



DIVISION OF
CAPITAL ASSET
MANAGEMENT &
MAINTENANCE



COURTS CAPITAL MASTER PLAN UPDATE

PHASE 1A: IMPLEMENTATION (APRIL 2019)

INTRODUCTION

In 2017, a working draft of the Courts Capital Master Plan (CCMP) was completed and released publicly; the CCMP represented the culmination of a two year-long planning process; it described the existing conditions of courthouses, and identified goals for the future of the Trial Court. The process resulted in a list of priority facility improvements.

This document serves as an update to the CCMP, outlining next steps for the implementation of priority projects. This update is a “living document”--meaning that changes will occur, and scopes and schedules will be refined as projects progress.

The CCMP provided a conceptual approach to investment, and formulated strategies for upgrading facilities, which resulted in the first phase of work, called PHASE 1A. Phase 1A includes the top priorities from Phase 1; Phase 1A was created due to the need to address more facility improvements with the resources that are available. The priorities identified in PHASE 1A remain, and the goal of providing courts that are dignified and contribute to the urban context of each community, continues to be a focus of the Commonwealth. However, the Trial Court and DCAMM recognize that there are additional needs at courthouses throughout the State, and that technological advances will impact court functions. Therefore, **to complete improvements at as many**

courthouses as possible, with the same amount of available resources, the list of identified strategies to complete projects will expand in this next phase. The implementation process will work through the facility issues identified in the CCMP, with an emphasis on understanding new options that incorporate current best practices and operational solutions--not only capital solutions. At the same time, the process will meet the intent of PHASE 1A: addressing priority and critical needs of the courthouses, while **continuing to improve service delivery throughout the judicial system.** It is the goal of the Commonwealth to complete Phase 1A using a creative and strategic approach, in order to more quickly address projects identified in the remainder of Phase 1, Phase 2 and Phase 3.

COURTS CAPITAL MASTER PLAN

There are currently 99 courthouses in the Commonwealth, and following the consolidation of Lowell Juvenile Court, Lowell District Court and Lowell Superior Court into the new Lowell Regional Justice Center, there will be 97 courthouses. The CCMP documents the condition of the facilities; many courthouses are in a state of disrepair and many need major targeted repairs. According to 2017 data, 65% of the courthouses are more than 50 years old.

PHASE 1A PROJECTS

Replacement

(Study replacement of facility)

- Quincy-Norfolk Regional Justice Center
- Suffolk County Superior Court
- Southern Middlesex Justice Center

Modernization

(Bring facility up to modern standards)

- Malden DC
- Brockton SC
- Lynn DC
- Attleboro DC/JC
- Northampton DC

Renovation 1

(Large-medium repairs/renovations)

- Fitchburg DC
- Framingham DC
- East Boston
- Pittsfield DC
- Hingham DC

Renovation 2

(Medium repairs/renovations)

- Concord DC
- Dudley DC
- Wareham DC
- Cambridge Third
- West Roxbury
- South Boston

Deferred Maintenance

(Critical improvements)

- Envelope Projects
- Life Safety
- MEP Systems
- Holding/Security

To establish a vision, and create priorities for improvements, the CCMP process identified both Guiding Principles and Planning Considerations. The Guiding Principles include: determining a sustainable number of courthouses, based on operational need and funding; maximizing accessibility in all forms; locating courthouses near public transportation; accommodating more technology; developing a Capital Improvement Plan; right-sizing spaces; and maintaining the dignity of the courts. Planning Considerations include: Access to Justice, regional equity, justice trends, the condition of historic properties, space and courtroom utilization, technological transformations in courthouse operations, occupied buildings, potential consolidations and co-locations, and estimated capital impact.

After documenting the existing conditions, and establishing goals, the CCMP incorporated existing operations data (e.g. filings per day, number of courtrooms in session, life safety and security issues), to prioritize facility improvements. The resulting projects comprise PHASE 1A, and include: replacement, modernization, and renovation of facilities, as well as targeted deferred maintenance.

PHASE 1A IMPLEMENTATION

The CCMP sets the long-term vision for courthouses in the Commonwealth. The next step in the planning process is undertaking implementation, where the goals and priorities from the CCMP are reviewed, priorities are evaluated against available resources, and a range of solutions are considered.

Even in the short amount of time that has passed since the CCMP was completed, the function of a courthouse has continued to evolve; **technological transformations have and will continue to impact future operations, which will need to be considered in parallel with capital investment.** These new methods of doing business are expected to provide opportunities to resolve facility issues through operational solutions--potentially more quickly than capital improvements. For example, digital arraignment and digital access to records increases access to court services, and will impact the number of people visiting a courthouse in-person.

The goals for this phase are based on the Guiding Principles and the Planning Considerations that are outlined in the CCMP.



Create safe & accessible facilities;



Create flexible program spaces;



Design quality / civic presence;



Balance sustainability, cost control, function & maintenance;



Prioritize operational solutions & implement technological changes.

Beginning with the top priorities in Phase 1A, **the following implementation process will be undertaken for each facility.**

- Review of the recommendations from the master plan (CCMP);
- Review / re-assess facility conditions;
- Develop a series of potential solutions;
- Consider and evaluate fiscal, capital and operational feasibility;
- Complete a recommendation summary, ensure approach aligns with Guiding Principles;
- **Implement operational solution(s); revise scope of work, budget, and schedule for needed capital improvements.**

The chart on the next page provides an estimated schedule update for PHASE 1A.

PHASE 1A: UPDATED SCHEDULE - FALL 2018 (Subject to Change)

REPLACEMENT (MAJOR PROJECTS)	MODERNIZATION	RENOVATION 1	RENOVATION 2	DEFERRED MAINTENANCE
<i>Includes studies to determine future investment</i>	<i>Renovations that may require expansion to meet life safety, security, and accessibility</i>	<i>Renovations of multiple major criteria + triggered compliance (accessibility)</i>	<i>Renovations of at least one major component + triggered compliance (accessibility)</i>	<i>Renovations with single criteria focus (scale varies)</i>
Quincy/Norfolk RJC - replace	Malden District Court	Fitchburg District Court	Concord District Court	Envelope Projects
Study Start: 2019	Short-Term Projects Study: 2018 Long-Term Projects Study: TBD	Study Start: 2022	Study Start: 2020	<i>Roof, masonry or windows</i>
				Springfield HOJ
				New Bedford SC
				Pittsfield SC
				Lawrence SC
Suffolk High Rise - study	Brockton Superior Court	Framingham District Court	Dudley Dist/Juv Court	Holyoke DC
Conditions Assessment: Nov 2018	Study Start: 2019	Study Start: 2019	Study Start: 2021	Woburn DC
				Northampton SC
				Life Safety
				<i>fire alarm system</i>
Southern Middlesex - feasibility	Lynn District Court	East Boston BMC	Wareham Dist/Juv Court	Dedham DC
Study Completed	Study Start: 2019	Study Start: 2022	Study Start: Dec 2018	New Bedford PFC
				MEP Systems
				<i>Boilers & controls</i>
	Attleboro Dist/Juv Court	Pittsfield District Court	Cambridge Third	Wrentham DC
	Study Start: 2019	Study Start: 2023	Study Start: 2019	Dedham SC
				Woburn DC
				Holding/Security
	Northampton District Court	Hingham District Court	West Roxbury BMC/JC	<i>Cell doors, duress alarms, cameras, or sallyport</i>
	Study Start: 2023	Short-Term Projects Study: 2018 Long-Term Projects Study: TBD	Study Start: 2022	Dorchester BMC
				Springfield HC/JC
				Stoughton DC/JC
			South Boston BMC	Orleans DC/JC
			Study Start: 2024	Peabody DC
				Multiple Deferred Maintenance projects will begin in 2019.

NOTE:
 Estimated schedules, project scopes, and **project costs will be refined** as projects progress through the implementation planning process.