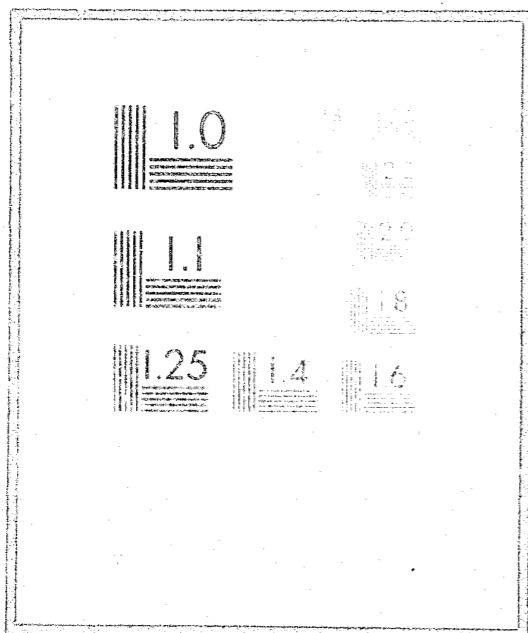


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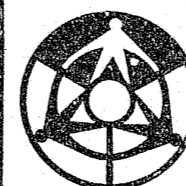
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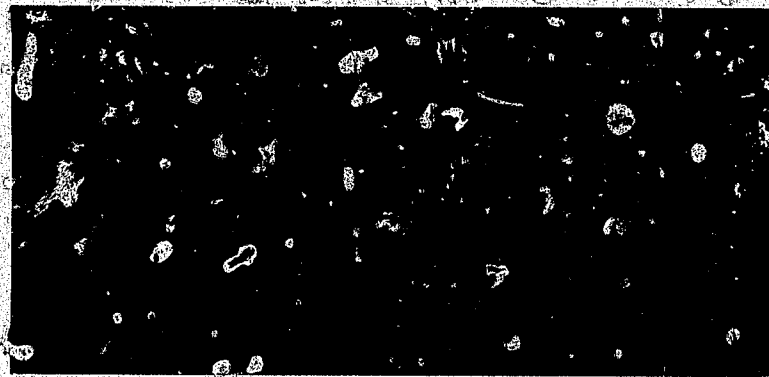
ANALYSIS OF CURRENT SPACE USE  
IN THE FAIRFIELD COUNTY (WINNSBORO)  
SOUTH CAROLINA COURTHOUSE.

AND



**THE AMERICAN UNIVERSITY**

Criminal Courts Technical Assistance Project  
Institute for Advanced Studies in Justice  
The American University Law School  
Washington, D.C.



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2002

ANALYSIS OF CURRENT SPACE USE  
IN THE FAIRFIELD COUNTY (WINNSBORO)  
SOUTH CAROLINA COURTHOUSE  
AND  
RECOMMENDED IMPROVEMENTS

September 1976

Consultants:

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NCJRS

MAR 8 1977

ACQUISITIONS

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This report was prepared in conjunction with The American University Law School Criminal Courts Technical Assistance Project, under a contract with the Law Enforcement Assistance Administration of the U.S. Department of Justice.

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## I. INTRODUCTION

### A. Background

As a result of major structural changes in the South Carolina judicial system, it has been necessary to put additional demands on existing court facilities -- many of which were constructed to accommodate a much lower level of workload and operation than will now be required. To assure adequate long-term planning in this regard, assistance has been requested on several occasions from LEAA's Criminal Courts Technical Assistance Project at The American University by the South Carolina Office of Criminal Justice Programs (SPA) as well as from local officials. Two such requests were submitted in early 1976 to address specific functional problems generated by the increased usage required of local court facilities. In Aiken County, assistance was sought to provide short-term recommendations for rearranging space usage as well as long-term alternatives for providing adequate judicial facilities. One constraint upon this effort was the limited changes which could be proposed for the present courthouse because of its designation as an historic landmark. In Fairfield County, where substantial facility renovation had already been undertaken, the requested assistance focused upon recommending an improved spatial arrangement for the various departments housed in the Courthouse as well as specific technical measures that might improve the sound system in the courtroom.

The consultant assigned to both of these requests was Dr. Michael Wong of Space Management Consultants, Inc., whose experience in judicial facility planning and formulating design guidelines in South Carolina and elsewhere was deemed particularly appropriate to the tasks involved. In response to each request, a separate report has been prepared. This report documents the study and recommendations for Fairfield County.

B. Focus of Assistance

The Fairfield County Council had set the renovation of the County Courthouse as a priority for the present fiscal year. In requesting technical assistance, Donald Reed, County Administrator, asked specifically for an evaluation of the acoustical system in the Courtroom which could guide the County in implementing a proposed recording and sound system to be provided through county and possibly LEAA funds. Additionally, Mr. Reed requested that the assistance address the following issues:

- (1) overall spatial utilization in the Courthouse;
- (2) the condition, arrangement and acoustical qualities of the courtroom; and
- (3) rearrangement of space on the second floor.

Dr. Wong and Judson Bryant, an associate, visited the court facility in Winnsboro on March 12 and 13, 1976, at which time they met with Mr. Reed, Judge George Coleman, Fairfield County Circuit Court Judge, and others involved with the use of the facility. In addition to the site interviews and observation of both judicial and non-judicial use of the Courthouse, the consultants reviewed relevant county data pertaining to population and judicial workload as well as information relating to statewide judicial operation provided by William Dallis, South Carolina State Court Administration.

## II. ANALYSIS

### A. Methodology

During the site visit, the consultants met with the department heads for all judicial functions. Plans for the courthouse were obtained and reviewed and photographs of the major spaces in the building were taken. While on site, the consultants observed the operations of all judicial departments, focusing their analysis upon assessing the adequacy of the present pattern of space use and identifying present deficiencies and future needs. In addition, the operations of the court while in session were observed at considerable length to determine the environmental problems existing in the courtroom, particularly in regard to space layout and acoustics.

This analysis was supplemented by a survey of relevant county data pertaining to judicial operations and a survey of statewide judicial developments in South Carolina based upon materials provided by Mr. Dallis. These materials related primarily to the present and anticipated structure of the state's judicial system, caseload data for all courts, and information regarding departmental personnel responsibilities.

In conducting the study analysis, existing floor layouts for the basement, first and second floors were drafted to 1/16 inch scale. An area analysis was subsequently made for each floor by function (see Table 1). Operational and facility problems and deficiencies were defined and analyzed (see Table 2). In developing alternative remedial solutions to these problems, the consultants applied established standards for departmental functional and spatial relationships and facility and design guidelines. The application of these standards, however, was constrained by the limitations of the existing structure and design of the courthouse, and certain compromises therefore had to be made. Proposed space use plans were then prepared to 1/16 inch scale and presented in this report.

Prior to preparing the final report, the consultants reviewed their findings and recommendations with Mr. Reed and other local officials. In a number of instances, these recommendations were implemented immediately and such action is noted in the report. In a few instances, other actions were taken subsequent to the site visit which bear on the feasibility of the proposed recommendations. Where appropriate, additional comment is provided upon the implications of these actions on the proposals submitted in this report.

#### B. Description of Courthouse

The courthouse, constructed in 1823 and enlarged in 1844 and 1939, is a fine load-bearing wall structure typical of the architectural style of the 1800's. The interior surfaces of painted plaster with wood wainscots and trim are in good condition. The exterior of painted brick, with a striking semi-circular stairway to the second floor, is also in good structural condition. Since the courthouse is listed on the historical registry, the desirability of maintaining the present structure has been a major consideration in this study.

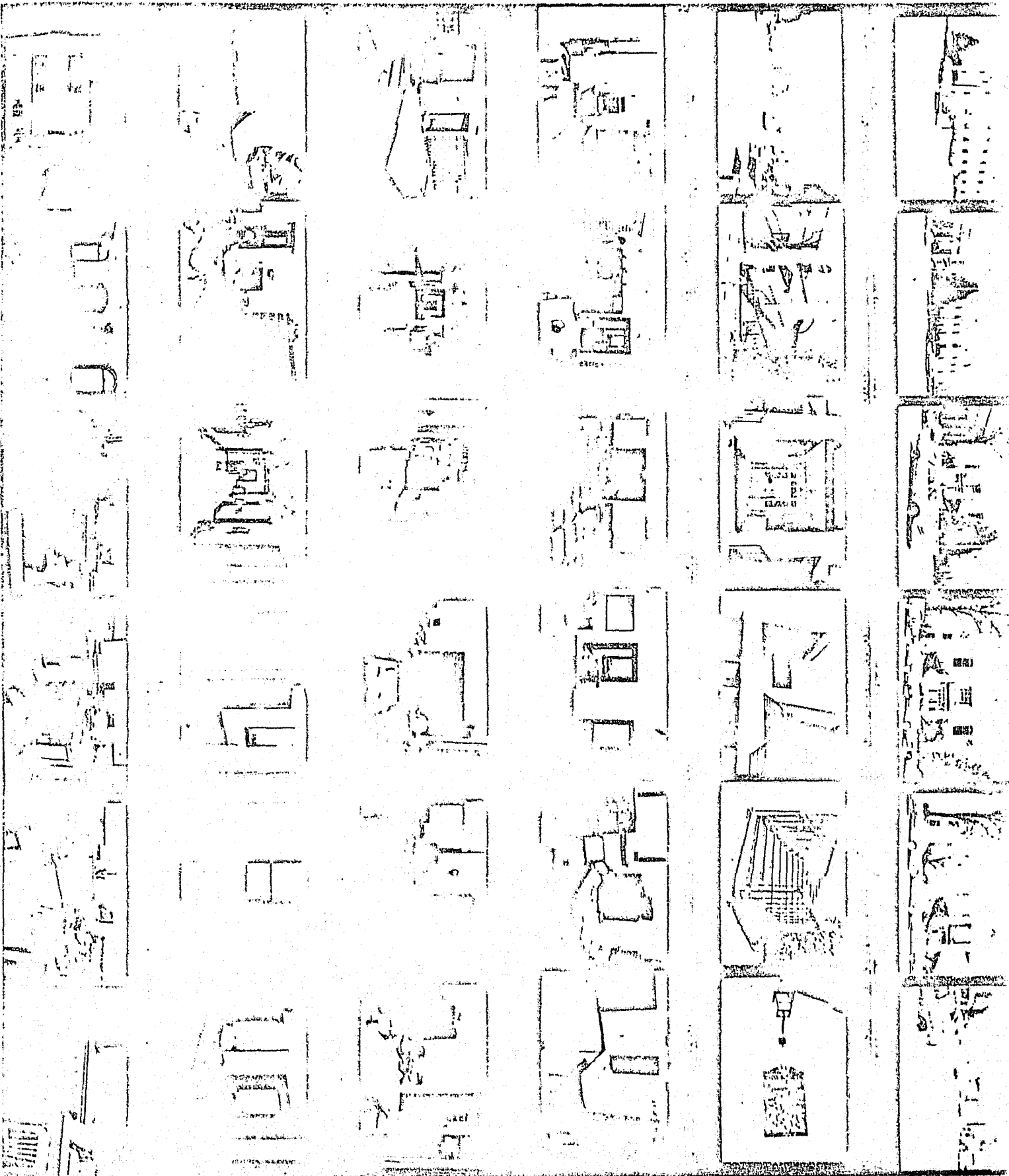
#### C. Current Space Utilization

The current space utilization by each department in the Courthouse was analyzed with a view to determining its adequacy and identifying possible deficiencies in terms of the operational needs of the department. Table 1 on page 6 summarizes the existing space utilization, identifying the floor, department and function occupying the room under consideration, net area of each room and total area allotted per department. An index number has been provided for each room to serve as a point of reference for the individual floor diagrams and accompanying discussion provided in this report. The principal space deficiencies noted in this analysis are summarized on Table 2 on page 13.

##### 1. Clerk of Court

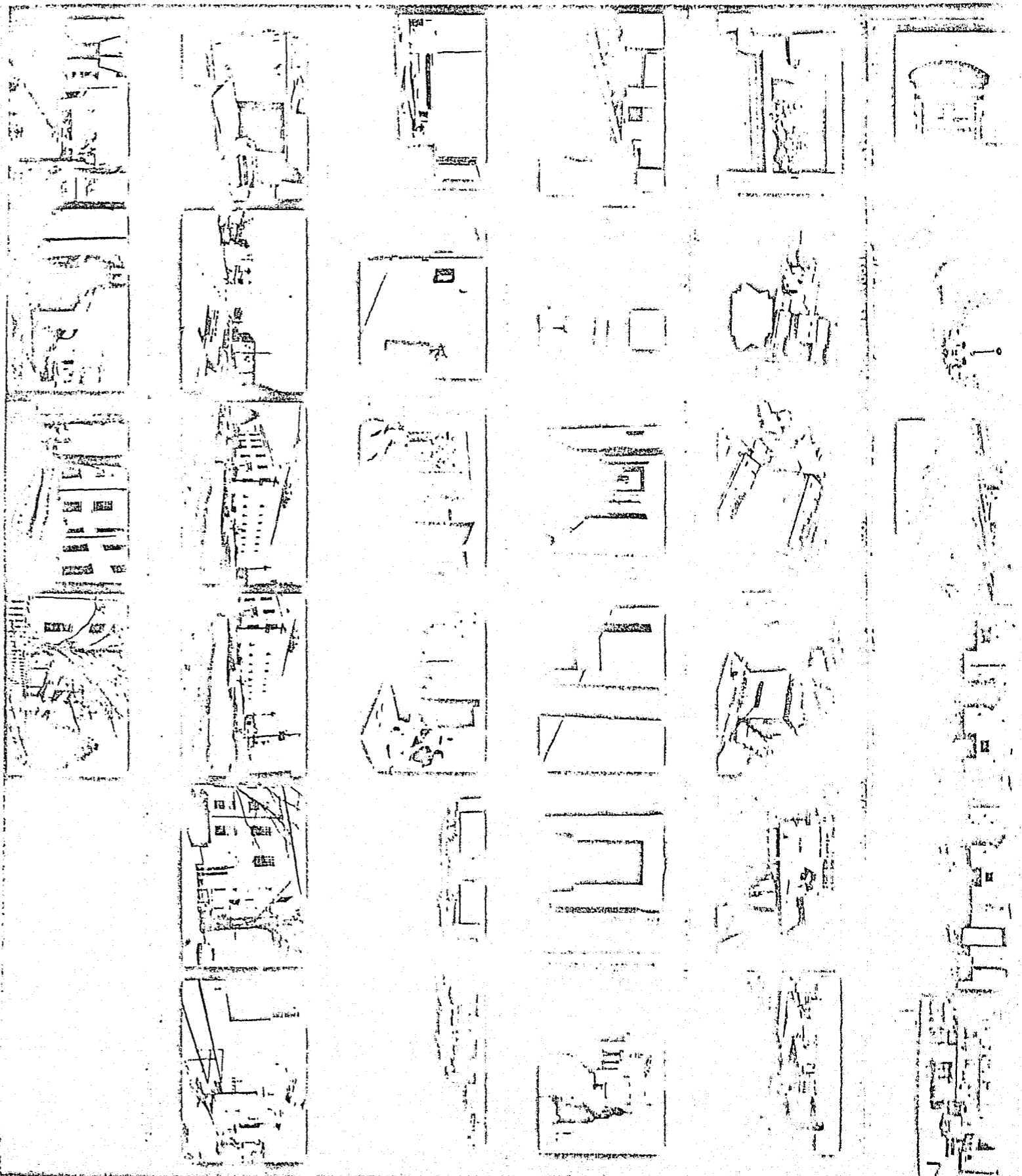
Located on the basement level, the Clerk of Court's office is responsible for the storage of court records and county deeds and records. Presently,

Fairfield County  
Courtroom at  
Winnesboro, State  
of South Carolina





Fairfield County  
Courthouse at  
Winnsboro, State  
of South Carolina



the department has a four-member staff, each member involved in all areas of the operation of the department. The major functions of the department, briefly stated, are:

- Reception of the public to provide assistance in the location of court and county records.
- Storage and retrieval of court and county records.
- Generation of court records through active participation as a court officer during court.
- Microfilming of court records.

Due to the limitation of manpower, the Clerk's Office is unable to effectively utilize available microfilming equipment for court and county records. Storage of deeds and records for the county, the single largest space user, is rapidly commanding greater amounts of usable space. If more effective utilization of microfilming techniques could be developed, the present space would adequately serve the office.

In addition, the Clerk's Office is ineffectively served by the heating and cooling systems in the courthouse. There is a serious need to improve environmental systems in this area for optimum space use.<sup>1</sup>

## 2. Probate Court

Located on the first floor, this Court, manned by three staff members and a full-time Probate Judge, has jurisdiction over:

- All estate matters
- Cases involving the mentally ill
- Guardianship
- Marriage licenses

Probate Court records and case files on all estates and wills are maintained in this location. Consequently, there exists a substantial storage area. In addition, the judge hears guardianship, incompetency and estate matters.

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<sup>1</sup> Problems with the cooling system were corrected after the site visit and Mr. Reed indicates the heating problems will be corrected shortly.

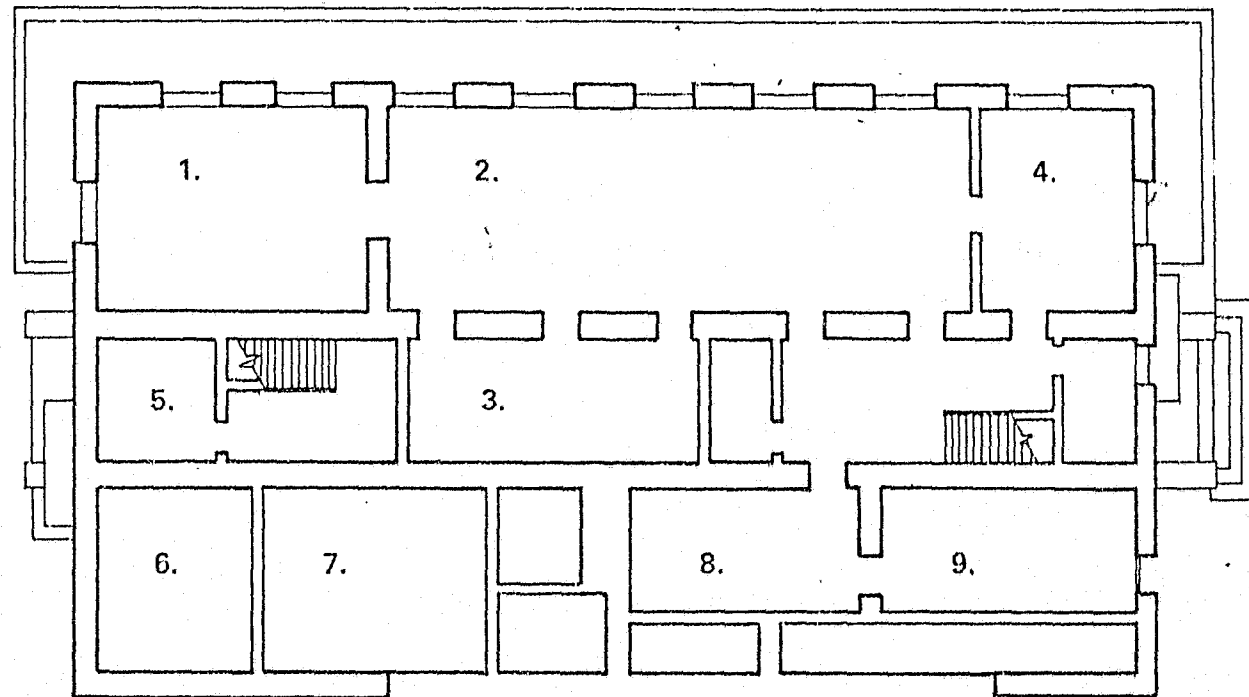
TABLE 1  
AREA ANALYSIS - EXISTING SPACE USE

| INDEX              | DEPARTMENT          | FUNCTION                     | NET AREA<br>(SQ. FT.) | TOTAL AREA<br>(SQ. FT.)  |
|--------------------|---------------------|------------------------------|-----------------------|--------------------------|
| <u>BASEMENT</u>    |                     |                              |                       |                          |
| 1                  | Clerk of Court      | Storage                      | 374                   |                          |
| 2                  | Clerk of Court      | Storage & Public Reception   | 816                   |                          |
| 3                  | Clerk of Court      | Storage                      | 240                   |                          |
| 4                  | Clerk of Court      | Private Office               | 221                   |                          |
| 5                  | Toilet              |                              |                       |                          |
| 6                  | Mechanical          |                              |                       |                          |
| 7                  | Equipment           |                              |                       |                          |
| 8                  | Equipment           |                              |                       |                          |
| 9                  | Equipment           |                              |                       |                          |
| <u>FLOOR TOTAL</u> |                     |                              |                       | 1,651                    |
| <u>FIRST FLOOR</u> |                     |                              |                       |                          |
| 10                 | Auditor             | General Office               | 408                   |                          |
| 11                 | Auditor             | General Office               | 306                   | 714                      |
| 12                 | Court Administrator | Reception                    | 170                   |                          |
| 13                 | Court Administrator | Private Office               | 170                   | 340                      |
| 14                 | Sheriff             | Reception                    | 170                   |                          |
| 15                 | Sheriff             | Private Office               | 204                   | 374                      |
| 16                 | Toilet              |                              |                       |                          |
|                    | Unassigned          |                              | 240                   | 240                      |
| 17                 | Service Office      | General Office               | 272                   | 272                      |
| 18                 | Magistrate's Court  | Secretary's Office           | 32                    | Included in Rm. Index 22 |
| 19                 | County Council      | Meeting Room                 | 320                   | 320                      |
| 20                 | Probate Court       | Reception & Vault            | 304                   |                          |
| 21                 | Probate Court       | Storage                      | 384                   | 688                      |
| 22                 | Magistrate's Court  | Judges Office & Hearing Room | 160                   | 192                      |
| 23                 | Tax Collector       | General Office               | 192                   | 192                      |
| 24                 | Vacant              |                              | 208                   |                          |
| 25                 | Tax Commission      | General Office               | 192                   |                          |
| 26                 | Tax Commission      | Vault                        | 112                   | 304                      |
| <u>FLOOR TOTAL</u> |                     |                              |                       | 3,636                    |

TABLE 1 (Continued)  
 AREA ANALYSIS — EXISTING SPACE USE

| INDEX               | DEPARTMENT         | FUNCTION                      | NET AREA<br>(SQ. FT.) | TOTAL AREA<br>(SQ. FT.) |
|---------------------|--------------------|-------------------------------|-----------------------|-------------------------|
| <u>SECOND FLOOR</u> |                    |                               |                       |                         |
| 27                  | Circuit Court      | Judges' Chambers              | 170                   | *                       |
| 28                  | Circuit Court      | Reception                     | 160                   | *                       |
| 29                  | Circuit Court      | Unassigned                    | 160                   | *                       |
| 30                  | Circuit Court      | Unassigned                    | 160                   | *                       |
| 31                  | Family Court       | General Office                | 160                   | 160                     |
| 32                  | Probation & Parole | Reception & General<br>Office | 177                   |                         |
| 33                  | Probation & Parole | Private Office                | 175                   | 552                     |
| 34                  | Circuit Court      | Law Library                   | 224                   | *                       |
| 35                  | Circuit Court      | Jury Room                     | 272                   | *                       |
| 36                  | Circuit Court      | Visiting Judge<br>Chambers    | 336                   | *                       |
| 37                  | Circuit Court      | Courtroom                     | 2,496                 | 3,978                   |
| TOTAL AREA          |                    |                               |                       | 4,490                   |

\* Included in total area of Room Index 37.



BASEMENT EXISTING SPACE USE PLAN  
FAIRFIELD COUNTY COURTHOUSE  
SCALE: 1/16" = 1' 0"

The Probate Court does not have a hearing room readily accessible to the public or the judge. Every attempt is being made to use microfilming equipment in the Clerk of Court's Office. This has permitted more effective use of the available storage area.

### 3. Magistrate's Court

This court, responsible for traffic offenses, is located in two areas on the first floor. Manned by two part-time judges, and one full-time secretary, the Magistrate's Court provides an easily accessible court for the resolution of traffic violations and is, therefore, generally used by the public. It lacks, however, a hearing facility. In addition, the judge's secretary is poorly located in relation to the judge. More effective utilization of the court's manpower could be realized through a consolidation of the secretary's and judge's areas.

### 4. Sheriff's Department

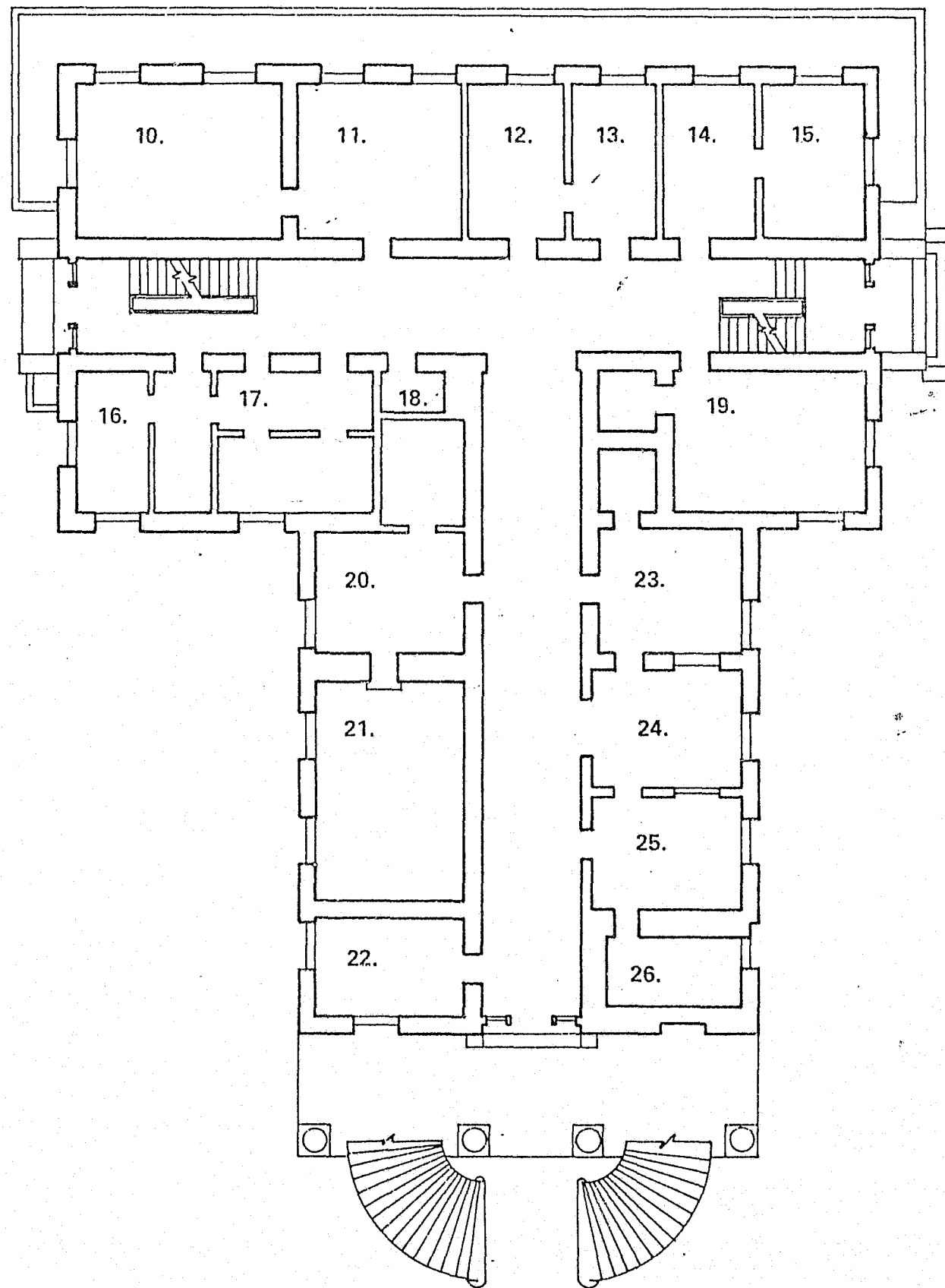
This department, responsible for serving court papers and maintaining courthouse security, is located on the first floor of the courthouse. The six-man department operates on three shifts while providing the county with an adequate system of law enforcement. The department is crowded in its present location. There is insufficient parking for the department and no locker facilities for personal effects.

### 5. Family Court

The Family Court, located on the second floor of the building, is extremely overcrowded. The two staff members are required to process all family court matters, and serve as advisors in juvenile matters. The lack of suitable private interview areas and separate reception areas adversely affect the Family Court's operations.<sup>2</sup>

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<sup>2</sup>Mr. Reed indicates that the county has already acted to relieve the critical space problems of the Family Court by utilizing Room 29 as a private interview area when not in use by the Circuit Judge. The consultants comment this action while continuing to recommend that Room 30, which adjoins Room 29, be assigned to the Family Court. A door could be installed between these adjoining rooms.



#### 6. Circuit Court

The Circuit Court, a court of general jurisdiction, is the single largest space user in the courthouse. In addition to the courtroom, jury deliberation rooms and prisoner detention areas, the court requires space for the judges in residence in the county, an attorney conference room, law library and visiting judge's offices. At present, the court is located on the second floor. Space needed by the department is being renovated to more adequately serve the courts. The judge, secretary and court reporter are the only full-time personnel serving the court.

The poor layout of the courtroom and acoustic qualities of the space, in addition to the inappropriate location of ancillary spaces, are the most outstanding problems facing this court.

#### 7. Probation and Parole

The Office of Probation and Parole, with its two-member staff, serves the Circuit Court by providing pre-sentence investigations and post-trial processing of convicted defendants. It is responsible for pre-sentence investigations as directed by the judges and coordinated by the prosecutor's office. The department monitors and counsels convicted offenders in programs providing alternatives to incarceration and is also responsible for monitoring paroled offenders in attempts to further their rehabilitation prior to their return to society. This department must be in close proximity to the courts and is adequately housed on the second floor.



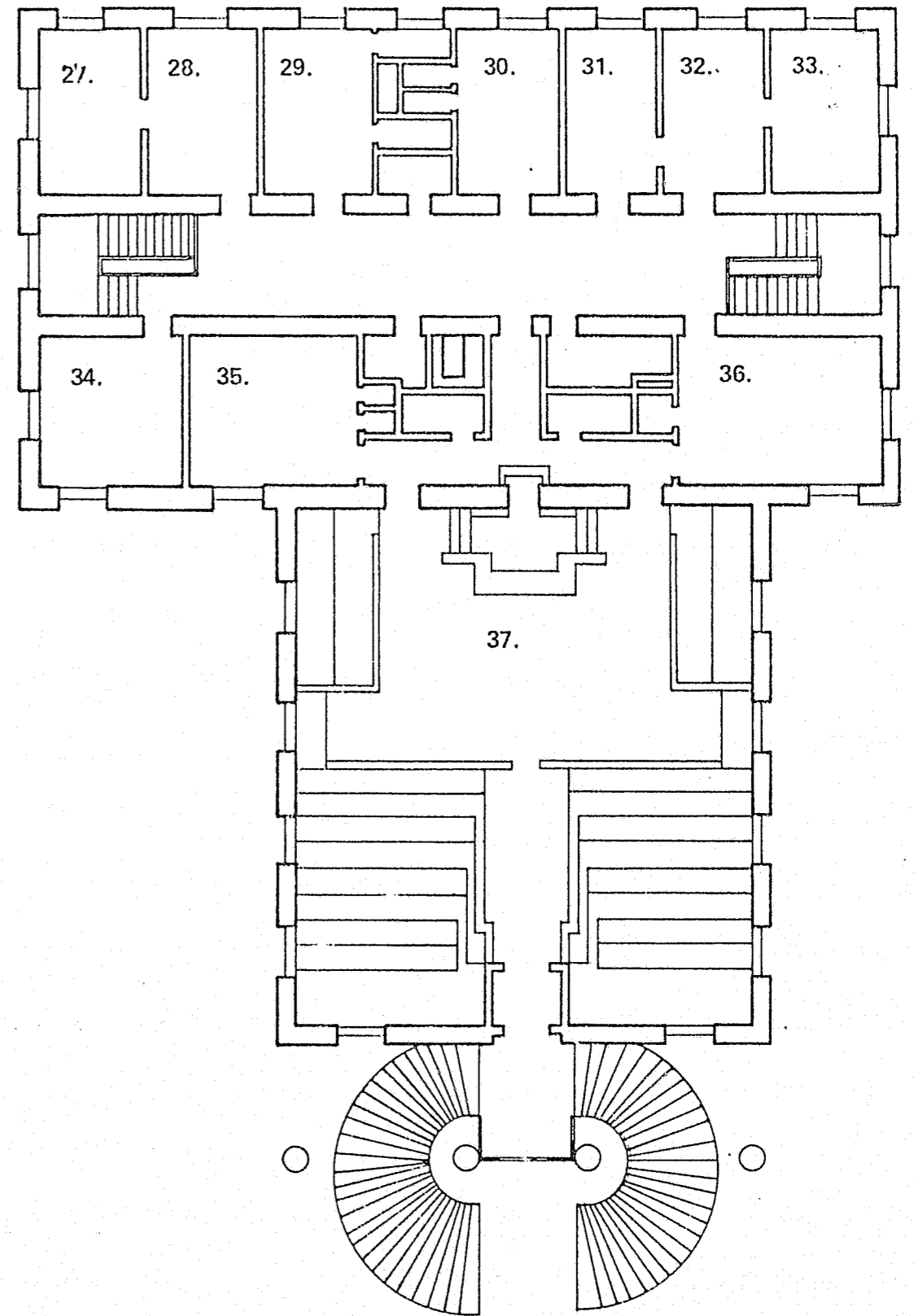


TABLE 2  
SUMMARY OF EXISTING DEPARTMENTAL DEFICIENCIES

| DEPARTMENT           | FLOOR    | ROOM INDEX                 | PROBLEM OR DEFICIENCY   |
|----------------------|----------|----------------------------|---|
| Clerk of Court       | Basement | 1,2,3,4                    | - under staffed in the use of microfilming equipment<br>- inadequate HVAC systems<br>- overcrowded record storage   |
| Auditor              | First    | 10,11                      | - inappropriately housed in court-house   |
| County Administrator | First    | 12,13                      | - overcrowded<br>- absence of reception area and conference room  |
| Sheriff              | First    | 14,15                      | - overcrowded<br>- lacks staff room, evidence storage and lockers   |
| Service Office       | First    | 17                         | - inappropriately housed in court-house   |
| Magistrate's Court   | First    | 18,22                      | - inadequate facilities<br>- separation of departmental units   |
| County Council       | First    | 19                         | - poorly located in relation to county administrator  |
| Probate Court        | First    | 20,21                      | - absence of hearing room   |
| Tax Office           | First    | 23,24,25,26                | - poor utilization of existing space  |
| Circuit Court        | Second   | 27,28,29,30<br>34,35,36,37 | - in the process of being renovated<br>- poor acoustics and layout in courtroom<br>- lack of separation of circulation patterns<br>- unavailability of jury toilets |
| Family Court         | Second   | 31                         | - overcrowded<br>- absence of private office  |
| Probation & Parole   | Second   | 32,33                      | - none  |

### III. RECOMMENDATIONS

After detailed analysis of the existing space use plan and departmental interaction and responsibility, the following recommended spatial changes are proposed for the Fairfield County Courthouse. These recommendations are illustrated on the Proposed Space Use Plans and noted floor-by-floor on Table 3 which follows.

#### A. Basement

1. The Clerk's Office (areas 1, 2, 3, 4) should be provided with additional manpower for the use of microfilming equipment on a regular basis.
2. Building systems should be improved to adequately serve the department in winter months.
3. Microfilming of records should be expanded to provide greater usable storage areas.

#### B. First Floor

1. The Auditor's Department should be relocated to more appropriate space outside the courthouse.<sup>3</sup>
2. The County Council should relocate to the vacated Auditor's space.<sup>3</sup>
3. The County Administrator should enlarge offices to include part of the office vacated by the Auditor.

---

<sup>3</sup> If the Auditor's Office cannot be moved from the Courthouse, then it should remain in its present location in Rooms 10 and 11. If the Sheriff's Office were to be removed from the Courthouse, then the County Council should remain in Room 19. With the relocation of the Sheriff's Office, the Auditor's Office remaining in Rooms 10 and 11, and the Magistrate's Office moved to Rooms 14 and 15, Rooms 16, 17 and 18 could be assigned to the Tax Assessor's Office for its expansion, and that Room 22 should be assigned to the Probate Court which presently occupies adjoining Rooms 21 and 20.

4. The Sheriff's Department should be enlarged to include the present County Council spaces.<sup>3</sup> The Sheriff could use this space as a squad room and evidence storage area.<sup>4</sup>

5. General Services (room index 16 and 17) should be moved to provide space for the consolidation of the magistrate's activities. Part of the general services area should be converted into a hearing room for both the Magistrate's Court and the Probate Court. This will provide sufficient space for a private judge's office, reception and secretarial areas.

6. The Probate Court should expand to include the present Magistrate's Court space. This area could be used as a small hearing room when the Magistrate's Court is in session in room index 16.<sup>3</sup>

7. The Tax Office should use the adjoining space for expansion. This area (room index 24) could be equipped with a counter immediately off the corridor to serve the public.<sup>5</sup>

---

<sup>4</sup> Since the consultants's on-site visit, a state law was enacted during the 1976 General Assembly which allows the Sheriff's Office to be located outside of the County Courthouse. This law was in response to the move of several counties to incorporate City and County police departments into modern law enforcement centers. Considering the overcrowded conditions in the present courthouse, the relocation of the Sheriff's Office outside of the courthouse should be considered as a possibility. If the Sheriff's Office were to be relocated, the consultants would recommend that Rooms 14 and 15 be assigned to the Magistrate and his secretary. Presently, the Magistrate is located in Room 22 while his secretary is housed at the other end of the corridor in Room 18. The efficiency of their operation would be increased substantially by locating them in adjoining Rooms 14 and 15.

<sup>5</sup> Mr. Reed indicates that Rooms 16 and 17 are now being used by the Tax Assessor's Office and that the Service Officer, formerly occupying Room 17, has now been moved to a location outside the courthouse.

C. Second Floor

1. Judge's chambers and secretarial area should be provided in areas 27 and 28. A visiting judge's office and part-time attorney conference room would then be available in room index 29.<sup>6</sup>

2. A small court reporter's station should be provided between areas 29 and 30 for use when court is not in session.

3. The county should continue to plan to use space 34 as the law library. This room could be made secured from the rest of the floor through a partition near the top of the stairs. This would permit the use of the law library when court is in session, and at the same time cross circulation of the public and court officers.<sup>6</sup>

4. Areas 35 and 36 should be renovated to serve as jury deliberation rooms. Area 36 could be provided with a toilet through construction of a doorway into the public toilet. Area 35 should be improved to provide a more adequate entrance to the toilet areas and to serve as a sound lock.

5. The courtroom will require substantial renovations to relieve the inherent problems. The consultants have prepared a suggested layout for the arena area (see Courthouse Plan 6) to afford a more adequate trial setting. It is envisioned that both jury boxes should be enlarged to serve as a grand jury seating area when needed. In addition, a large table surface should be constructed immediately in front of the bench for the clerk, assistant clerk and court reporter. A small surface should be added to the front of the jury box for the presentation of evidence. To resolve the acoustic problems the consultants recommend:

- Carpeting of all floor areas.
- Double glazing of existing windows and complementary draperies to minimize the transmission of external traffic noises.

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<sup>6</sup> These recommendations have already been implemented. Room 29 has also been assigned as a private interview room for the Family Court when not in use by the Circuit Judge.

- Construction of an acoustically treated ceiling which blends harmoniously with the historic character of the courtroom. In addition, this treatment should be sympathetic to the chandeliers presently hung from the ceiling.
- A soil-trapping surface in the public entrance to the courtroom to preserve the interior renovations.
- Enlargement of the sounddock at the public entrance to the courtroom to afford greater noise reduction in the courtroom.

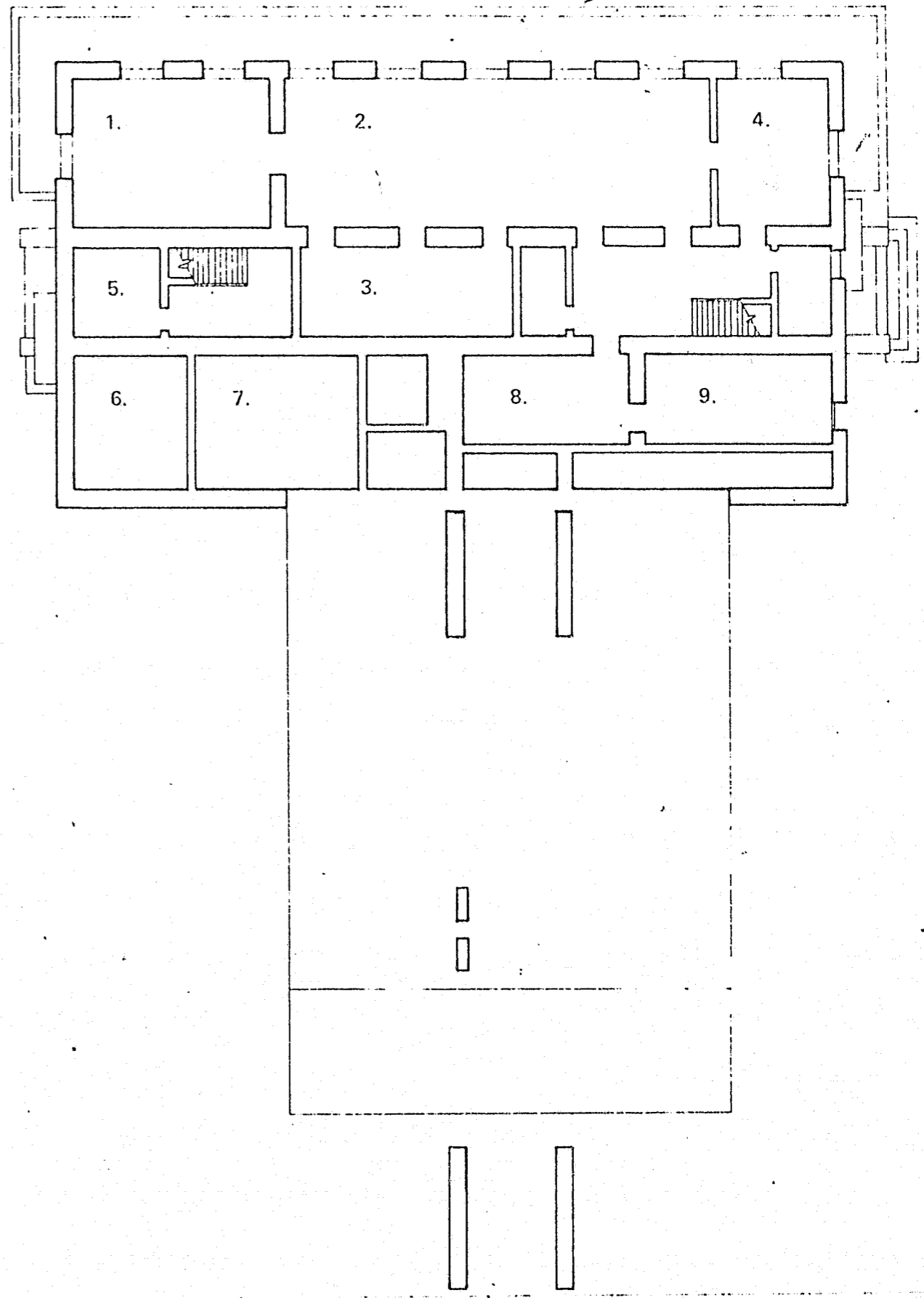
These recommendations on acoustical treatment of the courtroom should eliminate most of the problems experienced. However, the actual implementation of an acoustically treated ceiling would require the detailed design capability of a consultant specialized in the acoustical field. The last recommendation regarding the enlargement of the sounddock is not necessary.

TABLE 3  
RECOMMENDED CHANGES IN SPACE USE

| INDEX        | EXISTING USER        | PROPOSED USER        | NET AREA<br>(SQ. FT.) | TOTAL AREA<br>(SQ. FT.) |
|--------------|----------------------|----------------------|-----------------------|-------------------------|
| BASEMENT     |                      |                      |                       |                         |
| 1            | Clerk of Court       | Clerk of Court       | 374                   |                         |
| 2            | Clerk of Court       | Clerk of Court       | 816                   |                         |
| 3            | Clerk of Court       | Clerk of Court       | 240                   |                         |
| 4            | Clerk of Court       | Clerk of Court       | 221                   | 1,651                   |
| 5            | Toilet               | Toilet               |                       |                         |
| 6            | Mechanical Equipment | Mechanical Equipment |                       |                         |
| 7            | Mechanical Equipment | Mechanical Equipment |                       |                         |
| 8            | Mechanical Equipment | Mechanical Equipment |                       |                         |
| 9            | Mechanical Equipment | Mechanical Equipment |                       |                         |
| FIRST FLOOR  |                      |                      |                       | 1,651                   |
| 10           | Auditor              | County Court         | 408                   |                         |
| 11           | Auditor              | County Administrator | 306                   |                         |
| 12           | County Administrator | County Administrator | 170                   |                         |
| 13           | County Administrator | County Administrator | 170                   | 1,054                   |
| 14           | Sheriff              | Sheriff              | 170                   | *                       |
| 15           | Sheriff              | Sheriff              | 204                   | *                       |
| 16           | Unassigned           | Magistrate           | 240                   |                         |
| 17           | Service Office       | Magistrate           | 272                   | 512                     |
| 18           | Magistrate's Court   | Storage              | 32                    |                         |
| 19           | County Council       | Sheriff              | 320                   | 694                     |
| 20           | Probate Court        | Probate              | 304                   |                         |
| 21           | Probate Court        | Probate              | 384                   |                         |
| 22           | Magistrate's Court   | Probate              | 160                   | 848                     |
| 23           | Tax Office           | Tax Office           | 192                   |                         |
| 24           | Vacant               | Tax Office           | 208                   |                         |
| 25           | Tax Office           | Tax Office           | 192                   |                         |
| 26           | Tax Office           | Tax Office           | 192                   | 784                     |
| SECOND FLOOR |                      |                      |                       | 3,892                   |
| 27           | Circuit Court        | Circuit Court        | 170                   | **                      |
| 28           | Circuit Court        | Circuit Court        | 160                   | **                      |
| 29           | Circuit Court        | Circuit Court        | 160                   | **                      |
| 30           | Circuit Court        | Family Court         | 160                   |                         |
| 31           | Family Court         | Family Court         | 160                   | 320                     |
| 32           | Probation & Parole   | Probation & Parole   | 177                   |                         |
| 33           | Probation & Parole   | Probation & Parole   | 175                   | 352                     |
| 34           | Circuit Court        | Circuit Court        | 224                   | **                      |
| 35           | Circuit Court        | Circuit Court        | 272                   | **                      |
| 36           | Circuit Court        | Circuit Court        | 336                   | **                      |
| 37           | Circuit Court        | Circuit Court        | 2,496                 | 3,818                   |
|              |                      |                      |                       | 4990                    |

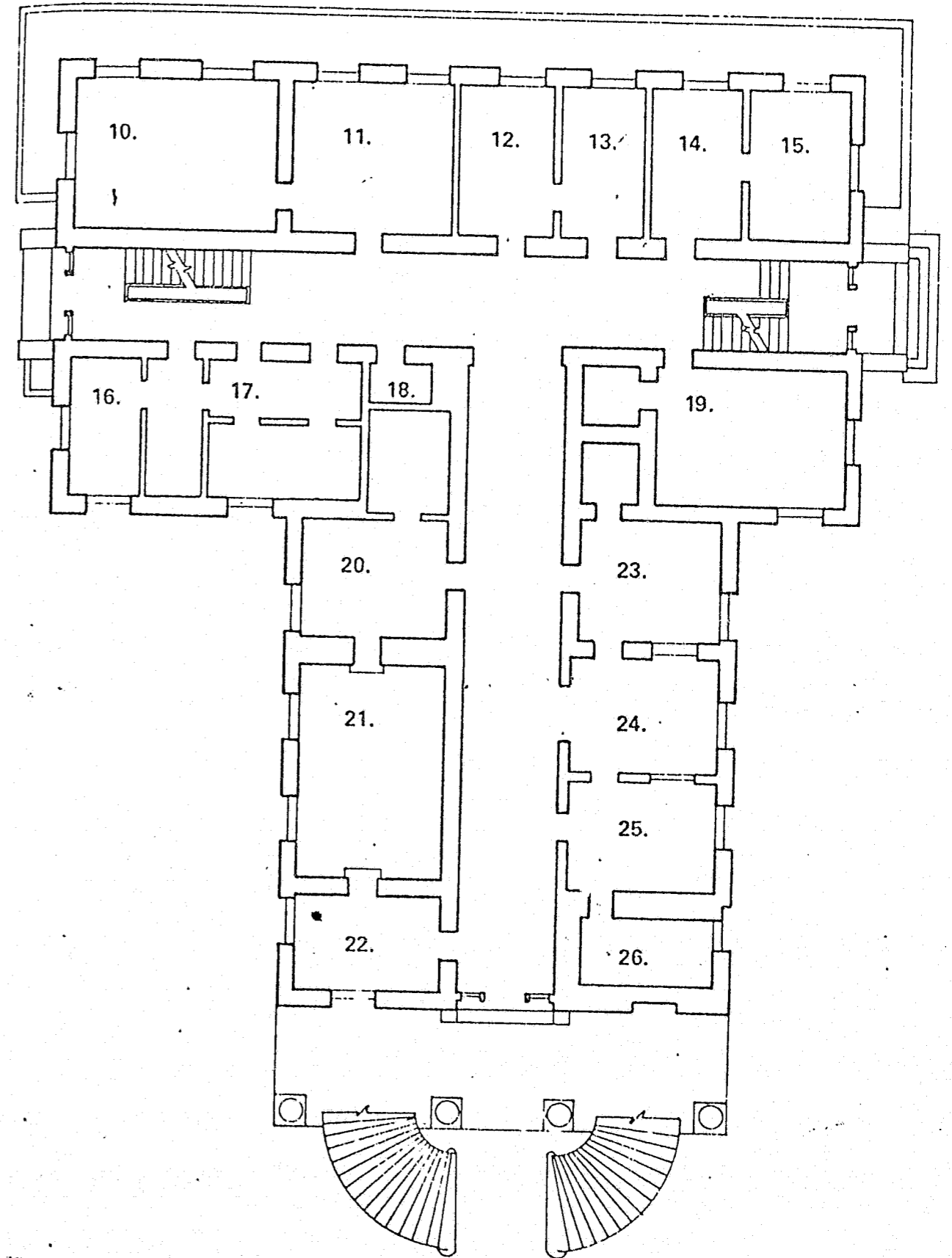
\* Included in total area of Room Index 19.

\*\* Included in total area of Room Index 37.



BASEMENT PROPOSED SPACE USE PLAN  
FAIRFIELD COUNTY COURTHOUSE  
SCALE: 1/16" = 1'-0"





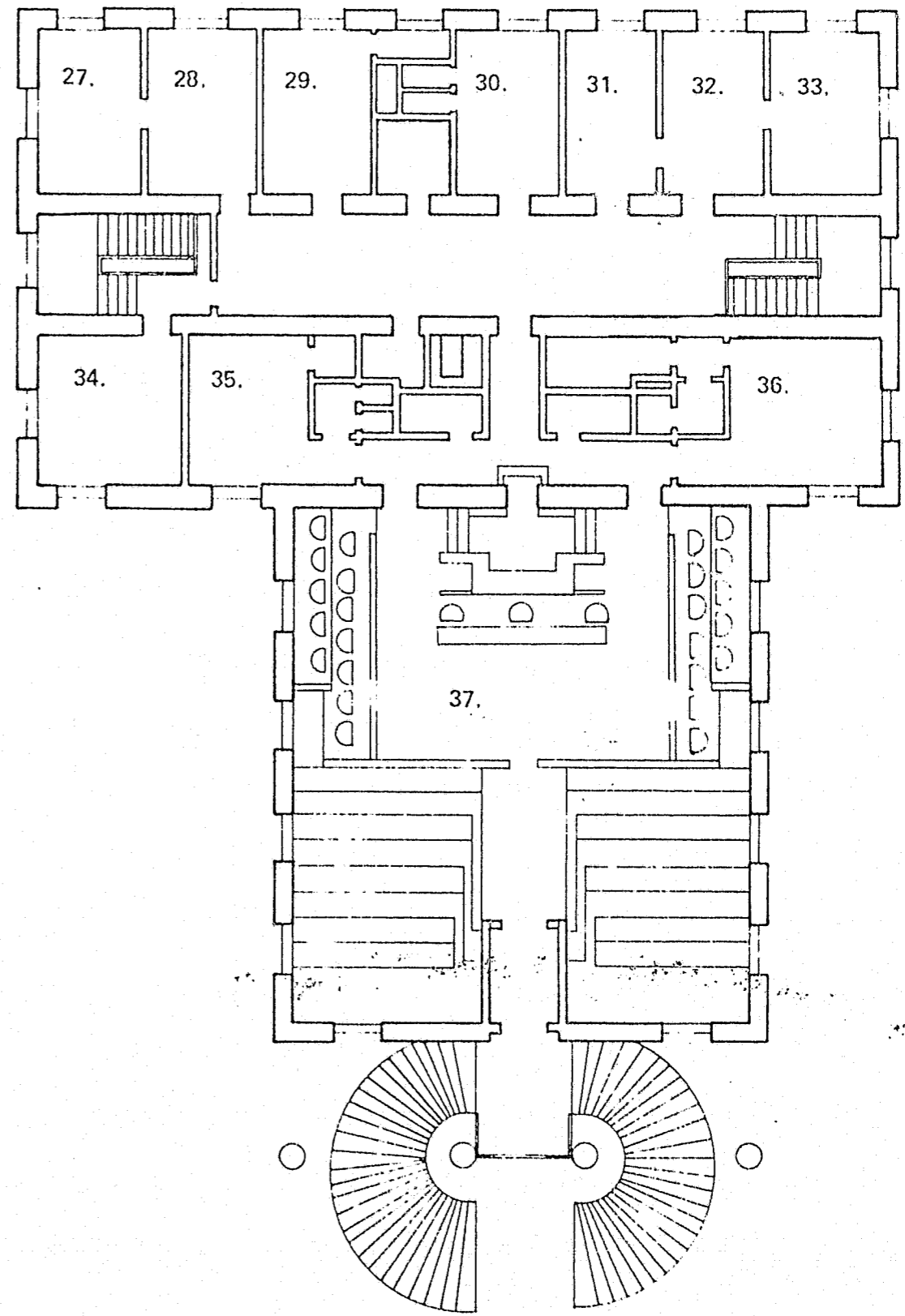


TABLE 4  
COMPARISON OF EXISTING VS PROPOSED SPACES BY DEPARTMENT

| DEPARTMENT                               | EXISTING AREA<br>(SQ. FT.) | PROPOSED AREA<br>(SQ. FT.) | TOTAL CHANGE<br>(+ OR -) |
|--|----------------------------|----------------------------|--------------------------|
| Circuit Court                            | 3,978                      | 3,818                      | -160                     |
| Family Court                             | 160                        | 370                        | +160                     |
| Probation & Parole                       | 352                        | 352                        | -0-                      |
| Clerk Of Court                           | 1,651                      | 1,651                      | -0-                      |
| Auditor                                  | 714                        | -0-                        | -714                     |
| County Administrator<br>& County Council | 660                        | 1,054                      | +394                     |
| Sheriff                                  | 374                        | 694                        | +320                     |
| Magistrate                               | 192                        | 512                        | +320                     |
| Probate Court                            | 688                        | 848                        | +160                     |
| Tax Office                               | 496                        | 784                        | +288                     |
| Unassigned                               | 1,085                      | -0-                        | -1,085                   |
| TOTAL USAGE                              | 10,035                     | 10,033                     |                          |

MELVIN B. MIXNER II  
FRANCIS L. BIRNSON  
R. DALE LEFEVER

A report on  
the methodology  
of an educational  
needs assessment  
for  
Michigan County  
Level

Consultants  
←

T/A #279  
STATE OF MICHIGAN  
COURT-SUPPORT PERSONNEL  
EDUCATION NEEDS ASSESSMENT  
METHODOLOGY DESIGN  
SEPTEMBER 10, 1976

**END**

*7-11-1964*