NEW RESOURCES FOR COURTHOUSE DESIGN AND POST-OCCUPANCY EVALUATION

National Association for Court Management

2016 Annual Conference, Pittsburgh, PA

July 10-14, 2016
OVERVIEW

• Principles to Guide Courthouse Design .................... Dan Hall, Vice President
Court Consulting Services, NCSC

• AIA-AAJ Courthouse Post-Occupancy ..................... Jay Farbstein, FAIA, PhD
Evaluation Toolkit: Introduction and Purpose

• AIA-AAJ Courthouse Post-Occupancy ..................... Erin, Persky, Associate AIA, CCHP
Evaluation Toolkit: Case Study Process, Results,
and Lessons Learned

• Moderator................................................................. Marcus W. Reinkensmeyer, CSD Director
AOC, Arizona Supreme Court
NEW RESOURCES FOR COURTHOUSE DESIGN AND POST-OCCUPANCY EVALUATION:

PRINCIPLES TO GUIDE COURTHOUSE DESIGN

National Association of Court Administrators
Pittsburg, Pennsylvania
July 11, 2016

Daniel J. Hall
Vice President, Court Consulting Services
National Center for State Courts
HOW WERE THE DESIGN PRINCIPLES DEVELOPED
HOW CAN THE PRINCIPLES BE USED

- Identify how changes in courts have and will affect future facility needs
- Highlight how court leaders must think differently about the future
- Explain innovations in courthouse design and construction techniques
- Incorporate problem solving courts and ADR be incorporated into space design
- Understand building design from the perspective of court users, rather than court employees
- Creating a flexible, sustainable courthouse
- Focus on the perspective of children in courts
- Review interrelationships between operations, technology, and facility design
# PRINCIPLES TO GUIDE COURTHOUSE DESIGN

<table>
<thead>
<tr>
<th>Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principle #1:</strong> Those who design and build new and remodeled courthouse space should engage the public and members of the community in addressing and determining courthouse locations and space utilization.</td>
</tr>
<tr>
<td><strong>Principle #2:</strong> Principal stakeholders and user groups should actively participate in addressing and determining courthouse locations, space adjacencies and best practices.</td>
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<tr>
<td><strong>Principle #3:</strong> Programming for courthouse design, and the number of courtrooms and support space should be based on the best data available, opportunities for efficiency and cost effectiveness, and maximum flexibility in design for long-term use.</td>
</tr>
</tbody>
</table>
## PRINCIPLES TO GUIDE COURTHOUSE DESIGN

<table>
<thead>
<tr>
<th>Principles</th>
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<tbody>
<tr>
<td><strong>Principle #4:</strong> Courthouses should be designed to provide specific types of courtrooms or hearing spaces based upon the nature of the proceedings.</td>
</tr>
<tr>
<td><strong>Principle #5:</strong> Courthouses should be designed to provide space for non-adversarial proceedings.</td>
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<tr>
<td><strong>Principle #6:</strong> New or remodeled courthouses, courtrooms, and support spaces should be designed with the capacity to adopt and leverage technologies that develop and evolve over time.</td>
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PRINCIPLES TO GUIDE COURTHOUSE DESIGN

<table>
<thead>
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<th>Principles</th>
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<tr>
<td><strong>Principle #7:</strong> Prior to planning for a new facility, courts should conduct a business process study to define the business processes anticipated in the future.</td>
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<tr>
<td><strong>Principle #8:</strong> All courthouse design should balance face-to-face facilities and services with remote or virtual services.</td>
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<tr>
<td><strong>Principle #9:</strong> Courthouse should be designed to serve as a public symbol of fairness, impartiality and the integrity of the judicial branch.</td>
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</table>
## Principles to Guide Courthouse Design

<table>
<thead>
<tr>
<th>Principle #10:</th>
<th>In courthouse design, there is a need to provide safety and security for those who visit or work in the courthouse, while at the same time promoting an open and transparent forum for dispute resolution.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle #11:</td>
<td>Courthouses should be designed to promote sustainability and the efficient use of resources/space, bearing in mind long term maintenance and operational costs, while also providing a healthy environment for those who work in and visit a courthouse.</td>
</tr>
<tr>
<td>Principle #12:</td>
<td>Those who design and build new or remodeled courthouses should collaborate at the earlier stages of a project to actively explore potential creative but realistic alternative sources of funding.</td>
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</table>
AIA-AAJ COURTHOUSE POST-OCCUPANCY EVALUATION TOOLKIT

Introduction & Purpose

National Association for Court Management
Pittsburgh, Pennsylvania
July 11, 2016

Jay Farbstein, FAIA, PhD
Jay Farbstein & Associates, Inc.
Toolkit developed by

- Jay Farbstein, Ph.D., FAIA
- Erin Persky, Assoc. AIA, CCHP
- Melissa Farling, FAIA

Assisted by Advisory Committee

POE Pilot Study conducted by: Erin Persky
Presentation Outline

- Why a Post-Occupancy Evaluation (POE)?
- What Is a POE?
- Why Do a Court POE?
- The POE Toolkit
- Information- and Data-Gathering Forms
- Who Should Be Involved In the POE?
- Findings From a Case Study

WHY A COURT POE TOOLKIT?
ARCHITECTS FACE PRESSURE TO ENSURE COURTHOUSES MEET FUNCTIONAL AND SECURITY NEEDS

MANY STAKEHOLDERS & USER GROUPS - EACH WITH UNIQUE CONCERNS, REQUIREMENTS, AND EXPECTATIONS FOR THE COURTHOUSE

WHY A POST-OCCUPANCY EVALUATION?
WHY A POST-OCCUPANCY EVALUATION?

- Stakeholders & user groups
  - agency that owns the building
  - court staff & managers
  - judicial officers
  - litigants
  - attorneys
  - public visitors
  - jurors
  - inmates
  - Etc.
How can we learn about the features that are responsive to these needs?

By evaluating the courthouse design’s performance through conducting a Post-Occupancy Evaluation – or “POE”

[“post-occupancy” = after have moved in and used the building for a period of time]
WHAT IS A POE?

- A systematic assessment of a building after occupancy
  - at least 6 months to a year
- Measures the success of the design in meeting desired goals and outcomes for owners & users
- Gathers and analyzes information about a building’s performance
WHAT IS A POE?

- Building performance
  - Functional area operations; e.g.
    - usefulness of clerk service windows
    - effectiveness of maps & signage
    - whether the design facilitates customer service
  - User & occupant satisfaction
    - workstation comfort
    - access to natural light
    - adequacy of support spaces
    - ease of wayfinding
WHAT IS A POE?

Building performance, continued

- Maintenance requirements & technical performance
  - frequency of equipment or repairs
  - condition of materials
  - performance of HVAC systems

- Safety & security

- (Energy & environmental sustainability)
  - not part of the Toolkit
  - refers to other methods (LEED, etc.)
WHY DO A COURT POE?

- **Depends on perspective**
  - **Architect** interested in
    - client satisfaction
    - how well design features, materials or systems work
  - **Court managers** want to improve
    - efficiency of operations
    - customer satisfaction
    - security
  - **Owner** interested in
    - maintenance requirements
    - guidelines for future courthouses
Two main applications of the Toolkit

1. To assess the performance of a particular court building
   a) provide feedback to its owners, occupants and/or designers.

2. To compare findings from multiple POEs
   a) general conclusions about what works and what does not
   b) develops “evidence-based” findings – a resource for planning future courthouses

WHY DO A COURT POE?
The Toolkit provides guidance & methods

- for planning the POE
  - who should be involved
  - roles & responsibilities
  - timing & scheduling
- information-gathering instruments
- instructions on how to analyze & present the findings & report

THE COURTHOUSE POE TOOLKIT
Plan Review Form

- Documents physical characteristics of - and functions within - the courthouse building & site

**Courtroom** (duplicate and complete this form for each type of courtroom)

Main type of proceedings (check all that apply):
- □ civil
- □ criminal
- □ arraignment
- □ traffic
- □ family
- □ drug
- □ juvenile delinquency
- □ juvenile dependency
- □ other __________________________

**Number of courtrooms** of this type: ________

- Courtroom area: ____________ net square feet
- Courtroom dimensions: ___ feet wide x ___ feet long x ___ feet high

**Well/Litigation Area**

Bench arrangement:
- □ center
- □ corner
- □ "re-centered" (not in geometric center of courtroom but aligned with entry door)
### Building Conditions Survey & Interview
- to gain input from building managers on condition and performance of design features
- done on a tour of the facility with its managers
- photo documentation of each area

<table>
<thead>
<tr>
<th>Main Entry &amp; Lobby</th>
<th>Very Good</th>
<th>Good</th>
<th>Neutral</th>
<th>Poor</th>
<th>Very Poor</th>
<th>Not Applicable</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Signage/directories</td>
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<tr>
<td>Kiosks</td>
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<tr>
<td>Seating</td>
<td></td>
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<td></td>
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<tr>
<td>Other ____________</td>
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<table>
<thead>
<tr>
<th>Courtroom(s) (typical)</th>
<th>Very Good</th>
<th>Good</th>
<th>Neutral</th>
<th>Poor</th>
<th>Very Poor</th>
<th>Not Applicable</th>
<th>Comments</th>
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<tr>
<td>AV systems</td>
<td></td>
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<tr>
<td>Projector/screens</td>
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<tr>
<td>Access controls</td>
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Employee Survey

- to learn how employees assess the court’s design – particularly as it supports their work
- online survey with all employees encouraged to participate

IF YOU WORK IN A COURTROOM ....

If so, please check the box below that best describes the type and size of courtroom you usually work in:

- □ Hearing room with limited spectator seating and no jury
- □ Non-jury courtroom
- □ Jury courtroom

The size of the well/litigation area is adequate to efficiently conduct courtroom proceedings.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
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</tbody>
</table>
Visitor Survey

- to learn how visitors assess the court’s design
- “paper and pencil” survey
- forms handed out to a sample of visitors – with “incentive” for participation

If you spent time in a courtroom, please answer the following questions. If you did not spend time in a courtroom, please check this box [ ] and skip to the last question.

How satisfied were you with the waiting spaces outside the courtroom?

<table>
<thead>
<tr>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
<th>Did Not Use</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

How satisfied were you with your ability to see all participants in the courtroom?

<table>
<thead>
<tr>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
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<tr>
<td>[ ]</td>
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WHO SHOULD BE INVOLVED IN THE POE?

- Evaluation team representatives
  - Design team
  - Court managers - operations and building
  - Owner agency
  - POE/research expert
  - Designated POE manager
  - On-site liaison
• Conducted By: Erin Persky

• Date of POE: December 7 – 9, 2015

• Time lapsed between courthouse opening and POE: > 3 years

POE PILOT STUDY
PROCESS
- Periodic conference calls with all participating agencies
- Scheduling of all on- and off-site activities
- Access and photography permissions
- Coordination and procurement of study materials
- Reservation of lobby space and private interview space
- Completion of the plan review form
ON-SITE

- Building and Site Tour
- Facilities and Operations Interviews
- Visitor Recruitment
- (Employee survey administered online)
Debrief

Report

POST POE
METHODS

Data collection:
• **Quantitative**: Courthouse employee and visitor surveys, building conditions survey
• **Qualitative**: Facilities and operations manager interviews, Photographic documentation

Data analysis:
• **Univariate**: frequency distributions
• **Bivariate**: correlations, cross tabulations
• **Multivariate**: factor analysis
• **Content**: coding
KEY FINDINGS
BUILDING CONDITIONS SURVEY

Functional Areas (n=61)
- Good: 5%
- Very Good: 83%
- N/A: 3%

Building (n=32)
- Very Good: 91%
- N/A: 9%

Site (n=20)
- Good: 5%
- Very Good: 80%
- N/A: 15%
Courthouse design helps me perform my duties and responsibilities effectively and efficiently

- Strongly Agree: 12%
- Agree: 55%
- Neutral: 15%
- Disagree: 11%
- Strongly Disagree: 7%
The Physical Layout Makes it Easy to Find where I am Going

- 53% Agreed
- 24% Strongly Agreed
- 16% Were Neutral
- 5% Disagreed
- 1% Strongly Disagreed
COURT VISITOR SURVEY

Satisfaction with Ability to See and Hear Courtroom Proceedings

- Ability to See: 27% (53% satisfied), 18% (unsatisfied), 2% (very unsatisfied)
- Ability to Hear: 28% (52% satisfied), 15% (unsatisfied), 6% (very unsatisfied)

COURT VISITOR SURVEY
BENEFITS OF THE POE TOOLKIT
ELECTRONIC EMPLOYEE SURVEY
Example: Clerk’s Service Counters

- Comments indicating dissatisfaction with acoustics.
- Corroboration with building conditions tour and photo documentation.
- Further corroboration with employee survey data.
- Descriptive data obtained from plan review form data.
Example: Building Conditions Tour and Interview

MULTIMETHODOLOGY
THANK YOU