

Courthouse Complex Planning

Investing in Justice



**MILWAUKEE
COUNTY**

Presentation Overview

01

WHAT?

What is the current state of the Public Safety Building and Judicial Complex?

02

WHY?

Why are investments in Judicial Complex facilities and justice in Milwaukee County necessary?

03

HOW?

How will the project be coordinated through completion?

04

WHAT'S NEXT?

How will the project advance in the immediate future?



WHAT

CURRENT STATE OF THE PUBLIC SAFETY BUILDING AND
JUDICIAL COMPLEX, INCLUDING HISTORIC COURTHOUSE



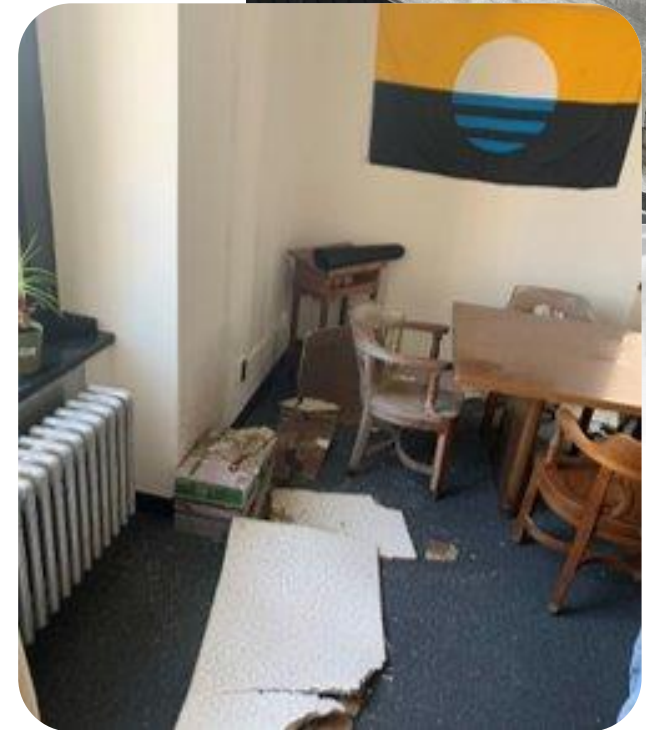
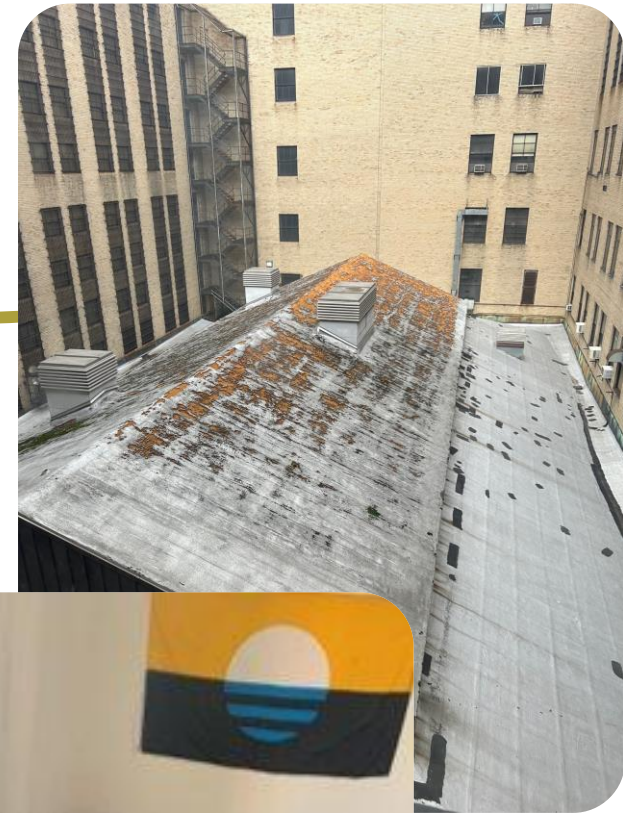
Current State Uses

Public Safety Building Created to Support Mandated Judicial and Public Safety Services

- Built in 1929 by and for the City and County, the Public Safety Building was designed with partnership in mind; to serve several jurisdictions and purposes.
- The 322,000 square foot building is now home to the Milwaukee County criminal courts, Sheriff and DA's offices, and other related uses.

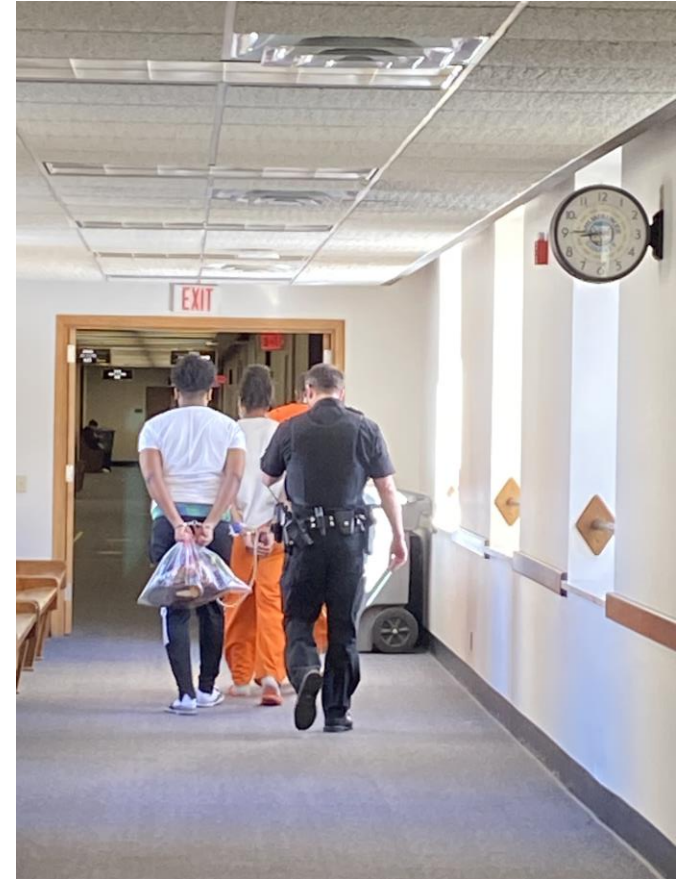
The State's Largest Judicial District is in Milwaukee County – Comprised of 47 Trial Courts & 23 Court Commissioners

- In 2022, 107,305 cases came into Milwaukee County. This represents 14.7% of all cases in the state (more than Dane, Waukesha and Brown Counties combined).



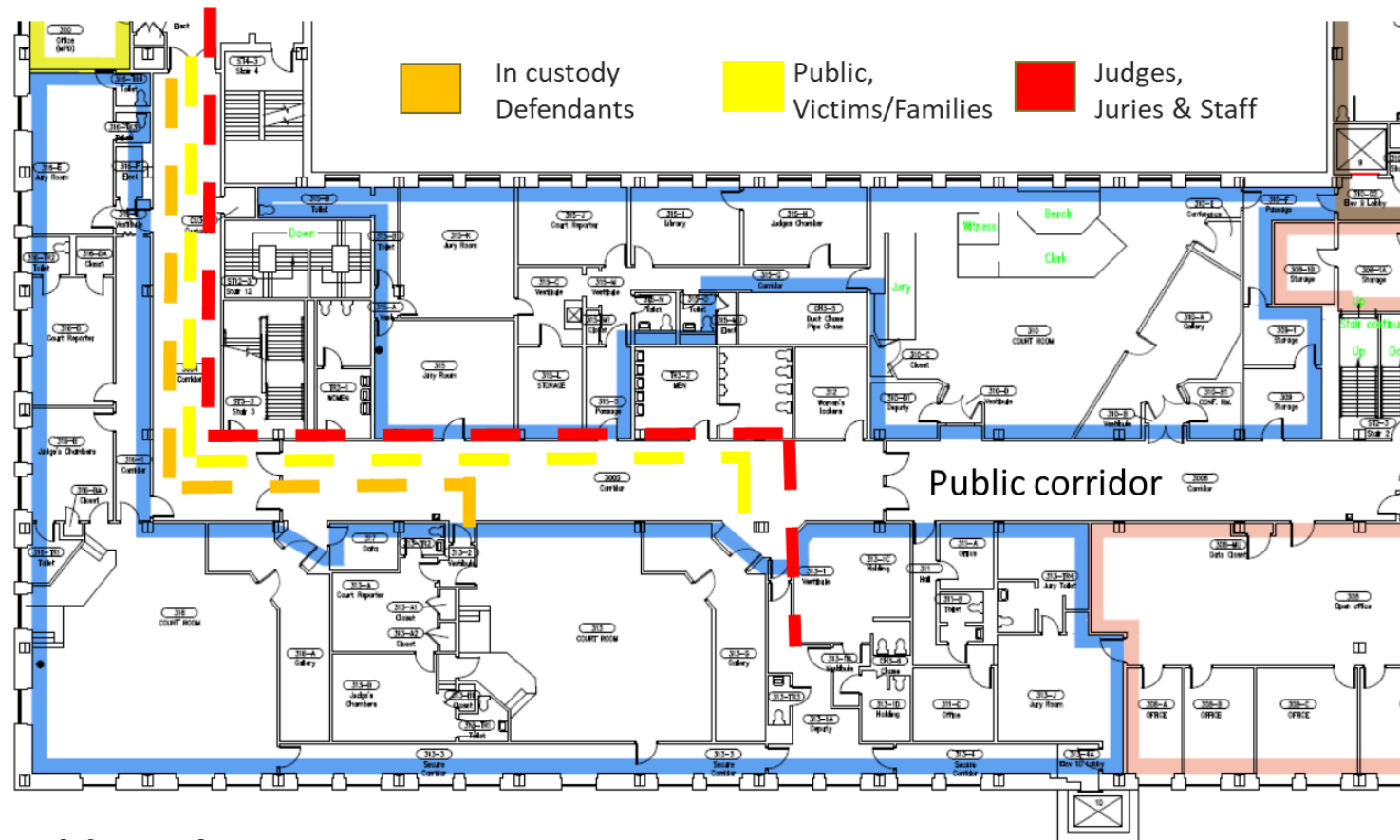
Public Safety Building Risks

- **Poor Building Flow Impacts Court Outcomes**
 - Mistrials occur due to interactions in common hallways; transportation of defendants and juries cause delays.
 - Slow justice leads to backlogs.
 - No secure path to transport defendants.
- **Functionally Obsolete**
 - Many spaces are not ADA compliant; 60,000 square feet (20%) of former jail space and other areas obsolete; limited air distribution.
- **Failing Infrastructure**
 - Crumbling façade, plumbing leaks, broken windows, electrical system is beyond useful life.
 - \$500,000 is reserved annually for emergency repairs
- **Unsafe by State Standards**
 - Does not comply with Supreme Court Rule #68 (Structure and Design of Courthouses).
 - Current facility impedes justice and risks safety.



Unsafe by State standards*

* Does not comply with [Supreme Court Rule #68](#) (Structure and Design of Courthouses)



Building Flow:

Judges, juries, witnesses, family members, the public and defendants are commingled in corridors and in a few small elevators.

Risks with 10,000 annual occupant transports:

- Safety, Security, Staffing
- Jury delays, mistrials, threat of violence or inappropriate behavior
- Slow justice

Deferred Maintenance & Code Compliance

Repairs and renovations are not enough - Deferred maintenance and upkeep needs alone exceed \$300 million.

Year(s)	Inflationary Rate	Deferred Maintenance	Code Compliance	Total
2017	Original Estimate	\$75,000,000	\$150,000,000	\$225,000,000
2018-19	1.86% (actual)	\$76,395,000	\$152,790,000	\$229,185,000
2019-23	25.5% (actual)	\$95,875,725	\$191,751,450	\$287,627,175
2023-24	3.2% (actual)	\$98,943,748	\$197,887,496	\$296,831,245
2024-26*	2% (estimated)	\$102,941,076	\$205,882,151	\$308,823,227
	6% (estimated)	\$111,173,195	\$222,346,391	\$333,519,586

**Years 2024-26 include inflationary factors at 2% and 6% due to the potential for rate variability.*

Fiscal Impacts & Recommendation

- The building is severely outdated, functionally obsolete, has significant public safety and security issues, and does not reflect the quality of service for which the State holds the County responsible.
 - Deferred system replacements do not including code and safety issues.
 - Upgrades to meet code compliance would not address obsolete, unsafe layout of the facility.
- The 2017 Milwaukee County Courthouse Advisory Group recommended replacement of the Public Safety Building and housing all criminal courts in one facility



Crumbling exterior of the Safety Building falls on police car

WHY

INVESTING IN JUSTICE BY REPLACING AND RENOVATING
JUDICIAL COMPLEX FACILITIES



MILWAUKEE
COUNTY

Public Safety Continuum

Milwaukee County plays a critical role in the public safety continuum by coordinating and delivering various services that ensure the safety and well-being of its residents.

Community-based Prevention

Law Enforcement Response to Crime

Arrest and Custody

Pretrial Release and Supervision

Court Processing and Backlog Remediation

Safe and Successful Reentry



Project Vision & Principles

PROJECT VISION

Our vision is to create efficient, adaptable, safe and welcoming judicial facilities that serve as a cornerstone of justice, equity, and community well-being and reflect our ongoing commitment to addressing the holistic needs of the public and staff.



Equity

Ensure access to fair, safe, and valuable judicial services and programs



Integrity

Uphold the values of justice and accountability under the law



Excellence

Embody our commitment to effectively meet the needs of our community

Project Mission



WHERE WE'RE HEADED

Our mission is to re-envision and invest in Judicial Complex facilities to ensure safety, enhance operational efficiency, and enable a system that is restorative, accessible and effective in meeting the needs of the Milwaukee community.

We aim to integrate advanced technology, sustainable practices, and design for evolution to deliver exceptional, trauma-informed public services and uphold the principles of justice and fairness.

Preliminary Project Goals

1. Enhance Operational Efficiency

Implement advanced technologies and streamlined processes to improve the functionality and efficiency of courthouse operations, reducing wait times and increasing productivity.

2. Ensure Safety and Security

Design the facility with state-of-the-art security measures to maintain a safe environment for staff, visitors, and persons in custody.

3. Promote Accessibility and Inclusivity

Create an inclusive and accessible environment that accommodates the diverse needs of the community now and in the future, ensuring equal access to justice for all individuals.

4. Advance Climate Policy

Modernize facilities in alignment with Milwaukee County's Climate Action 2050 Plan.

5. Design for System Outcomes

Ensure the flow and function of facilities enable improvement in justice system outcomes and experiences and are adaptable to meet future needs.

6. Support Community Well-being

Integrate services and spaces that address the holistic needs of the community, including spaces for legal aid, mental health support, and community engagement, fostering a supportive and responsive judicial environment.

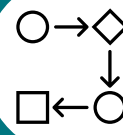
Improvement Efforts



Policy and Program Improvement

Focus on changes to identified policies, practices and programs facilitated within the justice system that impact justice system outcomes. It aims to address issues and achieve long-term improvements in specific areas of the justice system that have high likelihood to impact system outcomes.

Outcomes: Systems-level



Process Improvement

Focus on enhancing specific processes within the system to increase efficiency, reduce waste, improve quality, meet performance goals, and improve customer satisfaction. It involves making incremental changes to specific processes with a defined scope. Impact is short to medium term and limited to specific processes.

Outcomes: Process or service area-level

Strategic Alignment

1. Create Intentional Inclusion

1A: Reflect the full diversity of the County at every level of County government

1B: Create and nurture an inclusive culture across the County government

1C: Increase the number of County contracts awarded to minority and women-owned businesses

2. Bridge the Gap

2A: Determine what, where and how we deliver services based on the resolution of health disparities

2B: Break down silos across County government to maximize access to and quality of services offered

2C: Apply a racial equity lens to all decisions

3. Invest in Equity

3A: Invest "upstream" to address root causes of health disparities

3B: Enhance the County's fiscal health and sustainability

3C: Dismantle barriers to diverse and inclusive communities

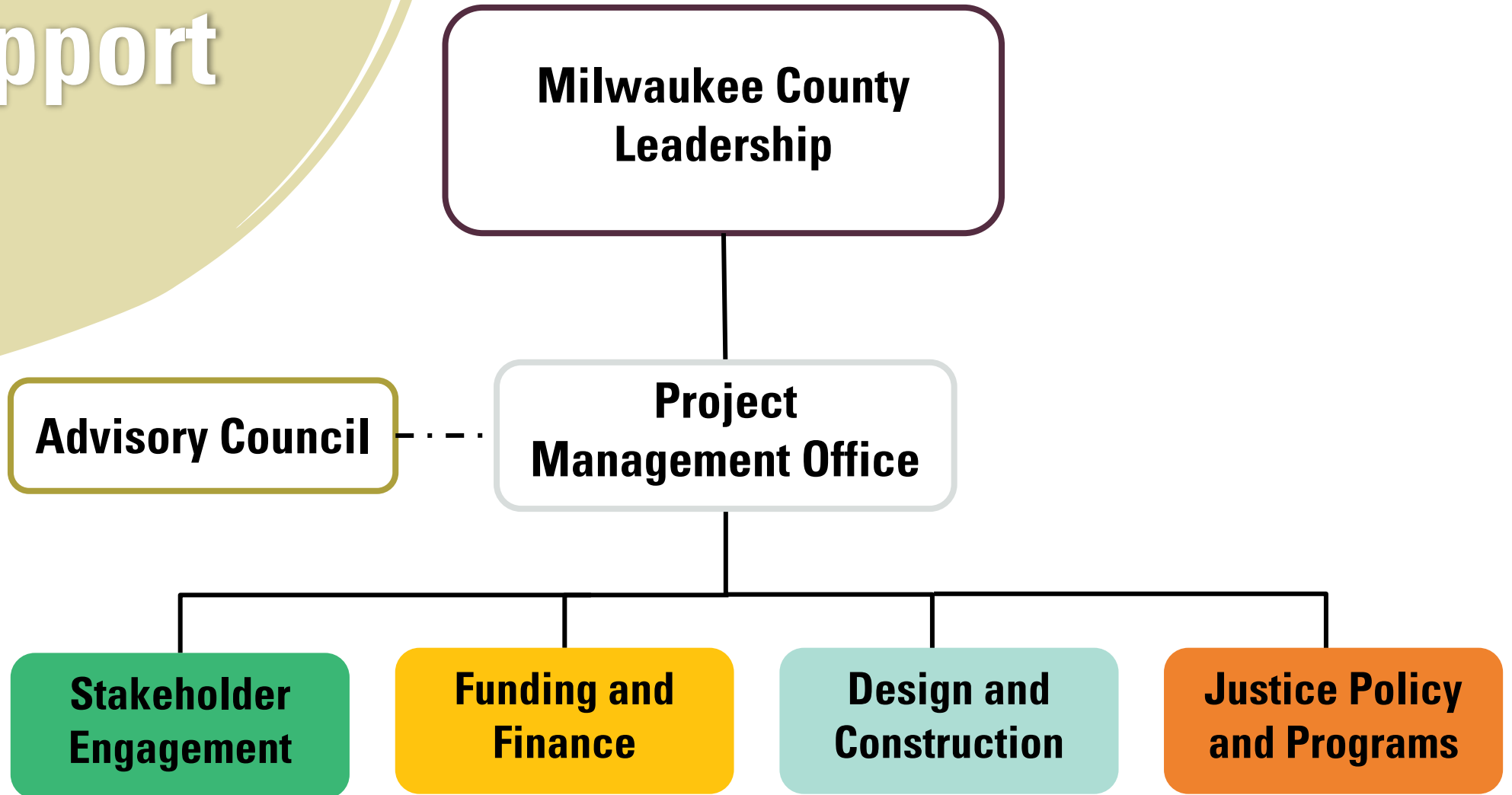
HOW

STRUCTURE FOR PROJECT IMPLEMENTATION



MILWAUKEE
COUNTY

Structure of Support



Overview of Work Groups

Funding and Finance



Secure, monitor and report on project funds

Design and Construction



Facilitate master planning, design and construction

Stakeholder Engagement



Elevate community and user perspectives and lead communications

Justice Policy and Programs



Prioritize and lead improvement efforts in the justice system

Project Management Office Role

Coordination

- Serves as the central hub for project management activities and coordination efforts between the four work groups.

Support

- Provides support to the work groups by offering resources, tools, and expertise.

Reporting

- Reports on project progress to County leaders including the CEX, County Board of Supervisors, and Advisory Council.

Oversight

- Maintains oversight of the overall project, ensuring that each work group is fulfilling its responsibilities and adhering to project plans, etc.

Decision-making

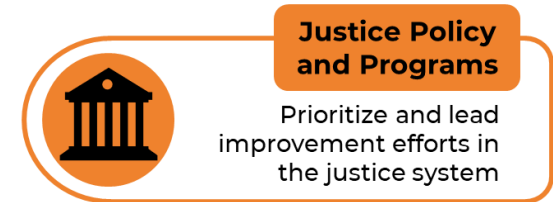
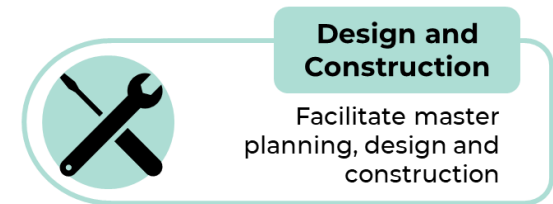
- Convenes core project team meetings with work group leads to discuss and resolve cross-functional issues, make strategic decisions, and align on project priorities.

Work Group Role

Work groups will conduct the day-to-day business necessary to advance the project.

Work group leaders will assemble their teams and collectively:

- Plan, manage, and track the activities required to successfully achieve major milestones of the project work stream;
- Participate in a core project team to address project risks, issues and change orders, and collaborate on interwoven activities; and
- Provide report outs on major milestone progress during Advisory Council meetings.



Advisory Council Role

This group plays a key role in providing guidance for the project to ensure strategic decisions are informed by subject matter experts. Members will:

- Engage in discussion on items elevated by Work Groups during council meetings;
- Ensure perspectives of staff and users within the representative's purview are reflected in group discussion;
- Provide expert recommendations on strategic decisions that will advance the project;
- Identify staff and resources to support achievement of project milestones related to process and policy improvement; and
- Be champions of the project.

Represented Groups:

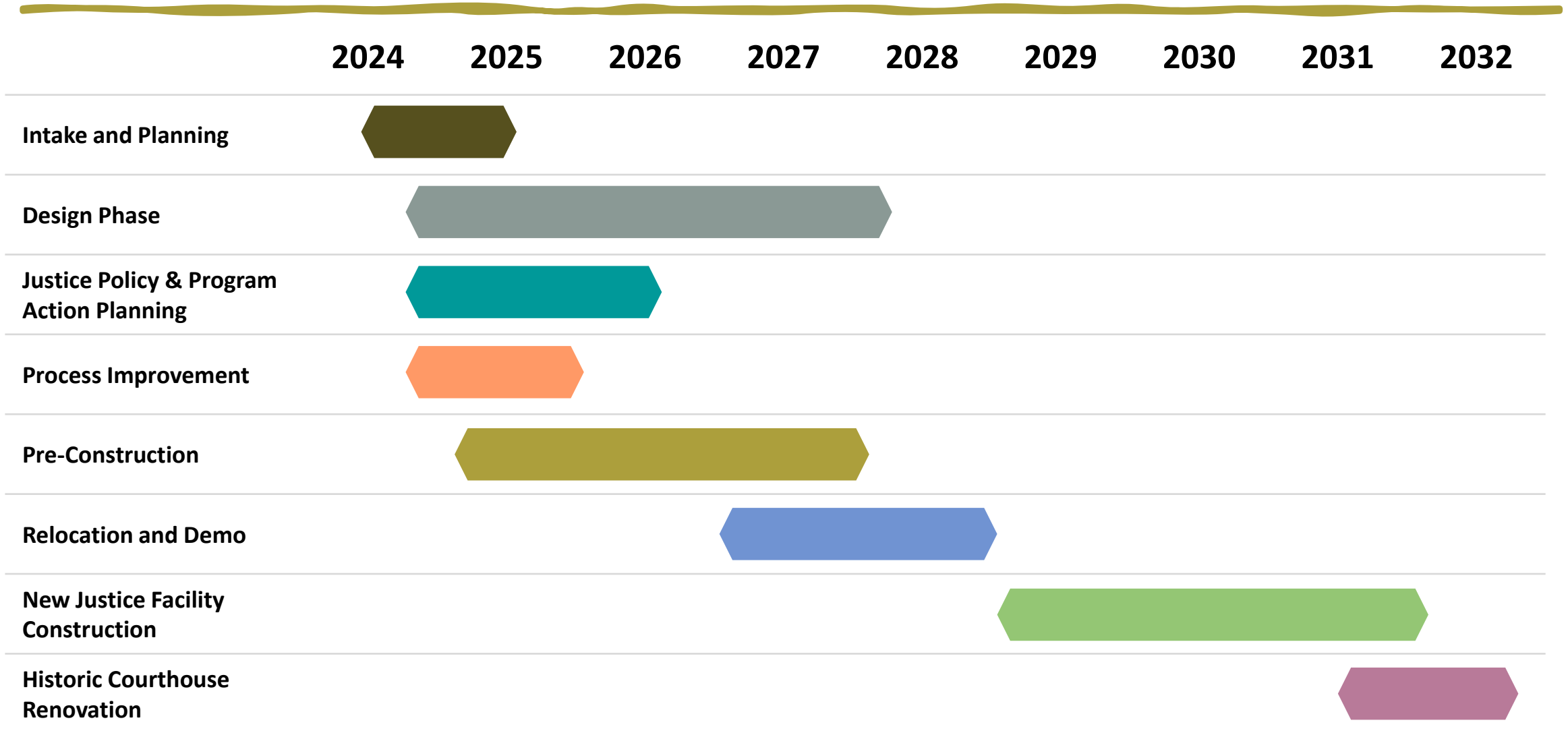
Circuit Court
Board of Supervisors
County Executive's Office
District Attorney
Office of Equity
Court Appeals
Health and Human Services
Strategy, Budget, and
Performance
Sheriff's Office
Clerk of Courts
Administrative Services
Comptroller's Office
Public Defender's Office
Community Justice Council
Project Consultants

NEXT STEPS

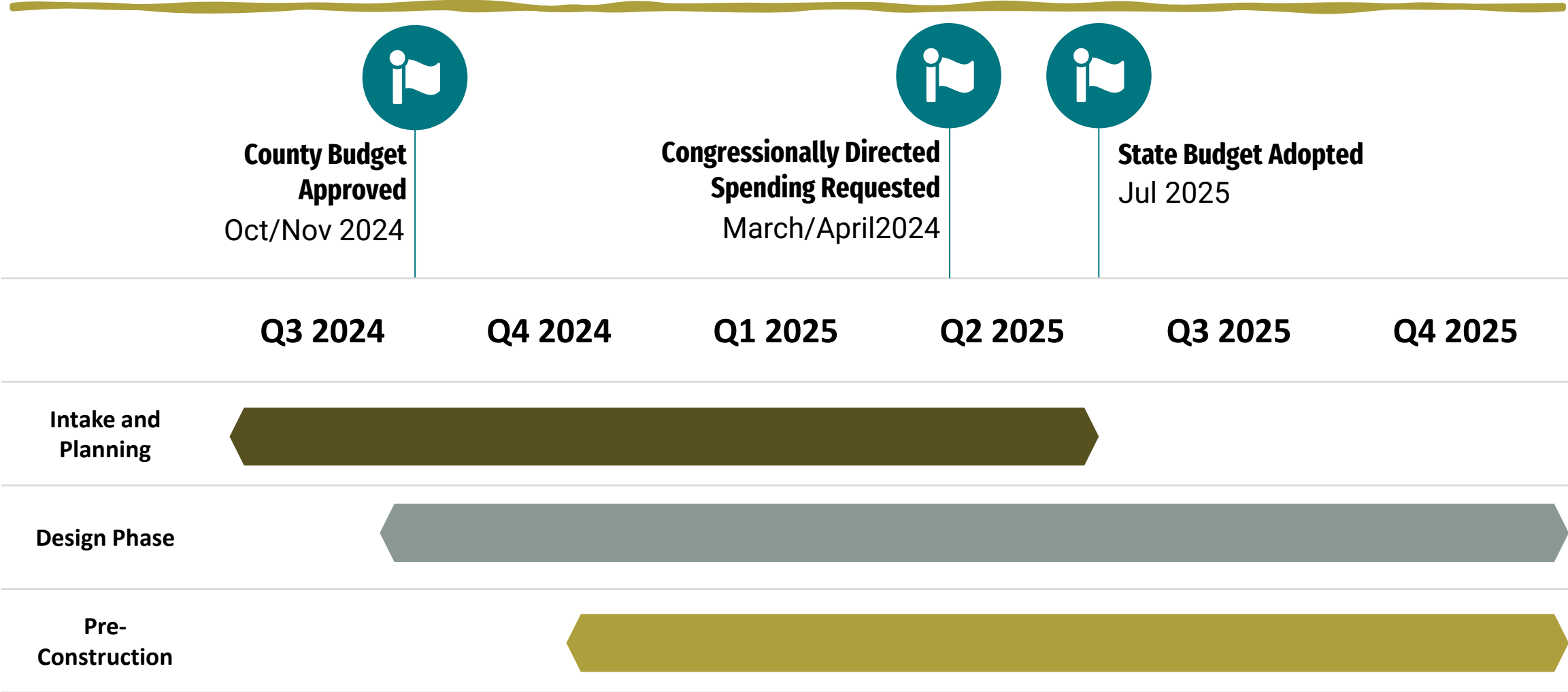


MILWAUKEE
COUNTY

Project Timeline



2024-2025 Project Budget Milestones



Cost Estimate Update

Cost escalation due to inflation of labor and materials costs is unavoidable. Ongoing planning allows for funding alignment and design development.

Year(s)	Inflation Impacts	Estimated Project Cost
2019	Baseline	\$327,251,000
2019-2023	25.5% increase	\$410,385,000
2023-2026	31% increase (assuming 2% annual inflation)	\$435,504,000
	43.5% increase (assuming 6% annual inflation)	\$488,775,000

Construction of the new facility is anticipated in 2027-2031.



County Board Engagement



Understand
the project
and intended
outcomes



Be a voice for
stakeholders and
constituents



Stay informed
through regular
updates and
Advisory Council
representation



**MILWAUKEE
COUNTY**