

Investing in Justice: Courthouse Complex Update

December 2025



Agenda

- Project Foundation
- Updates
 - Funding & Finance
 - Design & Construction
 - Justice Policy & Programs
 - Stakeholder Engagement
- Requests & Considerations

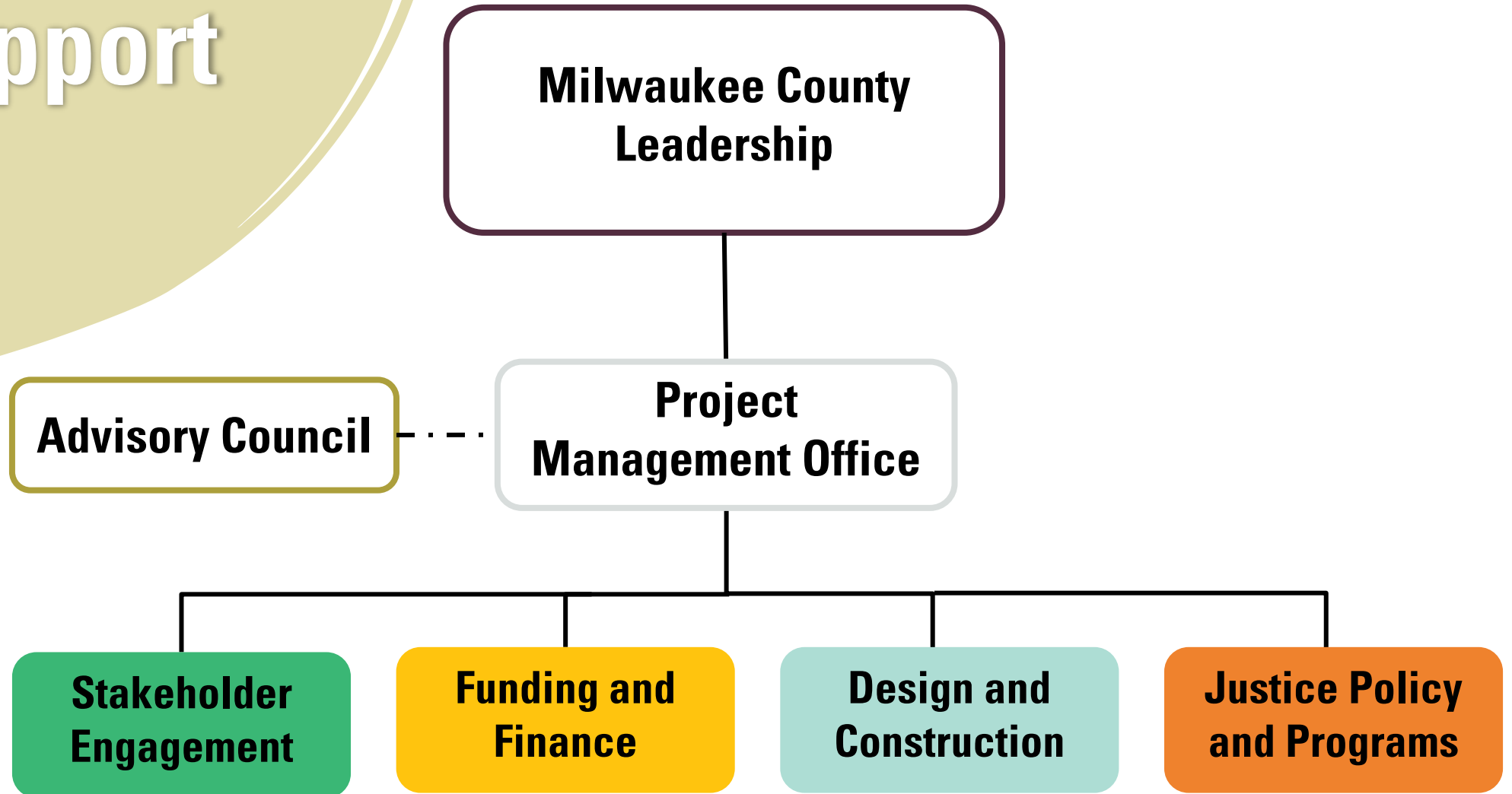
Our Commitment: Vision & Mission

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.

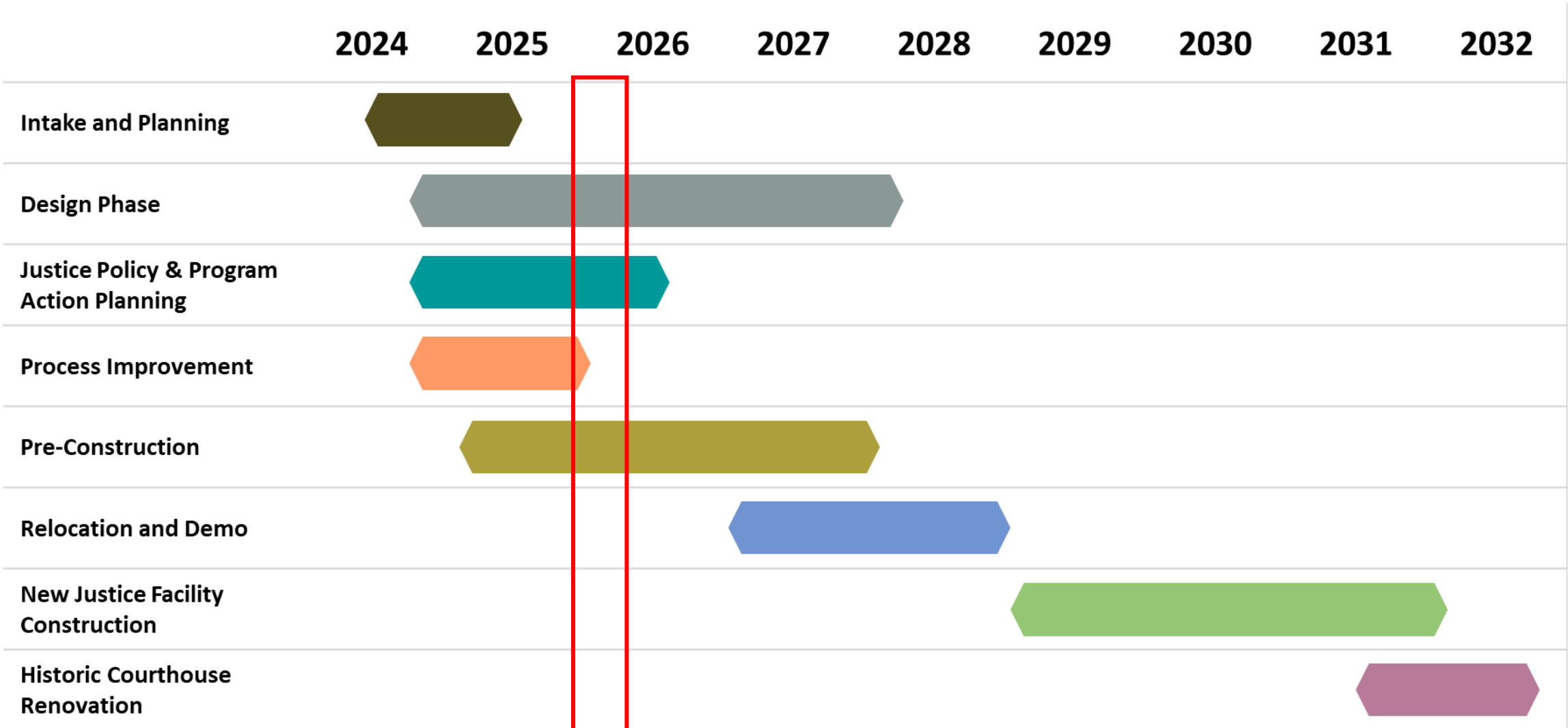
PROJECT MISSION

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

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

Funding and Finance



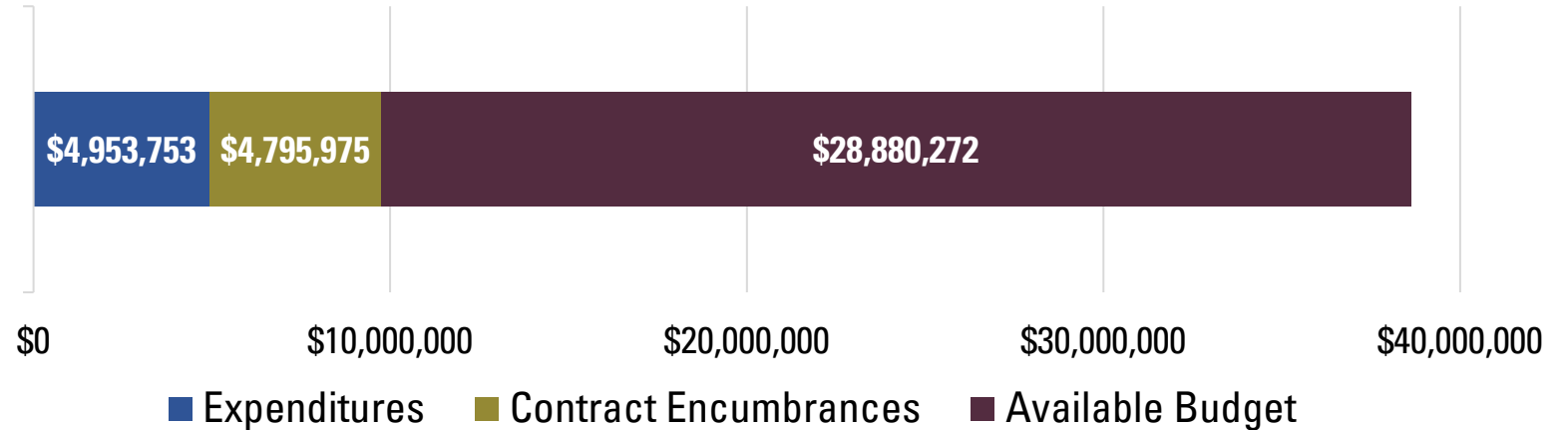
Financial Status



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)
- Capstone (lobbying)
- Gilbane-Cullen (construction manager)
- Cumming Group (cost validation consultant)
- Geotechnical consultant (selection made recently, finalizing contract)
- Site survey consultant (selection made recently, finalizing contract)

Funding Progress



Funding and Finance

Secure, monitor and report on project funds

MILWAUKEE COUNTY CAPITAL BUDGET PROCESS

- In September 2025, File 25-583 recognized current year expressway policing aids from the state budget to add an additional \$7.5 million to the project.
- In November 2025, the Milwaukee County 2026 Adopted Capital Improvements Budget included a \$15.8 million allocation for planning and design for IJCC.
- The Funding & Finance work group is committed to report to the Milwaukee County Board of Supervisors on the fiscal impacts of the project by July 2026.
- Significant capital construction request planned for 2027.



Design & Construction



Swing Space



Swing Space Overview

- To prepare for demolition of the Public Safety Building, all offices in the building must relocate, or "swing," elsewhere during the construction phase.
- During construction, the Historic Courthouse will temporarily house all court functions: **criminal, civil, and family court.**



Design and Construction

Facilitate master planning, design and construction

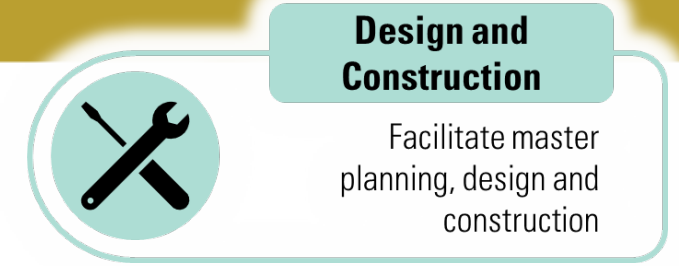
SWING STRATEGY PRIORITIES:

As we create preliminary plans for this process, we are committed to:

- ✓ Minimizing disruption within the Courthouse Complex
- ✓ Minimizing costs
- ✓ Repurposing space to maximize long-term use of the existing Historic Courthouse



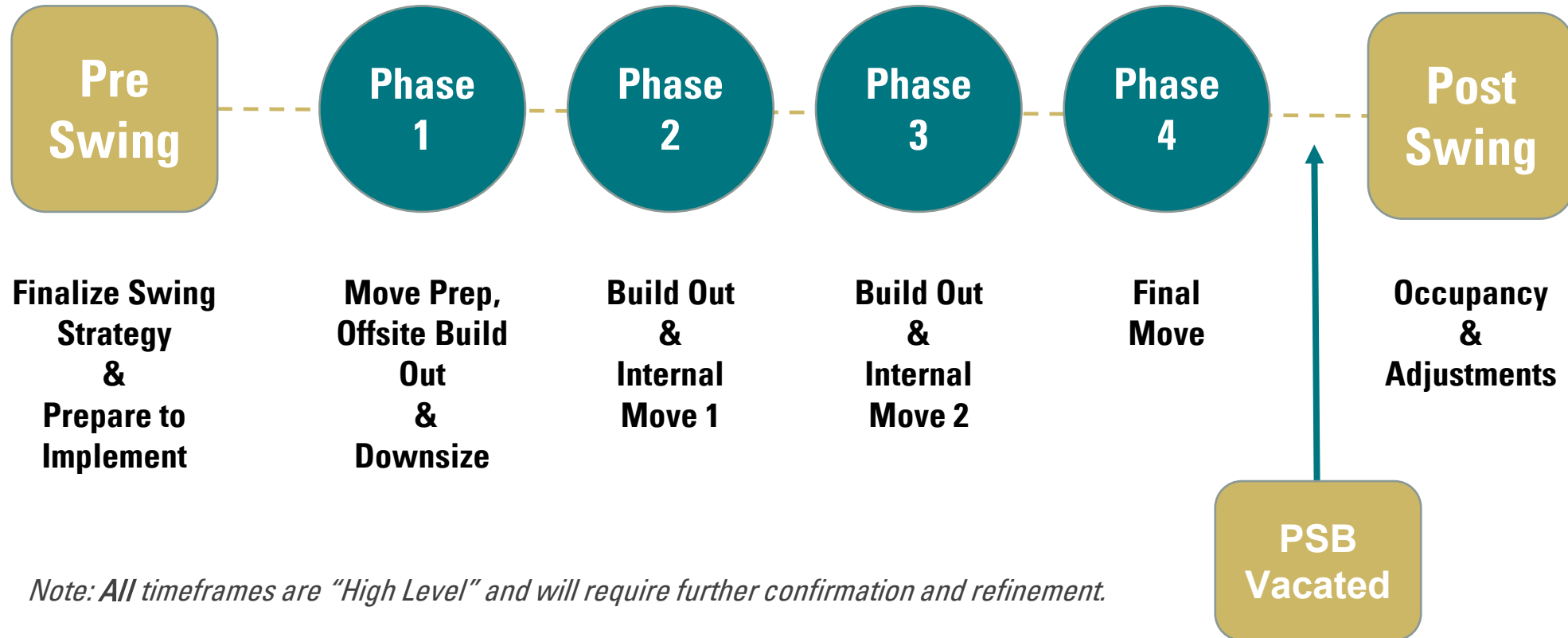
Proposed Swing Phases



08/2025 – 05/2026

06/2026 – 09/2027

10/2027 – 01/2028



Note: All timeframes are "High Level" and will require further confirmation and refinement.

Existing Department Locations

Design and Construction

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Historic Courthouse

COURT FUNCTIONS

- 17 Civil/Probate Courtrooms
- 17 Family Courtrooms
- 14 Criminal Courtrooms
- Restraining Order Clinic
- Clerk of Courts
- Courts Administration/IT
- Milwaukee Justice Center
- Law Library

ELECTED OFFICES

- County Executive's Office
- County Board of Supervisors
- County Clerk's Office
- Treasurer
- Office of the Comptroller
- Register of Deeds

ADMINISTRATION OFFICES

- Human Resources
- Child Support Services
- Office of Corporation Counsel
- Main Entrance, Security Screening, & Lobby
- DAS-Executive Suite and DAS-FMD
- Ethics Board/PRB/CSC
- Office of Strategy, Budget, & Performance

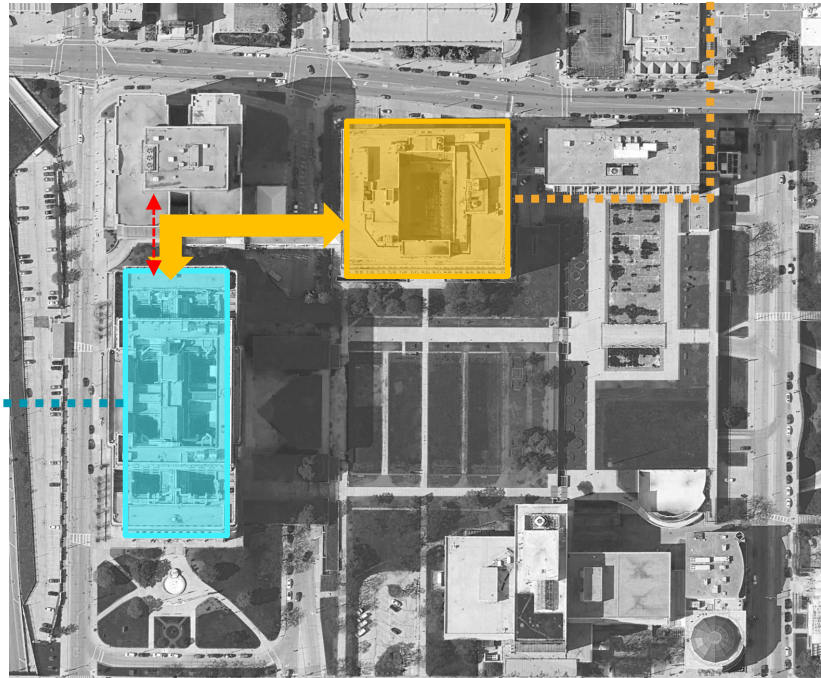
Public Safety Building

COURT FUNCTIONS

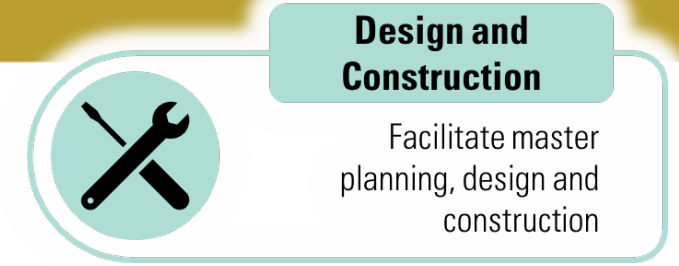
- 8 criminal courtrooms
- 1 traffic courtroom
- Justice Point
- Post-Conviction Motions
- Public Defender Satellite Office
- Behavioral Consultants, Inc. Satellite

ELECTED OFFICES

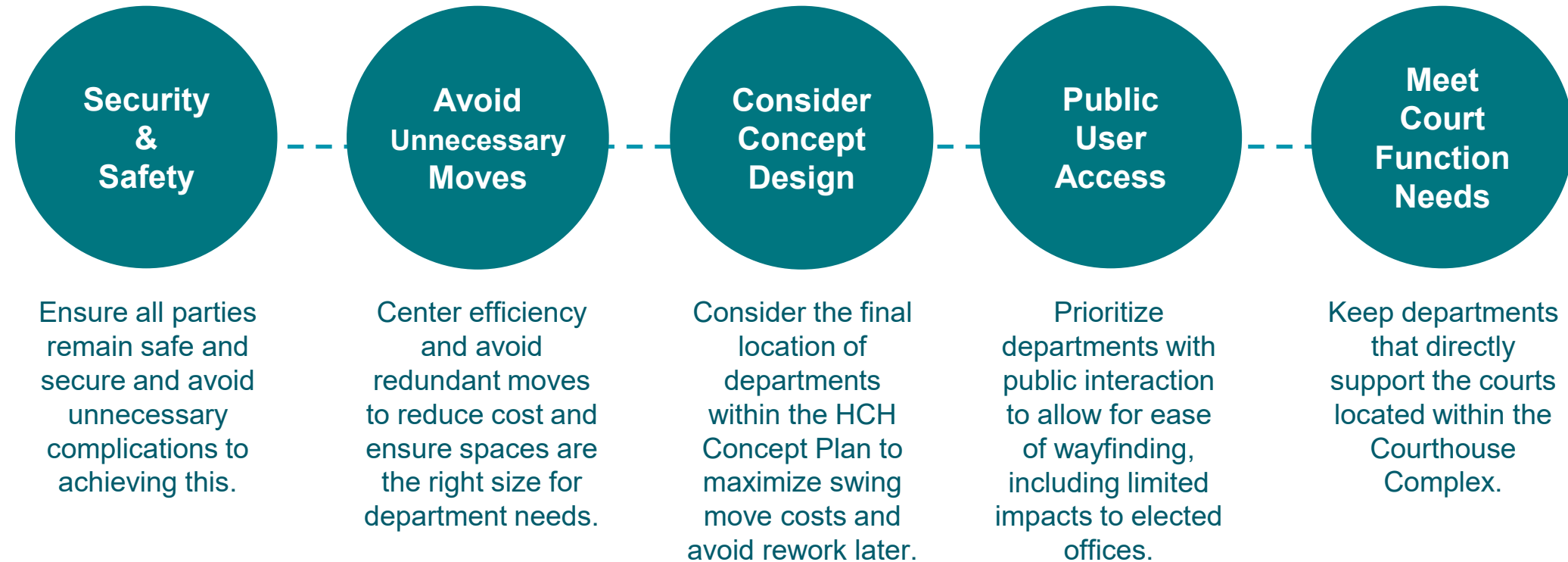
- District Attorney's Office
- Sheriff's Office



Evaluation Criteria



Goal: Develop a **Swing Strategy** that prioritizes the use of the existing **Historic Courthouse** (HCH) and maximizes the full potential of the square footage available.



Swing Space Strategy – Historic Courthouse

Swing Type Description



Type 1 – As-Is Final

Remains in existing location for both swing and final occupancy. No moves required. Any desired renovations are T.B.D.



Type 2 – As-Is Swing

Remains in existing location for swing only. Moves out to new Criminal Building or to final location based on Concept Design.



Type 3 – As-Is Final + Downsize

Remains in existing location and downsizes to meet final program needs.



Type 4 – Relocate to Final

Relocated within Historic Courthouse to final concept location and sized to meet final program.



Type 5 – Relocate For Swing Only

Relocate to Historic Courthouse for Swing Phase only.



Type 6 – Partial or Full Offsite Relocation Required

Requires offsite relocation to enable remainder of swing to occur.



Type 7 – Re-Allocated Court Functions

Existing court spaces to remain as is and be re-named/re-allocated to make room for Criminal Court functions.



Swing Space Strategy – Historic Courthouse

Departmental Breakdown (Draft as of 11/11/25)

Court Functions

- 17 Civil/Probate Courtrooms
- 17 Family Courtrooms
- 22 Criminal Courtrooms
- 1 Traffic Courtroom
- Clerk of Courts Office
- Register in Probate
- Restraining Order Clinic
- Milwaukee Justice Center
- Jury Management
- Law Library
- Court Coordinators
- Justice Point
- Post-Conviction Motions
- Public Defender Satellite Office
- Behavioral Consultants, Inc. Satellite
- District Attorney's Office

Elected Offices

- County Executive's Office
- County Board of Supervisors
- County Clerk's Office
- Treasurer
- Office of the Comptroller
- Register of Deeds
- Sheriff's Office
- Sheriff's Office

Administration Offices

- Main Entrance, Security Screening, & Lobby
- Building Operations
- DAS-Executive Suite and DAS-FMD-Security
- DAS-FMD-Operations & Maintenance
- Main Entrance, Security Screening, & Lobby
- Ethics Board/PRB/CSC
- Office of Corporation Counsel
- Office of Strategy, Budget, & Performance
- Human Resources
- Child Support Services

Swing Types

- Type 1 – As-Is Final
- Type 2 – As-Is Swing
- Type 3 – As-Is Final + Resize
- Type 4 – Relocate to Final
- Type 5 – Relocate For Swing Only
- Type 6 – Partial or Full Offsite Relocation
- Type 7 – Re-Allocated Court Functions

Pre-Swing Engagement



Stakeholder Engagement

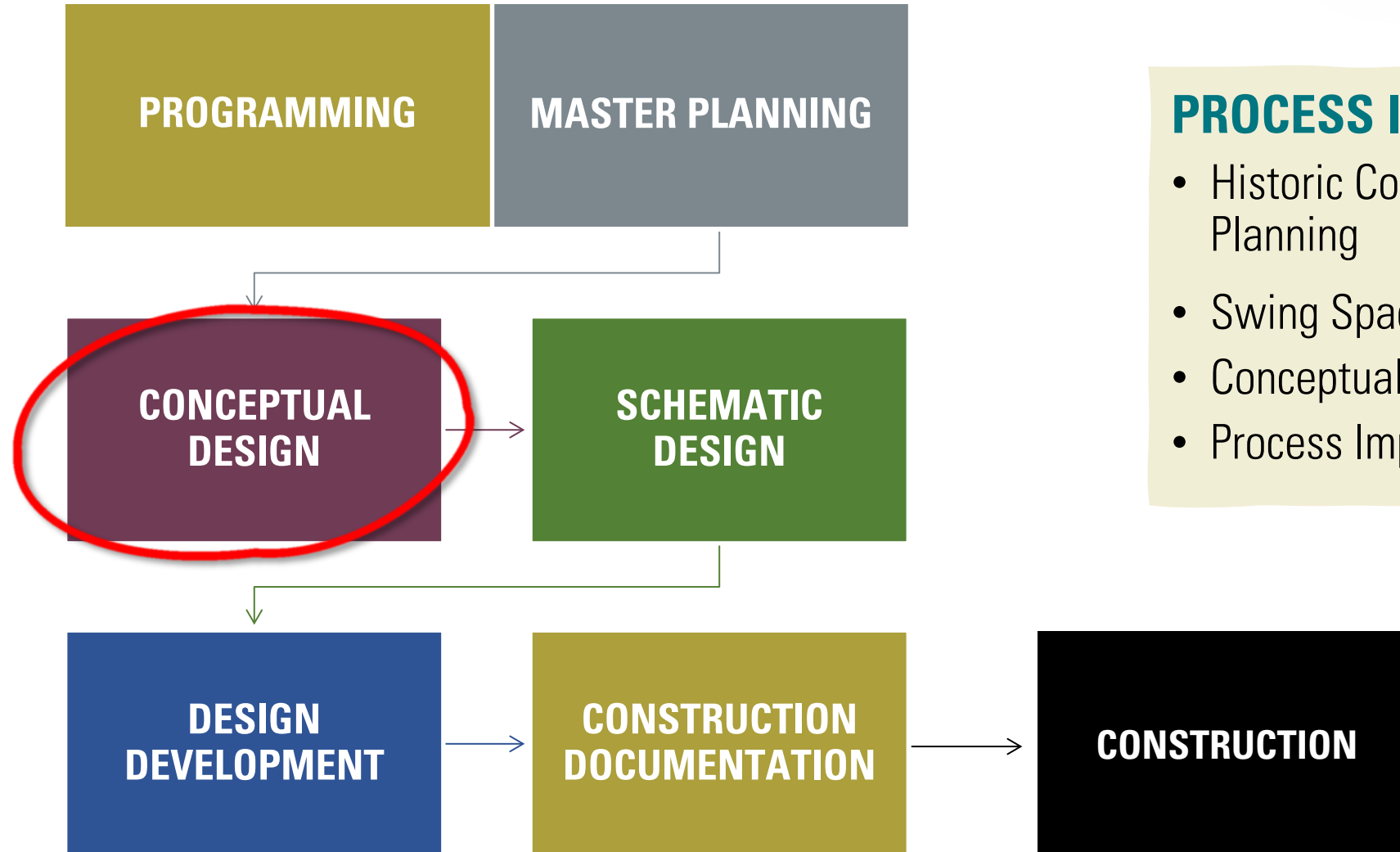
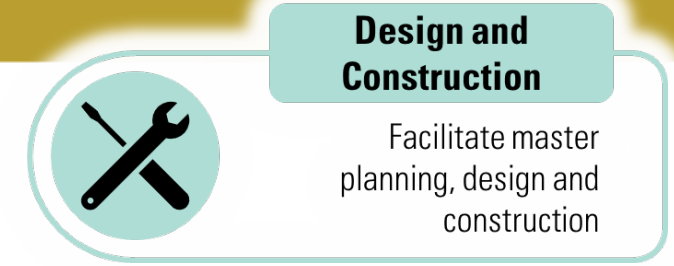
Elevate community and user perspectives and lead communications

- Individual meetings were held with elected offices and cabinet members to review and refine plans based on requirements and options
- Agreement and approval to take place by December 2025
- Final swing space strategy and plan communicated to offices to prepare for implementation in 2026-2027

SUPPORT OFFERINGS

- Space Planning – Optimize layouts to align with operational needs
- Identifying the Right Location – Find accessible, cost-effective options
- Change Management – Support staff through transitions
- Communication – Ensure consistent messaging for staff and stakeholders

Steps in Design Phase



PROCESS INTEGRATION:

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



Design Progress



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UPCOMING ITEMS (NEXT SIX MONTHS)

- Swing space strategy finalized
- 75% conceptual design package for new facility and blocking and stacking options reviewed
- Process improvement recommendations implemented
- Historic Courthouse master planning completed
- Hazardous material assessment completed
- Completion of energy system master plan and system recommendations



Targeting Q2 2026 for completion of conceptual design

Design Progress



Design and Construction

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ITEMS UNDER CONSIDERATION

- Courtroom quantities
- Jury deliberation room quantities
- Judge's chambers and amenities
- Energy strategy
- Parking policy
- Other potential occupants

RESOLVED ITEMS

- ✓ Food service location
- ✓ Building entrance strategy
- ✓ Gym/wellness facility inclusion
- ✓ Shooting range excluded



Supreme Court Rules



Design and Construction

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SCR Section	Topic
68.06 (1) – Security: Structure and design: Separation of areas	Access and separation of public, judicial officers/jurors/designated personnel, and in-custody individuals and law enforcement
68.06 (2) – Security: Structure and design: Perimeter design	Single public entrance
68.06 (2) – Security: Structure and design: Judicial office parking	Separate, secure parking and elevators for judicial officers
68.06 (3) - Security: Structure and design: Courtrooms	Courtroom Design; size of courtrooms
68.06 (4) - Security: Structure and design: Jury deliberation room	Safety, secrecy and segregation from public areas
68.08 - Security: Equipment	Alarms, cameras and communication
68.10 (1) – Court facilities: Courtrooms	Separate courtroom for each circuit court judge
68.10 (2) – Court facilities: Courtrooms	Ratio of jury to non-jury courtrooms
68.11 (2) – Court facilities: Auxiliary areas	Design and amenities of judges’ chambers

Pre-Meeting Judges Feedback



Design and Construction

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Through surveys, conversations, and courtroom observations, we've heard several important themes:

JUDICIAL FUNCTION

Milwaukee County processes the most cases in the state of WI; efficiency, process, and following SCR is important.

DIGNITY & SECURITY

Privacy and security for judges, staff, and juries; feeling safe is critical.

WORK ENVIRONMENT

Respite space outside of courtroom; natural light, decent temperatures, and noise control matter; functional space.

EFFICIENCY & MODERNIZATION

Flexible, tech-enabled spaces that adapt to future needs; design must support an efficient workflow.

Stakeholder Engagement



Stakeholder Engagement



COMMUNITY ENGAGEMENT

- Continued County Board outreach & tours
- 9/30 County Executive Budget Address
- 10/1 Chief Judge's *State of the Courts* Address
- 11/6 Wisconsin Community Services Roadshow
- Gilbane-Cullen Contract Announcement
- Completed [Spanish Version](#) of Public Safety Building Video Tour

INTERNAL ENGAGEMENT

- Support leaders navigating operational and procedural updates
- Provide consultation and change management support
- Developing Swing Space Communications Toolkit



Justice Policy & Programs



National Center for State Courts Recommendations



Justice Policy and Programs

Prioritize and lead
improvement efforts in
the justice system

FINAL REPORT PRESENTED IN OCTOBER 2025

- Convene JPP work group to assess recommendations
- Strategize around integration into:
 - Community Justice Counsel (program improvements)
 - Conceptual and Schematic Design and Design Development (design elements)
- Document and report on use of recommendations



Next Steps



Requests & Considerations

- Join us for a tour of the Public Safety Building
- View and share the [Video Tour](#) describing the initiative
- Relay event opportunities to seek public feedback in your district to Kyle Ashley, Director of Community Outreach investinginjustice@milwaukeecountywi.gov
- Reach out with questions or for media support
- Next informational board report will be in March 2026





**MILWAUKEE
COUNTY**

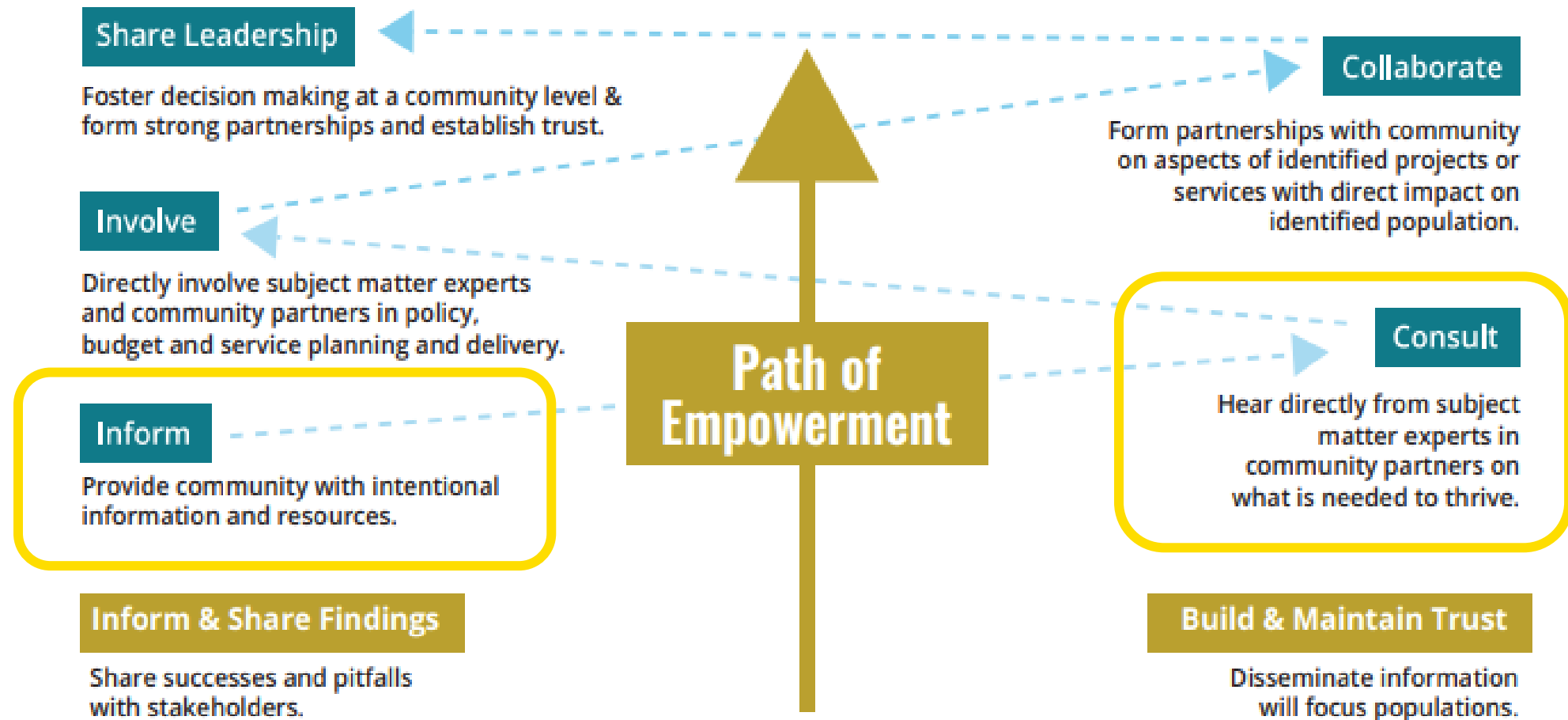
Project Frameworks



Community Engagement



Office of Equity's (OOE's) Community Engagement Framework



Share Leadership

Foster decision making at a community level & form strong partnerships and establish trust.

Collaborate

Form partnerships with community on aspects of identified projects or services with direct impact on identified population.

Involve

Directly involve subject matter experts and community partners in policy, budget and service planning and delivery.

Consult

Hear directly from subject matter experts in community partners on what is needed to thrive.

Inform

Provide community with intentional information and resources.

Path of Empowerment

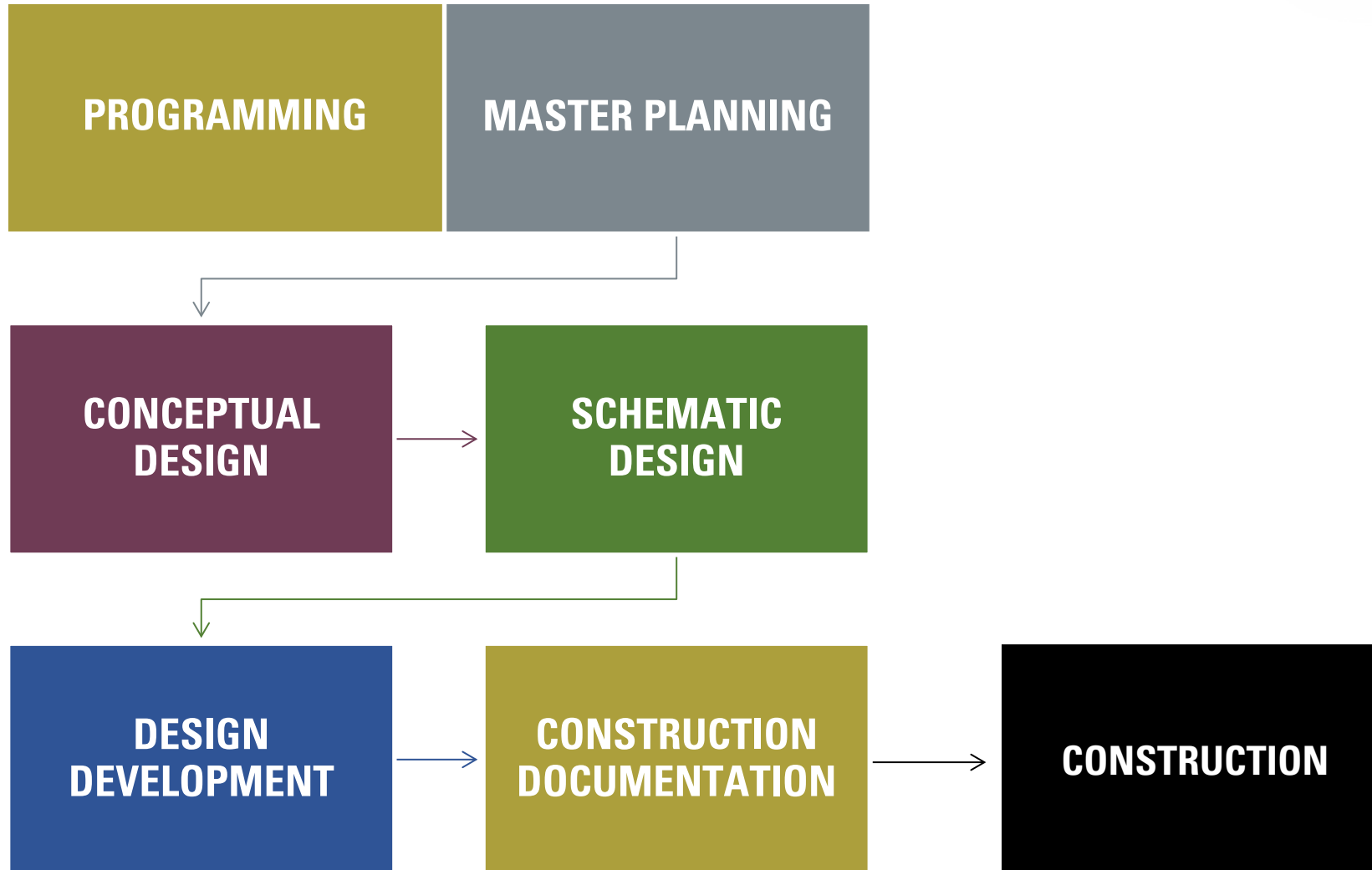
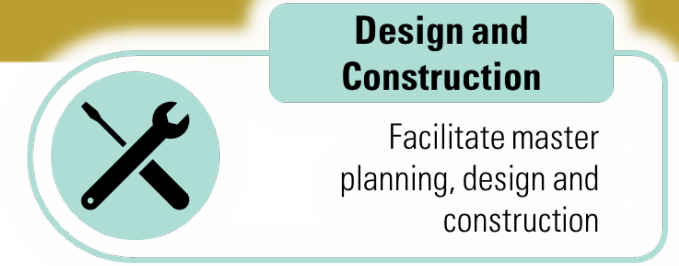
Inform & Share Findings

Share successes and pitfalls with stakeholders.

Build & Maintain Trust

Disseminate information will focus populations.

Steps in Design Phase



Current Design Phase



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PROGRAMMING:

Defines the courthouse's functional needs, space requirements, and operational goals through stakeholder input and analysis.

BUDGET IMPACTS: Sets initial scope and cost parameters based on space and operational needs.

October 2024 to July 2025

DELIVERABLES

- Criminal & Historic Courthouse Departmental Program Confirmations in Progress
- Existing Conditions Report

MASTER PLANNING:

Establishes a long-term, strategic framework for the courthouse complex, including phasing, future expansion, facility upgrades and integration with surrounding infrastructure.

BUDGET IMPACTS: Informs long-term and phased budget needs, including infrastructure and growth.

August 2025 to March 2026

DELIVERABLES

- Workplace Standards
- Standard Space Types
- Sustainable Design Standards

Upcoming Design Phases



Design and Construction

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CONCEPTUAL DESIGN:

Develops initial design ideas based on programming—exploring site layout, building massing, and spatial relationships. Early plans outline space use, structure, systems, finishes, and sustainability goals.

BUDGET IMPACTS: Identifies major cost drivers like building size, form, and site challenges.

April 2025 to March 2026

SCHEMATIC DESIGN:

Refines floor plans, structure, and systems to define the courthouse's layout and character. Key drawings, like elevations and section, illustrate overall design intent.

BUDGET IMPACTS: Enables early cost estimating and value engineering to align scope and budget.

March 2026 to October 2026

DESIGN DEVELOPMENT:

Refines architectural, structural, and systems details, coordinating materials, dimensions, and components for constructability and budget alignment. Interior design is fully developed including finish, furniture and equipment.

BUDGET IMPACTS: Refines material and system choices, affecting budget accuracy and control.

October 2026 to July 2027