

Investing in Justice: Courthouse Complex

March 2026



Agenda

- Welcome & Introductions
- Work Group Updates
 - Design & Construction
 - Funding & Finance
 - Justice Policy & Programs
 - Stakeholder Engagement
- Closing

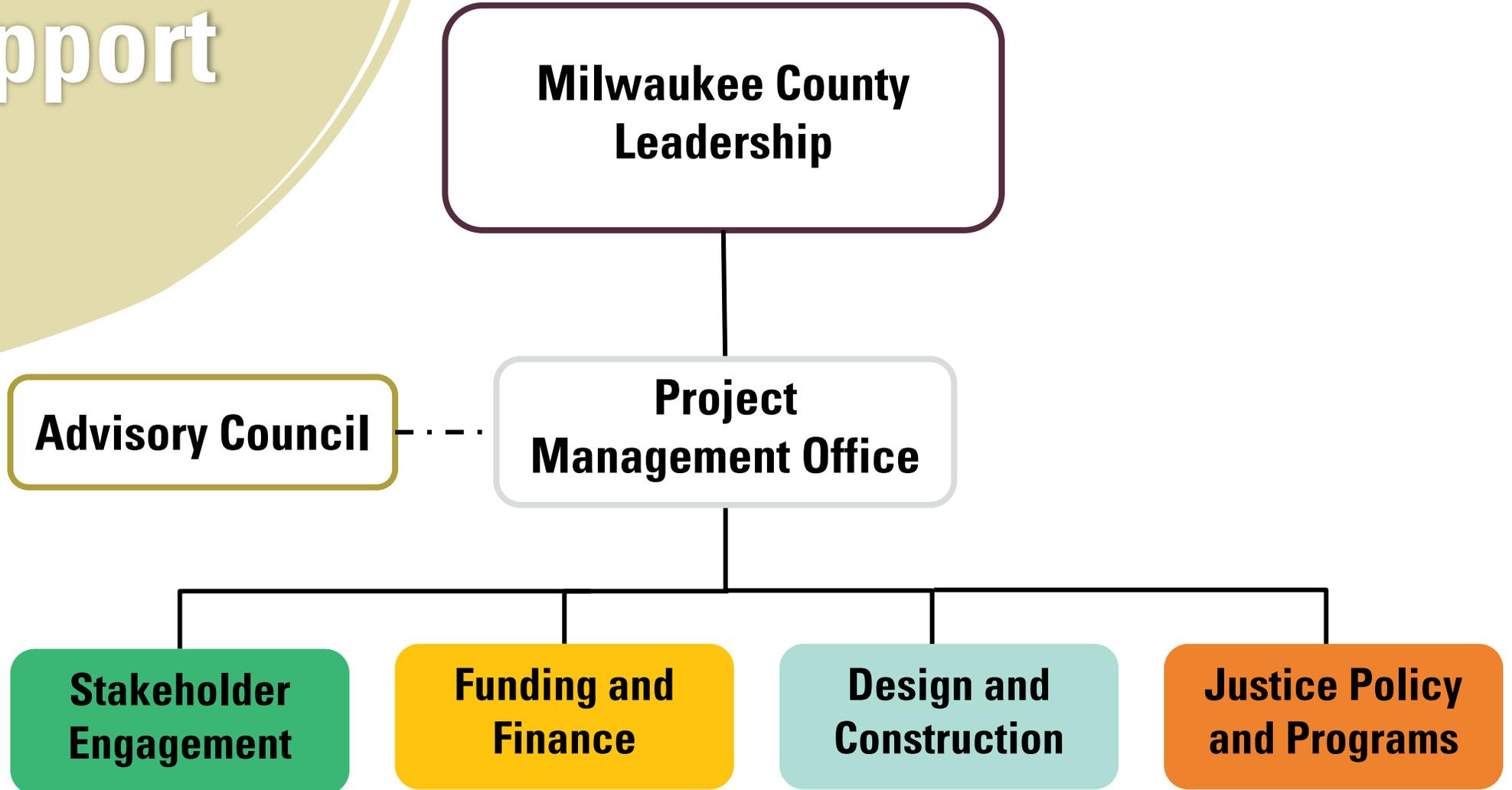
Our Commitment: Vision & Mission

WE ENVISION... A welcoming and adaptable Courthouse Complex that embodies justice, equity, safety, and community well-being and addresses the holistic needs of the public, systems-involved individuals, and staff now and in the future.

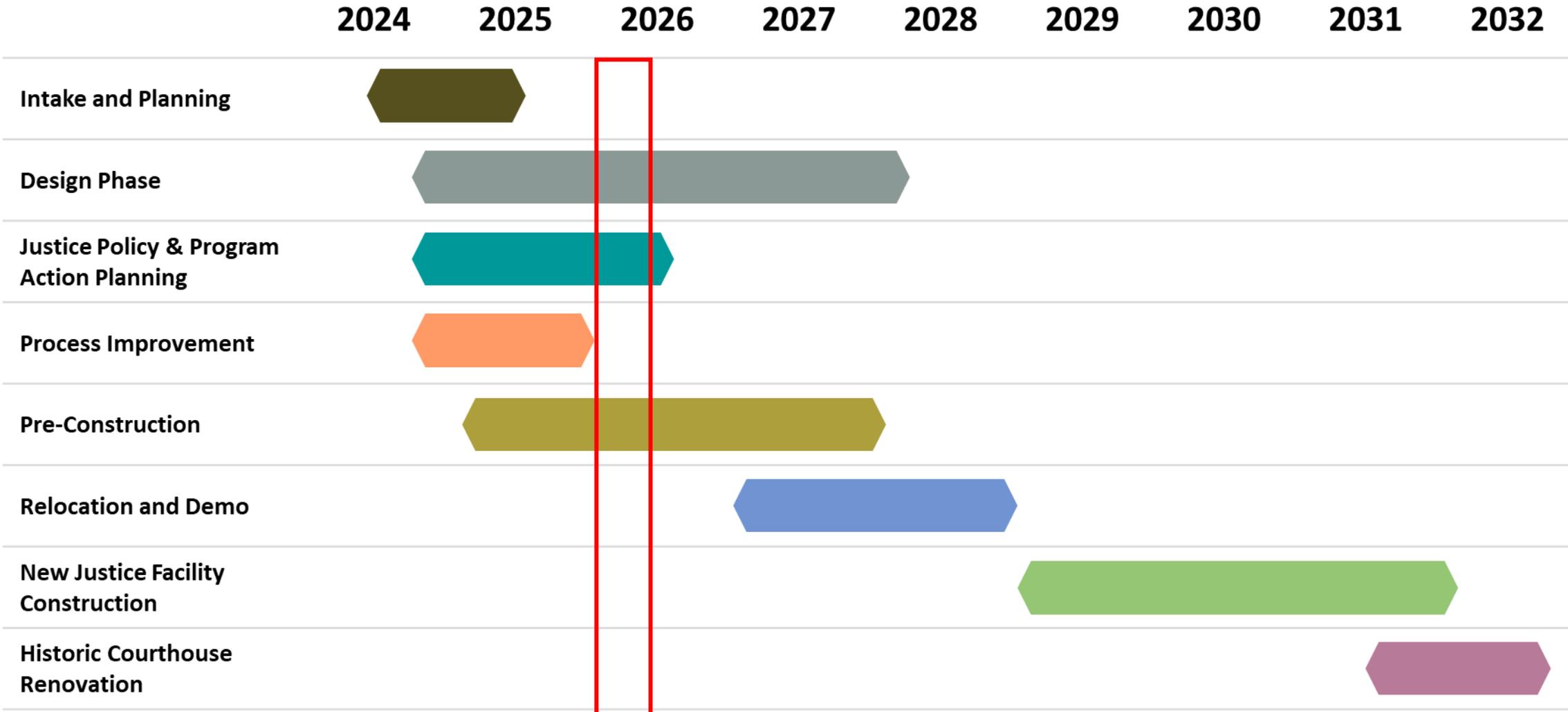
PROJECT MISSION

Our mission is to create welcoming Courthouse Complex facilities that prioritize equity and the needs of the Milwaukee community. We will do this by fostering safety, accessibility, efficiency, and restorative practices through an adaptable design that is informed by stakeholder engagement and accommodates state-mandated services and comprehensive resources that uphold justice and fairness for everyone.

Structure of Support



Project Timeline



Meeting Project Goals through Decisions

PROJECT GOALS



DECISION-MAKING PRINCIPLES



Upcoming Milestones

The IJCC project team will focus on the following milestones and incorporate updates into quarterly reports to the County Board.

Q4 2025

- December Board Report
- 75% Conceptual Design

Board Report

Q1 2026

- Conceptual Design Refinement
- Swing Space Strategy Finalization
- 75% Cost Estimate

Anticipated Report to the Board

Q2 2026

- 100% Conceptual Design
- Cost Estimate
- FY27 Capital Budget Request

Anticipated Report to the Board

Q3 2026

- Fiscal Impact Board Report
- FY27 Recommended Capital Budget
- Swing Space Facility Modifications

Anticipated Report to the Board

Q4 2026

- FY27 Adopted Capital Budget
- Swing Moves Begin
- Demolition Preparation

Anticipated Report to the Board

Justice Policy & Programs



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Value Setting to Inform Design



Justice Policy and Programs

Prioritize and lead improvement efforts in the justice system

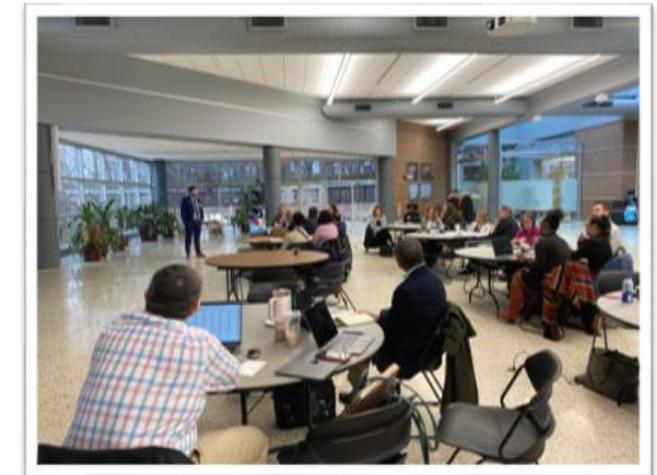
With leadership from the Community Justice Council (CJC), the National Center for State Courts (NCSC) led a collaborative values-setting process in 2025.

This included a working session with justice system leaders, a public survey and outreach to system-involved stakeholders, a series of focus groups, and one-on-one interviews.



DESIGN INTEGRATION STEPS

- Collaboration with AECOM to ensure values are thoughtfully integrated into the planning and design of the new facility.
- Continued partnership with the CJC to advance these values through their strategic efforts around Mental Health and Trauma, specifically in the design of problem-solving courts.



Values-Driven Design



Justice Policy and Programs

Prioritize and lead improvement efforts in the justice system

The core values identified through NCSC's engagement with system leaders translated into tangible design and operational decisions.

Value	How This Value Is Built into the Project
Safety and Security	<ul style="list-style-type: none">- Three-way separation for public, staff, and in custody throughout the new building- One entrance into the building for the public with security screening
Accessibility and Efficiency	<ul style="list-style-type: none">- New signage and digital displays for improved wayfinding- Use technology and virtual resources to improve court access
Collaboration	<ul style="list-style-type: none">- Social hubs and meeting spaces planned for in the new facility and the historic courthouse
Trust	<ul style="list-style-type: none">- Offering multiple avenues for community updates and feedback, including surveys, tours, presentations, roadshows, website, and a shared inbox
Community	<ul style="list-style-type: none">- Create private areas for system-impacted families and individuals, including respite rooms and attorney-client meeting spaces
Transparency	<ul style="list-style-type: none">- Utilizing a three-pronged decision-making framework for IJCC project decisions, balancing stakeholder feedback, fiscal feasibility, and best practices
Innovation	<ul style="list-style-type: none">- Allocate space for problem-solving courts

Justice Policy & Program Next Steps

PROBLEM SOLVING COURT FLOOR

- Design of this floor will be the next JPP focus area in partnership with CJC. This work will:
 - Enable a culture of better response to behavioral health and trauma
 - Serve to reimagine how justice is delivered and community members are supported
- The CJC and AECOM began planning for a dedicated problem-solving courts floor in February 2026 and will continue with workshops

COURT SCHEDULING

- The JPP work group will continue partnership with NCSC



Problem-Solving Courts



Justice Policy and Programs

Prioritize and lead
improvement efforts in
the justice system

IJCC aims to improve justice system outcomes, not simply construct courtrooms. Problem-solving courts are central to that mission. This is where **design, operations, and policy intersect.**

WHY A DEDICATED PROBLEM-SOLVING COURT FLOOR?

Improves participant experience and dignity

Supports collaboration across justice partners

Reinforces continuity, accountability, and treatment access

Creates flexibility for evolving court models

WHAT IS THE CJC'S ROLE?

The CJC is uniquely positioned to:

- Help define problem solving-court program goals
- Inform operational and service-delivery needs
- Shape a long-term strategy for problem-solving courts in Milwaukee County

Key Questions for CJC Input

- How should services, courtrooms, and support spaces work together?
- What should the experience of moving through this building feel like—for participants, families, staff, and the public?
- How can the courthouse be designed to remain flexible and responsive as needs, programs, and policies evolve over time?



Justice Policy and Programs

Prioritize and lead improvement efforts in the justice system

SOLICITING INPUT

- Problem-solving court workshop led by AECOM on February 19
- CJC meeting of the whole February 25



Design & Construction



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Conceptual Design Progress



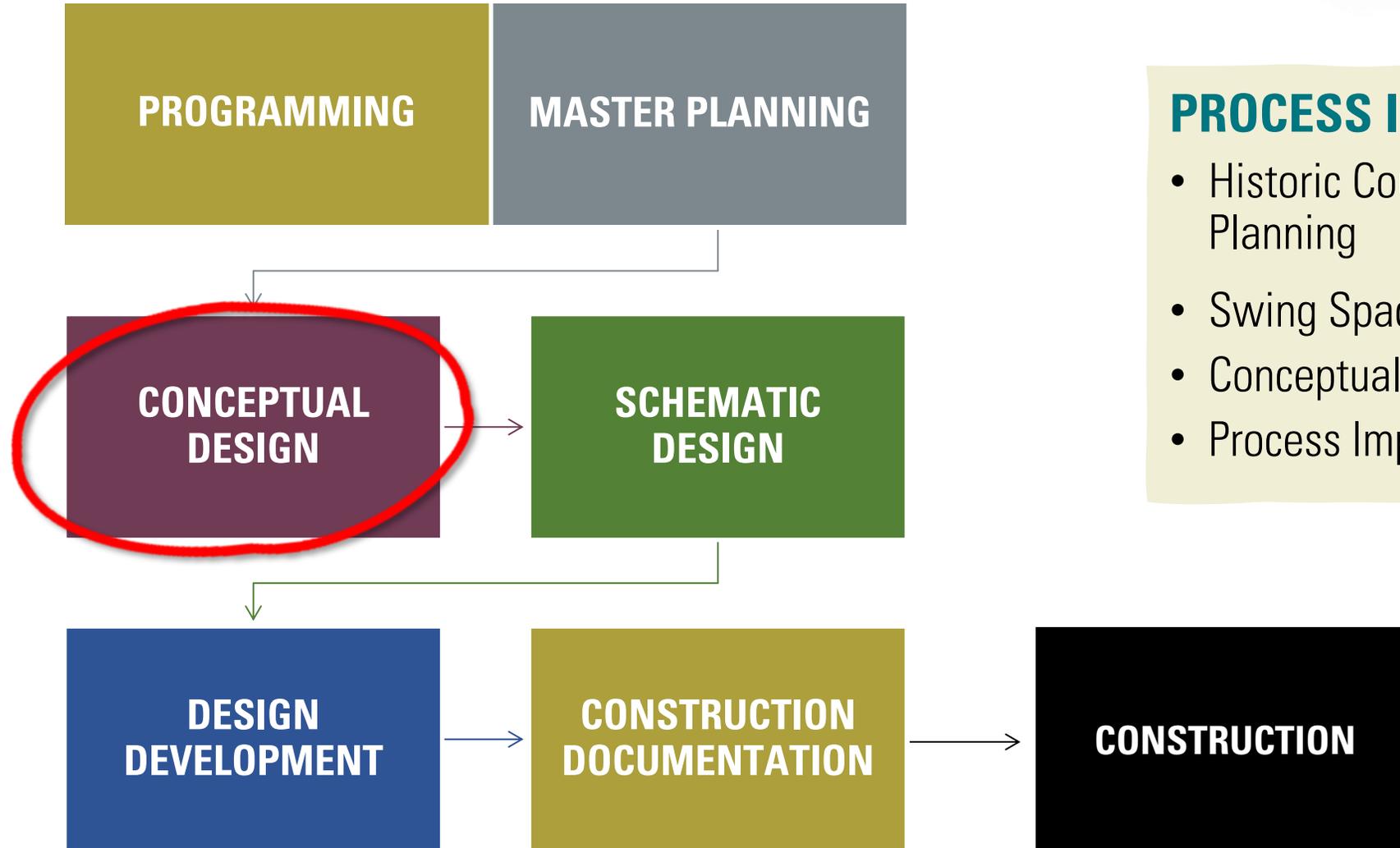
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Steps in Design Phase



Design and Construction

Facilitate master planning, design and construction



PROCESS INTEGRATION:

- Historic Courthouse Master Planning
- Swing Space Strategy
- Conceptual Design
- Process Improvement



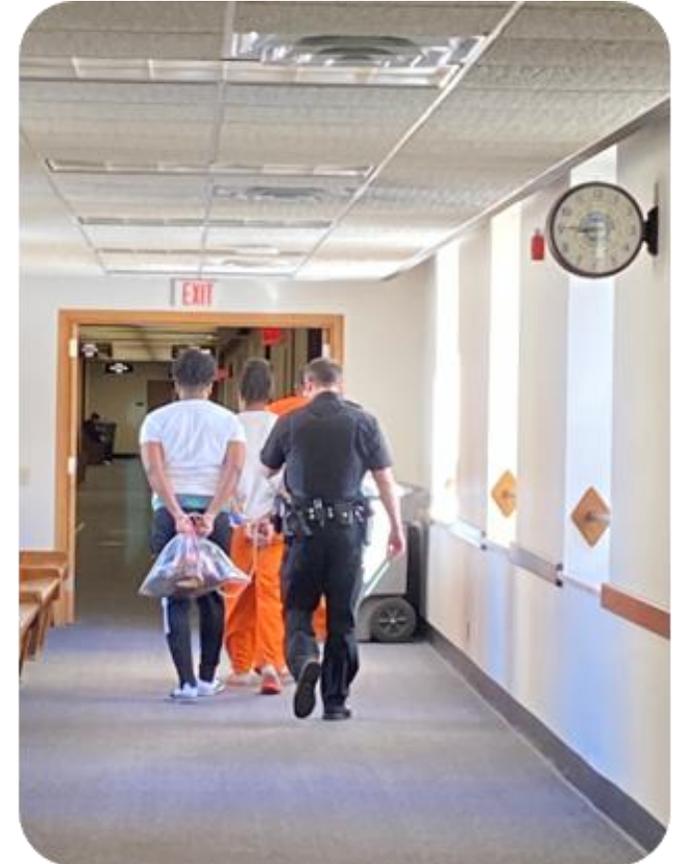
Designing for System Outcomes

- Problem Solving Court Floor
- Respite spaces
- Improved visitor experience and wayfinding
- Three-way separation efficiency
- Space for supporting services
- Attorney/Client meeting rooms
- Efficient courtroom configuration
- Process improvement for court scheduling



Design and Construction

Facilitate master planning, design and construction



Overview of Key Decisions

CHANGES SINCE 30% CONCEPT DESIGN



Design and Construction

Facilitate master planning, design and construction

1. Program relocated into Historic Courthouse:

- Office of the Chief Judge, Post Convictions Motions & Wisconsin Forensic Unit, Portion of Sheriff's Office, Court Reporters
- Full Food Service

2. Program efficiencies achieved:

- Courtroom quantity and Jury Deliberation Room ratio
- Satellite Clerk's Office
- Shooting Range
- Nonessential bathrooms removed from scope

3. Program refinement:

- Jury Management reduced and flexible Training Room (seats 50) added
- Grab N' Go food service provided (not a full cafeteria in the new building)
- Judicial Chamber suite on each court floor with shared washrooms



Designing for Fiscal Outcomes



Design and Construction

Facilitate master planning, design and construction

- Challenging the size of program space square footage
- Maximizing use of Historic Courthouse in place of additional, potentially costly swing space and larger new facility
- Managing operational expenses impacted by design, layout, and/or building materials
- Improving energy efficiency
- Eliminating PSB deferred maintenance

TO DATE: These decisions led to **over \$100M in cost avoidance.**

75% cost estimate and validation due in Q1 and 100% in Q2 2026.



Decision Example: Jury Deliberation Rooms

The Courthouse Complex currently has 22 criminal courtrooms and 22 jury deliberation rooms.

2024 JURY DELIBERATION DATA

On average, 16 jury trials were scheduled weekly on Mondays. Of those, 7 went to trial. There are 22 jury deliberation rooms available.



Peak jury trials **scheduled**: 21 (95% of courtrooms)
Maximum that **proceeded to jury trial**: 12 (55%)

Currently, 12 jury deliberation rooms are used during **peak times**.

55% of rooms are used at least one day at peak times



PEER TO PEER DATA

Half of the courthouses we met with have a varied ratio of courtroom to deliberation room ratio.

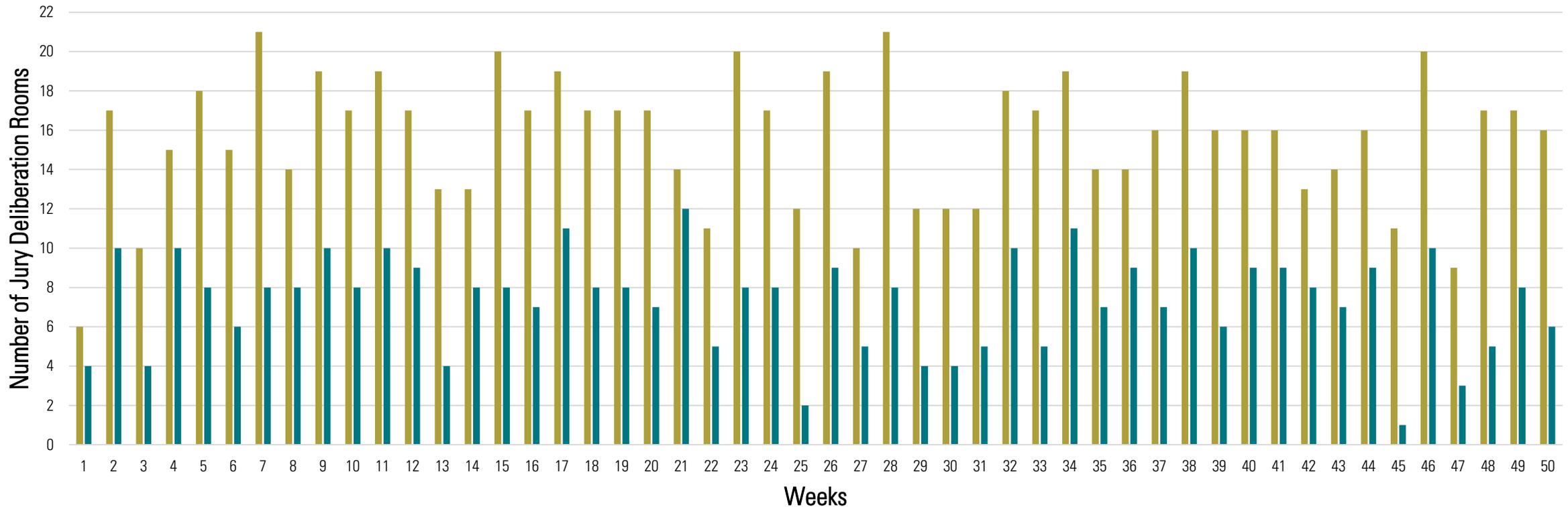
Jury Deliberation Room Usage

Design and Construction

Facilitate master planning, design and construction



2024 Data



Maximum Cases to Trial on a Monday – 12
Maximum Cases to Trial on a Wednesday – 4
Maximum Cases to Trial in a Week – 14

■ Trial Cases Scheduled

■ Cases to Trial

Jury Deliberation Room Quantity

Decision Description: How many jury deliberation rooms are necessary to guarantee swift justice?

Best Practices

Access to jury deliberation rooms is critical to eliminate delays and facilitate fast justice for trial cases. Our Peer Comparisons range from providing 1 jury deliberation room to 1 jury courtroom up to 1 jury deliberation room to 1.5 jury courtrooms. Given Milwaukee County's jury trial data analysis, the maximum jury trial cases that go to trial is 67%, which could be served by a 1.3 ratio.

Financial Feasibility

Reducing the number of jury deliberation rooms could result in a saving of \$3.5M to \$8.8M.

Public & Stakeholder Feedback

The Sheriff's Department requested that a minimum of 3 jury deliberation rooms be provided for every 4 jury courtrooms, which is a 1.3 ratio. Chief Judge requested 1:1. The public is concerned about optimizing space to reduce the financial burden on taxpayers while ensuring operational efficiency. All cost-saving measures will likely be viewed positively by the community.

Decision Recommendation: Reduce jury deliberation rooms to 1:1.3 (1 jury deliberation room for every 1.3 jury courtroom) which exceeds current need and ensures availability of a jury deliberation room when needed.

Alignment Disposition: Aligns

Rationale: In alignment with peer comparisons and with the current trial data.

Alignment Disposition: Aligns

Rationale: Reducing the number of jury deliberation rooms reduces the overall building footprint in the tower, which reduces the overall cost.

Alignment Disposition: Partially Aligns

Rationale: Is in alignment with the Sheriff's Department and public opinion to save costs, but not with the Chief Judge's request.

**75% Conceptual
Design**

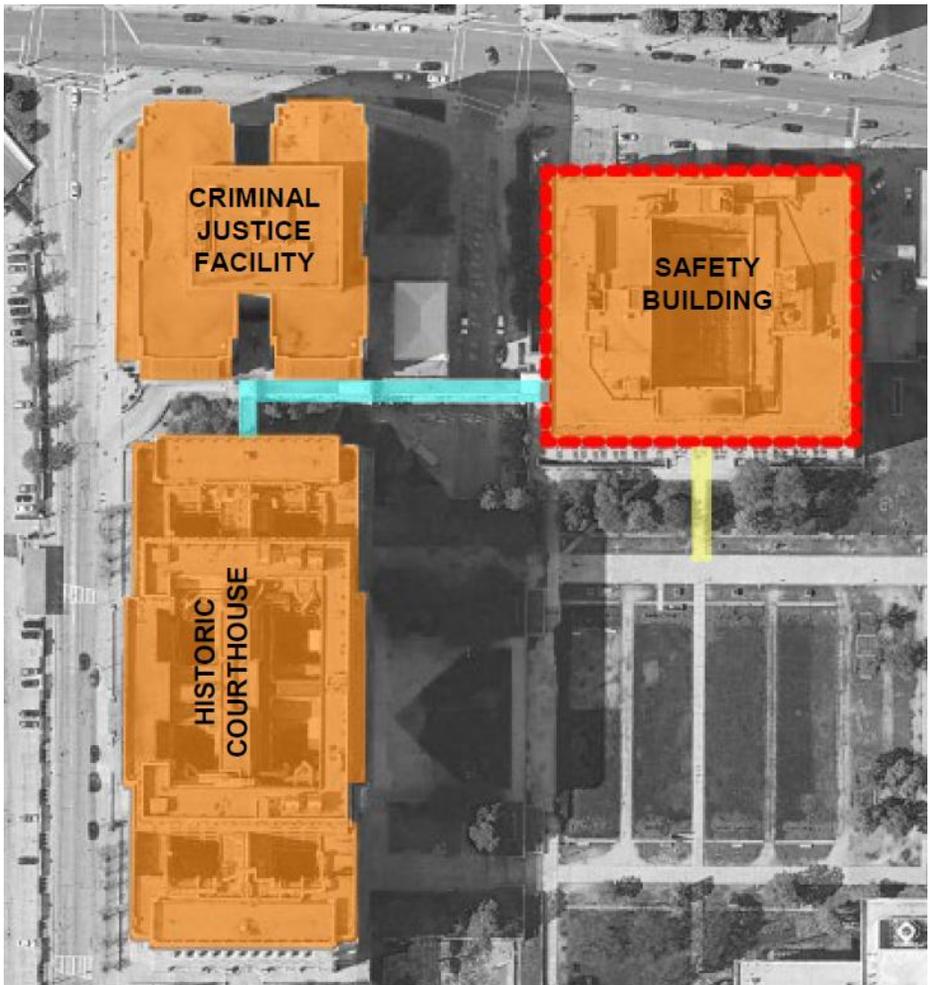


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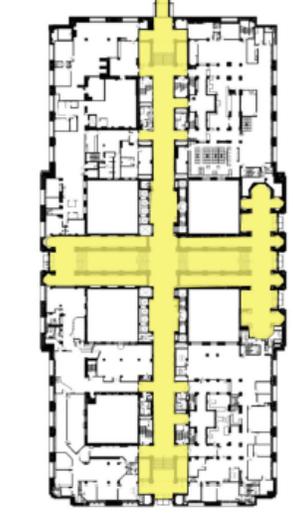
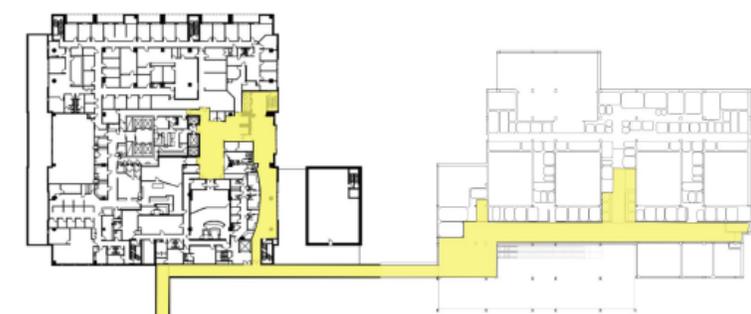
Complex Interconnections

Design and Construction

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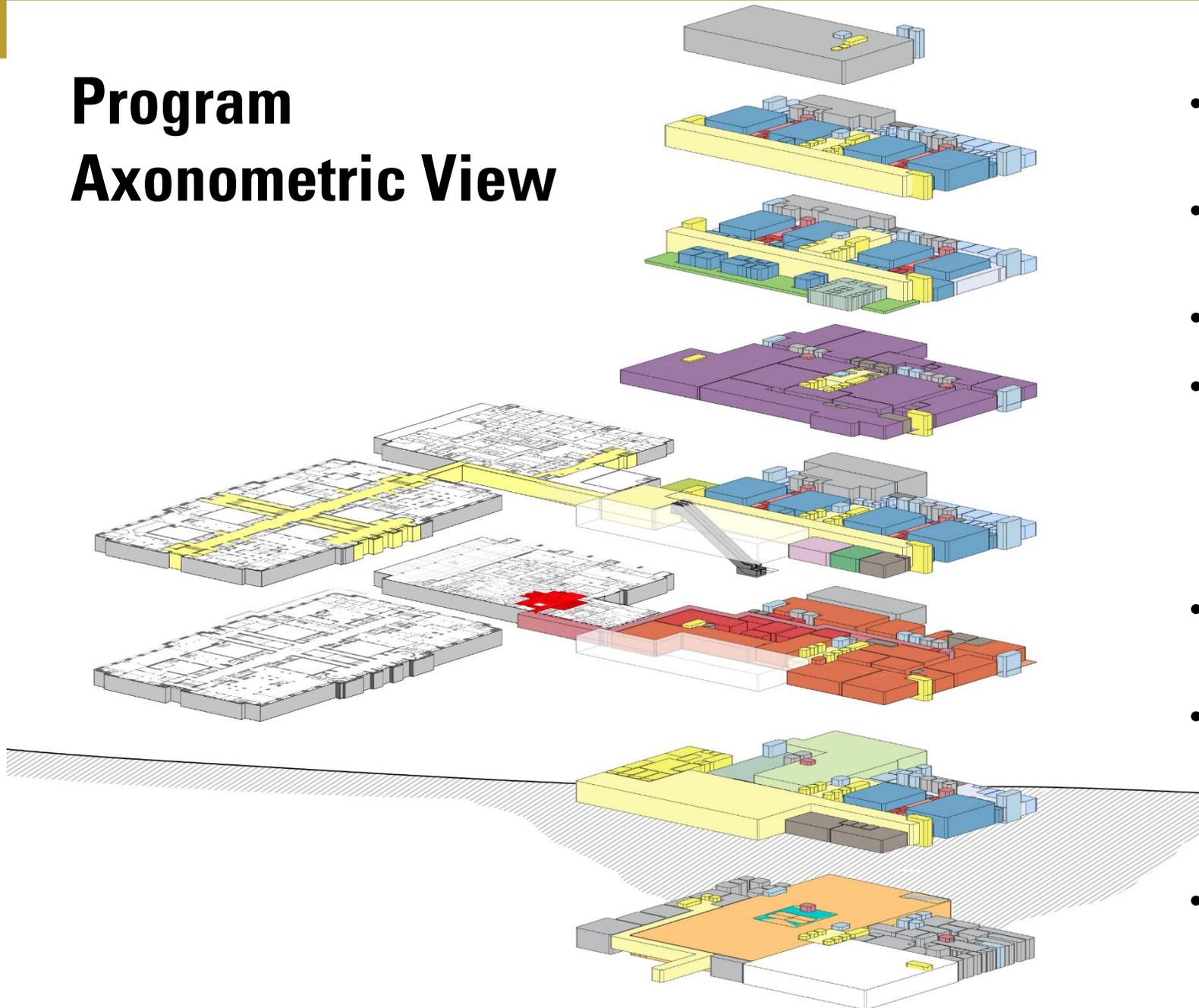


2nd Floor - In-Custody/Secure Circulation



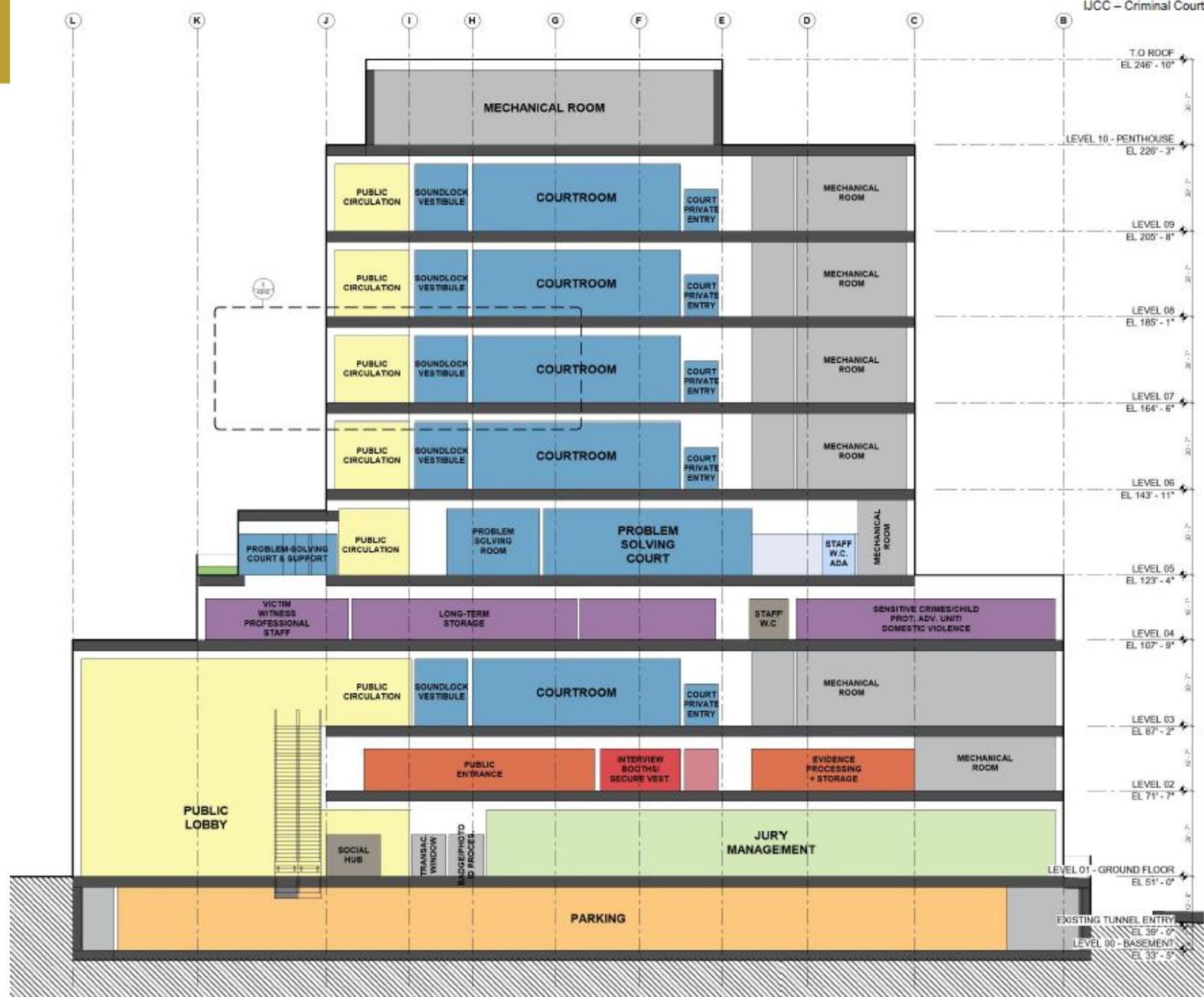
Upper Floor - Public Circulation

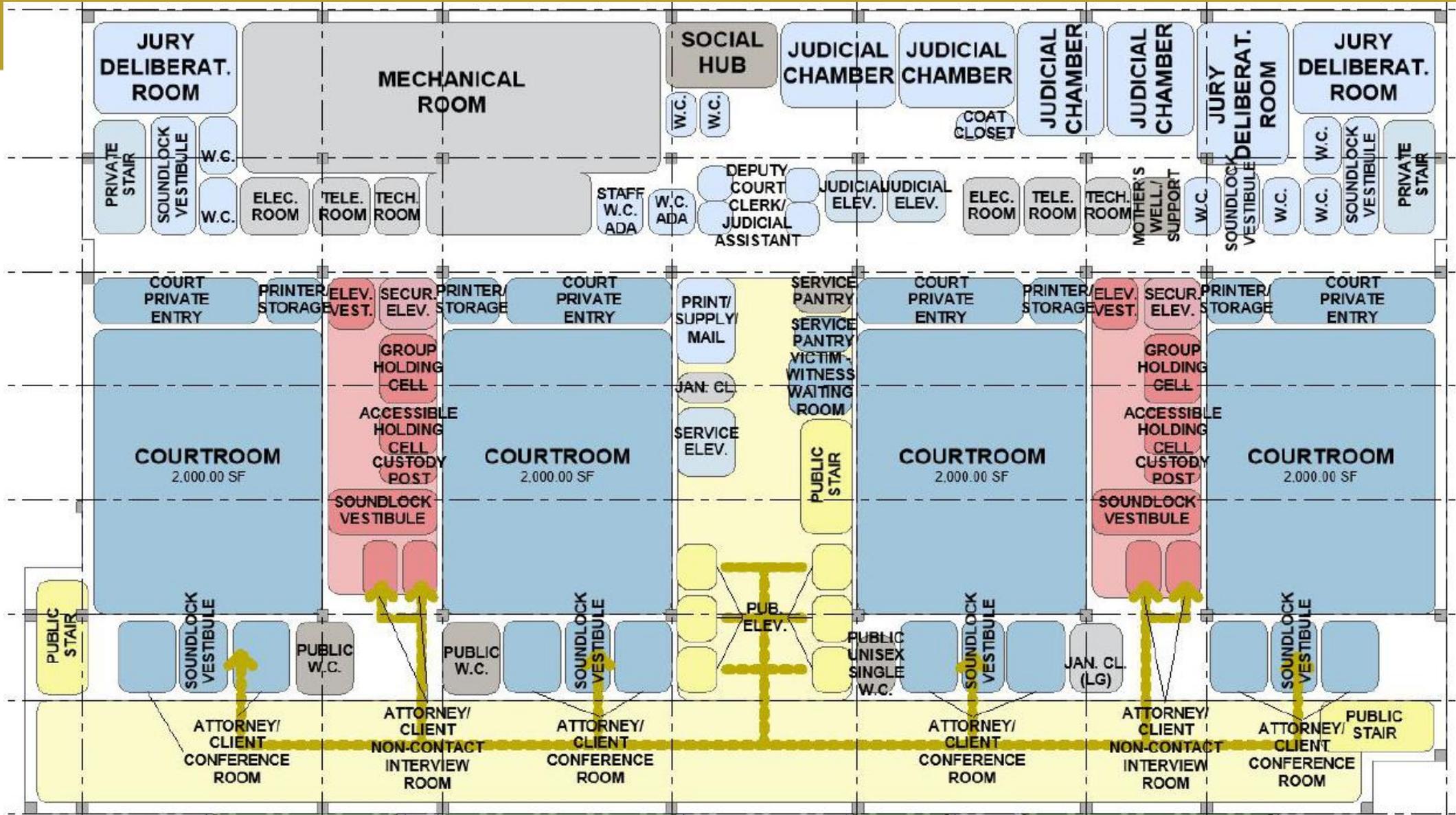
Program Axonometric View



- 6th-9th floors: 4 Jury Courtrooms per floor
- 5th floor: Problem-Solving Courts and supporting program
- 4th floor: District Attorney's Office
- 3rd floor: link to other buildings, 4 Jury Courtrooms, as well as public facing and non-public facing program. Court reporters, media room, OPD satellite office, court coordinators.
- 2nd floor: Sheriff's Office and In-Custody Holding
- Ground floor: Large Court Room and Traffic Courtroom, Jury Management and Grab and Go Food Services. Pretrial services (Justicepoint)
- Basement: Secure parking, Sally port and Building Operation functions

Building Section

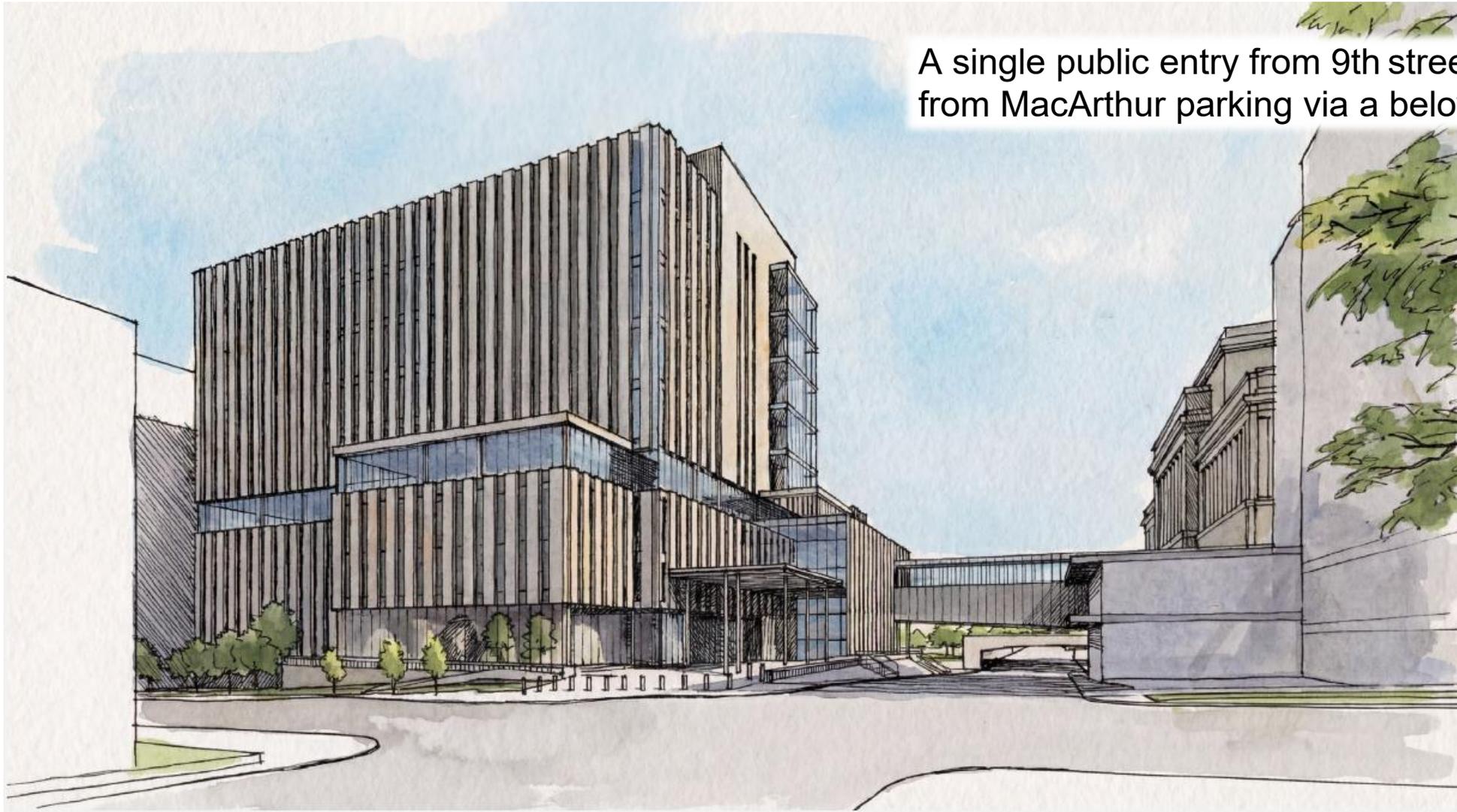




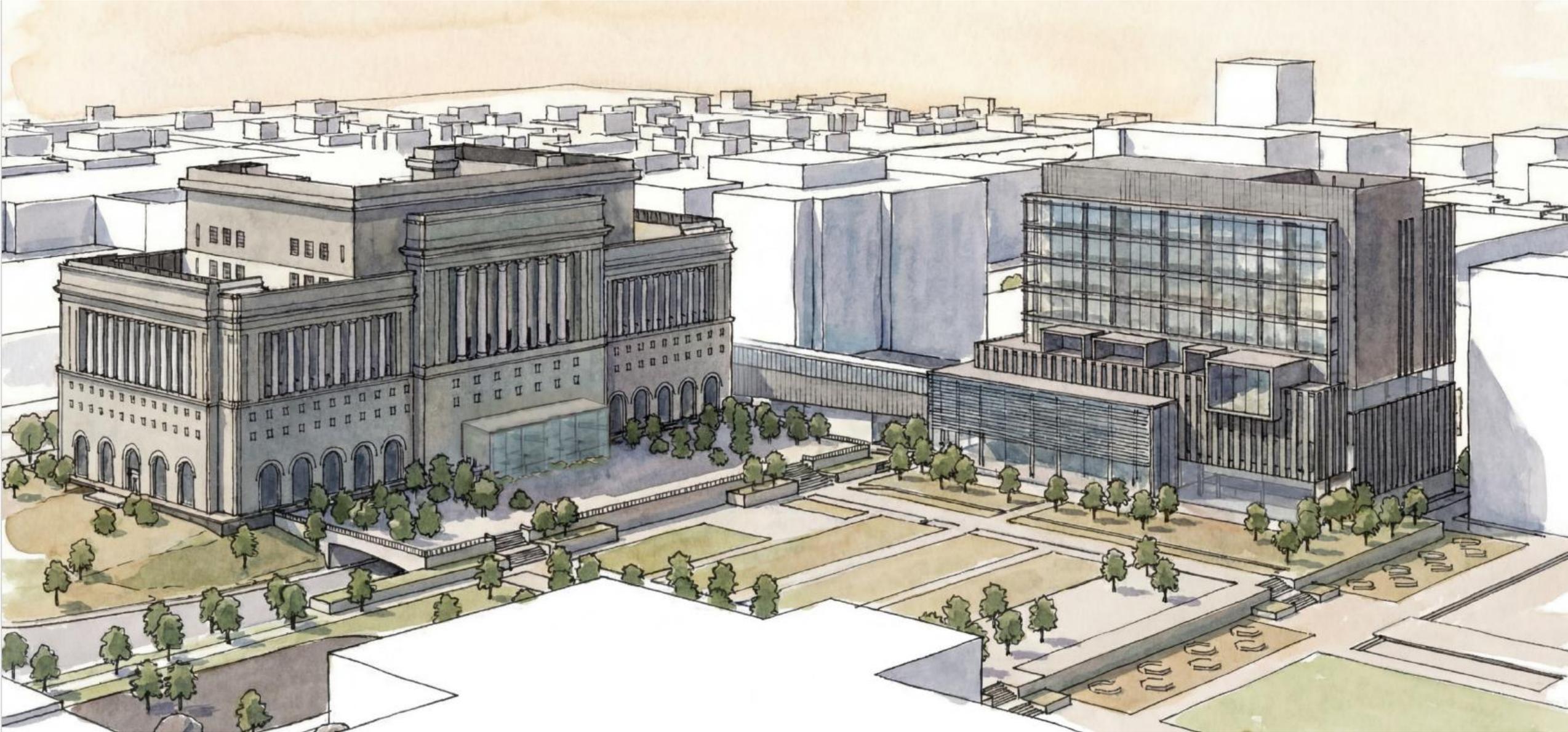
Typical Court Configuration

GREEN ROOF

75% Conceptual Design

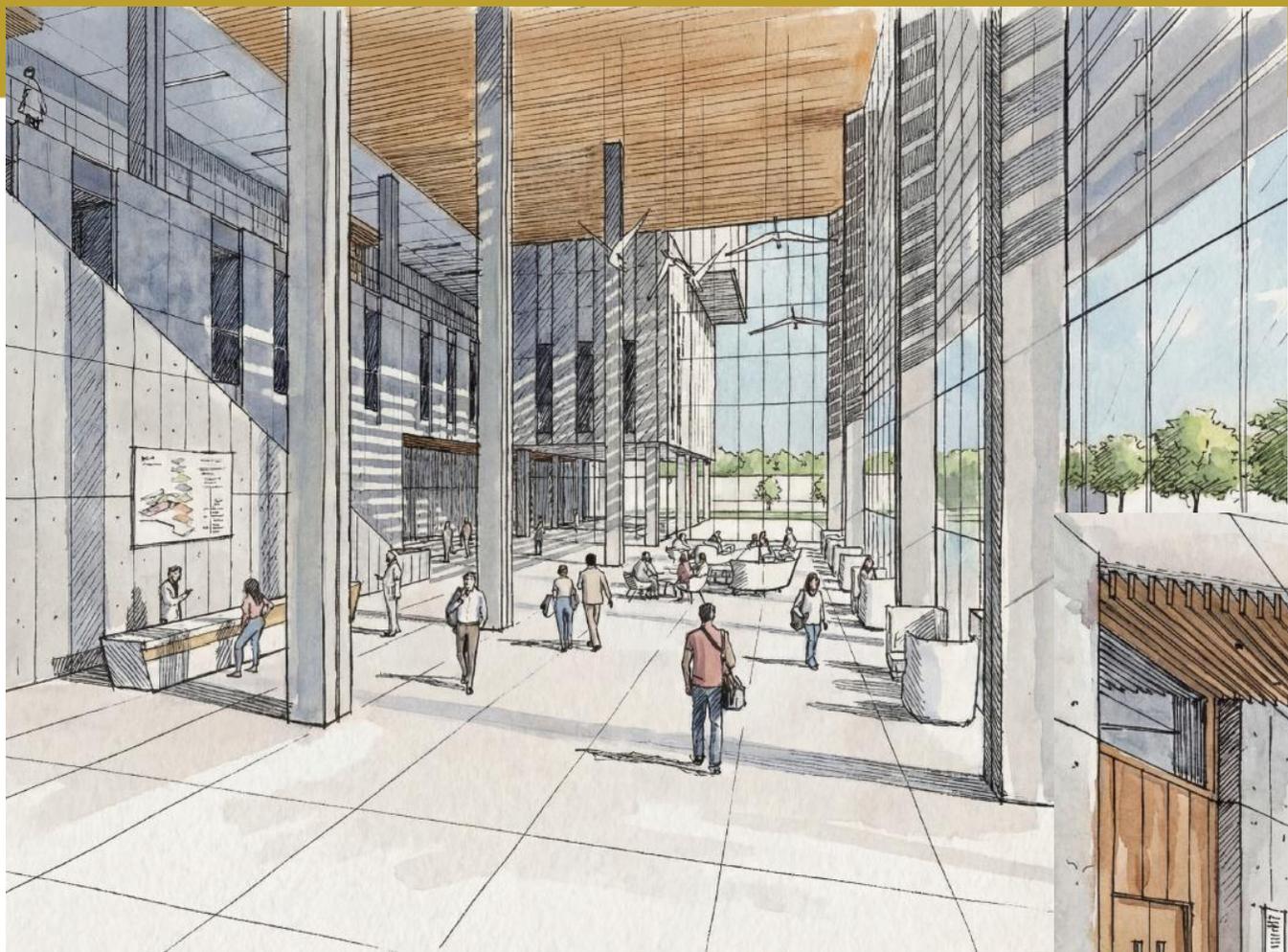


A single public entry from 9th street that includes access from MacArthur parking via a below-grade tunnel.





Looking North across MacArthur Square



Design Progress



ITEMS UNDER CONSIDERATION

- Problem Solving Court floor approach
- Loading Dock Access
- Increase DA Floor height for future flexibility (allow for 4 future courtrooms)
- Energy Systems Approach/Central Utility Plant
- Building relationship to Police Administration Building



Historic Courthouse Master Planning



Design Progress



Design and Construction

Facilitate master planning, design and construction

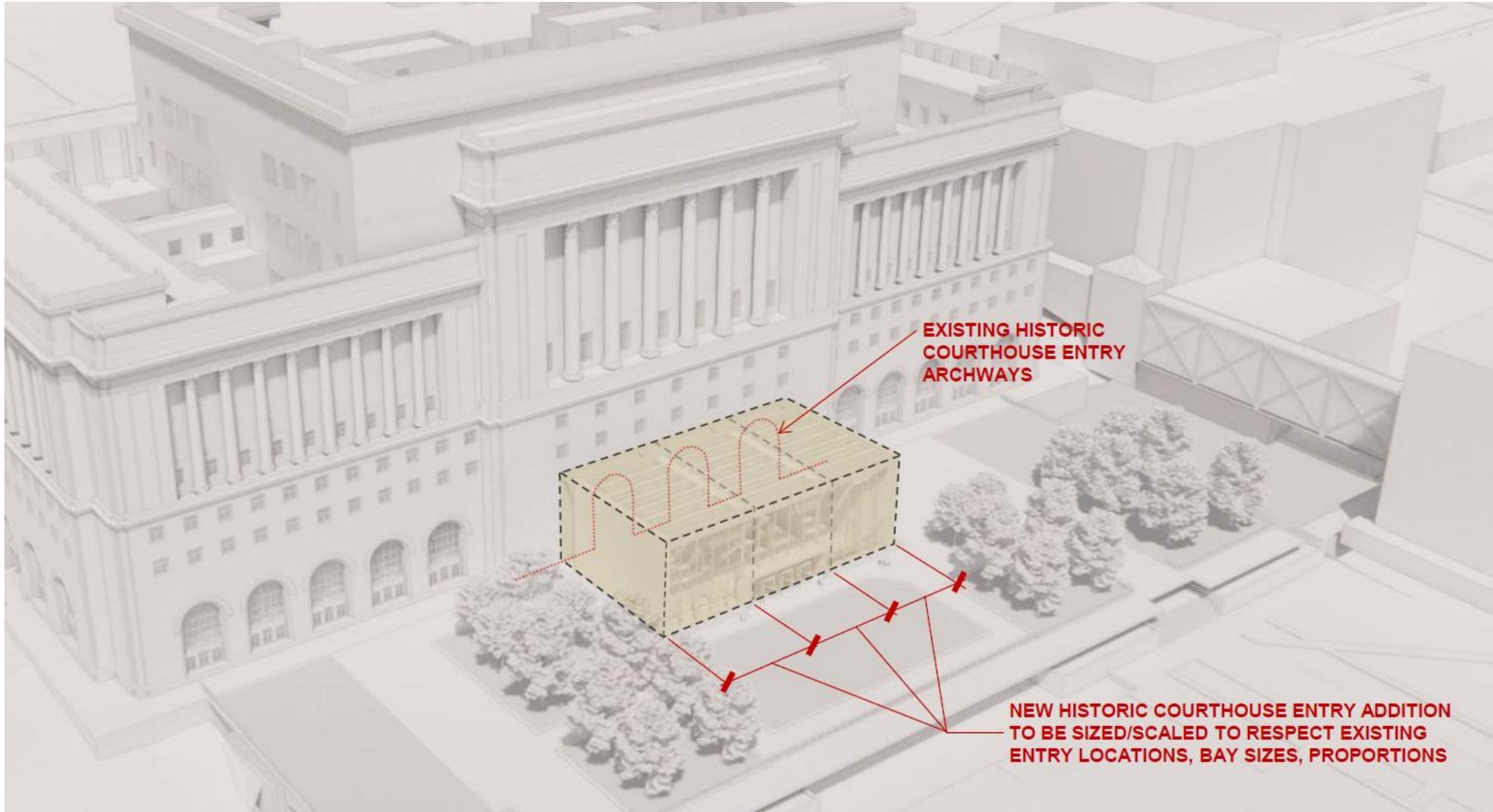
HISTORIC COURTHOUSE (HCH) MASTER PLANNING

Determine the highest and best use for space in the HCH based on programs that will remain in the building once construction is complete

NEXT STEPS

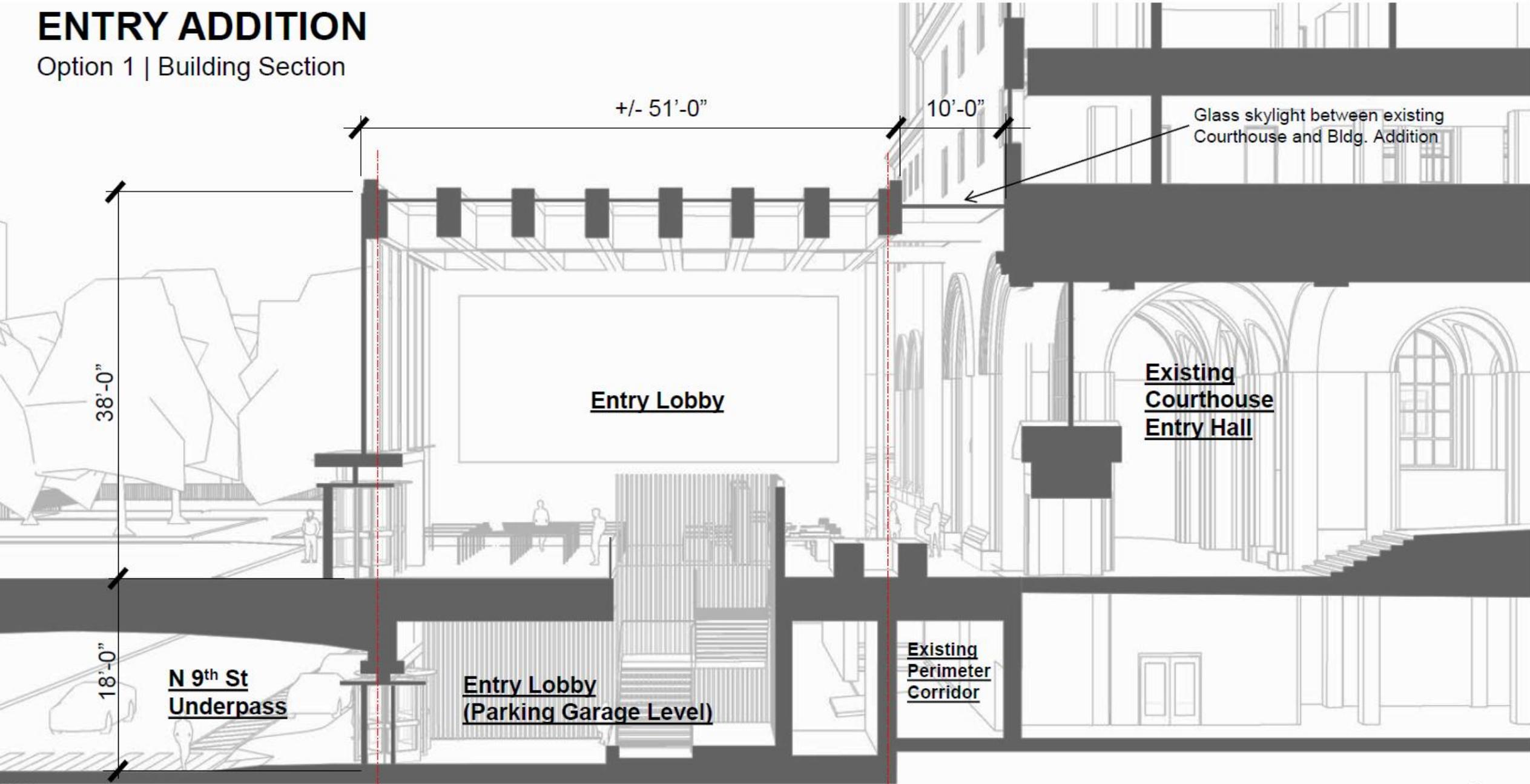
- Consider 75% conceptual design as presented
- Delineate between implementation as part of swing space and IJCC
- Consider integration of master plan priority items into future capital improvement plans
- Align long-term moves and operational improvements for the swing phase with swing space renovation

Example: 9th Street Entry Addition



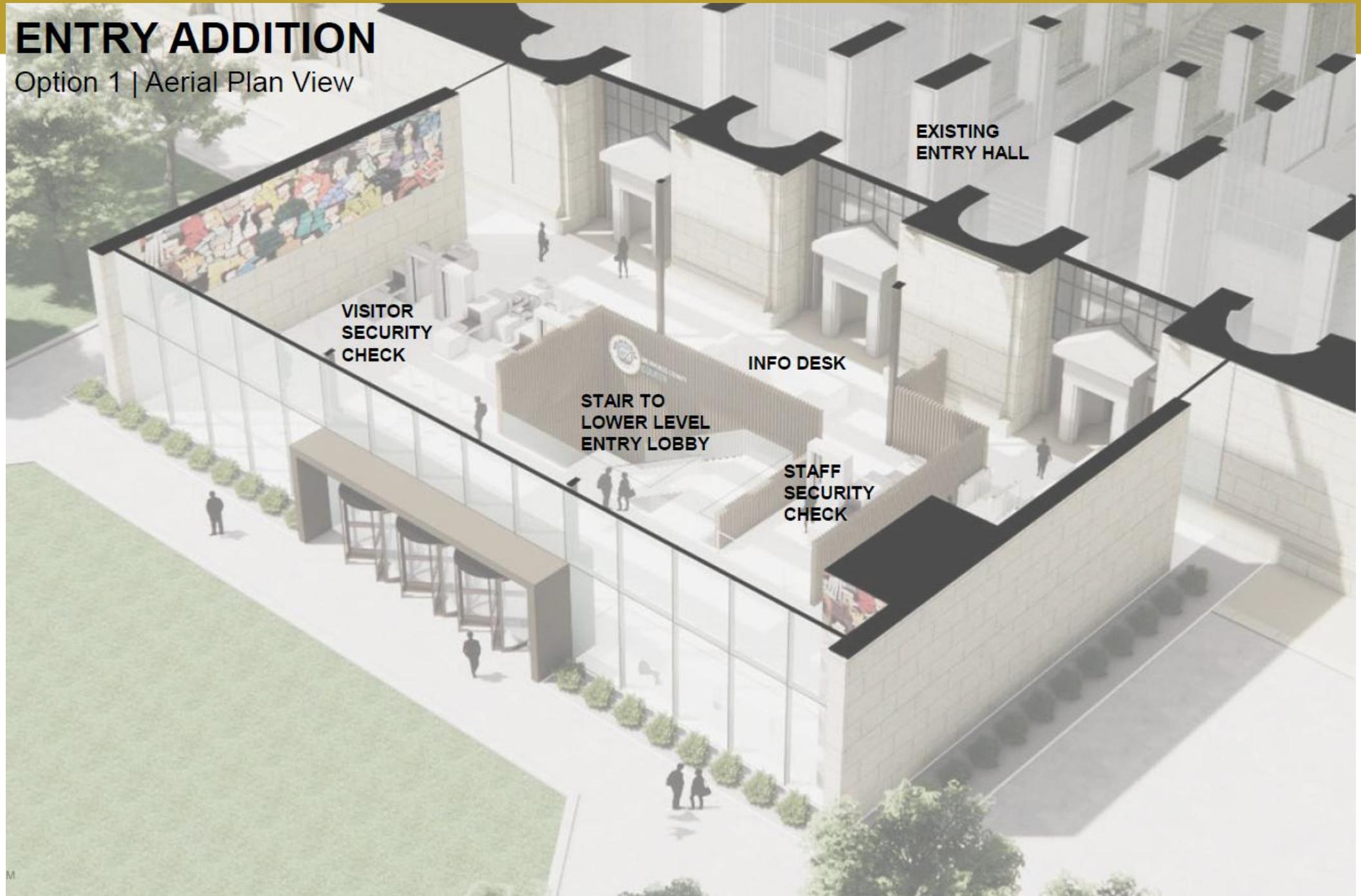
ENTRY ADDITION

Option 1 | Building Section



ENTRY ADDITION

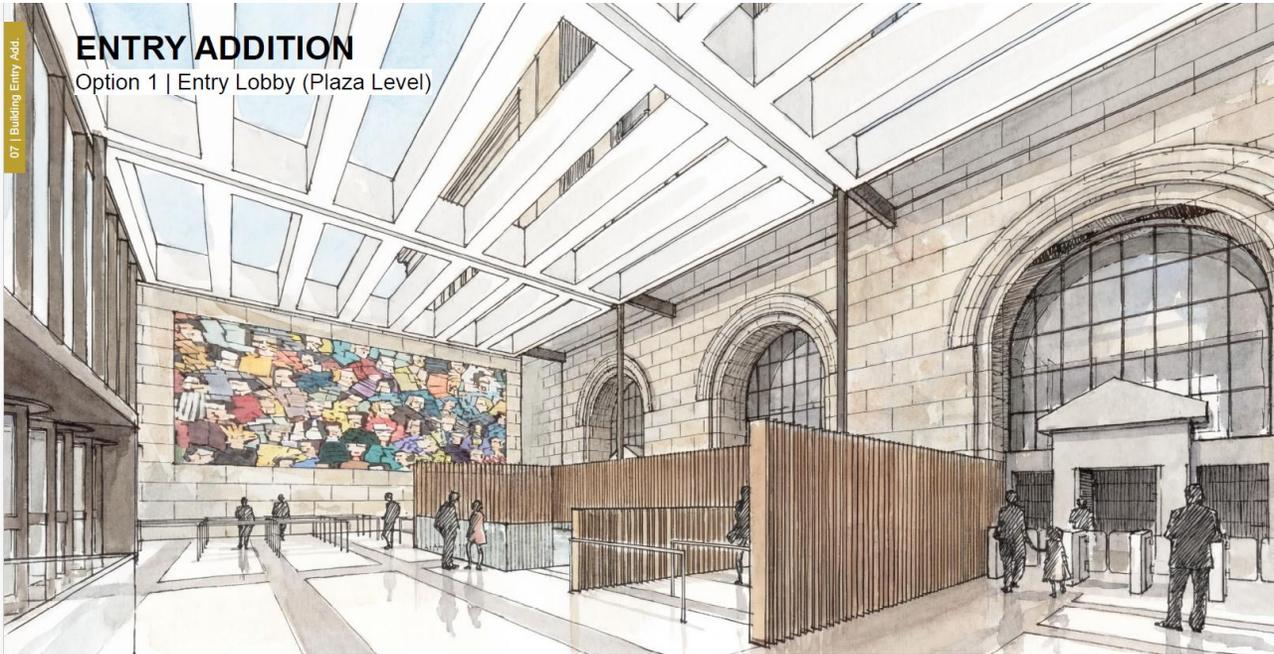
Option 1 | Aerial Plan View



BUILDING ENTRY

Option 1 | East Elevation





Other Master Plan Considerations

- Power, Light and Piping Systems
- Fixtures and Equipment
- Office Refreshes and Location Priorities
- Fire Alarm Systems
- Fire Protection
- Audio/Visual Systems
- IT Infrastructure
- Security
- Structural Systems
- Sustainability



Design and Construction

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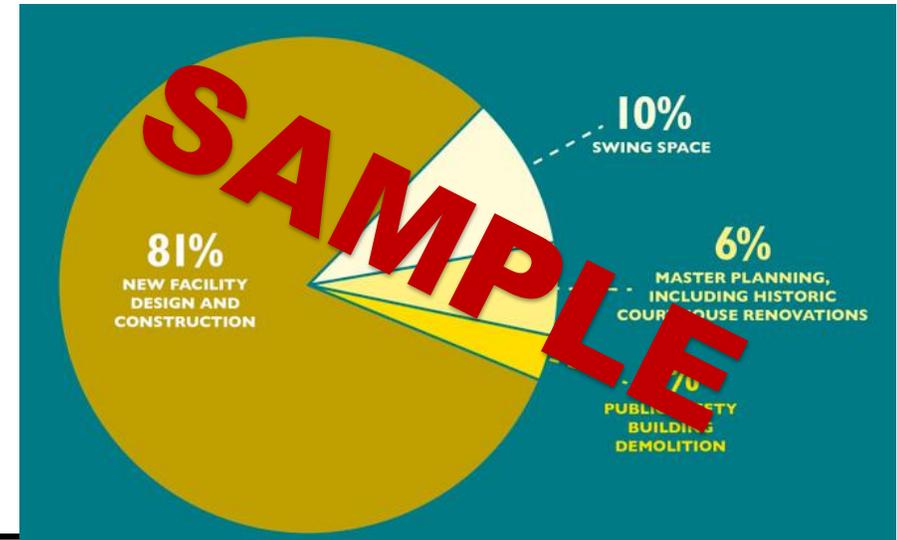
Cost Estimates



Design and Construction

Facilitate master planning, design and construction

- Cost validation in Q1 2026 on 75% conceptual design
- Cost Categories
 - Swing Space Plan Renovations
 - Public Safety Building Demolition
 - CCH New Construction
 - Post-swing HCH Renovations
 - Skybridge between New CCH and CJF
 - HCH East Entry Addition
 - CJF Courtroom Renovations



Funding and Finance



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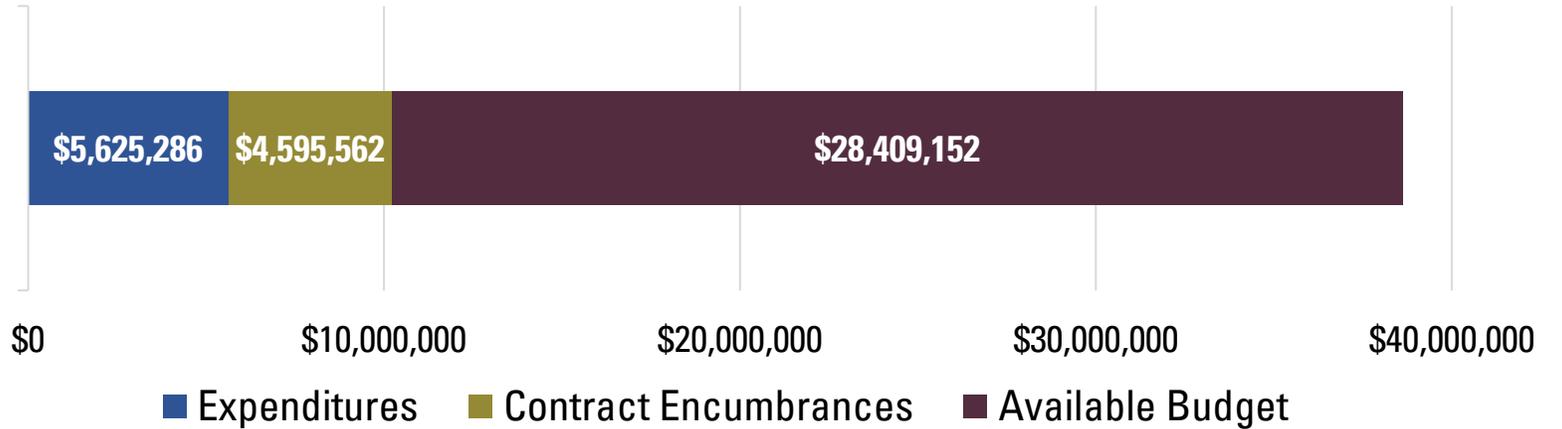
Financial Status



Funding and Finance

Secure, monitor and report on project funds

Courthouse Complex Planning
FY24, FY25, FY26 Budget: **\$38,630,000**
Project: WC0276011



Existing and Anticipated Encumbrances

- Concord (owners rep)
- AECOM (design consultant)
- HGA (energy systems consultant)
- Mueller Communications (advocacy/communications)
- National Center for State Courts (justice policy & programs)
- Gilbane-Cullen (construction manager)
- Cumming Group (cost validation consultant)
- Gestra (geotechnical consultant)
- RaSmith (site survey consultant)

Fiscal Impact Report

2026 ADOPTED BUDGET AMENDMENT #5

Requested a report in July 2026 for impacts on:

- The county's operating budget, service capacity, and ability to address capital backlog
- Countywide debt & property tax
- Self-imposed bonding limit
- Other capital needs like bus replacements and park projects



Fiscal Impact Report

WORK GROUP

The Office of Strategy, Budget & Performance, Office of the Comptroller, and Department of Administrative Services

Anticipate a series of reports in Q2 to cover requested content:

- Bonding 101 (May)
- Current Capital Project Load & IJCC Considerations (June)
- Comprehensive Fiscal Impact Report (July)



Stakeholder Engagement



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Stakeholder Engagement



COMMUNITY & BOARD ENGAGEMENT

Refining a 2026 Communications Strategy to ensure an understanding of and connection to the IJCC project with a focus on:

- System outcomes, sustainability, and fiscal health priorities, and
- Events including quarterly board reports, new Supervisor orientation, Annual Judges Meeting, media stories, budget hearings, community roadshows, and community gatherings.



Stakeholder Engagement



INTERNAL ENGAGEMENT

Remain focused on:

- Preparing Courthouse Complex tenants for swing space transitions,
- Supporting operational changes, and
- Maintaining continuity of services.

A records disposition project will launch to provide departments with additional support through the SBP Project Management Office.



Next Steps



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Closing & Considerations

- Information disseminated to Supervisors
- Conceptual design process will continue with an anticipated 100% concept design delivered in Q2 2026
- Additional informational board reports focusing on fiscal aspects of the project will be submitted in Q2 2026
- Supervisors are encouraged to reach out with questions or for media support





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