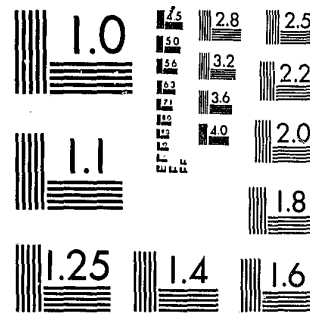


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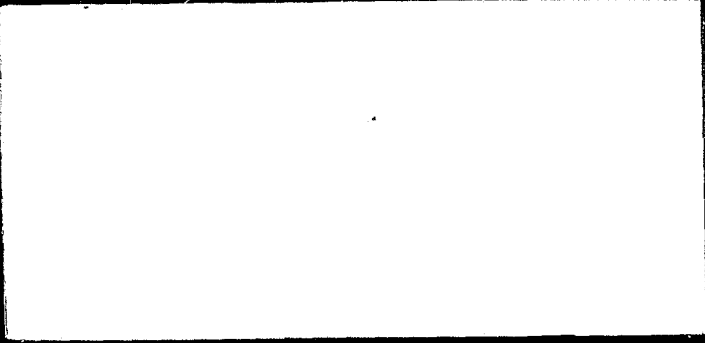
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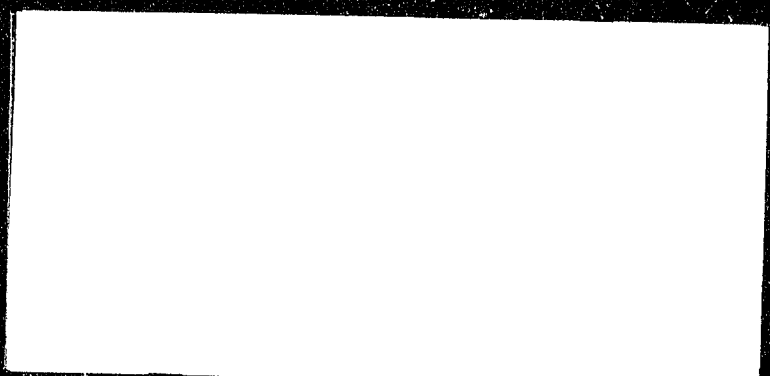
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RENOVATION PLANNING:
PRINCE GEORGE'S COUNTY,
MARYLAND CIRCUIT COURTHOUSE

JULY 1980

CONSULTANT:
Lawrence Siegel

NCJRS
MAR 20 1981
ACQUISITIONS

CRIMINAL COURTS TECHNICAL ASSISTANCE PROJECT
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I. INTRODUCTION AND PROBLEM STATEMENT

Prince George's County Maryland is the largest suburban county in the D.C. metropolitan area. The county courthouse, located in Upper Marlboro, houses the Circuit Court, District Court, and some non-judicial county offices. The original courthouse has been modified and expanded to meet the changing facility needs of its court and non-court occupants. A master plan study conducted in 1976 has proposed a two stage conversion of the courthouse that would remove almost all non-Circuit Court activities. The present renovation effort is the product of a slightly altered version of the first stage of this plan. The first stage of renovation will produce the following major results:

- * two courtrooms added on the second floor
- * two courtrooms added on the third floor with jury rooms and judge's suites
- * the jury lounge expanded
- * one jury room added on the second floor
- * the law library moved to the first floor and expanded
- * one appellate judge's suite added on the first floor
- * one circuit judge's chambers added on the first floor
- * one grand jury suite added on the third floor

The renovation also will create several large rooms on the ground floor underneath the new library. Present plans specify that these rooms be left unfinished although they appear to contain space that could be utilized for offices.

Mr. Robert McCarthy, Circuit Court Administrator for the Seventh Circuit, requested technical assistance for the purpose of examining the courthouse and its present renovation plans in relation to changes since the 1976 plan affecting potential future facility needs for Circuit Court operations. Mr. Lawrence Siegel, Criminal Justice Facilities Planner, provided the requested assistance. Mr. Siegel studied the courthouse on site: October 25, 1979;

December 10 - 12, 1979; and April 9 and 16, 1980. The consultant has identified several factors bearing on the utility of the present long-range facility plan in which modification of the existing courthouse is offered as the solution to future court facility needs. This report contains an analysis of court facility planning factors and suggestions for improving court facilities. The report includes a summary of findings and recommendations.

Over the years, especially since construction and occupancy of the new County Administration Building, county agencies have been vacating courthouse space for occupancy by court agencies. Several important factors have developed which require a review of the future use of the courthouse and of means for its continued improvement. These questions are explored in the following paragraphs.

A. The Upper Marlboro Special Treatment Area Plan

The Upper Marlboro Special Treatment Area Plan was adopted by the Maryland National Capital Park and Planning Commission in June 1977. The plan calls, in part, for development of the town's central area in the immediate vicinity of the County Administration Building and courthouse. The area behind the courthouse that is now occupied by a parking lot and several Board of Education buildings, has been proposed as the site for a District Court building, a public building, and two parking structures. A large pedestrian mall would lead from the County Administration Building south to and around the courthouse. The mall would then lead to the Ring Road that would encircle the four buildings to be sited behind the courthouse. Any courthouse expansion plans probably would have to be compatible with the Special Treatment Area Plan.

B. The State Multi-Service Center

A Multi-Service Center may be built by the state in Upper Marlboro. The building would house District Court and other state agencies. Neither the

location nor size and occupancy of the center has been finalized. Construction of this center would affect planning for the facility needs of the Circuit Court in several ways depending upon whether District Court would vacate its current space in the courthouse (and if so, when) and where the center would be located. The timing of any current courthouse occupant's relocation from the courthouse is important because of the probable long range need to expand the Circuit Court facilities. Moreover, because of the relationship of Circuit and District Court to the private bar, State's Attorney, Public Defender, Sheriff's Department, and the two Clerks, the relative location of the two courts' facilities is significant.

C. Political/Economic Conditions

Prince George's County operates under a budget expansion restriction known as TRIM, which has the effect of restricting the sale of bonds that would be necessary to finance new construction or major renovation. Moreover, the state of the national economy and its implications for the continued growth of this county and the D.C. metropolitan area are unclear. This condition makes growth forecasting and planning more difficult than it normally is.

II. SUMMARY OF FINDINGS AND RECOMMENDATIONS

A. Findings

1. Circuit Court caseloads have been growing steadily for at least twenty years and show no signs of slackening, overall. They promise to grow in the future at a rate that will demand significant increases in case processing capacity and, therefore, in space. Although this rate may not match the growth rate of the last twenty years, the capacity to satisfy the requirements does not exist within the courthouse.
2. Time is critical; the lead time for planning, design, and construction is running out. An adequate facility must be ready by the time the need materializes, perhaps as soon as about ten years from now.
3. The total space that is and will be needed to house all court and related activities cannot now be found in the courthouse and cannot be added there by any practical means.
4. The need for additional space, beyond the capacity of the courthouse, exists and will become increasingly urgent during the next ten years.

B. Recommendations

1. A quantitative and detailed planning study of long range Circuit Court facility needs should be commissioned in the near future.
2. The study should strongly consider the construction of an annex to the existing courthouse in the parking lot adjoining the back and east side. The annex should be large enough to satisfy at least twenty years of projected growth in its initial stage of construction.
3. The annex should be used to remedy the growth needs of Circuit Court as well as the major deficiencies of the existing building. The annex should contain, at least, all the criminal and juvenile functions.
4. Continue improving the existing facility by upgrading its mechanical and electrical systems and adding courtrooms only where they are most feasible.

The existing building should be kept in use as a courthouse for many years to come, although most new courtrooms should be planned for the annex.

5. Circuit court should keep conversant with developments in the Upper Marlboro Special Treatment Area Plan and have the court annex incorporated in this Plan.
6. Circuit Court expansion plans should be developed quickly so that possible conflicts with District Court or others can be resolved in light of demonstrable needs, and proposed solutions rather than uncertain generalizations about the future.

III. COURT FACILITY PLANNING FACTORS

A. Present Facility Deficiencies

Despite the present ambitious renovation, fundamental deficiencies in the building's plan will remain. These deficiencies would be difficult ever to correct. Several examples of these deficiencies are: no separate secure circulation system for moving detainees through the courthouse; no private circulation system for judges, jurors, or staff; the judicial area in each of the four new courtrooms is too small for effective movement and sightlines; many of the jury rooms, old and new, are relatively small in area and some are more remote than desirable from their courtrooms. These deficiencies result primarily from the locations of corridors, bearing walls, and original courtrooms, and the available square feet. Other problems are caused by the assignment of specific spaces to particular departments and functions. The latter set of problems might be improved, but the inherent fundamental deficiencies of the courthouse will remain.

Serious functional inadequacies are common in the spaces assigned to the State's Attorneys' and Sheriff's offices. The offices lack sufficient quantities of space, space relationships are inefficient, and accommodations are inadequate. In the State's Attorney's office, Assistants do not have the necessary office space to conduct interviews and prepare cases. The civil section is housed off premises in rented office space yet the courthouse suite remains overcrowded. Spaces are assigned to the Sheriff on three floors which causes serious fragmenting of operations. The total area is far less than adequate for the number of staff and visiting personnel, while accommodations for interviewing and taking information are seriously inadequate. The holding cells are too small and crowded for good security and are not well suited for attorney/client interviews.

Another serious problem is developing quite rapidly; the mechanical and electrical systems are old and inadequate and show serious instances of deterioration. After many years of modifications and building renovations, the heating, ventilating, and air conditioning system has become confusing and often uncontrollable. Many of its major items of equipment are either near or at the end of their service lives.

B. Caseload Growth

Caseloads in Circuit Court have increased relatively steadily for some years, despite an absence of comparable population growth. An examination of case filings in Circuit Court during the twenty years from FY 1959 to FY 1978 has produced some interesting conclusions. Table I presents these data for the categories of juvenile, criminal, law, and equity filings as well as the totals for each year.

Over these years, the average annual increase in total filings has been about 11 percent. More recently, the average annual increase has been lowered to about 6 percent. During the first decade of this period, growth averaged about 11 percent annually but dropped to about 5 percent during the second decade. Before assessing the implications of the data it would be useful to examine the four caseload categories individually.

Juvenile: Filings increased steadily until 1976 and then dropped drastically in the two succeeding fiscal years. It is the opinion of the judges handling juvenile cases that the drop reflects an actual decrease in juvenile offenses following changes in court policy intended to increase the deterrent effect of court actions.

Criminal: Following a stable period from 1959 to 1963, filings increased rapidly through 1970 but halved in 1971. Since then, filings again have increased rapidly, reaching their former peak level by 1976. The 1971 reduction

may reflect the first period of District Court operations, although no data can be found to verify this inference.

Law: Filings have increased slowly but steadily, showing annual fluctuations around a steady trend.

Equity: These filings have shown the largest increase, one that has been consistent over the entire period, probably because of an increasing number of divorce hearings.

PRINCE GEORGE'S COUNTY CASE FILINGS

<u>F. Y.</u>	<u>JUVENILE</u>	<u>CRIMINAL</u>	<u>LAW</u>	<u>EQUITY</u>	<u>TOTAL</u>
59	1259	1009	1730	1751	5749
60	1316	931	1968	1850	6065
61	1877	1007	2214	2113	7211
62	1926	933	2623	2398	7910
63	2266	1058	2861	3106	9291
64	2391	1319	3175	3322	10207
65	2994	1542	3343	3568	11447
66	3636	1661	3116	3507	11920
67	3603	1926	2803	3807	12139
68	3092	1955	2757	4039	11843
69	3751	2402	3089	4079	13321
70	3767	2527	3122	4264	13680
71	4085	1265	2173	4786	12309
72	4061	1372	2245	4917	12595
73	4361	1826	2277	5503	13967
74	4735	2225	2537	5080	14577
75	4764	2453	2599	6809	16565
76	5160	2641	2578	6567	16946
77	4860	2860	2730	7900	18350
78	3920	2440	2970	9920	19250

TABLE I

It appears that total caseload is increasing somewhat more rapidly now than in the recent past, despite the drop in juvenile filings. The ratio of juvenile filings to county population is still higher in Prince George's than in other large Maryland counties (e.g.: Baltimore, Anne Arundel, Montgomery). In that these filings have been decreased considerably, it may be concluded that they might continue to fall proportionately, to a level of, perhaps, 5 filings per 1000 population. This could reduce the rate of filings to about 3360 cases in FY 1979, but the effect on total facility needs would not be significant.

During the past ten years, population actually decreased slightly in Prince George's County. Thus, the marked caseload growth is particularly significant because the filing increases in the criminal, law, and equity categories did not require the support of a population increase. In the face of such statistics, it must be assumed that caseload growth will continue in the near future, probably at least as rapidly as in the last several years. Using the recent average annual growth of 6 percent as a guideline (and not as a precise estimate), an average annual increase of about 1500 cases might result, causing total caseload to double within as little as, perhaps, fifteen years. Lest this be thought too unusual, during the fifteen years from 1959 through 1974, caseload more than doubled, a 150 percent increase!

The meaning of these figures is clear, despite the lack of precision in case filing projections and the fact that the largely unknown causative factors of case filings might drastically change future filings. The time within which Circuit Court facility needs can be expected to increase dramatically is short when compared to the typical lead time that is necessary for the procurement of additional space. Considering the amount of time necessary to decide on major capital expenditures, define the specific requirements, develop acceptable plans, obtain the needed authority, and procure the funds, clearly now is the time to commence the process.

In order to more accurately quantify probable future facility needs, several additional points must be considered. The number of case processing units that can be supported in the existing facility (with any necessary renovations and modifications) must be established. A case processing unit is defined as one courtroom and all of the support spaces (chambers, jury deliberation, Clerk's office, State's Attorney's office, Sheriff's office, public spaces, etc.) needed to allow a full increment of case processing ability. Estimates of what population changes can be expected within the next fifteen or twenty years must be considered. The degree of space-saving that can be realized by improvements in the procedures of the court must be determined in such areas as records management, case scheduling, assignment, and greater use of chambers, shared spaces, and multi-use spaces. These are ideas that cannot be sufficiently addressed in this report, but that should be considered soon.

C. Population

Estimates for the future population of Prince George's County are prepared frequently by the Maryland-National Capital Park and Planning Commission. Their most recent projections were prepared in 1979 and have been incorporated in more recent county projections. The projections predict a population increase of approximately 30 percent by the year 2000 to a level of about 871,000 persons. Given the steady increases of total caseload over the last decade while population was not increasing, it is difficult to foresee any direction for future caseload growth but up! More to the point, it is probable that a significant increase in caseload will have occurred by about 1990. As following sections of this report explain, ten years hence is a minimal amount of time needed to procure major additional space for circuit court facility needs.

D. Immediate Sources of Space

The greatest immediate source of space lies in the possibility that non-court users will continue vacating their courthouse space. The major remaining

user not related to Circuit Court is District Court which occupies two courtrooms and related spaces on the ground floor. It is impossible to second-guess District Court plans at this time, but even the possibility of obtaining two additional courtrooms will do little to solve anticipated Circuit Court space problems, except to delay the critical period by two or three years. Beyond this potential, it becomes necessary to consider which Circuit Court-related activities are less in need of being close to courtrooms than others, assuming that courtroom expansion would be the preferred mode of courthouse occupancy. This topic will be developed more in Section IV of this report.

E. Maximum Courtroom Capacity of Courthouse

It is beyond the scope of this study to determine accurately the maximum courtroom capacity of the present courthouse. Such an estimate would require a thorough analysis of the entire building that would consider various options for types of spaces that could be housed there. An indication of what might be possible can be obtained, however, by seeing how many more courtrooms could be constructed or made available if the less-related agencies vacated their spaces.

The ground floor space currently occupied by District Court should be large enough to allow for two non-jury courtrooms and one or two judge's chambers. If the Register of Wills and Orphan's Court spaces were converted, two additional jury courtrooms and judge's suites might be feasible on the third floor. The entire fourth floor (if vacated by the State's Attorney) could yield an additional three or four jury courtrooms and judge's suites. It must be emphasized that these options refer to the available quantity, not quality, of floor space. It is likely that implementing these options would cause the repeat of deficiencies already found in the courthouse as described in Section III A.

In conclusion, renovation of the present courthouse might result in the addition of: five or six jury courtrooms; two non-jury courtrooms; six or

seven judges chambers; and one jury deliberation room for each jury courtroom. According to the estimated future caseloads and case processing capacity described in this report, these additional courtrooms and directly related spaces should suffice for only about the next ten years.

IV. SUGGESTIONS FOR A FACILITY IMPROVEMENT POLICY

Additional space for Prince George's County Circuit Court can be created in two fundamental ways. First, useable space within the existing building might be increased by reorganizing the way its occupant agencies use space and by renovating existing spaces. Second, new space can be constructed by substantially modifying the existing building, constructing one or more extensions to it, or replacing it with a new facility. The benefits and costs of these approaches both increase more or less in the order they are listed above. Each approach also may have a duration of effectiveness after which the need for additional space again might become acute. A realistic facility policy can be developed by choosing from and combining these approaches, possibly in a staged program of growth, guided by the analysis of this section.

A. Better Use of Available Space

The least expensive step that would extend the ability of the present courthouse to provide the space necessary for circuit court functions is to make better use of the existing space. It is my opinion that some important benefits could be realized by this step but the net result probably would not substantially reduce the approaching need for additional courtrooms.

1. Records Management

A large number of square feet is occupied by the Circuit Clerk's office which performs all Circuit Court records management activity. A study by the National Center for State Courts, published in February 1979, examined the Family Law Division's records management and offered many recommendations that are applicable to the Circuit Clerk's office in general. Relevant sections are included in Appendix A of this report and I heartily endorse them. They cover improvements in: handling and moving records; locating and indexing records; record filing equipment; microfilming; and automation - especially of forms. Also attached as Appendix B is a copy of "Trial Court Management

Series: Records" published by The American University. This monograph emphasizes the same theme of improved records management.

Both of these volumes reveal useful information on space saving and other procedures for more effective performance. Improving records management could result in two benefits; an extension of the time that the Clerk's existing space would remain adequate and a decrease in the processing time for clerical operations. The overall case processing rate of the court might also be improved as a result.

2. Case Scheduling

Although it was not possible to study case scheduling procedures in this technical assistance, comments made during several of the interviews indicate that some improvements might be realized in the case processing rate without increasing the number of case processing units. In most courts, tight scheduling of cases is anathema to the private bar; however, Prince George's County seems to have a relatively cooperative bench and bar and, therefore, the court may be able to improve scheduling of cases to courtrooms without sacrificing the quality of attorneys' representation. The court should be able to operate effectively with a ratio of courtrooms to judges that is less than 1:1. Many courts do it successfully. Although these types of improvements would be helpful, they would not be likely to delay the need for additional courtrooms by more than a few years because assignment and scheduling of cases already appears to be relatively tight.

3. Space Reorganization And Future Renovation

Given the deficiencies in existing spaces previously noted, it is not likely that major improvements can be obtained simply by reorganizing the use of space to make it more rational. The usual goal is to bring related agencies closer together and to make functions and departments occupy contiguous, rather than fragmented, spaces. The blocks of contiguous space that would be

needed by the State's Attorney and the Sheriff, for example, just do not appear to be available anywhere within the courthouse, given the need to have courtrooms and their closest related spaces in reasonable proximity.

At least one important change is feasible and should be implemented, however. The rooms underneath the new library, where stronger footings are being constructed, should be finished and made ready for occupancy by installing lighting, painting, refinishing the floor and ceiling, and doing all other necessary work. Court reporters, the State's Attorney, and other users are ready and waiting and can put the space to immediate and good use.

Future renovation depends on the availability of additional space that can be converted to courtroom units. Except for District Court, as noted in the previous section, this means that various related agencies would have to be relocated to other buildings. The value of such an option depends strongly on what arrangements can be provided for those other agencies. One possibility is to construct an office building for court-related agencies, adjoining the existing courthouse, and renovate the current building for as many additional courtrooms as possible. We will consider this option below, because it is part of a more comprehensive system of changes than simple renovation. In any event, the deficiencies of inadequate secure and private circulation probably would remain as would the cost of replacing and improving mechanical and electrical systems.

B. Constructing New Space

Three broad courses are open for increasing the capacity of the courthouse by new construction: substantially modifying the existing courthouse to contain additional circuit courtrooms and related spaces; constructing one or more additional buildings; and constructing a new courthouse. These need not exclude each other; it well might be feasible to combine them in a phased program of growth, but they are first considered individually here in relation to their relative costs and benefits.

1. Substantially Modify the Existing Courthouse

This option has been introduced earlier in Section III E. It involves increasing the number of courtrooms by converting non-courtroom space currently occupied by the other agencies. In view of the limited number of courtrooms that would be added and the continuing need for space by those agencies vacating the building, renovation alone is not a sufficient answer. It is however, a potential component of a plan that would include the acquisition of needed additional space.

One approach to creating additional courtrooms that would continue the utilization of the present courthouse would be to split the functions of Circuit Court into two (or more) buildings. Those functions least affected by the deficiencies of the existing courthouse (e.g. law & equity courtrooms) would remain, while the criminal and juvenile functions, which require more attention to security and circulation problems, would be relocated to a building designed to provide them with the necessary features. This approach would greatly expand the capacity of the existing courthouse to hear law and equity matters. Splitting Circuit Court functions would also be compatible with plans to convert certain areas of the existing courthouse to specialized case processing units. Non-jury equity hearings, which totaled 3,500 in 1976, might be handled more efficiently by this arrangement. At least two equity hearing rooms (courtrooms with no jury facilities and a relatively small public capacity) could be constructed in the area presently used by one law or criminal jury case processing unit. This approach would require that judges either move from one courtroom to another to accommodate their mixed calendars or categorize their calendars for certain time periods to suit the judicial spaces available. It would not be necessary to assign a judge only to equity hearings for months at a time; periods of a few days might be practical.

2. Construct a Courthouse Annex

In one form or another, it seems highly likely that a substantial amount of additional new space will be required for Circuit Court operations within a few years. First consideration must be given to locating that space in an annex constructed adjacent to the existing courthouse. The building's design does not appear to be adaptable, either structurally or esthetically, to any large vertical expansion. Additionally, the basic courtroom and other space needs could not easily be met by the dimensions available through vertical growth.

This option creates two primary questions, where should such an annex be located and which functions should it house? The first question is compounded by the uncertainty of what other changes are contemplated for the adjoining space that is now used for parking and Board of Education buildings. The influence of the Upper Marlboro Special Treatment Area Plan could be significant but its fate presently is uncertain. The construction of a Multi-Service Center, which the Plan assigns to the courthouse backyard, is also uncertain. The second question is related to the first, in that connections between the annex and existing buildings must allow for good circulation patterns in and among the buildings. Good security circulation requires special consideration of the annex's location in relation to the courthouse and the jail.

Figure I, adapted from the Plan, illustrates the courthouse vicinity. It shows the Ring Road but omits the parking garages and other structures that have been planned for construction behind the courthouse. The garages and other structures have been omitted because the Plan did not provide for any courthouse expansion. The locations of the garages and other structures were chosen according to their own requirements. To incorporate Circuit Court facility needs in the Plan, it is necessary to first state the requirements for additional court buildings and then determine how all the desired buildings can optimally be located on the lot.

Figure 2 illustrates a possible location for an annex that would contain all those spaces that would require secure circulation and benefit from being closer to the Detention Center. Figure 3 illustrates an annex that does not require as close a location to the Detention Center. This annex could house courtrooms and offices and should include all circulation features of security and privacy required by its use. The merits of these two plans must be weighed with an appreciation of their relative locations to the present courthouse and its future modifications, so that the overall cost and effectiveness of the entire complex, valued over the years of its usefulness, can be determined.

Figure 4 illustrates some critical minimum dimensions for a structure containing courtrooms. It is presented to indicate some of the constraints that should be considered in bringing these ideas to a more developed state of discussion.

The two locations illustrate that two connections should be considered; one between the annex and the courthouse, the other between the annex and the Detention Center. The second, which has to do with the secure movement of prisoners between the Detention Center and courtrooms, is most important if the annex contains criminal courtrooms, but long range plans for an effective court facility in Upper Marlboro should, by any plan, improve the security and efficiency of prisoner transport.

An annex could emphasize office and administrative spaces so that virtually all space remaining in the courthouse could be converted to courtrooms. This is the least expensive type of structure per square foot, but has the disadvantage that courtroom conversions in the existing courthouse would be costly and would take place in spaces never planned to be dimensionally or otherwise adequate for courtrooms. In addition, the deficiencies of the existing facility with respect to security and circulation would not be remedied, and perhaps would be worsened, overall.

Alternatively, the annex could be a general purpose courthouse. Criminal and civil courtrooms, clerical offices, judges' offices, and spaces for all related and support functions could be included. This is the most flexible type of building and can best be adapted to future changes in types of caseload and staffing patterns. Both the annex and the existing building then would be complete court facilities in that they each would contain all types of spaces. Construction costs for a general purpose courthouse probably are the highest, because it must be designed around the most severe constraints (those for security and circulation) and be dimensioned to allow for courtrooms, although many of its spaces would be less expensive to construct in the absence of those constraints.

Finally, the annex could emphasize courtrooms and other spaces most needing security, separate circulation, and other features most deficient in the existing courthouse. Facilities for criminal, juvenile, and some carefully distinguished space for domestic relations would greatly improve by this grouping. By removing these spaces from the existing courthouse, its most serious and intractable deficiencies would be eliminated and space would be gained for other courtrooms and some offices. The annex would most effectively then be planned as a security facility and should contain all the departments (such as State's Attorney, and Sheriff) that are closely related to these operations. Construction costs for this annex would probably match those of the general purpose annex, but the associated renovation costs of the existing courthouse might not be as high. The spaces provided for functions housed in the annex would be superior to those presently available, especially for juvenile functions, but some degree of specialized assignment of judges would be required, as discussed earlier. When the cost tradeoffs are determined, the savings realized by some degree of specialization may well prove to be significant.

In analyzing these three options, it is most important to study the annex and existing courthouse in conjunction; they will constitute a single facility not two separate buildings. Considering all factors, it is my opinion that the annex must contain courtrooms, because courtroom deficiencies most strongly limit the case processing capacity of the court. Future growth, beyond any initial stage of construction, will have to take place in an annex, rather than the existing building. Finally, I believe that the annex should be planned to remedy those serious inadequacies of the existing building that cannot be improved in any other way. Thus, it should contain criminal and juvenile facilities, regardless of any other usage, and these functions should be totally removed from the existing building.

The number and type of case processing units that would constitute an optimum initial stage of construction for an annex should be determined. This task is beyond the scope of this technical assistance. It is my opinion that the existing courthouse should not be completely converted into courtrooms because of the difficulties already discussed. The annex might possibly be constructed to contain a relatively higher ratio of courtroom and related spaces to total space than a free standing court building.

3. Construct a New Courthouse

Constructing a new courthouse avoids having to deal with existing deficiencies, but also is the most expensive option. In Prince George's, all things considered, it also does not seem necessary. Unless there is a pent-up demand by non-court agencies for space in the existing courthouse, a program of adaptive re-use would have to be developed. This would be difficult because of the specialized architecture of the building and the existence of a number of unused school facilities. Alternatively, it does not seem economic to demolish the existing building, in whole or part, to construct a new building

in its place. Finding another courthouse location would be a serious blow to the Plan, which centers on the County Administration Building/Courthouse axis for its physical and economic viability. On balance, justification for constructing a new courthouse is lacking.

V. APPENDICES

APPENDIX A

EXCERPT FROM:

"Records Management Recommendations for the Circuit Court for Prince George's County Family Law Division Upper Marlboro, Maryland", February 1979

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C. Case Numbering and Calendaring

Recommendation 4: Case numbering and docketing should be standardized for all divisions prior to system implementation.

The case identifying number is the primary basis for accessing case related information in both manual and automated systems. Since one of the primary objectives of the Family Law's automated information system will be to cross-index cases, the identifying numbers for the cases in the various divisions that will be cross-referenced should be in a standard format. There are currently three entirely different numbering systems within the four divisions that deal with family matters. The Equity Division numbers domestic relations cases consecutively starting over each year, as does the Criminal and Juvenile Divisions. Paternity and District Family Court cases are numbered consecutively but do not start over each year. Other equity cases are numbered 1 through 9999 with a preceding alphabetic identifier (i.e., A1 through 9999, B1 through 9999, C1 through 9999, etc.).

By far, the most desirable of these numbering systems is sequential numbering, by year, with a unique case type identifier (i.e., DR-Domestic Relations, PT-Paternity, JU-Juvenile, etc.). The use of this numbering system avoids getting into unwieldy, several digit numbers, more easily identifies cases by year for statistical purposes and the risk of running through the entire alphabet for prefix identifiers to the numbers (although unlikely for many years to come) is eliminated.

Since docket entries (specific case actions) will most likely be preceded by an identifying code when entered into the automated system, the content (i.e., wording, format and what actions are to be docketed) of the entries should be somewhat uniform. The terminology used in docketing case

actions should also be standardized. For example, in case tracking an "action" refers to an individual and a "case" refers to one case number that may have several "actions" (or individuals) involved. This is not necessarily the definitions of these terms throughout the court, however.

Standardization of these court procedures is especially important for case tracking through the automated system. Procedures should be standardized prior to system implementation so that personnel are familiar and comfortable with the manual procedures prior to being thrust into a totally unfamiliar automated system.

Ideally, the entire recordkeeping system should be revamped (see Recommendations 8 through 13) prior to system implementation. The court and the administrative staff should strive to streamline manual recordkeeping procedures to the greatest degree possible before the automated system is operational. Regular meetings conducted for the purpose of identifying procedures that can be streamlined and means to accomplish this goal should be held. These meetings should involve such personnel as the Family Law Division Administrator, Division Supervisor, Clerk of Court and Court Administrator.

Recommendation 5: Court calendaring should be revised and standardized prior to the implementation of the automated system.

The court calendar is currently prepared by five separate offices. Domestic Relation cases heard by Masters are scheduled in the Family Law Office on the fourth floor of the Courthouse. Case files are carried up daily from the Equity Division on the first floor for scheduling purposes and then sent back down that same day. Juvenile cases are scheduled by the Juvenile Supervisor. The States Attorney schedules Paternity cases, as well as hearings on Rules. District Court Family cases are scheduled by both the

District Court Criminal Assignment Office and the Courtroom Clerk's Office. All other cases are scheduled by the twelve employees of the General Assignment Office under the Circuit Court Administrator. This office decides whether a particular judge will preside in Juvenile or other division matters.

The method of scheduling cases varies according to the type of case and the office preparing the calendar. For example, noncontested cases are scheduled at various intervals throughout the day, while contested cases are all scheduled for 9:30 each morning and called for hearing consecutively throughout the day. As a result of the scheduling methods, large numbers of litigants are continually crowded in the hallways of the courthouse. The degree of congestion observed in the Prince George's County Courthouse is a potential fire and safety hazard, and has resulted in constant overuse of the elevators, disturbance to court personnel, inadequate protection of the records that are kept in the hallways and will inevitably lead to a high degree of public frustration.

The court should revise the current calendaring method. Calendaring of cases should be the responsibility of only one office. Cases should be set for a shorter block of time (i.e., cases could be set for 9:30, 11:00, 1:30 and 3:00.) The sanctions that have been established for settling or continuing a case without sufficient notice to the court to reschedule another case should be strictly enforced. A standard method for calendaring cases is a prerequisite to automating the calendaring system.

D. Court Forms

Recommendation 6: Example forms that have been used in other jurisdictions with the PROMIS software package should be used as guidelines for redesigning the forms for the Prince George's County Circuit Court.

An example of forms that have been used with the PROMIS package can be obtained from the INSLAW office in Washington, D.C. Forms for use with an automated system will require that all case information including the case number, the case style and all case actions be recorded in a standardized format. (This is a general rule when designing any court forms to provide easier, faster identification of the form and information retrieval from the form.) It is emphasized that this standardization occur prior to the implementation of an automated system so that personnel who are responsible for recording this information will be accustomed to the new forms.

Recommendation 7: Forms that are issued to litigants, attorneys and other persons or agencies on a regular basis should be computer-generated.

When the PROMIS system is implemented, all forms that are sent out by the court on a regular basis and in a standard format could be computer-generated. This includes all subpoenas, summonses, notices, warrants, writs, recalls, etc. Issuance of these forms is a standard application of the PROMIS system.

Recommendation 8: All other forms used throughout the court should be redesigned to reduce redundant forms between divisions, to decrease expense of court forms and to increase ease of handling.

Currently, each division designs and orders their own forms. In many instances, the same form could be used for all divisions. The use of different forms for the same purpose increases printing costs and could be confusing to citizens (and even to attorneys) who come in contact with more than one court division.

Ideally, all court forms should be 8-1/2" x 11". This size form is less expensive in terms of paper costs, filing equipment and space, is easier to handle and makes microfilming and photocopying documents more efficient and less expensive. Extremely large court forms are generally difficult to type, clumsy to handle, and expensive.

There are several general rules which should be followed when designing court forms. Forms should be designed so that most variable information is on the left hand margin of the form and other data elements are located on predetermined tab stops. Check off boxes should be used whenever possible to reduce typing requirements and illegible handwritings on the forms. The case number should appear in the same exact location (generally the upper right hand corner) on every form. Every form should be titled clearly at the top of the page and the form number and revision date printed--generally at the bottom of the form.

The court should strive to eliminate excessive formal legal verbage on the forms. Besides making the forms more difficult for the reader to understand, excessive legal verbage requires additional space and makes proper forms design difficult. All court forms should be prepunched by the manufacturer for fasteners in the case files. Punching holes in the forms by court personnel wastes personnel time that could be used more effectively performing other court work. (See Appendix B for other forms design guidelines).

E. Recordkeeping Procedures

Recommendation 9: To the degree possible, the physical location and general responsibility of all records should be centralized.

All records are, of course, ultimately the responsibility of the Clerk of Court. The Clerk of Court and his deputy should be responsible for overseeing all procedural and recordkeeping changes that are required in light

of automation. There should be specific responsibility for forms design and control (ordering forms, maintaining an inventory of forms, etc.), specific responsibility for filing equipment and supplies, and specific responsibility for case file control (see Recommendation 12). The same person may be responsible for each of these records management tasks to ensure strict control over recordkeeping procedures.

The physical location of records should be centralized to the degree that space allows. The court will soon be acquiring new office space on the first floor for equity and criminal records. When rearranging office space, several issues should be considered. The paper flow of each division should be examined to determine the most efficient pathway for documents to reach the case file (i.e., are documents received in the same office in which they are filed?) The various locations that the case file will be throughout the life span of the case should be identified. Currently, a great deal of personnel time is wasted carrying case files from floor to floor and office to office for case assignment, pretrial hearings, trial, examination by attorneys, etc. The crowded hallways and inaccessibility to the elevators in Prince George's County makes carrying records around the courthouse even more time consuming. Records should be as centrally located to the various offices which use the files as possible.

Control and security of case files should also be considered when the new office space is acquired and the offices are rearranged. The physical location of records should be amenable to centralizing control of checking

out files and guarding against direct access to files by non-court personnel. (Recommendation 13 discusses case folder checkout). Convenient access to records by personnel who must frequently use the records is, of course, a primary consideration.

Because of the design of the courthouse, all records will not be able to be located in the same office, however, with the acquisition of the new county office space and space that will become available as old records are microfilmed and moved out of the courthouse,⁴ the ability of the court to centralize the recordkeeping functions will be greatly increased.

Recommendation 10: The court should convert to open shelf filing equipment for case files.

The court is currently using 4- and 5-drawer vertical filing equipment to store case files. In comparison to 5-drawer vertical files, open shelving is approximately 33% more space efficient,⁵ approximately 40% more efficient in file access time and approximately 25% less expensive to purchase than vertical drawer files.

While visiting the court, 122 5-drawer files and 11 4-drawer files were counted, providing approximately 16,350 total filing inches and consuming approximately 732 square feet. To provide the equivalent filing inches with open shelving, approximately 67 units would be required, consuming 536 square feet.

⁴The court should increase efforts to move records that are rarely (or never) accessed out of the courthouse. There are now volumes of old records stored throughout the courthouse, most noticeably in the Equity Division and the vault of the Criminal Division. The court is currently examining Arcata equipment for microfilming negative photostats. If their process proves effective, the removal of the old land records filmed in negative image will provide a significant increase in storage space for more frequently accessed records.

⁵When compared to 4-drawer vertical files, this figure increases dramatically to a 72% increase in space efficiency using open shelving equipment. Space efficiency is computed as approximately 31 filing inches/square foot with open shelving, 23 filing inches/square foot with 5-drawer vertical files, and 18 filing inches/square foot with 4-drawer vertical files. These figures may vary slightly between different vendors of equipment.

At least 24 additional open shelf units could be located in the remaining 196 square feet to provide approximately 5,880 (36%) additional filing inches. One 36 inch letter size open shelf unit costs \$200 each. The court should budget approximately \$20,000 to purchase all 91 open shelf units. The court would want to maintain some of the 5-drawer filing equipment for miscellaneous files such as correspondence, accounting records, statistical reports, etc.

Two divisions in the court currently use some open shelf units. The Law Division has five double lateral units and the Criminal Division has five double lateral units. This type of open shelving unit requires the movement of individual shelves in the front of the double unit to access records stored in the back shelves of the unit. Ladders are required for the taller shelves. These units are used to store less frequently accessed records. This is the best use of this shelving, since the units are more space efficient than vertical drawer files or standard open shelving, although access to records in these shelves can be difficult. Access to the records in these open shelf units is further complicated by the type of folder used. Top tabbed folders purchased for the vertical drawer files are stored in the open shelving units (rather than the appropriate side-tabbed folders).

The recommended open shelf equipment does not have movable parts. An example of the type of open shelf equipment that is recommended is given in Appendix C.

Recommendation 11: The court should obtain folders with side tabs and color coded bands in conjunction with the open shelf filing equipment. All divisions should use the same type of file folders and the same type of numbering system.

In conjunction with the open shelf filing equipment, the court should obtain side tabbed folders with colored bands preapplied by the manufacturer.

Five color bands should be used: one for the alphabetic case type identifier, one for the year (i.e., 79, 80, etc.), one for the thousands digits, one for the hundreds digits, and one for the combined tens and ones digits.⁶ Color coding the side tabbed bands will eliminate the need to color code the actual folders. Color coded bands approximately double the cost of a plain folder--approximately \$.13 versus approximately \$.25 per folder. However, since the court currently purchases color coded folders with printing on the outside of the folders, any cost difference between the folders currently used and the recommended folders should be negligible. An example of the type of folder recommended is given in Appendix D.

The practice of making docket entries on the outside of the folder should be discontinued. Since a microfilm copy of the case file is used for the "docket" in all but the Juvenile Division, there should be no need to make docket entries on the case folder. The Juvenile Division makes docket entries on not only the case folder, but also on index cards and in large cloth bound record books. With the conversion to an automated system, there will be no need to make any manual docket entries.

Recommendation 12: All divisions having over 6,000 filings per year should consider filing cases in terminal digit order. The court should definitely consider using terminal digit order filing if all records can be centralized in the same location.

Terminal digit filing can greatly increase the speed with which records are accessed in a large volume court such as Prince George's County. The assignment of file numbers will not change in any way with terminal digit filing; only the storage location of the files differs. The file number will be divided into groups of two from the right to left. The location of a file

⁶ The case and year bands should be applied near the top of the folder tab and the case number near the bottom. This will facilitate reading and enable the court to easily add a band for the ten thousands digit sometime in the future.

is determined by the last digits, rather than the first. These last two digits become "primary" to the filing system. Filing space is divided into 100 equal sections (00-99) and a case is filed by matching the primary digits of the file to the same section number.

Within each of the 100 sections, the files are then arranged by the "secondary" or middle group digits, and finally by their "tertiary" or beginning digits. A typical sequence would be as follows:

<u>Straight Sequential Order</u>	<u>Terminal Digit Order</u>
1001	1001
1002	1101
1003	1201
1004	1301
1005	1401

The system is easy to learn (normally requiring one hour) and efficient to use. Existing files that are sequentially numbered can be reordered in terminal digit sequence, with no modification to the file folders or labels. Several advantages can be realized from this system of filing cases including: (1) more even work distribution since the files are divided into equal sections (allowing file clerks to be assigned responsibility for specific section), (2) fewer misfiles since clerks can more accurately file with this system, and (3) safeguards to keep unauthorized persons out of the files since only those that know the filing system will be able to access a particular case.

Recommendation 13: The court should revise their case check-out procedure to one that uses out-cards rather than sign out sheets.

Most divisions currently complete a "tracking form" every time a case is checked out (C-C Form 515). This procedure requires most of the attention of a full-time person in each division. With the use of individual, loose forms for controlling case file check out, there is potential to either lose the form or have a case checked out without the form being completed.

The court should consider using brightly colored plastic "out-folders". (See Appendix E.) These folders have a clear plastic pocket in the upper right hand corner to hold a charge out slip that indicates when a folder has been removed, by whom and when it will be returned. Folders that have an extra pocket so that loose papers submitted when the folder is out can be stored until the folder is returned to the clerk's office can also be obtained. The supervisor of the District Court Family Division uses out-cards along the principle described above.

Without an effective case file check-out policy in the clerk's office, a significant amount of personnel time can be wasted searching for folders that are not in the file. More important, completion of important transactions could be delayed because a file cannot be found.

F. Microfilm

Recommendation 14: All alphabetic indexes to the case files should be put on computer-output microfiche (COM).

The Equity, Law, and Criminal Divisions maintain COTT Index books for their alphabetic index to the case files. The Juvenile and District Court Family Division use individual index cards. The computerized COTT index book system is used for retrieval of land records. This system is time consuming and expensive (approximately \$.70 per indexed name), and incorporates a bound index book. The court should keep in mind that these index books occupy a great amount of space and might have to be microfilmed in the future.

In addition to being expensive, time consuming, cumbersome⁷ and requiring extensive office space for convenient use and for storage, COTT strips can be maintained only in semi-alphabetic order until the pages are sent to

⁷In their second report, Messrs. Rubin & Bischoff referred to the COTT indexes as "rather unwieldy bound books". ("Follow Up Assistance Report," p. 16).

COTT headquarters in Columbus, Ohio where the computer printout is produced with the names in true alphabetic sequence.

When the automated system is fully implemented, an alphabetic index will be produced as a by-product of initiating a case into the system. Index information could then be retrieved on-line through the use of terminals. Typically, however, retrieval requires the user to first access the index to determine the case number prior to obtaining case related information. This method of index retrieval could be slow and costly for on-line systems. Because the Circuit Court will have only two terminals available at the onset of the system, this method of accessing the computerized index would not be initially feasible anyway. Periodic paper printouts of the index would not be desirable because they are bulky and require a considerable amount of storage space.

Instead, the computer-generated indexes can be periodically produced on microfiche through the use of computer-output microfilm equipment. Current index information can periodically be merged with old indexes to produce a cumulative index. A tape or disk containing the index can then be sent to a service bureau (due to cost of COM equipment) and the cumulative COM index produced. If the index information is required prior to production of the COM microfiche, either the court's computer can be searched for the information, or paper printouts can be provided to each division and then thrown away after the COM microfiche is received. A COM index should also be used in place of the COTT index.

A COM produced index will require that each division have one or more microfiche readers (depending upon that division's caseload). Microfiche readers generally cost approximately \$300. Multiple copies of the index should be made for security and simultaneous use by different divisions within

the court, other criminal justice agencies and by attorneys and the public who require case information.

The COM microfiche is preferred for long-term storage over other forms of indexes because it is easier to handle, provides faster information for retrieval, insures integrity of index information and occupies less space.

Recommendation 15: Infrequently accessed cases should be microfilmed and the paper copy destroyed. A duplicate copy of all microfilmed documents (both inactive and active) should be maintained outside the courthouse.

Currently, there are several file cabinets located in the hallways of the first, second and fourth floors of the courthouse. Some of the records in the open files are confidential and are not locked. It would be no problem for an individual who had a case number to pull that case file (or, for that matter, an individual without a case number who decides it would be nice to have a "souvenir" from the court) and take the file, unnoticed, from the courthouse. Since Cheltenham (the county warehouse/archives) is reportedly running out of space, these records should be microfilmed. The Equity Division is already investigating microfilming equipment that would film the old negative photo-stat land records so these records can be destroyed or moved off the premises.

The preparation (removing staples, discarding duplicate documents, etc.) and microfilming of the old records is an extremely time consuming activity for which the court does not appear to have the personnel or equipment. The court should investigate using an outside service bureau to film the old records, as the Equity Division did in filming many of their old records.

The original copy of all microfilmed documents should be maintained outside the courthouse premises and a duplicate diazo copy maintained by the court. The paper documents should then be destroyed after the microfilm is inspected.

Recommendation 16: The court should evaluate the cost effectiveness of replacing or exchanging their microfilm jacket equipment for an updatable microfiche system.

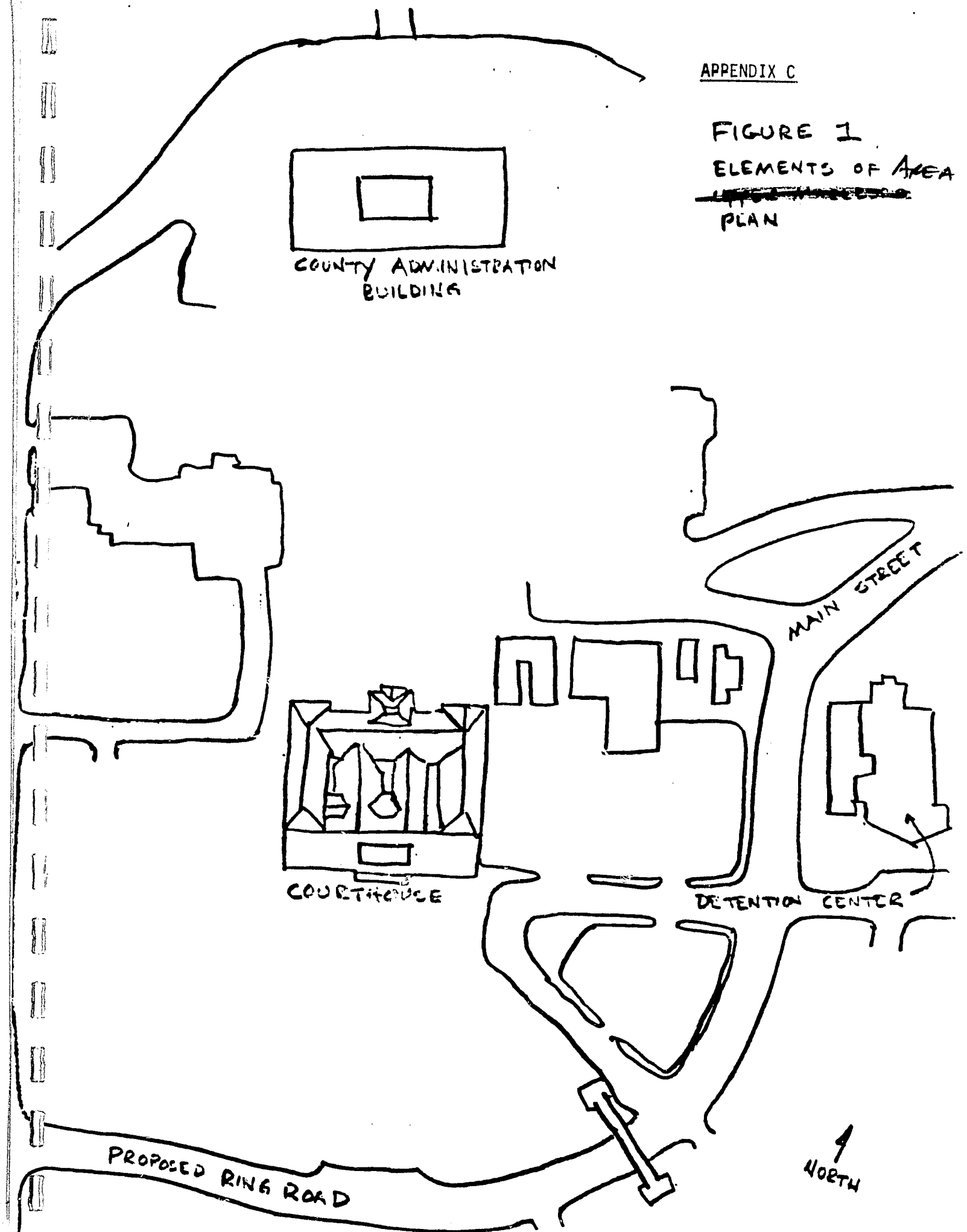
Updatable microfiche is a technique for recording and adding case file documents on a special microfiche card. With updatable microfiche, new images can be added to the same microfiche card over a period of 10 to 20 years (which corresponds to the lifetime of most court cases).

The updatable microfiche is prepared, using a recorder-processor similar to an office copier. The recorder-processor spaces each successive image relating to the document on the next available location on the microfiche. The microfiche, therefore, will contain a complete copy of documents submitted for a particular case. Eliminating the need for the microfilm jackets, a jacket filler and, more important, the personnel to run this equipment, could conceivably outweigh the cost of purchasing the equipment needed for an updatable microfiche system. If the court should find it advantageous to purchase an updatable microfiche system, the microfiche should be used on a more active basis, instead of serving as only a backup copy to the paper file. Because the microfiche is easily reproduced and occupies a small amount of space, the complete set of court records could be conveniently located near the desks of those clerks requiring case information. Information retrieval by this method is considerably faster than with paper case files. Information retrieval capabilities can be further enhanced by the use of selected eye readable "targets" microfilmed prior to court records that are frequently accessed.

Providing court personnel with ready access to case information can compensate for having only two computer terminals available for use of the Circuit Court at the onset of the system. In addition, the amount of data maintained by the computer can actually be reduced, since the updatable microfiche can conveniently provide case information, thus saving large data entry costs.

APPENDIX C

FIGURE 1
ELEMENTS OF AREA
~~PLAN~~
PLAN



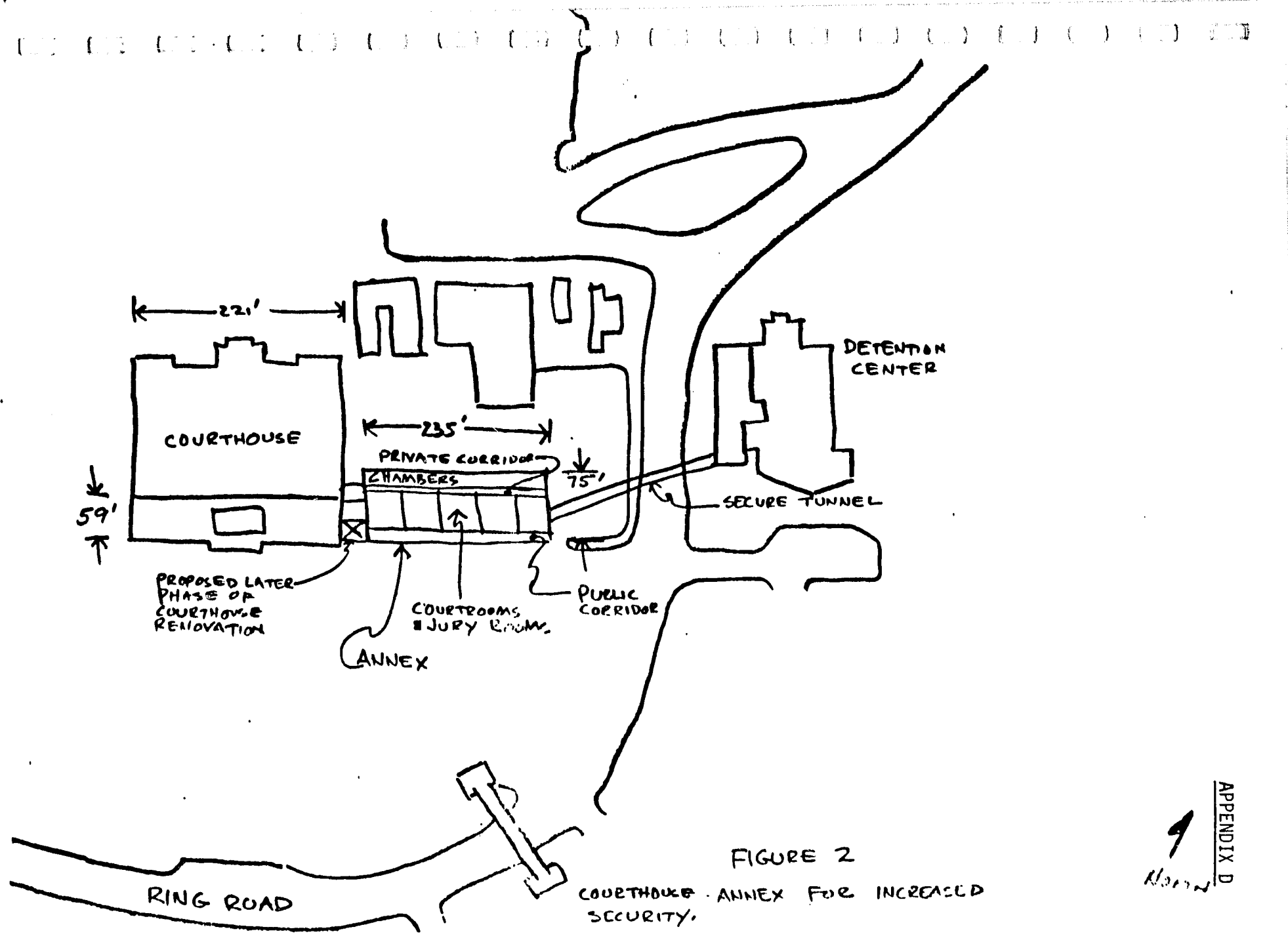


FIGURE 2
 COURTHOUSE ANNEX FOR INCREASED SECURITY.

APPENDIX D
 North

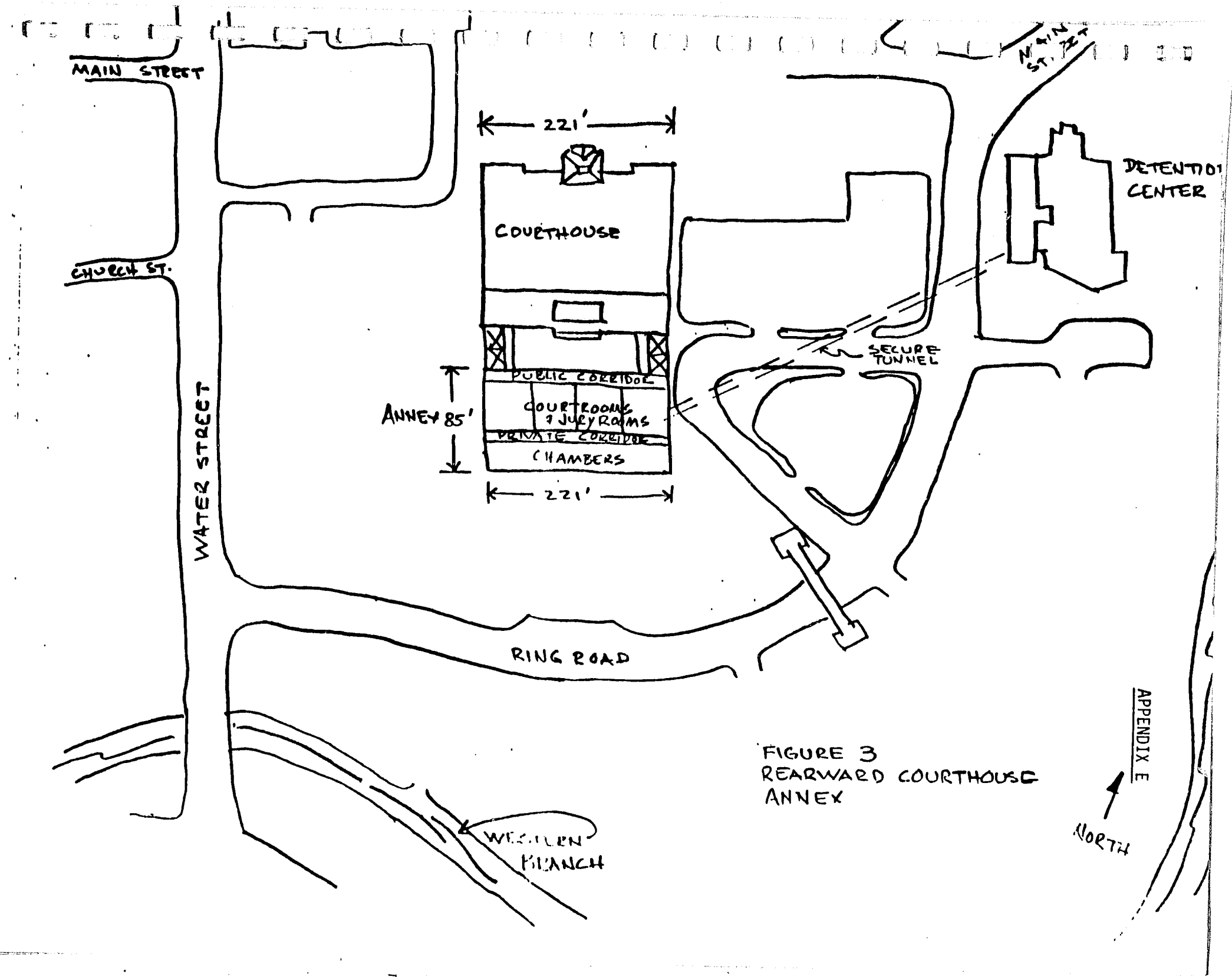


FIGURE 3
REARWARD COURTHOUSE
ANNEX

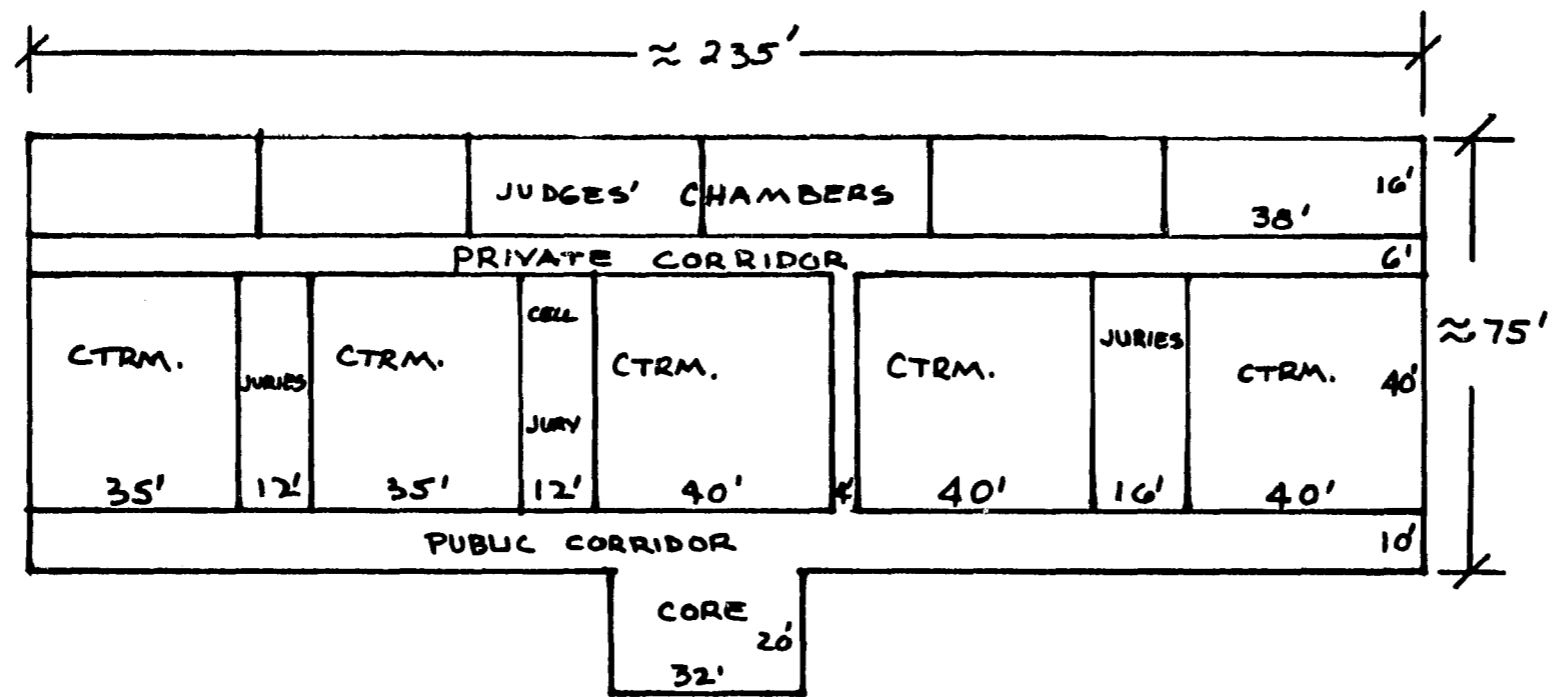


FIGURE 4
 STUDY OF DIMENSIONAL
 FEASIBILITY, SECURITY ANNEX

APPENDIX F

Supplement to Technical Assistance
Assignment Report # 62A

Appendix F

October 10, 1980

APPENDIX F

ESTIMATES OF FUTURE SPACE NEEDS

In order to derive quantitative planning guidance, estimates of future space needs have been prepared. They are presented, however, with a strong emphasis on the limited reliability of the many statistical inferences that must be drawn to produce them.

Two sources of data were used: first, the annual caseload filings reported by the Administrative Office of the Courts and the Seventh Circuit; and second, the population and demographic histories and projections published by the Prince George's County planning department. From these data we have prepared three sets of estimates of future space needs. Assumption 1 is heavily influenced by Prince George's lack of population growth during the last decade. Assumption 2 accepts the projected population growth of approximately 30 percent by AD 2000 and applies it to those elements of circuit court caseload believed most likely to be influenced by population. Assumption 3 applies the projected 30 percent population increase to all elements of caseload.

From the caseload filings reports, shown graphically in Figures 1, 2, and 3, caseload filing trends have been determined and carried forward from 1980 through 2000. These projections then were modified in accordance with our three assumptions for population growth and its affect on caseload. Filings are projected in four categories of caseload: equity, law, criminal, and juvenile. The projected filings are shown in Table 1 along with the population projections.

Certain other assumptions were made concerning past caseload rates and present caseload projections. The most significant assumption made affected the projection of juvenile filings which has been decreasing markedly for several years. The decreasing rate of projected juvenile filings was not allowed to continue until it disappeared.

Instead, the rate was stabilized at 5 filings per 1000 population and projected against the population change assumptions.

Next, these caseload projections were translated into hearing room and courtroom projections. The present ratio of judges and masters to case filings was applied to caseload projections to compute future needs for judges and masters. The projected need for judges and masters was translated into a projected need for an equal number of hearing rooms and courtrooms. These data are displayed in Table 2.

Other major spaces, in addition to courtrooms and ancillary space, are needed for the State's Attorney, Circuit Clerk, grand jury, petit jury assembly, jury deliberation, court reporters, law library, and court administration. Table 3 shows estimated workload increases for the first three of these units, the major space users according to the three assumptions for caseload increases in the appropriate categories.

So far, all data and projections have dealt with caseload and case processing units, so the questions of square feet and spatial adequacy have not arisen. At this point, they should be considered, but it is far beyond our scope to deal with the adequacy of existing area allocations. Consequently, estimates of future space needs have been prepared simply by converting estimated current (post-renovation) areas to future area needs, according to percentage increases in workloads or numbers of case processing units. The results are shown in Table 4. Actual area needs would very likely be somewhat higher than those shown here to compensate for current inadequacies.

The following rules constrain these estimates of future space needs:

1. One courtroom or juvenile hearing room per judge.
2. One domestic relation hearing room per master.
3. One jury deliberation room per courtroom.
4. Security spaces for all criminal courtrooms.
5. All spaces should conform to accepted guidelines for area adequacy.

Additional constraints are noted directly in Table 4.

The results of this analysis are clear. If caseload filings in all categories continue their trends of the past two decades, large increases in space soon will be required for circuit court operations. The amount of those increases will depend partially upon whether or not county population resumes the growth it showed before 1970. It also will depend upon the continuance of such underlying causes as may have been responsible for growth, even during the period of constant (and slightly declining) population. By the year 2000, demand for more courtrooms, hearing rooms, and square feet to provide for all circuit court and related operations could require an increase in the current area, about 75 thousand square feet, to as much as approximately 138 thousand square feet.

FIGURE 1 - EQUITY CASE FILINGS

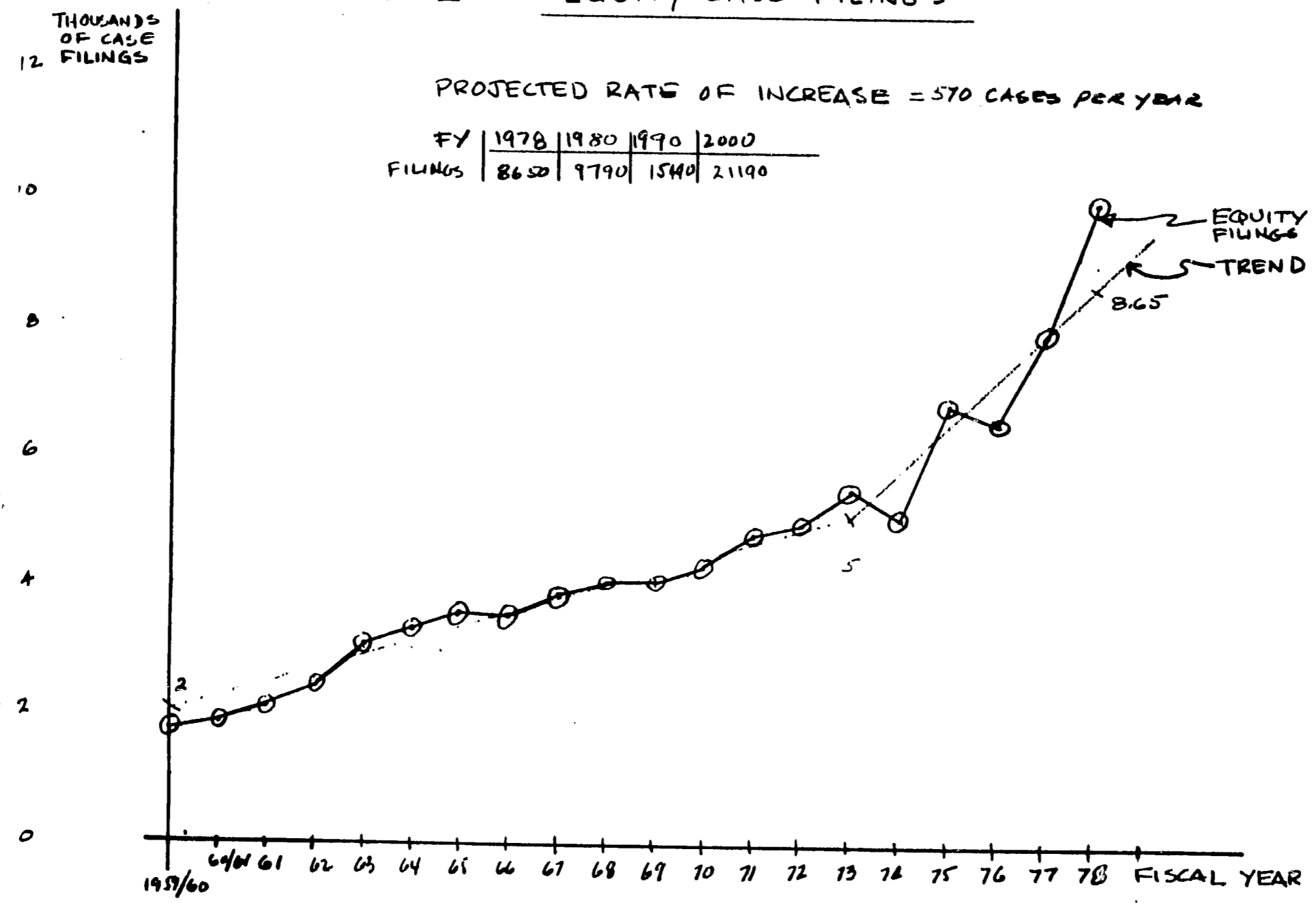


FIGURE 2 - LAW CASE FILINGS

PROJECTED RATE OF FILINGS = 16 CASES PER YEAR

THOUSANDS
OF CASE
FILINGS

BY	1978	1980	1990	2000
FILINGS	2850	2882	3042	3202

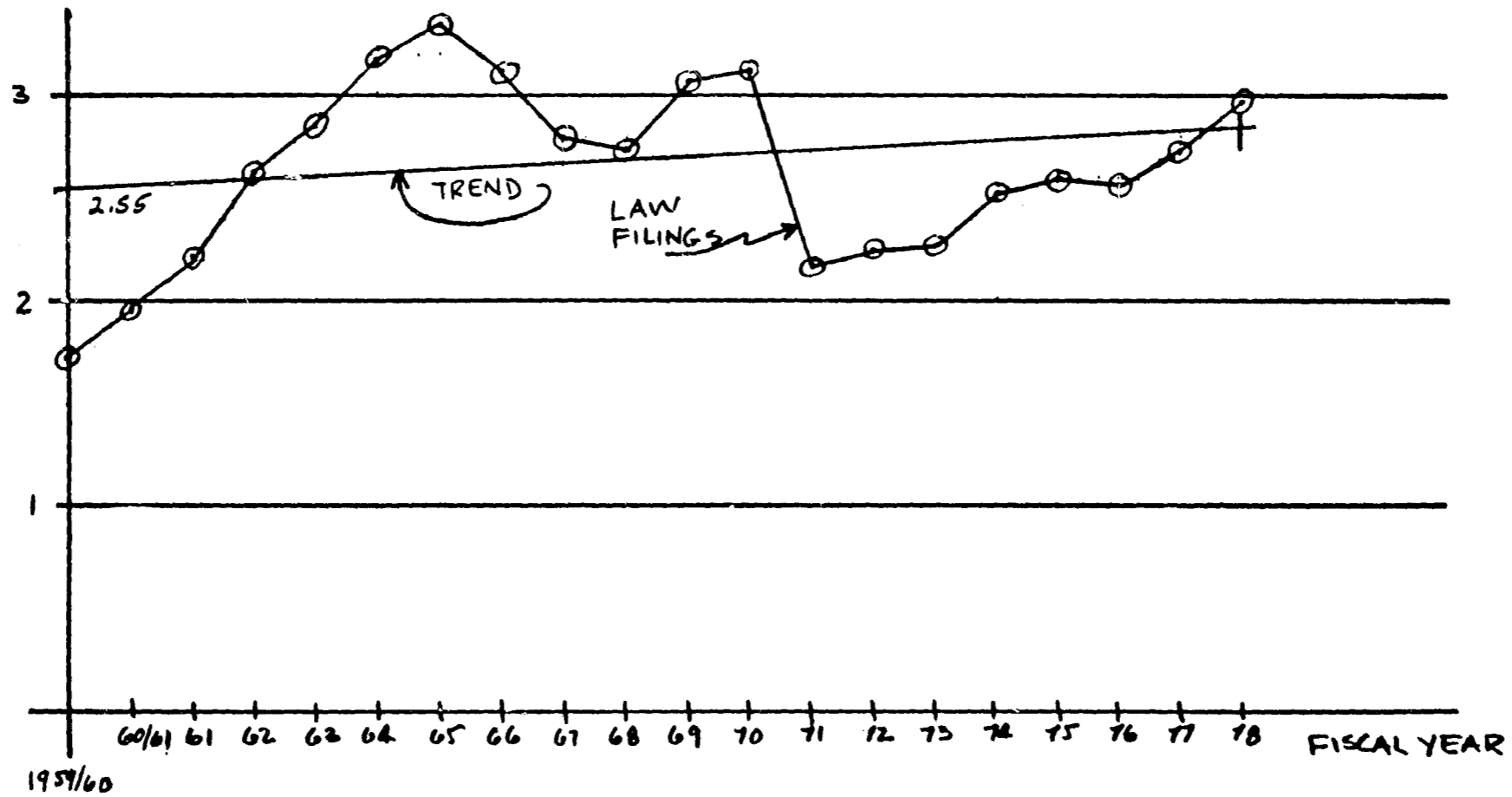


FIGURE 3 - CRIMINAL CASE FILINGS

PROJECTED RATE OF INCREASE = 219 CASES PER YEAR

THOUSANDS
OF CASE
FILINGS

FY	1978	1980	1990	2000
FILINGS	2900	3338	5528	7718

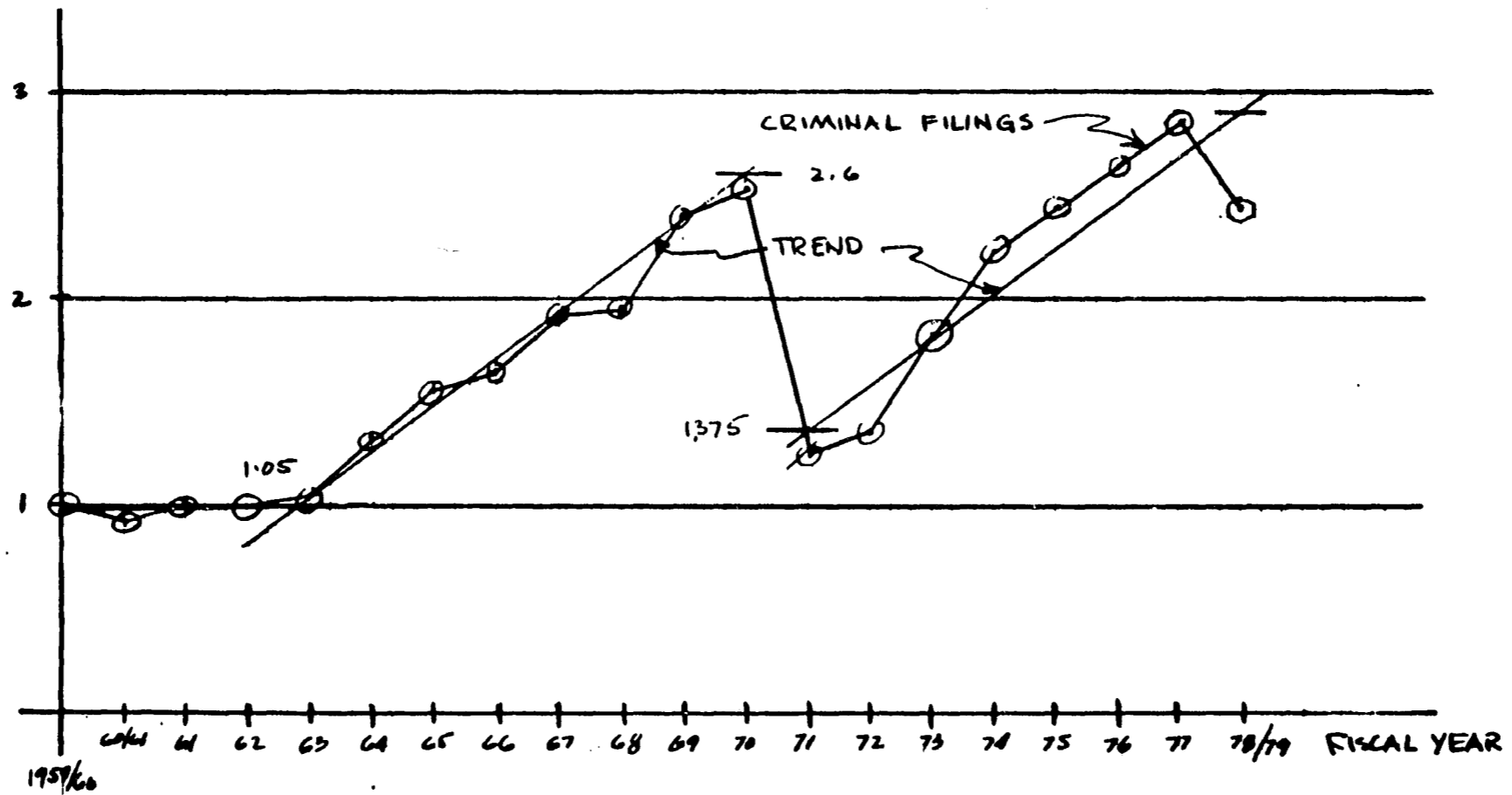


TABLE 1: ESTIMATED CASE FILINGS

ASSUMPTION	CASELOAD CATEGORY	Filings		
		1980	1990	2000
1) No Population Increase	Equity Law	9790	15490	21190
	Criminal	2882	3042	3202
	Juvenile	3338	5528	7718
		3400	3400	3400
	TOTAL	19410	27460	35510
2) 30% Population Increase A.D. 2000 Affecting Law & Juvenile	Equity Law	9790	15490	21190
	Criminal	2882	3498	4163
	Juvenile	3338	5528	7718
		3400	3910	4420
	TOTAL	19410	28426	37491
3) 30% Population Increase A.D. 2000 Affecting All Categories	Equity Law	9790	17814	24369
	Criminal	2882	3498	4163
	Juvenile	3338	6351	8876
		3400	3910	4420
	TOTAL	19410	31579	41828
	ESTIMATED POPULATION	67251	781063	871226

TABLE 2: ESTIMATED NEEDS, COURTROOMS AND HEARING ROOMS

ASSUMPTION	TOTAL SPACES	1980/81	1990	2000
1	Hearing Rooms		7-8	9-10
	CourtRooms		13	16
2	Hearing Rooms		7-8	10-11
	CourtRooms		14	17
3	Hearing Rooms		8-9	11-12
	CourtRooms		14	19
	Domestic Relations Hearing Rooms	3		
	Juvenile Hearing Rooms	3		
	CourtRooms	10		
	Judges	13		

TABLE 3: WORKLOAD GROWTH ESTIMATES FOR THREE DEPARTMENTS

DEPARTMENT	ASSUMPTION	1980	1990	2000
State's Attorney	1	100%	133%	165%
	2	100%	140%	180%
	3	100%	152%	197%
Circuit Clerk	1	100%	141%	183%
	2	100%	146%	193%
	3	100%	163%	215%
Grand Jury	1	100%	166%	231%
	2	100%	166%	231%
	3	100%	190%	266%

TABLE 4: ESTIMATES OF BLOCKUSE AREAS, SELECTED DEPARTMENTS, SQUARE FEET

OCCUPANT	1980/81	ASSUMPTION (1)		ASSUMPTION (2)		ASSUMPTION (3)	
		1990	2000	1990	2000	1990	2000
Circuit Court-Rooms & Ancillary	27901	36271	44643	39061	47432	39061	53012
Juvenile Hearing Rooms & Ancillary	8592	8592	8592	8592	11427	8592	11427
Domestic Relations Hearing Rooms & Ancillary	2314	2893	5021	2893	5021	4235	5785
Circuit Clerk (1)	16765	23639	30680	24477	32356	27327	36045
Court Administrator (2)	4920	4920	6937	4920	7232	4920	7774
State's Attorney	6660	8858	10989	9324	11988	10123	13120
Law Library (3)	5119	5119	5119	5119	5119	5119	5119
Jury Assembly (4)	1225	1593	1960	1715	2083	1715	2328
Grand Jury (5)	825	825	825	825	825	825	825
Court Reporters	1055	1488	1931	1540	2036	1720	2268
TOTAL THESE OCCUPANTS	75376	94198	116696	98466	120392	103637	137703
PERCENT OF 1980/81	100%	124%	155%	131%	160%	137%	183%

NOTES: (1) Need for space depends on records management policies. (2) Need for space depends on case management policies, assume 1/2 of % increase in caseload by 2000. (3) Date of future adequacy of renovated library unknown. (4) Need for space depends on jury management policies. (5) Need for space should not increase but grand jury can sit more frequently than one day per week. (6) All areas depend on adequacy of current allocations.

END