

# GETTING BETTER COURTHOUSES IN CHALLENGING TIMES

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1. The New Economic Reality
2. Strategies for Maximizing Existing Resources

Today's Discussion

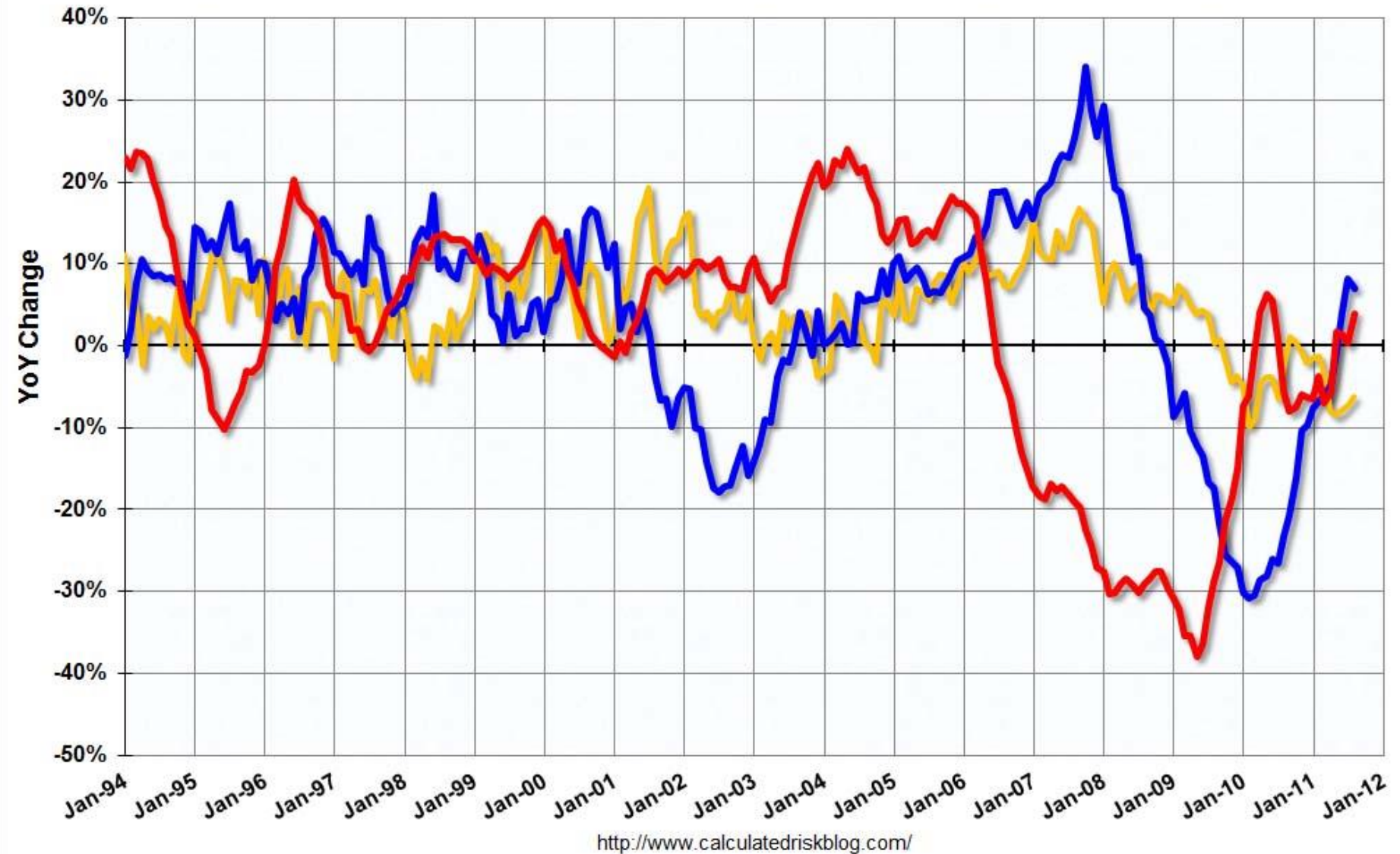
1.

# THE NEW ECONOMIC REALITY



## YoY Change, Construction Spending

Public Non-Residential Residential



# The New Economic Reality



# Value of Public Construction Put in Place - Seasonally Adjusted Annual Rate

(Millions of dollars. Details may not add to totals due to rounding.)

ALL PUBLIC

Type of Construction:	Aug 2011 <sup>P</sup>	Jul 2011 <sup>r</sup>	Jun 2011 <sup>r</sup>	May 2011	Apr 2011	Aug 2010	Percent change Aug 2011 from -	
							Jul 2011	Aug 2010
<b>Total Public Construction<sup>1</sup></b>	288,164	279,433	283,713	278,533	279,828	307,649	3.1	-6.3
Residential	8,250	7,580	8,334	8,181	8,753	10,372	8.8	-20.5
Nonresidential	279,915	271,852	275,379	270,353	271,074	297,278	3.0	-5.8
Office	11,079	11,026	11,917	11,754	12,011	12,616	0.5	-12.2
Commercial	3,485	3,612	3,529	3,876	3,463	3,167	-3.5	10.0
Health care	10,936	11,177	11,287	10,826	10,661	9,696	-2.2	12.8
Educational	72,722	69,753	71,246	69,532	69,979	76,145	4.3	-4.5
Public safety	9,868	9,398	10,072	9,762	9,644	10,609	5.0	-7.0
Amusement and recreation	8,949	8,692	8,857	9,002	8,839	11,000	3.0	-18.6
Transportation	24,855	24,315	25,355	25,447	26,086	27,843	2.2	-10.7
Power	12,229	12,669	13,108	11,632	12,151	12,275	-3.5	-0.4
Highway and street	80,171	77,432	76,360	74,794	74,799	83,504	3.5	-4.0
Sewage and waste disposal	23,193	22,106	22,509	22,442	22,049	26,773	4.9	-13.4
Water supply	13,763	13,496	12,508	12,640	12,987	15,604	2.0	-11.8
Conservation and development	7,231	6,786	7,089	7,301	7,249	6,756	6.6	7.0

FEDERAL

Type of Construction:	Aug 2011 <sup>P</sup>	Jul 2011 <sup>r</sup>	Jun 2011 <sup>r</sup>	May 2011	Apr 2011	Aug 2010	Percent change Aug 2011 from -	
							Jul 2011	Aug 2010
<b>Total Federal Construction<sup>2</sup></b>	27,954	28,098	29,210	29,836	29,230	29,723	-0.5	-6.0
Residential	2,064	1,979	2,086	2,079	2,420	2,333	4.3	-11.5
Nonresidential	25,890	26,119	27,123	27,757	26,811	27,391	-0.9	-5.5
Office	3,898	3,946	4,028	4,015	3,946	4,096	-1.2	-4.8
Commercial	1,611	1,690	1,753	1,649	1,613	1,401	-4.7	15.0
Health care	3,741	3,850	4,078	3,990	3,651	3,391	-2.8	10.3
Educational	2,580	2,765	3,089	3,412	3,442	3,108	-6.7	-17.0
Public safety	2,708	2,415	2,486	2,466	2,491	3,346	12.1	-19.1
Amusement and recreation	575	670	697	709	589	774	-14.2	-25.7
Transportation	1,839	1,905	1,849	1,850	1,652	1,986	-3.5	-7.4
Power	1,324	1,307	1,293	1,353	1,270	1,164	1.3	13.7
Highway and street	775	799	846	929	822	1,318	-3.0	-41.2
Conservation and development	4,721	4,818	4,787	5,413	5,354	4,868	-2.0	-3.0

Source: U.S. Census Bureau

# The New Economic Reality

## Construction Spending in U.S. Unexpectedly Increases as Multifamily Gains

By Shobhana Chandra

October 03, 2011 10:00 AM EDT

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Construction spending in the U.S. unexpectedly rebounded in August, propelled by the biggest jump in state and local government outlays in more than two years.

The 1.4 percent gain reversed the revised 1.4 percent drop in July, Commerce Department figures showed today in Washington. The median estimate of 52 economists surveyed by Bloomberg News called for a 0.2 percent decline. The industry was up 1.4 percent from August 2010 before adjusting for seasonal variations, the first positive reading this year.

Increased building of multifamily residences, like apartments and townhouses, adds to evidence that Americans are moving away from home buying in favor of renting. Even with the gain in state and local spending in August, public construction was down 5.3 percent from a year earlier, showing the pain caused by budget cuts.

“Home sales and housing construction continue to struggle,” [Steven Wood](#), president of Insight Economics LLC in Danville, [California](#), said before the report. Public projects face “increasingly difficult budget conditions,” he said.

Estimates in the Bloomberg survey ranged from an increase of 1.2 percent to a drop of 1.1 percent. The prior month’s reading was previously reported as a 1.3 percent decline.

Private construction spending rose 0.4 percent. Homebuilding outlays increased 0.7 percent, while private non-residential projects climbed 0.2 percent.

Spending by public entities jumped 3.1 percent from the prior month, the most since February 2009. Federal construction spending fell 0.5 percent, a third consecutive drop, while state and local agencies spent 3.5 percent more.

### [Government Spending](#)

The gain in total government spending reflected increases in the building of schools, streets and highways and waste disposal plants.

# The New Economic Reality

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## Local News

May 3, 2010

# Budget shortfall forces court staff reductions statewide

The Times-Tribune

CORBIN — By Ronnie Ellis / CNHI News Service

The state's court system will eliminate 113 non-elected positions, including some trial commissioners, and eliminated Family and Juvenile Drug Courts to save \$6.7 million in the next fiscal year. Even with the cushion of a \$26.5 million carry-forward, the reductions are necessary to help offset a \$33.3 million shortfall between the cost of operations and

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FROM THE PULITZER PRIZE-WINNERS  
STEVEN NAIFEH AND GREGORY WHITE SMITH



## Staff cuts slow course of justice in Trial Court

September 26, 2011 | By Milton J. Valencia, Globe Staff

Years of sustained budget cuts to the state Trial Court system are starting to reach what administrators called a visible breaking point, with the reductions becoming increasingly apparent in everyday public proceedings.

Just last week, for instance, a Suffolk Superior Court judge had to wait more than two hours for a clerk to arrive from another session before conducting public business, causing him to look at his caseload and vent, "I'll tend to it, as soon as I can get a clerk."

## Juvenile court staff facing cuts

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6 people recommend this.

By: [JEREMY WISE](#)

Published: April 01, 2011

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ENTERPRISE, Ala. -- Due to an impending \$4 million cut in its expenditures, Alabama's Unified Justice System is proposing elimination of 150 jobs, two of which could affect Coffee County's Juvenile Court.

Coffee County District Judge Paul Sherling received notice from the Administrative Director of Courts Monday that two local juvenile probation officers will lose their jobs by May 1 unless more funding becomes available.

That would amount to a 50 percent reduction in the local juvenile probation workforce.

If the cutbacks become permanent, there would be no choice but to eliminate the Early Warning School Intervention court and suspend all Child in Need of Supervision (CHINS) cases, Sherling said.

# The New Economic Reality

## Preliminary Report on the Effect of Judicial Budget Cuts On New York State Courts

- **Staffing** - Court system has 1,151 fewer since August 2010.
- **Security** - Reductions in the numbers of court officers assigned.
- **Jurors** - Twenty percent fewer jurors will be called leading to trial delays
- **Judicial Hearing Officers** - The use of Judicial Hearing Officers, retired and experienced judges who performed key functions in many courts, was reduced.
- **Access to Court Buildings** - Hours of operation were reduced making trials more expensive. Small Claims Court now operates one night per week, rather than four.
- **Court Programs in Family Court** - Child care facilities were reduced in Family Courts and eliminated in all other courts.
- **Mediation programs** - in Family Court were significantly reduced, increasing the burden on the rest of the court.

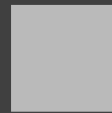
# Operational Indicators

- Changing Caseloads
- Staffing Reductions
- Greater Use of Technology
- Services Provided Online

The New Economic Reality

2

**STRATEGIES  
FOR  
MAXIMIZING  
EXISTING  
COURTHOUSES**





# Columbus Municipal Court



Case Studies

# Columbus Municipal Court

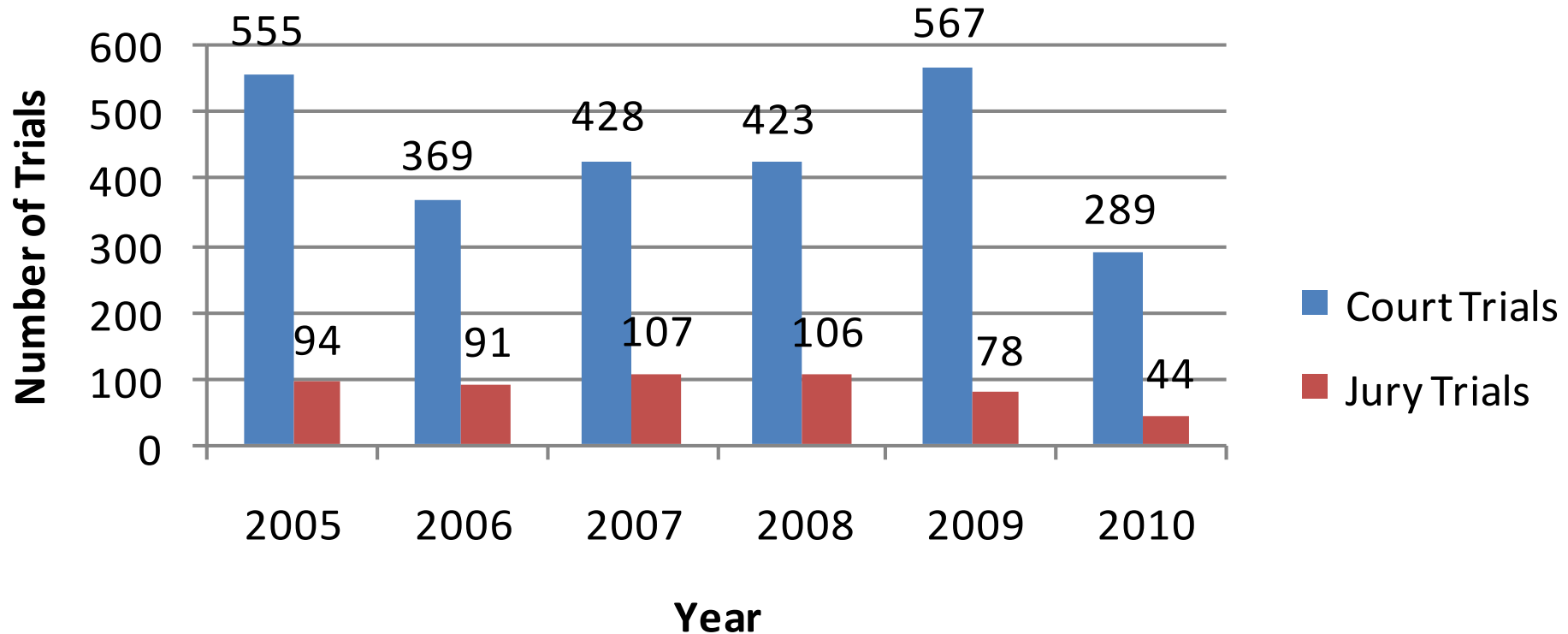
## Cases Filed: 2003-2009

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	Avg. Annual Change (%)
<b>CIVIL</b>	<b>52,873</b>	52,853	54,450	55,969	60,728	61,208	55,952	
Percent change		0.0%	3.0%	2.8%	8.5%	0.8%	-8.6%	1.0%
Cumulative percent change		0.0%	3.0%	5.9%	14.9%	15.8%	5.8%	
<b>ENVIRONMENTAL</b>	<b>11,131</b>	11,407	10,018	11,810	11,406	11,760	10,252	
Percent change		2.5%	-12.2%	17.9%	-3.4%	3.1%	-12.8%	-1.3%
Cumulative percent change		2.5%	-10.0%	6.1%	2.5%	5.7%	-7.9%	
<b>CRIMINAL</b>	<b>49,331</b>	48,885	47,594	47,949	46,933	43,541	42,352	
Percent change		-0.9%	-2.6%	0.7%	-2.1%	-7.2%	-2.7%	-2.4%
Cumulative percent change		-0.9%	-3.5%	-2.8%	-4.9%	-11.7%	-14.1%	
<b>TRAFFIC</b>	<b>206,343</b>	191,886	199,890	192,307	189,093	181,760	182,288	
Percent change		-7.0%	4.2%	-3.8%	-1.7%	-3.9%	0.3%	-1.9%
Cumulative percent change		-7.0%	-3.1%	-6.8%	-8.4%	-11.9%	-11.7%	
<b>TOTAL</b>	<b>319,678</b>	<b>305,031</b>	<b>311,952</b>	<b>308,035</b>	<b>308,160</b>	<b>298,269</b>	<b>290,844</b>	
Percent change		-4.6%	2.3%	-1.3%	0.0%	-3.2%	-2.5%	-1.5%
Cumulative percent change		-4.6%	-2.4%	-3.6%	-3.6%	-6.7%	-9.0%	



# Columbus Municipal Court

## Trials by Type





Case Study – Columbus Municipal Court





Case Study – Columbus Municipal Court






Case Study – Columbus Municipal Court



Case Study – Columbus Municipal Court



An aerial photograph of a city grid, likely Columbus, Ohio, showing a dense arrangement of buildings and streets. A semi-transparent dark grey overlay covers the entire image, providing a background for the text.

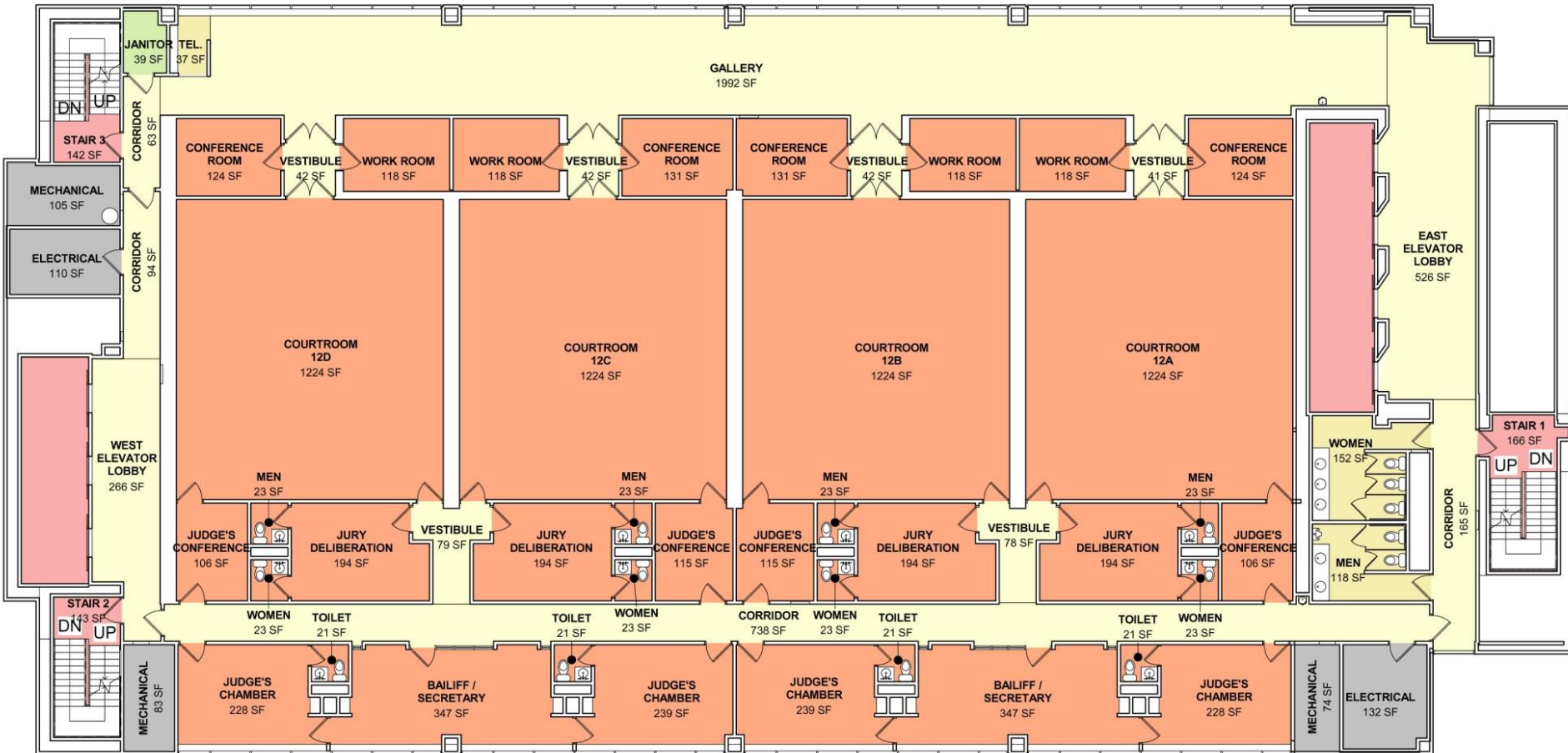
Achieve a modern courthouse  
design and operations within  
the space available in the  
existing building

Case Study – Columbus Municipal Court

# Strategies for Aligning Square Footage to Space Available

- Shared support spaces
- Right-sizing all staff workstations
- Technology Implementation
- Purpose-built courtrooms
- Ratio of court support to courtrooms

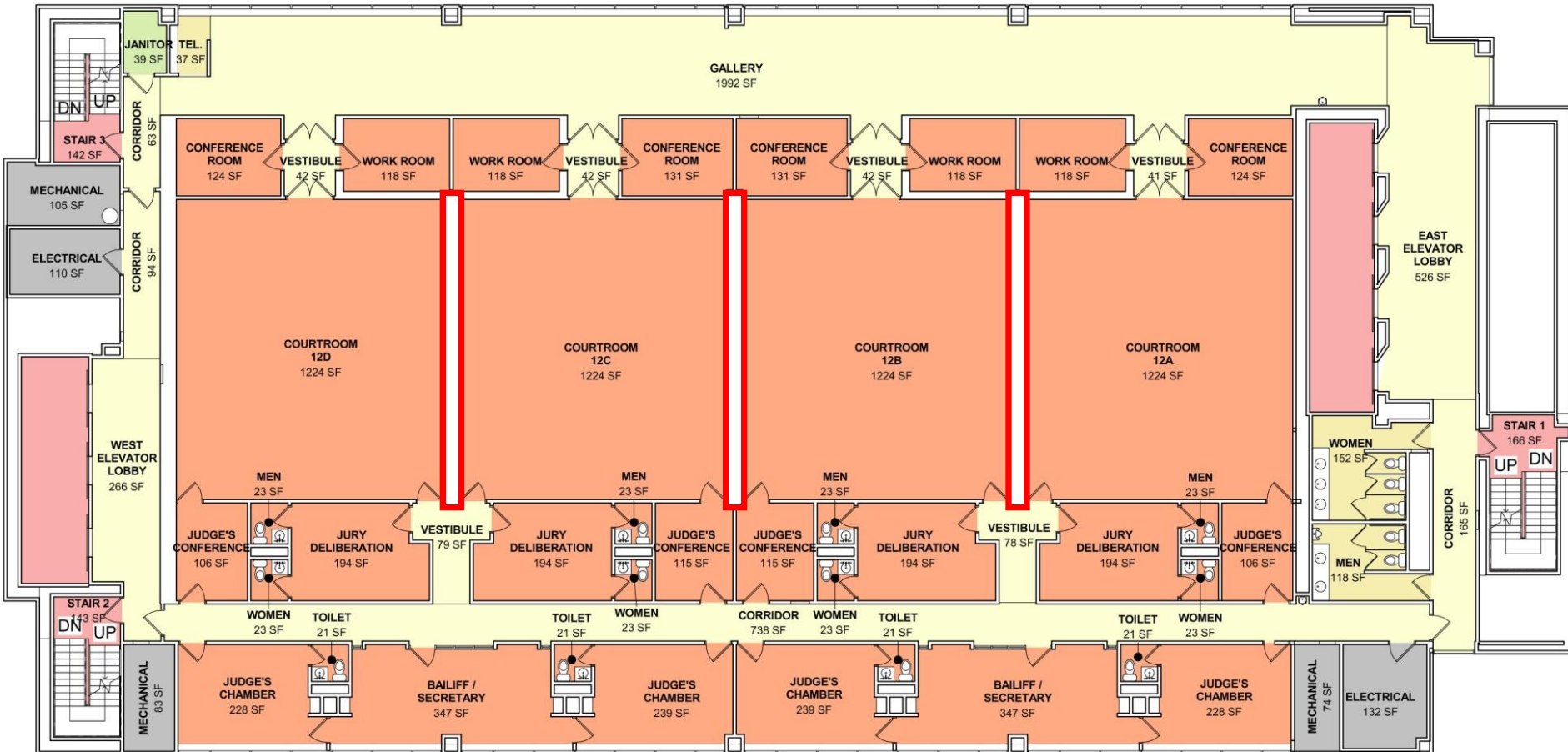
# Existing Court Floor



Case Study – Columbus Municipal Court

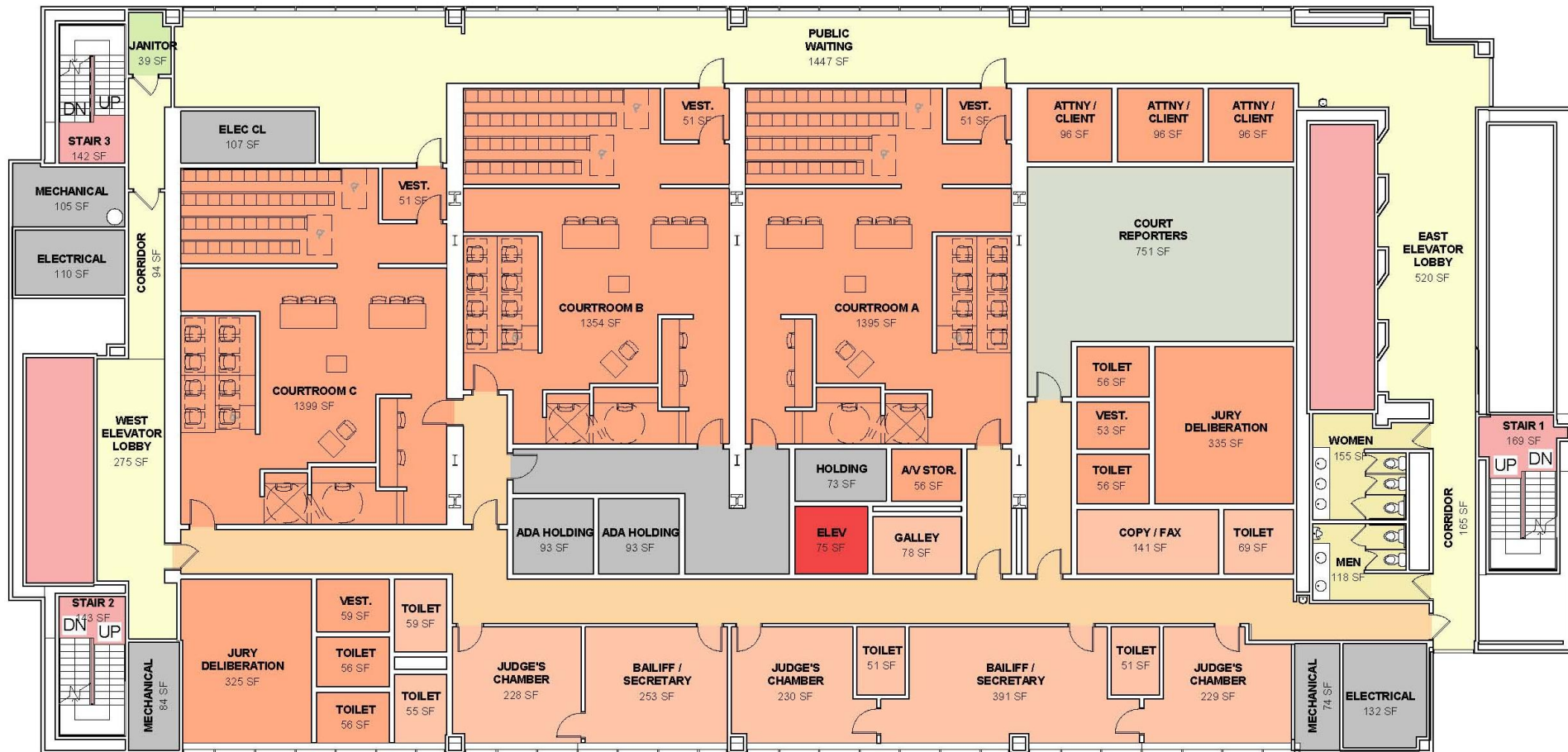


# Existing Court Floor



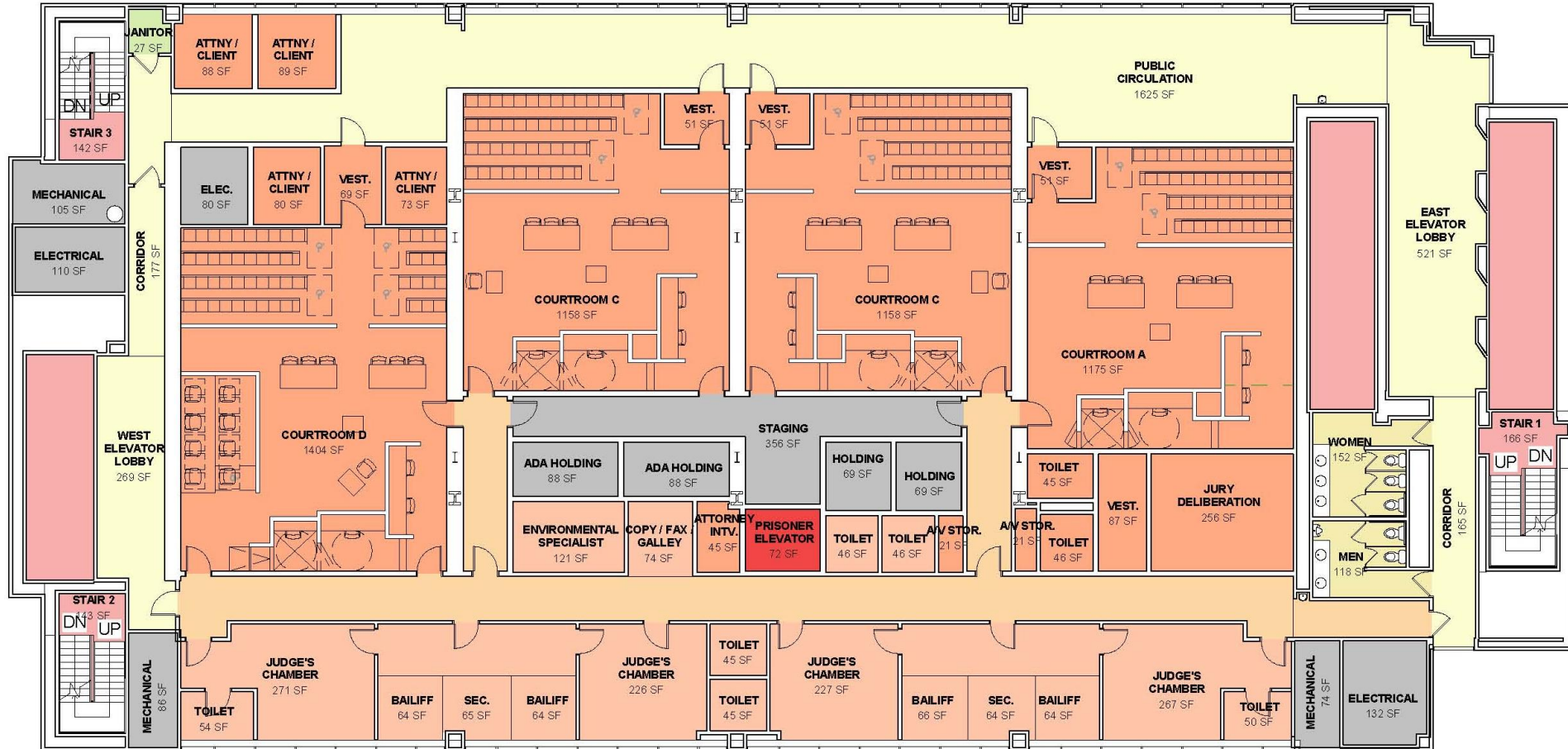
Case Study – Columbus Municipal Court

# Court Floor – Option 1



Case Study – Columbus Municipal Court

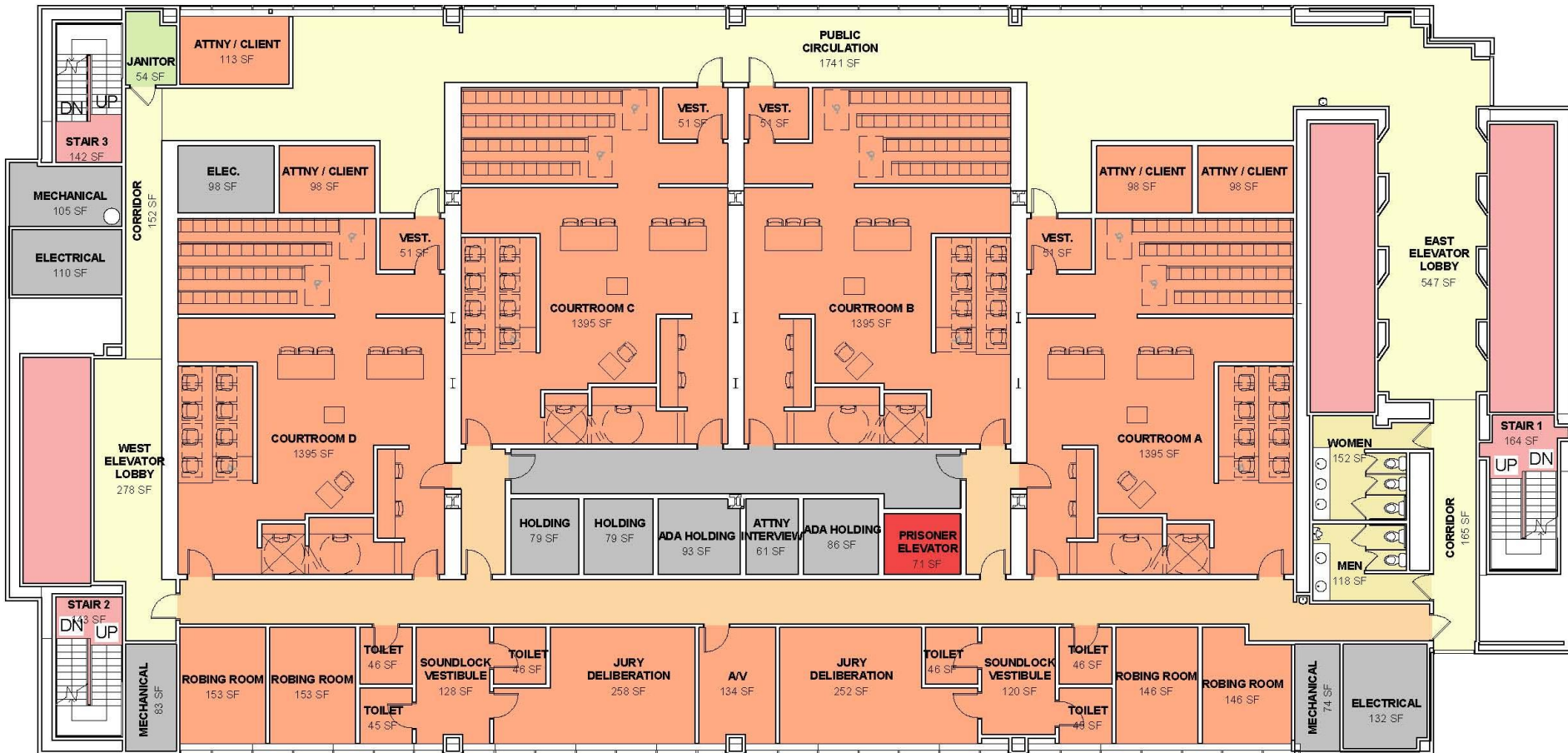
# Court Floor – Option 2



## Case Study – Columbus Municipal Court

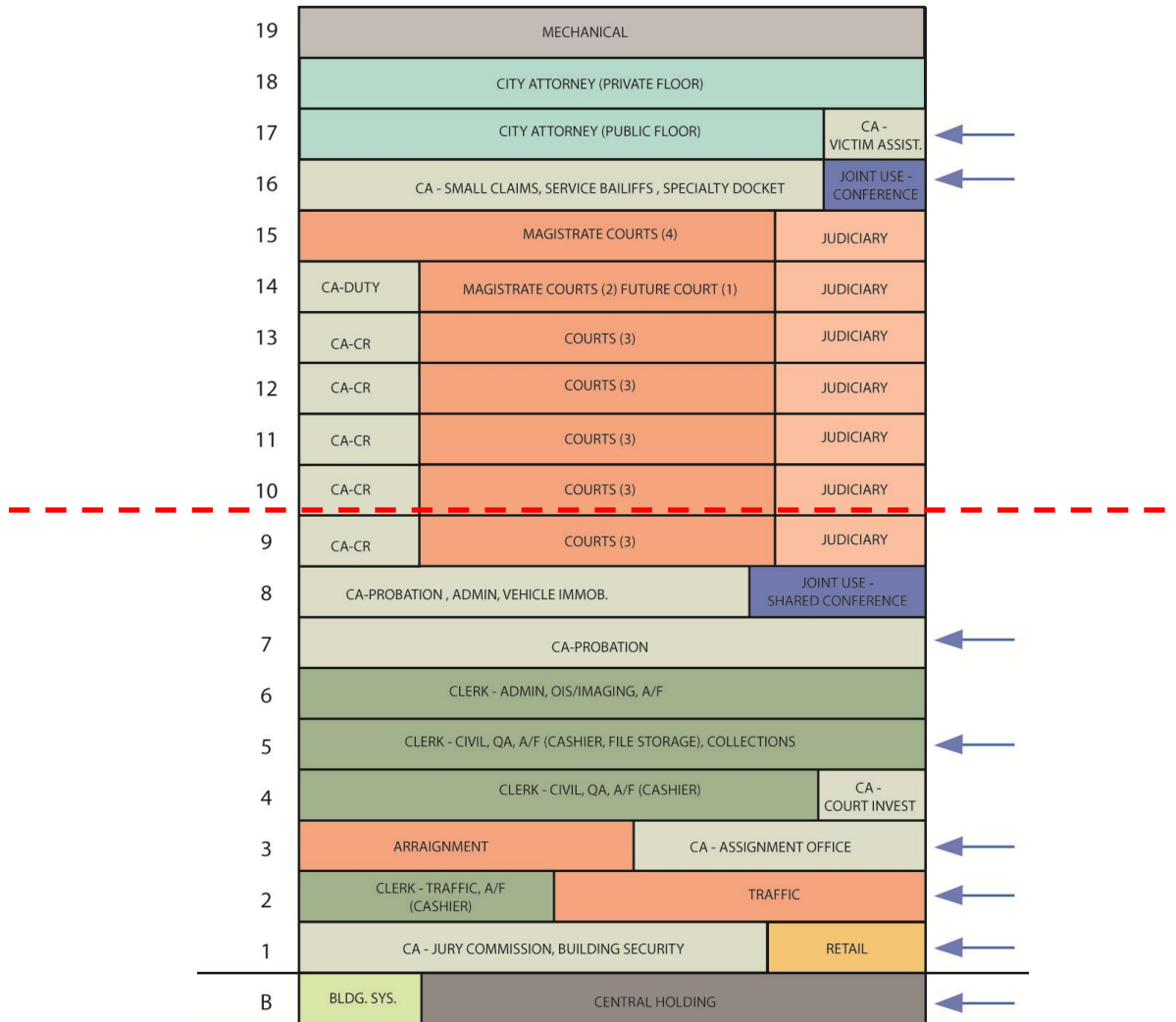


# Court Floor – Option 3



Case Study – Columbus Municipal Court

# Stacking



## Case Study – Columbus Municipal Court

# Existing Court Floor



- 3 courts per floor
- All jury courtrooms
- chambers adjacent
- exceeds available square foot by 3,575 sf



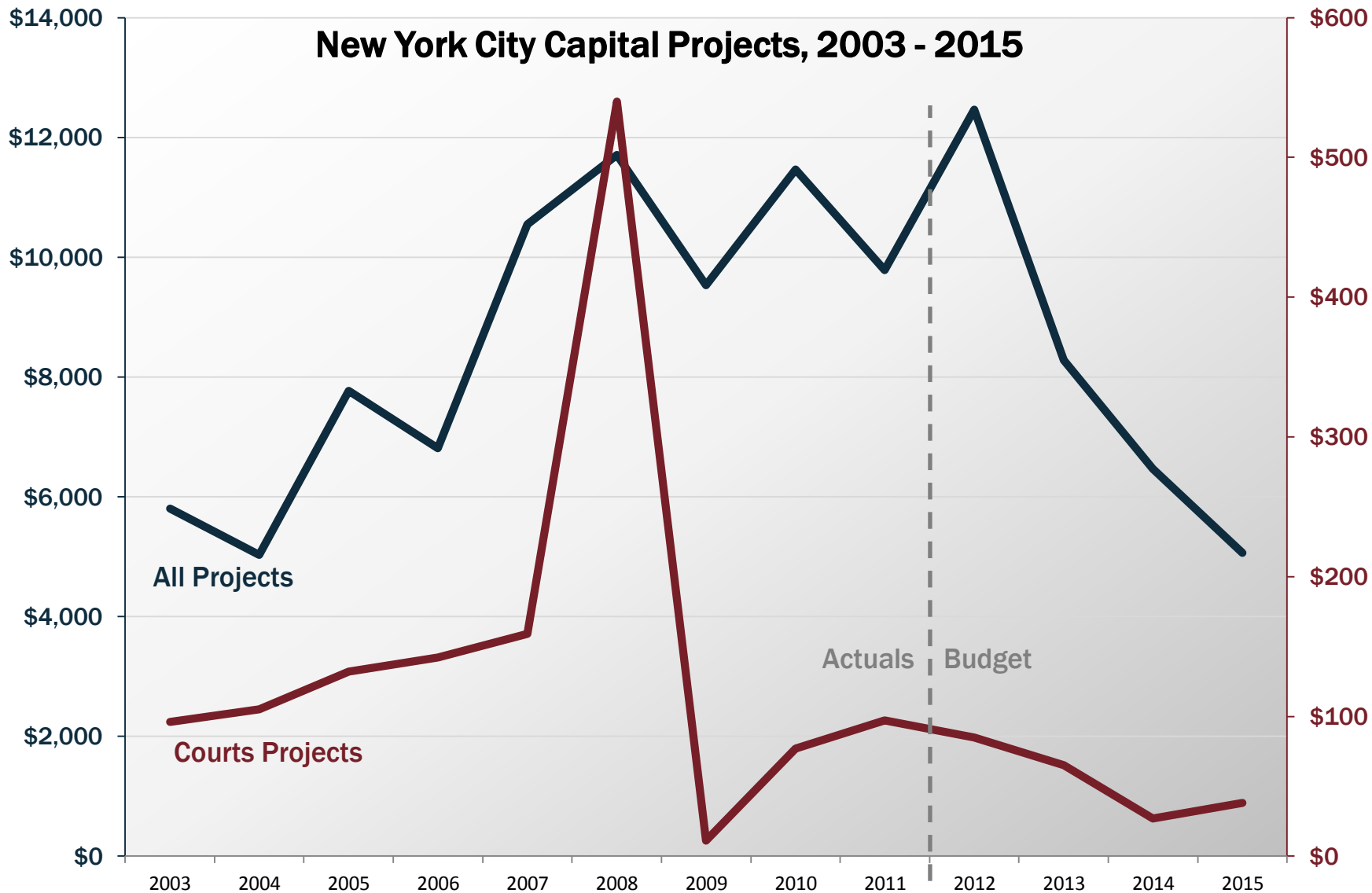
- 4 courts per floor
- 1 jury courtroom per floor
- chambers adjacent
- under available square footage by 1,800 sf



- 4 courts per floor
- all jury courtrooms
- collegial chambers
- on target with available square footage

# Owner and User Concerns

- Political Uncertainties
- Diminishing Capital Funds
- Organizational Restructuring
- Prioritizing Needs
- Commitment to Implementation





# Bronx Criminal / Family Court



Case Study

## Arrest to Arraignment

- Reduce arrest to arraignment time
- Increase NYPD prisoner holding
- Provide secure transfer point for NYPD prisoners from street to building
- Reduce support vehicle congestion on Sherman Avenue
- Locate Complaint Room to expedite prisoner processing

## Courts

- Decompress Family Court and related agency operations
- Provide ADA compliant area for Family Court, Criminal Court, Arraignments and Hearings

## Public Experience

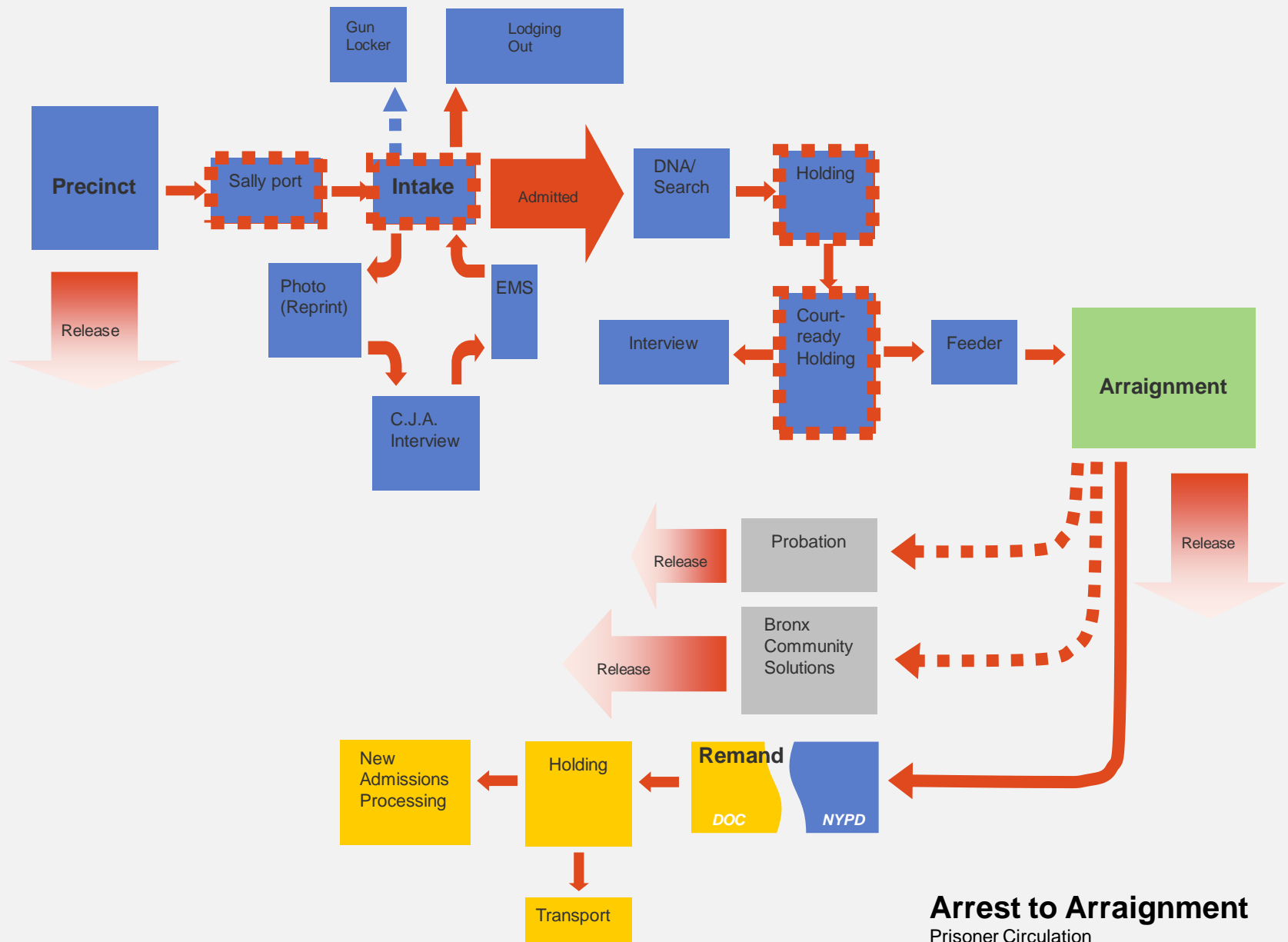
- Improve public queuing, circulation and wayfinding
- Create dignified, less intimidating setting for justice
- Relocate Children's Center adjacent to public entry

## Program

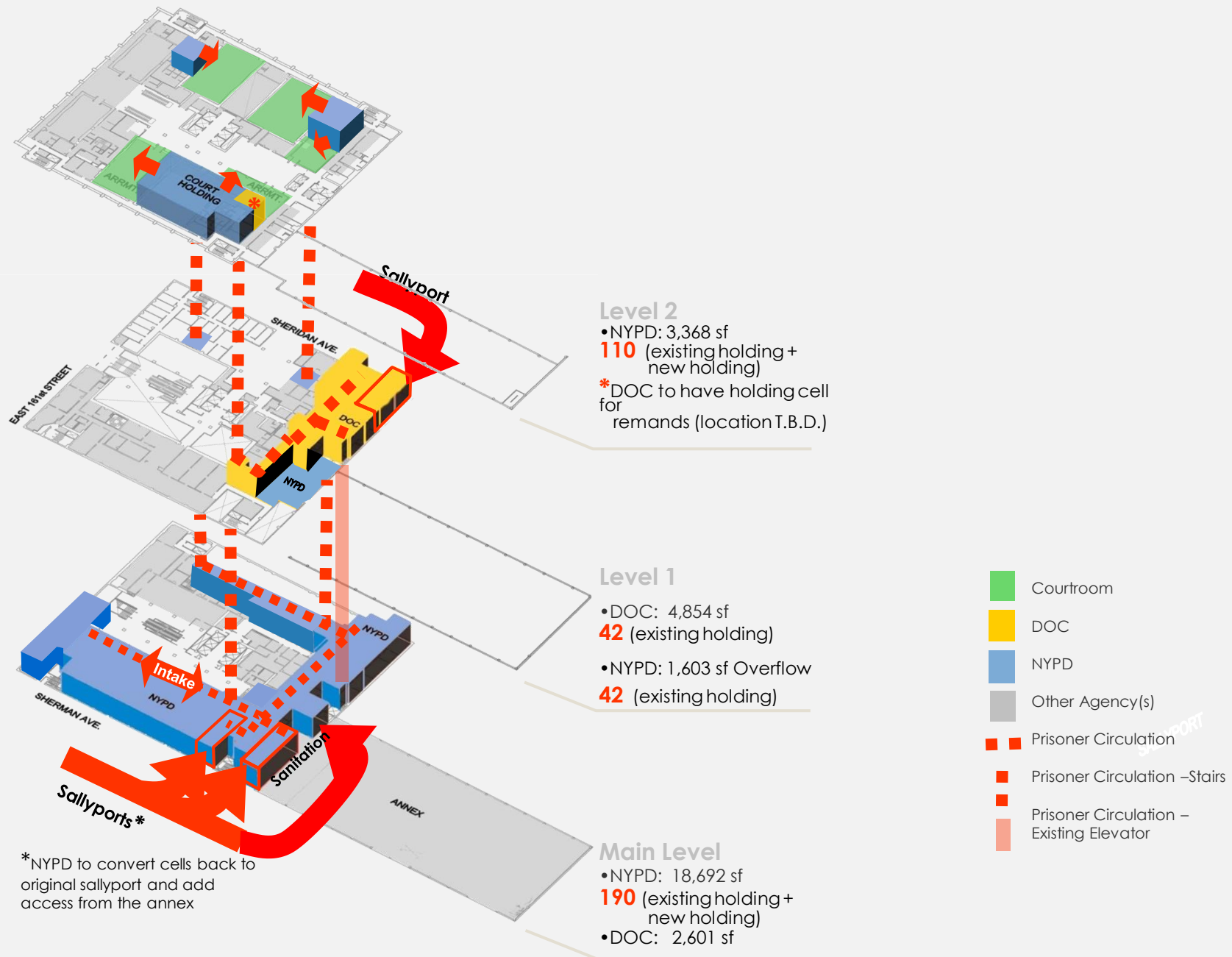
- Organize court related agencies for efficient operations

## Process

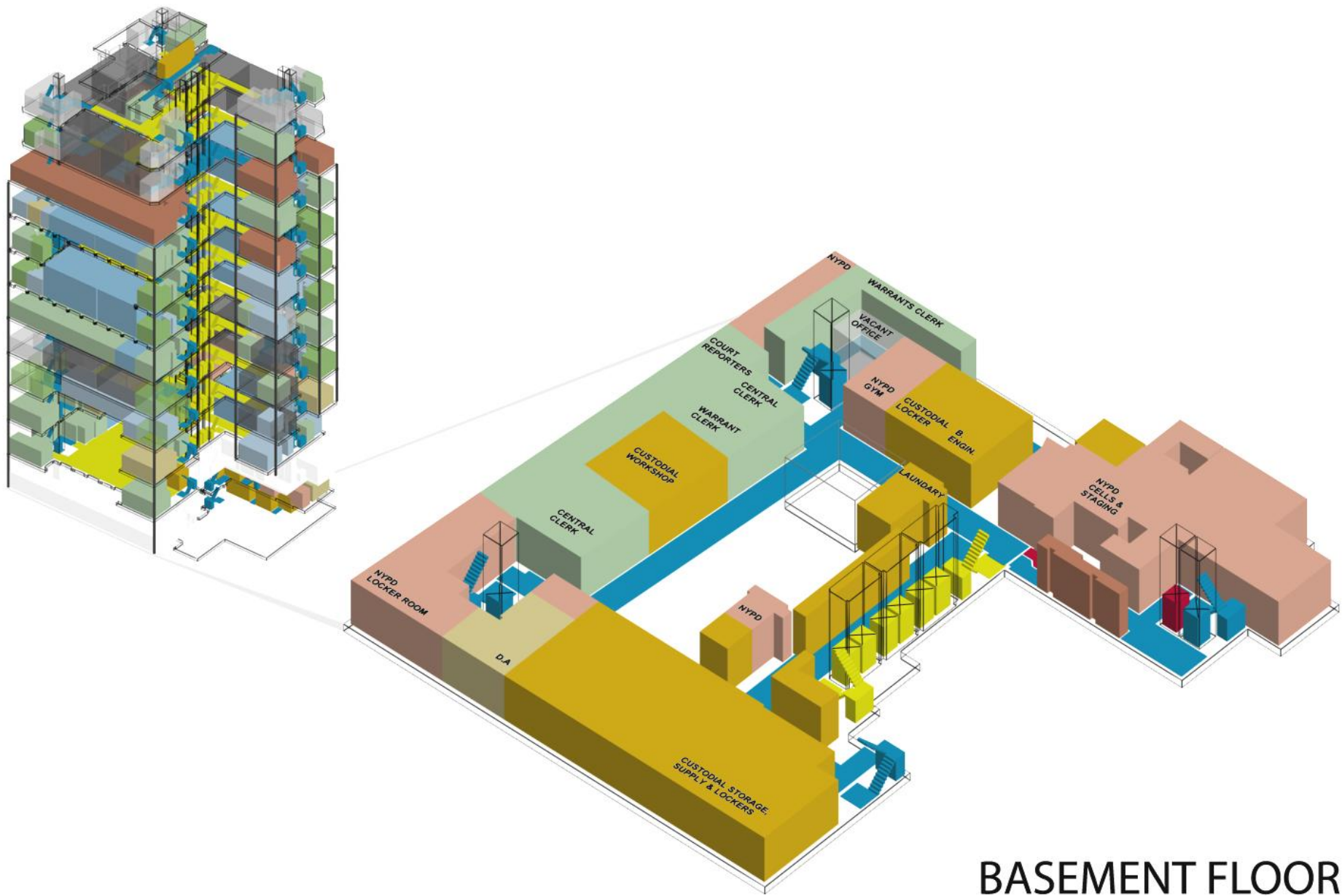
- Maximize return on investment Cost, Code, Phasing, Schedule



# Case Study – Bronx Criminal / Family Court



# Case Study – Bronx Criminal / Family Court



BASEMENT FLOOR

## Case Study – Bronx Criminal / Family Court



# Brooklyn Criminal Court



Case Study





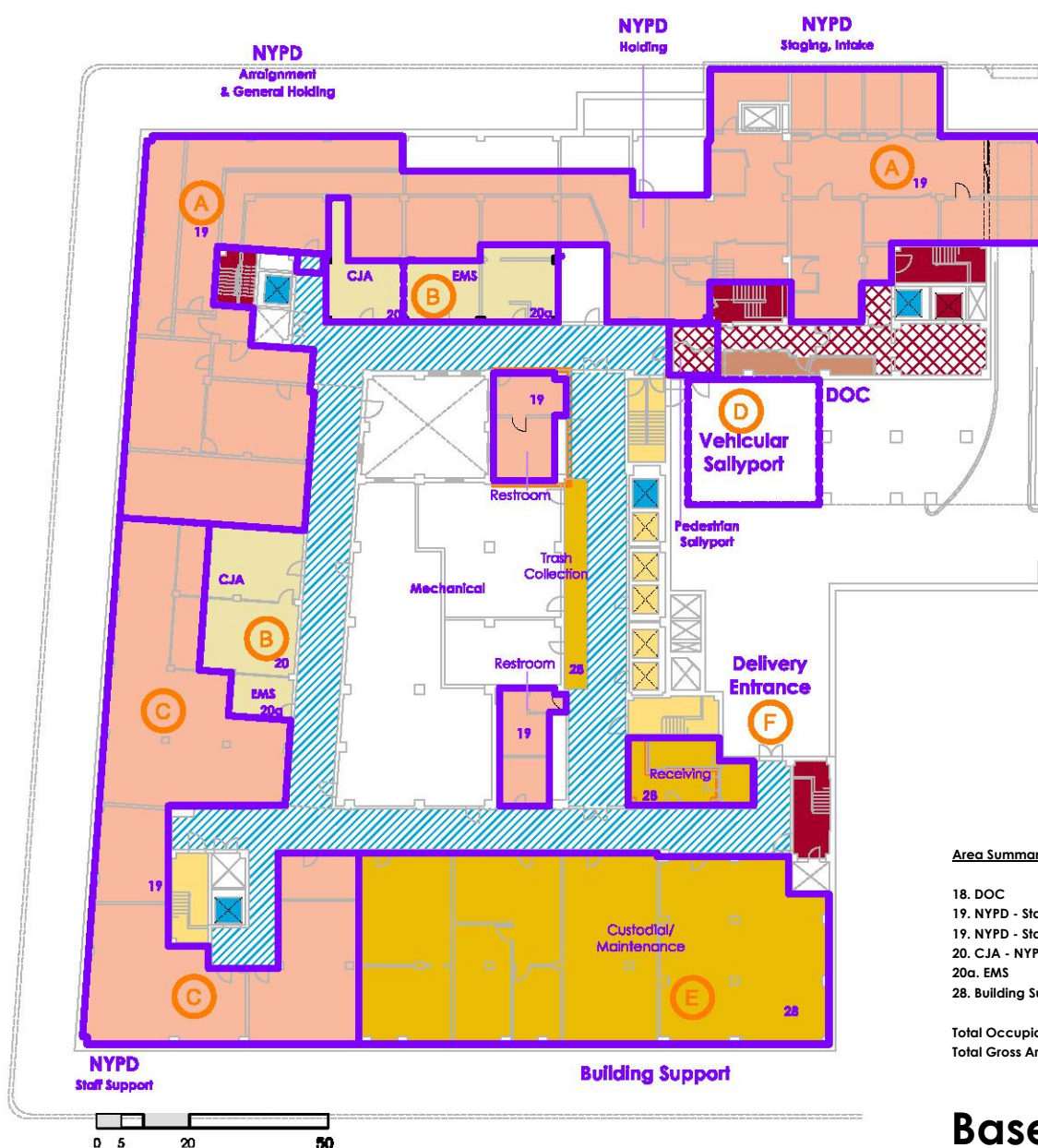
Case Study – Brooklyn Criminal Court

## Long Term Plan – Multiple “Packages”

13th	Mechanical
12th	Mechanical
11th	Judicial Chambers
10th	Trial Courtrooms, Felony Courtrooms
9th	Department of Correction
8th	Courtrooms (Trial, Drug, Dom. Violence), Treatment Center
7th	Judicial Chambers
6th	AP Courtrooms; Summon's Clerk
5th	Administration with Central Clerk
4th	Compliance Courtroom; District Attorney departments, Children's Center
3rd	Trial Courtrooms & Hearing Rooms; CDRC; Jury Waiting
2nd	Court Officers lockers; NYPD Operations
1st	Lobby; Arraignment Courtrooms; Arraignment & Warrant Clerks; Cashier
Sub-Basement Mezzanine	Electrical, building support
Sub-Basement	DCAS building support

Case Study – Brooklyn Criminal Court





## SUMMARY OF CHANGES

- A** NYPD Holding: expanded, consolidated
- B** Intake / CJA / EMS: relocated from Sub-Basement Mezz.
- C** NYPD lockers/staff support: expanded
- D** Prisoner vehicular sallyport: new
- E** DCAS / Building Support: adjusted
- F** Delivery/service entrance: new

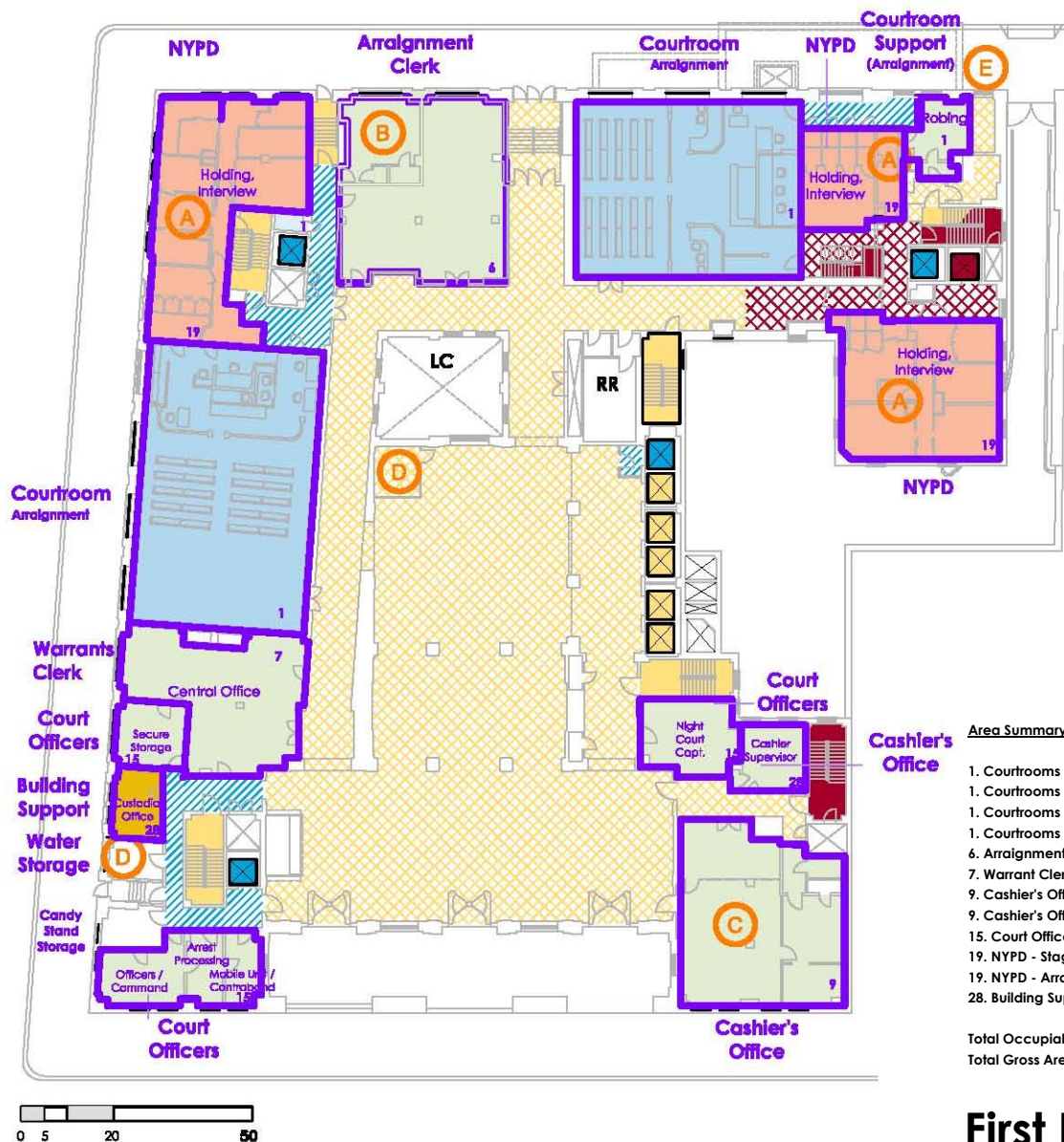
**Basement NYPD holding capacity:  
169 prisoners**

### Area Summary

18. DOC
19. NYPD - Staging, Intake & Holding
19. NYPD - Staff Support
20. CJA - NYPD Intake
20a. EMS
28. Building Support - Custodial

Provided (NOSF)	Programmed (NOSF)	Difference (NOSF)	% Difference
145	145	0	0.0%
7,465	6,844	621	9.1%
4,290	4,356	-66	-1.5%
925	697	228	32.7%
625	591	34	5.8%
4,080	4,071	9	0.2%
<b>Total Occupiable Area</b>	<b>17,530</b>		
<b>Total Gross Area</b>	<b>5,886</b>		

## Basement Floor



## SUMMARY OF CHANGES

- (A) NYPD Holding: reconfigured**
- (B) Arraignment Clerk: expanded**
- (C) Cashier: relocated and expanded**
- (D) Water storage: infill removed, relocated**
- (E) Emergency egress: improved**

**1st floor NYPD holding capacity - 131 prisoners**

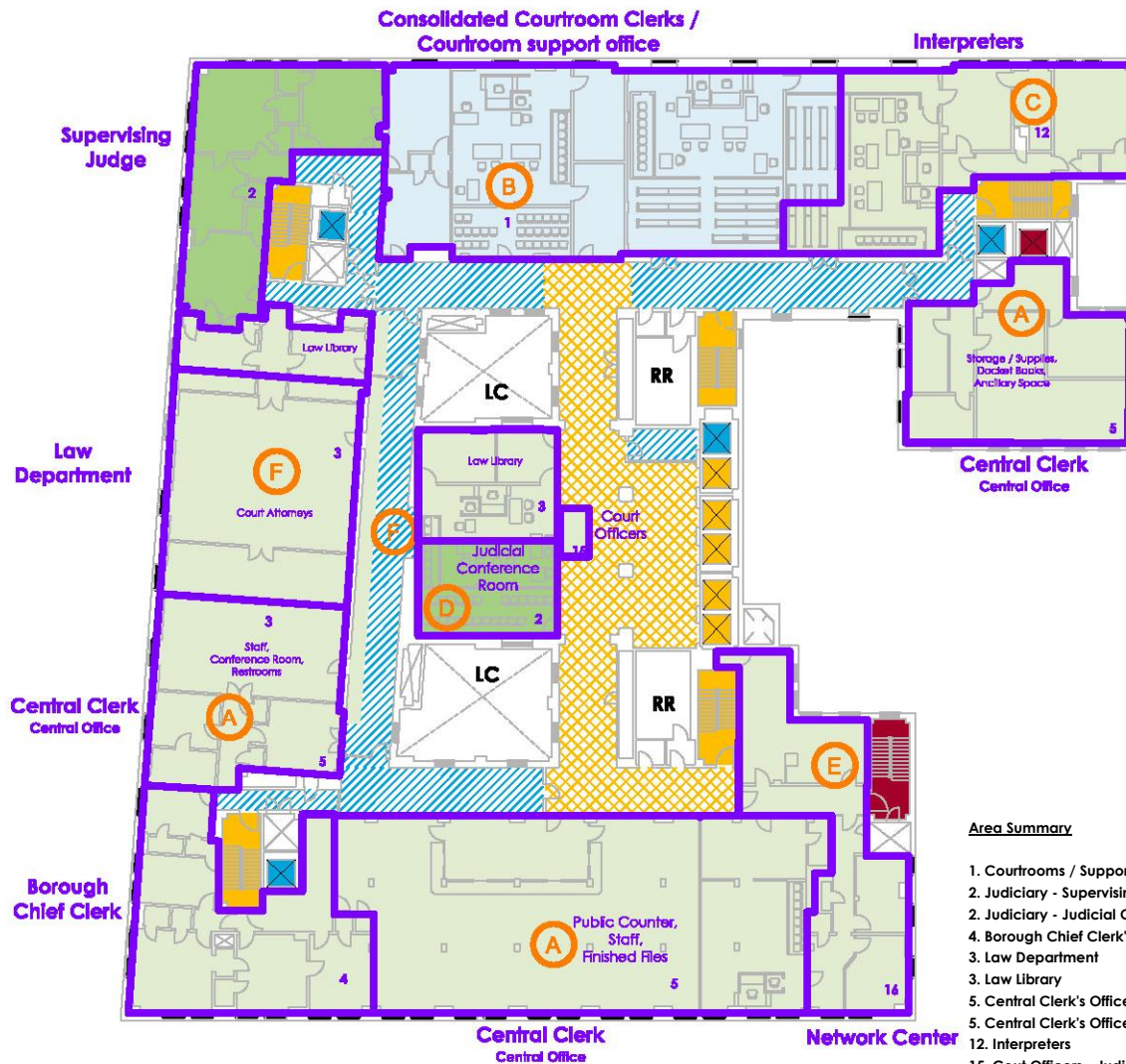
### Area Summary

	Provided (NOSF)	Programmed (NOSF)	Difference (NOSF)	% Difference
1. Courtrooms / Support - Courtrooms (Arraignment AR-2)	2,295	2,295	0	0.0%
1. Courtrooms / Support - Courtroom Support (Arraignment)	25	30	-5	-16.7%
1. Courtrooms / Support - Courtrooms (Arraignment AR-1)	1,840	1,838	2	0.1%
1. Courtrooms / Support - Courtroom Support (Arraignment)	190	190	0	0.0%
6. Arraignment Clerk's Office	1,370	1,400	-30	-2.1%
7. Warrant Clerk's Office - Central Office	945	941	4	0.4%
9. Cashier's Office - Cashier's Office	1,475	1,438	37	2.6%
9. Cashier's Office - Supervising Cashier	210	110	100	90.9%
15. Court Officers - Security Center / Operations	1,045	1,105	-60	-5.4%
19. NYPD - Staging, Intake & Holding	240	264	-24	-9.1%
19. NYPD - Arraignment Holding	2,920	3,056	-136	-4.5%
28. Building Support - Custodial / Maintenance	165	149	16	10.7%
<b>Total Occupiable Area</b>	<b>12,720</b>			
<b>Total Gross Area</b>	<b>29,580</b>			

**First Floor**

# Case Study – Brooklyn Criminal Court





## SUMMARY OF CHANGES

- A** Central Clerk: consolidate and expanded
- B** Courtroom Support (clerks): consolidated
- C** Interpreters: expanded, relocated from the 2nd floor
- D** Judicial Conference room: new
- E** Network Center: office: expanded
- F** Law Library/Law department: reconfigured. Back corridor infill removed, circulation restored

### Area Summary

1. Courtrooms / Support - Courtroom Support Office	3,535	3,674	-139	-3.8%
2. Judiciary - Supervising Judge	1,315	1,423	-108	-7.6%
2. Judiciary - Judicial Conference Room	565	500	65	13.0%
4. Borough Chief Clerk's Office	1,570	1,463	107	7.3%
3. Law Department	1,790	1,756	34	1.9%
3. Law Library	1,375	1,858	-483	-26.0%
5. Central Clerk's Office - Central Office	6,195	6,115	80	1.3%
5. Central Clerk's Office - Ancillary Space	500	472	28	5.9%
12. Interpreters	1,795	1,788	7	0.4%
15. Court Officers - Judicial Security Stations	60	60	0	0.0%
16. Network Center	1,375	1,228	147	12.0%

Total Occupiable Area  
Total Gross Area

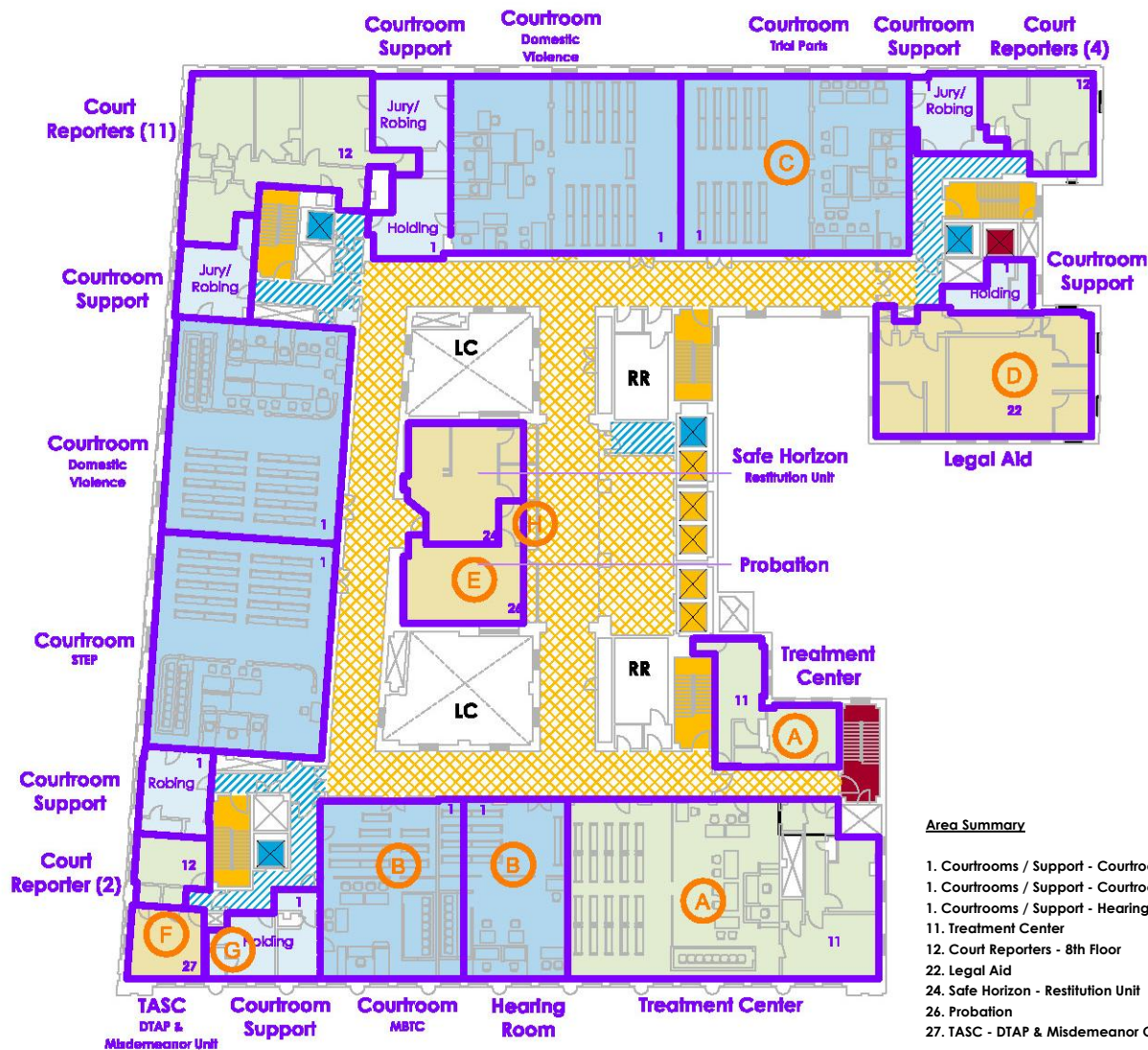
Provided (NOSF)	Programmed (NOSF)	Difference (NOSF)	% Difference
20,075	31,850	-11,775	-58.7%

## Fifth Floor

# Case Study – Brooklyn Criminal Court







## SUMMARY OF CHANGES

- A** Treatment Center: relocated and enlarged
- B** MBTC Courtroom: enlarged  
Adjacent courtroom converted to Hearing room
- C** Felony Part Courtroom: relocated to 10th floor.  
Trial Part Courtroom: new
- D** Legal Aid relocated from 4th floor
- E** Probation: new
- F** DTAP office: relocated
- G** Courtroom Holding: expanded
- H** Lobby Infill: modified

### Area Summary

1. Courtrooms / Support - Courtrooms (8th Floor)	8,305	8,306	-1	0.0%
1. Courtrooms / Support - Courtroom Support (8th Floor)	1,885	1,936	-51	-2.6%
1. Courtrooms / Support - Hearing Rooms	850	846	4	0.5%
11. Treatment Center	2,885	3,160	-275	-8.7%
12. Court Reporters - 8th Floor	1,810	1,782	28	1.6%
22. Legal Aid	1,210	1,112	98	8.8%
24. Safe Horizon - Restitution Unit	550	715	-165	-23.1%
26. Probation	485	535	-50	-9.3%
27. TASC - DTAP & Misdemeanor Office	240	189	51	27.0%

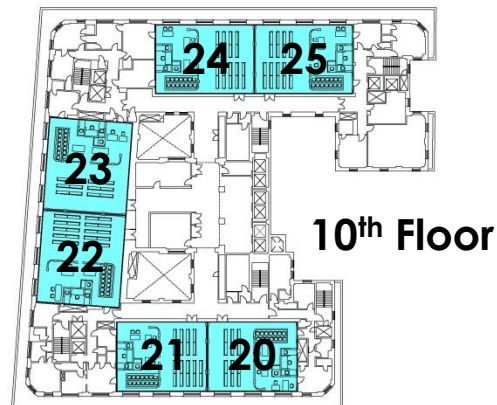
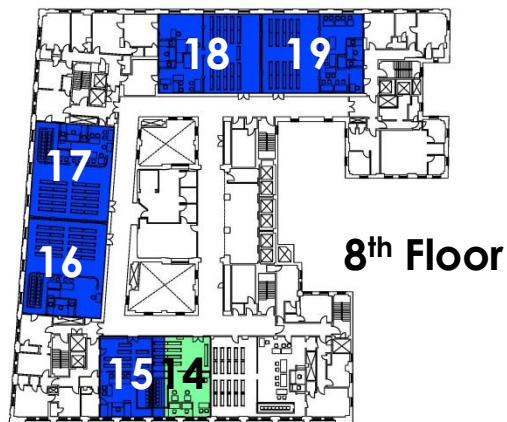
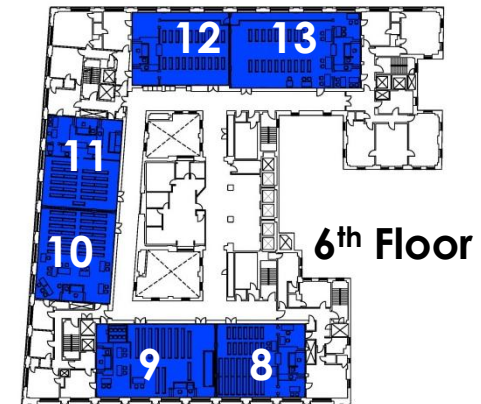
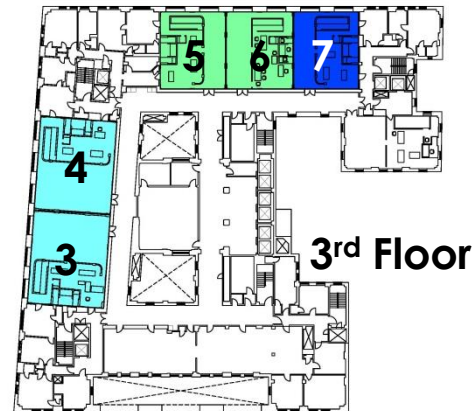
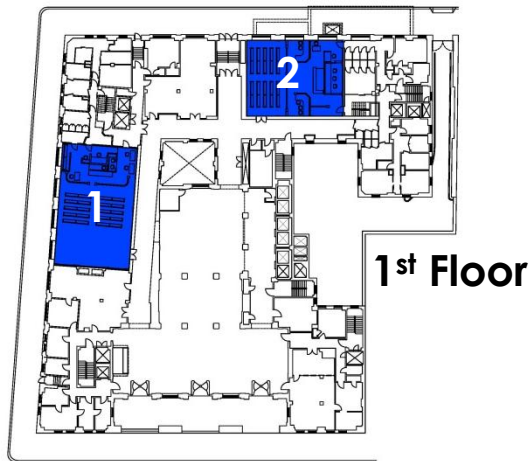
Total Occupiable Area  
Total Gross Area

18,220  
19,510

## Eighth Floor



# Courtroom Summary





Case Study – Brooklyn Criminal Court



Case Study – Brooklyn Criminal Court



## Long harm of the law

By WILLIAM J. GORTA

*Last Updated:* 3:12 AM, July 12, 2011

*Posted:* 2:31 AM, July 12, 2011

Hundreds of prisoners are languishing in holding pens -- in violation of a court order -- as overtime and budget cuts wreak havoc with Brooklyn arraignments, The Post has learned.

According to data obtained by The Post, nearly half of the prisoners awaiting arraignment at the start of each of six days last week had been held longer than 24 hours without seeing a judge.

The arraignment courts were so jammed over the Fourth of July weekend that on July 3 more than 57 percent had exceeded the 24-hour limit.

And it only got worse on Independence Day, when it hit 59 percent, with more than a quarter of those 379 prisoners having waited more than 36 hours.

Between Sunday and Friday, July 8, nearly 44 percent of the people in the system had been there in excess of 24 hours.

The delays -- spurred by \$170 million in budget slashes that included weekend courtroom hours -- are in direct violation of a 1991 Court of Appeals ruling that any delay over 24 hours was "unnecessary."

"Last week was not a great week, and the holiday weekend did not help matters," said Judge Lawrence Marks, administrative director of the Office of Court Administration.

Delays are common throughout the city, he noted, but "Brooklyn has presented the greatest challenge."

And while he insisted that the daily snapshot numbers exaggerate the extent of the problem, his own figures were not much better: On average, 37 percent had been illegally held more than 24 hours without seeing a judge.

Reduced weekend hours, in place since June 11, are causing the system to bottleneck, Marks said.



# Manhattan Court Master Plan

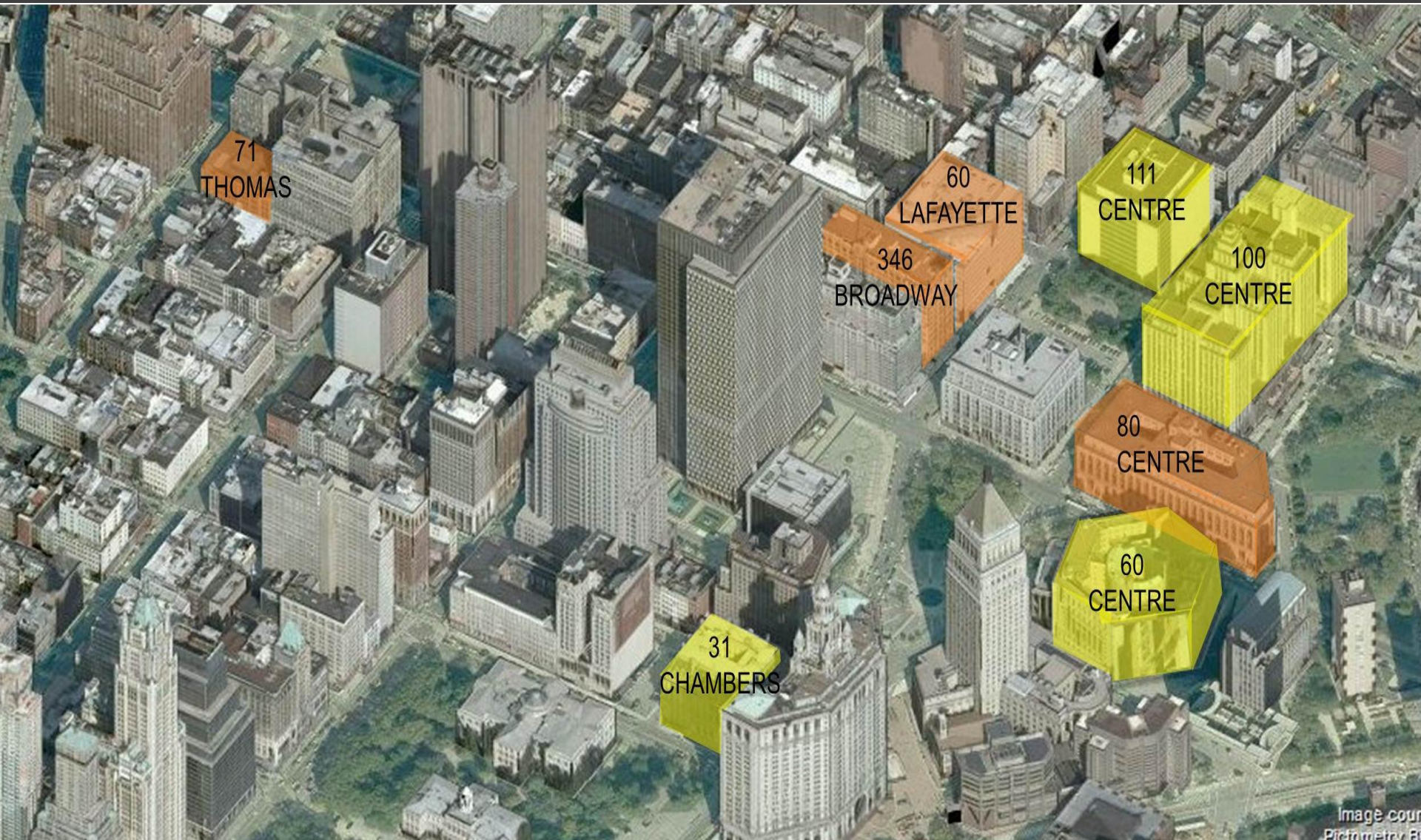
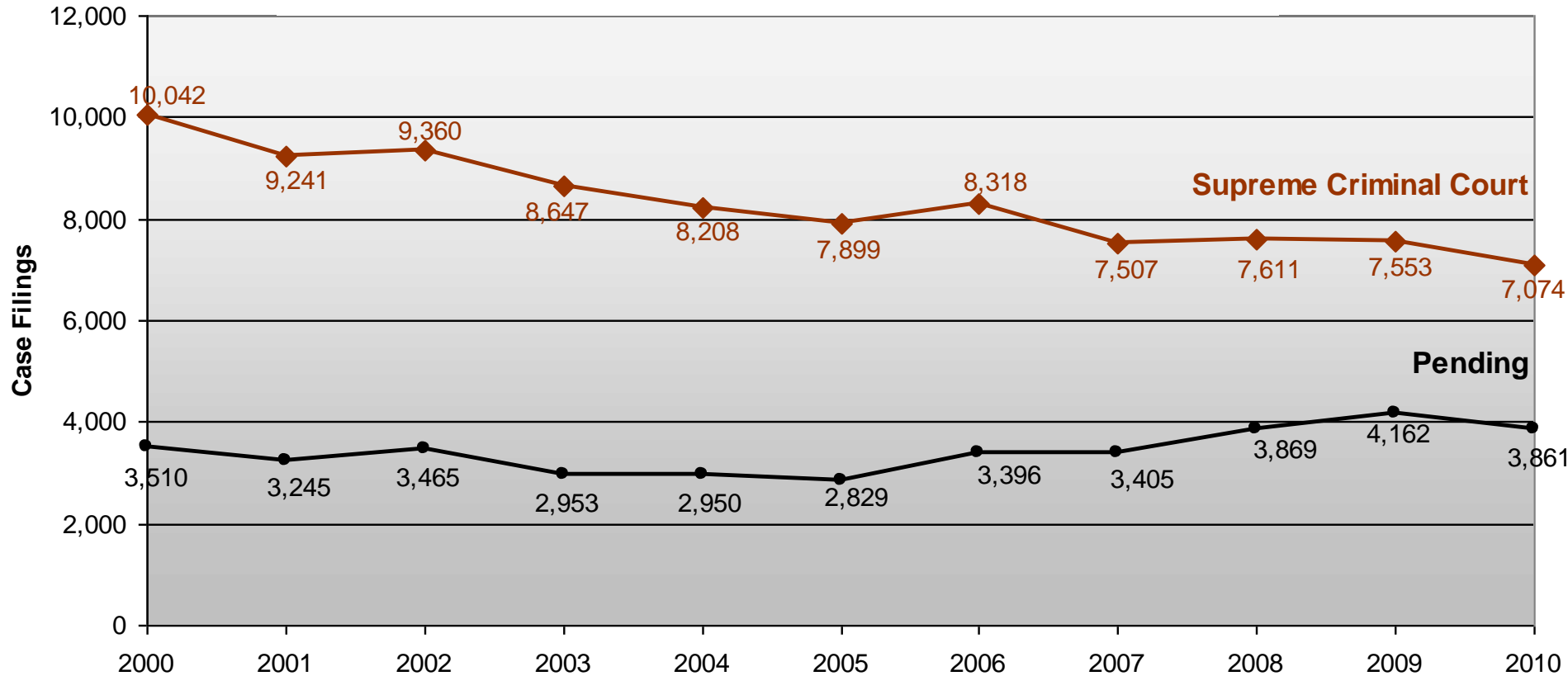


Image courtesy of  
Pictometry, Inc.

Case Study

# Supreme Criminal Court Case Filings Manhattan – 2000 to 2010



## Caseload Change

9-year

3-year

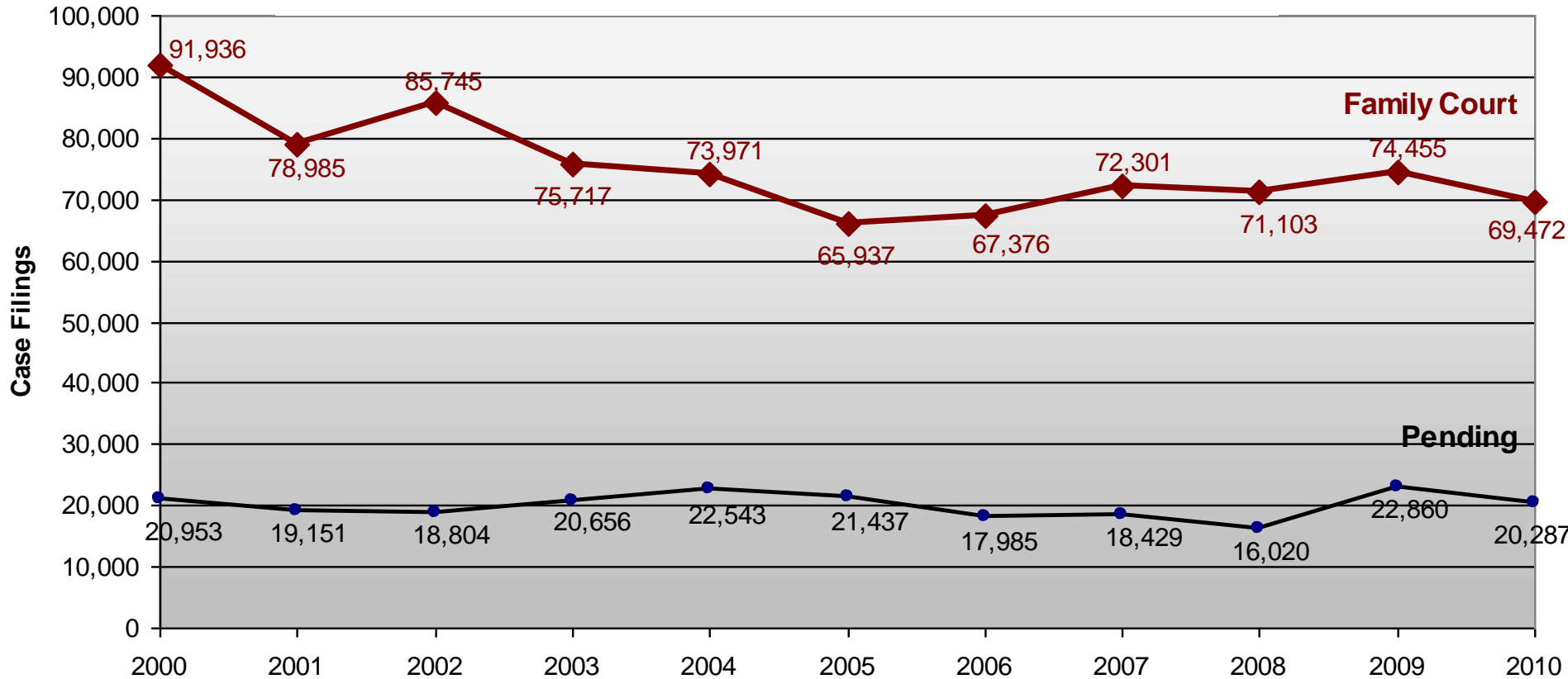
**-30.6%**

**-5.8%**

**Supreme Criminal Court**

Case Study – Manhattan Court Master Plan

# Family Court Case Filings Manhattan – 2000 to 2010



## Caseload Change

**9-year**

**-13.7%**

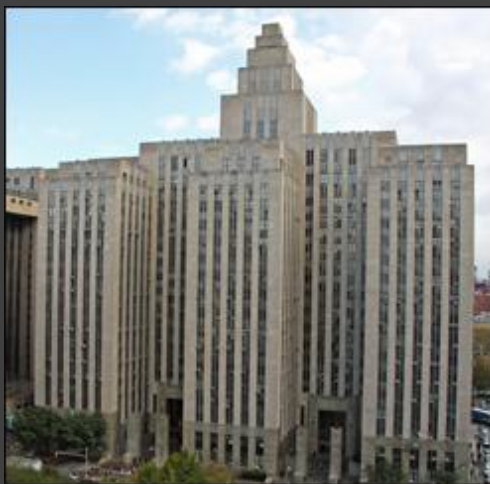
**3-year**

**-3.9%**

**Family Court**

Case Study – Manhattan Court Master Plan

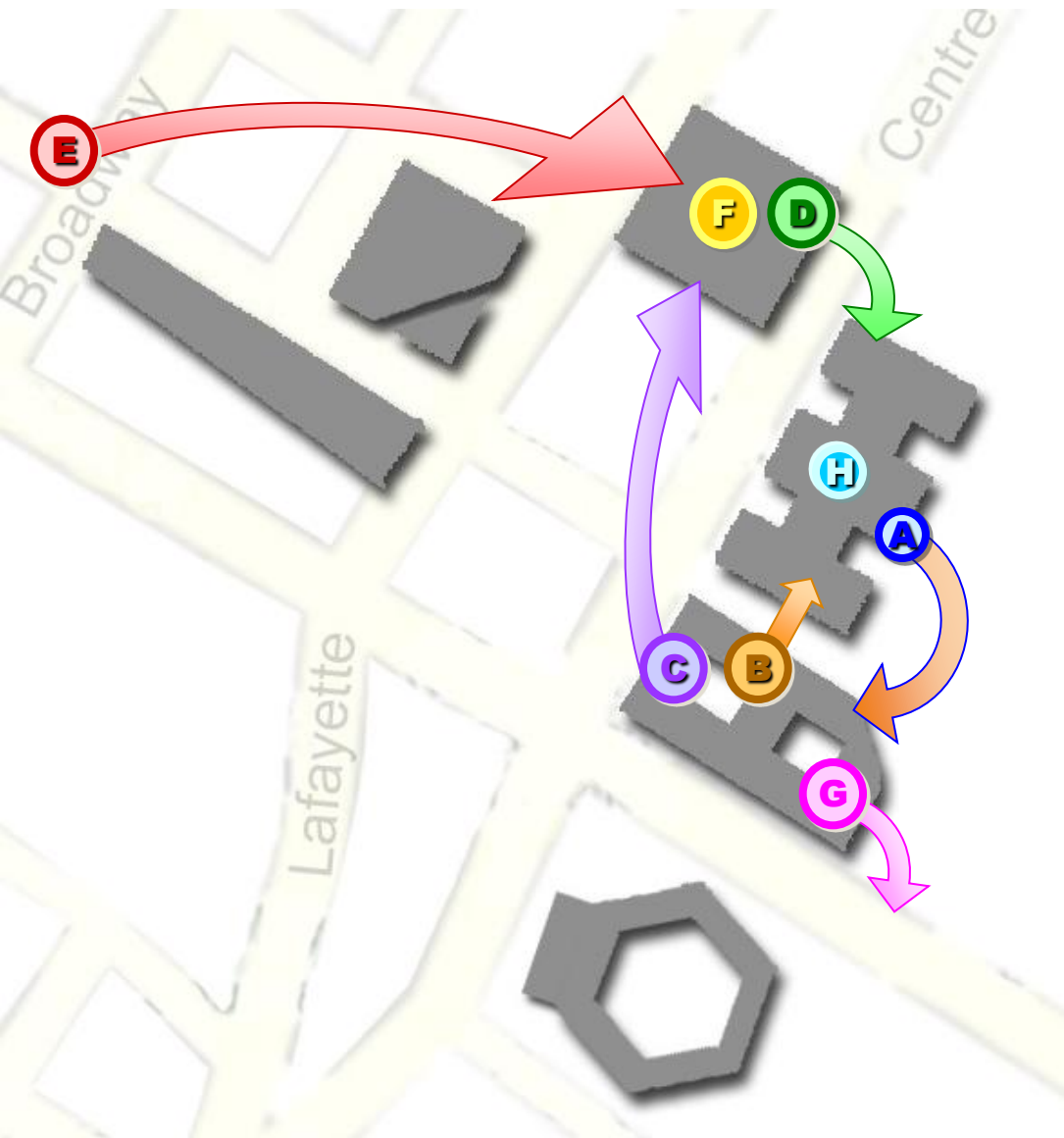








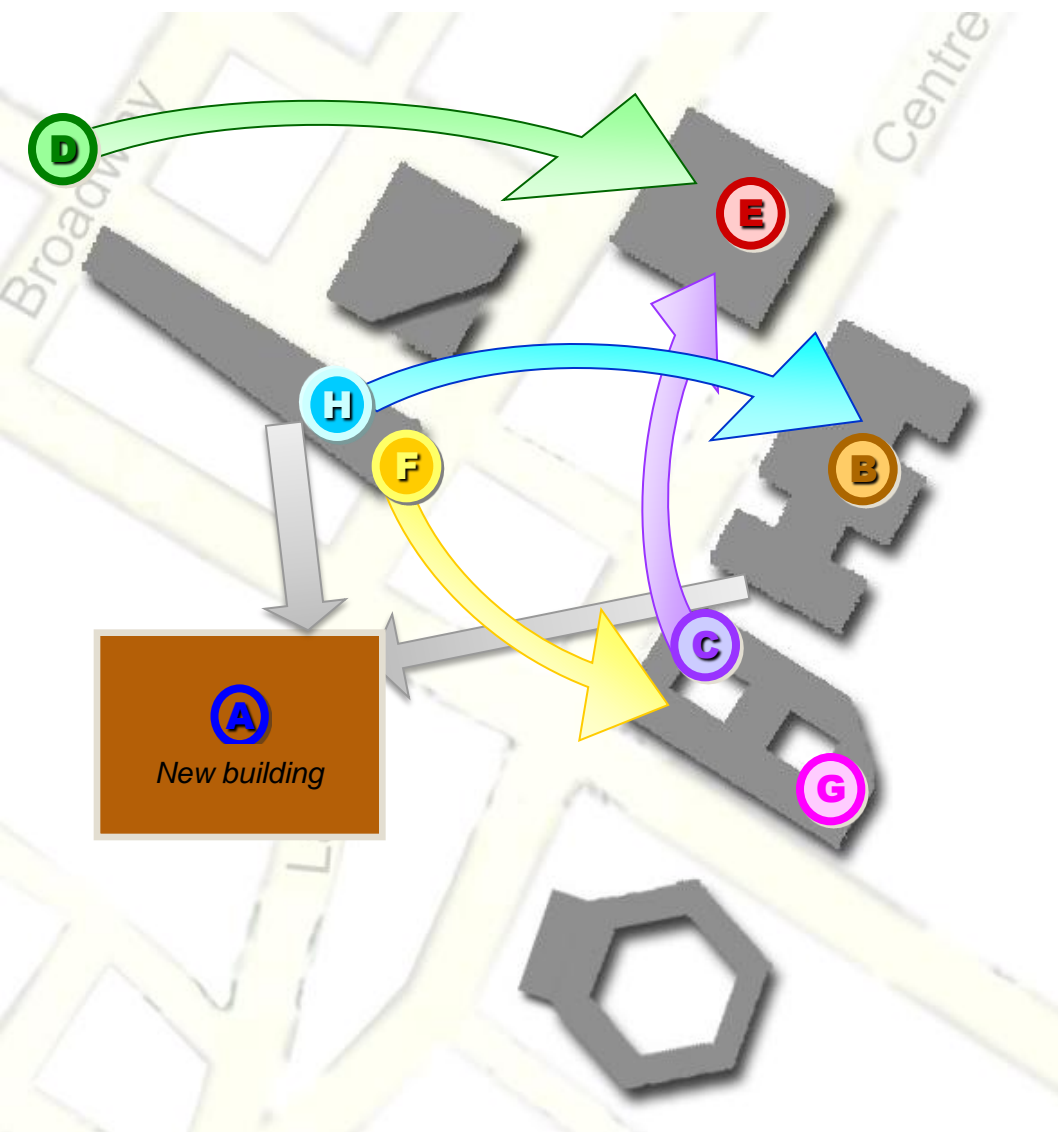
## Case Study – Manhattan Court Master Plan



- A** District Attorney consolidated in 80 Centre St.
- B** Special Narcotics Prosecutor moves to 100 Centre St.
- C** Supreme Civil Court moves from 80 Centre St. to 111 Centre St.
- D** Supreme Criminal Court reduction of courtrooms in 111 Centre St.
- E** Supreme Civil Court moves from 71 Thomas to 111 Centre St.
- F** 111 Centre St. reorganized
- G** Marriage Bureau moves off-site from 80 Centre St.
- H** Criminal Court growth in 100 Centre St.

Scenario 1

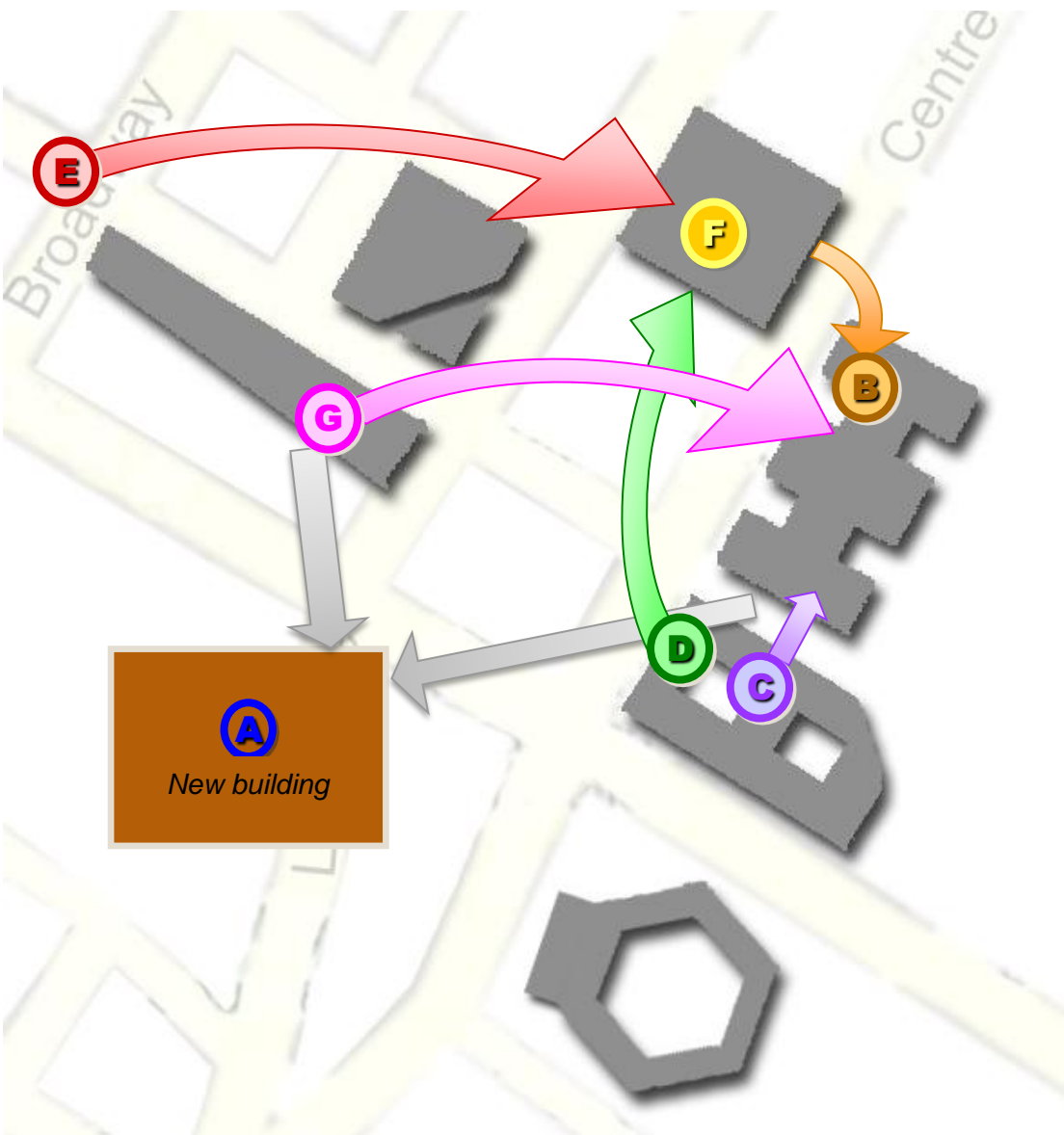
## Case Study – Manhattan Court Master Plan



- A** | New building for Criminal Court
- B** | Supreme Criminal Court grows in 100 Centre St.  
Law libraries consolidated in 100 Centre St.
- C** | Supreme Civil Court moves from 80 Centre St. to 111 Centre St.
- D** | Supreme Civil Court moves from 71 Thomas to 111 Centre St.
- E** | 111 Centre St. reorganized
- F** | Probation supervision moves from 346 Broadway to 80 Centre St.
- G** | Office to Combat Domestic Violence added to 80 Centre St.
- H** | City agencies move from 346 Broadway to 100 Centre St.

Scenario 2

## Case Study – Manhattan Court Master Plan



- A** New building for Criminal Court
- B** Supreme Criminal Court grows in 100 Centre St.  
Law libraries consolidated in 100 Centre St.
- C** Special Narcotics Prosecutor moves to 100 Centre St.
- D** Supreme Civil Court moves from 80 Centre St. to 111 Centre St.
- E** Supreme Civil Court moves from 71 Thomas St. to 111 Centre St.
- F** 111 Centre St. reorganized
- G** Probation supervision and City agencies move from 346 Broadway to 100 Centre St.

Scenario 3

## Case Study – Manhattan Court Master Plan



“Doing Less with Less  
is Not an Option”