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.

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

**Renovation 1**
(Large-medium repairs/renovations)
- Fitchburg DC  - Pittsfield DC
- Framingham DC  - Hingham DC
- East Boston

**Renovation 2**
(Medium repairs/renovations)
- Concord DC  - Cambridge Third
- Dudley DC  - West Roxbury
- Wareham DC  - South Boston

**Deferred Maintenance**
(Critical improvements)
- Envelope Projects  - MEP Systems
- Life Safety  - 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.
Study Start: 2019
Conditions Assessment: Nov 2018

Short-Term Projects Study: 2018
Long-Term Projects Study: TBD

Study Start: 2019

Study Start: 2022

Study Start: 2020

Study Start: 2019

Study Start: 2019

Study Start: 2021

Study Start: 2018

Long-Term Projects Study: TBD

Study Start: 2022

Study Start: Dec 2018

Study Start: 2019

Study Start: 2023

Study Start: 2019

Study Start: 2024

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