zones and layouts. He also stated that there is about 500 sq. ft. difference between a jury courtroom and a non-jury courtroom.

Ms. Castellanos stated that it is not the jury space it is also the spectator space.

Judge Bailey stated that generally you don't have that many public spectators except in the case when you have a lot of public spectators, and you don't always know when that would be. Much more important is the gallery space, and that space is primarily used for high volume events.

Mr. Wiley added that it is a standard rule for courtroom seating to be able to accommodate whatever the panel size is necessary for jury selection, which depends on the type of cases and can sometimes be as little as 25 and as much as 50.

Ms. Castellanos stated to Mr. Wiley that there is a way things have been done, the way things have cost and the way that everyone would like it in a perfect world if we had all the money in the world and we could do this. Miami-Dade County has incredible needs and to spend \$400 million, which translates in to a billion dollars once you add the interest over 30 years is really going to be a hard sell at the Commission. She is trying to give the consultants options.

Chairman Crooks recognizes the Chief Judge who stated that she moved probate to the Family Court because of the 3rd floor renovations. There are many hearings that need to move because there is no space to accommodate not just the public, but the parties.

Mr. Perez said the last thing they want to do is design a building that is undersized and obsolete by the time it gets built. He continued with site testing and looked for the possibility of a site to house the 600,000 sq. ft. building on county owned property. Four of which lie within the downtown and one lies within the civic center site.

Mr. Warren stated that county-owned sites are mostly located in the downtown area and there are very few sites, county-owned, in the outlying areas.

Ms. Castellanos stated that the county could sell the downtown sites and buy something cheaper in the outlying areas.

Mr. Perez presented the proposed site locations that are discussed in the civil courts master plan. He continued with some funding mechanisms which included a land lease in which the developer pays for the land, builds the building and the county takes the lease for 30 years, they gain the funds from that and the county takes that facility. Mr. Perez finished the presentation with the proposed costs for a new courthouse that was submitted back in 2014.

Ms. Regula informed the task force that under advisement by the County Attorney's Office the agenda item for the Criminal Courts, Corrections Master Plan could not take place because it is currently in negotiations and is still under the cone of silence.

Chairman Crooks wanted to make sure that the needs of the criminal courts are heard in this task force. Mr. Winston stated there is not enough time to incorporate that in this task force. Chairman Crooks wanted to make sure that the Commission understands that the task force has heard everyone that is involved.

Chairman Crooks would like it stated in the report that once the Criminal Courts and Corrections Master Plan is completed, at the end of 2017, that another task force be formed to specifically look at that master plan and this current task force can address the need of the civil courthouse.

Chairman Crooks continued that the deadline is October 9 and would like to establish a time table for drafting the report. He stated the purposes of the task force as listed in the resolution, and felt that since the life cycle costs analysis came after the report, it was not able to be included. He would like to have a presentation on this at the next meeting. At the next meeting there will be a report outline for discussion. Chairman Crooks asked about the progress on reaching out to the local universities.

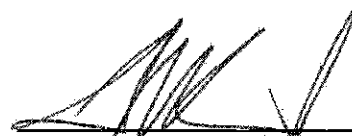
Ms. Castellanos stated she reached out to FIU again and any work they do has to be approved by the state. Chairman Crooks stated he also reached out to FIU and UM and has not received a response. Ms. Regula informed the task force she as well emailed the local universities to follow up.

Chairman Crooks continued with the purposes as outlined in the resolution.

Ms. Castellanos asked what the next presentations are going to be. Chairman Crooks would like Ace Marrero from ISD to present the life cycle costs analysis. Ms. Castellanos also asked about other funding recommendations and that Ms. Abadin asked about raising court filing fees. Ms. Regula stated that she has reached out to Mr. Rasco from the Office of Intergovernmental Affairs and he will be available for questions about the legislative process. Chairman Crooks stated that the next meeting will be to discuss the report outline, the following meeting will be to discuss the draft report and the final meeting for the final report. Chairman Crooks stated that we will continue to reach out to the universities.

Chairman Crooks wanted to look at the last report to review the recommendations. According to the report there were three elements of the recommendations, project alternative and location, the funding recommendations and the third one was delivery method. Chairman Crooks will be working with Ms. Regula on the outline.

At 5:00 p.m. the task force lost quorum.



Chairman Enrique "Rick" Crooks

Second Miami-Dade Court Capital Infrastructure Task Force
August 31, 2016
Meeting #3

The Second Miami-Dade Court Capital Infrastructure Task Force (Task Force) convened a meeting on August 31, 2016 at 9:41 a.m. at the Stephen P. Clark Center, 111 NW 1st Street, 18th Floor, Conference Room 3, Miami, FL 33128.

There being present: Chairman Rick Crooks, Honorable Joe Farina, Vice-Chairperson, Ms. Lourdes Reyes Abadin, Mr. Gary Winston and Mr. William Riley. Ms. Maria Luisa Castellanos and Ms. Sandra Lonergan were late.

The following individuals were also present: Pam Regula, Internal Services Department, Rick DeMaria, Public Defenders Office, Palak Shah, EAC Consulting, Inc., Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit, Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit, Michael Weiss, Office of the Mayor, Joe Rasco, Director, Office of Intergovernmental Affairs, Robert Warren, Regulatory and Economic Development Department, Asael Marrero, Internal Services Department, Juan Silva, Internal Services Department, Lisette Sanabria Dede, Administrative Office of the Courts, Eleventh Judicial Circuit, Vivian Castro, County Commission District 6, Jess McCarty, County Attorney's Office, Alina Gonzalez, Office of Intergovernmental Affairs, and Luis Gazitua, Gazitua Leteller.

Call to Order

Chairman Crooks called the meeting to order at 9:41 a.m. and welcomed the task force members present, as well as the County staff and members of the public.

The first item on the agenda was approval of minutes. Ms. Regula informed the task force members that she had not yet completed the minutes and would have them ready for the next task force meeting.

Chairman Crooks informed the members that he is presenting today the report outline, so at the next meeting the draft report can be discussed. He also stated that today the task force will be hearing from Mr. Marrero on the life cycle costs process and Mr. Rasco with regards to the legislative process.

Mr. Winston began the discussion on the draft outline provided by the Chair and asked that the word "healthy" be added to the primary need, being that in his opinion the Dade County Courthouse is an unhealthy building. Ms. Regula stated that the Internal Services Department Director would not be open to that, as that building has never been thought to be an unhealthy building. Mr. Marrero suggested adding LEED certification be included, which means the building is environmentally sound. The task force agreed. Mr. Winston also suggested that the second task force "acknowledged" this limitation, instead of the word "agreed" in the bold section on the draft outline. Mr. Winston also pointed out to the Recommended Project Alternative and Location, letter A, Alternative 2 – New Civil Courthouse. He agrees that a new civil courthouse is needed, but asked if it was thoroughly looked at as a new single building. He believes if money is spent on a single courthouse, he fears that it would be a long time before any money will be spent on another building.

Chairman Crooks said that part of this outline is to expand upon what the first task force did. He also confirmed the changes Mr. Winston provided.

Mr. Joe Rasco, Director of Intergovernmental Affairs along with the Tallahassee team, Jess McCarty, Assistant County Attorney and Alina Gonzalez, Office of Intergovernmental Affairs began with a brief discussion on their roles and responsibilities in Tallahassee on behalf of the County. He stated that any type of legislation is a challenge and requires a lot of work from a lot of people. The Board of County Commissioners need to be behind any effort as well as the Dade Delegation. He opened the floor to questions from task force members with regards to how things get funded in Tallahassee. He also stated that the County is responsible for capital funding for courthouses.

Mr. Winston spoke to the First District Court of Appeals. Mr. McCarty informed him that the state funds the District Court of Appeals and the Supreme Court buildings. Judge Farina spoke to Article 5 and that it was determined at that time that the state would fund the DCA and Supreme Court. Mr. Winston asked about Orlando and Palm Beach courts and how they were funded. Judge Bailey stated that Orlando, Palm Beach, Broward and several other courts were funded by their counties. Ms. Lonergan stated that as per Article 5 all technology and court facilities are to be funded by the counties. Appellate courts and supreme courts are funded by the legislature.

Ms. Castellanos asked how difficult it would be to raise filing fees for the civil division. Mr. Rasco informed her that it would require a change in the statute and would have to be made available throughout the entire state. It is very difficult to increase a fee or impose a tax. Mr. McCarty stated that something the task force should keep in mind is that 57 to 58 counties out of 67 counties run their county offices out of courthouses, which is why Article 5 came about with court facilities being funded by the counties. The only increase on filing fees that funds facilities is the \$15 traffic surcharge that funds the Children's Courthouse.

Ms. Abadin stated that one of the mandates is to come up with a funding mechanism. She stated that the task force needs to think outside of the box and find funding that may be available. She also stated that the task force needs to work with someone that would write legislation to change things. She feels it doesn't have to be statewide. Ms. Abadin continued with that there is a lot of legislation that includes certain people, for example the convention and development tax and the sales tax rebates. The task force needs to connect the users and funding of the mechanism, not to charge some poor guy who got a ticket for parking in the wrong place. She continued that for a courthouse that is mainly used by developers, how do we make the connect of the user fee versus a general tax. Ms. Abadin is requesting to create a movement and that our county generates more fees and we need the money back.

Ms. Lonergan stated a point of clarification that this building also houses county court, which has the highest volume of cases that includes people who are very poor, that have been evicted from their homes, who have been mistreated by a landlord, who have had a minor dispute by someone else and their only recourse is to file their little filing fee in county court and be heard just like someone who has a lot of money. She continued that it isn't just for the developer or the multi-millionaire, the court also services the everyday population and the task force can't lose track of that.

Ms. Abadin stated that is why we commensurate a user fee.

Chief Judge Soto wanted to inform everyone who was not present during the first task force, that the courts went to the Supreme Court before they asked for the bond to discuss the raising of filing fees and the Supreme Court of Florida said they were not in agreement to raise the filing fees because of access to justice issues and the constitution.

Ms. Abadin said but if there is a need, we have to get creative.

Chief Judge Soto said that the courts will not be able to go to the legislation again on this issue.

Ms. Castellanos said we need support from the local bar association and the commission.

Chief Judge Soto stated that they had the leaders of the bar at that discussion.

Chairman Crooks stated that part of the reason Mr. Rasco was asked to be here is the discussion on raising the court filing fees. Chairman Crooks stated that the task force is looking for a comment as to "is this reasonable or not." We need to have conclusion to this discussion. Mr. Rasco stated we are not here to tell the task force no, if the board puts it on our agenda then it becomes part of using our team and not only the folks here but also the people on contract and also engaging with the delegation to see how we can structure this.

Judge Bailey asked about the sliding scale fee that was implemented with the mortgage crisis and stated how Miami-Dade County didn't get the proportional amount back. She continued with that there is no guarantee that we will get the money back of what we gave to Tallahassee. Judge Bailey asked Mr. Rasco that if the Florida Supreme Court is not enthusiastic about our request would the item be DOA. Mr. Rasco said he would believe it would be DOA. Mr. McCarty said they would pursue whatever the Board or the task force wants them to pursue. He continued with however, we need to be realistic about what we think is doable or not doable. The State sees a window to raise a fee or tax, and they have their own needs for funding, so we are competing with a completely unrelated interest.

Ms. Abadin stated that she feels the County is powerful enough and has enough political influence to say that with this new courthouse Miami-Dade County is going to charge a user fee that we keep to help fund the debt service.

Mr. McCarty stated to look at recording fees. Ms. Lonergan stated that the recording fees go to the Clerks. Mr. McCarty said that it would be a competition of revenue source with the Clerks.

Ms. Castellanos stated that the Commission will not support going against the voters with regards to building a new courthouse.

Judge Farina stated that there are examples about a bond vote against a courthouse and the county funded the courthouse anyway. He then asked Mr. Rasco who directs the agenda for the Intergovernmental Affairs office? Mr. Rasco stated that it is the County Commission. Ms. Abadin asked what the process is. Mr. Rasco stated that the task force needs to make a recommendation to the Commission to make it part of their agenda for 2017.

Mr. Riley spoke to the funding recommendations he made in the first task force, which was raising the impact fees and the Public Benefit program the City of Miami instituted. Mr. Riley asked Mr. Rasco to confirm that there is no option or avenue to have an increase to user filing fees as applicable only to Dade County. Mr. Rasco stated that is correct. Ms. Abadin said that doesn't mean we can't create one. Mr. Rasco said that the task force could draw up the legislation. Mr. McCarty stated that there is some legal impediments to that and that legislation cannot pass the law specifically to Miami-Dade County. As long as it involves one more county, or perhaps based on population.

Judge Bailey stated that there has been multiple Florida counties who paid for their courthouses, so why would the State help Dade County pay for their courthouse.

Chairman Crooks said the task force can make a recommendation and the Commission can assign it or not to the Office of Intergovernmental Affairs.

Ms. Castellanos stated that there are several recommendations on the table to raise filing fees and a constitutional amendment to pay for facilities.

Judge Farina stated that the task force should be cautious about asking other counties to vote on a constitutional amendment to decide access to the courts. He continued that the task force can make recommendations to the Commission for them to look at this issue and further discussions on other alternative sources to fund a new civil courthouse or judicial complex and the benefit of doing that. But to suggest a constitutional amendment would make that DOA anywhere. In practice there are significant constitutional issues. If this is part of the request, Judge Farina stated he will be opposing it. If it is not part of the request and we are going to the Commission asking for alternative funding sources, he will entertain it.

Chairman Crooks asked what the item is that we are going to recommend. Ms. Regula will review the tape to use the statement that Judge Farina stated.

Ms. Castellanos completely disagrees with Judge Farina.

Chairman Crooks stated that Judge Farina wants to ask the Commission to ask the Intergovernmental Affairs

Ms. Castellanos wants to be more specific on filing fees. Ms. Abadin stated that the task force should not limit only to filing fees in case there are other options.

Mr. Riley stated he will not be in support of alternatives. He stated that the task force needs to be clearer and provide a more detailed analysis. Mr. Riley wants to provide the commission with the best option. Mr. Riley will be supportive of a general statement.

Chairman Crooks asked the members if instead of limiting it to only filing fees can the word include filing fees be acceptable. Chairman Crooks also stated that the members are not in favor of any statement that suggests constitutional amendment.

Chairman Crooks asked the members to turn to the attachment for the life cycle costs analysis. The last task force mentioned life cycle costs and closed with asking staff to prepare life cycle costs analysis. Ms. Castellanos stated that first we have to find out how they came to these costs analysis.

Mr. Marrero stated that this life cycle costs analysis was done by looking at the use of the courthouse versus the 140 West Flagler retrofit and the 3rd floor library retrofit and the Dade County Courthouse retrofit. Mr. Marrero continued that in order to make this exercise possible, certain assumptions have to be made. The first assumption is the date that these improvements are going to be completed and that gives you a departure point to make your life cycle costs from. On the chart he provided to members, it was determined that most of the capital improvements would be completed by the year 2025, with the exception of some at the Dade County Courthouse. The first column represents the same construction costs that the first task force had a lot of discussion on. The new information is where the life cycle costs start at 2025. There was a slight

change for the retrofit of the Dade County Courthouse. There are a lot of items that are unfunded and the building is currently occupied, which requires most of the work to be completed in phases. He continued with a life cycle costs analysis is an estimating tool that assists in the process of evaluating the economic performance of a building over its entire life, balancing initial monetary investment with the long-term expense of owning and operating the building. In this particular exercise we have chosen 40 years. It includes planning, design and initial construction costs. It also includes building parts and components costs that have an end of life to it. These costs include lighting fixtures, HVAC, flooring, structural components, and windows, which don't last forever. It also includes two very important components, which is operating and maintenance costs of that facility, which include energy costs, janitorial, security, and building management costs. When you have a brand new building, your life cycle costs initially are much lower, because every product and every system is brand new, so all of those components begin at zero. Mr. Marrero stated that it is very important to note that a brand new civil courthouse is being compared to three buildings that are older in age; the Dade County Courthouse which is 90 plus years old, the 140 West Flagler building which is 40 plus years old and the Main Library 3rd floor which is 30 plus years old. The mean average is approximately 60 years old and that is the starting point for the life cycle costs. The chart shows ten year cycles. The intent is to use three buildings as compared to one new courthouse.

Chairman Crooks asked how much the County has spent in the last five years on the Dade County Courthouse just on retrofit and repairs. Ms. Lonergan stated that the Courts budget has also spent money. Mr. Marrero stated that as of today, the County has funded projects to the year 2020 of approximately \$60 million.

Ms. Abadin asked Mr. Marrero to clarify that the initial cost means that the building will be up to par. Mr. Marrero stated that the initial cost will make the building fully operational as a courthouse. Ms. Abadin asked that if the County will be able to sell these buildings for at least that amount of money. Chairman Crooks said that just because you spend the money in the building doesn't mean you will get that amount of money out of it.

Mr. Marrero also pointed out that these numbers are not adjusted for inflation or construction costs escalation. The numbers presented are in today's dollars.

Judge Farina stated that these buildings, once retrofitted, require an assumption that they are efficient, operational and available to have court operations. In which there is some debate as to whether or not these buildings once retrofitted are the best way of operating the court system. Mr. Marrero stated that the retrofit proposed under this scenario may not meet the findings that just came out of the civil courthouse master plan.

Chairman Crooks stated that if the task force didn't look at the life cycle costs, the task force wouldn't know if they were making the best financial decision.

Judge Farina stated for the record that Mr. Wiley stated that the 140 building can only house two courtrooms per floor. Ms. Castellanos wanted on the record that her drawing included four courtrooms per floor.

Chief Judge Soto stated that why would we want to create something that doesn't provide efficiency for the future and a new building could. If all the courthouses eventually collapse into this building. Why would we make a retrofit that doesn't meet the operational needs?

Judge Bailey wanted to make sure the task force understood the word "shared." There are assigned courtrooms that are used by the judges all the time and then there are shared courtrooms that are not assigned but are always available to a judge no matter what they are doing.

Ms. Castellanos asked Judge Bailey if most of the time the issues are resolved in the judges offices. Judge Bailey responded that if she were to ask the judges, they would prefer to be in courtrooms, but with space limitations they are working out of their chambers.

Mr. Winston stated that he doesn't want to argue anymore and that when an elevator crashes because it is an old building, this task force should be looking at the future and making the future better and fixing the problems. Ms. Castellanos said that she will bring information on buildings older than the Dade County Courthouse and are still in uses today. Mr. Winston requested to be able to finish. Ms. Castellanos stated that all the task force has ever looked at was funding a mammoth building. Chairman Crooks asked Ms. Castellanos to let Mr. Winston finish. Mr. Winston said he has only been to two meetings from the first task force and has never heard of anyone describing a mammoth building. Ms. Castellanos interrupted and stated that she is the only one describing a mammoth building. Mr. Winston wished the task force would try to fix the problem and make the future better for all. Ms. Castellanos stated that she feels this task force has an opportunity to look at serious options. The cost estimating are not within normal parameters, and the life costs analysis that she doesn't even understand how they get to those numbers. Ms. Castellanos continued with that instead all the task force members talk about is this mammoth building. The Commission ask for more detail and we have nothing.

Chairman Crooks stated the life cycle costs analysis are presented so that we can determine that we are spending the county money wisely. Ms. Castellanos stated that the numbers are made up. Mr. Riley stated they he appreciated the work that Mr. Marrero did and provided an in depth analysis. Chairman Crooks also expressed appreciation and that this presentation allows the task force to get a more detailed picture. Chairman Crooks discussed further the report outline. Ms. Abadin stated that she found in the old task force requirements that the task force passed the buck to the policy makers, and for this task force to fulfil the new requirements, there needs to be a funding recommendation that is more specific.

Ms. Abadin asked Ms. Regula to clarify what the role of the universities are. Ms. Regula stated that the role of the universities is as a consultant role and to provide guidance to the task force. Ms. Regula also stated that we have sent the universities the link to the first task force report and have not had any response to participate.

Chairman Crooks discussed responsibility number one, to conduct a more detailed analysis. Ms. Abadin stated that it needs to be more specific with regards to recommending the Commission to direct the Intergovernmental Affairs to prepare legislation on funding.

Ms. Castellanos asked Mr. Marrero if we have a number that Ms. Smith presented to the first task force about square footage. Mr. Marrero stated that the actual cost of maintenance alone is about \$29 million dollars. Ms. Castellanos stated that Ms. Smith, at the last task force meetings, quoted a number that is used for an average and an additional one for the Dade County Courthouse.

Chairman Crooks asked Ms. Castellanos to speak with Mr. Marrero after the meeting.

Chairman Crooks stated that based on the life cycle costs, the money will have to be found out of the general fund.

Ms. Abadin asked as point of clarification to confirm that none of the retrofitted numbers are budgeted. Mr. Marrero said correct, none of the numbers are budgeted.

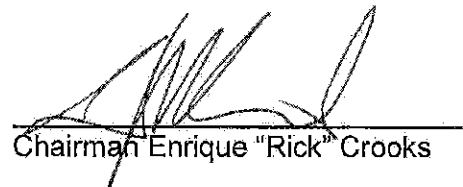
Chairman Crooks asked Mr. Marrero to separate the Dade County Courthouse retrofit budget from the current budgeted operating and maintenance, so the task force can review the money that could possibly be used to build a new civil courthouse. Then the task force would only be looking at funding the difference.

Ms. Abadin stated a concern she has regarding county financing or developer financing. The county has the ability to issue tax exempt debt, which is always cheaper than developer financing. She also stated that the report should include the design build and maintenance numbers.

Chairman Crooks asked that for the next task force Mr. Marrero provide the numbers of what the minimum amount is to operate and maintain the Dade County Courthouse, and also at the next meeting the focus will be the draft report and what is in the resolution for the task force.

Next meeting is on September 15, at 9:30 a.m.

Judge Farina made a motion to adjourn and Mr. Riley seconded. Meeting adjourned at 11:51 a.m.



Chairman Enrique "Rick" Crooks

Second Miami-Dade Court Capital Infrastructure Task Force
September 15, 2016
Meeting #4

The Second Miami-Dade Court Capital Infrastructure Task Force (Task Force) convened a meeting on September 15, 2016 at 9:53 a.m. at the Stephen P. Clark Center, 111 NW 1st Street, 18th Floor, Conference Room 3, Miami, FL 33128.

There being present: Chairman Rick Crooks, Honorable Joe Farina, Vice-Chairperson, Ms. Lourdes Reyes Abadin, Mr. Gary Winston and Ms. Maria Luisa Castellanos. Mr. William Riley was late and Ms. Sandra Lonergan was absent due to a death in the family.

The following individuals were also present: Pam Regula, Internal Services Department, Oren Rosenthal, Assistant County Attorney, Rick DeMaria, Public Defenders Office, Palak Shah, EAC Consulting, Inc., Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit, Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit, Maria Harris, Robert Warren, Regulatory and Economic Development Department, Asael Marrero, Internal Services Department, Juan Silva, Internal Services Department, Lisette Sanabria Dede, Administrative Office of the Courts, Eleventh Judicial Circuit, Jorge Perez, Internal Services Department.

Call to Order

Chairman Crooks called the meeting to order at 9:53 a.m. and welcomed the task force members present, as well as the County staff and members of the public.

The first item on the agenda was approval of minutes. Judge Farina moved the approval of the 8/18/2016 and 8/31/2016 minutes with the continuing additions and modifications as expressed by everyone and perhaps modify the motion to have them approved as amended or added. Seconded by Gary Winston. The minutes were approved unanimously.

Judge Bailey stated that one correction on page 2, with respect to the day in question of January 7, instead of saying the week of she believes she said "the starting day" because the judges have to travel on Sunday to get there because classes start at 8:30 in the morning on Monday. Judge Bailey also stated that "New Judges College" should be capitalized. The other request was that there is no mention in the minutes, about the discussion regarding Multnomah, and specifically when the task force spoke about shared courtrooms. Shared courtrooms are where the judge goes to the case in the courtroom, it is not two judges on a single courtroom or three judges on a single courtroom, and that the assigned courtrooms are when a case comes to the judge, and shared is when the judge goes to the case depending on the character and the functions. and we talked about Multnomah there criminal cases and civil cases and a judge will have all kinds of dockets. Judge Bailey stated that it wasn't in the minutes anymore and specifically, she made the point that Multnomah has 40 odd judges and 40 odd courtrooms and that there is no fewer courtrooms than there are judges. She asked if we could do that in the minutes on 8/18/2016 as long as it is acceptable to everyone, because we did say that at the meeting and it is important to the context of the minutes.

Ms. Castellanos stated that when she made the suggestion in the last meeting, when she referred to shared courtrooms the concept of one courtroom and it is shared not by two judges but by multiple judges depending on what kind of space requirements you are going to have and that is what the National Center for State Courts said that some jurisdictions are going to. Judge Bailey stated that she and Ms. Castellanos are saying the same thing. Because the way they use shared courtrooms as a term over at the Dade County Courthouse is two judges trying to split time in a

single courtroom, which is not the way the term is used nationally. Judge Bailey stated an example of you go to the courtroom based on the function and the need of the case that is assigned to the specific day. She agrees with Ms. Castellanos and that is the operative term, in a shared courtroom setting the judges go to the courtroom in an assigned courtroom setting the cases come to the judge.

Chairman Crooks stated that the key point here is that the shared courtrooms scenario is still the same amount of courtrooms.

Ms. Abadin stated that she is very torn, because she has been polling a lot of her friends that are using the courthouse and everybody agrees it is a disaster, everybody agrees that the columns are a pain in the neck and that you have to move this way to address one group and you have to move the other way to address the other group. She stated that she asked them if they were willing to be taxed for a new building, they stated that they would be willing to go around the columns. She also stated another concern that even if the task force did decide today to move forward with a new building, there is still approximately 10 years of dealing with the current situation, so how do we improve that in the meantime. 10 years is a long time to be continuing to deal with this. What happens in the next 10 years while we are constructing a new building?

Chairman Crooks asked Mr. Marrero to address that, but stated that there are funds to address that. Mr. Marrero stated that this is not a short term solution, in any way shape or form. Every option that is being assessed has to be designed, funding secured, permitted and constructed. Every solution we look at is a long term solution.

Chairman Crooks stated that it is one thing to have people who work in the courtrooms say they can deal with the columns so they won't be taxed, but if you have a case there where the outcome is affected by that, one may feel differently. Ms. Abadin stated it affects both sides equally. Judge Farina stated that in some courtrooms there is a race to get to the courtroom first so that they can get the best seats to see the jury and the jury to see them and the witness. Judge Farina continued with that he thinks we've learned over the past few months that it is columns, but it is so much more than columns. It is the actual spaces of the courtrooms, the spacing of deliberations room, placing of bathrooms, the number of bathrooms, and speaking to a lot of other health, safety, and welfare issues, not just for the judges and the attorneys and the parties, but for the public that come through there, there is million people that come through those doors every year. Ms. Abadin stated that the courthouse seems like rush hour, it seems like the roads. In the morning it's hot, total rush hour. In the middle of the day it weans totally down. I'm not sure if there is rush hour in the afternoon or not. She asked how about technology, are there any new technological developments in the judicial system.

Judge Bailey stated none that will work in 73 West Flagler because there is insufficient electrical. Ms. Abadin stated not there, just overall, things that can be done outside of the courtroom that now require people to go to the courtroom, not necessarily the hearing itself. Judge Bailey said she understands that, even in the offices, you go in there and there is surge protectors, plugged into surge protectors, plugged into surge protectors just to get enough outlets to plug in our computers and our technology that we use to do our daily work, it's a 1926 building. Just like when you go into an old house in Coral Gables and there is one outlet on this side of the room and one outlet on that side of the room and that's it. Our ability to advance technology is limited, we have the routers all over the building to just try and spread the Wi-Fi throughout the building because we have really solid walls that block the Wi-Fi signals and that's the physical issue. Judge Bailey continued that in addition you have this huge cultural issue where you're talking about adapting new technologies and new space to a system of rules that is not built for that right

now. And trying to get the technology to do that and to dispense that to everybody in there. Not everybody that comes to court has the ability to jump on a video phone or a Wi-Fi, maybe they will at some point in time. But there is still a lot of people coming to the courthouse no matter what we do and no matter what we do it's still operationally too small for the existing assigned judges. We are only going up in population. Open the paper in the last quarter and all it says people are still coming to Florida and people still coming to south Florida.

Ms. Abadin asked what percentage of the courthouse is used by the lay person versus the developers. Judge Bailey responded that 199 construction defect cases were filed between 2010 and 2016. So the idea that somehow this is all just real estate developers, they are huge monster cases, that she handles them in business courts, as an expression of what the case load is, it's infinitesimal. She continued with that on the other hand there was 61% of the cases are contract cases, B2B, small business contract claims, credit card claims, that's in circuit court, that's not the stuff below \$15,000. In the County court huge swath of lay people.

Ms. Abadin asked so the majority is lay people? Judge Bailey responded no, in the County court, yes. Those are the functions that we try to keep out at the branch because we want those to be as convenient as possible for people. So a lot of those cases under \$15,000 about what we figured yesterday, almost 100,000 of those are already out at the branches because that is more convenient for people so landlord/tenant is out there, small contract cases are out there, stuff that is under \$15,000. But they have to come downtown for jury trial because that is where the jury pool is. In terms of the overall circuit case load, it's just not developers, they're big, but there's not a lot of them. Judge Bailey stated that to fairly answer your question, during the foreclosure crisis there was a huge amount of lay people thru there. Because it was people who couldn't afford lawyers, else they would be paying for their mortgage. At a typical time it was probably less, total guess of about 30% of the cases have one or more individuals who never hire an attorney, it might be more it might be less that just based on my experience. Most people because of the significance of the issues retain an attorney either through a contingency fee or through an hourly fee. Everybody is in court when a bad thing happens.

Ms. Abadin stated that this is hard for her to conceptualize because there is a lot of detail she is just not getting. If we were just going to generalize and divide in percentages, what percentage would you say are big developers in litigations versus layman use for the older building? Judge Bailey stated everything she knows is in the older building. Ms. Abadin asked what percentage would be the huge cases versus the layperson's cases. Judge Bailey stated you can really adjust for laypeople, because that's this end and developers this end. There's a wide swath of laypeople, people that are in a car accident for example, they might have a lawyer representing them but it's not like a big monster case. Judge Bailey stated that the complex case load that Ms. Abadin described both nationally and Dade County is 5% of the cases. Ms. Abadin asked if those are the ones that are most disrupted because they need more people. Judge Bailey stated no, a perfect example is the vegetable garden in Miami Shores. Miami Shores has an ordinance that does not allow for vegetable gardens in the front yard. City of Miami Shores has a case against a couple who has a vegetable garden in their front lawn. A simple two party case. 150 people showed up in the courtroom for that case. Now this is just a two party case and it's a case that you were normally consider really simple. Is it, is the City of Miami Shores allowed to have an ordinance that says you can't grow vegetables in your front yard because of neighborhood beautification issues and stuff like that. 140 people. Judge Bailey also spoke to another simple case involving whether UBC could turn over its church school area to Sommerset Academy, everybody in Coral Gables for four miles showed up in my courtroom, it's a two party case and should be really simple, but everybody really cares about it. So those are the kind of cases we have. In addition to that we have these morning calendars where we try to move from case to

case to case quickly so we don't keep people outside, we keep them in the courtroom cause otherwise the waiting areas which are not that big, would be a zoo, so in morning motion calendars, which I grant you is a really busy time on Tuesday, Wednesday and Thursday, you'll have 40 people in your courtroom, it may be on 20 different cases, so you can't measure, you have to look at by function and you also have to look at on a case by case a lot of cases are simple car wrecks cases and so on and so forth. But a lot of that is diminishing, torts are down, torts are where somebody gets hurt, those are down, contract cases are up. Ms. Abadin stated she was just wondering if it was a trend, because we are running out of space and the big developers are soon to dwindle. Judge Bailey stated it is consistent with the national 5%.

Ms. Castellanos wanted to add that contrary to what everyone is telling her, she went back on Friday to the courthouse from the ground floor, at 3:00 p.m., not a soul was in the jury room, the majority of courtrooms were empty, there was one courtroom that was packed with people, and unfortunately, it was one of the courtrooms that had the columns. And she will be bringing another PowerPoint projection for that, to show you that the building sits idle in the afternoon, most of the time. Contrary to what everyone says here from the courts, it's not true that there is this overwhelming packed courtroom all the time. It's just not true.

Chairman Crooks asked that members of the audience reserve comment.

Chairman Crooks asked Mr. Marrero to discuss the budgeted commitments for the Dade County Courthouse. Mr. Marrero stated that the life cycle costs analysis that was provided at the last meeting had to be corrected and provided the members an updated analysis. Chairman Crooks asked if it affected the cost of the new civil courthouse upwards or downwards. Mr. Marrero stated it was an upward affect. The Dade County Courthouse, there are a lot of capital needs for that particular building, and he wanted to discuss the FUMD projects that we currently have. The first one is the typical maintenance and capital improvements to the building which are estimated out from the years 2016 to 2020 and are estimated at \$39.1 million dollars that are currently funded and that includes the terracotta project which is almost completed. It also includes some miscellaneous plumbing repairs, carpet replacement, completion of the 40 year recertification report and will include the replacement of the emergency generator and a full abatement of all hazardous materials in that building. That effort is approximately \$39.1 million dollars and is expected to be completed by the year 2020. Also funded is \$30 million dollars that were set aside by the Board to address the findings of the 40 year recertification report. And those \$30 million set aside which are funded will address the electrical upgrades and structural upgrades that are required as part of the 40 year recertification. The entire electrical system will be upgraded as part of that \$30 million funded emergency fund and also the completion of the 140 columns at the basement that needed structural upgrades and that is also expected to be completed by the year 2020. That completes what the county currently has as funded projects for the Dade County Courthouse. \$30 million came about as a major modification that was done to the \$79 million set aside for a new courthouse and that fund was reduced by \$30 million for the emergency repairs for the Dade County Courthouse. That is what will be used for the structural and electrical repairs. The total amount funded is \$69.1 million dollars.

The list of identified unfunded projects are approximately \$34.8 million through the years 2016 to 2020. And through the years 2021 to 2025 at approximately \$38.5 million dollars. And those projects include replacement of the domestic and sanitary water lines, replacement of HVAC systems, which date back mostly to the 1950s and 1990s, fire alarm replacement, elevator modernization, the replacement of all the exterior doors and windows, which were replaced back in the 1990s.

Ms. Castellanos asked if the current façade work included the windows. Mr. Marrero stated that the terracotta work did not include the replacement of windows, but included complete sealant of the existing windows that have been there since the 1990s.

Judge Soto wanted to make a comment that one of the problems is where the façade has been completed there is still water coming in from the windows. So just on Monday during the rain storms the 22nd and 23rd floors got wet again because of the non-sealant of the windows. Judge Soto stated that this goes to the cost because those floors have to be remediated again that are not in the numbers that the task force is currently getting. Ms. Abadin said that the contractors have to take care of that.

Ms. Castellanos asked Mr. Marrero what exactly the \$69.1 million that is already funded include. Mr. Marrero stated that \$30 million is from GOB and the \$39.1 is from General Fund. The projects include the terracotta project, plumbing, carpet and 40 year recertification report, HVAC replacement on the 1st, 3rd, 14th and 15th floors, very limited, it will include the replacement of the emergency generator and the completion of the abatement of hazardous materials in the entire building. Ms. Castellanos asked if there is asbestos in the building. Mr. Marrero stated that yes, we have through the years been very thorough and we have been very proactively doing the abatement of the entire building. Ms. Castellanos asked where the asbestos is. Mr. Marrero stated that it is in the typical areas you would find in buildings of that age. HVAC insulation, mastic flooring your typical, nothing out of the ordinary.

Chairman Crooks stated that part of this discussion is that a lot of the spending is going to continue and at some point a decision has to be made as it pertains to a new civil courthouse.

Ms. Abadin stated that even if we decide to go to a new building, we still need to add to that the unfunded needs for the next ten years.

Mr. Marrero stated that the repairs will depend on what the County is doing with the building in the next ten years.

Chairman Crooks stated that the task force hasn't really looked what this is. Looking at financial notes and this is somewhat simplistic. All the task force is doing is looking at one courthouse versus another. There are also some opportunities as to where some additional funding could come from if you made one decision versus another.

Mr. Marrero continued with the funding, and stated that there is around \$69 million of funded projects and around \$73 million of unfunded projects. There has been a separate analysis done that compares the new civil courthouse versus the existing Dade County Courthouse retrofit and distributed to the task force members. It denotes at the end of the 40 years, life cycle costs of the new civil courthouse would cost a total of \$588 million dollars and the Dade County Courthouse would have gone through \$329 million dollars worth of costs. So the delta between those two is \$258 million dollars, and if you apply the remaining \$47 million left in GOB funds, the budget gap between those two buildings alone, at the end of 40 years is \$211 million dollars.

Chairman Crooks stated that the point of looking at this, was to see what a new civil courthouse needs currently are and that the civil courthouse cannot serve the needs for the next 40 years. With these numbers you have an opportunity to spend \$211 million dollars that can satisfy the needs of the county for the next 40 years.

Ms. Abadin asked if the costs include the cost of land to build these buildings. Mr. Marrero stated that no, because the analysis in the master plan has always included county owned land for the buildings.

Chairman Crooks stated that the presentation provided by Dan Wiley and Daniel Perez included the potential land available and conducive to build a new civil courthouse.

Judge Farina asked if the \$73.3 million unfunded is that part of the comparison between the new and retrofit. Mr. Marrero stated that all costs have been considered.

Ms. Castellanos asked that with the Dade County Courthouse retrofit, we are basically saving \$258 million dollars. Mr. Marrero stated that at the end of 40 years, if you continue the way you are right now and continue operating that building this will be your cost at the end of 40 years. He continued with that obviously if you have a building that is insufficient today, it would be exponentially insufficient 40 years from now. But those are the true costs, in today's dollars, 40 years in the future. Ms. Castellanos clarified that what she was saying was that if you compare one cost to the other cost of the new single courthouse, the retrofit is \$258 million dollars less. Mr. Marrero stated that you are comparing a 600,000 square foot building to a 270,000 square foot building, which is twice the size. Obviously there is an additional cost to operate a larger building.

Chairman Crooks asked Mr. Warren to discuss financing strategies. Mr. Warren stated that some of the scenarios he will be discussing were also mentioned in the first task force. The County could build its own new courthouse, we've gotten estimates already of \$361 million and it's shocking but the building is \$200 plus something but when you look at it because of IT today, \$30 - \$40 million, furniture, everything brand new, green technologies, you put in cost overruns if necessary, management fees, and this is on free land. And that's what HOK did in their study that went to the bond referendum. \$21.7 million dollars will service that bond and the annual operating cost is \$228 million total, which is about \$5 million a year. Mr. Warren stated that he calls it operating, and it includes janitor services, fixing things, security. When you go to life cycle costs you have to look at 40 years, and they put in a standard, which they had included which is about \$700,000 year, which builds up on some replacements, like the escalator, I call it a standard and that cost is about \$5.7 million. Put the two costs together and a yearly payment of \$27.4 to \$28 million dollars is needed a year. Remember 73 West Flagler is funded with \$2 to \$3 million a year and that's it. Mr. Warren added that you have to add the \$69 million for must repairs and with that it will be about \$10 million a year the county will be spending on 73 West Flagler.

Mr. Warren began speaking with regards to P3 scenario, in which he has spoken to people in the industry. One good thing is in the competitive bidding process, is that 6 to 7 people might respond. Through competition instead of \$360 million they would build it for \$325 million. Their 3rd party financing is somewhere in the range of \$22.5 million a year or 6 to 7 percent. Their annual operating cost, most of the people he spoke to said we are not going to do standard life cycle, we are going to have premium and that it is going to be a showcase building, so at the end of 40 years, the marble floors will look like the day it was open. In that instance, they allocated about \$7 million for that, which is \$5 million operating, plus \$2 million a year for elevators, HVAC, escalators, to make it prestige, the bathroom would certainly be replaced as the toilets are updated a few years or so. Their total cost is estimate of about \$31.5 million, and these are rough figures. The county was focusing on \$27 to \$28 million a year. A little bit more expensive.

Ms. Abadin asked did the private sector do the financing. Mr. Warren stated that it hasn't been approved in the federal government private tax refund. But with a public tenant the rates should be good. He stated that Long Beach got 6.4 to 6.5 percent.

Ms. Castellanos asked about the numbers of \$325 million, even though all the estimates we've seen is \$360 million. Mr. Warren stated this is with the county building it. With competitive building he took off 10%. Ms. Castellanos said it was not rational, even with competitive you are talking about competitive financing, but with the building costs somehow they are going to also competitively bid on it. The county is going to competitively build the building. Ms. Castellanos stated that she didn't think you can shave off \$20 million. Ms. Abadin said you can do that, because with a P3 one of the advantages is that they do shave off some of the process of the county. Ms. Castellanos said she understands, but that is a lot to take off. Mr. Warren stated that these are all projections and he would be happy to raise the \$31.5 to \$33 million. The difference is about \$28 million.

Judge Soto stated that when Ms. Abadin talked about the 10 years, one of the things we looked at P3 for was because P3's are faster and they don't have to go through the process the county does. Judge Bailey stated that the \$360 million that was done in 2013 and that number may be changing, because we are going in a downward cycle in construction costs. Ms. Castellanos said that actually construction costs have gone up, and it may go down a little bit, but materials are probably not going to go down.

Mr. Warren stated that whether it is \$28 million with the county doing it, or the P3 with \$30 to \$31 million, the point is \$30 million plus or minus. Mr. Warren stated that the final scenario, building a new courthouse, sort of a modified P3 real estate combination. And this is wide open because the cost to the county will depend what the trade-offs are with the real estate. A pure P3 put out to do the building, it is design building operating and maintenance. Now we ask them to take a piece of county owned land and build something to make money to lower the cost to the county. Mr. Warren continued with that it could be another building. Long Beach traded their library to the developer to create a hotel or something. That could bring down the cost. It depends on the real estate market, and the real estate deals. Some people just don't want to run a shopping center, but we also have to be cognizant of not selling off county property, having land and being able to operate downtown. As identified by the courthouse study, next to Children's Courthouse, the 140 building, the motor pool lot, and 73 itself, but that is not going to be torn down, there is also the cultural plaza, which is 4 acres, underutilized.

Mr. Warren stated a funding possibility would be to go to another referendum. This would increase the debt service millage rate, or find a reallocation of existing bond funds, which would have to be a policy issue. Fund via P3 or private partnership through the general fund budget. He reminded the task force that the Deputy Mayor stated to the prior task force that next few years these monies have already been allocated in the budget. However, through the budget process and through the commission use of general fund, which Broward County did. The voters had turn them down and they reallocated some funds to the new building. Again it is a policy decision for the commission.

Mr. Warren also stated that P3 financial advisors contract has been awarded to KPMG, they do the value for money analysis. It might be a time now or a year from now when we have the criminal and corrections master plan, they could do one massive study of what would be the best use of our money in what scenario. This might produce the right combination. Mr. Warren stated that we should recommend using these advisors in our report.

Mr. Warren continued with the public benefits program that Mr. Riley mentioned in the first task force. They have projects like green energy infrastructure, he thinks courts could be a part of that and funds might be set aside for the courthouse. This would only apply to County zoning in unincorporated areas. A new structure of 600,000 square feet is to add a large public space, community room. Mr. Warren spoke to when Ms. Abadin mentioned that in the afternoon at the Dade County Courthouse everyone clears out, they could have night conferences. Renting out some space. Finally, the other way to look at is the Clerk of the Courts, is allocated 50,000 square feet of space in the new courthouse. He suggested to look at the clerk's recording fees. New courthouse bottom line is we need \$30 million.

Ms. Abadin asked for a list of capital projects that have been on the list for a long time that are funded and haven't moved forward in the last couple of years. Mr. Warren stated that there are many projects in that long list, and many have been allocated to each commission district. Ms. Abadin asked what the process would be to peruse that list with someone that could explain how long a project has been in the capital plan and nothing has moved forward. Ms. Abadin clarified that she is not looking for information on projects in the GOB Bond. She is looking for capital projects that are funded through other sources that the county has and have not moved. Those sources can be freed up if we can get to the agreement. Mr. Orenthal stated that Ms. Abadin can direct staff to find the list for her and that administration can provide a report for this group. Ms. Abadin asked that the budget department provide a list to the task force of projects that have been on the capital projects list for more than 5 years that are not funded by GOB and have not moved forward. Chairman Crooks said not to limit it to five years and suggested the task force ask for 10 years. Ms. Abadin suggested they ask for a list of projects sitting for more than seven years.

Mr. Warren wanted to remind the task force that there is still \$47 million left and \$30 million reallocated for emergency repairs. If this project accelerated and was completed in three or four years. Ms. Abadin stated that there is no way a building could be built in three years. Mr. Marrero said through a traditional design, bid, build, no, it could not be done. However, if you look at alternative ways to get this project built, it could be done in five years. Ms. Abadin asked, so out of the \$30 million there is nothing that you have to use in the next three years. Mr. Marrero stated the 40 year recertification has to be completed, but it's who completes that work, does the county or does someone else. Ms. Abadin said that we can't count on \$30 million because by the time we get to this, there might not be that amount left.

Mr. Rosenthal stated that to provide assistance in advance of the request, online is the proposed budget, volume one, appendix I is the capital budget by list of what building and funding source, but it wouldn't provide a historical listing, but it will show you what is funded and not funded.

Chairman Crooks asked that we get an analysis of capital projects that haven't moved forward in the last 5 to 7 years.

Judge Bailey suggested that there is a funding source for the Lawson E. Thomas Courthouse and perhaps there might be some money available once the LET Bond is paid off.

Ms. Abadin as part of this task force we are supposed to make a recommendation, once we make a recommendation on how to move forward, is there going to be another task force created to look at how to fund it. Chairman Crooks stated that this task force is to look at that.

Chairman Crooks stated that the new courthouse is about \$27 to \$30 million per year, if we build it, and the existing courthouse is about \$10 million a year. So we are trying to fund the difference

of \$17 million per year. If a new civil courthouse is built, there is something that can be done with 73 West Flagler. He also stated that there are several buildings that can be looked at for possible sale to help fund a new civil courthouse.

Ms. Castellanos stated that if a smaller building is built, with shared courtrooms and put out to voters that you are willing to open the courtrooms for their use in the afternoons and evenings for free, she feels it would be very attractive. If you do half the courtrooms or a third of the courtrooms you could cut the cost in half, which is about \$130 million.

Chairman Crooks continued by asking if the land lease was a possible funding source. Mr. Warren stated that that is one of the scenarios, if the County wanted to hold on to the land, but it wouldn't bring in that much revenue.

Judge Farina stated to add to other options, possible increase of civil filing fees and as difficult as that might be it should be included as a funding recommendation.

Ms. Castellanos asked if she may write a minority report. Chairman Crooks said of course.

Judge Farina stated that the italicized wording in the draft report should be verbatim to the first task force as it is a recap of what was recommended before. Chairman Crooks stated that he was working from an old draft of the first report and asked staff to correct.

Ms. Abadin asked if we have moved forward at all on the criminal courthouse issues. Chairman Crooks responded that this report should reflect at the end of the 2017 master plan study, a separate task force should look at that issue. Mr. Winston also stated that he agrees with the statement about the 2017 master plan and that a new task force be formed, but asked if the task force can put a single sentence more that the reason for that is that the first task force and this task force were not provided the information for this.

Judge Bailey stated it's not like anyone refused to give you the information and suggested the task force recognizes that the next phase of the master plan, which includes the criminal court, is not available to it at this point and time. It is important that the overall courts need not be overlooked.

Mr. Winston stated we didn't get the information because the information doesn't yet exist and because ISD awarded a contract only to update the previous civil master plan. Judge Bailey clarified that they expedited civil master plan and the criminal phase is undergoing.

Mr. Rosenthal suggested the following language to the task force: This task force found that the analysis of the criminal courthouse was premature because the information was not yet available to allow the task force to complete its work and therefore recommends a subsequent task force be impaneled to analyze those issues.

Chairman Crooks stated that the task force will have a little more information to update the second task force draft report and that will be the basis for further discussion and then finalize it on October 5. He also asked Ms. Castellanos that if there will be a minority report to provide the task force a draft by September 26 meeting. Chairman Crooks asked that the task force make the agenda for the next meeting. He started with funding from existing facilities and things that we can do with 73 West Flagler, the library and the 140 building, and can we derive any funding from them. Ms. Abadin stated revenues that can be derived from underutilized buildings. Mr. Warren stated that we won't know the dollar until they know what they want to do with the land. Chairman

Crooks also stated that he wanted to look at General Revenue versus GOB and continue the discussion on the public benefits program, utilizing spare space in the courthouse, fees from the Clerk of Courts, capital projects that have not move forward, income stream from LET that Judge Bailey brought up.

Motion to adjourn was made by Judge Farina and seconded by Maria Castellanos, meeting adjourned at 11:44 a.m.

Chairman Enrique "Rick" Crooks

Second Miami-Dade Court Capital Infrastructure Task Force
September 26, 2016
Meeting #5

The Second Miami-Dade Court Capital Infrastructure Task Force (Task Force) convened a meeting on September 26, 2016 at 10:00 a.m. at the Miami-Dade County Children's Courthouse, 155 NW 3rd Street, 5th Floor, Conference Room A & B, Miami, Florida.

There being present: Chairman Rick Crooks, Honorable Joe Farina, Vice-Chairperson, Ms. Lourdes Reyes Abadin, Ms. Maria Luisa Castellanos and Mr. William Riley. Mr. Gary Winston and Ms. Sandy Lonergan were both absent.

The following individuals were also present: Pam Regula, Internal Services Department, Oren Rosenthal, County Attorney's Office, Rick DeMaria, Public Defenders Office, Palak Shah, EAC Consulting, Inc., Honorable Jennifer Bailey, Administrative Judge, Eleventh Judicial Circuit, Michael Weiss, Office of the Mayor, Robert Warren, Regulatory and Economic Development Department, Lisette Sanabria Dede, Administrative Office of the Courts, Eleventh Judicial Circuit, Alex Fernandez, County Commission District 6, and Maria Harris, Administrative Office of the Courts, Eleventh Judicial Circuit.

Call to Order

Chairman Crooks called the meeting to order at 10:12 a.m. and welcomed the task force members present, as well as the County staff and members of the public.

The first item on the agenda was approval of minutes. Ms. Regula informed the task force members that she had not yet completed the minutes and would have them ready for the next task force meeting.

Chairman Crooks began with a discussion on the funding possibilities. He informed members that there were several items given them that responded to the funding possibilities discussion, but there is also a minority report from member Ms. Castellanos that we could discuss this meeting or the next meeting. He asked all the members to review Attachment B, which is Attachment A from the first task force report with an additional column to include the Second Task Force Recommendations. Chairman Crooks continued with that at the first task force there was extensive discussion on the funding possibilities, but never came to a recommendation on what route the county should take. One of the charges of this task force is to actually make a recommendation. He continued with there are other items added to this list and are all at the end of the document, community space within a new civil courthouse, increase the clerk of courts recording fees, unimplemented county funded projects, income streams from the Lawson E. Thomas Courthouse, and existing county facilities that would not be needed by the court system if a new civil courthouse is built. Chairman Crooks suggested the best way to look at the additional items first and then come back and see if we can complete attachment B with the recommendations.

Chairman Crooks with the Public Benefits Program. Mr. Riley was the member who made this recommendation in the last task force. Mr. Riley stated that the reason he brought this up the last time was because the task force spoke about developers and developers utilizing the court system, which is only one facet of the people that utilize it. He then noted that the City went forward and revamped their zoning code, provided for some incentives in order to increase monetary contributions for public improvements, specifically with regards to their parks infrastructure.

Judge Farina asked if it would be helpful as an example to include as part of the attachments, this FAQ on the City's Public Benefits Program handout.

Chairman Crooks stated it would be good to find a way to roll it in to an example on how it could be utilized for a court system. With a housing development I could see how making a contributions to parks etc. But what about if it is a commercial type development should we then look at some kind of public benefit thing.

Mr. Riley stated that with regards to impact fees, there is this whole rational nexus argument, which he will leave to the County Attorney to explore to see if it is applicable, but he brought up as an example to fund public infrastructure projects.

Mr. Rosenthal stated that the issue is difficult, because there is a current courthouse as well. He does think it is appropriate for this task force to recommend as a potential, but doesn't think it will be able to know the answer as to whether it meets that dual nexus test until after details of the new courthouse surfaces, such as, how big it is going to be, what's it is going to handle. Unless this task force is going to recommend specific sites, specific courthouses, specific drawings, it is going to be difficult to the dual rational nexus test, because the arguments on the other side are going to be that there is an existing courthouse and the existing courthouse is sufficient.

Ms. Castellanos stated that the impact fees are a great idea. Because it really could be achieved and it could be done and has a rationalization for it. But the impact fee would not go on residential properties, it would be strictly for commercial buildings, because she feels there are already too much costs and impact fees in small residential projects and houses in general. She also stated that the benefit program needs to be coordinated with other departments and what they are doing. She thinks affordable housing is already working on some kind of benefits where you can transfer development rights for workforce housing that you are going to include in the building. She doesn't think that that particular system is going to yield a lot for courts, because it is already being used for affordable housing, which is obviously a big necessity in this city. So you have to question whether it is going to be viable for use in this particular system.

Judge Bailey asked Mr. Rosenthal in terms of these unknowns, there have been two comprehensive court master plans directed at civil, one from 2008 and one that just got updated they both recommend replacement, they both recommend 600,000 square feet, they both recommend a county owned site, downtown, is it possible to do an analysis on what's been repeatedly recommended to the county in a dual nexus test. Mr. Rosenthal stated that it will presuppose the results of this task force and the results of what the commission does from the recommendations from this task force. He continued with that if the task force can direct a certain specific recommendation that they would like analyzed, but what the County Attorney's Office cannot do is assume from those general recommendations what the ultimate results are going to be and based on that assumption provide an analysis of those costs. No one has done a cost breakdown, no one has done an analysis on when you are going to move in and what are you going to use the old courthouse for, no one has done an analysis of what the actual impact of building a new building. He also stated that for example an impact fee analysis, the impact fee analysis determines what impact a new building has had and it has to be a universal impact fee not just charge an impact fee on one segment of the population and not on everybody. We need to know exactly what those impacts are going to be. Mr. Rosenthal stated that the task force could ask for an analysis of this plan, as to whether or not we can do an impact fee for this amount, we can tell you whether it is legal and then you have to decide whether or not you are willing to place that impact fee and how much you are willing to place on the businesses. The new

courthouse is not just for new businesses it is for everyone. The hardest part of the dual nexus test is showing that the new courthouse that we are building is necessitated by these new buildings. Part of the historical information you are giving is almost argument against that because it is necessitated by all the buildings.

Chairman Crooks stated that the task force will add a recommendation that the County Attorney's Office perform a dual nexus task as it relates to the public benefits program as well as the impact fees to see if it is feasible. Mr. Rosenthal said we can append that to the task force recommendation. It's best to do it that way, and what the County Attorney's Office will provide, is a general statement of the issues and what we can potentially due. He also noted that the master plan committee made recommendations to this task force and to the board, this task force is making recommendations to the board and the board might want to go a another way. The board's direction to this task force was to give them all the options and while there are some options, like raising the filing fees, that is without our power to do so. That is something the state has and would have to petition the state for. However, this is something potentially within our powers and can talk about the constraints of that in a supplemental report that you have asked for. Mr. Rosenthal stated that it is going to be difficult for the County Attorney's Office to come up with, particularly not knowing the numbers. They will be able to do is fund that portion of what you are recommending that is a forward looking, because you are not just building a courthouse to meet today's needs it's looking to build a courthouse to meet the needs of this community for the next century. He continued with that there is a current need and a past need that has been identified. As to a new courthouse, renovations of this courthouse, having multiple courthouse structures that will be very difficult within that test. As one of the funding choices that you are going to recommend that segment of it could potentially be done.

Judge Farina stated to task the county attorney's office to provide a general statement concerning the dual nexus test and how it relates to both the impact fees and the public benefits program. Mr. Orenthal stated the public benefits program is the City of Miami Pubic Benefits 21 program. Mr. Warren stated that the task force should keep the impact fee and the public benefits program separate because impact fees are mandatory the public benefit program is an purely an option if you build in the City. He also stated that the task force could ask the planning department to do a study to see the potential for funds in public benefits. Unincorporated Dade County would be the only place you could use this and what's the potential for increased development bonuses in the unincorporated areas.

Ms. Castellanos asked for clarification when Mr. Rosenthal said that we can't just tax different populations does that mean we can't make the differentiation between commercial development and residential development. Mr. Rosenthal stated that you have to see what impact each has. You could not have the businesses pay for residential and the residential pay for businesses.

Ms. Castellanos asked is that something doable, can we actually analyze that? Mr. Rosenthal stated he has not seen one done for courthouses, it is usually for parks, roads and infrastructure, but stated that it is doable. He continued with that the whole purpose of an impact fee is to look at what infrastructure is required as a part of this and to charge an impact fee based on that infrastructure.

Chairman Crooks continued with regards to the use of the community space in the new courthouse. Judge Bailey presented a draft report for the use of the courthouse, Dade County is not used as heavily as the other buildings, basically because we are using the courtrooms for trials. There also has been impact by the remediation. For example the law library on the 3rd floor, CABA and SALAD, for 5 days a week hosts free legal clinics. Ms. Abadin asked if there

was a summary for this draft. Judge Bailey stated this is a summary. She doesn't have a summary of the number of hours that outsiders use or the frequency of requests.

Chairman Crooks asked if there was a charge. Judge Bailey said there is no charge from the courts, but the County may require a pay for the security, a/c and janitorial. Mr. Warren suggested that perhaps Ms. Regula would know. Ms. Regula stated she would have to check with the facilities manager.

Judge Bailey stated for the commercial filming they do charge and Mr. Warren opined that it is just a film permit fee and the Office of Film keeps that.

Chairman Crooks asked Judge Bailey to break it down for the past year and if ISD can provide what charges if any beyond the charges to just cover costs for the use of the courthouse. Mr. Warren referred to the training room that the task force was using for this meeting in the Children's Courthouse and stated that it was built specifically to be a community room. Chairman Crooks asked if we market this room. Ms. Castellanos wanted to know how much we charge. She also stated that she used a room at one of the parks last week and they didn't charge anything for it. Judge Bailey stated that if they refer to the list and the Family Courthouse, which is LET there is one space twice the size of this room, and it is on the 11th floor of LET, that room is always book. If it is during the day, she knows there is no charge.

Chairman Crooks stated that the community space should not be listed as a funding source, it should be listed as a public benefit that we need to make people aware of. Ms. Abadin asked could we make it on a donation basis. Judge Bailey stated that most of the groups that use it don't have money. Ms. Sanabria stated that some of the things they do is to get attorneys to come to take pro bono cases that benefit the community so we don't charge for the use, but attorneys come in and represent a family for free after they do a training.

Ms. Castellanos suggested that if you wanted to sell this for a new building, a smaller scale building that would not have one courtroom dedicated to a judge, but would have shared courtrooms, and then promote it as an incentive for the public to fund it, the incentive would be free rooms on the weekends for the public to use for whatever group. Ms. Abadin stated that she agrees it is like a non-monetary benefit. Chairman Crooks stated that there is a cost to run the buildings on the weekend. He would like to create a section called public benefit and from some of the discussion that we had already heard and create something in some kind of a recommendation that any court facility that is recommended by the task force should have an emphasis for use of the space during off peak times for the public benefit.

Judge Farina asked is to include the charges. Ms. Regula stated that ISD currently charges after hour \$65 per hour, plus two screeners at \$27 per hour each. Chairman Crooks stated that is a nominal charge and during the day is free. Judge Farina stated that they would need two screeners per hour for the length of any public use for meeting or organization.

Chairman Crooks stated the information that Judge Bailey provided with regards to current public use will be an attachment to the report.

Chairman Crooks discussed the next agenda item to increase the clerk fees. Judge Farina referred to a handout that Ms. Regula provided with regards to the Office of the County Recorder. The Clerk of Court is the County Recorder for Miami Dade County, and that there are fees associated with recording documents so that they are available in the public records. He stated as a caution on this area, the clerk's budget utilizes some of these fees and really is dependent

on them. He continued with the clerk already has a deficit in his budget here in Miami-Dade County, and looking into an increase in the clerk of courts recording fees, the clerks statewide association may be looking into having all or a part of those increases directed to the clerks budget not necessarily to the courts budget.

Ms. Castellanos asked if this money goes directly to Dade County or is this one of those things that go to the state and then we get a portion. Judge Farina stated that the state of Florida funds the operations of the court system and revenue goes to a state trial court budget commission, which then proceeds to distribute funds based upon the size and the need of the 20 circuits with Miami Dade County being one of them and the largest. Normally Miami-Dade County receives the largest percentage of funds.

Ms. Castellanos asked if the task force is going to recommend to increase the fees, make sure we increase something that we can keep and doesn't get sent to another county. Ms. Abadin asked would it be possible to increase a fee in Miami-Dade County to keep. Mr. Warren stated that documentary stamps go to the state and but certified copies stay with the clerk. Mr. Rosenthal stated that you can't profit off of a public record copy. The clerk is an independent officer and when he is functioning in that capacity he is functioning as a constitutional clerk of the circuit courts not as a functionary of Miami-Dade County. He continued with that even if the clerk decides to increase the fees, and he could legally increase the fees, the fees go to him. He also stated that the clerk's office would be the best people to go through this and describe what of this is clerks charges, state charges, potential County charges, and potentially municipal charges.

Judge Farina added that another complication is that even if the monies are paid to the clerk initially, those monies are accounted for in terms of the clerks statewide organization that monitors all of the 67 clerks in the state of Florida. Mr. Rosenthal opined that it still could be part of the recommendation to the legislature, we have infrastructure needs, there is not a lot of money locally maybe you can authorize a surcharge to the extent that it is reasonable in Miami-Dade County for new courthouse construction on some of these fees. Ms. Abadin added that Miami-Dade County will be able to keep the increment.

Judge Farina also noted that the clerk will be part of any new civil courthouse, renovated courthouse or improved courthouse, and they do take space, they do provide services there and revenue sharing of increased fees could benefit both the clerk and the court because the court does provide the facility for the clerk.

Mr. Riley asked who controls parking lot fees for county courthouse. Mr. Rosenthal stated that the county has parking structure and it is part of county revenues. The chairman looked at that at the last task force, however, there was push back from the court system for security issues.

Chairman Crooks stated to move forward on the agenda with the unimplemented county funded projects. Ms. Abadin stated that she had identified projects that funding has not been budgeted already and Ms. Regula forwarded these items to the budget office for explanation.

Ms. Abadin recommended that the task force add to look at the funding source and see if funds are able to be transferred and to revisit the projects and reprioritize. Possible reallocation based on further analysis of capital projects. Reallocate in the judicial capital budget. Add a courthouse funding item to the capital budget. What sources of existing funds could be used by the courthouse and reprioritize the use of those funds and allocate to the courthouse.

Chairman Crooks moved to the next item to discuss the income streams from the Lawson E. Thomas Courthouse. Judge Bailey stated that she has not been able to get the information from the budget office.

Chairman Crooks discussed the next item, which is the existing county facilities that would not be need by the court system if a new courthouse is built. Several existing court facilities that are potentially being considered in lieu of a new courthouse and we also have the current courthouse. Judge Bailey stated that ISD did appraisals. Ms. Regula stated she would speak with the Director to see what the appraisals were. Chairman Crooks stated he estimates about \$110 million in the three buildings. If you combine with the \$90 million and reallocate some capital projects. Mr. Warren stated that we should not put numbers in the report, but to look at all possible sources of sale or joint use of county properties to raise sufficient funds in excess of \$100 million dollars. Please direct the administration to look at compiling these buildings. Chairman Crooks stated we would list the three buildings of 140, 73 West Flagler and the library. Mr. Warren stated we shouldn't list specific buildings either. Chairman Crooks suggested we add integrate the library with the new courthouse.

Chairman Crooks concluded with the funding discussion and stated the following recommendations on Attachment B for funding alternatives. The recommendation on the GOB section is to reallocate the original \$90 million. There is recommendations on the other mechanisms except for the property tax revenues. Make a recommendation that if the courthouse is in the mix it should be one of the things that looked at for future budgets.

Chairman Crooks summarized the draft report. At this point the task force has a pretty solid attachment B. Staff will work to issue a draft, and asked task force members to review for the next meeting. Proposed for the Executive Summary, a presentation of sorts that summarizes all the work in one concise page or so. We are looking at a courthouse that is going to be around for the next 40 years to a century. Chairman Crooks also asked that members review the minority report submitted by Ms. Castellanos and also suggested to Ms. Castellanos that the number of the courthouses recommended is 50 and not the 41 stated in the minority report.

Ms. Regula stated she had included an email from member Mr. Winston, since he couldn't attend today's meeting. Mr. Rosenthal stated no discussion can be made due to sunshine laws.

Judge Farina made a motion to adjourn and the motion was seconded by Mr. Riley. Meeting adjourned at 12:06 p.m.

Chairman Enrique "Rick" Crooks

Second Miami-Dade Court Capital Infrastructure Task Force
October 5, 2016
Meeting #6

The Second Miami-Dade Court Capital Infrastructure Task Force (Task Force) convened a meeting on October 5, 2016 at 9:30 a.m. at the Stephen P. Clark Center, 111 NW 1st Street, 18th Floor, Conference Room 18-3, Miami, Florida.

There being present: Chairman Rick Crooks, Honorable Joe Farina, Vice-Chairperson, Ms. Lourdes Reyes Abadin, Ms. Sandy Lonergan, and Mr. Gary Winston. Ms. Maria Luisa Castellanos and Mr. William Riley were both late.

The following individuals were also present: Pam Regula, Internal Services Department, Asael Marrero, Internal Services Department, Palak Shah, EAC Consulting, Inc., Robert Warren, Regulatory and Economic Development Department, Lisette Sanabria Dede, Administrative Office of the Courts, Eleventh Judicial Circuit, and Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit.

Call to Order

Chairman Crooks called the meeting to order at 9:47 a.m. and welcomed the task force members present, as well as the County staff and members of the public.

The first item on the agenda was approval of minutes from September 15th and September 26th, 2016 meetings. Judge Farina made a motion to approve both minutes subject to any corrections or additions from task force members, County staff or members of the public. Motion was seconded by Gary Winston and the five task force members present voted. Ms. Castellanos did not vote as she arrived late and did not have a chance to review.

Chairman Crooks asked Ms. Regula to explain to the task force what was pending with regards to the task force report. Ms. Regula stated that she has provided the members with the draft report as well as suggested edits made by the Chairman and Internal Services Department Director, Tara C. Smith.

Chairman Crooks pointed to the three drafts and the minority report by task force member Maria Luisa Castellanos. Chairman Crooks asked her to go over any changes from the draft they saw in the prior meeting. Ms. Regula spoke to the minority report attachments as they are the same as the exhibits attached to the task force report. She inquired if the exhibits should be removed and just keep them as attachments to the minority report. Ms. Castellanos stated they are not the same. Chairman Crooks clarified that they were presented to us and are exhibits to the task force report. Ms. Castellanos stated they need to be attached to the minority report. Ms. Abadin pointed to a typo on minority report, page 3 of 4, first paragraph, second line, should say "did not want to do this." Ms. Castellanos stated she would send a new copy. Ms. Castellanos continued with her other changes to the minority report from the first draft, page 1, second paragraph added in parenthesis "or they were under the influence of the judicial administration to not provide other options." She did not want to blame the architects for their recommendations. Mr. Winston stated that these are allegations and believes there is a more accurate way to say that, and asked if she had proof that people are as she described. Chairman Crooks stated he doesn't think that can be put in the report. Ms. Castellanos stated that most architects would normally advise the client on programming. She also stated that it is her minority report and she can say what she wants. Mr. Winston stated that she made allegations against three members of the task force who are affiliated with the judiciary. Ms. Castellanos stated that this task force was unduly made with the

task force makeup and is not conducive to an objective look at this whole thing. Mr. Winston stated that she was suggesting that the task force was influenced by outside forces. Mr. Winston asked why she is calling it a minority report and suggested that the report should be called a dissenting report. Chairman Crooks asked her to remove the comment and Ms. Castellanos said she would not remove it. Mr. Winston asked her to explain nonsensical. Ms. Castellanos explained that the word "nonsensical" is because she is an architect and would expect other options other than what was already presented in the first task force which makes no sense only to the judiciary. Chairman Crooks stated that to the task force it makes sense. Ms. Abadin stated that with the additional information presented in the task force report it makes sense, such as public spaces, increasing the filing fees. Chairman Crooks asked if there were any other changes to the minority report. Ms. Castellanos stated she added a paragraph on life cycle costs. She also stated she added a paragraph at the bottom of page 3 with regards to the main library complex.

Chairman Crooks stated that discussion will begin on the task force report. Ms. Regula stated that the possible funding potential in Attachment B, Building Better Communities General Obligation Bond the \$44 million has already been spent, so the most as potential funding is \$46 million. Chairman Crooks stated that its listed as potential so that if the Board goes with the task force suggestion there will be \$90 million available.

Chairman Crooks asked the task force members to look at Attachment B and discussed the third column that is entitled Second Task Force Recommendations. It should state to reimburse the GOB funds because the funds should have come from an alternative source. At the top of the page, Sale or Lease of the Dade County Courthouse. The task force recommends as a possible funding source, sale or joint use of county properties based on the preliminary look at 73 West Flagler, 140 West Flagler and Cultural Plaza. The Building Impact Fees and the possible funding potential is to be determined based on the recommendation. The Filing Fees should be listed as a "to be determined" here as well. For items that the task force can estimate a number will be inserted and for those items that can't add a potential funding source the report will show as "to be determined" funding potential. Chairman Crooks stated that the task force does not recommend a traffic surcharge increase because it puts an unfair burden on many individuals. However, the proceeds of the traffic surcharge currently are paying a debt for the Courthouse Center Project Bond and will be paid off on April 1, 2020. The monies from that surcharge could be reallocated to fund a new civil courthouse.

Chairman Crooks discussed Property Tax Revenues and the task force's recommendation to add a new civil courthouse to the FY 2017-18 capital budget and in future capital budgets as a recurring item. The next item discussed was the Public Benefit Program and the task force recommended that the Board directs the Regulatory and Economic Resources Department look at potential benefits for increased development bonuses in the unincorporated areas and the funding potential is to be determined. Ad Valorem Taxes is included to fund the differential. The next item the task force discussed is to market the new civil courthouse for uses that may generate revenues, similar to international courts using our courthouse for a fee. The potential funding on this item is to be determined. Judge Soto stated that there is an international arbitration/mediations coming to south Florida and the Dade County Courthouse is not up to par for them to use.

Chairman Crooks continued with the last funding mechanism of unimplemented county funded projects, the task force looked at existing general fund funded capital projects and their possible reallocation or reprioritization to a new civil courthouse.

Chairman Crooks stated that the task force has finished with the funding alternatives for the report and asked for a discussion on the draft task force report. His intention is to pick up the report and read the executive summary and summarize what this task force is recommending. Ms. Abadin asked if the motor pool site was listed in the report. Chairman Crooks stated that it is part of the exhibit of the presentation by Perez & Perez architects. Ms. Abadin asked to include in the report the other locations of the motor pool and the property adjacent to the Children's Courthouse as potential locations to build the new civil courthouse.

Chairman Crooks asked the task force to review the Executive Summary. The executive summary should have all the information summarized because most of the individuals who read this report will focus on the executive summary. The last item to reflect is what delivery method they can use to build a new civil courthouse. Ms. Abadin asked about what would be more efficient a design-build or P3? Chairman Crooks asked Ms. Castellanos what the best method is, she suggested a design bid build. Chairman Crooks stated that the report should state a design bid build is the recommended delivery method, but if there is a time constraint the P3 delivery method should be looked at. Ms. Castellanos said it is a very bad decision to do a design build because the contractor can change things that is needed. Ms. Abadin asked what the best alternative is. Ms. Castellanos stated a design bid build is the best method.

Chairman Crooks asked Mr. Winston to look at the report at the top where it discusses the criminal master plan and to make sure it was added to the report. Mr. Winston stated that premature was not the right word to use. Judge Farina stated that it came verbatim from Mr. Rosenthal on how to address the criminal courts master plan. Mr. Winston stated that the point for the criminal court infrastructure has not been presented to the task force and that it is not included in the plan. However, the point of the first task force was to look at the court infrastructure, and if anyone were to ask did the task force look at the entire system. Mr. Winston said he wants it to be clear that there wasn't sufficient information available to look at it. Chairman Crooks stated that the task force is recommending a comprehensive master plan for the criminal courts and to appoint a subsequent task force to look at the criminal court infrastructure specifically.

Mr. Winston also spoke to the financing issues. He stated that everyone agrees that the civil courthouse needs to be fixed or replaced. Funding is clearly very expensive, but can you imagine the cost of two courthouses. Was there any consideration at all about one larger building that costs slightly more but covers everything we need. Remember it was the court infrastructure. Mr. Winston would hope that the task force executive summary acknowledges that it did not have the information or the time to discuss the criminal court infrastructure.

Judge Soto stated that it was discussed by a member of the audience, Erick Valderama at one of the first task force meetings.

Judge Farina stated that as he is reading the executive summary, he understands the purpose, but it sounds as if, after the present master plan is updated for the criminal, there is going to be another update of the master plan to incorporate what was updated for criminal and civil to make it a more comprehensive master plan. He sees this as an additional delay. Ms. Lonergan stated that the reason why the Dade County Courthouse was taken out of the master plan, because it needed to be first and needed to be separate. Ms. Castellanos stated that the wording should be rewritten and changed to state "once the master plan is completed, a task force similar to this task force should be formed to study the criminal division master plan and recommend a way forward."

Ms. Abadin stated that she has had the numbers run on the Courthouse Center Project Bond at \$4 million a year for 30 years at the current market rate, it is possible to bond out at \$70 million.

Chairman Crooks wanted to add this to the funding alternatives attachment. Ms. Regula asked to clarify the wording. Ms. Abadin stated it should read, "assuming a \$4 million dollar annual debt service payment, at a current market interest rate, would yield \$70 million at bonding potential over a 30 year period.

Ms. Abadin asked Mr. Winston to discuss his creative financing ideas. He stated that combination P3 and government funding. The idea simply being that there may be a developer, builder, financier to approach us to build or renovate a building we need. He is very happy that we included in a future building public use. We also should be open to new ideas to build these buildings and bring partners together. Ms. Abadin stated she sees the creative building part, but where is the creative financing. One of the key components of public finance, is that it comes at a much cheaper price. A private developer cannot issue tax exempt debt and that automatically makes it more expensive and they want a return on their investment. Ms. Lonergan added that a private developer will dictate the design of the building. Mr. Winston stated that he is suggesting to open up to other possibilities. Chairman Crooks stated that Mr. Winston is discussing project delivery and asked that the task force move forward.

Chairman Crooks continued with the rest of the edits to the report, and discussed adding the initial cost of the new courthouse, which is \$360 million dollars and specify the number of courtrooms to this report. Mr. Warren suggested language to include the actual cost to include the furniture, fixture and all equipment and information technology required for the operations.

Chairman Crooks spoke about the life cycle costs presented and that it is included in the executive summary to help close the gap if the other funding potentials were utilized.

Chairman Crooks continued with the Task Force recommendation to include the following statement: "A conventional design bid build delivery method is recommended for the design and construction a new civil courthouse. The second Task Force would also accept a P3 delivery method that is tailored to the needs of Miami-Dade County." Mr. Riley explained the P3 process for the new civil courthouse. Ms. Castellanos stated that once they get the project the developer will cut back on deliveries.

Chairman Crooks went back to the statement for the design bid build and also to include a P3 delivery method.

Chairman Crooks moved forward to page 4 of 8 in the draft report to discuss the recommendations section. He asked that Ms. Regula list all the downtown Miami locations that were identified as possible sites.

Chairman Crooks addressed the second responsibility of the task force with regards to consult with local universities and that the task force was not able to secure participation from them.

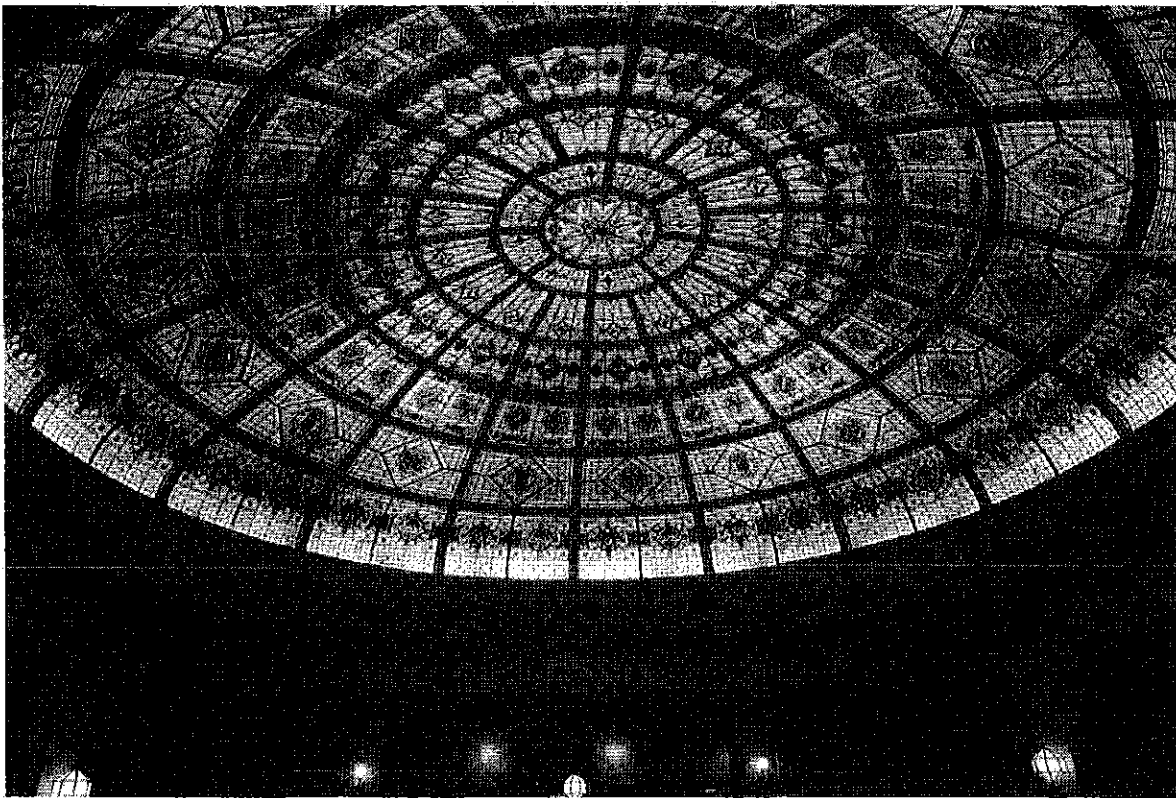
Chairman Crooks moved forward to delivery methods and asked Ms. Regula to include the same language as stated in the executive summary, but added that the County should do its best effort to use tax exempt financing.

Chairman Crooks finished with his edits to the report and asked the members to quickly discuss the ISD Director's recommended edits to the report. The members agreed with the Director's recommendation to remove the first task force recommendations to avoid any confusion.

The Task Force report was moved by Judge Farina including executive summary and attachment B as amended and was seconded by Mr. Riley. The report was approved by a 6-1 vote and Ms. Regula will finalize and prepare for agenda processing. Ms. Castellanos wanted to make sure she was noted for her dissenting vote and will submit her second minority report.

Judge Farina wanted to be on record as taking exception to the minority report casting doubt or making statements on what Ms. Castellanos believes the judicial administration did do and that the parenthetical statement is troubling and disturbing. Mr. Riley, Chairman Crooks and Ms. Lonergan wanted to join the Judge on this statement. Motion to adjourn by Judge Farina and seconded by Ms. Lonergan. Meeting adjourned at 12:10 p.m.

EXHIBIT 4



The breathtaking stained glass skylight at the top of the 11-story atrium in the Union Trust Building. All photos by Maya Henry.

Inside the Union Trust Building's \$100 million restoration

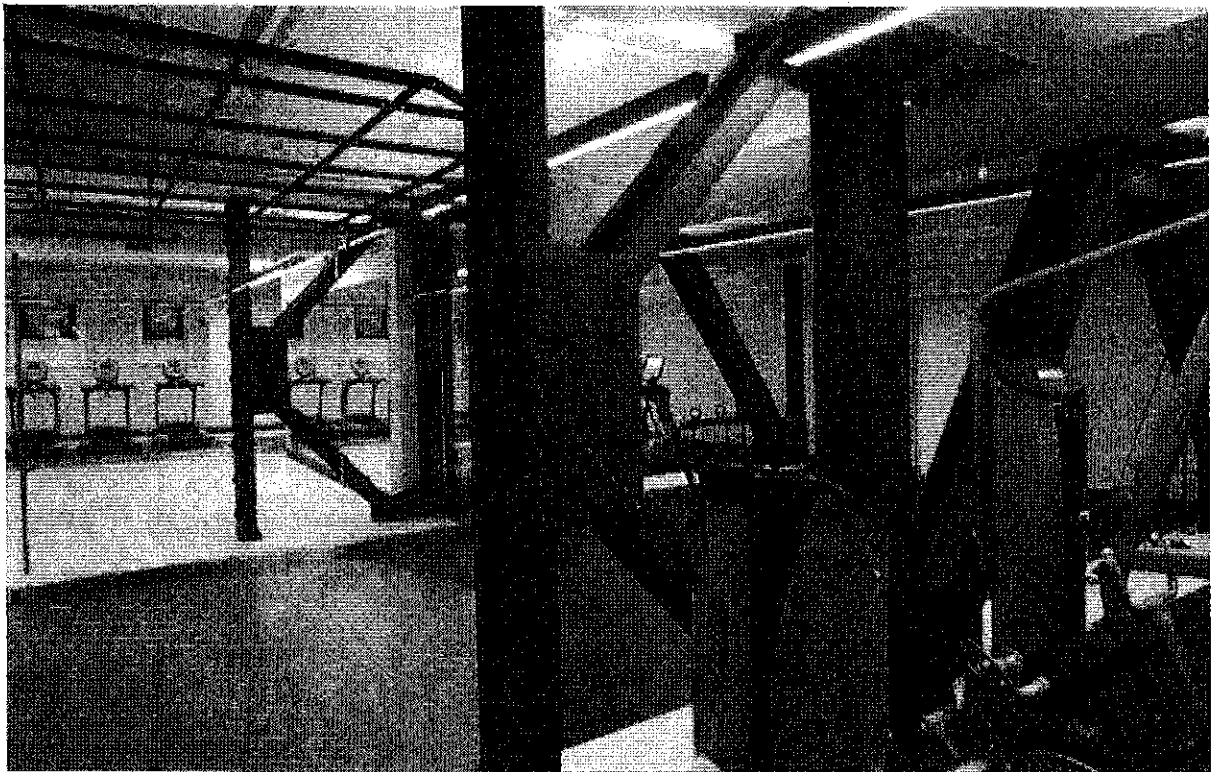
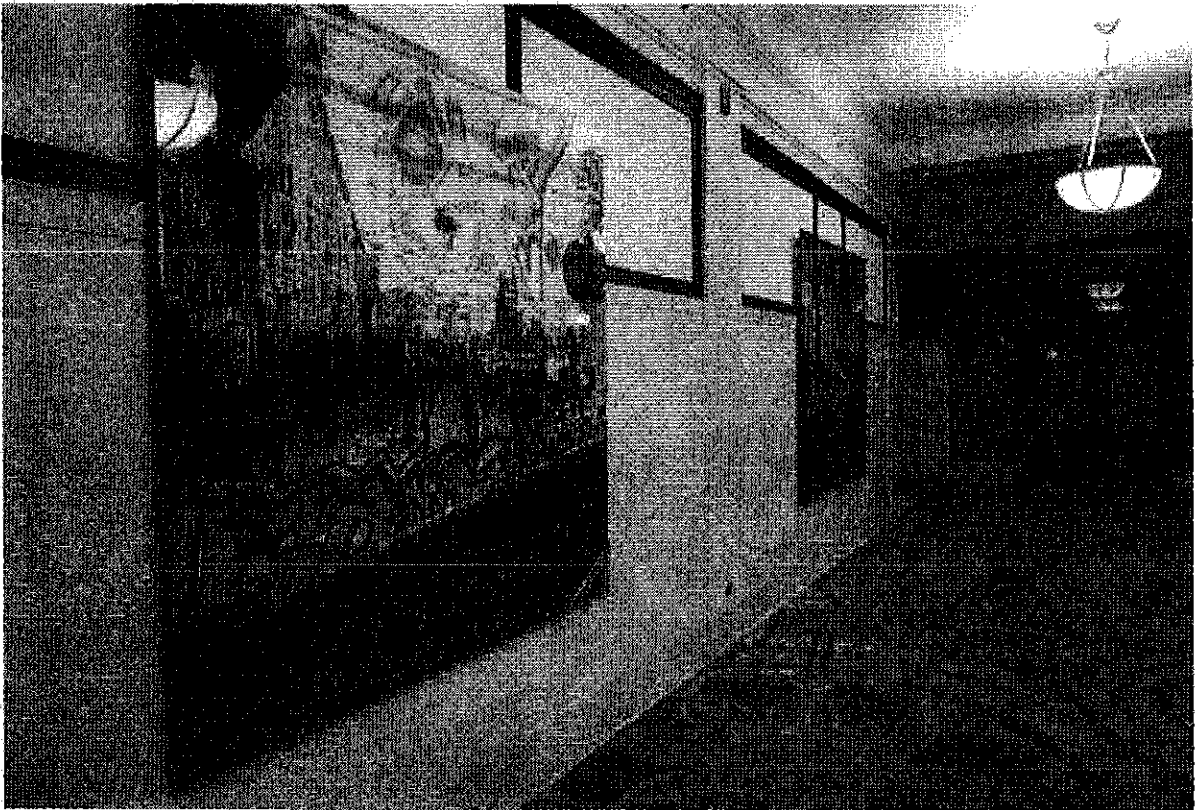
Maya Henry
June 24, 2016

What's old is new again. The Davis Companies, a Boston developer with Pittsburgh roots, purchased the Union Trust Building in late 2014 and has just unveiled the \$100 million restoration, and it's a stunner.

The Union Trust Building was designed by Frederick Osterling for Henry Clay Frick and opened in 1915. The 500,000- square-foot building takes up an entire city block and still contains a 400-seat theater, arcade shopping level, and dazzling 150-foot high stained glass atrium.

Over the next year, two restaurants will open on the first floor. Chef Derek Stevens, formerly of Eleven, will open Union Standard in the building this fall and seafood restaurant Eddie V's will occupy 9,400 square feet at Grant Street and Fifth Avenue by early next year.

New amenities include the 5,000-square-foot gym designed around the building's steel trusses, a state-of-the-art 70-seat presentation room, arcade coffee and spirits bar, and 28 pieces of original artwork curated by Charlotte Riggs of Boston Art.



ohn Barbiaux was one of five Pittsburgh artists chosen to create custom pieces of artwork for the hallways and atrium.

Riggs chose artists who could create pieces of art based on Pittsburgh that would be visually interesting to people who would see them every day as they traveled the hallways. The artworks have hidden layers and an "impressionistic look that can live with the building," says Riggs.

"Nothing more inspiring than to work out among some Pittsburgh steel," says project manager Chris Lasky.

The building is currently 60% occupied with mainly high-tech firms such as Truefit, a software development business that relocated to the Union Trust Building after 15 years in Cranberry. "We were so inspired by the vision of the building. After our acquisition of Gist, a design firm downtown, we thought this was the best place to bring everyone under the same roof," says Darrin Grove, CEO of Truefit. The company's sleek, modern offices are often open to the public for events such as meet-ups. Truefit's offices are located on the top floor of the building with incredible views looking out through glass over church spires.



Looking into Truefit's offices on the top floor of the Union Trust Building across an atrium with an amazing view. The building's corner atriums give the Flemish-gothic building a unique indoor/outdoor feel.

The largest expenses of the project were also the building's greatest challenges. A 190-car garage was added in the basement (valet parking for the building is available off William Penn Way). The terracotta roof was removed tile-by-tile, re-waterproofed and restored. Luckily the original 100-year-old molds were still in the basement so damaged tiles could be replaced.

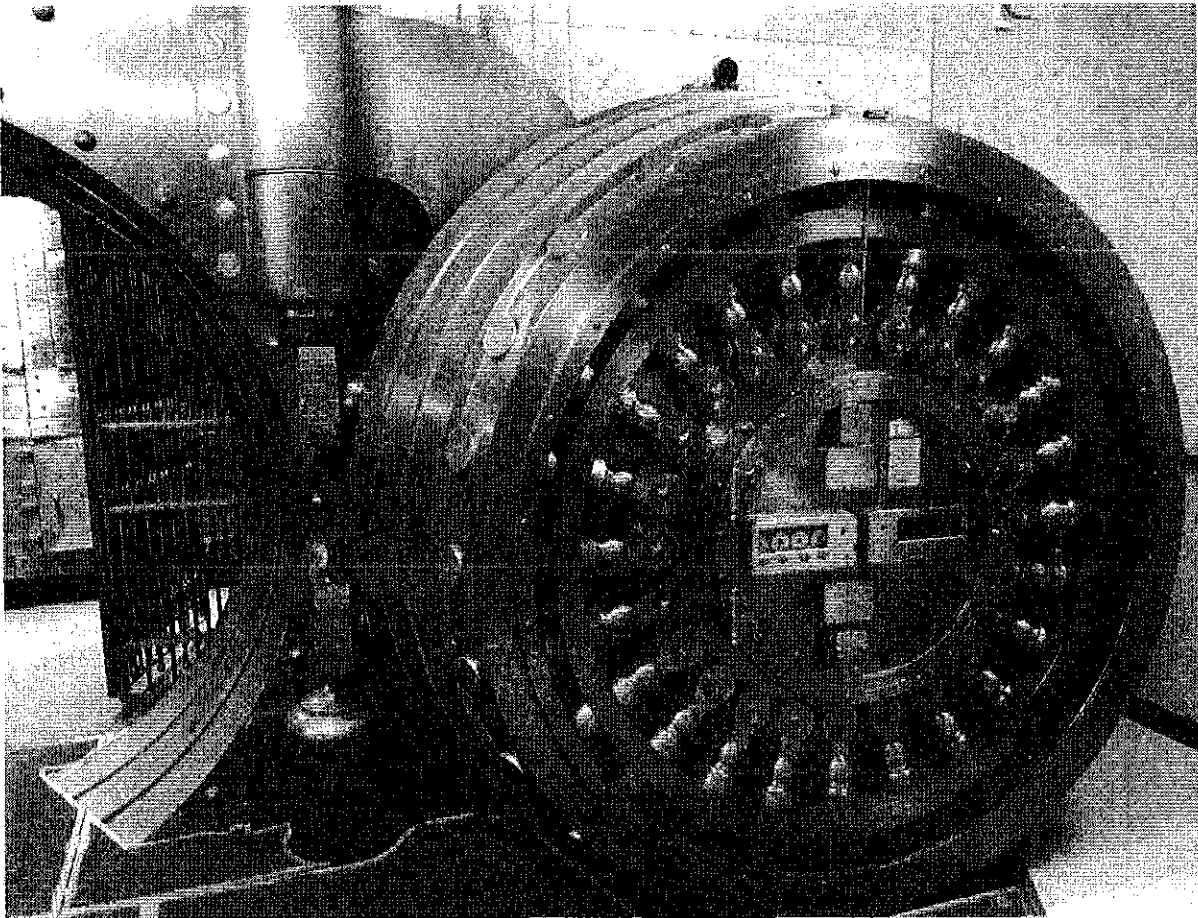
The entire heating, ventilation and air-conditioning system had to be added to the building; prior to the restoration chilled water and HVAC were pumped in from a building across the street via a network of underground tunnels.

The Davis Companies is utilizing Federal and State Historic Tax Credits for the project. "We could have done it without the tax credits," says Chris Lasky, vice president of development for The Davis Companies and project manager for the Union Trust Building restoration. "But we could not have done this without them," he says, gesturing to the light fixtures and plush, colorful hallway carpeting. Restoration architecture work was provided by Elkus Manfredi Architects and architect of record was Perfido Weiskopf Wagstaff + Goettel.



Custom rugs from New Zealand complement the Pittsburgh-themed artwork.

Future plans call for a \$2.2 million renovation of the 400-seat theater and the conversion of two old safe deposit box vaults into a possible martini bar or small plates restaurant.



Cheers! This safe could be the future home of a martini bar.

From: <http://www.nextpittsburgh.com/city-design/inside-union-trust-building/#>

A picture is worth a thousand words!

This is what can be done with a 1915 building and \$100 million dollars.

- María Luisa Castellanos

EXHIBIT 5



MORE ARTICLES TYPE

Reinventing the Courthouse

BY KAREN LEVY WITH FRED KENT, PRESIDENT AND CYNTHIA NIKITIN, CIVIC ANCHORS PROGRAM DIRECTOR FOR PROJECT FOR PUBLIC SPACES

Public buildings often accurately reflect the beliefs, priorities, and aspirations of a people. ... For much of our history, the courthouse has served not just as a local center of the law and government but as a meeting ground, cultural hub, and social gathering place.

— Justice Lewis F. Powell, Jr.

(United States Supreme Court, 1972–1987)[1]

[T]he story that a building tells through its design may be as important to the community it serves as is its function. By shaping our thoughts about ourselves and our institutions, it will directly affect our efforts to work productively together.

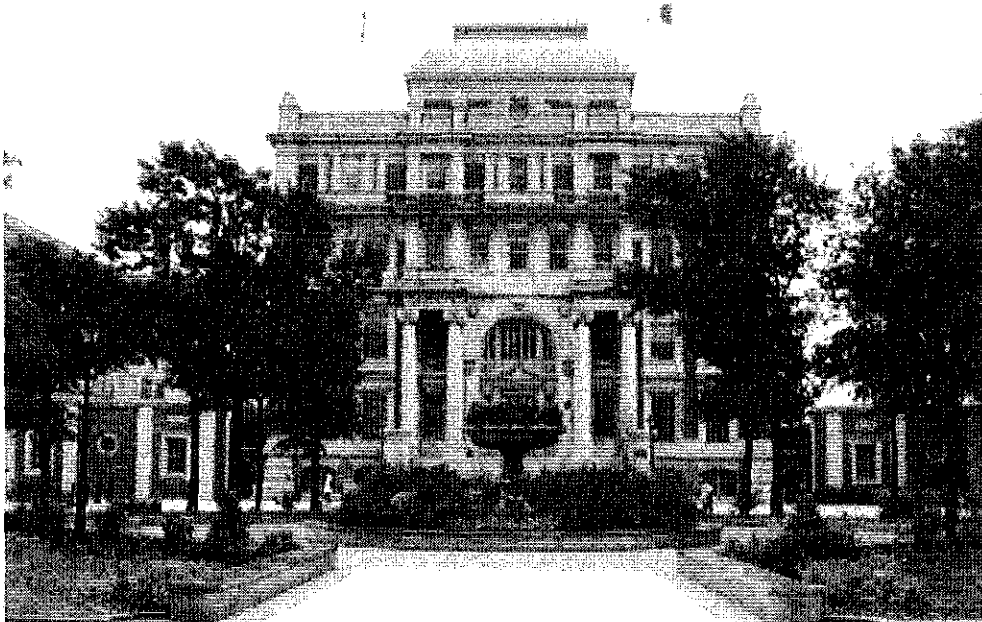
— Justice Stephen G. Breyer

(United States Supreme Court, 1994–present) [2]

THE CHALLENGE

The courthouse of the last century was a cornerstone of the community, a source of local pride and the nexus of social life and ritual. But today, courthouses and the public spaces that often surround them are, for the most part, physically and programmatically disconnected from public life, even though they regularly occupy central property in a community. Citizens don't visit their courthouses unless compelled to do so, and very few court spaces serve as public destinations — their artificial disengagement from the public realm, due in part to their inaccessible design and single-purposed programming, causes an unfortunate disservice to their history and potential role as cornerstone institutions.

The good news is that court properties have much potential for resurgence, when there is positive leadership, open-minded management, and the desire for change. Courts have an opportunity and a responsibility to serve as integral places, key parts of the communities in which they reside. Courts are, after all, the people's houses of justice, and only by becoming engaging places can they live up to their potential.



The Queens Courthouse plaza has been improved but is not yet a gathering space.

Early American courthouses often shared space with other public institutions – most typically the customhouse and the post office, in the federal case, and the county clerk, tax collector, or jail in the counties.[3] These buildings were heavily used and served as symbolic points of public pride. Over the past decades, however, the design of court buildings has followed the dictates of segregation and specialization of uses, and security – to the unintended detriment of meaningful public engagement. The design of court spaces and facilities has shifted from welcoming to foreboding, and from public to monumental.

The resulting diminution of the courthouse's community role is indicative of a larger trend: the widening disconnect between the judicial system and public life. As the work of Judith Resnik – Yale Law School's Arthur Liman Professor of Law and co-author of the forthcoming book *Representing Justice: Adjudication's Rise and Fall as Seen From Renaissance Iconography to Twenty-First Century Courthouses* – has explored, today's justice system is experiencing a paradoxical shift: adjudication is both expanding and in decline. On one hand, we are more litigious than ever: the courts' work has mushroomed in terms of the

number, size, and complexity of cases and litigants. Federal judicial caseloads have more than doubled in the last fifty years,[4] even as the number of judgeships has skyrocketed. At the same time, trials are vanishing as more disputes are heard in alternative (and non-public) forums: settlement, alternative dispute resolution (ADR) settings, and administrative agencies like Social Security and immigration boards. Between 1962 and 2002, the federal civil trial rate plummeted from 11.5% to 1.8%,[5] while between 1976 and 2002 the average state civil trial rate dropped from 36.1% to 15.8%.[6] Rather than regularly presiding over trials, judges have become multitasking “case managers,” with far greater levels of involvement in (nonpublic) pretrial resolution.

This paradox creates new problems for court space. Some courthouses labor under the strain of keeping up with the spatial demands of more judgeships, more litigation, and new processes and programs.[7] Very little of this activity meaningfully engages the public. At the same time, more and more disputes are resolved administratively in dreary office buildings, while new courtroom space nearby goes relatively unused. For example, as Resnik writes, each trial courtroom in Boston’s Joseph P. Moakley Federal Courthouse was used for only about seven trials per year in 1998; a GAO review of federal district courtroom use in 1997 found that courtrooms were in use on only fifty-four percent of possible days, and on those days often for less than two hours.[8]

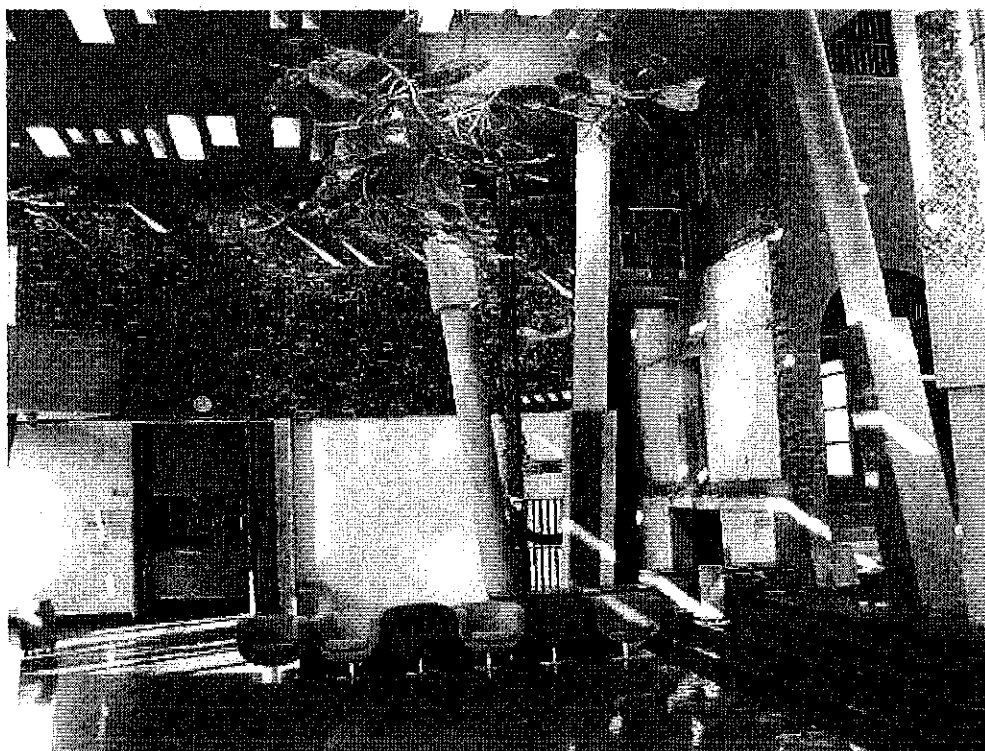
Through such privatization, the public is effectively denied access to adjudication physically, socially, psychologically, and politically. Court spaces are no longer truly civic, and therefore can’t sustain the vitality of communities or foster public engagement. There is a constitutionally and politically entrenched right to participation in court proceedings and democratic processes; this right is rendered meaningless when court spaces fail as public places.

THE OPPORTUNITY

What is needed – and a real opportunity – is a fundamental reconsideration of how we think about and design court spaces, both on the interior and the exterior. If courts and court spaces find ways to recapture their relevance and resonance within communities, they could once again become civic destinations that engage with and respond to their users, something from which both city officials and members of the legal profession could greatly benefit. A new approach to court buildings would go a long way toward ensuring meaningful access to justice – which has long been a deeply held aspiration of judges and lawyers.

Some courts have attempted to represent their “public” nature through thoughtful design and public art projects. For example, San Francisco’s new federal building features an innovative perforated “skin” that extends over the surrounding area to shelter a public plaza, daycare center, fitness center, and public meeting space. The Morse United States Courthouse in Eugene, Oregon, features an engaging work called Jury Pool, which portrays small portraits of randomly selected Oregonians etched onto glass tiles (the color of which was selected by each subject). Nearby is a state map on which the favorite place of each subject is marked.

South Africa’s Constitutional Court was built on the site of a former high-security prison in Johannesburg (in which Mahatma Gandhi and Nelson Mandela, among many others, were jailed). The new building’s design reflects, in many thoughtful and inspiring ways, South Africa’s efforts to build an inclusive and democratic society, while remembering the injustices and tragedies of the past. From the concrete roof beams – inscribed with the words “human dignity, equality, and freedom” in the handwriting of each of the Court’s eleven judges – to the deliberate preservation and reuse of steel and brick from the prison, the Court stands in honor of the past and in hope for the future. It is truly a civic space, as Justice Albie Sachs explains: “We have lots of public functions ... book launches, exhibitions ... debates and discussions on important public holidays, theatrical and dance performances, films. So it really is a public place, used by the public in all sorts of ways.”[9]



The foyer at the Constitutional Court. Photo courtesy: Sarah Agarwal, Flickr

One of the most promising possibilities for courts to reengage the public is through a return to multi-use. By integrating multiple functions, court spaces can regain their former prominence as civic centers that make real contributions to community life. It's notable that the post office, the frequent past partner of federal courthouses, is currently struggling to find its own way in a rapidly changing society, which has led to altered space needs – in May 2009, the USPS announced plans to close up to 3,000 branches nationwide.

Another civic institution, the public library, has also had to rethink its role as a public destination in light of changing consumer demands. The Princeton Public Library in New Jersey had a profound effect on its community when it opened the doors to its new building in 2004; the library offers a wide variety of programming, including a café, public artwork, a teen center, a focus on technology, and a lecture series based on the interests of Princeton native Christopher Reeve. A plaza just outside the front doors allows for reading in the sunshine. Salt Lake City's public library is situated on a vibrant "library square"; the Friends of the Library operate cafés, a comic book shop, and a gift shop on the library's block, and over one thousand community groups use the library as a gathering space.[10]

Courts can learn from the experiences of libraries and other institutions in determining how to become great civic places – the "front porches" of the public realm. A synergistic multiple-use civic destination – including, for example, court space, a post office or library facilities, and flexible space for public events (for example, a public market) – can engage diverse audiences and foster civic identity. Properly maintained and managed, it can also serve as a community anchor that spurs economic revitalization and social interaction in the neighborhoods and downtowns proximate to it.

Of course, just opening the door isn't enough. Engaged building management, education, and programming are also key to involving the public in court activity in a meaningful way. Participation and a sense of welcome are crucial for creating institutional trust. The Moakley Federal Courthouse, the centerpiece of Boston's revitalizing waterfront, is becoming a true civic destination; amenities and gathering spaces around the courthouse help draw crowds to the space. Special programs help to engage the public in the life of the court; visitors are invited inside to view a variety of art exhibits, both permanent and temporary, as well as to view the court's unique architecture and harbor view. More than 75,000 children and adults have participated in the civic education programs housed in the courthouse, many of which

partner with local elementary and middle school students to provide hands-on learning opportunities and promote civic pride.

Among civic institutions, courts face some unique challenges that must be considered, including a need to address real security concerns and management issues particular to court spaces. But these challenges are not insurmountable. For instance, trial courts are typically designed to include segregated circulation routes for judges, defendants, and the public; this duplication of space can lead to deprioritization of public access. But a rethinking of court space can turn this problem around: if space must be segregated, then efforts must be focused on making those areas open to the public even more open and welcoming.

A one-size-fits-all solution won't suffice. If we develop strategies that are tailored to meet the needs of courts of different types and at different levels – trial and appellate; federal, state, and municipal; and the office buildings housing administrative bodies – these buildings can begin to create a relevance between the functions that go on within them and the physical environment that surrounds these functions. If this vision becomes a reality, it could have a major impact on the justice system and civic life. There are unique concerns and challenges – but also unique potential – at each level.

THE WAY FORWARD

We need a new way of looking at community institutions. Public buildings – including courts, as well as schools, government buildings, cultural institutions, theaters, hospitals, and many others – have become isolated, rather than integrated. Design, rather than place, has become the focus. We must explore how to help these institutions collaboratively become community anchors.

The first and most immediate step towards making this transition is to open a dialogue among stakeholders. By bringing diverse actors together – including state and federal property managers, judges and judicial personnel, law students and lawyers, architects, educators, public and community groups – new solutions and partnerships can be developed to turn court spaces into meaningful public places. There is a need for refocused, re-imagined approaches that emphasize context, use, comfort, and creating a sense of place within and surrounding courthouse facilities.

Project for Public Spaces is committed to playing a key role in facilitating these discussions. Since 1975, PPS has helped thousands of communities worldwide create their own vibrant, vital places that contribute economically, culturally, and socially to public life. PPS has worked extensively to revitalize many types of civic centers, including courthouses, post offices, museums, libraries, and seats of government.

Since 1999, PPS has partnered with the General Services Administration's Good Neighbor Program, working to help GSA and community stakeholders envision new or revitalized public spaces that will draw a variety of people, uses, and activities. PPS has worked in this capacity in almost two dozen cities. PPS and GSA have also collaborated to produce *Achieving Great Federal Public Spaces: A Property Manager's Guide*, an invaluable resource for GSA managers to evaluate and improve their court spaces.

PPS's extensive placemaking experience with civic centers, and our history of collaboration with GSA, give us a strong foundation on which courts of all types can build in fulfilling their potential as true civic destinations.

Courthouses traditionally were found in the center of a town; inside one found public notices, public records, and trials, where passersby sometimes watched the law in action; outside the public picnicked, celebrated the Fourth of July, set off fireworks in surrounding parks. Historically, courthouses were not office buildings.

— Justice Stephen G. Breyer[11]

Karen Levy is an attorney and is currently pursuing a doctoral degree in sociology at Princeton University. Her research concerns the relationships among law, architecture, democracy, and social control. Karen has been working with Project for Public Spaces as an Arthur Liman Public Interest Summer Fellow, a program sponsored by Yale Law School and Princeton's Program in Law and Public Affairs.

FURTHER READING FOR COURTHOUSE PLACEMAKING

Christensen, Karen, and David Levinson (eds.). *Heart of the Community: The Libraries We Love*. Berkshire Publishing Group LLC, Great Barrington, Massachusetts, 2007.

This book describes some of the most innovative, beautiful, engaging libraries in the United

States and Canada. The experiences of these civic centers can serve as inspiring examples for the courthouse of the future.

Flanders, Steven (editor). *Celebrating the Courthouse: A Guide for Architects, Their Clients, and the Public*. W.W. Norton & Co., New York, 2006.

This beautifully illustrated book features essays that highlight the history, context, challenges, and future of the American courthouse. Includes writings by Judge Douglas Woodlock, Nathan Glazer, and a foreword by Justice Stephen G. Breyer.

Law-Viljoen, Bronwyn (editor). *Light On A Hill: Building the Constitutional Court of South Africa*. David Krut Publishing, South Africa, 2006.

A stunningly written and illustrated book that describes the process of building South Africa's new Constitutional Court, one of the most inspiring, beautiful, and truly public court spaces in the world.

Project for Public Spaces. *How to Turn a Place Around: A Handbook for Creating Successful Public Spaces*. Project for Public Spaces, Inc., New York, 2000.

One of PPS's core publications, *How to Turn a Place Around* shares the placemaking philosophy and PPS's eleven principles of creating great places. Includes a workbook for evaluating public spaces.

Project for Public Spaces' website: <http://www.pps.org>.

See especially our approach to civic centers and information about our collaborative work with GSA.

Resnik, Judith and Dennis E. Curtis. "Representing Justice: From Renaissance Iconography to Twenty-First Century Courthouses." *Proceedings of the American Philosophical Society* vol. 151, p. 139. 2007.

This piece explores the meaningful images displayed in court space, from ancient Babylonian icons to modern symbols of justice. Resnik and Curtis focus especially on how the meaning of the Renaissance figure of Justice, blindfolded with scales, has changed over time. They share suggestions for conveying broader messages in courthouse space that communicate the complexity of doing justice, memories of past injustice, and commitment to human dignity.

Resnik, Judith. "Courts: In and Out of Sight, Site, and Cite." *Villanova Law Review* vol. 53, p. 771. 2008.

This article traces the history of "public-ness" in court proceedings, and the corresponding changes in court spaces, from Renaissance town halls to modern "federal presence" architecture. She describes the paradoxical "triumph and death of adjudication," and makes a compelling argument for preserving the openness of adjudication and court spaces in light of new challenges.

Resnik, Judith and Dennis E. Curtis. *Representing Justice: Adjudication's Rise and Fall as Seen From Renaissance Iconography to Twenty-First Century Courthouses*. Yale University Press, New Haven, forthcoming 2010.

The forthcoming book from Professors Resnik and Curtis draws and expands upon their previously published articles, offering in-depth historical analysis of court space and judicial iconography. Resnik and Curtis's account traces the history of publicity and democracy – from ancient Greek and Roman courts up to modern GSA programs and buildings for international adjudication.

United States General Services Administration. *Achieving Great Federal Public Spaces: A Property Manager's Guide*.

This interactive manual, a joint project of GSA and PPS, provides innovative tools for placemaking at federally-managed properties. The book is free, and may be ordered or downloaded at PPS's online bookstore.

FOOTNOTES

1. Powell, Lewis F., Jr., foreword to *Virginia's Historic Courthouses* (John O. and Margaret T. Peters, authors). University Press of Virginia, Hong Kong, 1995.

2. Breyer, Stephen G., foreword to *Celebrating the Courthouse: A Guide for Architects, Their Clients, and the Public* (Steven Flanders, editor). W.W. Norton & Co., New York, 2006, p. 9.
3. Resnik, Judith, "Courts: In and Out of Sight, Site, and Cite." Villanova Law Review vol. 53, p. 771. 2008; Seale, William, "American Vernacular: The Courthouse as a Building Type," in *Celebrating the Courthouse* (see note 2).
4. Galanter, Marc, "The Vanishing Trial: An Examination of Trials and Related Matters in Federal and State Courts." Journal of Empirical Legal Studies vol. 1, p. 459. 2004.
5. *Id.*
6. Ostrom, Brian J., et al., "Examining Trial Trends in State Courts: 1976-2002." Journal of Empirical Legal Studies vol. 1, p. 755. 2004.
7. Phillips, Todd, S., "Courthouse Design at a Crossroads," in *Celebrating the Courthouse* (see note 2), p. 204.
8. United States Government Accountability Office, "Courthouse Construction: Better Courtroom Use Data Could Enhance Facility Planning and Decisionmaking." GAO/GGD-97-39. May 1997.
9. Law-Viljoen, Bronwyn (editor). *Light On A Hill: Building the Constitutional Court of South Africa*. David Krut Publishing, South Africa, 2006, p. 45.
10. Christensen, Karen, and David Levinson (eds.), *Heart of the Community: The Libraries We Love*. Berkshire Publishing Group LLC, Great Barrington, Massachusetts, 2007.
11. Breyer, Stephen G., foreword to *Celebrating the Courthouse* (see note 2), p. 11.

Author: Project for Public Spaces

formal litigation, the growth of more informal problem-solving judicial forums, and the extremely dysfunctional space the Court endures at the moment in the Historic Polk County Courthouse.

To a certain extent, high-volume, short-cause calendars assigned to associate district judges, juvenile judges or magistrates - most dockets handled by these judicial officers are brief, fast acting ones - or those district judges on one-year exclusive assignments - principally family and criminal - take place in special-purpose courtrooms now. Judges assigned to these highly rotated calendars are somewhat fungible; traveling from one location to another to conduct court in a multi-use courtroom is therefore not unusual. The 11 district judge general civil calendars, each having a one-to-one chamber to courtroom ratio, have potential for sharing in a newly configured courthouse. A commonly seen general jurisdiction ratio of chambers to courtrooms in this new model is 1 to 0.75 or 1 to 0.80, essentially 4 chambers to 3 courtrooms or 5 chambers to 4 courtrooms, respectively. Caution is advised in making a leap to this new design within the Old Courthouse as it exists today. Workable collegial chambers and shared courtroom patterns within the confines of the present layout would be exceedingly problematic due to the varied and contorted condition of many courtrooms, poor chamber and courtroom configurations,¹³ difficulties in travel distances, and inherent security problems within the building.

In both issues of collegial judicial suites and shared courtrooms, work toward that model should begin concurrent with planning for broadscoped development of new space for the Court. It is a recognized smarter, efficient, and more citizen-friendly way of doing business.¹⁴

¹³ In some instances, judges cannot enter or leave their chambers without going through their courtrooms. Some chambers are too small to conduct status conferences with lawyers and the parties; others are not acoustically soundproof; and many do not meet recognized national security standards and guidelines.

¹⁴ Citizen wayfinding within the courthouse is enhanced when calendar assignments and courtrooms remain static.

federal courts have been declining steadily according to the Center for Jury Studies at the National Center for State Courts.² Since 1976, as an example, the number of civil jury trials decreased about two-thirds in both state and federal courts while the number of filings and dispositions continued to rise dramatically.³ Although there are many causal factors, chief among them are the burgeoning use and availability of mediation, arbitration and other forms of alternative dispute resolution, and active early settlement and issues' resolution conferences by judges during the pretrial stages of a case.⁴ The judicial system in Polk County has a number of court-based services in place to increase the likelihood for early and party-based resolution. Smart caseload management is centered on reducing trial court delay by promoting settlement at the front-end of the process to reduce both cost and delay in litigation at the back-end.


Secondly, responsible pretrial caseload management techniques frequently require judges to "work the case" in more informal settings such as chambers (provided the chambers area is large enough to accommodate a number of participants), or conference rooms adjacent to chambers' areas. Also, it should be noted that more specialized courtrooms have increasingly appeared in response to the reduction in jury trials. In newer courthouses, criminal pretrials are frequently scheduled en masse for in-custody defendants in specially secured courtrooms without jury boxes, but including appropriate adjacent space for attorney/client conferences to review plea agreements.⁵

² Additional information on trial trends in state courts can be obtained by referencing the Court Statistics Project of the National Center for State Courts (http://www.ncsconline.org/D_Research/csp/CSP_Main_Page.html) while additional data regarding the "Vanishing Trials Project" can be obtained by contacting the Litigation Section of the American Bar Association (<http://www.abanet.org/litigation/taskforces/cji/>). The Knowledge and Information Services Division at the National Center is also a good source of updated information at http://www.ncsconline.org/D_KIS/index.html

³ A number of in depth studies over the years have been conducted on trial trends. The most recent reviewed data samples from state trial courts over a 26-year period from 1976 to 2002. Conducted by the National Center, it was published in the *Journal of Empirical Legal Studies* in November 2004. In addition to the actual trial numbers, trial rates have been also assessed. The use of trial rates standardizes the variations that are inherent in states of different sizes and with different disposition trends, thus allowing for better comparisons to be made among states. In 1976, the starting point for the felony trial trend, there were 52 felony jury trials per 1,000 felony dispositions (approximately 5 percent of all felony dispositions) and 37 felony bench trials per 1,000 felony dispositions. By 2002, the felony jury trial rate had fallen to 22 jury trials per 1,000 dispositions, or just over 2 percent of all felony dispositions, while the felony bench trial rate fell to 10 trials per 1,000 dispositions. Similarly, civil jury trial rates in general jurisdiction courts fell from 1992 to 2002, from 18 trials per 1,000 civil dispositions to 13 trials per 1,000 dispositions. General civil bench trial rates experienced no change; both the 1992 and 2002 bench trial rates were 43 trials per 1,000 dispositions. Source: Court Statistics Project, National Center for State Courts.

⁴ Nationwide, general jurisdiction trial courts rarely try to verdict more than 2 to 5 percent of the cases filed, yet the typical courthouse is often structured as if every case will be formally litigated by jury trial.

⁵ Two jury courtrooms at the Polk County Courthouse are currently being used for pretrials and front-end in-custody hearings. The jury box is used as seating space for prisoners; notably a somewhat dangerous and chaotic practice.

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EXHIBIT 6

Excerpts from this report.



**MULTNOMAH COUNTY, OREGON CIRCUIT COURT
COURTROOM REQUIREMENTS ANALYSIS
FINAL REPORT**

May 2012

National Center for State Courts

Chang-Ming Yeh, Principle Judicial Facility Planner, Project Director
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- **Vary the Configuration of the Courtrooms Depending on their Use**

Family courtrooms do not require a jury box, but do necessitate space in the well of the courtroom for a variety of advocates involved in domestic relations and dependency matters who represent the parents, the state, the children, and other interested parties. Frequently court appointed counselors and social service professionals are also present to provide reports and advice to the judicial officer.

Courts dealing with felony and general civil cases must have space for jurors both in the courtroom and nearby for private, protected deliberations. Attorney/client conference rooms close to family, civil and criminal courts are very helpful in negotiations related to case processing. Criminal courts routinely deal with in-custody defendants and require secure holding cells, separate pathways for law enforcement and inmate movement to and from the courtroom, and safe space for victims and witnesses.

- **Dynamic Assignment of Courtrooms among Judges**

A national trend toward shared courtrooms and away from permanently assigned courtrooms is fast becoming a best practice from both management efficiency and space economy standpoints. The concept necessitates new thinking in courthouse planning and design as it relates to dynamic courtroom assignments, involves discontinuing courtroom entitlement customs among judges, and requires willingness on the part of judicial officers to change and adapt to new work patterns.

A shared courtroom is one used routinely by more than one judicial officer based on the nature of the matter litigated and/or the calendaring system utilized by the court. Master calendaring, as operated by the Circuit Court, is uniquely suited to a shared courtroom approach where criminal and civil cases can be channeled to courtrooms configured for specific case types; an in-custody defendant to a courtroom equipped with holding capacity, a civil case to a courtroom that does not require high security and prisoner transit accouterments.

Considerations in a shared courtroom design include the need for adjacent, secure, dignified space (e.g. available conference rooms, non-used jury deliberation rooms, etc.) for meet-and-confer sessions between lawyers and their clients, discussions between the judge and attorneys, and witness waiting as necessary. Also, additional small, private work areas for judicial officers to use during short breaks and recesses to make telephone calls, consult with staff, check email, use the restroom or perform quick legal research are necessary. This judicial space may be used as a robing station and be within a secure zone accessible only by judges and authorized court staff. Often it is adjacent to a restricted judicial/staff hallway and secure elevator that services multiple permanent chambers on another floor.

In many shared courtroom environments, there are more judges chambered in the courthouse than there are courtrooms. This is based on the fact that most cases settle prior to formal adjudication. True, pre-trial proceedings (i.e. settlement conferences, trial readiness meetings, motions, summary judgment rulings, etc.) can require courtroom space to promote case resolutions, but many case dispositions only occasion smaller hearing or conference room space. Resultantly, some courts factor that litigation reality into the design of space and move away from a one to one chamber to courtroom ratio. That certainly could be a consideration in the planning and design of chambers and courtroom space at the Multnomah County Courthouse.

Determining the ratio of courtrooms to chambers requires both an understanding of the judicial resource management issues within the court as well as an awareness of the operational benefits afforded by this new configuration of adjudication space. In a traditional courtroom/chambers arrangement the number of courtrooms is equal to the number of judicial officers. To determine the number of courtrooms in a shared environment, however, requires a more sophisticated understanding of the judicial work circumstances, caseload practices, settlement points and rates, and local legal culture regarding case dispositions.¹ Although there is no simple, universal formula for determining courtroom sharing patterns, the Circuit Court in Multnomah County is positioned well to accommodate fewer courtrooms than judicial officers by virtue of two important factors.

1. **Jurisdiction Size.** Larger courts, like the Circuit Court, generally have a greater ability to segregate and delineate case types among a bigger resource pool. This in turn can result in more efficient utilization of judicial and facility resources, especially where the majority of proceedings for civil, criminal and family court matters occur in one building as they do in Portland.
2. **Court Calendaring.** The master calendar system presently used by the court for civil and criminal case assignments facilitates the flexible allocation of judicial resources among courtrooms. It could be much more effective where judges do not have permanently assigned courtrooms and cases could be assigned based solely on how case types and scheduled proceedings match available courtroom space.

- **Provide Shared, Multi-Purpose Jury Deliberation Rooms**

Jury deliberation rooms, along with other support spaces, may in the future accommodate staff offices or functions different than the original program. It is suggested that the time-honored model of a jury deliberation room attached to each jury courtroom be avoided in favor of a ratio

¹ A commonly seen ratio of chambers to courtrooms for general jurisdiction matters – essentially the family, civil and criminal caseloads handled at the Historic Multnomah Courthouse – is 1 to 0.75 or 1 to 0.80; 4 chambers to 3 courtrooms or 5 chambers to 4 courtrooms. It is speculated that for the Circuit Court in Multnomah, given the slow caseload growth patterns predicted over the next 20 years and a high potential for the more economical use of space, the initial design of space could be for an equal number of courtrooms and chambers together with shelved out space for additional chambers without adding additional future courtrooms.

of not more than one deliberation room for two jury courtrooms². Also, it is acceptable (sometimes even desirable depending on space conservation) to group jury rooms together in strategic locations provided they allow security and privacy for jurors. The rooms should serve three functions: They should provide a protected location for deliberation; provide a gathering place and waiting area for impaneled jurors and alternates when trial is not in session; and provide a space for staff meetings and training when not used by a panel. Clustering jury rooms can permit reduced remodeling and construction costs by sharing amenities (e.g. restrooms, coat closets, small kitchen area).

B. Judicial Chamber Space

- **Develop Collegial Chambers**

Concurrent with shared courtrooms, judges' chambers should be grouped together in a protected section of the courthouse rather than scattered throughout the building and attached to individual courtrooms. Similar to a law office environment, collegial judicial suites typically allow the joint, economical use of common areas for support staff, conference rooms, reception/visitor/waiting space, break areas and restroom facilities. Typically, collegial chambers are located in secured areas on the upper floors of a courthouse; permitting high volume customer service activities to occupy the more publically accessible lower floors. Such a layout increases judge and judicial staff safety, allows the court to pool support staff, promotes cross training and job sharing among staff, economizes space (i.e. break rooms, supply/copying center, etc.), and encourages collegiality among judges in what tends to be a rather isolated profession.

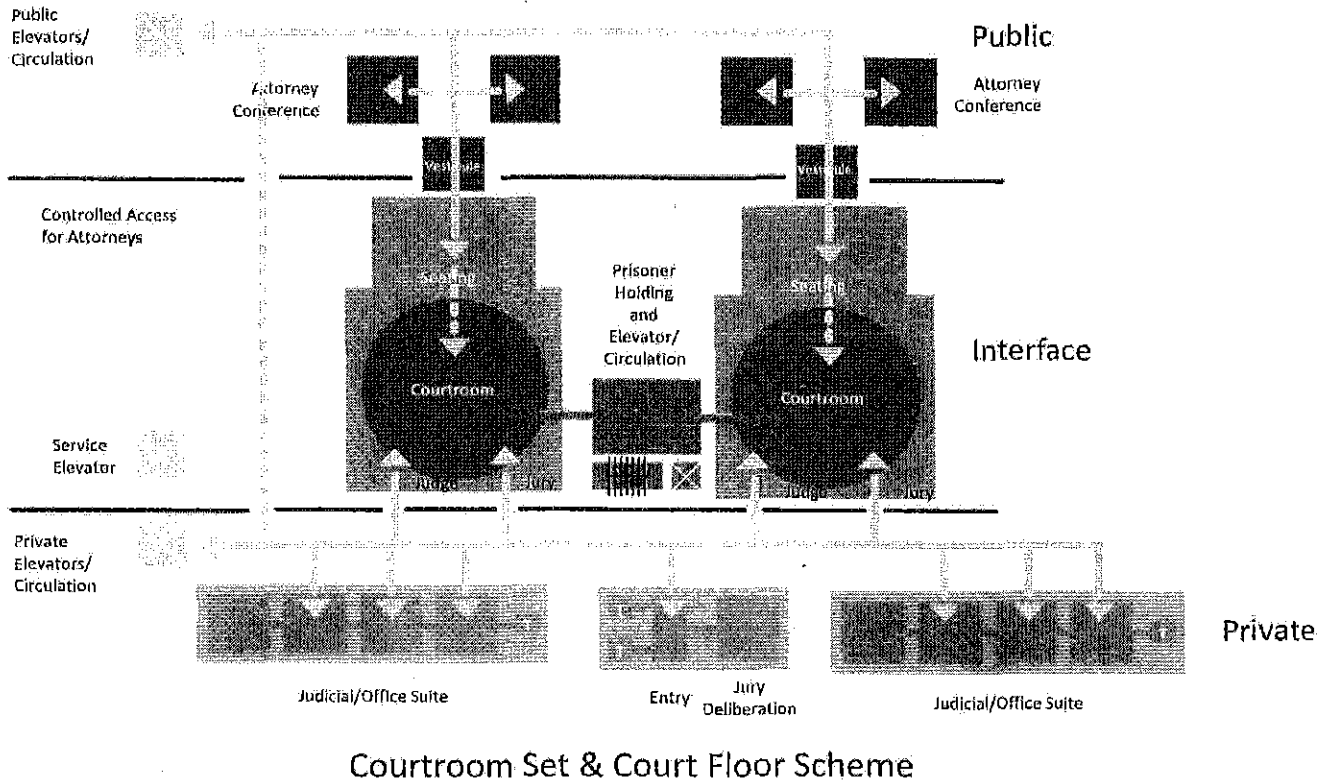
The application of collegial chambers is not a recent development and has a long-standing tradition in appellate courts. Collegial chambers have appeared regularly in limited jurisdiction courts because of a need to pool limited staff resources and the relative ease in substituting judges on calendars.

The design of collegial chambers for broader application in a general jurisdiction court, while relatively new, is increasingly being viewed as a means for implementing dynamic courtroom assignment patterns since it builds in flexibility for the calendaring and allocation of judicial officers and provides an opportunity for increased utilization of staff and facility resources. Traditional arrangements of courtrooms and chambers fundamentally depend on new facility resources becoming available along with increases in judicial officer positions. Collegial chambers arrangements, on the other hand, remove the direct physical linkage between courtrooms and chambers providing an opportunity to dynamically adjust courtroom assignments. Over time, this may allow courts to better accommodate additional judicial

² See Judicial Council of California – Trial Court Design Standards, 2006 edition for additional design considerations.

positions and service demands given a fixed number of courtrooms. The following figure diagrams efficient court floor layouts with collegial chambers and support spaces.

Figure 11: Courtroom Set and Court Floor Scheme



- **Collectively Group Judicial Support Staff near Judicial Officers**

All judicial and suite support staff (i.e. judicial assistants, law clerks, etc.) would office in a common area with modular office cubicles in close proximity to the judicial officers. Team-building, cross-training, and ease in covering staff absences is generally enhanced. Sharing resources are more achievable as well.

It is expected that the Court Administrator would exercise management oversight and day-to-day supervision of judicial support staff to the extent court policy and rules permit. Controlled access to the judicial suite of offices and support staff areas is important, including a private elevator and stairwell. Modern law office space designs provide models for adoption including efficient traffic flow patterns such as a secure reception area with adjacent conference rooms where judges can meet visitors without bringing them into the chambers/office area.

EXHIBIT 7

Question: Should new or remodeled court space be designed, developed, and built to support and emphasize collegial judicial chambers and shared courtrooms?

Answer: Yes, when and if there is either substantial remodeling in the Historic Courthouse or relocations of portions of the Court's adjudication process to buildings outside the Courthouse

Background: A national trend is growing toward building collegial judicial suites, as well as the construction of shared courtrooms and away from the traditional courthouse model of one courtroom to one chambers, each one-to-one set assigned to a specific judicial officer. Similar to a law office environment, collegial judicial suites and the joint use of common areas...in a law office environment, it means conference and client meeting rooms; in a courthouse, it means courtrooms...are increasing in popularity not only because of spatial economies; but, because of opportunities for shared resources, increased security for judicial officers and staff, and the indirect benefits of creating a stronger, collaborative judicial community.

In this new approach, chambers are clustered together in a secure section of a courthouse rather than scattered throughout the building attached to separate courtrooms. Collegial judicial suites in new courthouses are often located on the uppermost floors or in strategically secured areas behind courtrooms, allowing for increased safety and better controlled access to judicial officers and support staff. Shared courtrooms are also recognized as an efficient use of space and a growing best practice, especially in times of limited resources and underutilized jury trial courtrooms.

A shared courtroom is one used routinely by more than one judicial officer based on the nature of the matter litigated and/or the calendaring system utilized by the court. Rarely does jury courtroom utilization reach 100 percent. However, caseload experts generally conclude that general jurisdiction trial courtrooms in use for formal litigation more than 50 percent of the time are indicative of an inefficient caseload system.¹ This is by virtue of the fact that most general jurisdiction cases – whether criminal or civil – are resolved without trial, but require judicial attention to prompt resolution. Often the attention comes in the form of quick hearings or conferences in the courtroom (motions, pretrials, settlement conferences, sentencings, pleas etc.) or consultations in chambers, jury deliberation rooms, or conference rooms rather than protracted formal trials.

In today's world, jury courtrooms often sit vacant for two reasons. First, there are noticeably fewer formal court hearings and a confirmed decrease in trial rates over the last three decades nationwide. The numbers of criminal and civil jury trials in state and

¹ National Center caseload studies and observations.

Drug courts are another example of jury-rigged⁶ or contorted courtroom space in many older courthouses, including Polk County. These specialty courts are an example of what judicial administration has begun to label "problem-solving courts."⁷ They follow a medical/behavioral model in applying progressive sanctions coupled with evidence-based treatment regimes for chemical addictions and behavioral problems. Recidivism rates have been shown to be much less for defendants handled in these settings. Space requirements are quite different than traditional jury courtrooms, generally entailing unique areas for conferences, caseload staff, lawyers, treatment providers, and probation adjacent to the courtroom. The striking difference in these new approaches is the absence of the adversarial model and in its place a much more interactive, team approach among prosecution, defense and support services.

Regarding shared courtrooms, it can be argued that the District Court in Polk County largely does so now from the standpoint that district judges (except probate court) routinely move assignments every one to two years and most associate district judges (except juvenile court) change calendars every six months. Additionally, there is a culture of relinquishing larger courtrooms by their "resident" judges to other jurists when multi-party or complicated trials necessitate it.

Further, it is an acknowledged fact that judges in general jurisdiction trials are required, in the course of formal litigation, to occasionally recess a trial for private conferences with lawyers and/or other participants in chambers. District judges in Polk County do so. Any widespread, effective, shared courtroom plan would call for accessible, confidential "meet and confer areas" near the courtrooms should resident chambers not be located adjacent to permanently assigned courtrooms. How to accomplish that in the Polk County Courthouse is challenging; likely requiring additional non-adjudication functions to vacate the building and substantial, well thought-out remodeling.

As possible, courtroom locations in the Polk County Courthouse are currently clustered by function. For the most part, civil trial courtrooms, generally having smaller numbers of participants and presenting fewer security problems than criminal cases, are located on the upper floors. Higher volume criminal matters are sited on the lower floors along with juvenile hearings. Exceptions

⁶ "Jury-rig" is a term referring to makeshift changes created with only the materials that happen to be on hand. Originally a nautical term on sailing ships a jury rig is a replacement mast and yards (a horizontal spar used with square sails to which the sails are attached) improvised in case of damage or loss of the original mast. It has nothing to do with juries in a court setting.

⁷ Some researchers term these new approaches diagnostic adjudication or therapeutic justice. Essentially, the approach is a combination of therapy and accountability for the offender, and restoration for the victim and community. Drug courts, mental health courts, homeless courts, juvenile courts, teen courts, quality-of-life courts (prostitution, ordinance violations, vagrancy, etc.), and prison re-entry courts are examples.

are two busy Family Courtrooms located on the fourth floor presenting both congestion and security issues.⁸ It should, also, be noted that unresolved contested cases in family law, and to a smaller extent overflow criminal cases in exigent circumstances, are heard by eleven district judges on the civil docket. This does tend to exacerbate space and security problems generally throughout the courthouse.

Analysis: Collegial judicial suites provide the opportunity for...

- a law firm-like, efficient environment;
- shared judicial officer, court staff, technical and supply resources;
- a less encumbered exchange of legal and case-related information among judicial officers and judicial support staff;
- a convenient and more informal mentoring process for new judicial officers;
- a stronger commitment to judicial community and the court as an institution; and
- a heightened level of safety and protection for judicial officers consistent with separate courthouse zones of security.

All judicial and suite support staff (e.g. court attendant, court reporters) would office in a common area with modular office cubicles in close proximity to their assigned judicial officers. Team-building, cross-training, and ease in covering staff absences will be enhanced. Sharing resources are more achievable as well.

The configuration of judicial officer and support staff for associate district judges would be similar, only the location will change to congregate them near juvenile, front-end felony, and misdemeanor courtrooms. Associate judges frequently share courtrooms now. A first floor location in the courthouse or specialized space in other areas can more effectively accommodate high case volumes accompanied by shorter adjudication processes, ease of public access into and out of court facilities, more trouble-free "way-finding" by the public once inside court buildings, and reduced overall building infrastructure stress (e.g. elevators, restrooms, hallways).

In addition to the effective use of limited resources and the chances that a one-to-one ratio of courtrooms to judges will likely never achieve 100 percent utilization, shared courtrooms offer the benefits of increased usage of existing courtrooms, the equitable assignment of dignified and more spacious courtrooms for all case types⁹, and the very real possibility of courtroom design and

⁸ Suggestions by some court leaders to move Juvenile Court functions out of the Courthouse and Family Court to the first floor are responsible directions to pursue.

⁹ Family and juvenile court judges are often assigned to smaller and less formidable courtrooms because there is no need for jury space. This often creates the perception to the litigants and the legal community that family and juvenile court cases are not as important as civil and criminal cases. Additionally, smaller courtrooms are confining when parties are in conflict and numerous participants are present.

development by function rather than one archetypical courtroom template.¹⁰ Considerations that must be included in a shared courtroom environment, however, include the administrative resources and processes devoted to courtroom scheduling; and the need for an adjacent, private, dignified space (e.g. dedicated conference facilities, non-used jury deliberation rooms, etc.) for traditionally “in chambers” discussions and work areas for judicial officers to temporarily retire during short breaks and recesses to make telephone calls, confer with her/his staff or lawyers, perform legal research, check e-mail, etc.

Finally, current judicial culture is often laden with the perceptions of courtroom entitlement; that justice is tied to the ensured availability of a courtroom; and that the difficulties of scheduling judges to a limited number of courtrooms is an overwhelming administrative task.¹¹ Although some judges interviewed expressed openness to the shared courtroom concept, district judges in Polk County are generally accustomed to permanently assigned courtrooms for each judicial officer. It is important to note that unassigned courtroom scheduling does work in many general jurisdiction courts across America, but to move to that pattern in Polk County will require a willingness to change and adapt to new work patterns on the part of the judges. One factor which may encourage change is the current deplorable condition of many of the courtrooms and chambers in the Courthouse and the likelihood that with significant remodeling things will be much better.¹²

Advice:

In addition to the very real savings in space and dollars, collegial judicial suites offer a host of benefits. The Court should be mindful of the space implications, of course; but the real pluses in collegial judicial suites for Polk County lay in the anticipated enhancement to judicial and court culture, economies realized in support staff assignments, the potential for better and more useable space, and improved safety and security for judicial officers. It is upon this basis the NCSC believes the Court's decision should be predicated.

Overcoming a culture of judicial entitlement and the tradition of a one-to-one ratio of judges-to-courtrooms will be the greatest challenge in moving to shared courtrooms. However, court researchers are acutely aware of the limited number of cases that go to trial, nationally and locally, as well as the substantial efforts and services of the Court toward early resolution of cases. A shared courtroom concept is a reasonable option, NCSC consultants feel, for the better use of adjudication space in light of vanishing

¹⁰ For example, courtrooms could be designed by court functions such as arraignments, motion hearings, jury trials, bench trials, sentencing, etc.

¹¹ See *Courthouse Construction: Information on Courtroom Sharing*, United States General Accounting Office, April 2002, Washington, D.C.

¹² There are many District courtrooms that have no private ingress or egress to the attached chambers, a courtroom and chambers that must be disinfected weekly to avoid a roach infestation, another where the air conditioning noise is so bad proceedings have to be recessed from time to time, and at least two where heat and cooling cannot be controlled effectively in either winter or summer.

EXHIBIT 8

These pages are excerpts from this report.



**MULTNOMAH COUNTY, OREGON, CIRCUIT COURT
NEW CENTRAL COURTHOUSE PLANNING AND SPACE
PROGRAMMING
FINAL REPORT**

AUGUST 2014

National Center for State Courts

Chang-Ming Yeh, Principal Judicial Facility Planner, Project Director
Gordon Griller, Principal Court Management Consultant
Nathan Hall, Court Management Consultant
David Sayles, Project Analyst

Daniel J. Hall, Vice President
Court Consulting Services
707 17th Street, Suite 2900
Denver, Colorado 80202

data exchange increases, hardware devices will continue to be further miniaturized and wirelessly enabled. Satellite and internet access will be commonplace.³

Courthouse building design decisions must be made regarding wireless and fiber-optic cabling throughout the courthouse to enable both encrypted and open public electronic access systems. Bench and staff computer use will be widespread in courtrooms, hearing/conference rooms, and offices. Electronic filing and paper-on-demand will permit increasing amounts of electronic information to be transmitted and utilized without conversion to hard copy. Electronic signage and digitized case display information have proven helpful regarding way-finding in many courthouses. Video and audio recording in courtrooms, hearing rooms, and chambers is becoming more widespread among trial courts nationwide and will continue to expand. Some courts are using touch-activated kiosk check-in systems outside courtrooms to identify parties and lawyers present and ready for a proceeding; daily calendars are automatically re-sorted avoiding wasted time calling the calendar in the courtroom.⁴

Effectively programming technology use within the building will require judges, staff, and architects to strategize how the Court envisions the increased employment of high-speed electronic data, voice, and images. The building will be cabled for both Multnomah County and Oregon Judicial Branch computer networks and network outlets in all shared spaces need to permit connection to either the state or county networks; this architecture reflects the reality that the Courthouse will have both state and county tenants.

The Oregon Judicial Branch and court officials in Multnomah County are also planning widespread electronic “customer2court” connections between the public and court offices. Many courts (i.e., Iowa, Utah) are moving in this direction, essentially paralleling the changes taking place in banking, air travel, retailing, and other businesses to reduce handling, storage, and personnel costs while serving customers faster. Today, in Iowa, as an example, small claims cases – most of which are filed by self-represented litigants in any jurisdiction in America – must be submitted in electronic form.

2. Judicial Officers and Judges’ Support Staff

2.1. Collegial Chambers

In this new concept in housing judicial offices within a courthouse, judicial chambers are grouped together in a secure section of the courthouse rather than scattered throughout the building and attached to individual courtrooms. Collegial chambers are either located on the upper floors of the court building or in a limited number of strategic areas throughout the structure depending on its design.

³ 87% of American adults now use the internet, with near-saturation usage among those living in households earning \$75,000 or more (99%), young adults ages 18-29 (97%), and those with college degrees (97%). A full 68% of adults connect to the internet with mobile devices like smartphones or tablet computers. Source: Pew Research Center Report, February 2014.

⁴ Second Judicial District of Minnesota, Ramsey County (St. Paul).

Similar to a law office environment, collegial judicial suites provide for the joint, economical use of space. Typically, the spatial layout takes the form of a cluster of private offices for judges sharing a host of ancillary support spaces such as conference rooms, break rooms, work rooms, and restrooms. Such a design enhances security for judges and employees, simplifies the pooling of support staff, promotes cross training and job sharing among staff, economizes space (i.e., break rooms, supply/copying center, etc.), and encourages greater interaction and camaraderie among judges in what tends to be a rather isolated profession.

In such arrangements, it is expected that the court administrator would exercise management oversight and day-to-day supervision of judicial support staff to the extent court policy and rules permit. Controlled access to the judicial suite of offices and support staff areas is important, including a private elevator and stairwells as necessary. Modern law office space designs provide models for adoption including efficient traffic flow patterns such as a secure reception area with adjacent conference rooms where judges can meet visitors without bringing them into the chambers/office area.

The application of the collegial chambers concept is not a recent development and has a long-standing tradition in the appellate courts. Collegial chambers have appeared more frequently in limited jurisdiction courts because of the significant benefits in pooling staff resources and the relative ease in substituting judges on various dockets; the judicial chambers in both the Juvenile Justice Complex and the East County Courthouse were built on this collegial model. The design of collegial chambers for broader application in a general jurisdiction or unified trial court, such as exists in Oregon, has occurred more recently and is increasingly being viewed as a means for implementing dynamic courtroom assignment patterns. This is because it builds in flexibility for the calendaring and allocation of judicial officers and provides an opportunity for increased utilization of staff and facility resources.

Traditional arrangements of courtrooms and chambers fundamentally depend on new facility resources becoming available along with increases in judicial officer positions. Collegial chambers arrangements, on the other hand, remove the direct physical linkage between courtrooms and judicial chambers, providing an opportunity to dynamically adjust courtroom assignments. Over time, this can allow courts to better accommodate additional judicial positions and service demands given a fixed number of courtrooms.

2.2. Consolidated Judicial Staff

In a collegial chambers design plan, all judicial support staff (i.e., judicial assistants, courtroom clerks, and any law clerks) generally office in a common area with modular office cubicles in close proximity to their assigned, supervising judicial officer. Team-building, cross-training, and ease in covering staff absences is commonly enhanced. Sharing resources is more achievable as well.

In most unified state trial courts, including the Court in Multnomah County, judicial officers are either assigned or select their immediate support staff. The number, job classifications, tenure, and supervision of these employees, however, may vary widely among states depending on how courts are organized. Where trial courts are state-funded, such as they are in Oregon, the diversity among positions and their relationships to their supervising judges within the state is generally not as varied as in locally funded systems. Resultantly, teaming, cross-training, and mentoring is often easier to accomplish which, in turn, leads to greater work group efficiency. Where judicial support staff (i.e., judicial assistants, law clerks, etc.) are clustered together in common office areas, it further enhances this benefit.

As the Oregon Judicial Branch moves to a more digitized, electronic work environment with a new CMS, pressure for more standardized business practices related to data input, clerical processes, and judicial procedures will likely develop. Unquestionably, judges will remain independent in managing and making decisions in individual cases, but the way those decisions, rulings, and orders will be recorded, transmitted, and interpreted will undoubtedly become more uniform and standardized. Given this prospect, housing judges' support staff together will certainly help to enhance their collective skills, knowledge, and abilities to streamline and harmonize work necessitated by more widespread computerization of court records and judicial decisions.

A third advantage in grouping judicial staff together is specifically related to multi-judge urban courthouses where judicial assignments are often segmented by departments or divisions (e.g., criminal, civil, family) and judges occasionally rotate from one department to another during their careers. In these instances, judicial support staffs often move with their judge and are likewise required to learn new case and business processes as well. The opportunity to collaborate with nearby support staffs in learning new operating patterns is very helpful. Economies of scale in providing workplace equipment in a more centralized fashion (i.e., copiers, scanners, training tools, break facilities, etc.) allow greater efficiencies than when employees are dispersed in numerous locations.

3. Adjudication Space

3.1. Flexibly Assigned Courtrooms

It is observed that a new, collaborative approach to using courtrooms more dynamically or cooperatively is becoming a practice in many modern urban court design projects, such as courthouses in Maricopa County, Arizona; Mecklenburg County, North Carolina; Osceola County, Florida; and the Seattle Municipal Court in Washington. The concept necessitates fresh thinking in allocating courtrooms among judges by requiring courtrooms to be used by more than one judicial officer based on the nature of the matters litigated and/or the calendaring systems operated by the Court. No single judge "owns" his/her courtroom. Master calendaring, as operated by the Court, is uniquely suited to a shared courtroom approach where criminal and civil cases are channeled to courtrooms configured for specific case types.

Considerations in the flexible use of courtrooms include the need for adjacent, secure, dignified space (e.g., available conference rooms, non-used jury deliberation rooms, etc.) for meet-and-confer sessions between lawyers and their clients, discussions between the judge and attorneys, and witness waiting, as necessary.

Determining the assignment of courtrooms requires both an understanding of the judicial resource management issues within the court as well as an awareness of the operational benefits afforded by this configuration of adjudication space. In a traditional courtroom and chambers arrangement, the courtrooms are assigned to the judicial officers. To determine the assignment of courtrooms in a shared environment, however, requires a more sophisticated understanding of the judicial work circumstances, caseload practices, settlement points and rates, and local legal culture regarding case dispositions.

Although there is no simple, universal formula for determining courtroom sharing patterns, the Court is positioned well to accommodate the flexible assignment of courtrooms by virtue of two important factors:

- *Jurisdiction Size.* Larger courts generally have a greater ability to segregate and delineate case types among a bigger resource pool. This in turn can result in more efficient utilization of judicial and facility resources, especially where the majority of proceedings for civil, criminal, and family court matters occur in one building as they do in Portland.
- *Court Calendaring.* The master calendar system presently used by the Court for civil and criminal case assignments facilitates the flexible allocation of judicial resources among courtrooms. It can be quite effective when judges do not have permanently assigned courtrooms and cases can be assigned based solely on how case types and scheduled proceedings match available courtroom space.

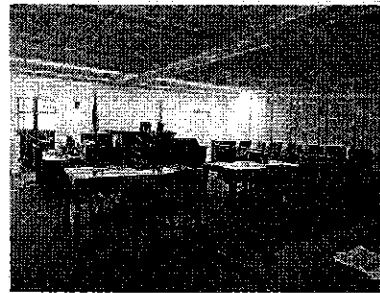
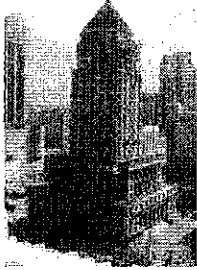
3.2. Courtroom Sizes and Configurations

For the most part, courtroom sizes should be standardized. To do so permits maximum flexibility in configuring space and adjusting to any potential future calendaring and case volume variations. Generally, different proceeding types can be accommodated by systematizing the bench area and reducing or enlarging the spectator seating. Family Law and juvenile cases do not involve juries but commonly need substantial space in the well of the court for a variety of advocates in domestic relations and dependency matters representing parents, the state, the children and other interested parties. Since contested domestic violence cases in the DV Court are jury-eligible matters, these trials will be set for a jury trial courtroom assigned to the Family Court Judge, as needed. Criminal and civil cases allow juries but generally don't need large well space. Criminal cases often involve in-custody defendants so clustering those courtrooms together near secure defense attorney/in-custody defendant interview rooms is wise. Given a larger, centralized prisoner holding area in the basement of the new Central Courthouse, there need be only a few secure holding areas on the upper floors in the building located nearer to the courtrooms which are anticipated to conduct higher volumes of in-custody dockets. In addition

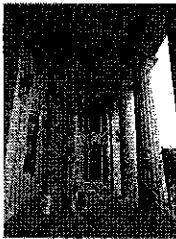
EXHIBIT 9

MIAMI DADE COUNTY
COURTHOUSE

73 W. Flagler Street



Courtroom 3-3 - empty



Loggia



Entrance



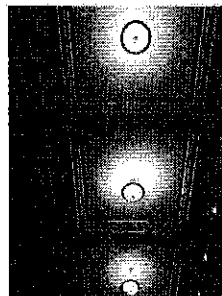
Looking up



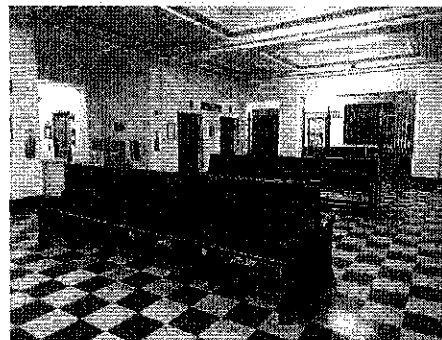
Courtroom 6-1 - empty



Lobby



Lobby Ceiling



Hall waiting area - empty



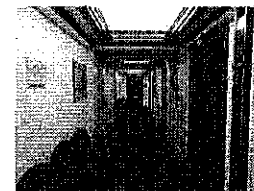
Courtroom 6-3 - empty



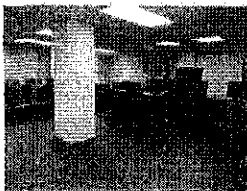
Courtroom 8-2 - empty



Courtroom 6-4 - empty



9th Floor Hallway
Court Administration



Courtroom 8-1 - empty



Courtroom 10-1 - empty



10th Floor Hallway



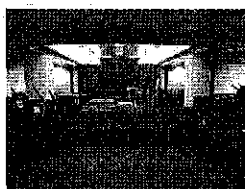
20th Floor Conference Room
- empty (above)



23rd and 24th Floors - under renovation (at right)



Courtroom on 12th Floor
- under renovation



Renovated mechanical Room



Results of Walk-through Courthouse 1-7-2016, starting at 2:30 PM

Courtroom 2-1 - 2 attorneys, a woman and the judge

Jury pool empty

Courtroom 3-5 - empty - staffed three phones

Courtroom 3-1 occupied with a few people.

Courtroom 3-2 occupied. Did not go in.

Courtroom 4-3 occupied. Did not go in. A few people.

Courtroom 4-2 - empty and unoccupied.

Courtroom 4-1 - In session. Judge Jose Rodriguez, 4 attorneys, bailiff, witness, and 3 spectators, court reporter.

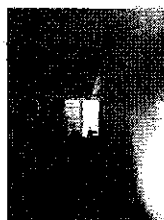
Courtroom 5-3 empty and locked.

Courtroom 5-2 - proceeding room, conference room with many people. In session.

Courtroom 5-1. In session. 8 people or so.



Courtroom 14-1
Empty and locked



Courtroom 14-1 -
Another view
through glass



Courtroom 15-1
Empty and locked -
through glass

Results of Walk-through Courthouse 1-7-2016, starting at 2:30 PM

Courtroom 6-1 - empty. Judge Bailey's. Look at photos 3 or 4 photos.

Courtroom 6-3: Judge Rodney Smith - empty. Time 2:58.

Courtroom 6-4 - Judge Wendell Graham.

Check to see what is Room 605. Had people in it.

Courtroom 6-2. Two people talking. No judge.

7th floor no courtrooms.

Courtroom 8-1 and 8-2 - empty - see photos

9th floor is administration with Judge Berila Soto and Sandra Loneragan

Courtroom 10-1 - empty. See photos.

Took photos of 9th and 10th floor hallways.

**Results of Walk-through Courthouse
1-7-2016, starting at 2:30 PM**

Courtroom 11-1. Empty and locked.
Courtroom 12-1 and 12-2 under remodeling. See our photo each.
Courtroom 14-2. Dark and empty. Took photo through wire glass.
Courtroom 14-1. No judge. 2 sets of attorneys and one woman.
Courtroom 15-1. Locked and empty. See photos.
16th Floor. No courtrooms.
17th Floor. No courtrooms.
18th Floor. No courtrooms.
19th Floor. No courtrooms.
20th Floor. No Courtrooms. One large conference room.

**Results of Walk-through Courthouse
1-7-2016, starting at 2:30 PM**

21st Floor. No courtrooms. Storage in halls.
22nd Floor. No courtrooms. County mediation.
23rd Floor - under renovation. See photos.
24th Floor - under renovation.

EXHIBIT 10

Miami-Dade County and the Eleventh Judicial Circuit Court of Florida

Courts Master Plan

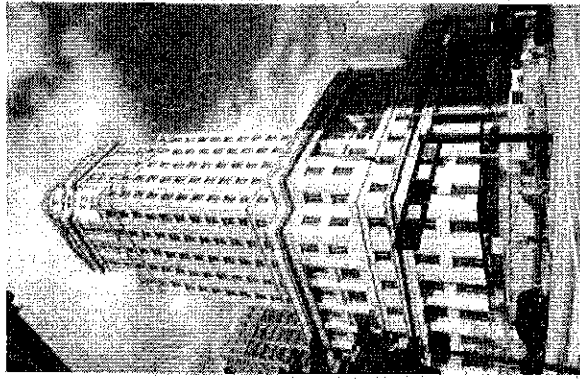
2015 Update

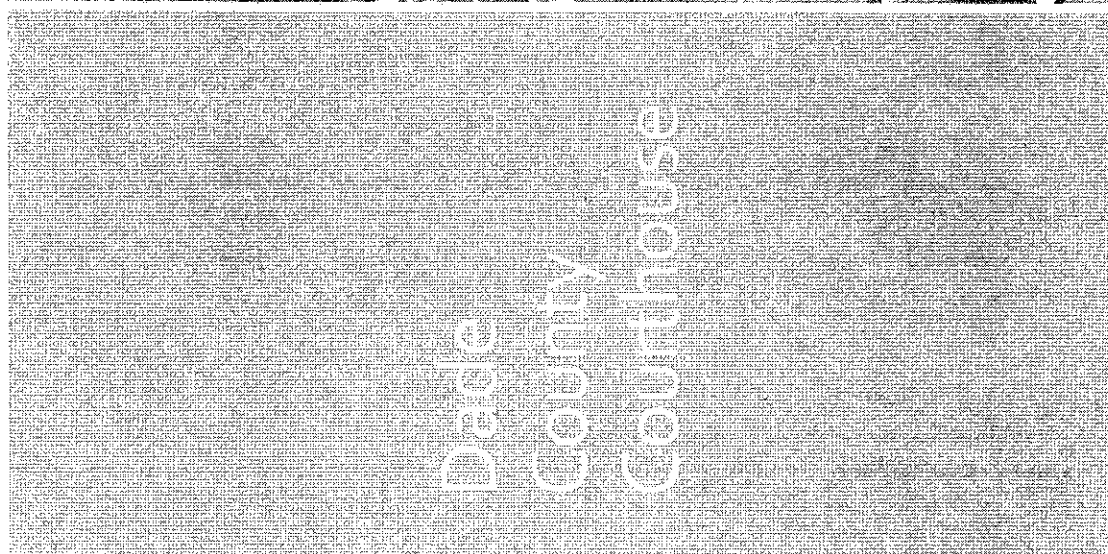
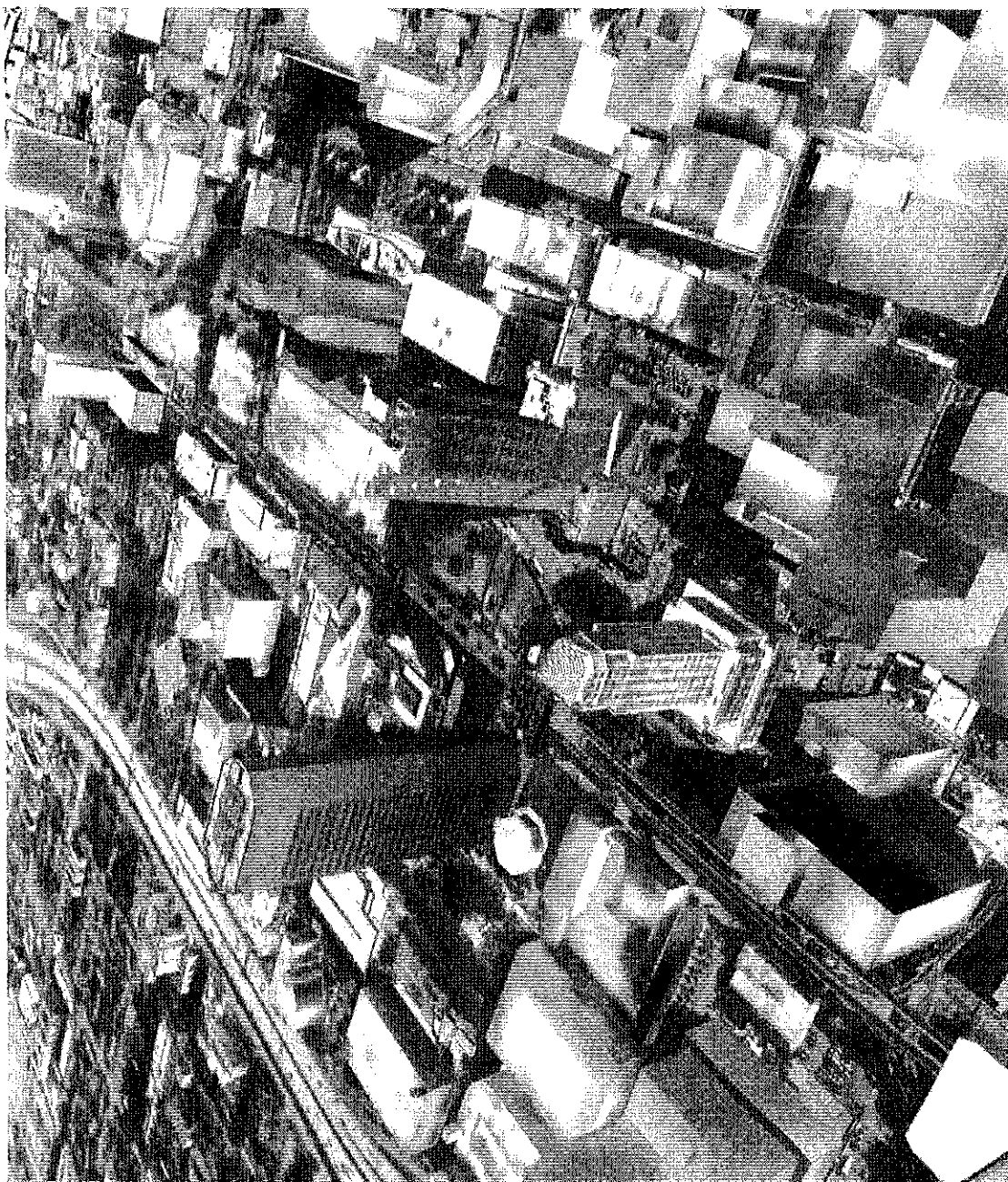
for

Miami-Dade County Capital Infrastructure

Task Force Committee

August 18, 2016





Task Force Agenda



Second Miami-Dade Court Capital Infrastructure Task Force Agenda August 18, 2016, 2:30 p.m. Stephen P. Clark Center, 111 NW 1st Street 18th Floor, Conference Room 4

2.30 to 2.35	Welcome	Rick Crooks, P.E., Chairperson
2.35 to 2.45	Approval of Minutes	Pam Regula Internal Services Department
2.45 to 3.00	Scheduling and Programming	Maria Luisa Castellanos
3.00 to 3.45	Civil Courthouse Master Plan Update	Daniel Perez-Zarrago, AIA Principal Perez & Perez Architects Planners, Inc.
		Dan Willey Dan Willey & Associates
3.45 to 4.30	Criminal Courts, Corrections Master Plan	Asael "Ace" Marrero Internal Services Department
	Schedule Next Meeting	Rick Crooks, P.E., Chairperson



PEREZ & PEREZ
ARCHITECTS PLANNERS

- Daniel Perez-Zarraga, AIA and Ben Melendez
- Multidisciplinary Architectural & Planning Firm: Justice, Transportation, Aviation, Education, Maritime, Affordable Housing, & Master Planning.
- 32 + year practice in Miami-Dade County & Internationally.
- Miami-Dade Children's Courthouse-HOK/P&P
- Miami-Dade County TARC Committee Chairman



- 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

Courts Master Plan Update Scope

- Update 2007 Master Plan
- Phase 1
 - Phase 1A-Civil Court
Program and Guidelines
 - Phase 1B- Site Options and Testing
- Phase 2
 - Remaining Judicial and Related System Facilities

Presentation
Agenda—
Summary of
Project
Results

1. Assessment of Existing Facility.
 2. Projections of Growth
 3. Projections of Space Need
 4. Operational Parameters
 5. Site Testing
 6. Costing and Funding
 7. Project Budget
- Recommendations

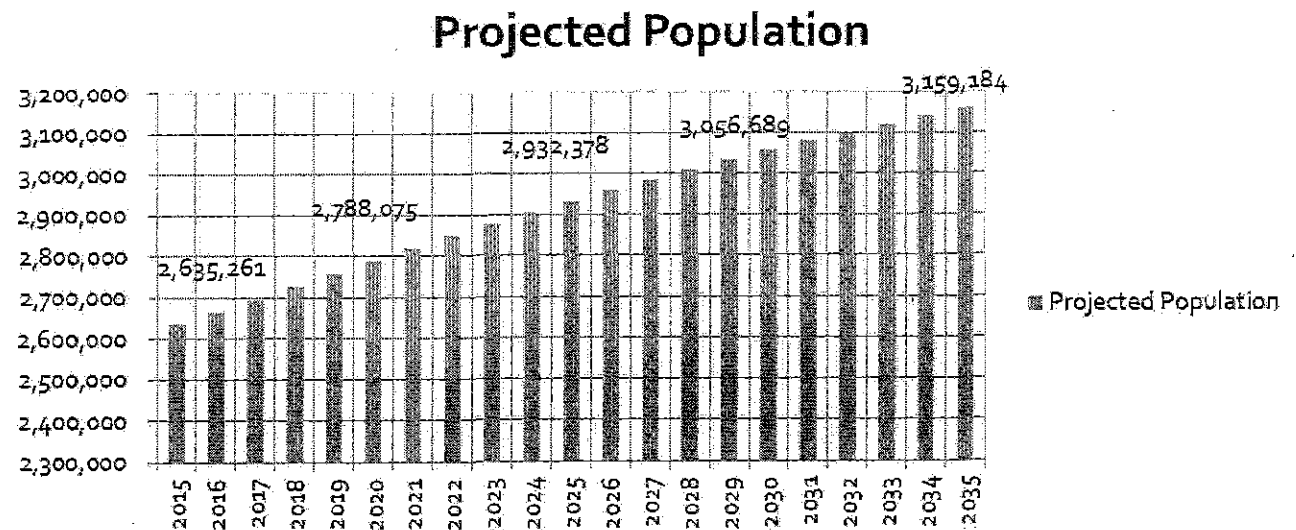
1. Assessment of Existing Facility

Summary

The existing DCCH is functionally and spatially inadequate to support present and future Civil/Probate Court operations.

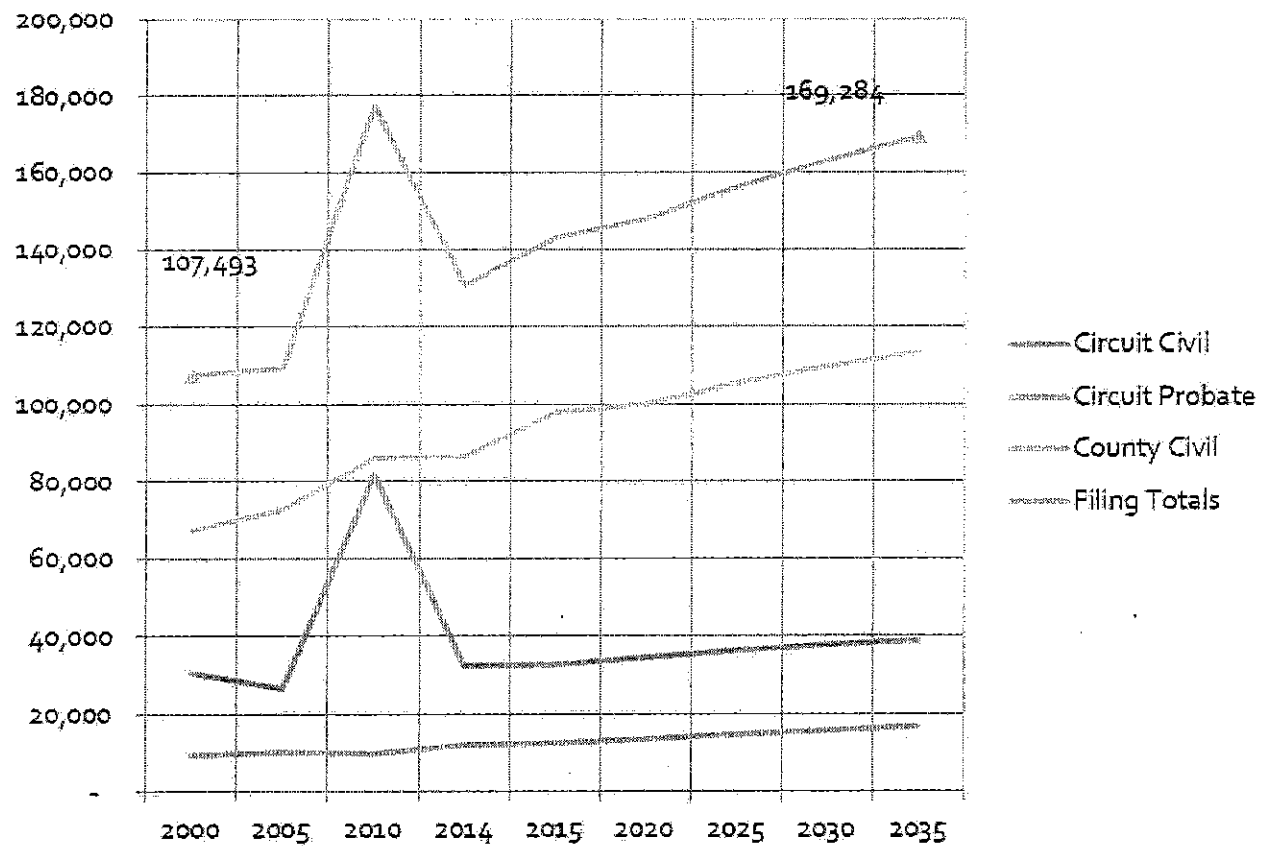
2. Projections of growth

- There is a reasonable expectation of Civil and Probate court growth based on population trends, development trends and filing trends.



2. Projections of Growth

Historical and Projected Civil and Probate Filings



2 Projections of growth

- These growth trends support the expectation of additional judicial officers and related system staff.

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	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					1	1	1	1	1
Special Proceedings - Unassigned					1	1	1	1	1
Total Courtrooms					41	44	46	48	50

Projections of space requirements have been developed for Civil/Probate Courts and related system agencies and functions based on:

- Nationally recognized judicial system space allocation standards and guidelines
- Existing and projected operational patterns

Space lists have been developed for all relevant functions illustrating current need, 2025 need and 2035 need. This data can be used to support phased implementation if deemed desirable.

Projected Staff and Space Requirements Summary for Miami-Dade County Civil Courthouse										
Space No.	Component Description	Current Need - 2015			2025 Need			2035 Need		
		Staff	Court rooms	DGSF	Staff	Court rooms	DGSF	Staff	Court rooms	DGSF
Total Staff		563			631			671		
Total Department Gross Square Feet (DGSF)				365,221			394,110			414,891
	40% Grossing			146,088			157,644			165,956
Total Building Gross Square Feet (BGSF)				511,309			551,754			580,847
		<u>Includes 10% Grossing</u>			<u>Includes 10% Grossing</u>			<u>Includes 10% Grossing</u>		
30.0	Secure Parking			18,480			24,200			25,960

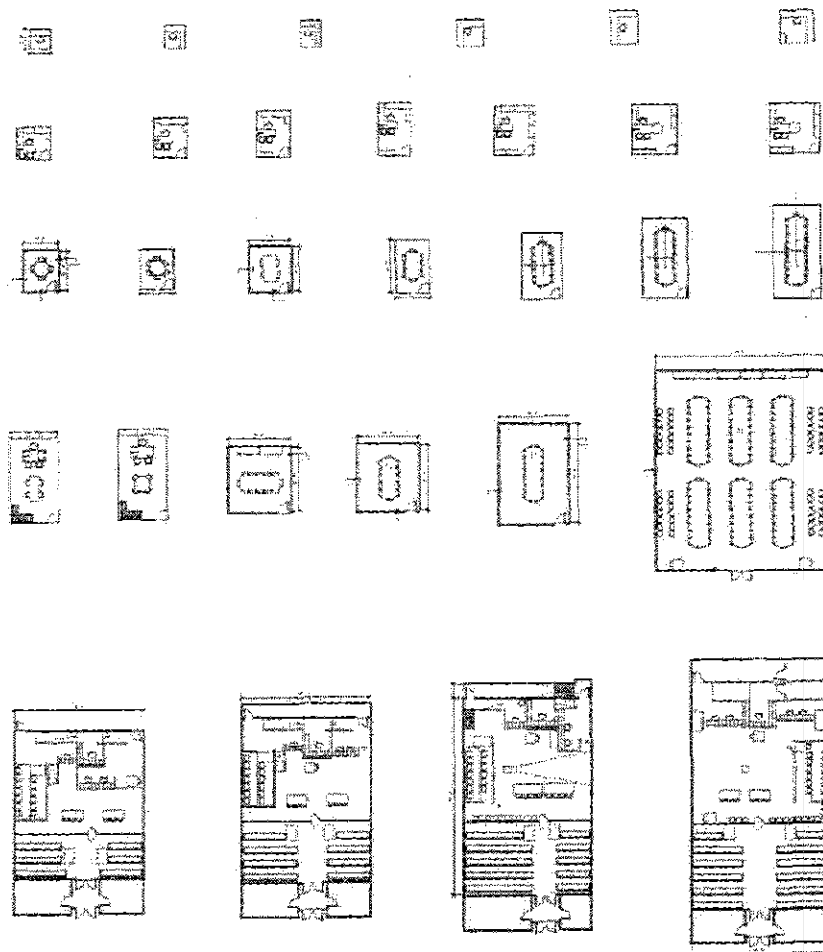
4. Operational Parameters

1. Retention of Civil/Probate consolidation since fragmentation is detrimental to system efficiency and typically increases operational costs.
2. Since there is no expectation of prisoner delivery, no prisoner related infrastructure has been included.
3. Shared jury deliberation rooms have been provided in a ratio of 1 per 2 courtrooms for Civil and 1 per 4 Courtrooms in Probate. This economy is justified by the settlement versus trial data.
4. Individual calendaring will be retained since it promotes judicial responsibility, efficiency, and consistent case management.

4. Operational Parameters

5. Courtrooms are provided at a ratio of 1 per resident judicial officer. This arrangement accommodates both jury trials and regular high volume proceedings (such as calendar calls), assures availability, provides greatest flexibility, best fits the preferred calendaring system and supports the perception of equal justice.
6. Accommodation of Branch Judges on jury weeks and other retired, senior or special judicial officers will be by scheduling and by coordination with resident judicial calendars.
7. Increased utilization of technology is expected
 - Case management
 - Case records
 - Evidence presentation
 - Legal research
 - Pro Se assistance
8. Security will be enhanced by the provision of separate circulation paths for public and Judicial officers/staff.

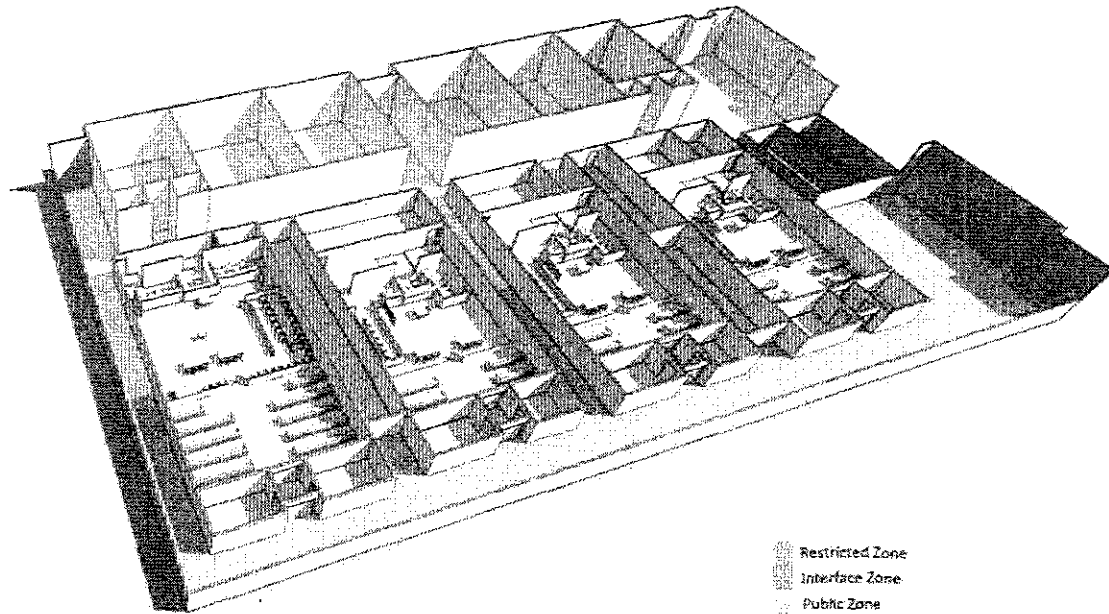
Program Components



The operational program areas represent a wide scale of spaces from individual Workstations, Private Offices, Conference Rooms, to large public assembly Courtrooms (standard, large, and special proceedings). The courthouse facility also includes interrelated user groups including judicial staff, AOC, and the Clerk of the Court. Refer to Book 1 for a detailed summary of *Projected Staff and Space Requirements*, and Book 2 for Space Standards and Design Guidelines.

4. Operational Parameters

Typical Floor Plate

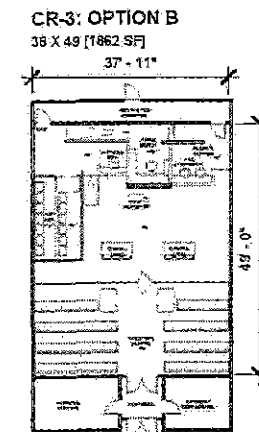
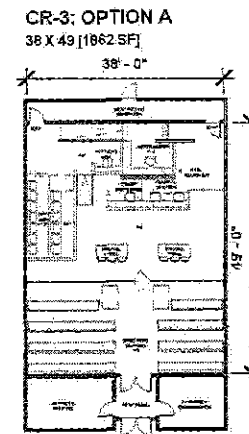
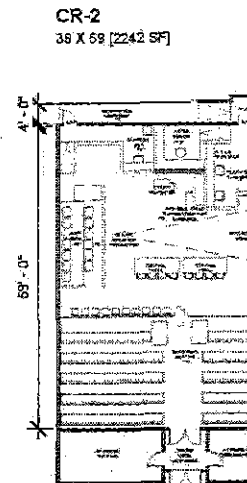
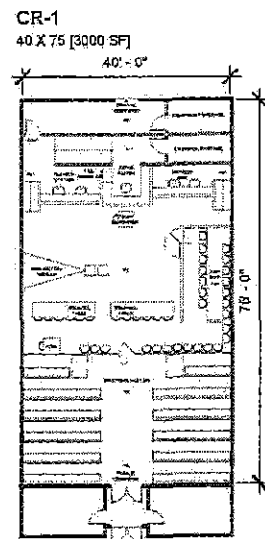


This floor plate illustrates the three zoned aspect to a typical courtroom floor plate; public zone included public access and circulation, restricted access includes judicial offices and court sets, and the interface zone defined by the courtrooms and meeting rooms. The floor plate above shows three large courts along with a special proceedings court arranged in a single loaded format. The private judge's chambers are located along with the rear of the courtrooms and have their own vertical circulation cores. The public access corridor defines the public areas with entrances to the courtrooms and public vertical circulation cores.

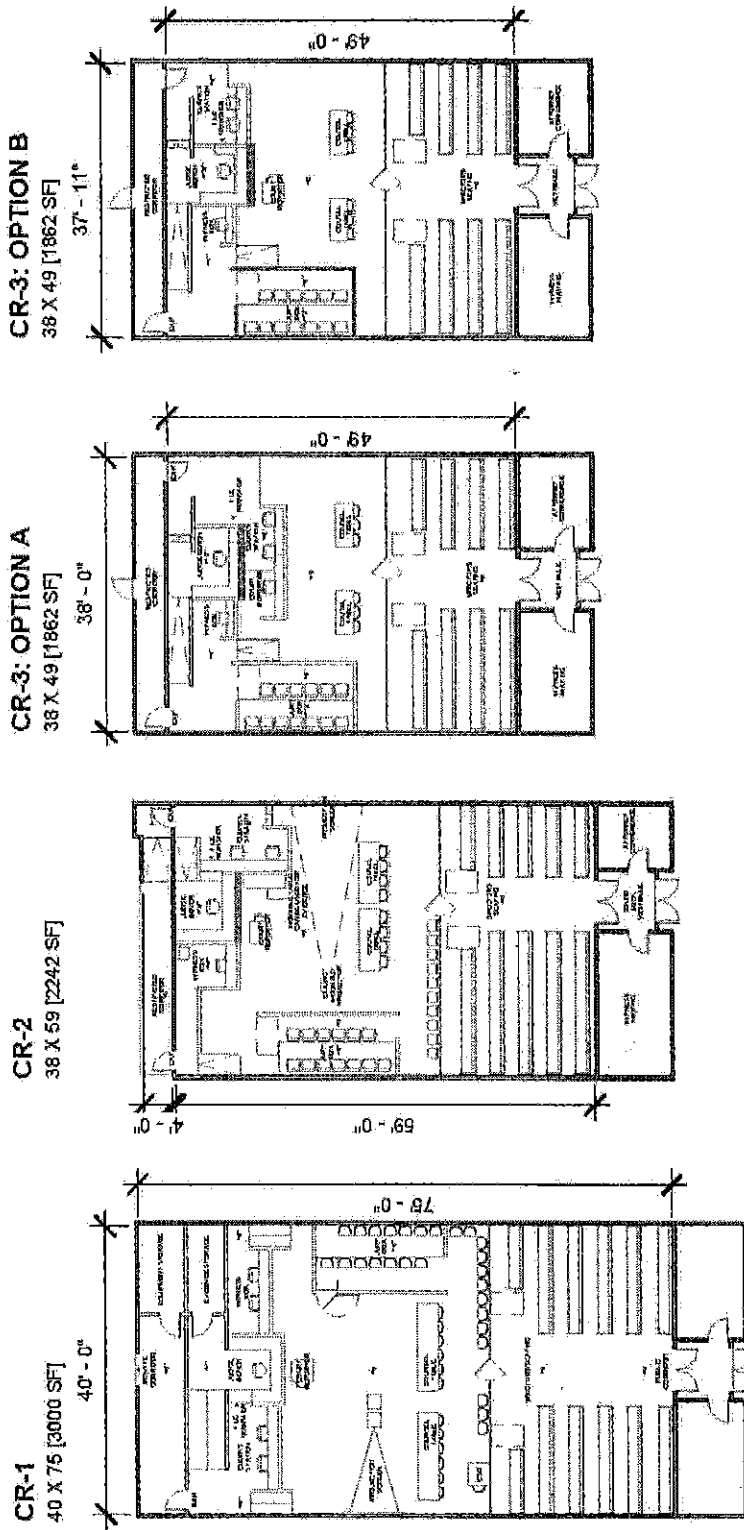
4. Operational Parameters

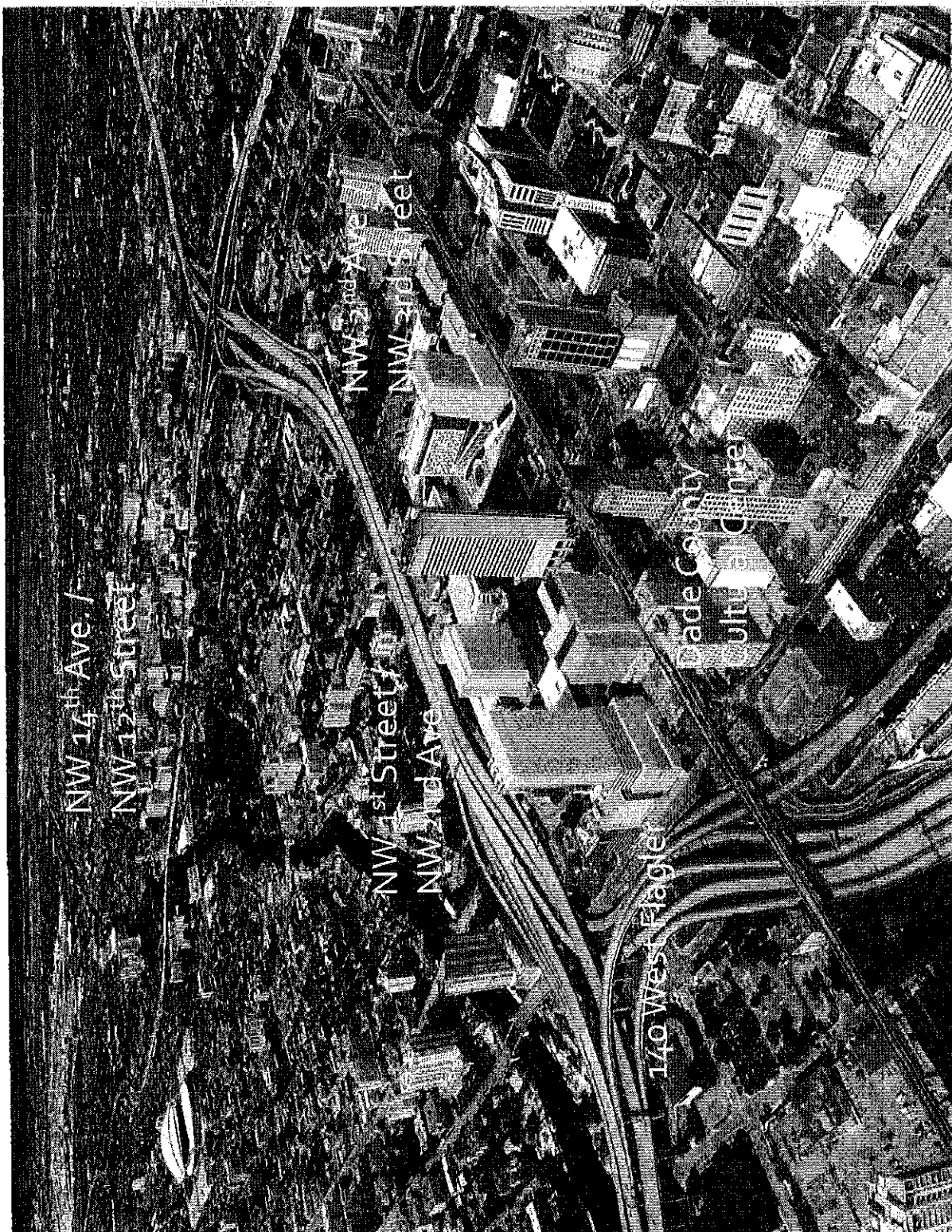
Courtrooms

Code	Area (NSF)	Dimensions	Assignment
CR - 1	3,000	40 x 75	Special Proceedings
CR - 2	2,250	38 x 59	Large Jury Courtroom
CR - 3	1,850	38 x 49	Standard Jury Courtroom



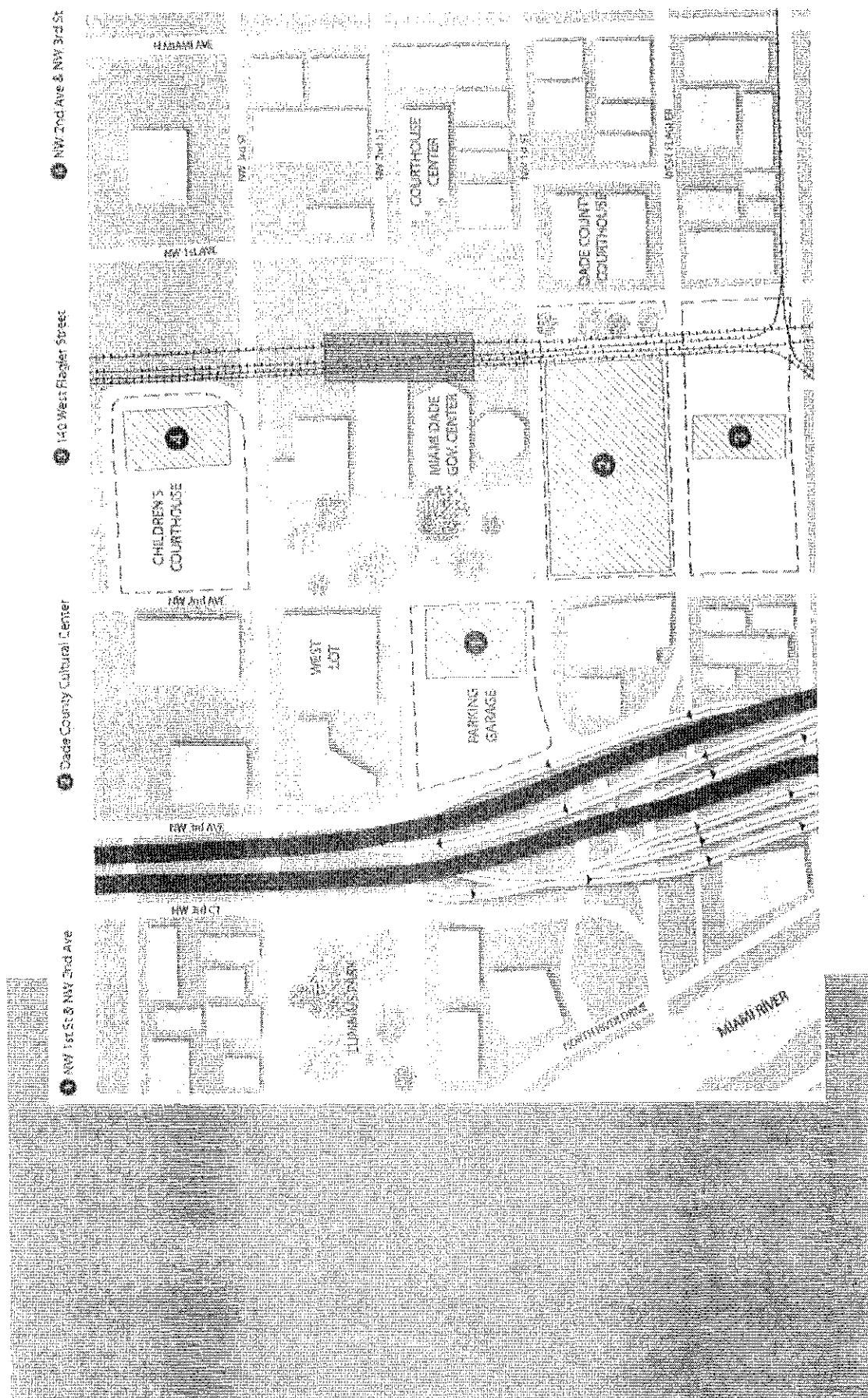
Courtroom Illustrations



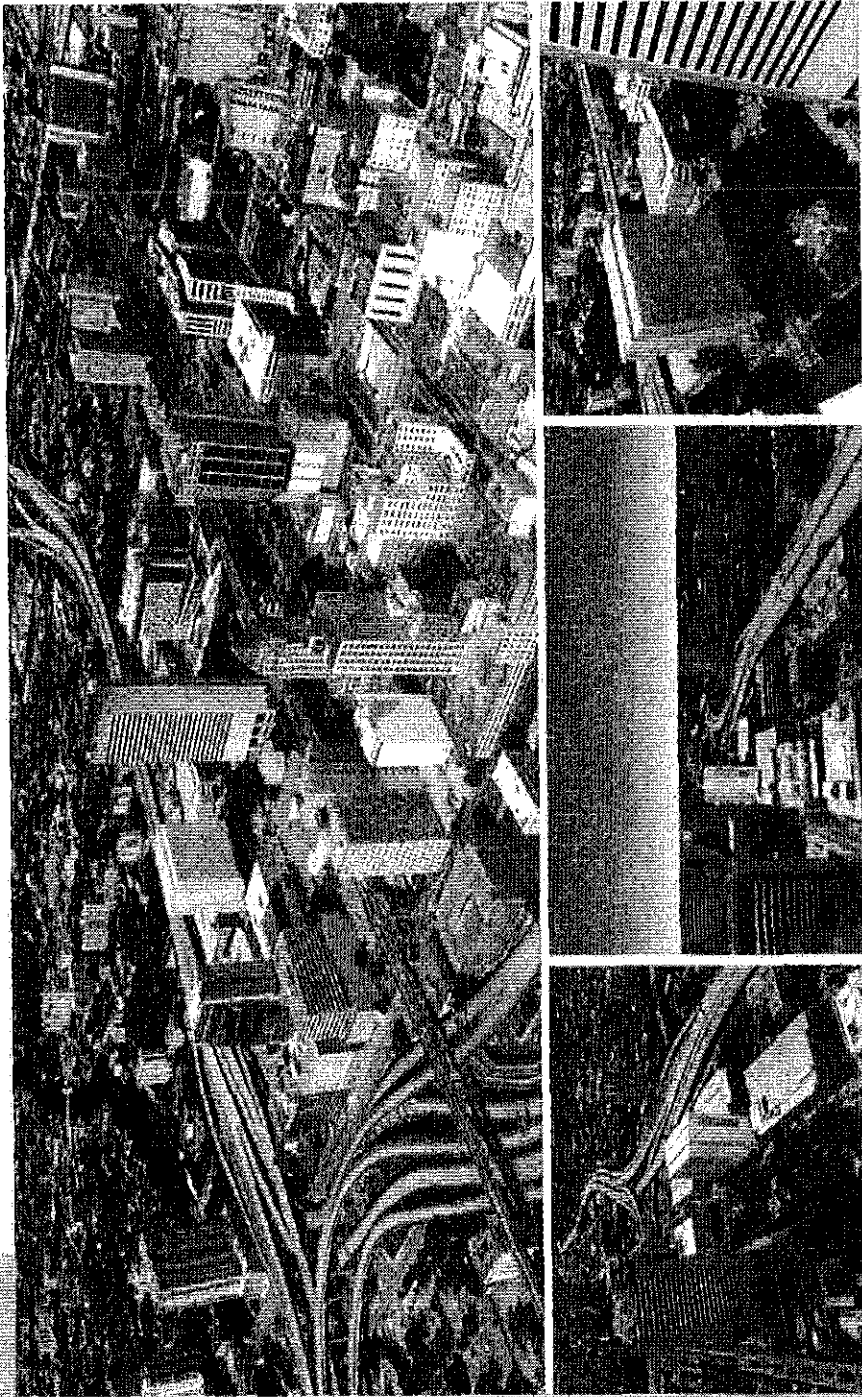


Baseline
Map

Downtown Sites

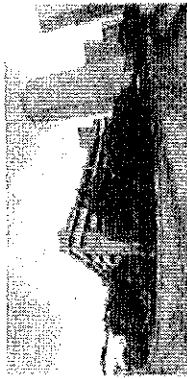


NW 1st Street / NW 2nd Avenue



NW 1st Street / NW 2nd Avenue

Context Images:



View from NW 1st St

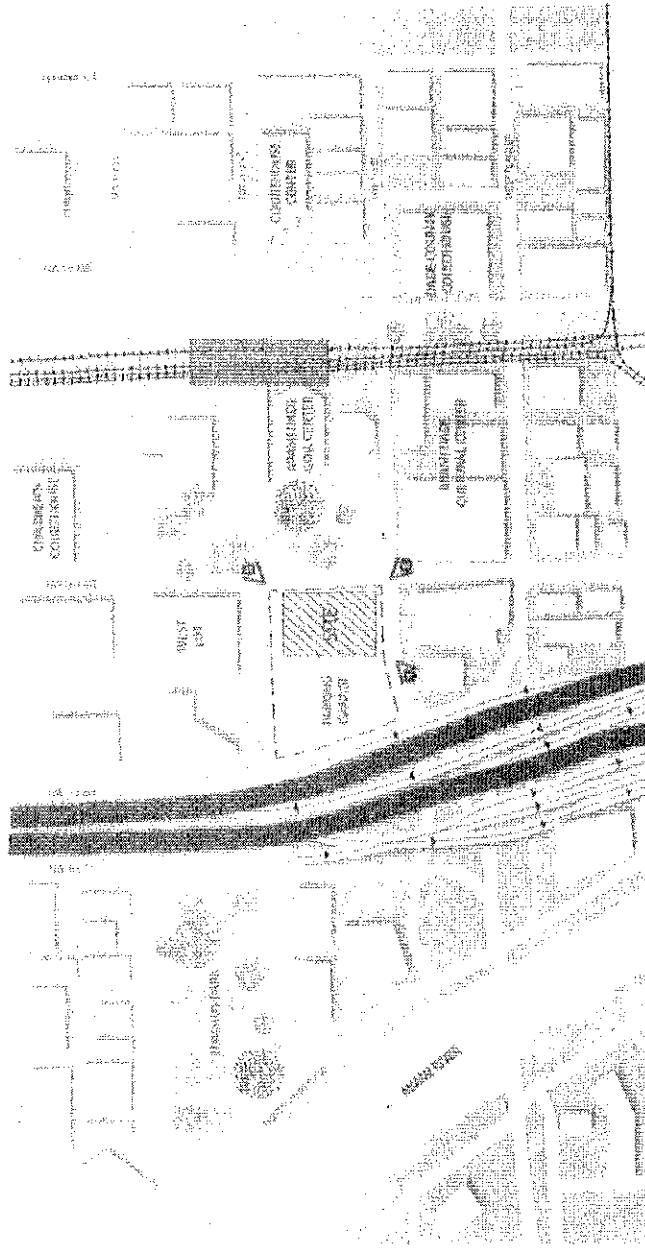


View from Intersection of NW 1st St and NW 2nd Ave



View from Intersection of NW 2nd Ave and NW 2nd St

Blocks Buildings Site Buildings Principal Highway Secondary Highway Vegetation River Metro



NW 1st Street / NW 2nd Avenue

COURTS

(12 Floors)
42,180 sq. ft. Per Floor 6-8
28,910 sq. ft. Per Floor 9-17
TOTAL = 369,947 sq. ft.

OFFICES

(5 Floors)
42,180 sq. ft. Per Floor 1-5
TOTAL = 210,900 sq. ft.

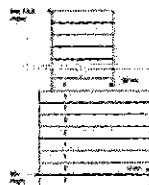
TOTAL BUILDING

580,847 sq. ft.

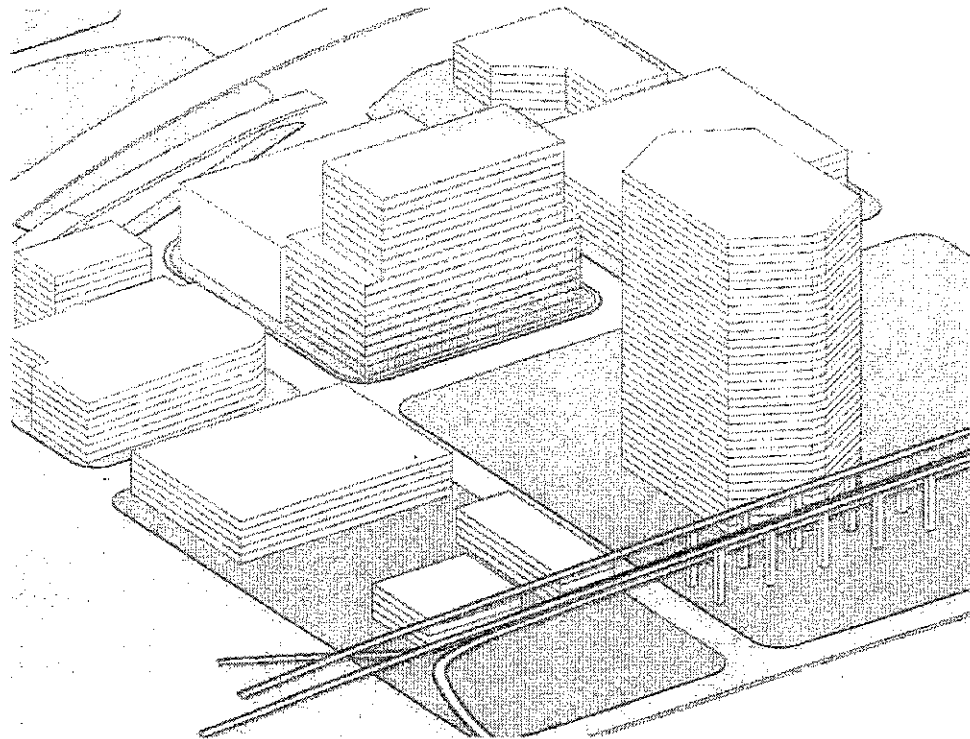
SECTION NORTH



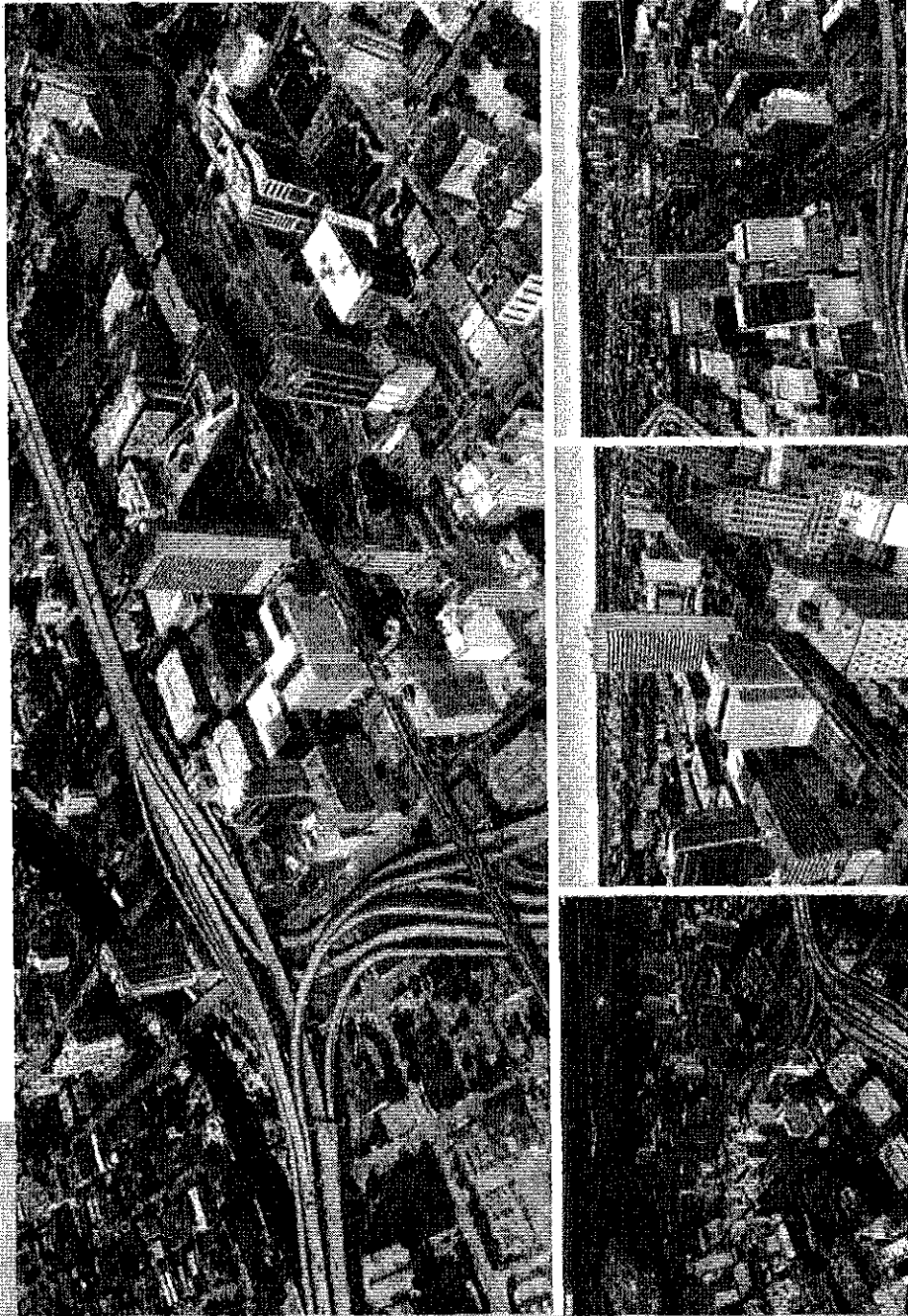
SECTION WEST





- The context plan proposes a 46,140 square foot lot, situated in front of an existing parking garage facing a public area.
- This diagram illustrates the possible space allowed for usage incorporating the Miami 21 Code. The setback required for each façade are as follows:
 - Front façade facing NW 2nd AVE, setback 10 feet from property line
 - Façade on NW 1st St and NW 2nd St set back 10 ft. from property line and setback an extra 20ft above the 8th story.
 - Rear of building facing parking garage setback is 30 ft. above the 8th story.
- This scheme proposes an 18 story building. The program is 580,847 square feet in total. Stories 1-5 consists of public lobby, security, café, office spaces for court administrators, clerk of courts, jury assembly, and law library.
- Stories 1-8 propose typical courtroom sets that include a special proceedings courtroom, eight large courtrooms and 41 standard courtrooms. Floors 1-8 are 42,180 square feet.
- Stories 9-18 propose a smaller floorplate due to setbacks. Total square footage is 26,910.



Dade County Cultural Center

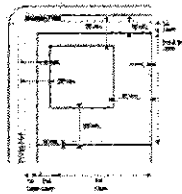


Dade County Cultural Center

 COURTS (13 Floors) 45,100 sq. ft. Per Floor 5-8 27,600 sq. ft. Per Floor 9-14 TOTAL = 346,000 sq. ft.	 OFFICES (5 Floors) 45,100 sq. ft. Per Floor 1-4 TOTAL = 225,500 sq. ft.
---	--

TOTAL BUILDING 580,847 sq. ft.

BUILDING FOOTPRINT



BUILDING ELEVATION



The context plan proposes a 59,450 square foot lot. The current lot pertains to the Dade County Cultural Center. The idea behind this proposal is to demolish the existing museum in front of the library allowing the possibilities of a judicial campus.

This diagram illustrates the possible space allowed for usage incorporating the Miami 21 Code. The setback required for each facade are as follows:

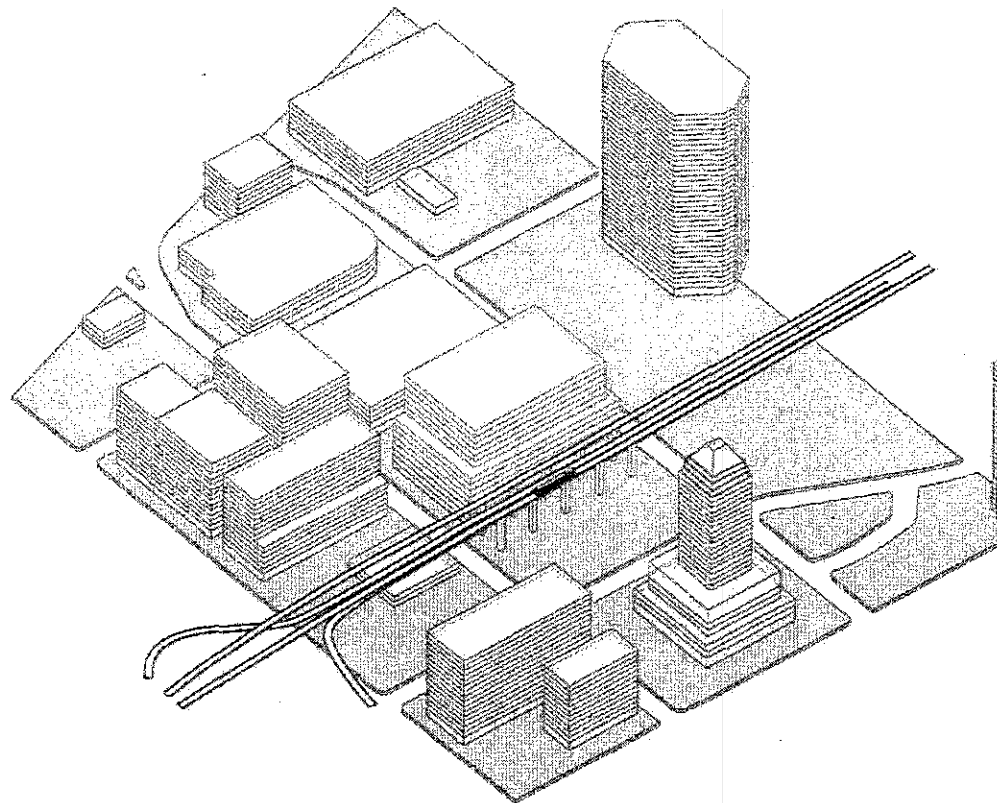
- The facade facing the Miami Metro Rail sets back 10 feet from property line, and 10 feet after 6th story.
- facade on NW 1st St and West Flagler set back 10 ft. from property line and setback an extra 20ft. above the 6th story.
- facade on rear of building does not setback.

This scheme proposes a 17 story building. The program is 580,847 square feet in total. Stories 1-4 consists of public lobby, security, cafe's, office spaces for court administrators, clerk of courts, jury assembly, and law library.

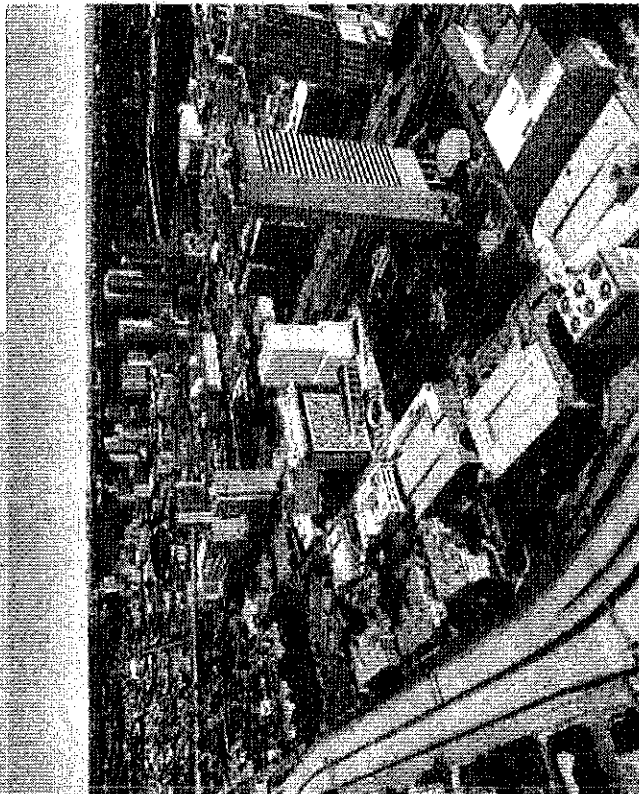
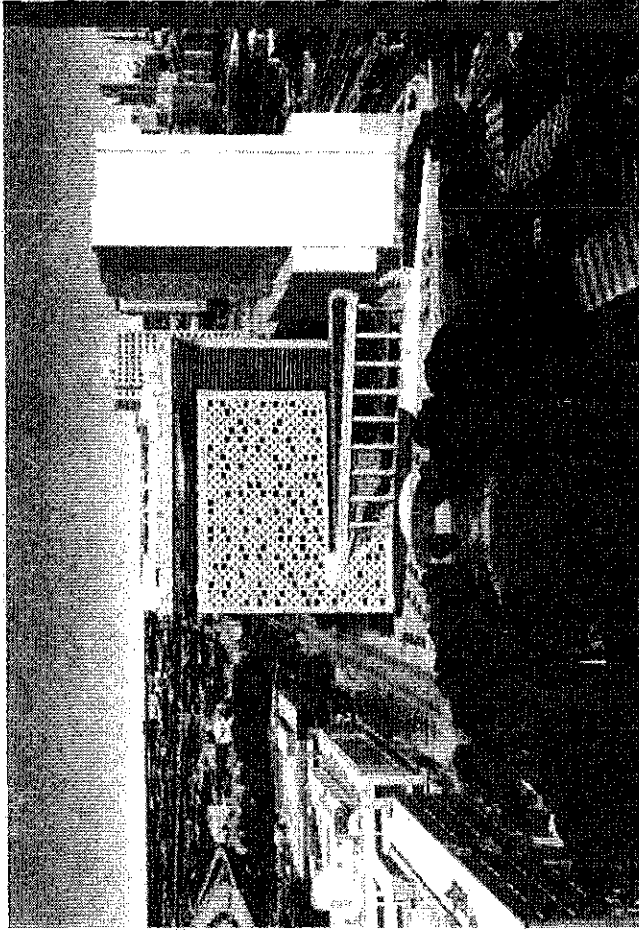
Stories 5-16 propose typical courtroom sets that include a special proceedings courtroom, eight large courtrooms and 41 standard courtrooms. Floors 1-8 are 44,080 square feet.

Stories 9-17 propose a smaller floorplate due to setbacks. Total square footage is 39,520.

Option 1 proposes a double loaded courtroom set with four courtrooms per floorplate. Option 2 proposes a single loaded courtroom set, allowing 5 courtrooms per floor.



NW 2nd Avenue / NW 3rd Street



NW 2nd Avenue / NW 3rd Street

COURTS (13 Floors)

20,544 sq. ft. Per Floor 9-22

TOTAL = 330,000 sq. ft.

OFFICES/PARKING (8 Floors)

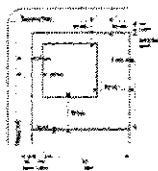
31,356 sq. ft. Per Floor 1-8

TOTAL = 250,848 sq. ft.

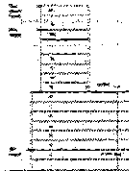
TOTAL BUILDING

580,847 sq. ft.

13-000000-000000



13-000000-000000

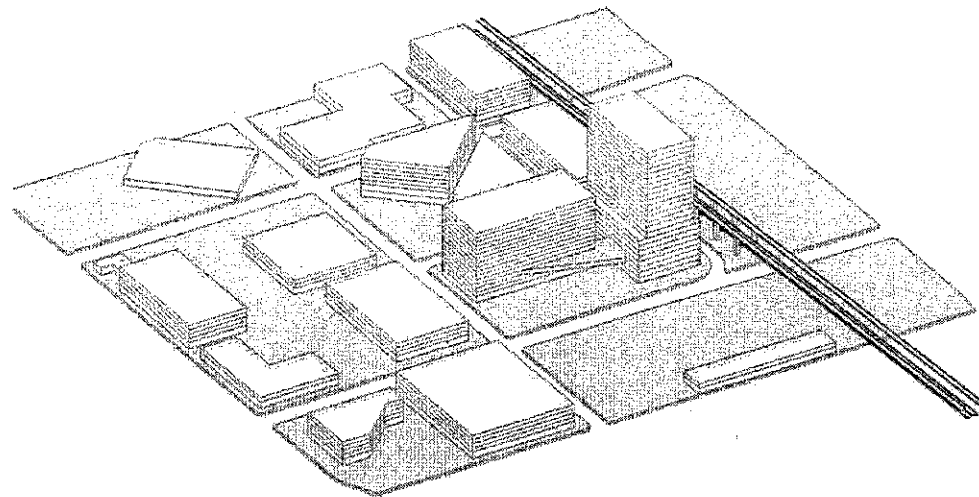


The context plan proposes a 26,968 square foot lot, situated next to the Children's Court. This diagram illustrates the possible space allowed for usage incorporating the Miami 21 Code. The setback required for each façade are as follows:

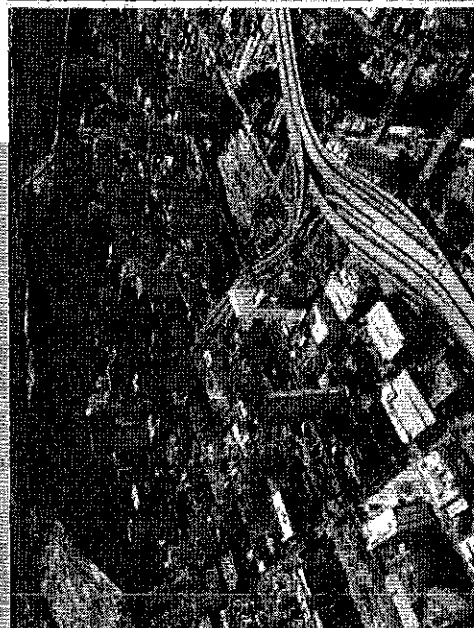
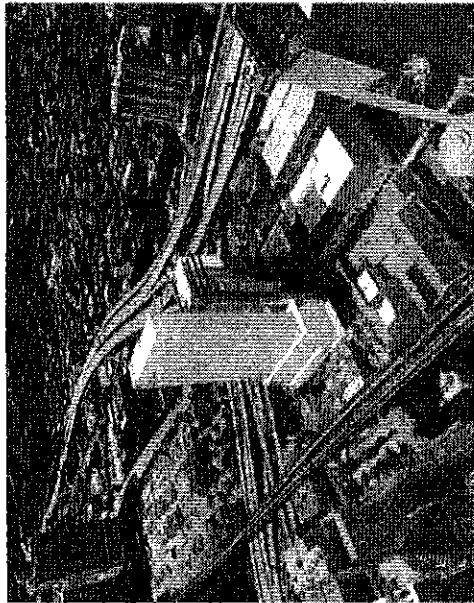
- front façade facing NW 2nd AVE: setback 10 feet from property line,
- façade on NW 3rd St set back 10 ft. from property line and setback an extra 20ft above the 6th story.
- rear of building facing parking garage setback is 30 ft. above the 8th story.

This scheme proposes a 22 story building. The program is 580, 847 square feet in total. Stories 1-8 consists of public lobby, security, café, office spaces for court administrators, clerk of courts, jury assembly, and law library.

Stories 1-8 propose typical courtroom sets that include a special proceedings courtroom, eight large courtrooms and 41 standard courtrooms. Floors 1-8 are 31,356 square feet. Stories 9-22 propose a smaller floorplate due to setbacks. Total square footage is 20,544



140 West Flagler Street



140 West Flagler Street

Context Images:



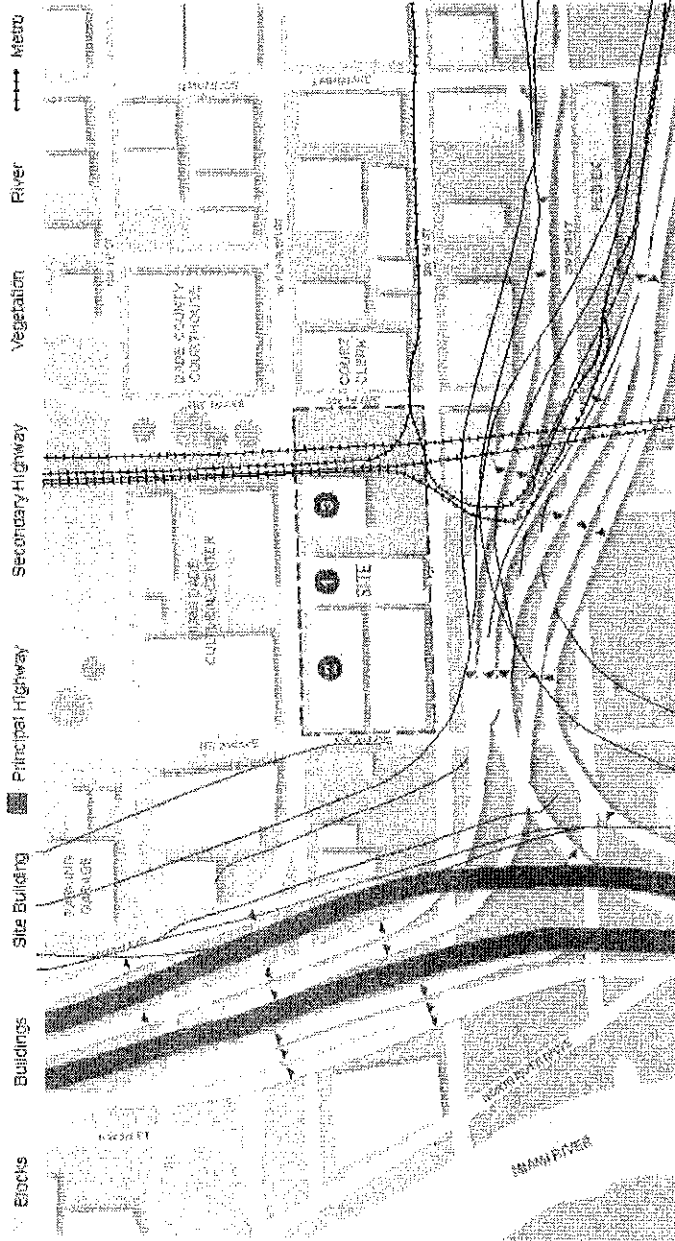
1 140 West Flagler



2 Office Buildings



3 Commercial



Context Plan

140 West Flagler Street

COURTS

(25 Floors)

16,700 sq. ft. Per Floor 8-32

TOTAL = 417,500 sq. ft.

OFFICES

(7 Floors)

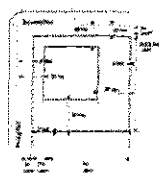
20,700 sq. ft. Per Floor 1-7

TOTAL = 144,900 sq. ft.

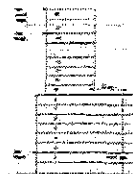
TOTAL BUILDING

580,847 sq. ft.

140 West Flagler Street



140 West Flagler Street



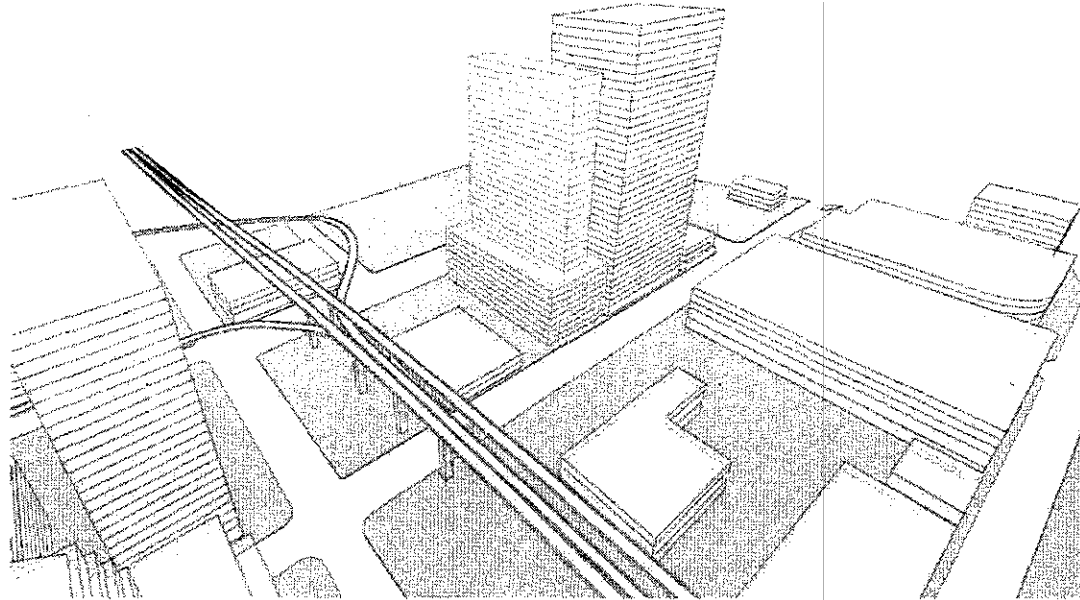
The context plan begins to propose a 22,700 square foot lot. The idea behind this proposal is to demolish the existing structure and create a 40 story court. This diagram illustrates the possible space allowed for use incorporating the Miami 21 Code. The setback required for each facade are as follows:

- The front and back facade setback 10 feet from property line, and 20 feet after 8th story.

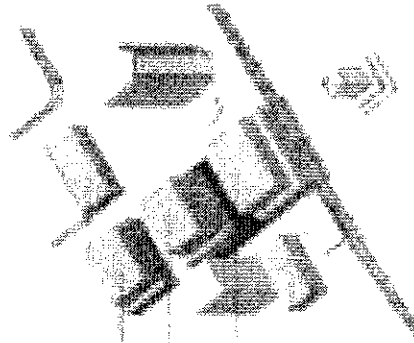
- facade on both sides only set back 20ft each side after the 8th floor.

This scheme proposes a 40 story building. The program is 580,847 square feet in total. Stories 1-7 consists of public lobby, security, cafe's, office spaces for court administrators, clerk of courts, jury assembly, and law library. Stories 8-40 propose typical courtroom sets that include a special proceedings courtroom, eight large courtrooms and 41 standard courtrooms. Floors 1-8 are 20,700 square feet.

Stories 9-40 propose a smaller floorplate due to setbacks. Total square footage is 16,700.



Downtown Justice Campus



State Highway

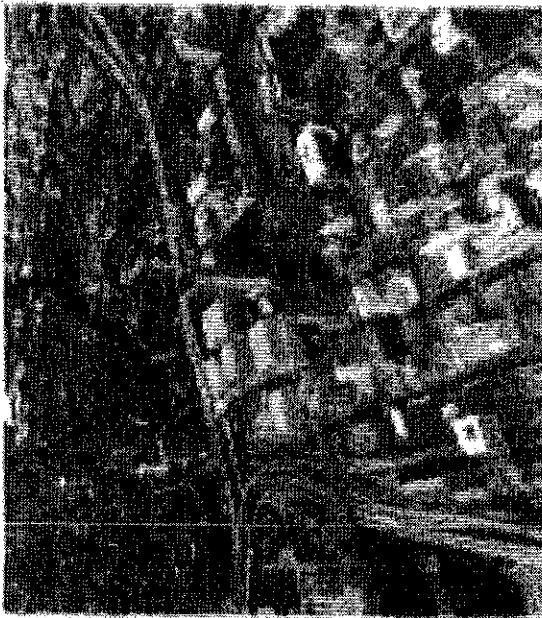
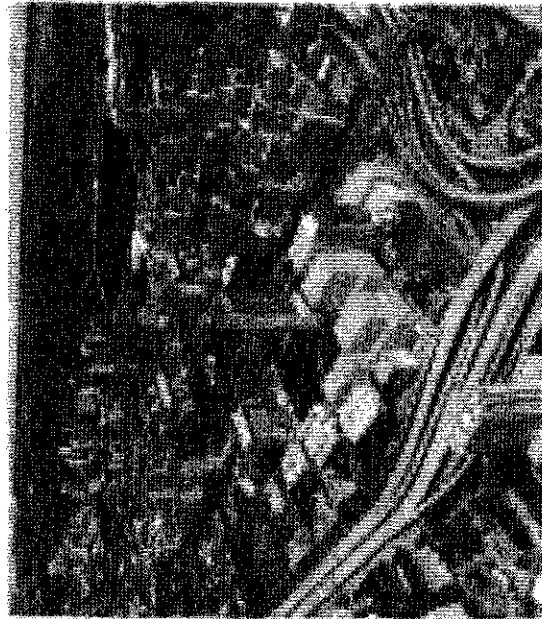
4th

Commercial Street

Court Street

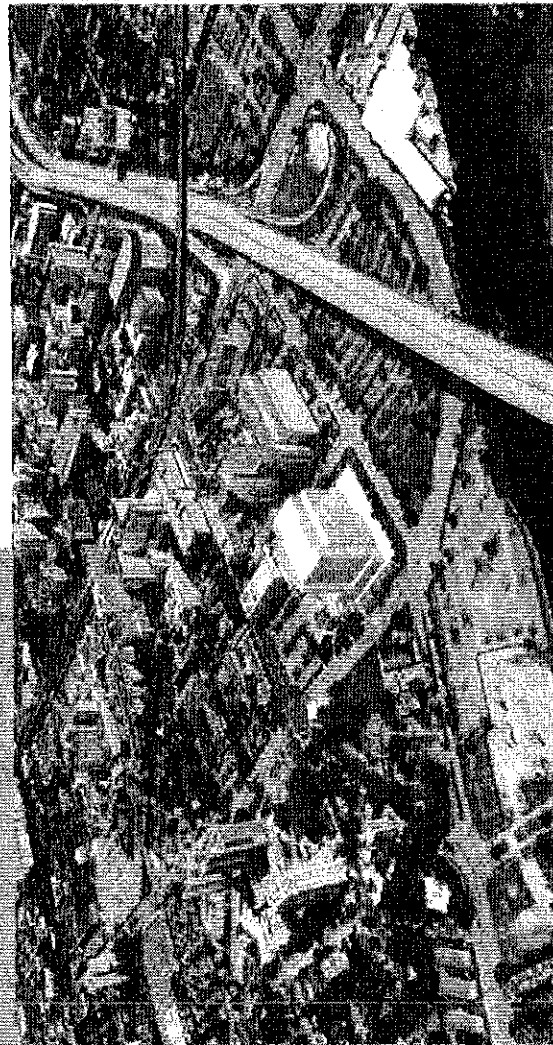
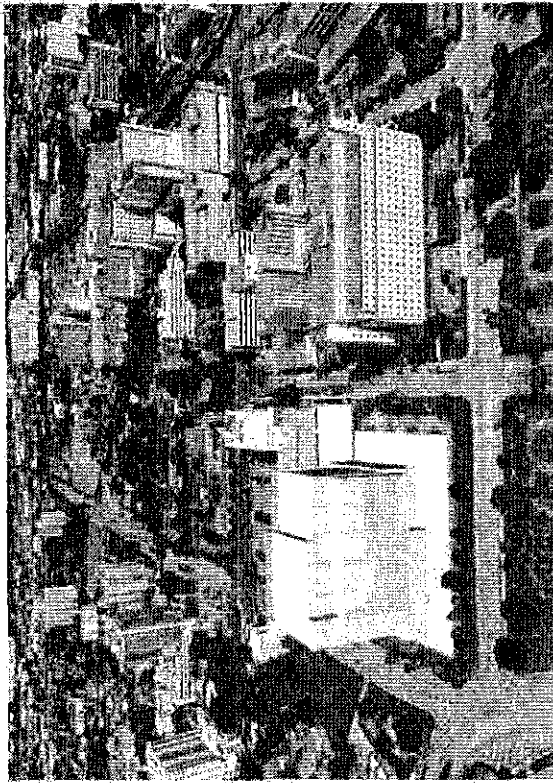
County Courthouse

A, tentative plan, for the Downtown Justice Campus at the intersection of a new highway and the County Courthouse. The plan shows the layout of the proposed buildings, including the Court Street Courthouse, the County Courthouse, the State Highway, and the County Courthouse. The plan also shows the layout of the surrounding streets, including 4th, Commercial Street, Court Street, and County Courthouse. The plan is a tentative plan and is subject to change.



Civic Center Site

NW 14th Avenue / NW 12th Street



NW 14th Avenue / NW 12th Street

Context Images:



1 View from Intersection at NW 14th Ave and NW 12th St

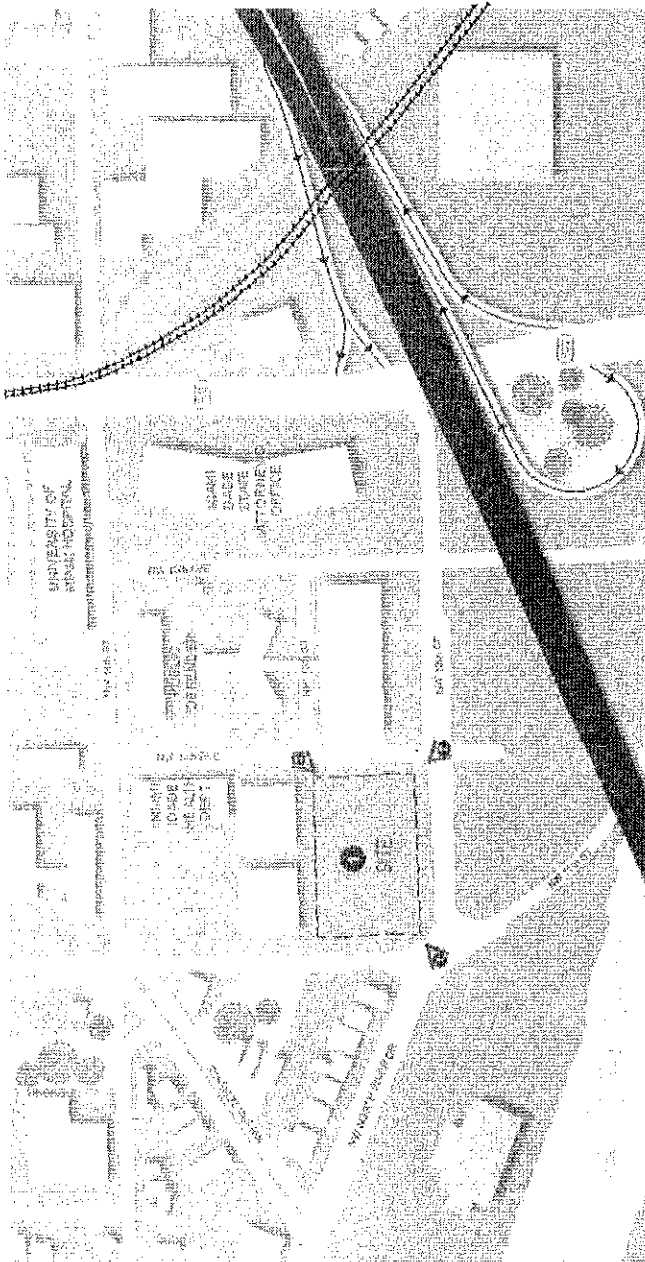


2 View from Intersection at NW 14th Ave and NW 12th St



3 View from Intersection at NW 14th Ave and NW 12th St

Blocks Buildings Site Building Principal Highway Secondary Highway Vegetation River Metro



Context Plan

NW 14th Avenue / NW 12th Street

COURTS (10 Floors)

44,460 sq. ft. Per Floor 6-15
TOTAL = 355,600 sq. ft.

OFFICES/PARKING (5 Floors)

31,960 sq. ft. Per Floor 1-7
TOTAL = 225,247 sq. ft.

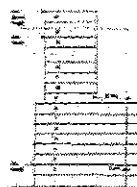
TOTAL BUILDING

580,847 sq. ft.

BUILDING FOOTPRINT



SCREENSHOT



The context plan proposes a 91,098 square foot lot, situated next to the Richard E. Gerstein (REG) Justice Building.

This diagram illustrates the possible space allowed for usage incorporating the Miami 21 code. The setbacks required for each facade are as follows:

-front facade facing NW 2nd AVE: setback 10 feet from property line.

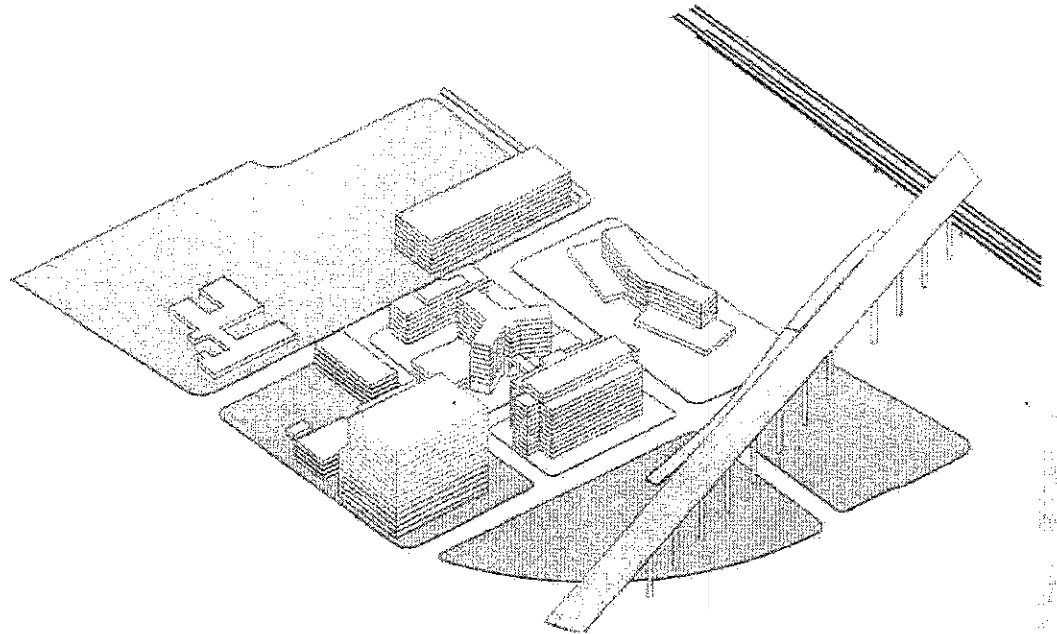
-facade on NW 3rd St setback 10 ft. from property line and setback an extra 20ft above the 9th story.

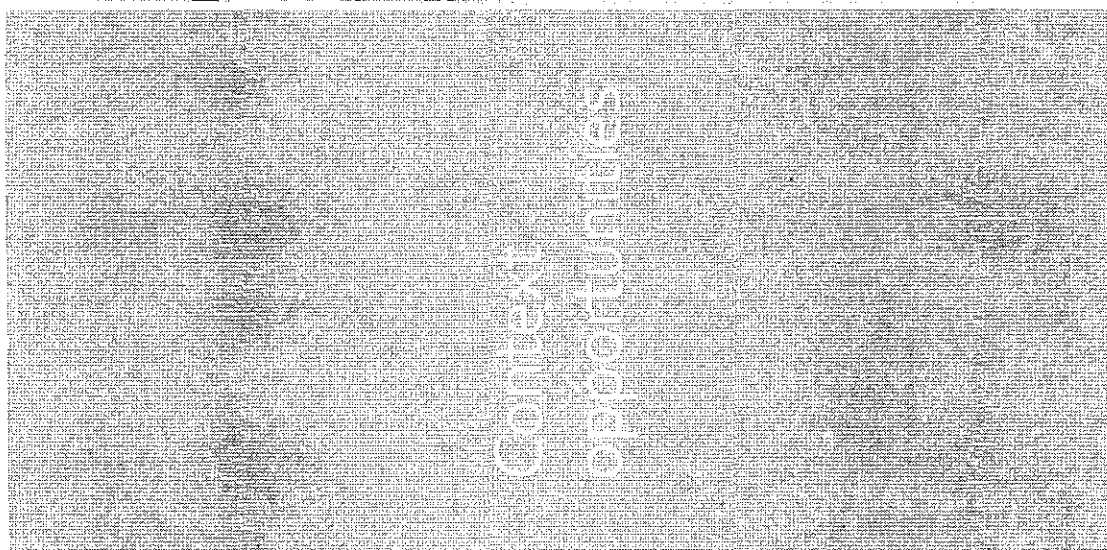
-Rear of building facing parking garage setback is 30 ft. above the 8th story.

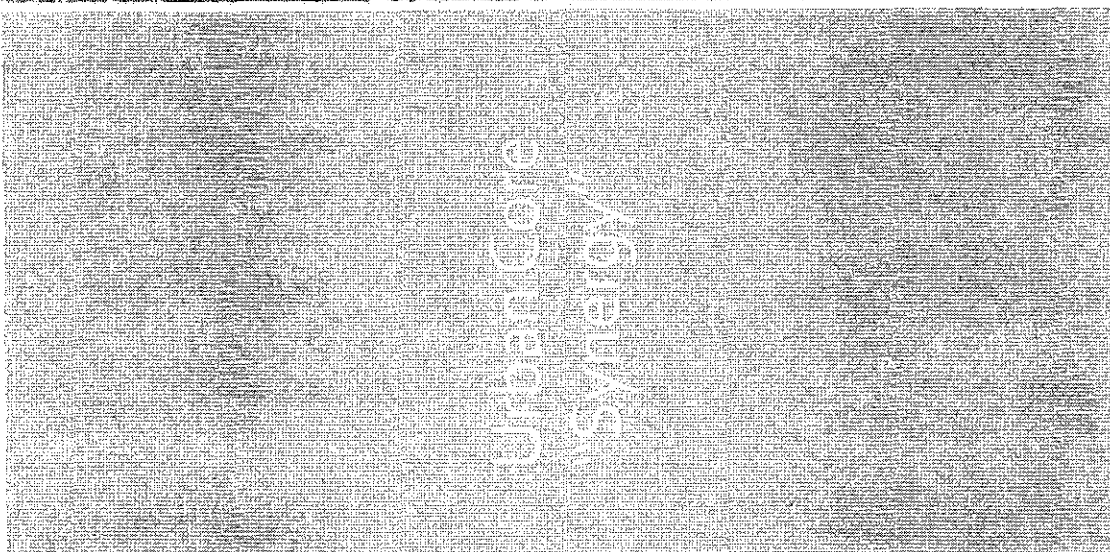
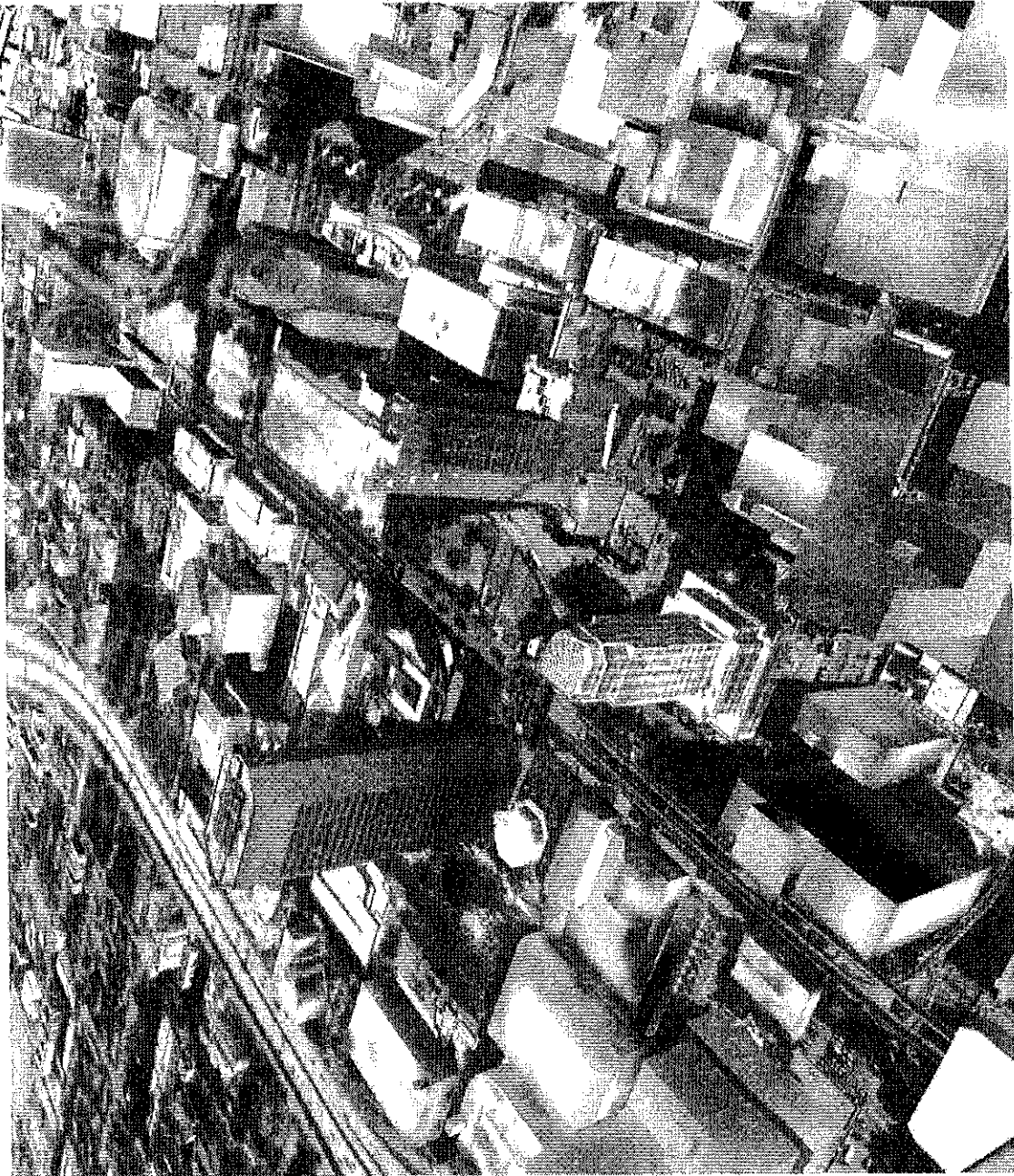
This scheme proposes a 15 story building. The program is 580, 847 square feet in total. Stories 1-5 consists of public lobby, security, café, office spaces for court administrators, clerk of courts, jury assembly, and law library.

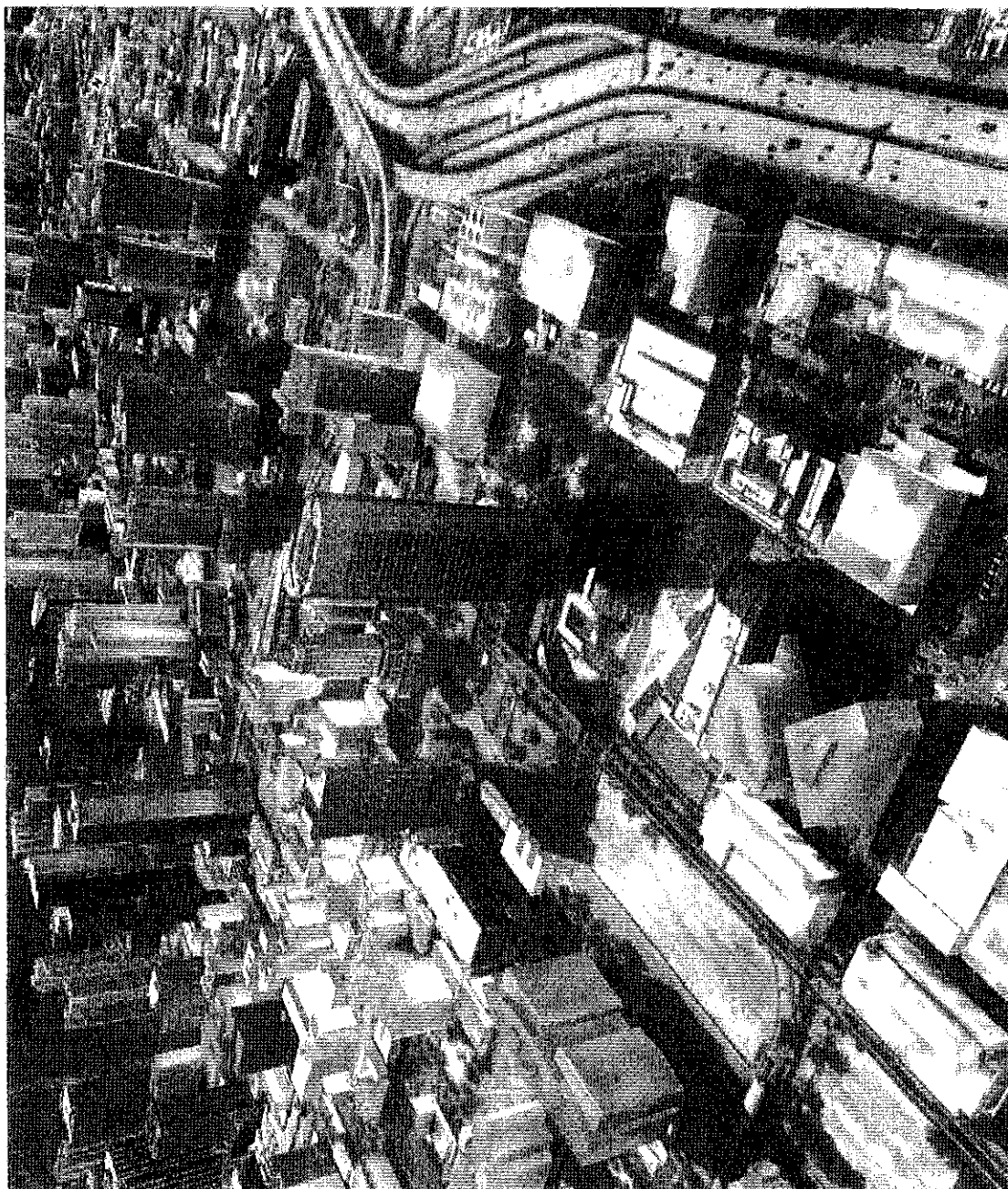
Stories 1-8 propose typical courtroom sets that include a special proceedings courtroom, eight large courtrooms and 41 standard courtrooms. Floors 1-6 are 43,259 square feet.

Stories 9-15 propose a smaller floorplate due to setbacks. Total square footage is 33,068.









transit
options, civic
space
symbols
center, justice
imagery/public
domain

6. Costing and Funding

Costing Factors

1. Construction costs – bricks and mortar
2. Project costs
 - Professional fees
 - Site development
 - Infrastructure upgrades (if required)
 - Testing and surveys
 - Any potential remediation(s)
 - Special technology
 - FFE (furniture, fixtures and equipment)
 - Oversight chargebacks
3. Land acquisition

Funding Mechanisms

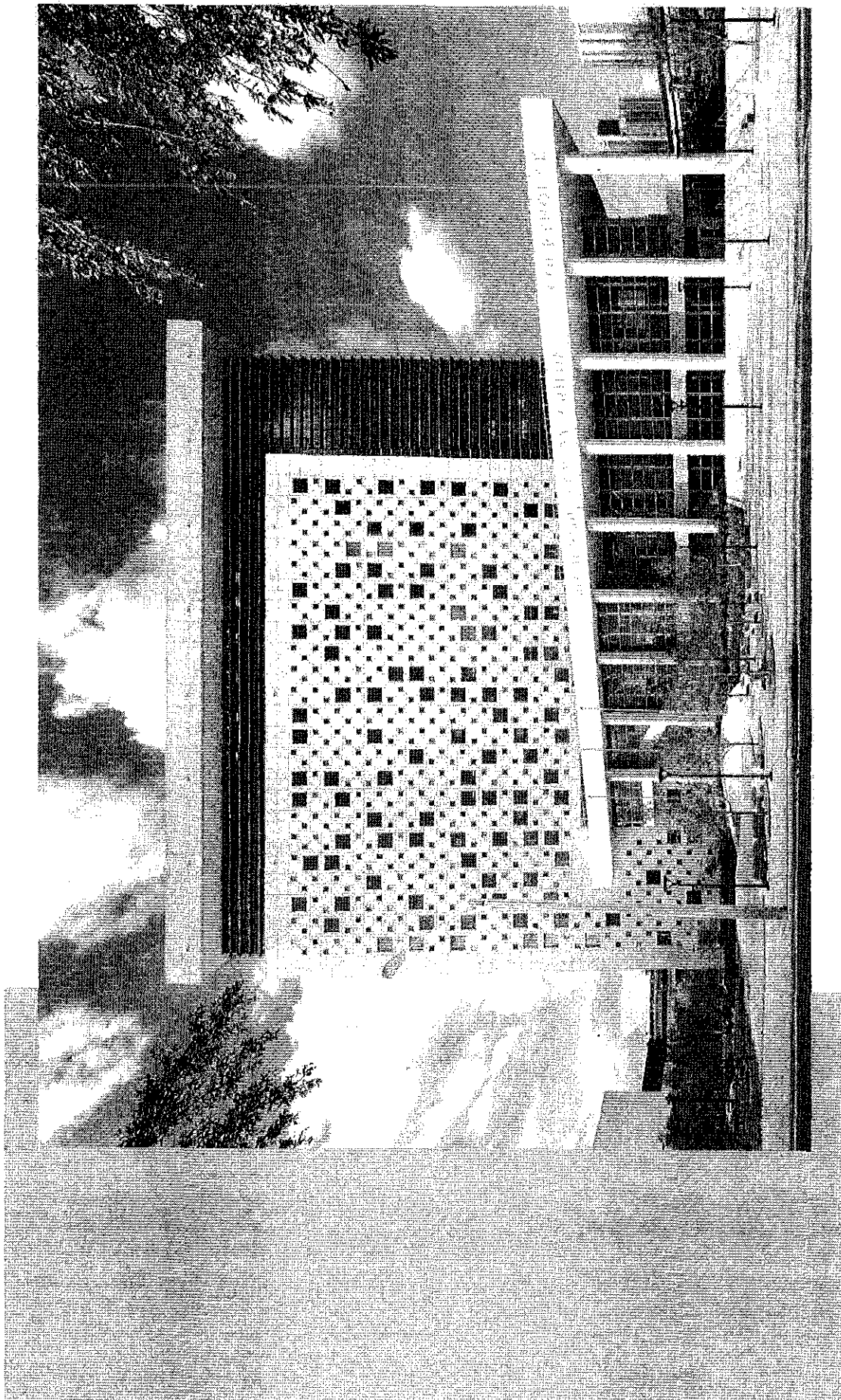
1. General funds
2. General obligation bonds
3. Revenue bonds
4. Developer financing, Land Lease
5. Debt restructuring
6. Public Private Partnership

Civil Courts Project Budget

August 2014

- Land cost-\$0
- 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
- AIPP/Art in public places-\$5,000,000
- ISD fees, labor, permits, testing-\$12,000,000

Total Project Budget-\$361,000,000



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 commitment to the rule of law and equal justice under that law.

The estimated size of the recommended facility to 2035 is approximately 600,000 GSF and should accommodate 50 courtrooms (Circuit Civil and 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, security, and building management functions.

This facility should be located in city center, close to related courts and as close as possible to major transportation hub."

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 18, 2016

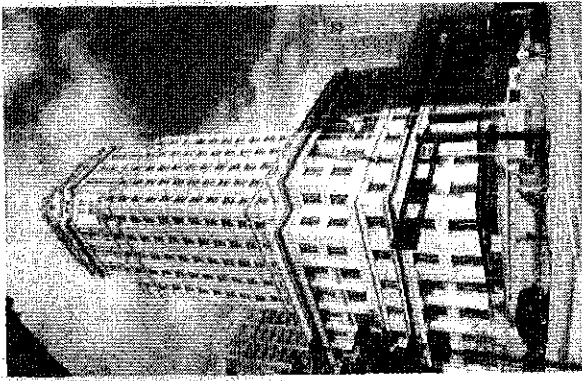


EXHIBIT 11



PUBLIC BENEFITS Frequently Asked Questions

WHAT IS THE PUBLIC BENEFITS SECTION OF THE PROPOSED ZONING CODE?

The public benefits component of the Miami 21 Zoning Code 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 will provide a funding source for projects that will benefit the public including subsidizing affordable/workforce housing, creating and maintaining parks/open spaces, preserving historic structures, redeveloping previously contaminated land (brownfields), and promote green building standards (additional to those required).

WHERE ARE THE PUBLIC BENEFITS AVAILABLE?

The public benefits bonus program is available within the T6 urban transect zones (Except properties abutting T3 (single-family, duplex) transect zones, where bonuses will not be available). Public benefits are also available within the T5 transect zone only for properties abutting D1 and only to provide an equivalent square footage of affordable/workforce housing.

HOW DOES THE PUBLIC BENEFITS PROGRAM WORK?

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.

Within T6 transect zones, the following applies:

- * **T6-8** eight-story (8) maximum; bonus up to twelve (12) stories (FLR 5);
- * **T6-12** twelve-story (12) maximum; bonus up to twenty (20) stories (FLR 8);
- * **T6-24** twenty-four (24) stories maximum; bonus up to forty-eight (48) stories (FLR 6);
- * **T6-36a** thirty-six (36) story maximum; bonus up to sixty (60) stories (FLR 12);
- * **T6-36b** thirty-six (36) story maximum; bonus up to sixty (60) stories (FLR 22);
- * **T6-60a*** sixty (60) story maximum; bonus up to unlimited stories (FLR 11)
- * **T6-60b*** sixty (60) story maximum; bonus up to unlimited stories (FLR 18)
- * **T6-80*** eighty (80) story maximum; bonus to unlimited stories (FLR 24)

NOTE: Heights do not necessarily go up to the maximum available height as this depends on several factors including the size of the property, maximum density allowed, and how the building is designed.

* T6-60 and T6-80 zone and height bonuses only for the Central Core areas (Downtown, Omni / Park West).

Within T5 transect zones, the following applies:

- * Only T5 properties that abut a D1 transect zone must provide an equivalent square footage of affordable housing for each square footage of bonus space, up to a maximum one full additional floor.

NOTE: For a clarification of the Transect zones (i.e. T5, T6-8, etc.), please see the flyer titled "Summary of Transect Zones".



PUBLIC BENEFITS Frequently Asked Questions

WHAT PUBLIC BENEFITS ARE AVAILABLE?

- 1.) Public benefit bonus for "green building" which are developed above the minimum criteria of LEED (Leadership in Energy and Environmental Design) Silver level accredited green building for buildings over 50,000 sq. Buildings less than 50,000 sq feet and buildings achieving a higher green certification receive additional bonus square footage.
Buildings certified Silver level receive 2% additional square footage (for buildings under 50,000 square feet), Gold level receive 4% (any building size), or Platinum level 13% (any building size).
- 2.) Public benefit bonus for redeveloping a brownfield site may receive an additional story of building.
- 3.) Public benefit bonus for parks and open space has 3 options: a) onsite- one square foot of additional floor area for each square foot of parks and open space provided; b) offsite- developer receives two square feet of additional floor area for each square foot of parks and open space purchased and provided as identified in the Parks and Open Space Master Plan; c) cash contribution to the Miami 21 Public Benefits Trust Fund.
- 4.) Public benefit bonus for Civic Space or Civil Support space (such as a fire station or community center) to the City of Miami may receive two additional square feet for every square foot of Civic provided.
- 5.) Affordable and Workforce Housing bonus has 3 options: a) onsite- two square feet of additional floor space for each one foot of housing provided; b) offsite- one square foot of additional floor area for each square foot provided offsite; c) cash contribution to the Miami 21 Public Benefits Trust Fund.
- 6.) Historic Preservation public benefit is a transfer of development rights and not a bonus. In this case the development rights on a historic parcel of land are transferred to another non-historic parcel in order to permanently save the historic structure from destruction.

All these incentives will have a benefit to the public in the form of affordable/workforce housing, open/public spaces, green buildings, and redevelopment of contaminated sites (brownfields).

CAN MIAMI 21 DO MORE FOR AFFORDABLE HOUSING?

Miami 21 will supplement other City efforts on affordable housing currently underway and led by the Department of Community Development. Miami 21 provides additional incentives to developers to build affordable/workforce housing which do not exist today. For example, under today's zoning code, a Planned Unit Development (PUD) bonus of up to 20% of development capacity is available at no cost to developers. Under the proposed Miami 21 plan, no additional capacity will be given without public benefit.



PUBLIC BENEFITS Frequently Asked Questions

Miami 21 represents a significant step forward in terms of the revenue generated to support affordable/workforce housing as compared to today's conditions. Combined with ongoing efforts by the Department of Community Development, these efforts place the City in a highly proactive position to close the gap on the affordable housing challenge.

WHAT IS THE AMOUNT OF CONTRIBUTION THAT MUST BE MADE IF PAYING INTO THE TRUST FUND?

Within the current quadrant which has been studied (East Quadrant), per square footage fees depend on the area where the property is situated and is based on data that is readily available so periodic adjustments can be made depending on the current market situation. If real estate prices are up, the fees will go up and if real estate prices are down, the fees will go down accordingly. The fee schedule was established at approximately 30% of related land costs of a completed unit for each area, making it attractive enough that developers will actually contribute. The charges within the East Quadrant areas range from \$10.75 to \$25 per square foot, which demonstrate an improvement in certain areas from the current \$12.40 that is currently charged. This will increase the amount of monies received by the City for affordable/workforce housing as well the parks/open spaces funding.

WHAT HAPPENS TO THE FUNDS ONCE THEY ARE RECEIVED BY THE CITY?

Cash allocation of funds is approved by the City Commission on an annual basis upon the recommendation of the City Manager.

Funds allocated to support affordable/workforce housing will be deposited into the Affordable Housing Trust Fund, which is managed by the Department of Community Development. The Affordable Housing Trust Fund is overseen by the Housing and Commercial Loan Committee, which adds an independent oversight mechanism to ensure that funds are being distributed appropriately and transparently.

Funds allocated to support parks and open spaces will be deposited into the existing Parks and Open Space Trust Fund and will be used for green/open space needs as identified by the Parks and Open Spaces Master Plan, approved by the City Commission in April 2007.

EXHIBIT 12

Eleventh Judicial Circuit of Florida

Public Use of Court Facilities

COURT	DATE of REQUEST or EVENT/ FREQUENCY	Reporting DIVISION	REQUESTING/VISITING ORGANIZATION/ATTENDEES	EVENT/ATTENDEES	Courtroom/ Room/ Comment
DCC	9/23/2016	CIRCUIT CIVIL	New Attorney Breakfast	New attorneys' annual meeting with Judges and veteran local attorneys for guidance and suggestions on civility and best practices. Voluntary bar representatives also attend.	Courtroom 6-1
DCC	07/15/2016	UNIFIED FAMILY	Civil Master Plan (Probate)	Meeting	16 th Floor Conf Rm
DCC	5/27/2016	CIRCUIT CIVIL	History of Miami	History of Miami Visit Mock Trials	Courtroom & jury room
DCC	5/24/2016	CIRCUIT CIVIL	American Board of Trial Advocates (ABOTA)/ Law Enforcement Officers' Memorial High School	7th AMENDMENT SYMPOSIUM - Students from the Law Enforcement Memorial High School	Courtroom 6-1
DCC	5/13/2016	CIRCUIT CIVIL	History of Miami	History of Miami Visits Mock Trials	Courtroom & jury room
DCC	5/6/2016	CIRCUIT CIVIL	History of Miami	History of Miami Visits Mock Trials	Courtroom & jury room
DCC	4/15/2016	CIRCUIT CIVIL	St. Theresa Catholic School	St. Theresa Catholic School Mock Trial with participation by teachers and students	Courtroom 6-1
DCC	2/19/2016	CIRCUIT CIVIL	History Miami Courthouse Visits	History Miami Education Programs reserve courtrooms and jury rooms	Courtroom & jury room
DCC	1/11/2016	CIRCUIT CIVIL	Administrative Office of the U.S. Courts	Committee Meeting & Public Hearing for the Criminal Justice Act (2 Days)	Withdrawn
DCC	12/11/2015	CIRCUIT CIVIL	History Miami Courthouse Visits	History Miami Education Programs utilize courtrooms and jury rooms	Courtroom & jury room

DCC	10/17/2015	CIRCUIT CIVIL	The Arthur Firm Puerto Rican Bar Association	Puerto Rican Bar Association Moot Court Competitions	Courtroom 6-1
DCC	10/9/2015	CIRCUIT CIVIL	History Miami Courthouse Visits	History Miami Education Programs utilize courtrooms and jury rooms	Courtroom 6- 1 & jury room
DCC	6/18/2015	CIRCUIT CIVIL	Dade County Bar Association	Recent Developments at the EEOC	Courtroom 6-2
DCC	6/4/2015	CIRCUIT CIVIL	Courthouse Visit	Visit by German Delegation of Judges	Courtroom 6-1
DCC	5/21/2015	FAMILY	DCBA Dade Legal Aid/Put Something Back 30th Annual View From the Bench	Seminar open to private attorneys, community professionals, & court staff and which recruits family law pro bono attorneys.	Courtroom 6-1
DCC	1/21/2015	CIRCUIT CIVIL	Fourth District Court of Appeals	Site visit from 4th DCA Judge West Palm Beach	Courtroom 14-2
DCC	Weekly	LAW LIBRARY	Cuban American Bar Association (CABA)	CABA meets & assists the public 3x week with Landlord/Tenant, Foreclosure Ejectment, Bankruptcy, and Unlawful Detainer cases	Office 3
DCC	Weekly	LAW LIBRARY	Spanish American League Against Discrimination (SALAD)	SALAD meets & assists the public 2x week with Landlord/ Tenant, Foreclosure Ejectment, Bankruptcy, and Unlawful Detainer cases	Office 3
DCC	Annually	FAMILY	Dade County Bar Association (DCBA)	Legal Aid A View From The Bench Family Law Educational seminar open to private attorneys, community professionals, and court staff	Courtroom 6-1
DCC/ ALL	1/11/2015	CIRCUIT CIVIL	Atomic Safety & Licensing Board Panel	U.S. Nuclear Regulatory Commission request to conduct hearing	Request withdrawn

DCC/ LECHC		FACILITIES	Miami-Dade County	Miami Dade County Fire Warden Training - 2016	
HIA	5/6/2016	COUNTY CRIMINAL		Law Day "Miranda: More than Word" attended by members of public and court personnel	
JJC	4/16/2015	JUVENILE	DJJ	Meeting of DJJ IEP	
JJC	2/24/2015	JUVENILE	Clerk of Court	Meeting	
JJC	1/14/2015	JUVENILE	National Center For State Courts	National Center For State Courts site visit to Juvenile Court 1/14-1/16/15	
JJC	Weekly	JUVENILE	CFCE	Weekly CFCE Staff Meetings	
JJC/ MDCC	1/29/2015	JUVENILE	Coral Reef Senior High School	Visitors from Coral Reef Senior High School visit Children's Courthouse and Juvenile Justice Center	
LET CHC	11/24/2016	FAMILY	Kidside	Meeting	11th Floor Conference Room
LET CHC	11/16/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	10/27/2016	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	10/19/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	10/18/2016	PROBATE	Dade County Bar Association Guardianship Seminar	Pay practices	11th Floor Conference Room
LET CHC	9/22/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	9/16/2016	FAMILY	Florida Association of Women Lawyers (FAWL)	Meeting	11th Floor Conference Room

LET CHC	9/8/2016	CIRCUIT CIVIL	Dade County Bar Association	Probate and Guardianship seminar open to private attorneys, community professionals & court staff	11th Floor Conference Room
LET CHC	8/25/2016	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	8/24/2016	PROBATE	Dade County Bar Association Guardianship Seminar	Probate Experts	11th Floor Conference Room
LET CHC	8/1/2016	FAMILY	First Family Law American Inns of Court	First Family Law American Inns of Court Town Hall Meeting of judiciary, judicial officers, attorneys and stakeholders	11th Floor Conference Room
LET CHC	7/28/2016	FAMILY	Kidside	Meeting	11th Floor Conference Room
LET CHC	6/23/2016	FAMILY	Kidside	Meeting	11th Floor Conference Room
LET CHC	06/16/2016	UNIFIED FAMILY	DV Coordinating Council	Meeting	11th Floor Conference Room
LET CHC	6/10/2016	CIRCUIT CIVIL	Dade County Bar Association	DCB Young Lawyers Section (YLS) Seminar	11th Floor Conference Room
LET CHC	6/9/2016	PROBATE	DCBA Probate & Guardianship	Awards Luncheon	11th Floor Conference Room
LET CHC	5/27/2016	CHC Building Manager	SAO	Meeting	11th Floor Conference Room
LET CHC	5/26/2016	FAMILY	Kidside	Meeting	11th Floor Conference Room
LET CHC	5/18/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room

LET CHC	5/11/2016	CHC Building Manager	Dade County Bar Association	Probate and Guardianship seminar open to private attorneys, community professionals & court staff	11th Floor Conference Room
LET CHC	5/10/2016	PROBATE	DCBA Probate & Guardianship	Spring Case Law Update	11th Floor Conference Room
LET CHC	5/6/2016	CHC Building Manager	MD County/ISD	Fire Warden Training	11th Floor Conference Room
LET CHC	05/05/2016	UNIFIED FAMILY	UFC/COC Expansion	Meeting	26th Floor Conference Room
LET CHC	5/4/2016	Chief Judge	Professionalism Committee	Professionalism Committee Meeting	Chief Judge Conference Room 3039
LET CHC	4/28/2016	FAMILY	Kidside	Meeting	11th Floor Conference Room
LET CHC	04/21/2016	UNIFIED FAMILY	DV Court Operations	Meeting	11th Floor Conference Room
LET CHC	4/14/2016	PROBATE	Dade County Bar Association (DCBA) Probate & Guardianship Seminar	What Our Courts Can Do To Promote Financial Literacy in Guardianship Cases	11th Floor Conference Room
LET CHC	3/30/2016	FAMILY	First Family Law American Inns of Court	First Family Law American Inns of Court Town Hall Meeting of judiciary, judicial officers, attorneys and stakeholders	11th Floor Conference Room
LET CHC	3/29/2016	Chief Judge	Professionalism Committee	Professionalism Panel	Chief Judge Conference Room 3039
LET CHC	3/24/2016	FAMILY	Kidside	Meeting	11th Floor Conference Room
LET CHC	3/16/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	3/16/2016	FAMILY	Lunch and Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room

LET CHC	3/10/2016	PROBATE	Dade County Bar Association Guardianship Seminar	Real Property and Title Insurance Issues in Probate and Guardianship	11th Floor Conference Room
LET CHC	2/23/2016	GOVERNMENT LIAISON	Dade County Bar Association	11th Circuit Professionalism Committee CLE	11th Floor Conference Room
LET CHC	2/18/2016	FAMILY	Lunch and Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	2/17/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	2/15/2016	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	2/12/2016	CHC Building Manager	DCBA Dade Legal Aid	Bankruptcy Seminar	11th Floor Conference Room
LET CHC	2/11/2016	PROBATE	Dade County Bar Association Guardianship Seminar	"Ethical Social Media use in Three Easy Steps"	11th Floor Conference Room
LET CHC	02/10/2016	UNIFIED FAMILY	UFC AOC/COC Expansion Meeting	Meeting	26th Floor Conference Room
LET CHC	02/05/2016	UNIFIED FAMILY	UFC FDCIS	Meeting	30th Floor Conference Room
LET CHC	02/01/2016	UNIFIED FAMILY	UFC/General Counsel	Meeting	30th Floor Conference Room
LET CHC	01/27/2016	UNIFIED FAMILY	UFC AOC/COC Expansion	Meeting	30th Floor Conference Room
LET CHC	01/27/2016	UNIFIED FAMILY	DV Court Operations	Meeting	11th Floor Conference Room

LET CHC	01/22/2016	UNIFIED FAMILY	UFC AOC/COC Expansion	Meeting	30th Floor Conference Room
LET CHC	1/21/2016	CIRCUIT CIVIL	Lunch & Learn		11th Floor Conference Room
LET CHC	1/20/2016	CIRCUIT CIVIL	Dade County Bar Association	Probate and Guardianship law seminar open to private attorneys, community professionals & court staff	11th Floor Conference Room
LET CHC	1/20/2016	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	01/14/2016	UNIFIED FAMILY	UFC AOC/COC Expansion Meeting	Meeting	30th Floor Conference Room
LET CHC	01/13/2016	UNIFIED FAMILY	UFC COC/Family Meeting	Meeting	26th Floor Conference Room
LET CHC	01/12/2016	UNIFIED FAMILY	UFC AOC/COC Expansion	Meeting	30th Floor Conference Room
LET CHC	1/6/2016	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	12/18/2015	CHC Building Manager	Clerk of Court (COC)	COC End of Year Ceremony	11th Floor Conference Room
LET CHC	12/16/2015	CHC Building Manager	MD County ISD	Workshop	11th Floor Conference Room
LET CHC	12/10/2015	PROBATE	Standing Probate and Mental Health meeting DCBA Probate & Guardianship	"Safety, Screening, Security" Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	12/2/2015	DOMESTIC VIOLENCE	Domestic Violence and Sexual Assault Counsel of Greater Miami (DVSAC)	DV Criminal Justice Response Summit organized by DVSAC, open to the public, attended by community DV groups. Presenters from law enforcement, victim advocates, Judges, SAO, and PD.	11th Floor Conference Room
LET CHC	11/26/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room

LET CHC	11/18/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	11/13/2015	FAMILY	DCBA Dade Legal Aid Nuts & Bolts of Divorce	Seminar open to private attorneys, community professionals, & court staff and which recruits family law pro bono attorneys.	11th Floor Conference Room
LET CHC	11/12/2015	PROBATE	Standing Probate and Mental Health meeting DCBA Probate & Guardianship	"The Legal Profession" Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	11/10/2015	Chief Judge	Professionalism Committee	Professionalism Panel	Chief Judge Conference Room 3039
LET CHC	10/28/2015	CHC Building Manager	Clerk of Court (COC)	COC Award Ceremony	11th Floor Conference Room
LET CHC	10/21/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	10/14/2015	FAMILY	Florida Association of Women Lawyers (FAWL)	CLE/CJE on Nursing Mothers and other Women's Issues	11th Floor Conference Room
LET CHC	10/06/2015	UNIFIED FAMILY	UFC Expansion Meeting	Meeting	30th Floor Conference Room
LET CHC	10/5/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	9/24/2015	FAMILY	Kidside	Monthly Kidside meetings	19th Floor Conference Room

LET CHC	9/16/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	09/10/2015	UNIFIED FAMILY	Probate Bar	Meeting	11th Floor Conference Room
LET CHC	9/10/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	9/3/2015	CHC Building Manager	Clerk of Court (COC)	COC Meeting	11th Floor Conference Room
LET CHC	8/27/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	08/25/2015	DOMESTIC VIOLENCE	DV Court Operations	Meeting	11th Floor Conference Room
LET CHC	8/19/2015	FAMILY	Bridging Families and Communities (BFC)	Annual collaborative event open to community providers, judiciary, attorneys, mental health professionals, and other professionals to identify resources for children and families exposed to conflict & domestic violence.	11th Floor Conference Room
LET CHC	7/30/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	7/27/2015	CHC Building Manager	Clerk of Court (COC)	COC Meeting	11th Floor Conference Room
LET CHC	7/17/2015	CHC Building Manager	Clerk of Court (COC)	COC Meeting	11th Floor Conference Room
LET CHC	7/3/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room

LET CHC	6/25/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	6/22/2015	FAMILY	State of Florida Division of Administrative Hearings	Division of Administrative Hearings (Tallahassee) 6/22-6/23/15	Request withdrawn
LET CHC	06/19/2015	PROBATE	COC Probate	Meeting	26th Floor Conference Room
LET CHC	06/18/2015	DOMESTIC VIOLENCE	DV Coordinating Council	Meeting	11th Floor Conference Room
LET CHC	6/15/2015	CIRCUIT CIVIL	Lunch & Learn		11th Floor Conference Room
LET CHC	06/11/2015	PROBATE	Probate Awards Luncheon	Meeting	11th Floor Conference Room
LET CHC	6/11/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	6/9/2015	CIRCUIT CIVIL	Dade County Bar Association	Foreclosure Guardian Ad Litem Wheel Seminar	11th Floor Conference Room
LET CHC	5/19/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	05/14/2015	PROBATE	Probate Bar	Meeting	11th Floor Conference Room
LET CHC	5/14/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	5/7/2015	CIRCUIT CIVIL	Lunch & Learn	Presentation by former Third District Court of Appeal Judge	11th Floor Conference Room
LET CHC	5/6/2015	PROBATE	Dade County Bar Association Guardianship Seminar	DCBA hosted a Guardianship seminar to engage, train and recruit professionals for guardianship cases.	11th Floor Conference Room

LET CHC	4/30/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	4/15/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	4/10/2015	CIRCUIT CIVIL	Dade County Bar Association	Foreclosure Guardian Ad Litem Wheel Seminar	11th Floor Conference Room
LET CHC	4/9/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	3/31/2015	FAMILY	Miami Dade College	Visit by students from Miami Dade College Paralegal studies	11th Floor Conference Room
LET CHC	3/23/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	3/23/2015	CHC Building Manager	Dade County Bar Association	Meet and greet	11th Floor Conference Room
LET CHC	3/23/2015	CHC Building Manager	State Attorney's Office (SAO)	SAO New Class Attorney Luncheon	11th Floor Conference Room
LET CHC	3/12/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	03/10/2015		DV Coordinating Council	Meeting	11th Floor Conference Room
LET CHC	02/25/2015	UNIFIED FAMILY	Chapter 39 Workgroup	Meeting	11th Floor Conference Room
LET CHC	2/20/2015	FAMILY	Miami-Dade County Public Schools	Miami Dade Public Schools - Mock Trials participants included teachers and students.	Courtrooms 22A & 22C

LET CHC	2/18/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	2/12/2015	CHC Building Manager	Dade County Bar Association	Bankruptcy Seminar for attorneys who accept pro bono case.	11th Floor Conference Room
LET CHC	2/9/2015	PROBATE	Standing Probate and Mental Health meeting	Standing meeting of community mental health professionals, attorneys, and other stakeholders.	11th Floor Conference Room
LET CHC	1/29/2015	FAMILY	Kidside	Monthly Kidside meetings	11th Floor Conference Room
LET CHC	1/24/2015	CHC Building Manager	Clerk of Court (COC)	COC Employee recognition awards	11th Floor Conference Room
LET CHC	1/21/2015	FAMILY	Lunch & Learn	Educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	8/21/2014	Chief Judge	Professionalism Committee	Professionalism Committee Training	Chief Judge Conference Room 3039
LET CHC	7/2/2014	Chief Judge	Professionalism Committee	Professionalism Panel	Chief Judge Conference Room 3039
LET CHC		FAMILY	Big Brothers, Big Sisters	Big Brothers, Big Sisters monthly Meetings with Judges	29th Floor Conference Room

LET CHC		DOMESTIC VIOLENCE	Victim Advocate Training	Training of victim advocates with participants from the SAO, domestic violence shelters, Miami-Dade County's CVAC, Legal Aid, Survivors Pathway and community DV advocates. Organized by the shelter The Lodge.	Courtroom 29A
LET CHC	Monthly	FAMILY	Collaborative Law	Collaborative Law Pilot Project monthly meetings attended by community therapists, mediators, parenting coordinators, forensic accountants, court staff, judiciary, and magistrates.	19th Floor Conference Room
LET CHC	Monthly	FAMILY	11th Circuit Administrative Office of the Courts Family Court Services (FCS)	FCS "Lunch & Learn" educational series open to financial and mental health professionals, mediators, professional interpreters, family law attorneys, court staff, judicial officers, and community professionals.	11th Floor Conference Room
LET CHC	Annually	FAMILY	Florida Association of Women Lawyers (FAWL)	Annual FAWL Litigations Skills Program	11th Floor Conference Room
LET CHC	Annually	FAMILY	Florida Chapter of Association of Family and Conciliation Courts	Florida Chapter of Association of Family and Conciliation Courts annual meeting	11th Floor Conference Room
LET CHC	Annually	FAMILY	Parenting Coordinators	FCS conducts an annual training and forum for community professionals who are appointed Parenting Coordinators on family cases with families in conflict.	11th Floor Conference Room
LET CHC	Annually	FAMILY	Psychologists	FCS conducts an annual Psychological Evaluation forum and training for community professional psychologists appointed on family cases.	11th Floor Conference Room
LET CHC	Annually	FAMILY	Social Investigators	FCS conducts an annual Social Investigation program meeting and training for community professionals appointed on family cases.	11th Floor Conference Room
LET CHC		UNIFIED FAMILY	DV Coordinating Council	Meeting	11th Floor Conference Room

LET CHC	Quarterly	DOMESTIC VIOLENCE	Batterers Intervention Program (BIP)	Stakeholder meeting of Judges, Court staff, Advocate Program, SAO, PD, Shelters, and BIP providers.	Chief Judge's Conference Room 3039
LET CHC	Quarterly	DOMESTIC VIOLENCE	Coordinating Council Meetings	Stakeholder meeting of Judges, Court staff, COC, SAO, PD, Corrections, Advocate Program, CVAC, local law enforcement agencies and other stakeholders from community agencies.	11th Floor Conference Room
LET CHC	Quarterly	DOMESTIC VIOLENCE	Court Operations Meetings	Stakeholder meeting of Judges, Court staff, COC, SAO, PD, Corrections, Advocate Program, CVAC, and local law enforcement agencies.	11th Floor Conference Room
LET CHC	Annually	DOMESTIC VIOLENCE	Guardian Ad Litem Training	Training for private attorney pro bono GALs on domestic violence case. CABA and DCBA PSB participated.	Courtroom 29A
LET CHC	5/20/2016	CHC Building Manager	MD County/ISD	Fire Warden Training	11th Floor Conference Room
MDCC	12/9- 12/10/2016	JUVENILE	Courthouse Visit	Delegates from Jamaica visit and observe Juvenile Drug Court and meet with Judge and staff	
MDCC	02/18/2018	UNIFIED FAMILY	UFC Family Inns of Court	Meeting	14th Floor Conference Room
MDCC	9/28/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	9/27/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference A and B
MDCC	9/26/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference A and B
MDCC	9/22/2016	JUVENILE	Our Kids	Meeting	Conference Room B
MDCC	9/21/2016	JUVENILE	Our Kids	Meeting	Conference Room B

MDCC	9/20/2016	JUVENILE	Our Kids	Meeting	Conference Room B
MDCC	9/19/2016	JUVENILE	Our Kids	Meeting	Conference Room B
MDCC	09/13/2016	UNIFIED FAMILY	Dependency Workgroup	Meeting	5th Floor Conference Room
MDCC	9/12/2016	JUVENILE	MDCPS	Meeting	Conference Room A
MDCC	9/9/2016	JUVENILE	ISD MGNT RISK	Meeting	Conference Room B
MDCC	9/9/2016	JUVENILE	Public Defender	Meeting	Conference Room A
MDCC	9/6/2016	JUVENILE	MDCPS	Meeting	Conference Room A
MDCC	9/1/2016	JUVENILE	ISD MGNT RISK	Meeting	Conference A and B
MDCC	8/31/2016	JUVENILE	ISD MGNT RISK	Meeting	Conference Room B
MDCC	08/24/2016	UNIFIED FAMILY	Dependency Workshop	Meeting	5th Floor Conference Room
MDCC	8/23/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	8/22/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	8/18/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	8/18/2016	JUVENILE	Young Project	Meeting	Conference Room A

MDCC	8/16/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	08/12/2016	UNIFIED FAMILY	MDCC Code Brown	Meeting	5th Floor Conference Room
MDCC	8/8/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	07/21/2016	UNIFIED FAMILY	Foster Care Training	Meeting	5th Floor Conference Room
MDCC	07/20/2016	UNIFIED FAMILY	UFC PDO/SAO	Meeting	13th Floor Conference Room
MDCC	7/14/2016	JUVENILE	Foster Care Review	Meeting	Conference Room A
MDCC	6/29/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	06/27/2016	UNIFIED FAMILY	UFC/CiTes ProSound Facilities	Meeting	Courtroom 101
MDCC	06/16/2016	UNIFIED FAMILY	Chapter 39 Workgroup	Meeting	5th Floor Conference Room
MDCC	6/10/2016	JUVENILE	Public Defender	Meeting	Conference Room A
MDCC	06/02/2016	UNIFIED FAMILY	15th Circuit, Family/ UFC Site Visit	Meeting	13th Floor Conference Room
MDCC	6/1/2016	JUVENILE	SAO/PD	Meeting	Conference Room A
MDCC	5/24/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	05/23/2016	UNIFIED FAMILY	Juvenile Wall of Honor Ceremony	Meeting	5th Floor Conference Room

MDCC	5/20/2016	JUVENILE	Wall of Honor Ceremony	Recognition of leaders in Child Welfare & Juvenile Justice	
MDCC	05/20/2016	UNIFIED FAMILY	Dependency Workgroup	Meeting	5th Floor Conference Room
MDCC	5/19/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	5/18/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A & B
MDCC	5/13/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference B
MDCC	5/13/2016	JUVENILE	Public Defender	Meeting	Conference Room A
MDCC	05/11/2016	UNIFIED FAMILY	UFC/Our Kids	Meeting	14th Floor Conference Room
MDCC	5/10/2016	JUVENILE	DJJ	Meeting	Conference Room A
MDCC	05/10/2016	UNIFIED FAMILY	UFC Court Reporting	Meeting	14th Floor Conference Room
MDCC	05/06/2016	UNIFIED FAMILY	UFC Pysch Eval	Meeting	14th Floor Conference Room
MDCC	05/05/2016	UNIFIED FAMILY	UFC FLAG	Meeting	14th Floor Conference Room
MDCC	5/4/2016	JUVENILE	Foster Care Review	Meeting	Conference Room A
MDCC	5/3/2016	JUVENILE	ISD MGNT Risk	Meeting	Conference Room A & B
MDCC	05/02/2016	UNIFIED FAMILY	UFC/DCF-CLS	Meeting	14th Floor Conference Room
MDCC	4/26/2016	JUVENILE	Foster care Review	Meeting	Conference A
MDCC	4/26/2016	MEDIATION	Florida International University Law school	Columbian Law Students Mediation and Arbitration Program with AOC	Conference Room
MDCC	04/21/2016	UNIFIED FAMILY	UFC SAO/PDO	Meeting	14th Floor Conference Room
MDCC	4/20/2016	JUVENILE	MDC Mayor's Office	Meeting	Conference Room A & B
MDCC	04/20/2016	UNIFIED FAMILY	UFC/PDO	Meeting	14th Floor Conference Room

MDCC	04/19/2016	UNIFIED FAMILY	UFC/Our Kids	Meeting	14th Floor Conference Room
MDCC	4/15/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference B
MDCC	4/12/2016	JUVENILE	Young Parents	Meeting	Conference Room A
MDCC	4/8/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	4/6/2016	JUVENILE	Foster Care Review	Meeting	Conference Room A
MDCC	4/5/2016	JUVENILE	ISD MGNT / RISK	Meeting	Conference A and B
MDCC	3/31/2016	JUVENILE	ITD	Meeting	Conference Room A
MDCC	03/31/2016	UNIFIED FAMILY	CJIS Modernization	Meeting	5th Floor Conference Room
MDCC	3/24/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
MDCC	3/23/2016	JUVENILE	ITD	Meeting	Conference Room A
MDCC	03/23/2016	UNIFIED FAMILY	CJIS Modernization	Meeting	5th Floor Conference Room
MDCC	03/23/2016	UNIFIED FAMILY	CJIS Modernization	Meeting	5th Floor Conference Room
MDCC	3/15/2016	JUVENILE	Women of Tomorrow (WOT) & New World School of the Arts	WOT Mentoring Program and the New World School of the Arts visit and observe Delinquency Court.	
MDCC	03/14/2016	UNIFIED FAMILY	UFC HT AO	Meeting	13th Floor Conference Room
MDCC	3/9/2016	JUVENILE	U.S. State Department, Office of International Visitors, Bureau of Educational and Cultural Affairs' International Visitor Leadership Program	Delegation from Jordon, Kuwait, Lebanon, Qatar, Saudi Arabia, Sudan, and Tunisia visit and meet with Judiciary to discuss combating human trafficking	
MDCC	3/1/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A

MDCC	2/25/2016	JUVENILE	YCTF	Meeting	Conference Room A
MDCC	2/23/2016	JUVENILE	COC	Meeting	Conference Room A
MDCC	02/23/2016	UNIFIED FAMILY	Chapter 39 Workgroup	Meeting	5th Floor Conference Room
MDCC	2/19/2016	JUVENILE	COC	Meeting	Conference Room A
MDCC	2/19/2016	JUVENILE	Miami-Dade County Public Schools	Mock Trials Competition Miami-Dade County Public Schools	
MDCC	2/18/2016	JUVENILE	COC	Meeting	Conference A and B
MDCC	2/12/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	2/11/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	2/8/2016	JUVENILE	Youth Advocate Programs, Inc.	Meeting with stakeholders	
MDCC	2/4/2016	JUVENILE	Public Defender	Meeting	Conference Room B
MDCC	02/04/2016	UNIFIED FAMILY	UFC CJIS Modernization	Meeting	13th Floor Conference Room
MDCC	2/3/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	01/28/2016	UNIFIED FAMILY	UFC/General Counsel	Meeting	13th Floor Conference Room
MDCC	1/27/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	1/27/2016	JUVENILE	OAC	Meeting	Conference Room A
MDCC	01/25/2016	UNIFIED FAMILY	UFC Wheel Attorney	Meeting	14th Floor Conference Room
MDCC	1/22/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B

MDCC	1/22/2016	JUVENILE	School Visit	Miami Country Day School students visit Court and meet Judiciary	
MDCC	1/21/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	1/20/2016	JUVENILE	OAC	Meeting	Conference Room A
MDCC	1/19/2016	JUVENILE	Miami Dade College	Hospitality Institute presentation trainings. Available to court clients in the hospitality/culinary industry.	
MDCC	1/19/2016	JUVENILE	Young Parents	Meeting	Conference Room A
MDCC	01/12/2016	UNIFIED FAMILY	UFC DEL	Meeting	14th Floor Conference Room
MDCC	1/6/2016	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	12/21/2015	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	12/17/2015	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	12/17/2015	UNIFIED FAMILY	Dependency Girl's Court	Meeting	5th Floor Conference Room
MDCC	12/15/2015	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room B
MDCC	12/11/2015	JUVENILE	Dade County Bar Association Guardianship Seminar	Real Property and Title Insurance Issues in Probate and Guardianship	
MDCC	12/08/2015	UNIFIED FAMILY	UFC Meeting with DCF	Meeting	14th Floor Conference Room
MDCC	12/03/2015	UNIFIED FAMILY	Chapter 39 Workgroup	Meeting	5th Floor Conference Room
MDCC	11/18/2015	JUVENILE	JSD	Meeting	Conference Room B
MDCC	11/17/2015	JUVENILE	ISD	Meeting	Conference Room B
MDCC	11/9/2015	JUVENILE	MDCPS	Meeting	Conference Room A

MDCC	11/6/2015	JUVENILE	MDCPS	Meeting	Conference Room B
MDCC	11/5/2015	JUVENILE	JSD	Meeting	Conference Room B
MDCC	11/5/2015	JUVENILE	Public Defender	Meeting	Conference Room A
MDCC	11/2/2015	JUVENILE	Rockway Middle Law Class	Students from Rockway Middle visit the Delinquency Court	
MDCC	11/02/2015	UNIFIED FAMILY	UFC Facilities	Meeting	30th Floor Conference Room
MDCC	10/30/2015	UNIFIED FAMILY	UFC Wheel Attorney	Meeting	14th Floor Conference Room
MDCC	10/26/2015	JUVENILE	Coral Ridge Senior High School	Students from Coral Ridge Senior High School visit the Delinquency Section of the Juvenile Court	
MDCC	10/26/2015	JUVENILE	Public Defender	Meeting	Conference Room A
MDCC	10/22/2015	JUVENILE	U.S. State Department International Visitors	Site Visit from Judges, Prosecutors, and Attorneys from Brazil coordinated through the U.S. State Department International Visitors	
MDCC	10/19/2015	UNIFIED FAMILY	UFC Meeting with COC	Meeting	14th Floor Conference Room
MDCC	10/15/2015	UNIFIED FAMILY	UFC Meeting with PDO & SAO	Meeting	14th Floor Conference Room
MDCC	10/15/2015	UNIFIED FAMILY	UFC Meeting with COC	Meeting	14th Floor Conference Room
MDCC	10/15/2015	UNIFIED FAMILY	UFC Meeting with DCF-CLS	Meeting	14th Floor Conference Room
MDCC	10/14/2015	UNIFIED FAMILY	UFC Expansion Meeting	Meeting	14th Floor Conference Room
MDCC	10/1/2015	JUVENILE	Florida Drug Court Case Management (FDCCM) System	Training of the FDCCM System for Juvenile Drug Court Team which includes Assistant Public Defender, Assistant State Attorney, Juvenile Probation Officers, Judge, Case Specialist, and Case Managers	

MDCC	10/1/2015	JUVENILE	Foster Care Review	Meeting	Conference Room A
MDCC	9/29/2015	JUVENILE	Court Administration Authority of South Australia	Site Visit of Executive Director and Principal Registrar Higher Courts, Court Administration Authority of South Australia	
MDCC	09/25/2015	UNIFIED FAMILY	UFC Meeting with COC	Meeting	14th Floor Conference Room
MDCC	09/25/2015	UNIFIED FAMILY	UFC Meeting with DCF	Meeting	14th Floor Conference Room
MDCC	9/18/2015	JUVENILE	Public Defender	Meeting	Conference Room A
MDCC	9/17/2015	JUVENILE	RISK	Meeting	Conference A and B
MDCC	9/1/2015	JUVENILE	U.S. State Department International Visitors	Site Visit of Judges, Prosecutors, and Attorneys from Brazil, coordinated through the U.S. State Department International Visitors	
MDCC	09/01/2015	UNIFIED FAMILY	UFC/COC	Meeting	13th Floor Conference Room
MDCC	08/27/2015	UNIFIED FAMILY	UFC DCR	Meeting	14th Floor Conference Room
MDCC	8/24/2015	JUVENILE	DJJ	Meeting	Conference Room A
MDCC	8/14/2015	JUVENILE	DJJ	Meeting	Conference Room B
MDCC	8/11/2015	JUVENILE	Drug Court	Meeting	Conference Room B
MDCC	8/10/2015	JUVENILE	Drug Court	Meeting	Conference Room A
MDCC	8/10/2015	JUVENILE	Statewide Systems Reform Project, National Peer Learning Court	Dependency Drug Court hosts Colorado State Team from Statewide Systems Reform Project, National Peer Learning Court 8/10-8/11/15	
MDCC	7/15/2015	JUVENILE	Breakthrough Miami Career Day	Students from Miami-Dade Public Schools visit the Miami-Dade County Children's Courthouse to observe calendars and meet with Judges.	

MDCC	7/15/2015	JUVENILE	Foster Care Review		Conference Room A
MDCC	7/2/2015	JUVENILE	Miami Center for Architecture & Design	Visit from students from AIM Summer Camp, Miami Center for Architecture & Design to study the building design, court, and meet Judiciary	
MDCC	06/30/2015	UNIFIED FAMILY	Chapter 39 Workgroup	Meeting	5 th Floor Conf Rm
MDCC	06/05/2015	UNIFIED FAMILY	Dade County Public Schools Training	Meeting	14th Floor Conference Room
MDCC	06/02/2015	UNIFIED FAMILY	UFC Meeting with DCF	Meeting	14th Floor Conference Room
MDCC	5/22/2015	JUVENILE	Dade County Bar Association	Miami Dade Public Middle School Mock Court Program	
MDCC	5/1/2015	JUVENILE	Melissa Institute	Melissa Institute: 19th Annual Conference on Human Trafficking	
MDCC	3/10/2015	JUVENILE	Miami Country Day School	Students and chaperones observe Court and meet with Judiciary.	
MDCC	1/15/2015	JUVENILE	MD County/ISD MGNT	Meeting	Conference Room A
NDJC	4/1/2016	COUNTY CIVIL	Dade County Bar (DCBA)	View from the Bench	Courtroom 2-7
OTV	06/01/2015	UNIFIED FAMILY	Probate Meeting with COC	Meeting	8th Floor Conference Room
OTV	05/29/2015	PROBATE	Probate	Meeting	8th Floor Conference Room
OVTs	01/23/2015	FAMILY	Department of Health & Human Services Administration	Department of Health & Human Services Administration of Children and Families Office of Child Support Enforcement Site Visit.	Conference & Courtrooms

REG		COUNTY CRIMINAL	Miami-Dade County Teen Court	Weekly peer sanctioning program for youthful offenders, volunteers, and other participants.	Courtrooms 1-3 & 1-4
REG	9/28/2016	COUNTY CRIMINAL	National Institute of Corrections	Public officials tour Mental Health Program operations 9/28-9/29/16	Courtroom
REG	9/14/2016	COUNTY CRIMINAL	Advocate Program Misdemeanor Probation Agency	Quarterly Meetings between Misdemeanor Probation Agency, AOC, & Judiciary	Courtrooms
REG	8/24/2016	COUNTY CRIMINAL	Unites States Customs Immigration Services (USCIS) Immigration and Naturalization Department	Meeting and roundtable discussion between USCIS and Court.	Courtroom 7-1
REG	6/1/2016	COUNTY CRIMINAL	New York City Office of the Mayor	Visit from New York First Lady Chirlane Mcray to observe Court's Mental Health Program.	Courtroom
REG	2/19/2016	GOVERNMENT LIAISON	School Visit	Law Enforcement Officers Memorial High School - REG	
REG	7/31/2015	COUNTY CRIMINAL	University of Miami	Department of Public Health Sciences student field trip.	Several Courtrooms
REG	2015	COUNTY CRIMINAL	Germany Judicial Delegation	Judiciary from Germany toured and visited Miami Court	Conference Room 7200, Courtrooms
REG	Daily	CIRCUIT CRIMINAL	Community doctors and other experts	Experts interview of clients	Conference Room 7107
REG		CIRCUIT CRIMINAL	Department of Corrections	Corrections staff meetings & trainings	Courtrooms as requested
REG		CIRCUIT CRIMINAL	Drug Court	Drug Court graduations attended by candidates, attorneys, professionals, family and the public	Courtroom 4-1
REG		CIRCUIT CRIMINAL	Florida Association of Criminal Defense Lawyers (FACDL)	FACDL meetings and staff trainings	Courtroom 4-1
REG		CIRCUIT CRIMINAL	Miami-Dade Clerk of Courts (COC)	Meetings - COC staff meetings and ceremonies	Courtrooms

REG		CIRCUIT CRIMINAL	Office of the Public Defender (PD)	PD conducts numerous staff trainings	Courtroom 4-1
REG		CIRCUIT CRIMINAL	Office of the Regional Counsel	Regional Counsels conducts numerous staff trainings	Courtroom 4-1
REG	Quarterly	CIRCUIT CRIMINAL	Private Court Appointed Counsel Screening Committee (PCAC)	PCAC quarterly meetings, with participation by private attorneys	Conference Room 7107
REG		CIRCUIT CRIMINAL	REG Lunch & Learn Committee	Lunch & Learn educational series attended by court staff, private attorneys, and community professionals	Courtroom 4-1
REG		CIRCUIT CRIMINAL	South Florida Behavioral Health Network (SFBHN)	SFBHN	Courtrooms, Conference Room 7107
REG		CIRCUIT CRIMINAL	State Attorney's Office (SAO)	SAO staff trainings	Courtroom 4-1
REG		CIRCUIT CRIMINAL	University of Miami	UM	Courtrooms
REG	Biannually	COUNTY CRIMINAL	Department of Highway Safety and Motor Vehicle (DHSMV)	Meetings between DHSMV Tallahassee, COC, AOC	Conference Room 8300A
REG		COUNTY CRIMINAL	Homeless Trust Partners in Crisis (PIC)	PIC (Committee of the Homeless Trust) meetings with community mental health professionals, private attorneys, judiciary, and participants	Conference Rooms & Courtrooms
REG		COUNTY CRIMINAL	Law Enforcement Organizations (LEO)	LEO requests space for meetings - provided as needed	Conference Rooms & Courtrooms
REG		CIRCUIT CRIMINAL	Florida International University	FIU	Courtrooms
SDGC & REG	Biannually	COUNTY CRIMINAL	Sponsors: State Representatives, Congresswoman & Commissioners	Bi annual Driver's License Day events: 9/15, 10/15, 3/16, 10/16	Courtrooms
Various Court Facilities	Biweekly	FACILITIES	Construction Project Meetings	Meetings with County ISD, ITD, Architects, Engineers, Contractors, and AOC	

Various Court Facilities	Weekly	FACILITIES	Façade Project Meetings	Weekly Façade Project meeting between County ISD, ITD, Architects, Engineers, Contractors, COC, MDPD, Corrections, DJJ, & AOC staff	
All Courts		GOVERNMENT LIAISON	Miami-Dade Film Office	Requests for use of courthouse or space for commercial filming- space provided as requested	Various Courtrooms & Space

Legend:

Courthouse abbreviations: Dade County Courthouse (DCC), Lawson E. Thomas Courthouse Center (LETCHC), Miami Dade Children's Courthouse (MDCC), Juvenile Justice Center (JJC), Richard E. Gerstein Justice Building (REG), Hialeah Courthouse (HIA), South Dade Justice Center (SDJC), Overtown Transit Village South (OTVS).

Rev:10.11.16

EXHIBIT 13

Minority Report by Maria Luisa Castellanos, R.A.
Court Capital Infrastructure Task Force – Phase II

October 4, 2016

I am grateful to the commissioners of Miami-Dade County in the confidence they placed in me to allow me to continue to participate in this Court Capital Infrastructure Task Force.

Again, I have attended all the meetings and heard all the testimony from all parties.

Dade County Courthouse

I have now completed two complete, quick tours of the building from the ground floor to the 24th floor, the floors that are accessible to the public by elevator. See attachment 1.

What I have concluded after these tours is that the original Dade County Courthouse building is completely underutilized and not overcrowded at all, as often stated by the judicial administration. First, they tried to sell the public that the building was structurally deficient, but after two 40-year re-certifications cleared the building structurally, that was a hard-sell. So now, they have tried to sell us that the building is "overcrowded". This may be true at 9:00 AM, but in the afternoons, the building is empty. I don't need to prove this to you. Anyone that would take the time to go over to the building in the afternoon can see this for themselves. It's so obvious!

What does this tell us? It tells us that the judiciary needs a better scheduling system and maybe an alternate system for assigning courts to judges.

There is no doubt that the building needs work, but there is technology available to fix whatever problem the judges bring up, from air quality to better acoustics to upgraded visual props.

And just because a building is old, it is not obsolete. Please see Attachment 2 which lists the oldest courthouses in the US. Right here in Kissimmee, Florida, the Osceola County Courthouse was built in 1889 and is still being used.

And what can be done with an old building. See the attached remodeling to a 1915 building in Pittsburgh, Pa. Please see Attachment 3.

Information presented to the task force

In the second phase of this task force, I expected to look at different information than was presented at the first task force meetings, but unfortunately, outside of new information on financing, we had to revisit the nonsensical information from Danny Perez and Dan Wiley.

Even though I know Danny Perez, AIA, is a very talented architect and, I am sure, Mr. Wiley is very well credentialed, neither one has taken the time to truly analyze what could be done with the present building and what other options could be considered. (Or they were under the influence of the judicial administration to not provide other options.) I am sure that in the hands of Danny Perez, the iconic Dade County Courthouse could be turned into one of the great, architectural gems of this area!

No one, and much less the other members of the task force, has seriously considered a scenario other than that of 1 courtroom per 1 judicial officer, even though with each passing year there are fewer and fewer jury trials, as other conflict resolution methods are used more frequently.

In my own experience, when I was called to jury duty, there were only 4 jury trials that day, and by 2:00 PM we were released from the service. I imagine that this is probably the average number of juries on any given day. So to build a new building with 50 new courtrooms, all prepared with jury and

spectator areas, the only consideration by the other members of the task force, would be an **absolute waste of taxpayer money**.

What other jurisdictions are building for their courthouses

Since the "experts" did not take the time to analyze other possibilities, I went ahead and prepared other options for the task force.

I presented to the task force the report in Attachment 4. In a report by the National Center for State Courts (NCSC), it says:

It is observed that a new, collaborative approach to using courtrooms more dynamically or cooperatively is becoming a practice in many modern urban court design projects.... The master calendar system.... can be quite effective when judges do not have permanently assigned courtrooms and cases can be assigned solely on how case types and scheduled proceedings can match available courtroom space.

In the Polk County Court Facilities Issue Paper by the National Center for State Courts, it says (Attachment 5):

Overcoming a culture of judicial entitlement and the tradition of a one-to-one ratio of judges-to-courtrooms will be the greatest challenge in moving to shared courtrooms. However, court researchers are acutely aware of the **limited number of cases that go to trial**, nationally and locally, as well as the substantial efforts and services of the Court toward early resolution of cases. **A shared courtroom concept is a reasonable option**, NCSC consultants feel, for the better use of adjudication space in light of vanishing formal litigation, the growth of more informal problem-solving judicial forums, and the extremely dysfunctional space the Court endures at the moment in the Historic Polk County Courthouse.

Of course, the administrators of the Miami-Dade County judicial circuit wrote the NCSC to get a letter to immediately deny that this was a possibility in Miami-Dade County – that it was impossible to do here. But these are the same people who are saying that the civil courthouse is overcrowded.

What design changes to consider in the Dade County Courthouse

Again, I brought up to the task force other options which should be considered. One would be to remodel existing space in the Dade County Courthouse to expand existing office space which do appear to be overcrowded in certain cases.

Instead of building a completely new building with 50 new courtrooms complete with jury and spectator areas, I proposed reconfiguring the courtrooms in the upper floors of the Dade County Courthouse (the ones with the columns in the way) to expanded offices for the judges and their assistants. This would allow for bench trials and other proceedings which only have to accommodate the judge and a handful of others. (In my tours of the building on two different occasions in the afternoons, there were never more than a handful of people in any of the courtrooms except one. That one was one which had the columns in the middle of the space and was crowded. **But why did they not use one of the courtrooms downstairs which were empty?**)

The jury trials would be conducted in the beautiful courtrooms downstairs which can be further restored. These courtrooms would be used for the jury trials.

This building could be restored to its previous glory at a cost much less than the \$360 million or more that the new building would cost.

Life cycle cost analysis and cost savings

In the 40-year life cycle cost analysis developed by ISD, it clearly shows that a courthouse retrofit would clearly save the county almost \$300 million over a new courthouse building! Please see Attachment 6.

Other Locations

Again, I brought up the option of building several smaller buildings at different locations throughout the county, but again, this idea was not considered since the judicial administration has an undue influence on this task force.

Other Options

- (1) There is still the option of gutting the building at 140 W. Flagler Street and building it out for new courtrooms, again keeping in mind that we don't need dedicated courtrooms for each judge with jury and spectator areas for each courtrooms. This building could house expanded office space for the judges and judicial assistants for bench trials and then a few large courtrooms with jury and spectator areas.
- (2) A more modest building could be built, probably at a fourth of the proposed size, if we developed it using expanded offices for the judges and bench trials and a few courtrooms prepared with jury and spectator areas.

One of the members proposed that the building could be used for conferences and meetings by the public during off hours. I think this would be a great idea, if all the courtrooms could be used for free by the public for meetings. There is a dearth of free meeting space in Miami-Dade County and this could be attractive for Meetups, homeowner association meetings, political club meetings, etc. I think that if the courtrooms could be designed as multi-purpose spaces, then it could again be presented to the public to ask them if they are willing to float a bond to pay for it. But again, this needs to be a covenant with the public to use all the building for free on the weekends and not just a conference room or two. And the reservation process would have to be easy without requirements for insurance or a formal organization.

Financing a new building

Again, the task force discussed the raising the filing fees for large cases. Again, the majority of the task force did not want to do this. I think this is the only fair way to finance this building. Why should the majority of people who are never going to use the civil court have to pay for this service by having to pay higher taxes? I think that a concerted effort with the South Florida delegation, the Bar Association, etc. could bring this about. For example, if 20,000 cases are heard each year, and each paid \$200 more, this would bring in an additional \$4,000,000 a year. It is a sliding scale now; the problem is that the sliding scale stops too soon. For large or lengthy cases, these fees really need to be raised.

The transfer of development rights or impact fees was another option. This probably would conflict with other entities such as the affordable housing community which would also want the transfer rights to produce money for affordable housing. To me, affordable housing is a worthier endeavor since a third of Miami-Dade County residents are suffering under very high housing costs in comparison to the incomes, and as a community, we are not working hard enough in providing affordable housing.

There was discussion of P3 financing for the building at several different locations. I think that the Main Library Complex should be torn down. It is an example of a terrible, anti-urban facility and a blight on our downtown. However, if we build a smaller new building, we would probably only need a portion of this

site. Under no circumstances should the addition of other buildings to this site by a private developer be part of a deal to finance the new courthouse under a P3 arrangement. This land should be preserved for other uses, maybe a downtown park which can serve as the Central Park of Miami designed in the fashion of a Frederick Law Olmstead park.

Criminal Division

Unfortunately, we asked for more information for the criminal divisions, but the studies that are being conducted were not finished. Therefore, there was no discussion of the criminal division.

But again, to replace the Richard E. Gerstein Justice Building would also cost millions, another billion with interest. Although this building needs work, again, it is more likely that a remodeling would cost less than a new building.

If you have any doubt on whether new buildings cost more than remodeled buildings and additions, just look around this city. What does Miami-Dade County Public Schools do? Do they remodel and add, or do you see them tearing down all the old buildings and building only new facilities?

Task Force Makeup

It is unfortunate that not more architects and fewer members of the judicial community were on the task force. Although I think that all members were well intentioned, the members of the legal community, of which there were four, do not really understand what could be done with an existing building. They were under the undue influence of the judicial administration which were almost always at our meetings and always very vocal. The judicial administration had an agenda and that was to get us to agree to a new building with 51 new courtrooms. This was very unfortunate. With a task force of the same number of members, but all architects, we probably could have come up with numerous alternatives to a new building.

Summary

Again, I would urge the commission to re-look at the different options and weigh what are the most important needs of the Miami-Dade community.

If we had unlimited funds, I would agree to build a brand new building for the judicial system. After all, I am an architect, I love new buildings. But if money is tight and there are more pressing needs such as affordable housing, important transit projects, providing sewer lines so that old, blighted areas can be redeveloped, better parks for our children, better policing in our neighborhoods, etc., then a new courthouse is probably not even in the top 20 of anybody's list of Miami-Dade County's most pressing projects.

When there are other options, it seems to me that a new courthouse is a luxury the county cannot afford.



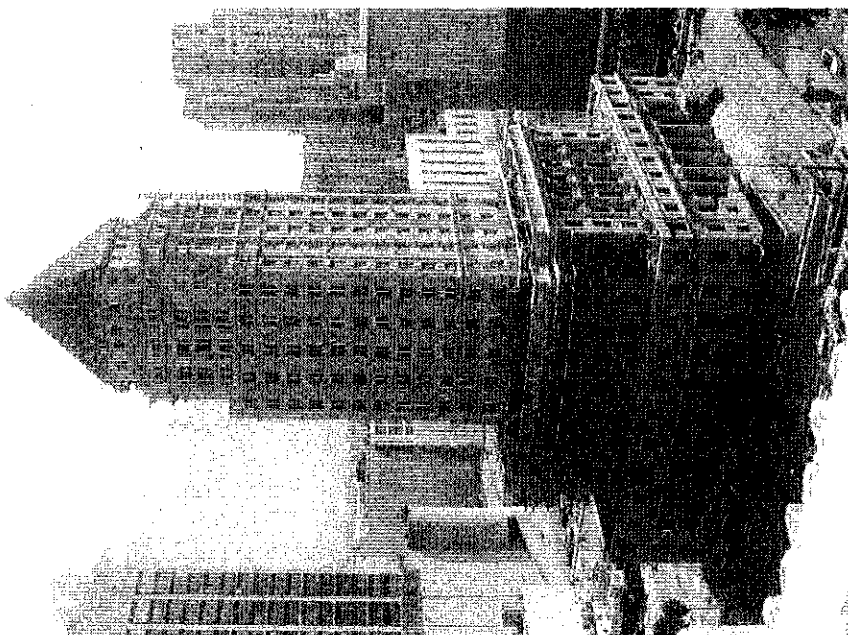
Maria Luisa Castellanos, R.A., LEED AP

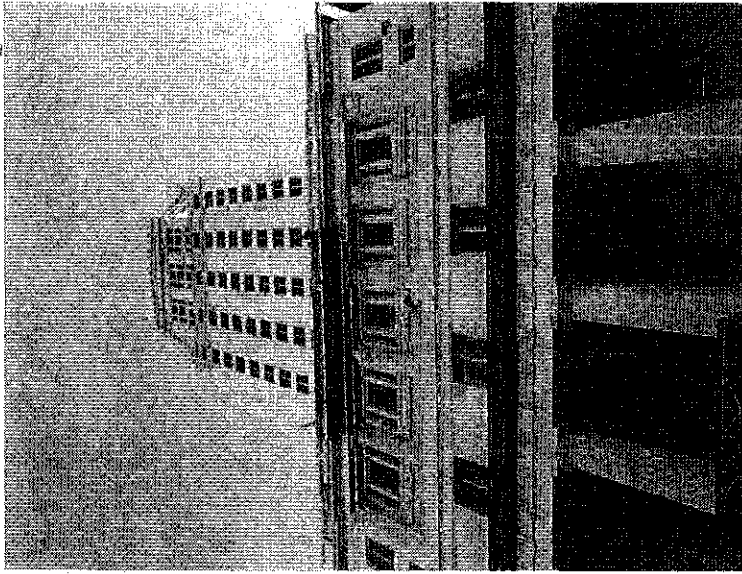
Attachments: No. 1 through 6

Attachment 1

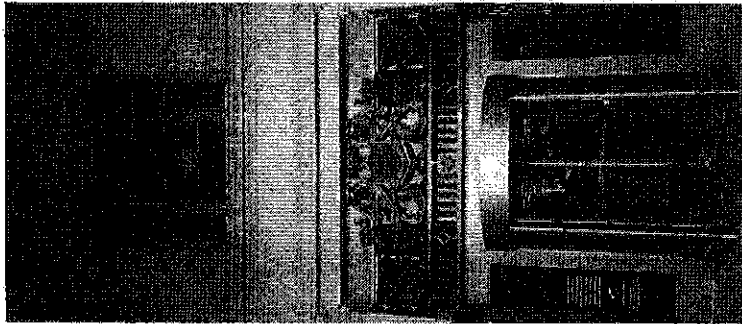
MIAMI DADE COUNTY COURTHOUSE

73 W. Flagler Street

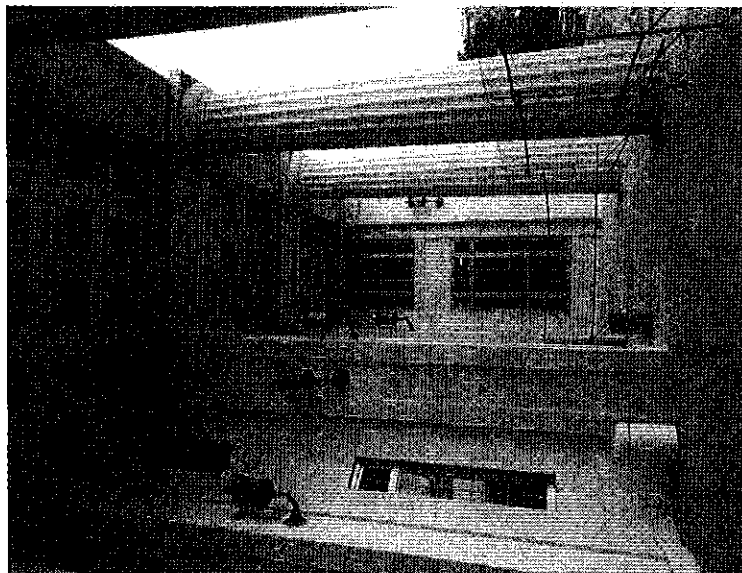




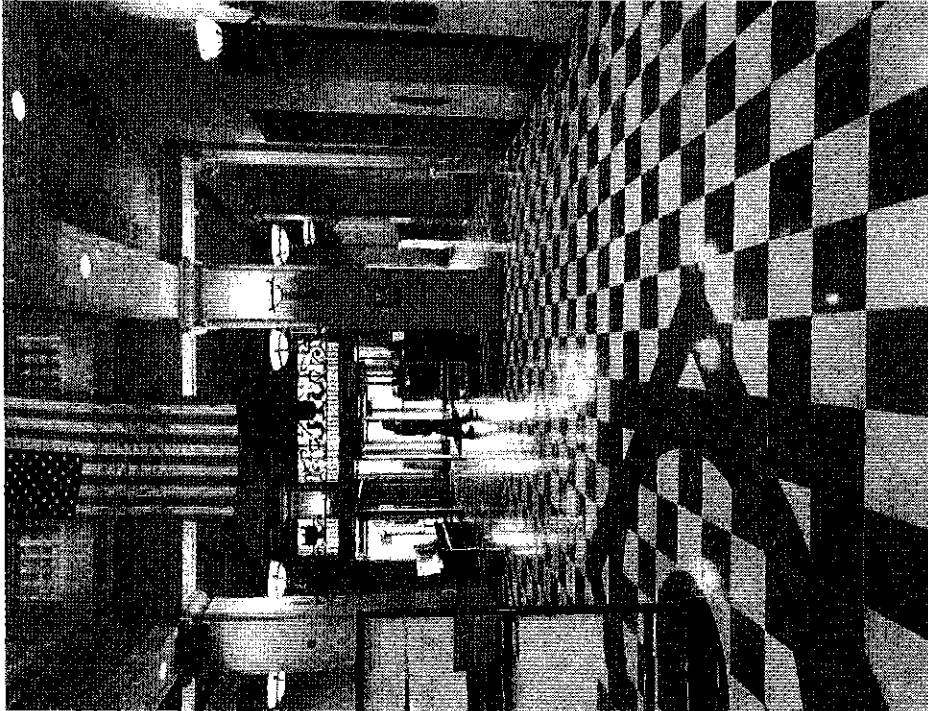
Looking up



Entrance



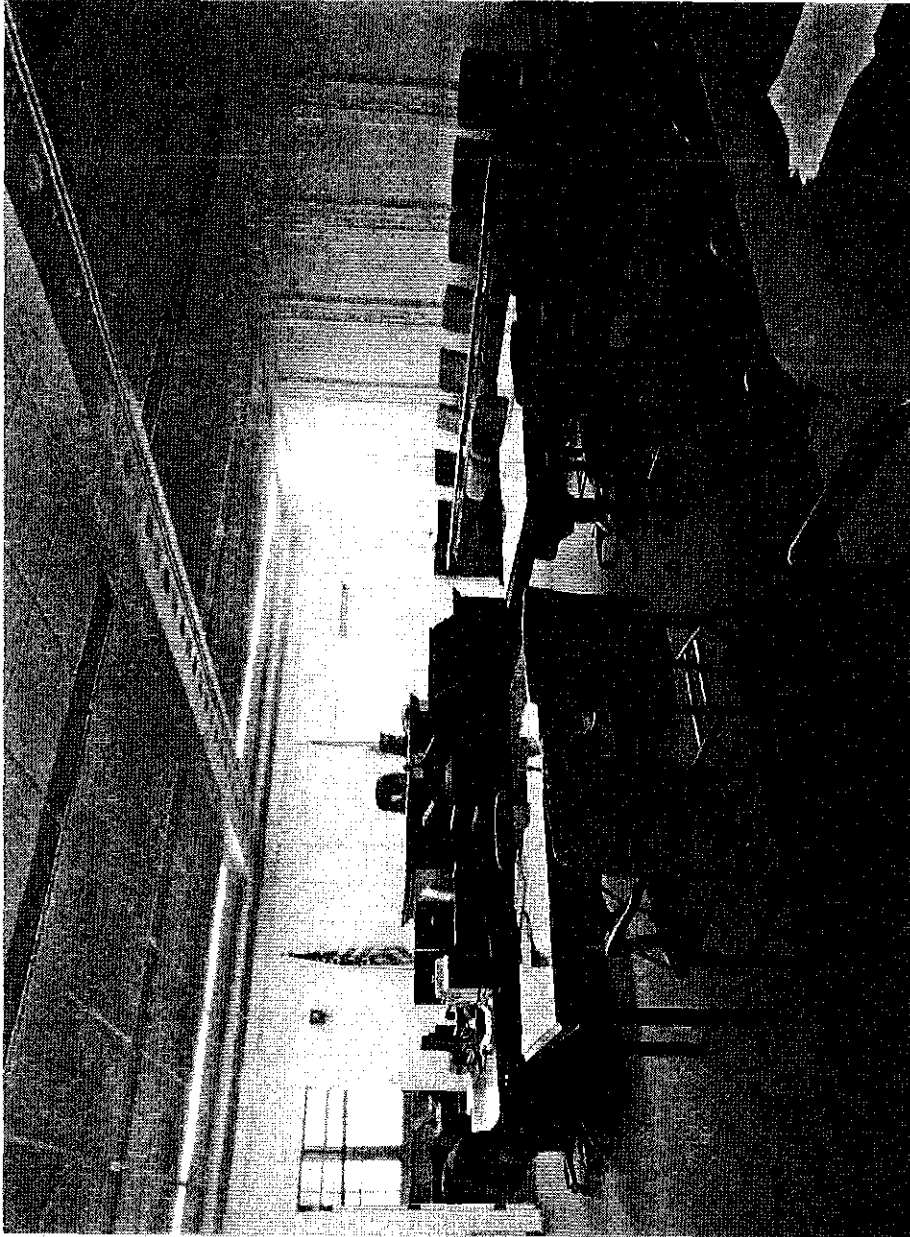
Loggia



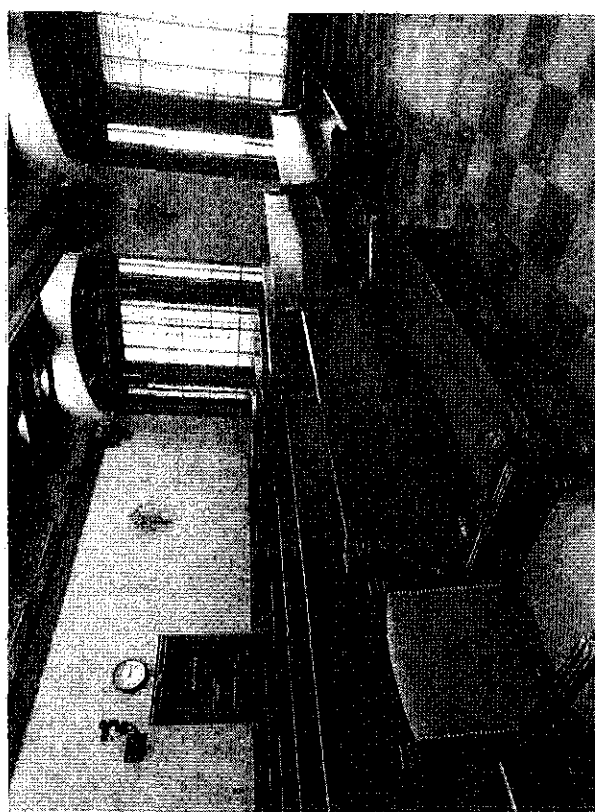
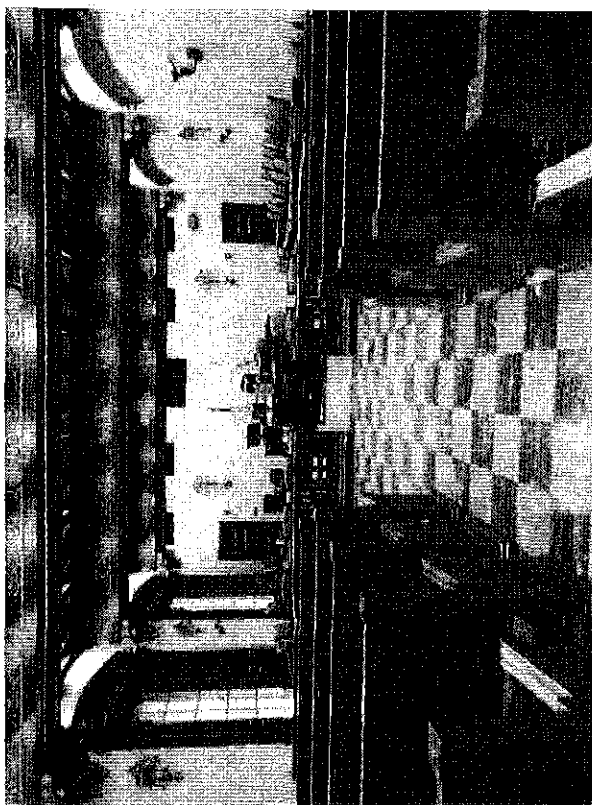
Lobby



Lobby Ceiling



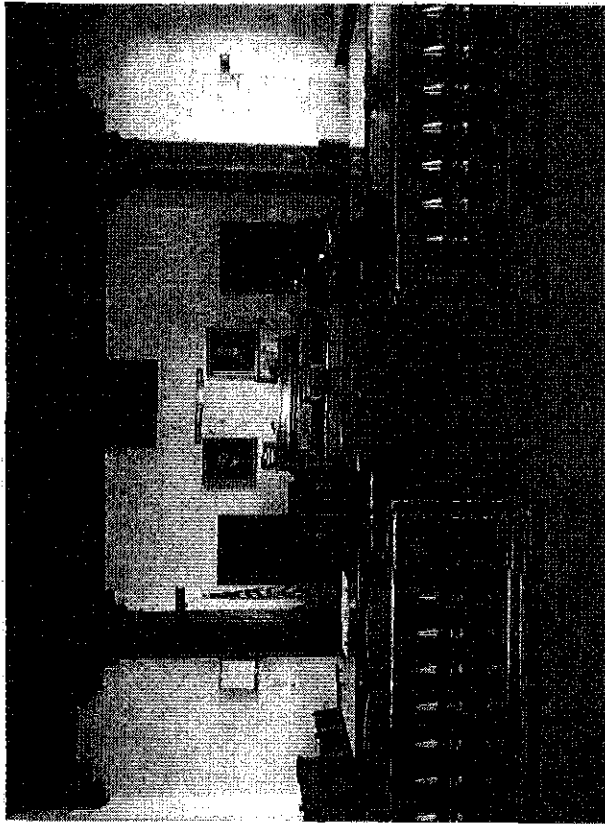
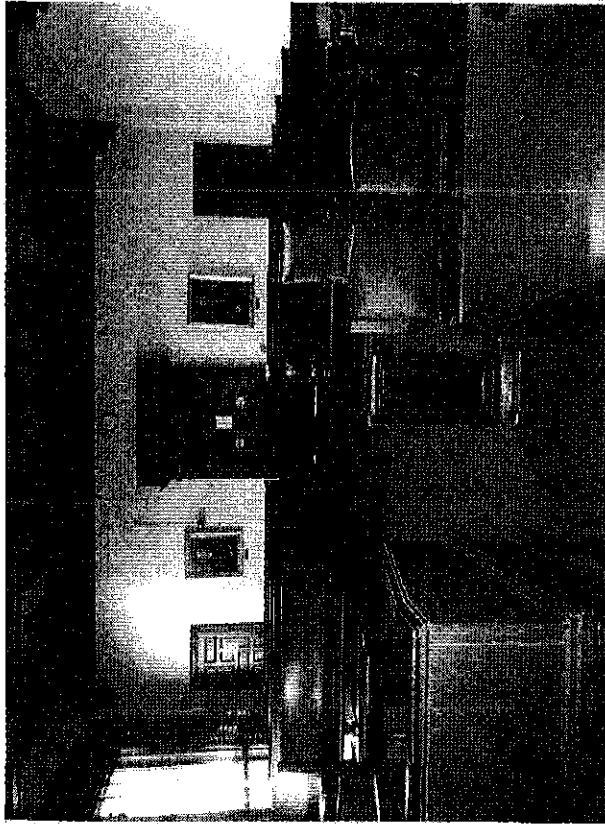
Courtroom 3-3 - empty



Courtroom 6-1 - empty



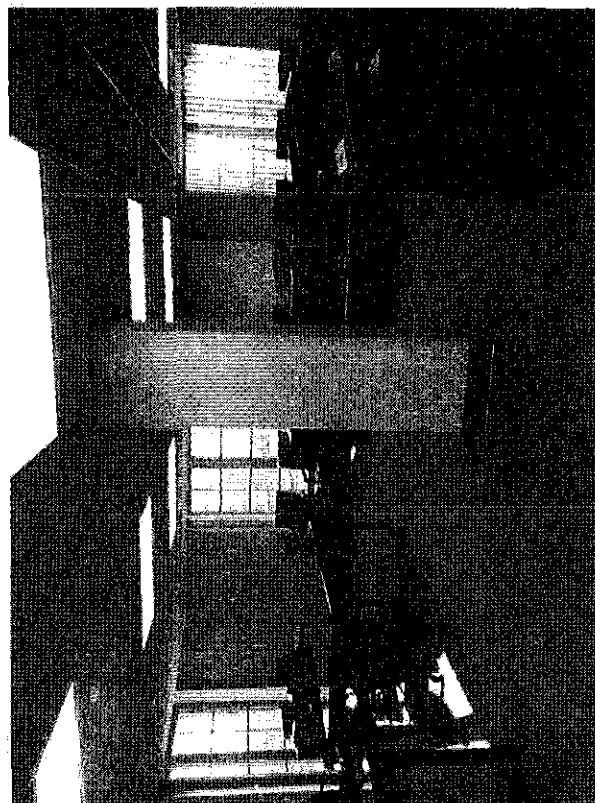
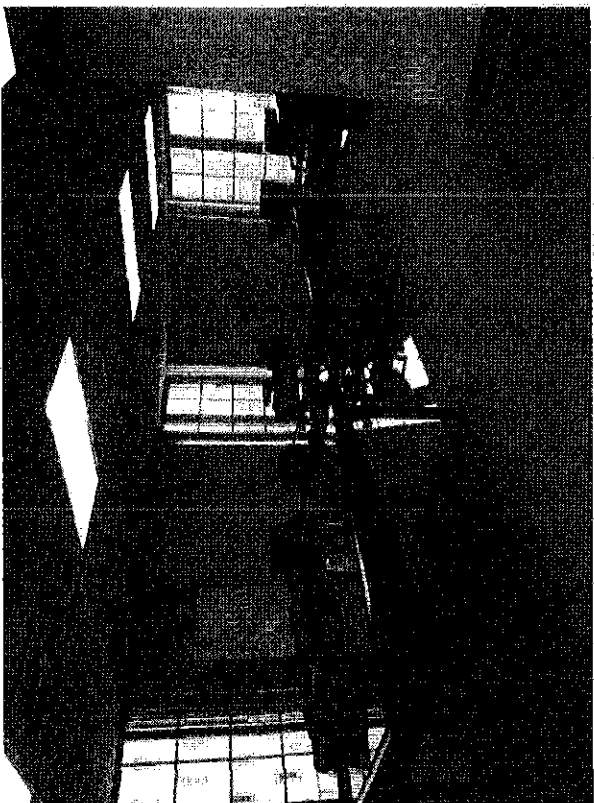
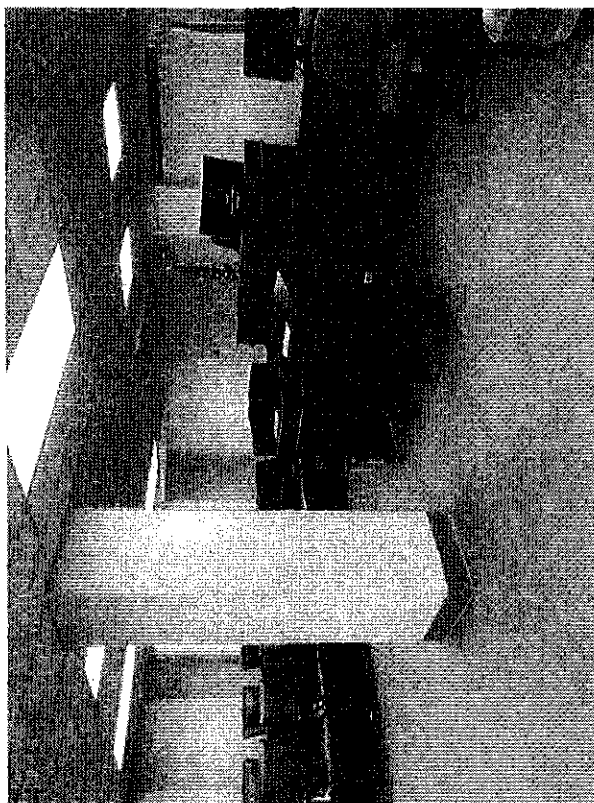
Hall waiting area - empty



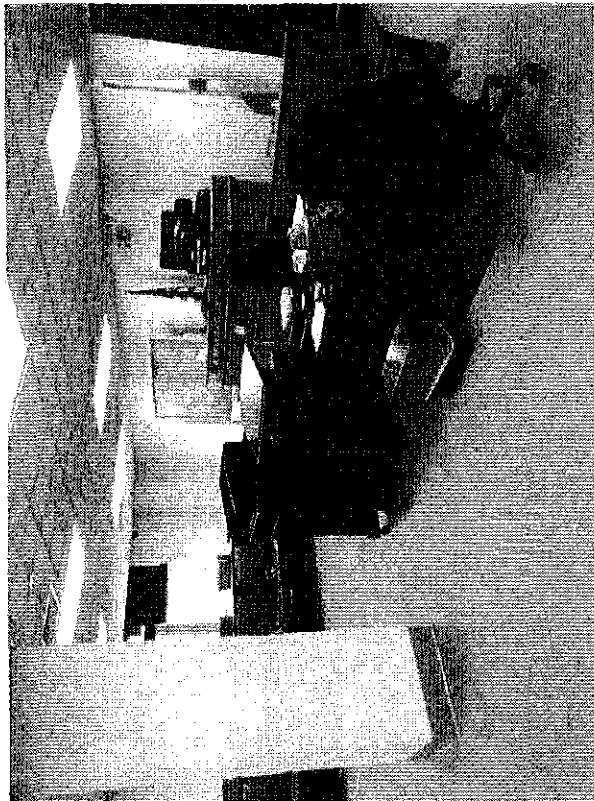
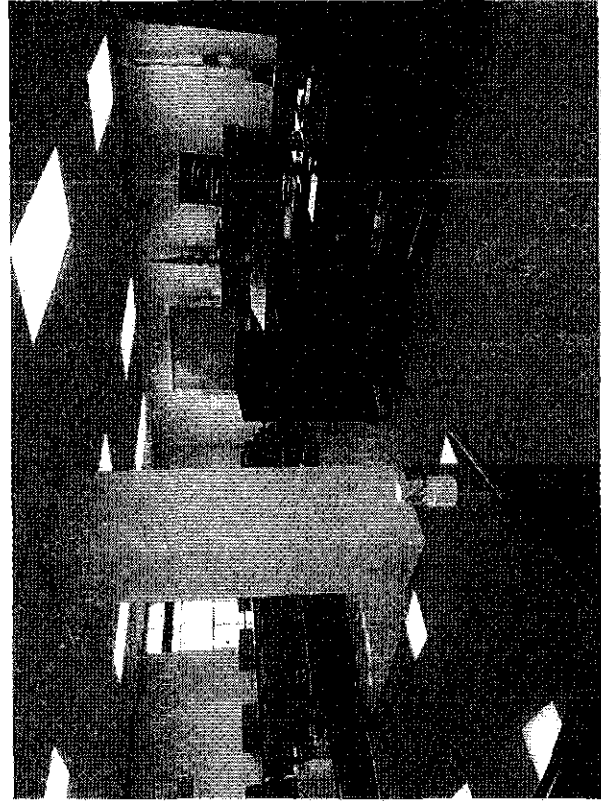
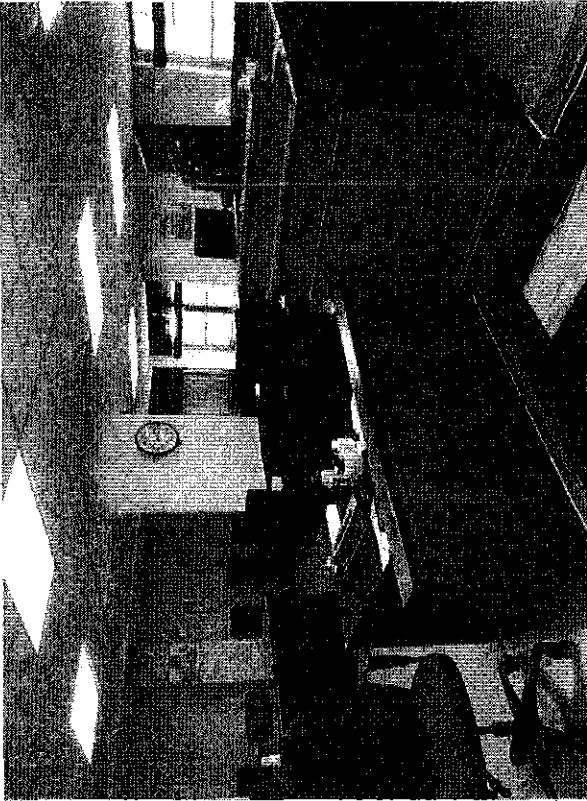
Courtroom 6-3 - empty



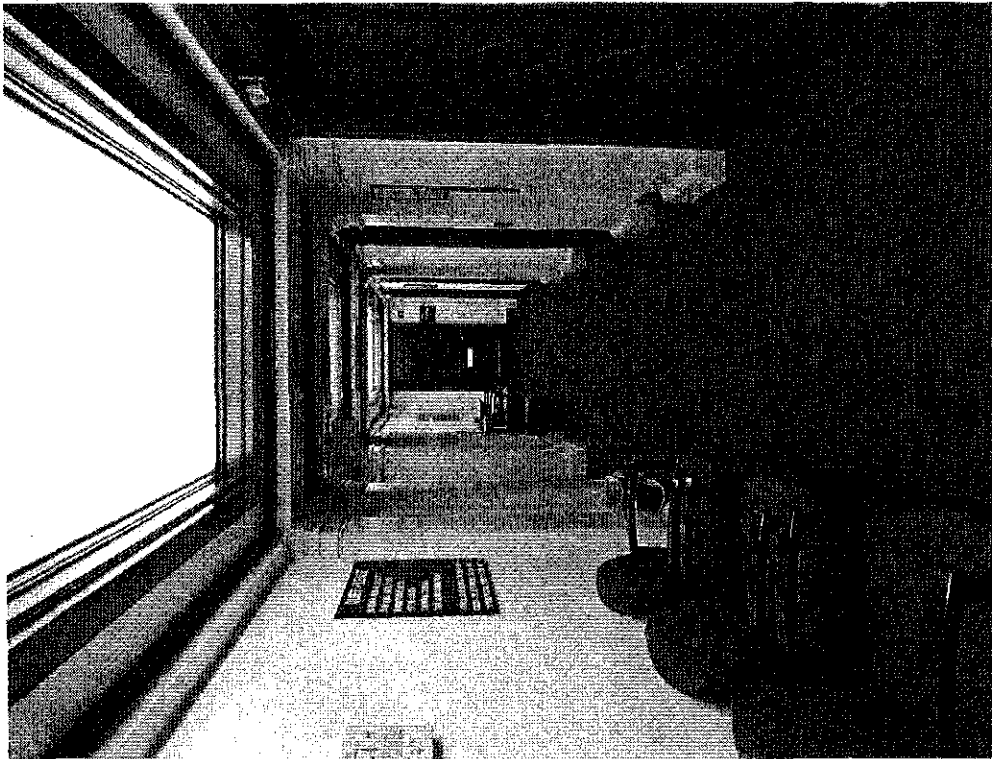
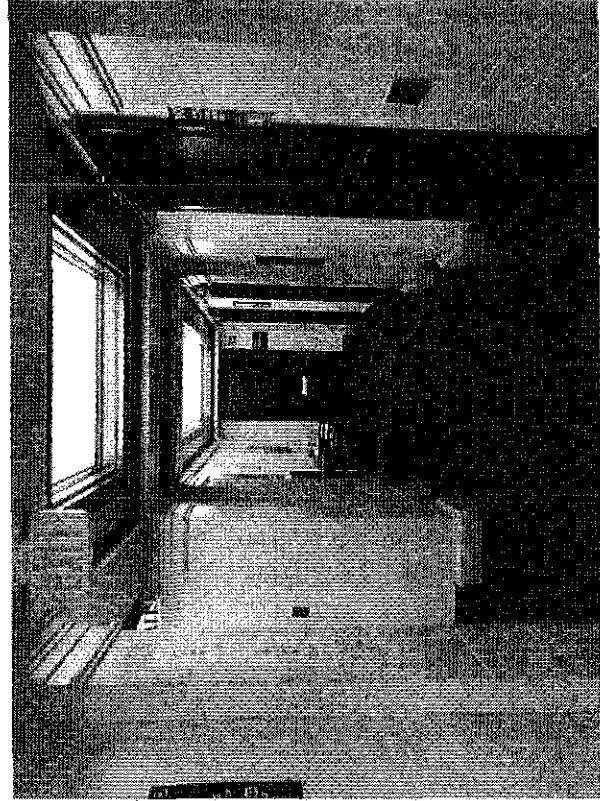
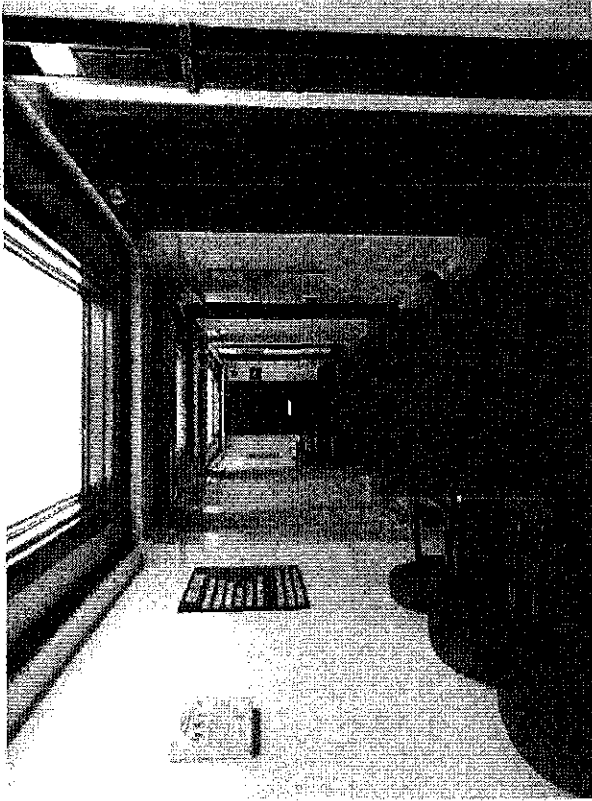
Courtroom 6-4 - empty



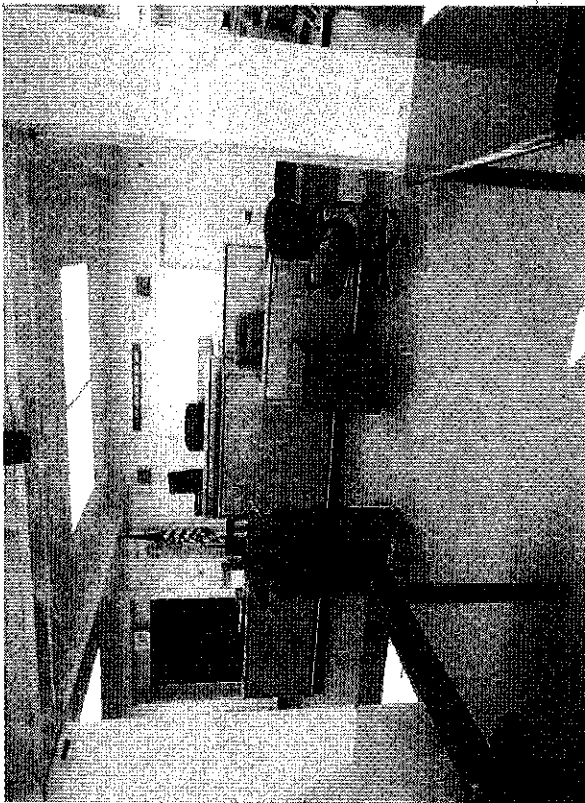
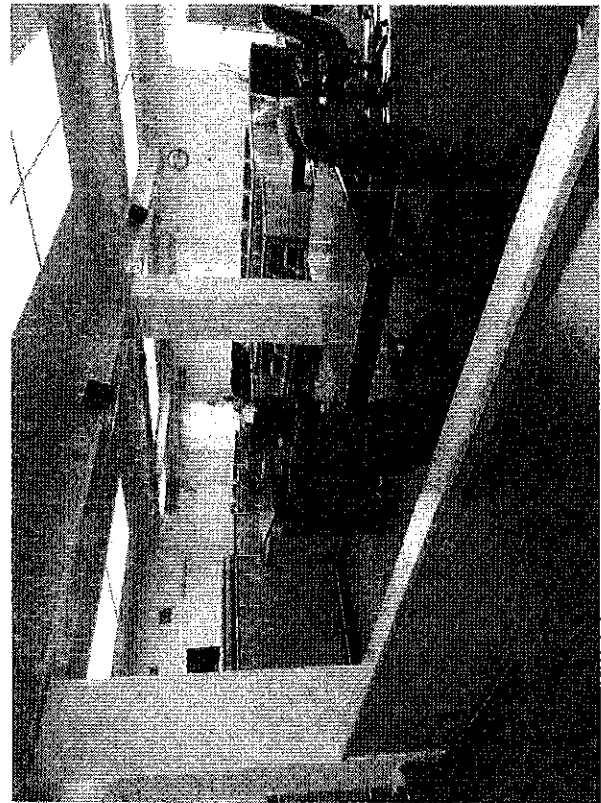
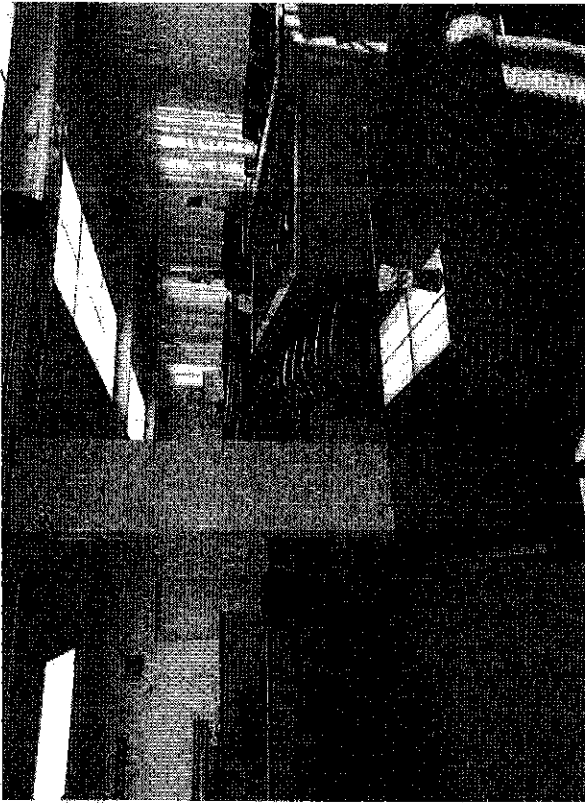
Courtroom 8-1 - empty



Courtroom 8-2 - empty



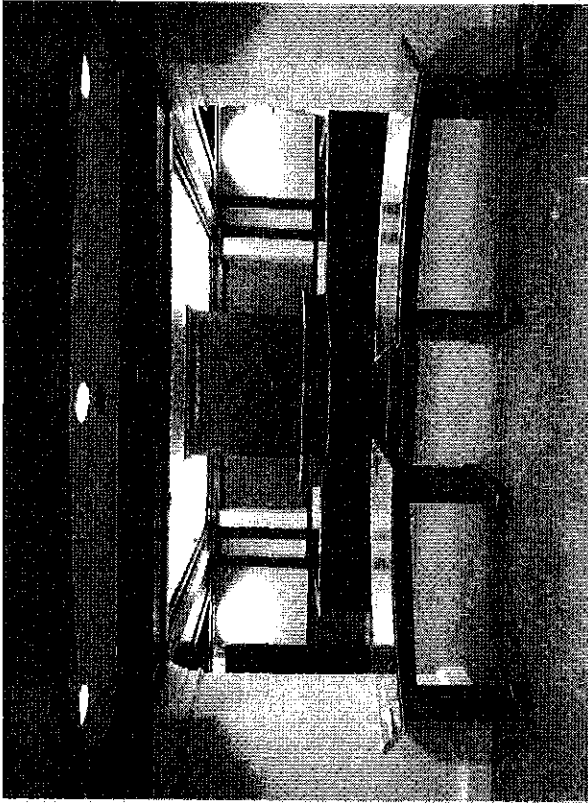
9th Floor Hallway
Court Administration



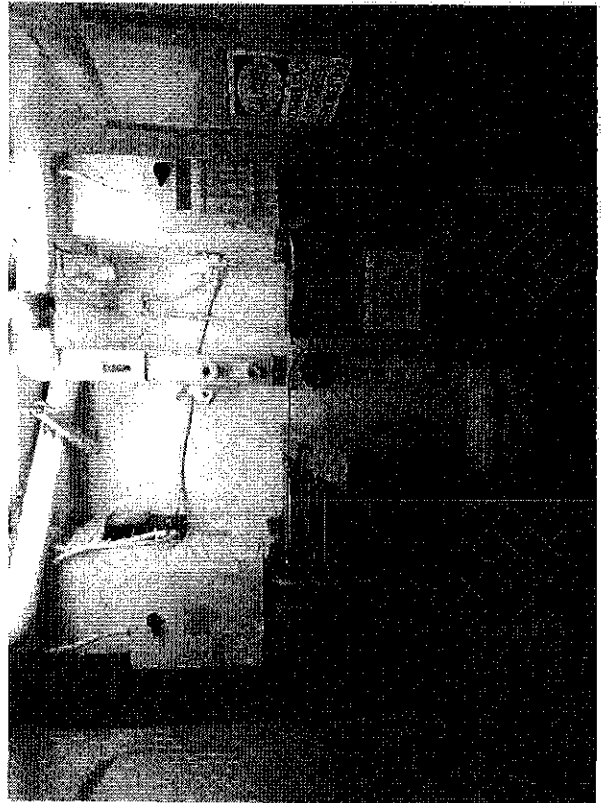
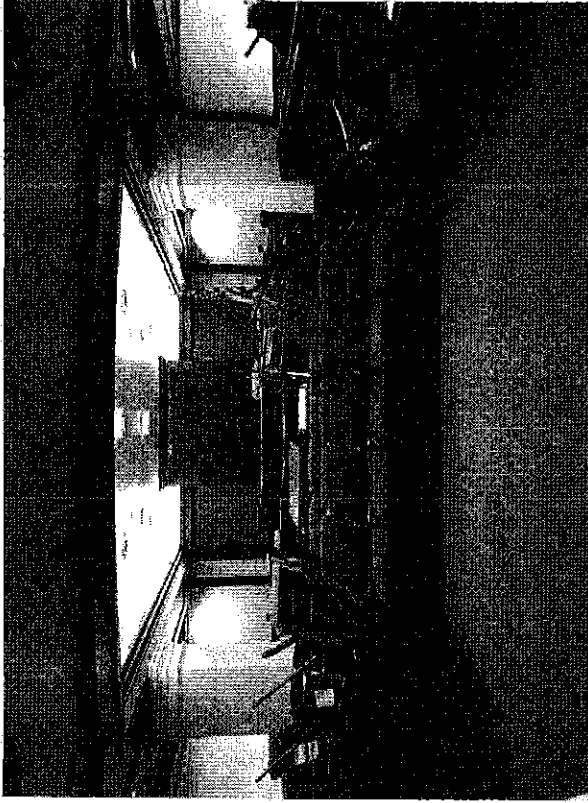
Courtroom 10-1 - empty



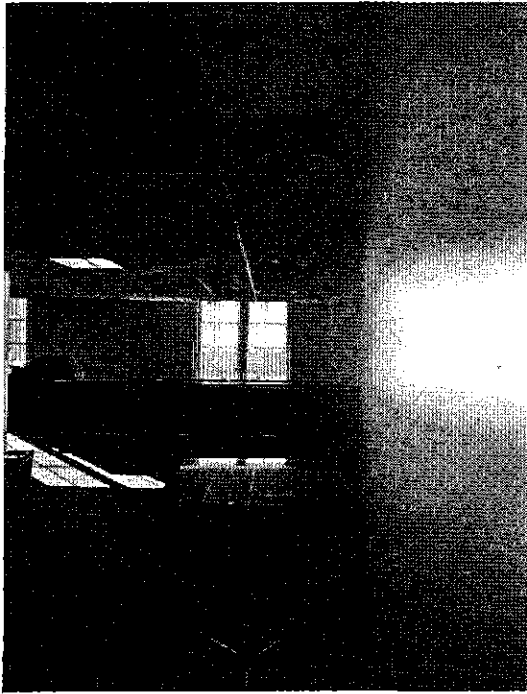
10th Floor Hallway



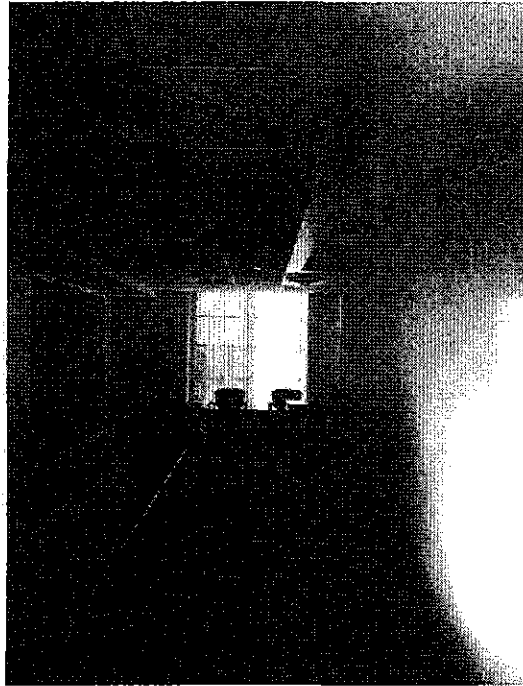
Courtroom on 12th Floor
- under renovation



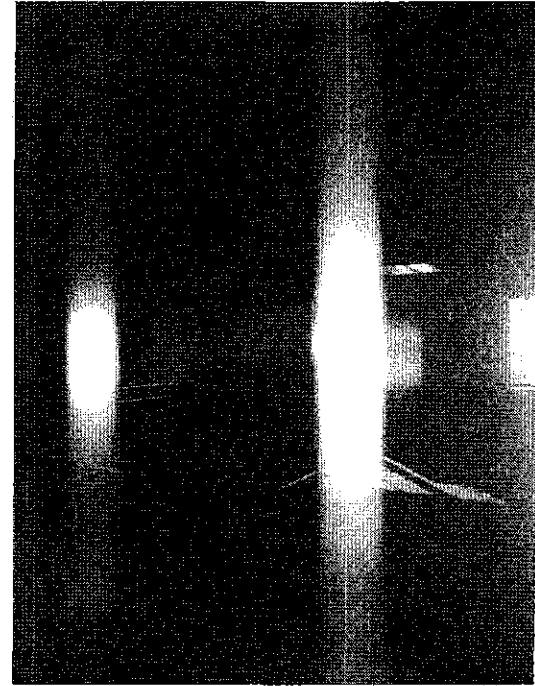
Renovated mechanical Room



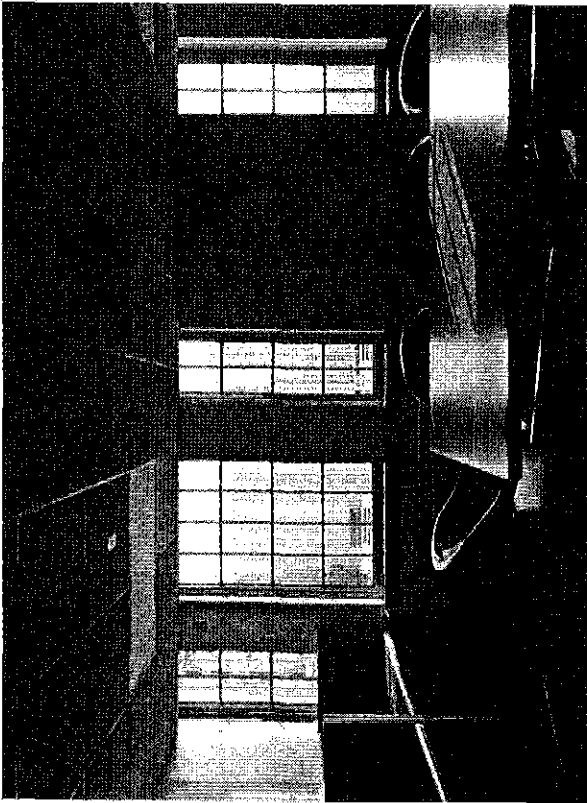
Courtroom 14-1
Empty and locked



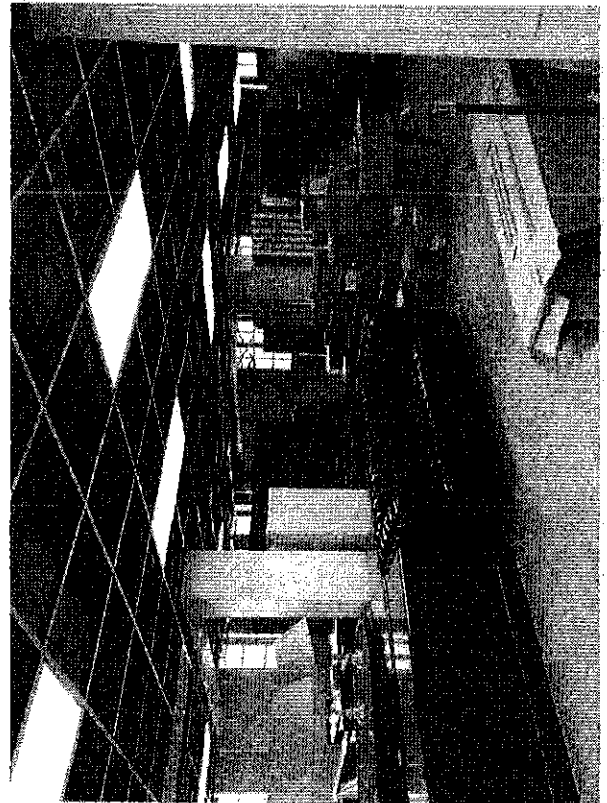
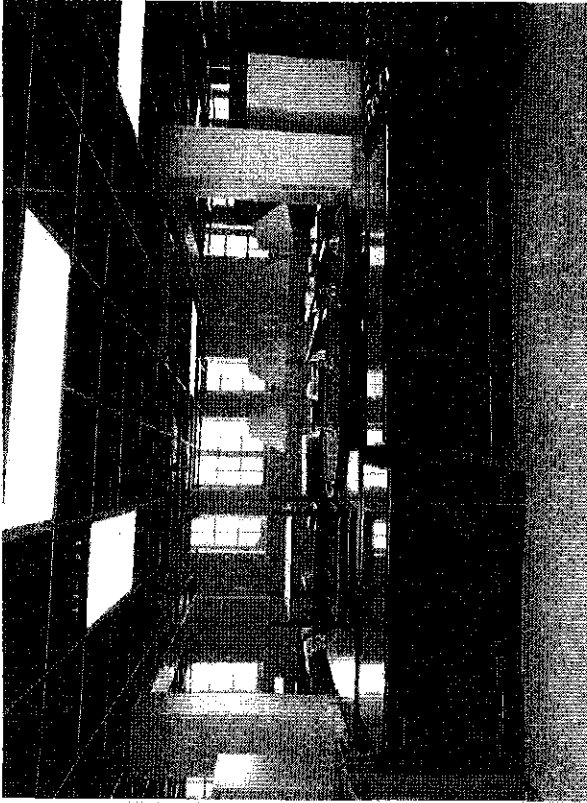
Courtroom 14-1 -
Another view
through glass



Courtroom 15-1
Empty and locked –
through glass



20th Floor Conference Room
- empty (above)



23rd and 24th Floors – under
renovation (at right)

Results of Walk-through Courthouse 1-7-2016, starting at 2:30 PM

Courtroom 2-1 - 2 attorneys a woman and the judge

Jury pool empty

Courtroom 3-3 - empty - see first three photos

Courtroom 3-1 occupied with a few people.

Courtroom 3-2 occupied. Did not go in.

Courtroom 4-3 occupied. Did not go in. A few people.

Courtroom 4-2 - empty and unoccupied.

Courtroom 4-1 - in session. Judge Jose Rodriguez, 4 attorneys, bailiff, witness, and 3 spectators, court reporter.

Courtroom 5-3 empty and locked.

Courtroom 5-2 - proceeding room, conference room with many people. In session.

Courtroom 5-1. In session. 8 people or so.

Results of Walk-through Courthouse 1-7-2016, starting at 2:30 PM

Courtroom 6-1 - empty. Judge Bailey's. Look at photos 3 or 4 photos.

Courtroom 6-3. Judge Rodney Smith - empty. Time 2:58.

Courtroom 6-4 - Judge Wendell Graham.

Check to see what is Room 605. Had people in it.

Courtroom 6-2. Two people waiting. No judge.

7th Floor no courtrooms.

Courtroom 8-1 and 8-2 - empty - see photos

9th Floor is administration with Judge Bertila Soto and Sandra Lonergan

Courtroom 10-1 - empty. See photos.

Took photos of 9th and 10th floor hallways

Results of Walk-through Courthouse 1-7-2016, starting at 2:30 PM

Courtroom 11-1. Empty and locked.

Courtroom 12-1 and 12-2 under remodeling. See one photo each.

Courtroom 14-2. Dark and empty. Took photo through wire glass.

Courtroom 14-1. No judge. 2 sets of attorneys and one woman.

Courtroom 15-1. Locked and empty. See photos.

16th floor. No courtrooms.

17th Floor. No courtrooms.

18th Floor. No courtrooms.

19th Floor. No courtrooms.

20th Floor. No Courtrooms. One large conference room.

Results of Walk-through Courthouse 1-7-2016, starting at 2:30 PM

21st Floor. No courtrooms. Storage in halls.

22nd Floor. No courtrooms. County mediation.

23rd Floor - under renovation. See photos.

24th Floor - under renovation.

List of the oldest courthouses in the United States

(Attachment 2)



From Wikipedia, the free encyclopedia





Below is a list of the oldest extant courthouses in the United States.



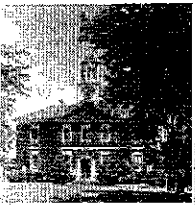

Contents





- 1 Active
- 2 Former courthouses
- 3 By state
 - 3.1 Active
 - 3.2 Former
- 4 See also
- 5 References

Active

Courthouse	Photo	Location	Built	Notes
King William County Courthouse		Virginia	1725	Built in 1725, this is the oldest courthouse still in continuous use in the United States. ^[1] It is also the oldest public building still in use in Virginia. The courthouse is constructed of brick laid in Flemish bond. In 1840 the courthouse was enlarged and a brick wall was erected to enclose the court green and to keep livestock and poultry away from the buildings. A new and modern county courthouse was built upon the courthouse grounds in 2004; however, the 1725 courthouse remains in use for some of the county's judicial functions and proceedings. ^[2]
Old Salem County Courthouse		New Jersey	1735	<p>Built in 1735, this building is the oldest active courthouse in New Jersey and is the second oldest courthouse still in continuous use in the United States.^[3] It was built using locally manufactured bricks and was enlarged in 1817 and 1908. It served as the courthouse for Salem County until 1969 when a larger and more modern facility was built for the county. Today it serves as the courthouse for the Salem City Municipal Court.^{[4][5]}</p> <p>In 1774, the courthouse was the site of a county petition to King George III to address various colonial grievances and for authorizing county relief to the citizens of Boston to assist them from the King's sanctions from the Boston Tea Party incident. Judge William Hancock of the King's Court of Common Pleas presided at the courthouse.^[6] He was later unintentionally killed by British soldiers in the American Revolution during the massacre of Hancock House (New Jersey) committed by the British against local Revolutionary militia during the Salem Raid in 1778. The courthouse was afterwards the scene of the "treason trials" of 1778, wherein suspected Loyalists were put on trial for having allegedly aided the British during the Salem Raid.^[3] Four men were convicted and sentenced to death for treason; however, they were pardoned by Governor William Livingston and exiled from New Jersey.</p> <p>The courthouse is also the site of the legend of Colonel Robert Gibbon Johnson proving the edibility of the tomato. Before 1820, Americans often assumed tomatoes were poisonous. In 1820, Colonel Johnson, according to legend, stood upon the courthouse steps and ate tomatoes in front of a large amazed crowd assembled to watch him do so.^[7]</p>





Courthouse	Photo	Location	Built	Notes
Hanover County Courthouse		Virginia	1737–1742	<p>This courthouse is often cited as having been built in 1735, although it is dated by the state register as having been built between 1737 and 1742.^[8] It is the third oldest courthouse still in use in the United States.</p> <p>This courthouse was the local county seat of lawyer and patriot Patrick Henry.^[9] It was in this courthouse that Patrick Henry argued the case of the Parson's Cause in 1763.^[10] A case involving King George III's requirement that Virginia residents pay taxes to support the local Anglican Church ministry over the objection of Virginia residents and the Virginia colonial legislature, Henry accused the King of tyranny in overturning colonial law without regard to the wishes of his subjects. The case and Henry's arguments are now regarded by many historians as one of the prelude events leading to the American Revolution. In 1774, the courthouse was the site of local preparation for the first assembly of the Virginia Convention and it considered grievances against British rule and the "Hanover Resolves" adopted at the meeting also supported the Boston Tea Party.^[8]</p>
Charles City County Courthouse		Virginia	1730s–1750s	<p>This courthouse actually may be the second oldest courthouse but its actual construction date is no longer known. Some estimates believe it was built as early as 1730 or the early 1730s but others date it more towards the mid-1750s. Men like Benjamin Harrison V, a signer of the Declaration of Independence, and John Tyler, the 10th President of the United States, argued here. The courthouse was the scene of considerable fighting during the Civil War and many of its colonial records were lost, including the date of construction.^{[11][12]}</p>
Richmond County Courthouse		Virginia	1748	<p>Built in 1748, this courthouse, a fine example of early classical Palladian style architecture, remains the county courthouse to this date.^{[13][14][15]} Richmond County, Virginia in the Northern Neck of Virginia is not to be confused with Richmond, Virginia.</p>
King and Queen County Courthouse		Virginia	ca. 1750	<p>The original portion of this structure was built around 1750. It has been rebuilt and remodelled extensively due to fires, including those set by Union forces in retaliation for a murder of a Union general by local Home Guard militia during the Civil War, and also expanded to accommodate growth in local population. A new facility was constructed in 1997 to handle the majority of the county judicial proceedings but the old courthouse remains active for handling court proceedings.^{[16][17]}</p>




Courthouse	Photo	Location	Built	Notes
Charleston County Courthouse		South Carolina	1753	Built in 1753, it served as the provincial capitol for the colony of South Carolina with colonial court proceedings being held on the first floor. It was gutted by fire during the Constitutional Ratification Convention of 1788, leaving only the foundation, walls and doorways. It was rebuilt within the remaining structure in 1792 and, with additions and a recent restoration towards its colonial past, has served as the county courthouse to this time. ^[18] Among the trials held here were those of captured soldiers of the 54th Massachusetts Volunteer Infantry, the famed black regiment of the Union Army in the Civil War, who were tried and acquitted of slave insurrection in November 1863 following the Union assault of Fort Wagner. ^[19]
Sussex County Courthouse		New Jersey	1765	Built in 1765, the courthouse was the site of a daring raid during the American Revolution by one of the Loyalists' best operatives, Lieutenant James Moody. ^[20] In 1780, Moody led several men to free eight Loyalist prisoners held in the Sussex County Courthouse. Moody freed the men and fled with them. Despite a pursuit lasting several days, Revolutionary forces failed to capture them. The court was gutted by fire in 1847 and rebuilt within the original walls and structure. It continues to handle judicial proceedings in conjunction with a newer facility. ^[20]
Chowan County Courthouse		North Carolina	1767	Built in 1767, it served as a local Whig center during the Revolutionary War. ^[21] It is the oldest public building in North Carolina and one of the best preserved and majestic colonial courthouses of Georgian architecture in the nation. ^[22] It served as a banquet hall when President James Monroe visited Edenton in 1819. ^{[22][23]} Currently it serves for conducting county judicial proceedings in conjunction with a newer facility and also for handling other local government activities.
Fulton County Courthouse		New York	1772	Built in 1772 in Johnstown, it was requested and partially funded by Sir William Johnson and the first judges presiding at the courthouse included his son Sir John Johnson and John Butler, both of whom later operated Loyalist brigades during the American Revolution such as the King's Royal Regiment of New York and Butler's Rangers. ^[24] The building is the oldest courthouse in New York and it still regularly functions as the county courthouse to this day. ^[24] At the time it was built, Johnstown was in Montgomery County. The courthouse name was changed when Fulton County was created in 1838.



Courthouse	Photo	Location	Built	Notes
New London County Courthouse		Connecticut	1784	Built in 1784, it is the oldest courthouse in Connecticut. American Patriot Patrick Henry argued cases in the courthouse and other historical notables such as Daniel Webster, Gilbert du Motier, marquis de La Fayette and Horace Greeley spoke here. ^[25]
Shenandoah County Courthouse		Virginia	1795	Built in 1795, this building continues to operate as the county courthouse to this day. ^[26]
Old Burlington County Courthouse		New Jersey	1796	Built in 1796, its architect, Samuel Lewis, designed the building as a virtual identical twin of Congress Hall and Old City Hall, the buildings flanking Independence Hall in Philadelphia, of which he also built. The courthouse bell, removed and installed from an earlier courthouse, rang for independence in 1776. The courthouse continues to handle judicial proceedings. ^[27]
Queen Anne's County Courthouse		Maryland	1796	Built in 1796, it is the oldest active courthouse in Maryland. ^[28] The earlier county court, built in 1708, still stands and is a museum.




Former courthouses

The following other old courthouses still standing today exist as museums, for other government functions, or are now privately owned facilities.

Courthouse	Photo	Location	Built	Notes
Former Queen Anne County Courthouse		Maryland	1708	Built in 1708, it is likely the oldest courthouse still standing in the United States. Today the property is open as a museum. ^[29]
Old Chester Courthouse		Pennsylvania	1724	This is the oldest public building in continuous use in the United States. It is a handsome structure and a well preserved and valuable example of a colonial period stone courthouse. From 1724 until 1786, it served as the courthouse for Chester County, Pennsylvania and, after a county division, the courthouse for Delaware County, Pennsylvania until the county seat was relocated in 1851. Thereafter is served as the town hall for the City of Chester, Pennsylvania until the 1960s. Today it is used for miscellaneous city, county and civic functions. Colonists assembled here for the Havana raid during the War of Jenkins' Ear. The courthouse was a scene of the reading of the Declaration of Independence following its announcement in Philadelphia and the court's bell, which is still in its cupola, rang to announce independence. Several prominent legal and political figures argued at the court, including Thomas McKean, signer of the American Declaration of Independence. Gilbert du Motier, marquis de La Fayette was hosted and honored here. It was the site of the tragedy story of the trial and hanging of Elizabeth (Harriot) Wilson and the resulting story of the Pennsylvania Hermit, William (Amos) Wilson. ^[30]
Old Essex County Courthouse		Virginia	1729	Converted and expanded into a church in the 19th century.
New Castle County Court House		Delaware	1730	This building was built over the remains of Delaware's first courthouse (1689) that was burnt by an arsonist and of which the foundation is still visible. It served as the county courthouse until 1881 when the county seat was moved to Wilmington, Delaware. The building was the center of the twelve mile circle that forms part of the boundary between Delaware and Pennsylvania. It was originally the colonial and state capitol in addition to a courthouse, and it was here that the Assembly voted to separate from England and drafted the first Delaware Constitution. It is now part of the First State National Historical Park. ^[31]
Old Northampton County Courthouse		Virginia	1731	The first judges held court on the lower Eastern Shore of Virginia starting in 1632 by meeting in private homes, ordinaries and taverns. In 1677 the court was moved to an area called "The Hornes", later to be called Peachburg Town, and then Eastville. The

Courthouse	Photo	Location	Built	Notes
				site has served as the seat of Northampton County government since that time. Circa 1731, the old Northampton County Courthouse, laid in Flemish bond brickwork, was preceded by at least two wooden structures. The 1731 courthouse became too small and use was discontinued in 1795. It was leased as a store with the condition that the structure be re-roofed and maintained. In 1913 the County bought back the lease and prepared to demolish the structure. A campaign by local residents to save the structure began and the building was moved 30 feet to its current location and preserved for visitors today. The site also holds the old Clerk's Office (ca. 1725-1750), old Debtor's Prison (ca. 1814), a former courthouse (1899), a former jail (1914), and Lawyer's Row. One of the most complete historic court greens in the United States the Eastville Court Green is listed as a Historic District on both the Virginia Landmarks Register and the National Register of Historic Places. A museum curated by the Northampton Historic Preservation Society is housed in the former 1899 courthouse.
Cahokia Courthouse		Illinois	ca. 1740	This structure was erected as a private residence circa 1740 when the area was French territory. In 1793, the residence was purchased by the federal government to function as the court for the United States Northwest Territory. It also hosted territorial government activities. It is Illinois's oldest courthouse and the only surviving territorial court. The courthouse is architecturally significant as an example of the French Colonial vertical log poteaux-sur-solle ("post-on-sill") construction technique. ^[32]
Old Middlesex County Courthouse		Virginia	1745	
Plymouth Courthouse		Massachusetts	1749	Built of wood, it served as a courthouse until 1820. It also served local municipal uses from 1749 until the 1950s. It was opened as a museum in 1970. ^[33]
Old Isle of Wight Courthouse		Virginia	1750s	Located in Smithfield, Virginia.
Old Lincoln County Courthouse		Maine	1761	Judges and lawyers who served or appeared here include Robert Treat Paine,




Courthouse	Photo	Location	Built	Notes
				Benedict Arnold, William Cushing, and James Sullivan. ^[34] Today it is a museum.
Old Gloucester County Courthouse		Virginia	1766	
Perth Amboy City Hall		New Jersey	1767	This building is now the oldest City Hall in continuous use in the United States. It originally held court functions as well as city administration functions. ^{[35][36]}
Williamsburg-James City County Courthouse		Virginia	1771	^{[16][37]}
Olde Colonial Courthouse		Massachusetts	1772	Built of wood, court proceedings of the King's Court were interrupted in 1774 by James Otis, Samuel Adams and 1,500 other protestors opposed to the King's Bill of Attainder that denied the right of colonists to a jury trial. ^[38] As a result, the King's judge decided to cease holding cases. It served as a state courthouse until 1838. ^[38] This courthouse is now a museum and hosts the "Tales of Cape Cod" that aids the local tourist industry. ^[39]
Old Grafton County Courthouse		New Hampshire	1774	Built in 1774, this building was the site of Daniel Webster's first criminal case in 1805 and served as a courthouse until 1823. It thereafter served as a public library for many years and is now maintained as a museum. ^[40]
Old West Liberty Courthouse		West Virginia	1778-79	
Bedford Courthouse		New York	1787	Today this is open as a museum. ^[41]
Hardy County Courthouse		West Virginia	1792	Built in 1792, it served as a courthouse until 1860 and is now a luxury apartment building. ^[42]
Old Hunterdon County Courthouse		New Jersey	1793	Struck by fire likely caused by arson in 1828, it was heavily rebuilt using and incorporating the original walls. The courthouse was the scene of the trial of Bruno Hauptmann, the man convicted in the Lindbergh kidnapping case in what became coined as "The Crime of the Century" and "The Trial of the Century" in popular media and folklore at the time. Today it is open for tours including regular re-enactments of the Hauptmann trial and for ceremonial purposes. ^[43]

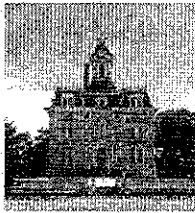

Courthouse	Photo	Location	Built	Notes
Old Carteret County Courthouse		North Carolina	1796	This is the oldest surviving wooden courthouse in North Carolina. Today it serves as a museum and hosts an interactive dramatization program that allows school children to conduct mock trials and reenactments for famous trials for educational purposes. ^[44]
Old Greene County Courthouse		Pennsylvania	1796	This structure, now a museum, shows a good example of an early wooden log cabin courthouse. ^[45]
Old Fairfax County Courthouse		Virginia	1799	^[46]
Old Russell County Courthouse		Virginia	1799	^[47]
The Cabildo		Louisiana	1799	The Cabildo in New Orleans was built between 1795-99 as the home of the Spanish municipal government after the original Cabildo was destroyed in the Great New Orleans Fire. The building took its name from the colonial governing body, the "Illustrious Cabildo," or city council. The Cabildo was the site of the Louisiana Purchase transfer ceremonies in 1803, and continued to be used by the New Orleans city council until the mid-1850s. The building's main hall, the Sala Capitular ("Capitol Room"), was originally utilized as a courtroom. The Spanish used the courtroom from 1799-1803, and from 1803-1812, it was used by the Louisiana territorial superior court. After the American Civil War, it was the home of the Louisiana Supreme Court from 1868-1910. The Sala Capitular was the site of several landmark court cases, including Plessy v. Ferguson. In 1911 the Cabildo became the home of the Louisiana State Museum. ^[48]



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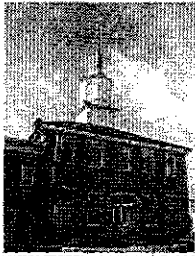



By state


Active

State	Courthouse	Photo	Built	Notes
Alabama	Talladega County Courthouse		1836	This building, although severely damaged by a tornado on May 11, 1912 and gutted by a fire on March 13, 1925, is the oldest courthouse in continuous use in Alabama. It was significantly altered from its original form when rebuilt after the fire. ^[49] It is a contributing building to the Talladega Courthouse Square Historic District, added to the National Register of Historic Places on October 18, 1972. ^[50] The next oldest courthouse in continuous use, architecturally unaltered, is the St. Clair County Courthouse in Ashville, completed in 1844.
Alaska	Homer Courthouse			A new facility is being planned for 2009. ^[51]
Arizona	Pinal County Courthouse		1891	^[52]
Arkansas	White County Courthouse		1871	Built in 1871 and remodeled in 1912, it is the oldest courthouse in Arkansas still being used for the original purpose. The first story is constructed of cut stone, while brick is used on the second story. ^[53]
California	Mariposa County Courthouse		1854	Built in 1854, this fine early Greek Revival building is the oldest courthouse in continuous use west of the Rockies. ^[54]
Colorado	Hinsdale County Courthouse		1877	^[55]
Connecticut	New London County Courthouse		1784	^[56]
Delaware	Sussex County Courthouse		1839	^[57]
Florida	Osceola County Courthouse		1890	^[58]
Georgia	Columbia County Courthouse		1825	Built in 1824-25, it was declared the state's oldest and still active courthouse after a county rivalry with Fayette County for the distinctions. ^[59]
Hawaii				

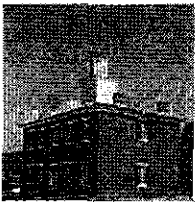







State	Courthouse	Photo	Built	Notes
Idaho				
Illinois	Putnam County Courthouse		1839	[60]
Indiana	Ohio County Courthouse		1844	[61]
Iowa	Van Buren County Courthouse		1843	It was built in 1843 and is Iowa's oldest courthouse in continuous operation and the oldest in continuous use west of the Mississippi. ^{[62][63]}
Kansas	Chase County Courthouse		1873	It was built in 1873 with native Cottonwood Limestone and is the oldest operating courthouse in Kansas. ^[64]
Kentucky	Washington County Courthouse		1816	[65]
Louisiana	East Feliciana Parish Courthouse		1840	[66]
Maine	Lincoln County Courthouse		1824	Built in 1824 to replace the Old Lincoln County Courthouse, it is the oldest courthouse still in use in the state. ^[67]
Maryland	Queen Anne's County Courthouse		1796	[28]
Massachusetts	Newburyport Superior Courthouse		1805	[68]
Michigan	Lapeer County Courthouse		1846	[69]



State	Courthouse	Photo	Built	Notes
Minnesota	Dodge County Courthouse		1871	[70]
Mississippi	Amite County Courthouse		1840	[71]
Missouri	Lafayette County Courthouse		1847	[72]
Montana	Madison County Courthouse		1876	[73]
Nebraska	Otoe County Courthouse		1865	The brick Italianate courthouse, the oldest public building in the state, was completed in 1865, two years before Nebraska became a state. ^[74]
Nevada	Storey County Courthouse		1877	[75]
New Hampshire				
New Jersey	Old Salem County Courthouse		1735	Built in 1735, this building is the oldest active courthouse in New Jersey and is the second oldest courthouse still in continuous use in the United States. ^[3]
New Mexico	Union County Courthouse		1909	[76]
New York	Fulton County Courthouse		1772	[24]
North Carolina	Chowan County Courthouse		1767	Built in 1767, it is the oldest public building in North Carolina and one of the best preserved and majestic colonial courthouses of Georgian architecture in the nation. ^[22]
North Dakota				








State	Courthouse	Photo	Built	Notes
Ohio	Perry County Courthouse		1829	Built in 1829, this is a former county courthouse that is still in used today as a town court. ^[77]
Oklahoma	Kiowa County Courthouse		1902	^[78]
Oregon	Benton County Courthouse		1889	^[79]
Pennsylvania	Lehigh County Courthouse		1817	Built in 1817, this courthouse is the oldest active courthouse but it was altered in 1841 to show a new style. ^[80]
Rhode Island	Kent County Courthouse		1803	Currently, serves as a town hall and meeting place for the probate court
South Carolina	Charleston County Courthouse		1753	^[18]
South Dakota	Huchinson County Courthouse		1881	^[81]
Tennessee	Dickson County Courthouse		1836	Built in 1833, following the Tornado of 1830 that destroyed all but one building on the now Historic Court Square.
Texas	Cass County Courthouse		1861	^[82]
Utah	Brigham City Courthouse		1857	The original adobe structure, built in 1857, still forms the core of the present courthouse, making it the oldest extant and active courthouse in Utah. ^[83]

State	Courthouse	Photo	Built	Notes
Vermont	Windham County Courthouse		1825	[84]
Virginia	King William County Courthouse		1725	Built in 1725, this is the oldest courthouse still in continuous use in the United States. ^[1] It is also the oldest public building still in use in Virginia.
Washington	Columbia County Courthouse		1887	[85]
Wisconsin	Iowa County Courthouse		1859	[86]
Wyoming	Uinta County Courthouse		1873	Built in 1873, it was drastically modified in 1904 but is nevertheless the state's oldest courthouse. ^[87]

Former

State	Courthouse	Photo	Built	Notes
Alabama	Old Morgan County Courthouse		1837	This Late Federal style building is the oldest extant courthouse in Alabama. ^[88] It was added to the National Register of Historic Places on March 24, 1972. ^[50]
Delaware	New Castle County Courthouse		1731	See earlier section above for more details.
Florida	Old Manatee County Courthouse		1860	Built in 1859-1860, it is the oldest surviving courthouse and is now part of the Manatee Village Historical Park. ^[89]
Hawaii	Old Lahaina Courthouse		1859	A bad storm in 1858 destroyed more than 20 houses in Lahaina, including Hale Piula (the courthouse) that was built in the 1830s as a palace for King Kamehameha III but was never completed. A year later a new courthouse was built using stones from the old one and for a year it served as the center of justice for Maui County. ^[90]
Idaho	Pierce Courthouse		1862	Built in 1862, the structure was used until 1884. It was later sold for a mere \$50. ^[91]
Illinois	Cahokia Courthouse		1740s	
Kentucky	Old Green County Courthouse		1803	Built of stone in 1803, it is the oldest stone courthouse west of the Allegheny Mountains. ^[92]
Louisiana	The Cabildo		1799	The Cabildo in New Orleans was built between 1795-99 as the home of the Spanish municipal government after the original Cabildo was destroyed in the Great New Orleans Fire. The building took its name from the colonial governing body, the "Illustrious

State	Courthouse	Photo	Built	Notes
				Cabildo," or city council. The Cabildo was the site of the Louisiana Purchase transfer ceremonies in 1803, and continued to be used by the New Orleans city council until the mid-1850s. The building's main hall, the Sala Capitular ("Capitol Room"), was originally utilized as a courtroom. The Spanish used the courtroom from 1799-1803, and from 1803-1812, it was used by the Louisiana territorial superior court. After the American Civil War, it was the home of the Louisiana Supreme Court from 1868-1910. The Sala Capitular was the site of several landmark court cases, including Plessy v. Ferguson. In 1911 the Cabildo became the home of the Louisiana State Museum.
Maine	Old Lincoln County Courthouse		1761	Built in 1761, judges and lawyers who served or appeared here include Robert Treat Paine, Benedict Arnold, William Cushing, and James Sullivan. ^[34] Today it is a museum.
Maryland	Former Queen Anne County Courthouse		1708	Built in 1708, it is likely the oldest courthouse still standing in the United States. Today the property is open as a museum. ^[28]
Massachusetts	Plymouth Courthouse		1749	Built in 1749 of wood, it served as a courthouse until 1820. It also served local municipal uses from 1749 until the 1950s. It was opened as a museum in 1970. ^[33]
Michigan	1839 Courthouse Museum		1839	^[93]
Minnesota	Washington County Courthouse		1870	Built in 1870, it is still used today for other civil functions. ^[94]
Nevada	Genoa Courthouse		1865	This 1865 building was first the government seat, then a school, and now a museum. ^[95]
New Hampshire	Old Grafton County Courthouse		1774	Built in 1774, this building was the site of Daniel Webster's first criminal case in 1805 and served as a courthouse until 1823. It thereafter served as a public library for many years and is now maintained as a museum. ^[96]
North Dakota	Stutsman County Courthouse		1883	The structure, built in 1883, is the oldest remaining courthouse in the state. ^[97]

State	Courthouse	Photo	Built	Notes
Ohio	Chester Courthouse		1823	Built in 1823, this building is Ohio's oldest standing courthouse and is today a museum.
Oregon	Pioneer Courthouse		1875	Built in 1875, this is the oldest extant federal building in the Pacific Northwest. ^[98]
Pennsylvania	Old Chester Courthouse		1724	Built in 1724, this is the oldest public building in continuous use in the United States; it still serves other public functions to this day. ^[99] See earlier sections for greater detail on this building.
Rhode Island	White Horse Tavern		1673	Constructed before 1673 in Newport, it is one of the oldest active tavern buildings in the United States and once served for large meetings including use as a Rhode Island General Assembly meeting place, a court house, and a city hall. As of 2008, it still remains a popular drinking and dining location.
Texas	"Old Cora" Courthouse		1856	The 1856 split-log, one-roomed courthouse served as a post office as well as district court. ^[100]
Washington	Territorial Courthouse		1858	Built in 1858, it is Washington's oldest brick building. It has served many purposes over time including as a courthouse. ^[101]
West Virginia	West Liberty Courthouse		1778	Built in 1778-79. Old West Liberty Courthouse (in the town previously called "Black's Cabin," in Ohio County, then Virginia). Oldest Courthouse constructed west of the Allegheny Mountains. Log structure used as a Courthouse until 1798, when Wheeling, Virginia, was selected as the site of the county Courthouse. The building then was converted into a grist mill, and later used as a residence. Currently uninhabited and is undergoing restoration.

See also

- List of United States federal courthouses
- Oldest buildings in the United States

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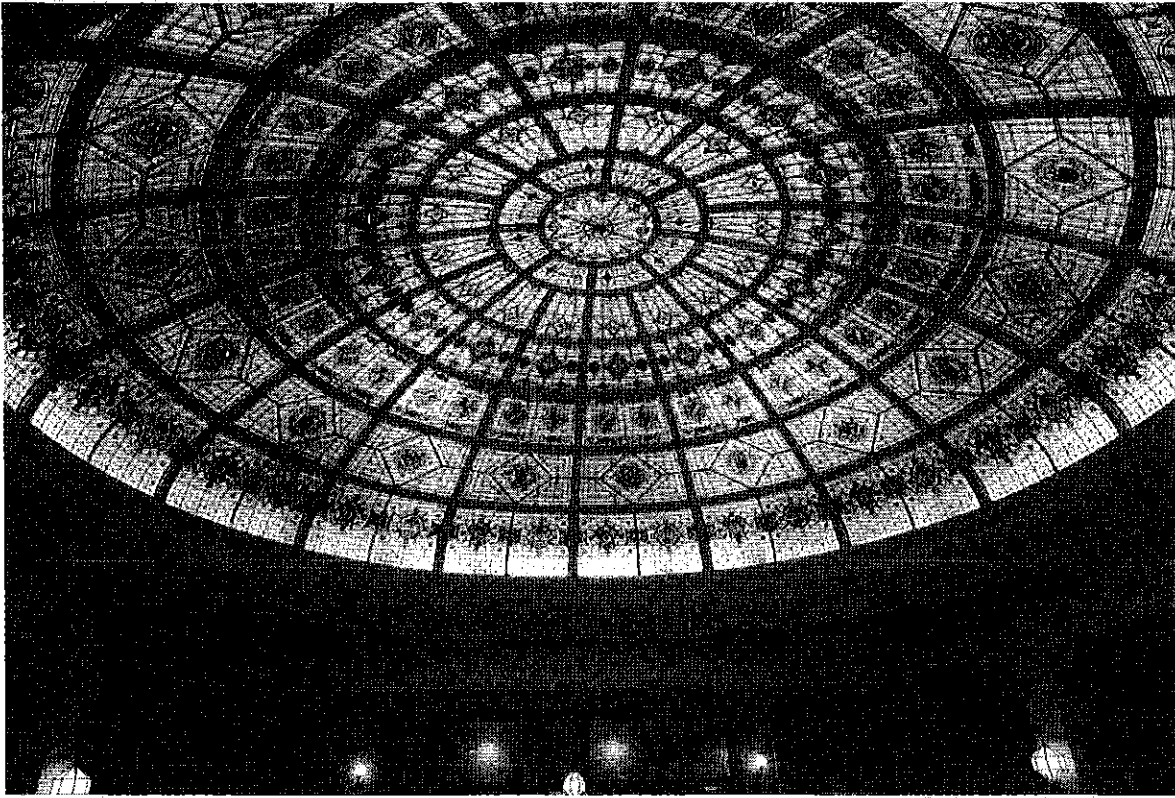
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Categories: Lists of oldest buildings and structures in the United States | Lists of courthouses in the United States

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The breathtaking stained glass skylight at the top of the 11-story atrium in the Union Trust Building. All photos by Maya Henry.

Inside the Union Trust Building's \$100 million restoration

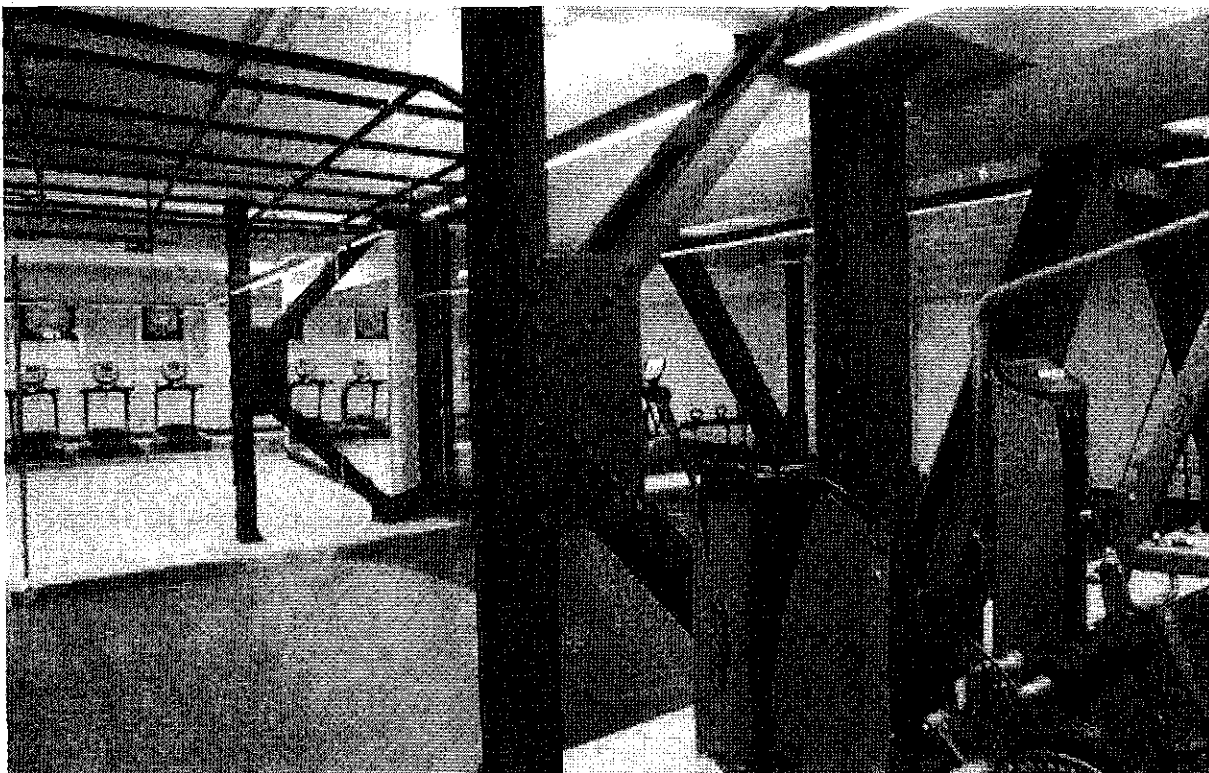
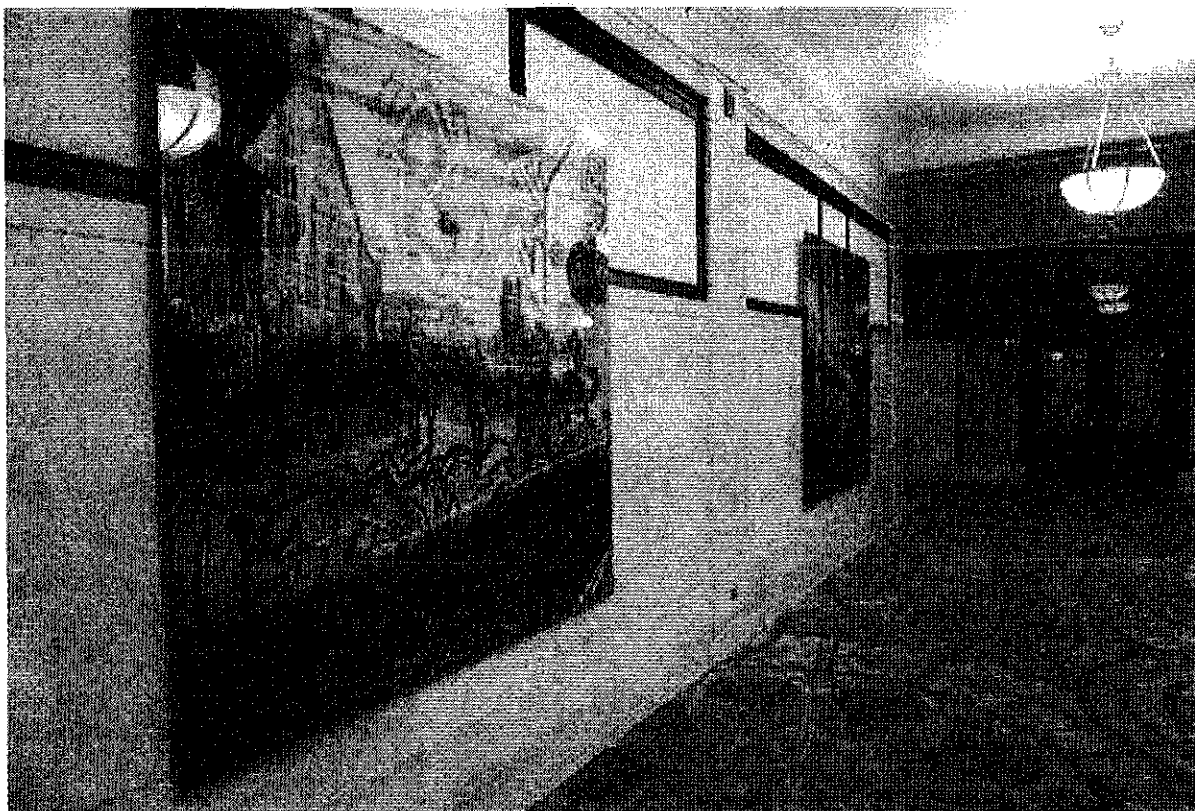
Maya Henry
June 24, 2016

What's old is new again. The Davis Companies, a Boston developer with Pittsburgh roots, purchased the Union Trust Building in late 2014 and has just unveiled the \$100 million restoration, and it's a stunner.

The Union Trust Building was designed by Frederick Osterling for Henry Clay Frick and opened in 1915. The 500,000- square-foot building takes up an entire city block and still contains a 400-seat theater, arcade shopping level, and dazzling 150-foot high stained glass atrium.

Over the next year, two restaurants will open on the first floor. Chef Derek Stevens, formerly of Eleven, will open Union Standard in the building this fall and seafood restaurant Eddie V's will occupy 9,400 square feet at Grant Street and Fifth Avenue by early next year.

New amenities include the 5,000-square-foot gym designed around the building's steel trusses, a state-of-the-art 70-seat presentation room, arcade coffee and spirits bar, and 28 pieces of original artwork curated by Charlotte Riggs of Boston Art.



ohn Barbiaux was one of five Pittsburgh artists chosen to create custom pieces of artwork for the hallways and atrium.

Riggs chose artists who could create pieces of art based on Pittsburgh that would be visually interesting to people who would see them every day as they traveled the hallways. The artworks have hidden layers and an "impressionistic look that can live with the building," says Riggs.

"Nothing more inspiring than to work out among some Pittsburgh steel," says project manager Chris Lasky.

The building is currently 60% occupied with mainly high-tech firms such as Truefit, a software development business that relocated to the Union Trust Building after 15 years in Cranberry. "We were so inspired by the vision of the building. After our acquisition of Gist, a design firm downtown, we thought this was the best place to bring everyone under the same roof," says Darrin Grove, CEO of Truefit. The company's sleek, modern offices are often open to the public for events such as meet-ups. Truefit's offices are located on the top floor of the building with incredible views looking out through glass over church spires.



Looking into Truefit's offices on the top floor of the Union Trust Building across an atrium with an amazing view. The building's corner atriums give the Flemish-gothic building a unique indoor/outdoor feel.

The largest expenses of the project were also the building's greatest challenges. A 190-car garage was added in the basement (valet parking for the building is available off William Penn Way). The terracotta roof was removed tile-by-tile, re-waterproofed and restored. Luckily the original 100-year-old molds were still in the basement so damaged tiles could be replaced.

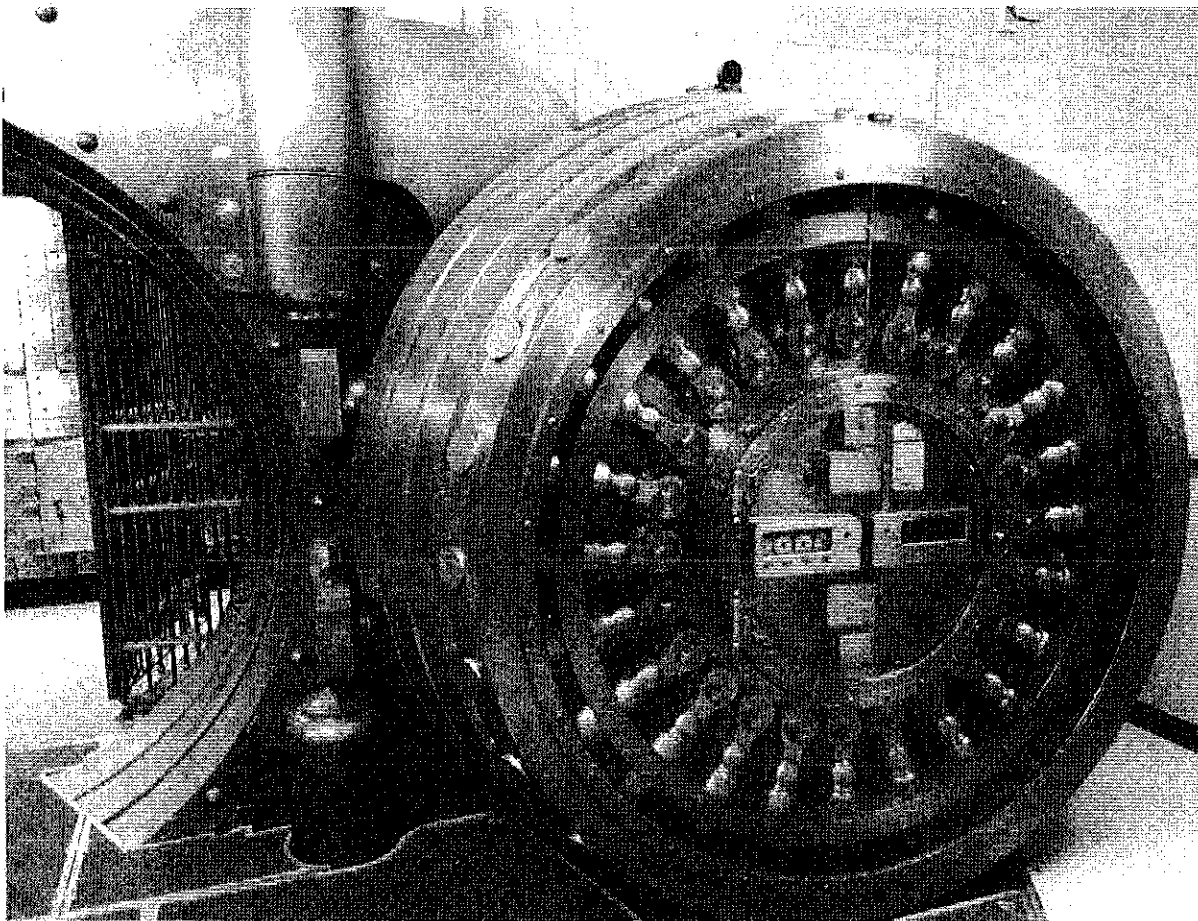
The entire heating, ventilation and air-conditioning system had to be added to the building; prior to the restoration chilled water and HVAC were pumped in from a building across the street via a network of underground tunnels.

The Davis Companies is utilizing Federal and State Historic Tax Credits for the project. "We could have done it without the tax credits," says Chris Lasky, vice president of development for The Davis Companies and project manager for the Union Trust Building restoration. "But we could not have done this without them," he says, gesturing to the light fixtures and plush, colorful hallway carpeting. Restoration architecture work was provided by Elkus Manfredi Architects and architect of record was Perfido Weiskopf Wagstaff + Goettel.



Custom rugs from New Zealand complement the Pittsburgh-themed artwork.

Future plans call for a \$2.2 million renovation of the 400-seat theater and the conversion of two old safe deposit box vaults into a possible martini bar or small plates restaurant.



Cheers! This safe could be the future home of a martini bar.

From: <http://www.nextpittsburgh.com/city-design/inside-union-trust-building/#>

A picture is worth a thousand words!

This is what can be done with a 1915 building and \$100 million dollars.

- Maria Luisa Castellanos



**MULTNOMAH COUNTY, OREGON, CIRCUIT COURT
NEW CENTRAL COURTHOUSE PLANNING AND SPACE
PROGRAMMING
FINAL REPORT**

AUGUST 2014

National Center for State Courts

Chang-Ming Yeh, Principal Judicial Facility Planner, Project Director
Gordon Griller, Principal Court Management Consultant
Nathan Hall, Court Management Consultant
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data exchange increases, hardware devices will continue to be further miniaturized and wirelessly enabled. Satellite and internet access will be commonplace.³

Courthouse building design decisions must be made regarding wireless and fiber-optic cabling throughout the courthouse to enable both encrypted and open public electronic access systems. Bench and staff computer use will be widespread in courtrooms, hearing/conference rooms, and offices. Electronic filing and paper-on-demand will permit increasing amounts of electronic information to be transmitted and utilized without conversion to hard copy. Electronic signage and digitized case display information have proven helpful regarding way-finding in many courthouses. Video and audio recording in courtrooms, hearing rooms, and chambers is becoming more widespread among trial courts nationwide and will continue to expand. Some courts are using touch-activated kiosk check-in systems outside courtrooms to identify parties and lawyers present and ready for a proceeding; daily calendars are automatically re-sorted avoiding wasted time calling the calendar in the courtroom.⁴

Effectively programming technology use within the building will require judges, staff, and architects to strategize how the Court envisions the increased employment of high-speed electronic data, voice, and images. The building will be cabled for both Multnomah County and Oregon Judicial Branch computer networks and network outlets in all shared spaces need to permit connection to either the state or county networks; this architecture reflects the reality that the Courthouse will have both state and county tenants.

The Oregon Judicial Branch and court officials in Multnomah County are also planning widespread electronic “customer2court” connections between the public and court offices. Many courts (i.e., Iowa, Utah) are moving in this direction, essentially paralleling the changes taking place in banking, air travel, retailing, and other businesses to reduce handling, storage, and personnel costs while serving customers faster. Today, in Iowa, as an example, small claims cases – most of which are filed by self-represented litigants in any jurisdiction in America – must be submitted in electronic form.

2. Judicial Officers and Judges’ Support Staff

2.1. Collegial Chambers

In this new concept in housing judicial offices within a courthouse, judicial chambers are grouped together in a secure section of the courthouse rather than scattered throughout the building and attached to individual courtrooms. Collegial chambers are either located on the upper floors of the court building or in a limited number of strategic areas throughout the structure depending on its design.

³ 87% of American adults now use the internet, with near-saturation usage among those living in households earning \$75,000 or more (99%), young adults ages 18-29 (97%), and those with college degrees (97%). A full 68% of adults connect to the internet with mobile devices like smartphones or tablet computers. Source: Pew Research Center Report, February 2014.

⁴ Second Judicial District of Minnesota, Ramsey County (St. Paul).

Similar to a law office environment, collegial judicial suites provide for the joint, economical use of space. Typically, the spatial layout takes the form of a cluster of private offices for judges sharing a host of ancillary support spaces such as conference rooms, break rooms, work rooms, and restrooms. Such a design enhances security for judges and employees, simplifies the pooling of support staff, promotes cross training and job sharing among staff, economizes space (i.e., break rooms, supply/copying center, etc.), and encourages greater interaction and camaraderie among judges in what tends to be a rather isolated profession.

In such arrangements, it is expected that the court administrator would exercise management oversight and day-to-day supervision of judicial support staff to the extent court policy and rules permit. Controlled access to the judicial suite of offices and support staff areas is important, including a private elevator and stairwells as necessary. Modern law office space designs provide models for adoption including efficient traffic flow patterns such as a secure reception area with adjacent conference rooms where judges can meet visitors without bringing them into the chambers/office area.

The application of the collegial chambers concept is not a recent development and has a long-standing tradition in the appellate courts. Collegial chambers have appeared more frequently in limited jurisdiction courts because of the significant benefits in pooling staff resources and the relative ease in substituting judges on various dockets; the judicial chambers in both the Juvenile Justice Complex and the East County Courthouse were built on this collegial model. The design of collegial chambers for broader application in a general jurisdiction or unified trial court, such as exists in Oregon, has occurred more recently and is increasingly being viewed as a means for implementing dynamic courtroom assignment patterns. This is because it builds in flexibility for the calendaring and allocation of judicial officers and provides an opportunity for increased utilization of staff and facility resources.

Traditional arrangements of courtrooms and chambers fundamentally depend on new facility resources becoming available along with increases in judicial officer positions. Collegial chambers arrangements, on the other hand, remove the direct physical linkage between courtrooms and judicial chambers, providing an opportunity to dynamically adjust courtroom assignments. Over time, this can allow courts to better accommodate additional judicial positions and service demands given a fixed number of courtrooms.

2.2. Consolidated Judicial Staff

In a collegial chambers design plan, all judicial support staff (i.e., judicial assistants, courtroom clerks, and any law clerks) generally office in a common area with modular office cubicles in close proximity to their assigned, supervising judicial officer. Team-building, cross-training, and ease in covering staff absences is commonly enhanced. Sharing resources is more achievable as well.

In most unified state trial courts, including the Court in Multnomah County, judicial officers are either assigned or select their immediate support staff. The number, job classifications, tenure, and supervision of these employees, however, may vary widely among states depending on how courts are organized. Where trial courts are state-funded, such as they are in Oregon, the diversity among positions and their relationships to their supervising judges within the state is generally not as varied as in locally funded systems. Resultantly, teaming, cross-training, and mentoring is often easier to accomplish which, in turn, leads to greater work group efficiency. Where judicial support staff (i.e., judicial assistants, law clerks, etc.) are clustered together in common office areas, it further enhances this benefit.

As the Oregon Judicial Branch moves to a more digitized, electronic work environment with a new CMS, pressure for more standardized business practices related to data input, clerical processes, and judicial procedures will likely develop. Unquestionably, judges will remain independent in managing and making decisions in individual cases, but the way those decisions, rulings, and orders will be recorded, transmitted, and interpreted will undoubtedly become more uniform and standardized. Given this prospect, housing judges' support staff together will certainly help to enhance their collective skills, knowledge, and abilities to streamline and harmonize work necessitated by more widespread computerization of court records and judicial decisions.

A third advantage in grouping judicial staff together is specifically related to multi-judge urban courthouses where judicial assignments are often segmented by departments or divisions (e.g., criminal, civil, family) and judges occasionally rotate from one department to another during their careers. In these instances, judicial support staffs often move with their judge and are likewise required to learn new case and business processes as well. The opportunity to collaborate with nearby support staffs in learning new operating patterns is very helpful. Economies of scale in providing workplace equipment in a more centralized fashion (i.e., copiers, scanners, training tools, break facilities, etc.) allow greater efficiencies than when employees are dispersed in numerous locations.

3. Adjudication Space

3.1. Flexibly Assigned Courtrooms

It is observed that a new, collaborative approach to using courtrooms more dynamically or cooperatively is becoming a practice in many modern urban court design projects, such as courthouses in Maricopa County, Arizona; Mecklenburg County, North Carolina; Osceola County, Florida; and the Seattle Municipal Court in Washington. The concept necessitates fresh thinking in allocating courtrooms among judges by requiring courtrooms to be used by more than one judicial officer based on the nature of the matters litigated and/or the calendaring systems operated by the Court. No single judge "owns" his/her courtroom. Master calendaring, as operated by the Court, is uniquely suited to a shared courtroom approach where criminal and civil cases are channeled to courtrooms configured for specific case types.

Considerations in the flexible use of courtrooms include the need for adjacent, secure, dignified space (e.g., available conference rooms, non-used jury deliberation rooms, etc.) for meet-and-confer sessions between lawyers and their clients, discussions between the judge and attorneys, and witness waiting, as necessary.

Determining the assignment of courtrooms requires both an understanding of the judicial resource management issues within the court as well as an awareness of the operational benefits afforded by this configuration of adjudication space. In a traditional courtroom and chambers arrangement, the courtrooms are assigned to the judicial officers. To determine the assignment of courtrooms in a shared environment, however, requires a more sophisticated understanding of the judicial work circumstances, caseflow practices, settlement points and rates, and local legal culture regarding case dispositions.

Although there is no simple, universal formula for determining courtroom sharing patterns, the Court is positioned well to accommodate the flexible assignment of courtrooms by virtue of two important factors:

- *Jurisdiction Size.* Larger courts generally have a greater ability to segregate and delineate case types among a bigger resource pool. This in turn can result in more efficient utilization of judicial and facility resources, especially where the majority of proceedings for civil, criminal, and family court matters occur in one building as they do in Portland.
- *Court Calendaring.* The master calendar system presently used by the Court for civil and criminal case assignments facilitates the flexible allocation of judicial resources among courtrooms. It can be quite effective when judges do not have permanently assigned courtrooms and cases can be assigned based solely on how case types and scheduled proceedings match available courtroom space.

3.2. Courtroom Sizes and Configurations

For the most part, courtroom sizes should be standardized. To do so permits maximum flexibility in configuring space and adjusting to any potential future calendaring and case volume variations. Generally, different proceeding types can be accommodated by systematizing the bench area and reducing or enlarging the spectator seating. Family Law and juvenile cases do not involve juries but commonly need substantial space in the well of the court for a variety of advocates in domestic relations and dependency matters representing parents, the state, the children and other interested parties. Since contested domestic violence cases in the DV Court are jury-eligible matters, these trials will be set for a jury trial courtroom assigned to the Family Court Judge, as needed. Criminal and civil cases allow juries but generally don't need large well space. Criminal cases often involve in-custody defendants so clustering those courtrooms together near secure defense attorney/in-custody defendant interview rooms is wise. Given a larger, centralized prisoner holding area in the basement of the new Central Courthouse, there need be only a few secure holding areas on the upper floors in the building located nearer to the courtrooms which are anticipated to conduct higher volumes of in-custody dockets. In addition

Question: Should new or remodeled court space be designed, developed, and built to support and emphasize collegial judicial chambers and shared courtrooms?

Answer: Yes, when and if there is either substantial remodeling in the Historic Courthouse or relocations of portions of the Court's adjudication process to buildings outside the Courthouse.

Background: A national trend is growing toward building collegial judicial suites, as well as the construction of shared courtrooms and away from the traditional courthouse model of one courtroom to one chambers, each one-to-one set assigned to a specific judicial officer. Similar to a law office environment, collegial judicial suites and the joint use of common areas...in a law office environment, it means conference and client meeting rooms; in a courthouse, it means courtrooms...are increasing in popularity not only because of spatial economies; but, because of opportunities for shared resources, increased security for judicial officers and staff, and the indirect benefits of creating a stronger, collaborative judicial community.

In this new approach, chambers are clustered together in a secure section of a courthouse rather than scattered throughout the building attached to separate courtrooms. Collegial judicial suites in new courthouses are often located on the uppermost floors or in strategically secured areas behind courtrooms, allowing for increased safety and better controlled access to judicial officers and support staff. Shared courtrooms are also recognized as an efficient use of space and a growing best practice, especially in times of limited resources and underutilized jury trial courtrooms.

A shared courtroom is one used routinely by more than one judicial officer based on the nature of the matter litigated and/or the calendaring system utilized by the court. Rarely does jury courtroom utilization reach 100 percent. However, caseflow experts generally conclude that general jurisdiction trial courtrooms in use for formal litigation more than 50 percent of the time are indicative of an inefficient caseflow system.¹ This is by virtue of the fact that most general jurisdiction cases – whether criminal or civil – are resolved without trial, but require judicial attention to prompt resolution. Often the attention comes in the form of quick hearings or conferences in the courtroom (motions, pretrials, settlement conferences, sentencings, pleas etc.) or consultations in chambers, jury deliberation rooms, or conference rooms rather than protracted formal trials.

In today's world, jury courtrooms often sit vacant for two reasons. First, there are noticeably fewer formal court hearings and a confirmed decrease in trial rates over the last three decades nationwide. The numbers of criminal and civil jury trials in state and

¹ National Center caseflow studies and observations.

federal courts have been declining steadily according to the Center for Jury Studies at the National Center for State Courts.² Since 1976, as an example, the number of civil jury trials decreased about two-thirds in both state and federal courts while the number of filings and dispositions continued to rise dramatically.³ Although there are many causal factors, chief among them are the burgeoning use and availability of mediation, arbitration and other forms of alternative dispute resolution, and active early settlement and issues' resolution conferences by judges during the pretrial stages of a case.⁴ The judicial system in Polk County has a number of court-based services in place to increase the likelihood for early and party-based resolution. Smart caseload management is centered on reducing trial court delay by promoting settlement at the front-end of the process to reduce both cost and delay in litigation at the back-end.

Secondly, responsible pretrial caseload management techniques frequently require judges to "work the case" in more informal settings such as chambers (provided the chambers area is large enough to accommodate a number of participants), or conference rooms adjacent to chambers' areas. Also, it should be noted that more specialized courtrooms have increasingly appeared in response to the reduction in jury trials. In newer courthouses, criminal pretrials are frequently scheduled en masse for in-custody defendants in specially secured courtrooms without jury boxes, but including appropriate adjacent space for attorney/client conferences to review plea agreements.⁵

² Additional information on trial trends in state courts can be obtained by referencing the Court Statistics Project of the National Center for State Courts (http://www.ncsconline.org/D_Research/csp/CSP_Main_Page.html) while additional data regarding the "Vanishing Trials Project" can be obtained by contacting the Litigation Section of the American Bar Association (<http://www.abanet.org/litigation/taskforces/cji/>). The Knowledge and Information Services Division at the National Center is also a good source of updated information at http://www.ncsconline.org/D_KIS/index.html.

³ A number of in depth studies over the years have been conducted on trial trends. The most recent reviewed data samples from state trial courts over a 26-year period from 1976 to 2002. Conducted by the National Center, it was published in the *Journal of Empirical Legal Studies* in November 2004. In addition to the actual trial numbers, trial rates have been also assessed. The use of trial rates standardizes the variations that are inherent in states of different sizes and with different disposition trends, thus allowing for better comparisons to be made among states. In 1976, the starting point for the felony trial trend, there were 52 felony jury trials per 1,000 felony dispositions (approximately 5 percent of all felony dispositions) and 37 felony bench trials per 1,000 felony dispositions. By 2002, the felony jury trial rate had fallen to 22 jury trials per 1,000 dispositions, or just over 2 percent of all felony dispositions, while the felony bench trial rate fell to 10 trials per 1,000 dispositions. Similarly, civil jury trial rates in general jurisdiction courts fell from 1992 to 2002, from 18 trials per 1,000 civil dispositions to 13 trials per 1,000 dispositions. General civil bench trial rates experienced no change; both the 1992 and 2002 bench trial rates were 43 trials per 1,000 dispositions. Source: Court Statistics Project, National Center for State Courts.

⁴ Nationwide, general jurisdiction trial courts rarely try to verdict more than 2 to 5 percent of the cases filed, yet the typical courthouse is often structured as if every case will be formally litigated by jury trial.

⁵ Two jury courtrooms at the Polk County Courthouse are currently being used for pretrials and front-end in-custody hearings. The jury box is used as seating space for prisoners; notably a somewhat dangerous and chaotic practice.

Drug courts are another example of jury-rigged⁶ or contorted courtroom space in many older courthouses, including Polk County. These specialty courts are an example of what judicial administration has begun to label "problem-solving courts."⁷ They follow a medical/behavioral model in applying progressive sanctions coupled with evidence-based treatment regimes for chemical addictions and behavioral problems. Recidivism rates have been shown to be much less for defendants handled in these settings. Space requirements are quite different than traditional jury courtrooms, generally entailing unique areas for conferences, caseload staff, lawyers, treatment providers, and probation adjacent to the courtroom. The striking difference in these new approaches is the absence of the adversarial model and in its place a much more interactive, team approach among prosecution, defense and support services.

Regarding shared courtrooms, it can be argued that the District Court in Polk County largely does so now from the standpoint that district judges (except probate court) routinely move assignments every one to two years and most associate district judges (except juvenile court) change calendars every six months. Additionally, there is a culture of relinquishing larger courtrooms by their "resident" judges to other jurists when multi-party or complicated trials necessitate it.

Further, it is an acknowledged fact that judges in general jurisdiction trials are required, in the course of formal litigation, to occasionally recess a trial for private conferences with lawyers and/or other participants in chambers. District judges in Polk County do so. Any widespread, effective, shared courtroom plan would call for accessible, confidential "meet and confer areas" near the courtrooms should resident chambers not be located adjacent to permanently assigned courtrooms. How to accomplish that in the Polk County Courthouse is challenging; likely requiring additional non-adjudication functions to vacate the building and substantial, well thought-out remodeling.

As possible, courtroom locations in the Polk County Courthouse are currently clustered by function. For the most part, civil trial courtrooms, generally having smaller numbers of participants and presenting fewer security problems than criminal cases, are located on the upper floors. Higher volume criminal matters are sited on the lower floors along with juvenile hearings. Exceptions

⁶ "Jury-rig" is a term referring to makeshift changes created with only the materials that happen to be on hand. Originally a nautical term on sailing ships a jury rig is a replacement mast and yards (a horizontal spar used with square sails to which the sails are attached) improvised in case of damage or loss of the original mast. It has nothing to do with juries in a court setting.

⁷ Some researchers term these new approaches diagnostic adjudication or therapeutic justice. Essentially, the approach is a combination of therapy and accountability for the offender, and restoration for the victim and community. Drug courts, mental health courts, homeless courts, juvenile courts, teen courts, quality-of-life courts (prostitution, ordinance violations, vagrancy, etc.), and prison re-entry courts are examples.

are two busy Family Courtrooms located on the fourth floor presenting both congestion and security issues.⁸ It should, also, be noted that unresolved contested cases in family law, and to a smaller extent overflow criminal cases in exigent circumstances, are heard by eleven district judges on the civil docket. This does tend to exacerbate space and security problems generally throughout the courthouse.

Analysis: Collegial judicial suites provide the opportunity for...

- a law firm-like, efficient environment;
- shared judicial officer, court staff, technical and supply resources;
- a less encumbered exchange of legal and case-related information among judicial officers and judicial support staff;
- a convenient and more informal mentoring process for new judicial officers;
- a stronger commitment to judicial community and the court as an institution; and
- a heightened level of safety and protection for judicial officers consistent with separate courthouse zones of security.

All judicial and suite support staff (e.g. court attendant, court reporters) would office in a common area with modular office cubicles in close proximity to their assigned judicial officers. Team-building, cross-training, and ease in covering staff absences will be enhanced. Sharing resources are more achievable as well.

The configuration of judicial officer and support staff for associate district judges would be similar, only the location will change to congregate them near juvenile, front-end felony, and misdemeanor courtrooms. Associate judges frequently share courtrooms now. A first floor location in the courthouse or specialized space in other areas can more effectively accommodate high case volumes accompanied by shorter adjudication processes, ease of public access into and out of court facilities, more trouble-free "way-finding" by the public once inside court buildings, and reduced overall building infrastructure stress (e.g. elevators, restrooms, hallways).

In addition to the effective use of limited resources and the chances that a one-to-one ratio of courtrooms to judges will likely never achieve 100 percent utilization, shared courtrooms offer the benefits of increased usage of existing courtrooms, the equitable assignment of dignified and more spacious courtrooms for all case types⁹, and the very real possibility of courtroom design and

⁸ Suggestions by some court leaders to move Juvenile Court functions out of the Courthouse and Family Court to the first floor are responsible directions to pursue.

⁹ Family and juvenile court judges are often assigned to smaller and less formidable courtrooms because there is no need for jury space. This often creates the perception to the litigants and the legal community that family and juvenile court cases are not as important as civil and criminal cases. Additionally, smaller courtrooms are confining when parties are in conflict and numerous participants are present.

development by function rather than one archetypical courtroom template.¹⁰ Considerations that must be included in a shared courtroom environment, however, include the administrative resources and processes devoted to courtroom scheduling; and the need for an adjacent, private, dignified space (e.g. dedicated conference facilities, non-used jury deliberation rooms, etc.) for traditionally "in chambers" discussions and work areas for judicial officers to temporarily retire during short breaks and recesses to make telephone calls, confer with her/his staff or lawyers, perform legal research, check e-mail, etc.

Finally, current judicial culture is often laden with the perceptions of courtroom entitlement; that justice is tied to the ensured availability of a courtroom; and that the difficulties of scheduling judges to a limited number of courtrooms is an overwhelming administrative task.¹¹ Although some judges interviewed expressed openness to the shared courtroom concept, district judges in Polk County are generally accustomed to permanently assigned courtrooms for each judicial officer. It is important to note that unassigned courtroom scheduling does work in many general jurisdiction courts across America, but to move to that pattern in Polk County will require a willingness to change and adapt to new work patterns on the part of the judges. One factor which may encourage change is the current deplorable condition of many of the courtrooms and chambers in the Courthouse and the likelihood that with significant remodeling things will be much better.¹²

Advice:

In addition to the very real savings in space and dollars, collegial judicial suites offer a host of benefits. The Court should be mindful of the space implications, of course; but the real pluses in collegial judicial suites for Polk County lay in the anticipated enhancement to judicial and court culture, economies realized in support staff assignments, the potential for better and more useable space, and improved safety and security for judicial officers. It is upon this basis the NCSC believes the Court's decision should be predicated.

Overcoming a culture of judicial entitlement and the tradition of a one-to-one ratio of judges-to-courtrooms will be the greatest challenge in moving to shared courtrooms. However, court researchers are acutely aware of the limited number of cases that go to trial, nationally and locally, as well as the substantial efforts and services of the Court toward early resolution of cases. A shared courtroom concept is a reasonable option, NCSC consultants feel, for the better use of adjudication space in light of vanishing

¹⁰ For example, courtrooms could be designed by court functions such as arraignments, motion hearings, jury trials, bench trials, sentencing, etc.

¹¹ See *Courthouse Construction: Information on Courtroom Sharing*, United States General Accounting Office, April 2002, Washington, D.C.

¹² There are many District courtrooms that have no private ingress or egress to the attached chambers, a courtroom and chambers that must be disinfected weekly to avoid a roach infestation, another where the air conditioning noise is so bad proceedings have to be recessed from time to time, and at least two where heat and cooling cannot be controlled effectively in either winter or summer.

formal litigation, the growth of more informal problem-solving judicial forums, and the extremely dysfunctional space the Court endures at the moment in the Historic Polk County Courthouse.

To a certain extent, high-volume, short-cause calendars assigned to associate district judges, juvenile judges or magistrates - most dockets handled by these judicial officers are brief, fast acting ones - or those district judges on one-year exclusive assignments - principally family and criminal - take place in special-purpose courtrooms now. Judges assigned to these highly rotated calendars are somewhat fungible; traveling from one location to another to conduct court in a multi-use courtroom is therefore not unusual. The 11 district judge general civil calendars, each having a one-to-one chamber to courtroom ratio, have potential for sharing in a newly configured courthouse. A commonly seen general jurisdiction ratio of chambers to courtrooms in this new model is 1 to 0.75 or 1 to 0.80, essentially 4 chambers to 3 courtrooms or 5 chambers to 4 courtrooms, respectively. Caution is advised in making a leap to this new design within the Old Courthouse as it exists today. Workable collegial chambers and shared courtroom patterns within the confines of the present layout would be exceedingly problematic due to the varied and contorted condition of many courtrooms, poor chamber and courtroom configurations,¹³ difficulties in travel distances, and inherent security problems within the building.

In both issues of collegial judicial suites and shared courtrooms, work toward that model should begin concurrent with planning for broadscoped development of new space for the Court. It is a recognized smarter, efficient, and more citizen-friendly way of doing business.¹⁴

¹³ In some instances, judges cannot enter or leave their chambers without going through their courtrooms. Some chambers are too small to conduct status conferences with lawyers and the parties; others are not acoustically soundproof, and many do not meet recognized national security standards and guidelines.

¹⁴ Citizen wayfinding within the courthouse is enhanced when calendar assignments and courtrooms remain static.

LIFE-CYCLE COST ANALYSIS (LCCA) (NEW CIVIL COURTHOUSE VS. MIAMI-DADE COUNTY COURTHOUSE)														
BUILDINGS:	Initial Construction Cost		LCCA Cost 2025-2035 10 Years		Initial + Accumulative LCCA Cost Total 10 Years	LCCA Cost 2035-2045 10 Years		Initial + Accumulative LCCA Cost Total 20 Years	LCCA Cost 2045-2055 10 Years		Initial + Accumulative LCCA Cost Total 30 Years	LCCA Cost 2055-2065 10 Years		Initial + Accumulative LCCA Cost Total 40 Years
	%	Initial Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost	%	LCCA Cost
New Civil Courthouse	N/A	\$ 361,000,000	14.22%	\$ 51,341,130	\$ 412,341,130	15.22%	\$ 54,951,130	\$ 467,292,260	16.22%	\$ 58,561,130	\$ 525,853,390	17.22%	\$ 62,171,130	\$ 588,024,520
Miami-Dade County Courthouse Retrofit	N/A	\$ 85,514,407	115.32%	\$ 98,728,008	\$ 184,342,415	49.77%	\$ 42,611,441	\$ 226,953,856	56.60%	\$ 48,456,017	\$ 275,409,873	63.42%	\$ 54,300,593	\$ 329,710,466

\$ 588,024,520 Total LCCA Costs, including initial construction costs, for the next 40 years for New Civil Courthouse

\$ 329,710,466 Total LCCA Costs, including budgeted and unbudgeted construction costs, for the next 40 years for Miami-Dade County Courthouse Retrofit

\$ 258,314,054 Difference in Total LCCA between New Civil Courthouse and the Miami-Dade County Courthouse retrofit.

\$ 47,000,000 Available GOB Funds

\$211,314,054 Funding Gap over the next 40 Years

Typical Yearly Operating and Maintenance Costs / Building:

\$4,953,613 / Year - New Civil Courthouse

\$2,800,000 / Year - Miami-Dade County Courthouse Retrofit

General Note:

1. Future construction costs are not adjusted for inflation nor construction cost escalation.
2. LCCA % is a Percentage Factor of the Initial Construction Costs.

Updated: September 14, 2016.