



Administrative Office of The Courts
Maryland Judicial Center, Annapolis, Maryland 21401

Updates to Long Range Space Plan

Final

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I. EXECUTIVE SUMMARY

A. INTRODUCTION

The Judiciary of Maryland (Judiciary) is responsible for the resolution of all matters involving civil and criminal law in the State of Maryland. The Judiciary has four tiers including the Court of Appeals (COA), Court of Special Appeals (COA), Circuit Courts, and District Court of Maryland (District Court). The Court of Appeals is Maryland's highest court and addresses cases of major importance involving constitutional interpretation of the law. The Court of Special Appeals is Maryland's second highest court with jurisdiction of appeals from the Circuit Courts except those cases involving the death penalty. The Circuit Courts handle serious criminal and civil cases, as well as appeals of District Court decisions. The District Court of Maryland has limited jurisdiction involving most traffic, minor criminal and civil matters.

In January, 2005, the Judiciary submitted a comprehensive Facility Master Plan (FMP or Master Plan) that evaluated the ten year requirements of 33 units, departments, and offices of the Judiciary. This planning effort was limited to all headquarters operations in the Annapolis area exclusive of the Circuit Courts, and daily trial court operations for District Seven of the District Court. At that time, considerable deficiencies were identified in the Judiciary's existing facilities that substantially impaired organizational effectiveness. The organization was, and remains, highly dispersed in multiple locations throughout the Annapolis metropolitan area. This dispersion impairs collaboration, causes staff to spend substantial time commuting between locations, and requires duplication of common use facilities. Similarly, the 2005 Master Plan also noted that by 2014, the Judiciary would need to procure at least 258,000 NASF for daily headquarters operations.

As a consequence, the Judiciary prepared part one and two program documents for a new Courts of Appeal Building, new Administration Building, and adaptive reuse of the existing Courts of Appeal Building (COAB)¹. These documents were submitted to the Departments of Budget and Management (DBM) and General Services (DGS) as required by prevailing capital budgeting guidelines. Additional part one and two program documents were subsequently submitted regarding specific ADA and security improvements to the existing COAB. As of Fall, 2012, only the design of ADA and security improvements for the COAB has been authorized² while the remaining projects remain unfunded nor under consideration in the Governor's budget and Legislature.

Given that more than seven years have passed since submitting the 2005 Master Plan, the Judiciary sought to review its requirements systematically and update the facility master plan as necessary. This update is presented herein and is based on information gathered during 2011 and 2012. **Importantly, this document is intended only on identifying and addressing material changes from the 2005 facility master plan and should not be construed as a complete rewrite of the 2005 plan.**

¹ The Judiciary prepared part one and two program documents for a new Courts of Appeal Building and these documents were submitted to DBM and DGS on March 1, 2005 as required by prevailing capital budgeting guidelines. Similarly, a part one program for a new Administration Building was submitted during June, 2005 with a follow on part two program submitted on March 1, 2006. A part one program for renovations and adaptive reuse of the existing Courts of Appeal Building was submitted during June 2006. A part two program for the existing Courts of Appeal Building was subsequently prepared and submitted on March 1, 2008.

Additionally, part one and two programs for specific ADA and security improvements to the existing COAB were prepared in December, 2009. The improvements proposed are of a nature that would be required in any major renovation contemplated under the Judiciary's previously submitted or updated long term master plan.

² This project was approved during the calendar 2012 session of the Maryland Legislature. Senate Bill 151 as enrolled on April 6th, 2011 by Maryland Senate.

B. OVERALL MASTER PLAN GOALS

The Judiciary established three overall goals to be accomplished by its master planning efforts. These goals include:

- Ultimately create a physical environment that enhances communications, cohesiveness, and teamwork between organizational elements.
- Create a reasoned and rational ten-year strategy that serves as a basis for future funding and generating broader support.
- Create a long term planning process that adjusts to changing needs and priorities. This process should be able to carry on after the project is completed.

In reviewing these goals with Judiciary leadership, no change was noted from those set forth in the January, 2005 plan.

C. SUMMARY FINDINGS

1. ORGANIZATION IS STABLE

Judiciary operations were found to be remarkably stable and on a day to day operational basis, little changed from the 2005 Master Plan. In 2005, there were a total of 33 units, departments, and offices and involved 622 total FTE. In 2012, there were 36 units, departments, and offices with 678 personnel, about a 9% growth in total staffing levels. Major new elements added since the January, 2005 submission includes the Access to Justice Unit and Emergency Preparedness and Court Security Department which collectively represents seven new positions. Similarly, the former Court Information Office was reorganized into three separate elements including the Office of Communications and Public Affairs, Judicial Institute, and Office of Governmental Relations.

Family Administration doubled in size to 20 positions. The Court of Special Appeals added 11 positions since 2005, about a 16% increase due to increased caseload and workload. It should be noted that the Judiciary has requested two additional at large Judgeships for the COSA and six support staff in its Fiscal 2014 budget request. Similarly, the AOC Judicial Information Systems / Microtech Department grew by 24% adding 30 additional positions since 2005. This is due to the increasing reliance on technology. As a consequence of the increasing use of online services, the District Court's MATS function decreased 11.5% to 53 staff.

2. LITTLE ANTICIPATED TURNOVER BUT ORGANIZATION NONETHELESS AT RISK

Based on conversations with key personnel in each unit, department, and office, Judiciary operations covered by this Master Plan anticipate little turnover due to pending retirements. By 2016, about 72 FTE representing 10% of the workforce under the Master Plan will be eligible to retire³. Similarly, by 2021, approximately 110 FTE representing 15% of the anticipated workforce will be eligible to retire⁴. Figure I-1 summarizes this information.

These relatively low retirement rates are in sharp contrast to many other government organizations that anticipate substantial fractions of their workforces will retire in the next five years. According to the Maryland Governor's Workforce Investment Board, 43% of Maryland's overall workforce was older than 45 in 2009⁵. By 2030, 19.5% of Maryland's population will be older than 65⁶.

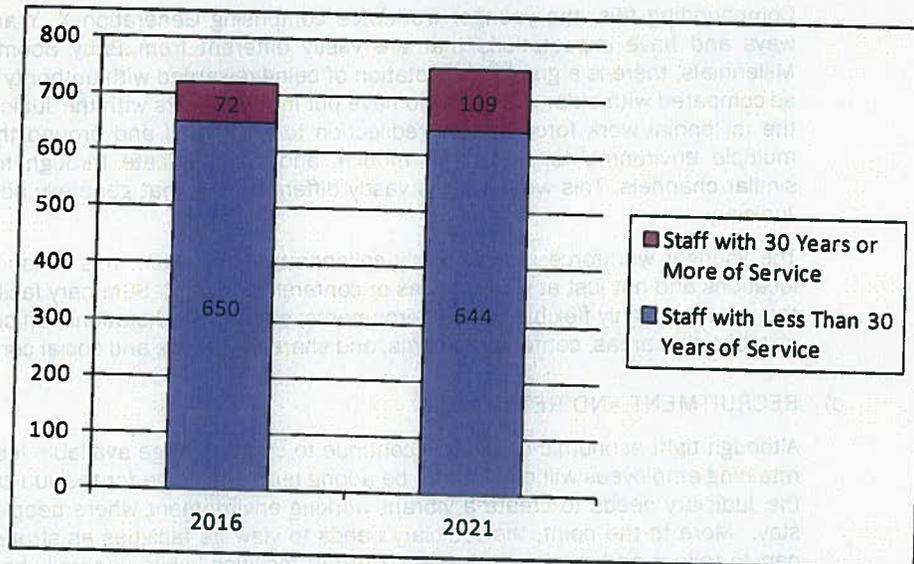
³ Source data provided by Judiciary Human Resources Department as of June, 2012.

⁴ Ibid.

⁵ 2010 Maryland's Workforce Indicators, Governor's Workforce Investment Board, May, 2011.

⁶ Maryland's Labor Force Conditions: Trends, Challenges & Opportunities, Governor's Workforce Investment Board, November, 2008.

Figure I-1: Staffing by Years of Service



More generally, the aging of government workforces is a well documented, long term national trend. At the beginning of the last decade, over 46% of state and federal government workforces were older than 45⁷. Over this same period, only 31% of private sector workforces were aged 45 or older⁸. In 2005, 43.6 percent of state workforces collectively were comprised of individuals age 45 and older⁹. Obviously, these workforces have only aged further.

Although a relatively small number when compared to the Judiciary's total workforce, many of the Judiciary personnel eligible to retire are in the top tiers of leadership and management of the organization. These people literally have several thousand years of cumulative experience with day to day and long term operations of the Judiciary and their retirement may have a disproportionate effect. Their collective knowledge provides a foundation upon which current and future actions are based. In parallel with this, by 2018, nearly 44% of the national workforce will be Millennials¹⁰. Taken together, these two forces not only present a challenge in replacing exiting personnel with skilled leadership, but also capturing the knowledge that has been developed and carrying that knowledge forward to the next generation of Judiciary employees.

There are three major organizational and facility implications as a consequence.

a) KNOWLEDGE TRANSFER

On the one hand, there is the potential for substantial loss of institutional knowledge unless there is a concerted effort to pass this hard won information forward. On the other, it is an opportunity to allow new leadership to move through the ranks, as well as creating openings for younger workers to join the Judiciary. Concomitant with this, the Judiciary must continually train employees to keep their skills current and to maximize employee productivity. Potential facilities implications include creating regular access to training facilities and creating multiple, varied opportunities for daily interaction and learning between younger staff and senior leadership.

⁷ "The Aging Government Workforce" Craig W. Abbey and Donald J. Boyd, The Nelson A. Rockefeller Institute of Government, July 2002

⁸ Ibid.

⁹ "Aging to Take Toll on State Workforces" April 4, 2005 Kathleen Murphy, Stateline

¹⁰ Millennials are the demographic cohort born between 1982 and 2000.

b) NEW WORKFORCE WORKS DIFFERENTLY

Compounding this, the younger workforce comprising Generation X, Y and Millennials, work in ways and have expectations that are vastly different from Baby Boomers¹¹. Particularly for Millennials, there is a greater expectation of being rewarded with authority at a much younger age as compared with older workers who have put in many years with the Judiciary. Additionally, while the millennial work force has a predilection to work hard and around the clock, they do so in multiple environments, are highly mobile, and communicate through text, social media, and similar channels. This work style is vastly different from that generally observed currently at the Judiciary.

The younger workforce is also highly collaborative but again, this collaboration occurs in many locations and not just at workstations or conference rooms. Summary facility implications include the need for highly flexible work environments; a mix of workstations, offices, formal and informal collaboration areas, conference rooms, and shared facilities; and social connectivity networks.

c) RECRUITMENT AND RETENTION

Although tight economic conditions continue to create a large available labor pool, attracting and retaining employees will continue to be a long term challenge for the Judiciary. Towards this end, the Judiciary needs to create a vibrant working environment where people want to come to and stay. More to the point, the Judiciary needs to view its facilities as strategic assets deployed in part to recruit and retain employees. Current facilities, while generally being maintained, do not present a vibrant, exciting workplace.

3. MARYLAND ELECTRONIC COURT AND PAPER MANAGEMENT

The Maryland Electronic Courts (MDEC) currently being planned will revolutionize the handling and dissemination of information at all levels of the Judiciary. Of note, this system has the potential to nearly eliminate the need for paper based documents and associated work processes in the Courts. While certainly required for current operations, the long term need for filing areas, paper handling, and the like will need to be reconsidered in facility design as MDEC is implemented. On the one hand while paper oriented work areas may decrease, alternate space will need to be considered for electronic file access and storage. Backup systems will also need to be fully considered as required for risk management. Building infrastructure will need to accommodate data lines, additional HVAC, and power requirements including UPS.

At the time of this master plan update, MDEC was being initially deployed in Anne Arundel County, and by 2015, will be phased into the trial courts throughout the State¹². As cases are adjudicated and subsequently appealed, these will make their way into the Court of Special Appeals, and ultimately to the Court of Appeals. Overall, this process is anticipated to take up to eight years.

The advent of MDEC is in sharp contrast to findings of the 2005 master plan which identified a substantial reliance on paper based information systems and work processes. The 2005 master plan anticipated that approximately 10% of the total future planned space would be directly related to storing files and documents. Given current work processes and the anticipated long phase-in cycle for MDEC, there remain significant shortfalls in functionally adequate space to store files and documents in the short to midterm. This is particularly evident in the Clerk's areas of the Court of Appeals and Court of Special Appeals, District Court Records Center, and to a lesser degree in the Attorney Grievance Commission, Standing Committee on Rules of Practice and Procedure, Client Protection Fund, Board of Law Examiners, and other elements.

¹¹ Baby boomers are those who were born between 1946 and 1964, Generation X was born between 1965 and 1980, while Millennials were those born after 1980.

¹² "E-Filing on the Horizon" Maryland Bar Journal, November, 2010.

Discussions with Judiciary staff regarding the impact of MDEC indicated substantial uncertainty as to how this will affect the demand for space. Programming for this facility master plan incorporates the necessary storage requirements for files and documents based on prevailing operational policy. This is a conservative position intended to assure that sufficient space will be available as the plan is implemented over the long term.

Similar to and in parallel with MDEC, the Judiciary should consider a systemic evaluation of the need to store other paper documents as opposed to storing information throughout all of its operations. The intent of this evaluation would be to best allocate scarce funds and other resources. Much as was considered in the 2005 plan, this evaluation should consider such factors as:

- Risk mitigation to prevent the loss, or otherwise compromising the integrity, of confidential and irreplaceable files and information.
- Comparison of lifecycle costs to store paper versus that in other media format.
- Migration to electronic forms and documentation.
- Conversion of documents to electronic formats and other media.

It is recommended that as these newer electronic processes become more imbedded in Judiciary operations, that they be reflected in the part one and two programs as they are prepared.

4. ORGANIZATION CONTINUES TO BE PHYSICALLY DISPERSED

The Judiciary currently uses 296,761 net useable square feet (NUSF) in total for its daily headquarters activities in the Annapolis metropolitan area. One hundred seven thousand five hundred ninety-one (107,591) NUSF representing 36.3% of all Judiciary space is located in four State owned properties including the Courts of Appeal Building (COAB), Judicial Center, Sweeny District Court, and Crownsville.

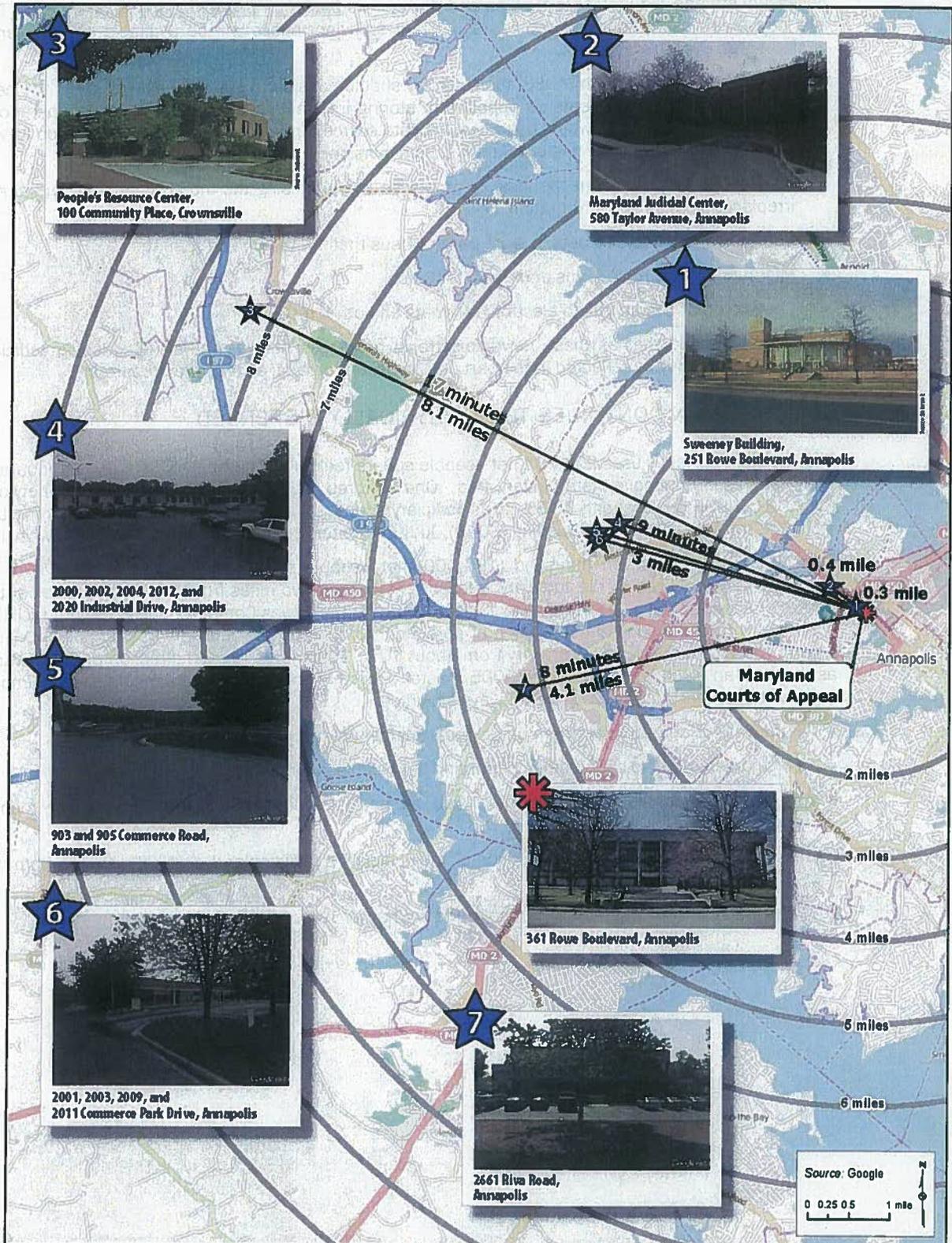
One hundred ninety seven thousand (197,000) net useable square feet representing 67% of all allocated space utilized by the Judiciary is located more than two miles from the core complex of the Courts of Appeal Building and Maryland Judicial Center in the Tawes Complex. These remote facilities continue to house a substantial fraction of personnel working for the Judiciary in Annapolis. Driving time to these remote facilities can vary from about 10 to 20 minutes in each direction per trip. Much as this was an issue identified in the 2005 master plan, this physical separation continues to impair organizational efficiency in a number of ways including:

- Impeding collaboration between units, departments, and offices.
- Forcing personnel to spend time commuting between locations.
- Duplicate resources that could otherwise be shared (conference rooms, equipment rooms, kitchenettes).

Figure I-2 graphically presents the location of the Judiciary's facilities and physical distance from the core complex.

Additional background information can be found in Chapter Two of this report.

Figure I-2: Current Location of Judiciary Operations in Annapolis Metropolitan Area



5. ORGANIZATION CONTINUES TO SUBSTANTIALLY RELY ON LEASED FACILITIES

Similar to 2005, the Judiciary leases a large fraction of space for its operations. In 2012, it is leasing 189,170 NUSF at four major locations in commercial office parks in the Annapolis area. Many of the functions housed in leased space are semi-permanent in nature. This approach requires the Judiciary to renew leases continuously in order to house its operations. This strategy forces the Judiciary to occupy space that is available in the market place and not necessarily functionally appropriate. If the Judiciary intends to continue this approach at current locations, at a minimum it should negotiate terms that allow for a right of first refusal.

One hundred fifty nine thousand five hundred fifty two SF¹³ representing 84% of all leased space is concentrated at facilities located at Commerce Park Drive, Commerce Road, and Industrial Drive. These collectively are less than ¼ mile apart and within a couple of minutes walking distance from each other. This grouping has formed a de facto campus for Judiciary operations, albeit split from the main campus in downtown Annapolis as well as operations located on Riva Road and Crownsville. While a main goal of the Judiciary is to consolidate operations in a single location to create organizational efficiencies, this large cluster to some degree begins to achieve this goal.

Based on available leasing documents, the Judiciary spends approximately \$3.7 million annually on lease expenses. Overall, the average annual rent is estimated to be \$19.60 per SF. The campus formed by operations located at Commerce Park Drive, Commerce Road, and Industrial Drive has a total current annual rent of about \$2,964,000 which is about 80% of all rent expenditures in Annapolis by the Judiciary.

Figure I-3 summarizes the availability of space by year while figure I-4 presents annual cash flow associated with leasing. The reduction in space over time is due to lease terminations as a consequence of prevailing contractual terms by and between the Judiciary and lessors.

Additional information can be found in chapter two of this report.



¹³ Lease abstracts were provided to HDR during the course of this study.

Figure I-3: Available Space over Time

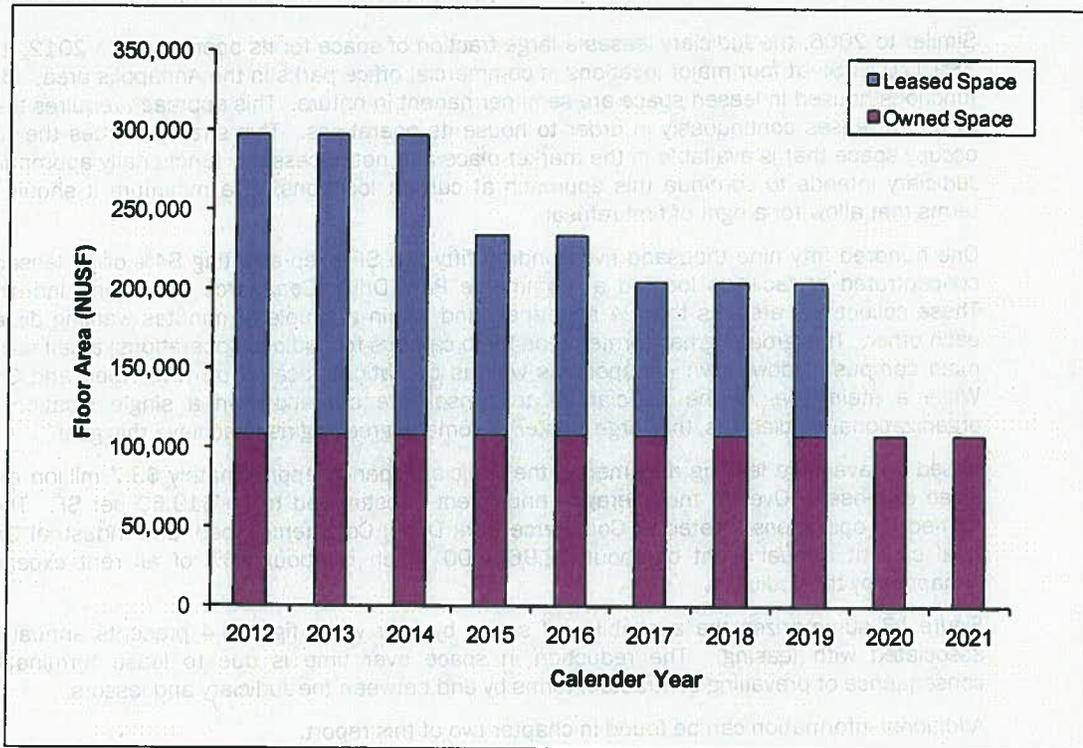
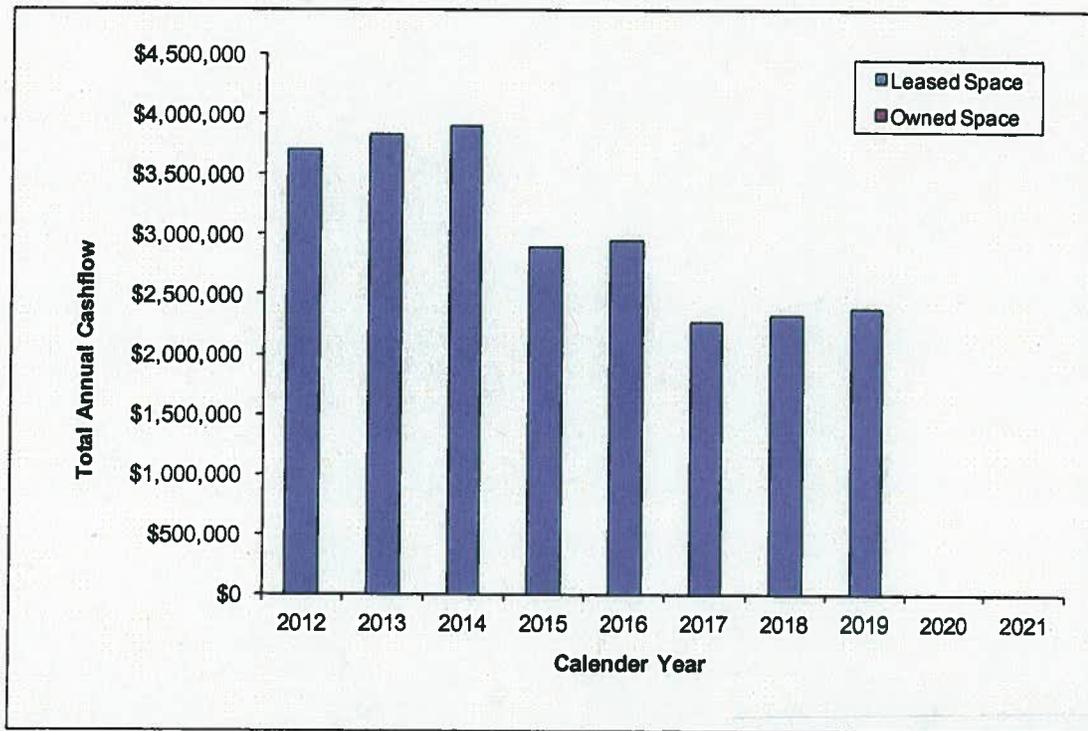


Figure I-4: Leased Space Cash Flow Profile over Time



6. JUDICIARY HEADQUARTERS OPERATIONS REMAIN SUBSTANTIALLY SHORT OF SPACE

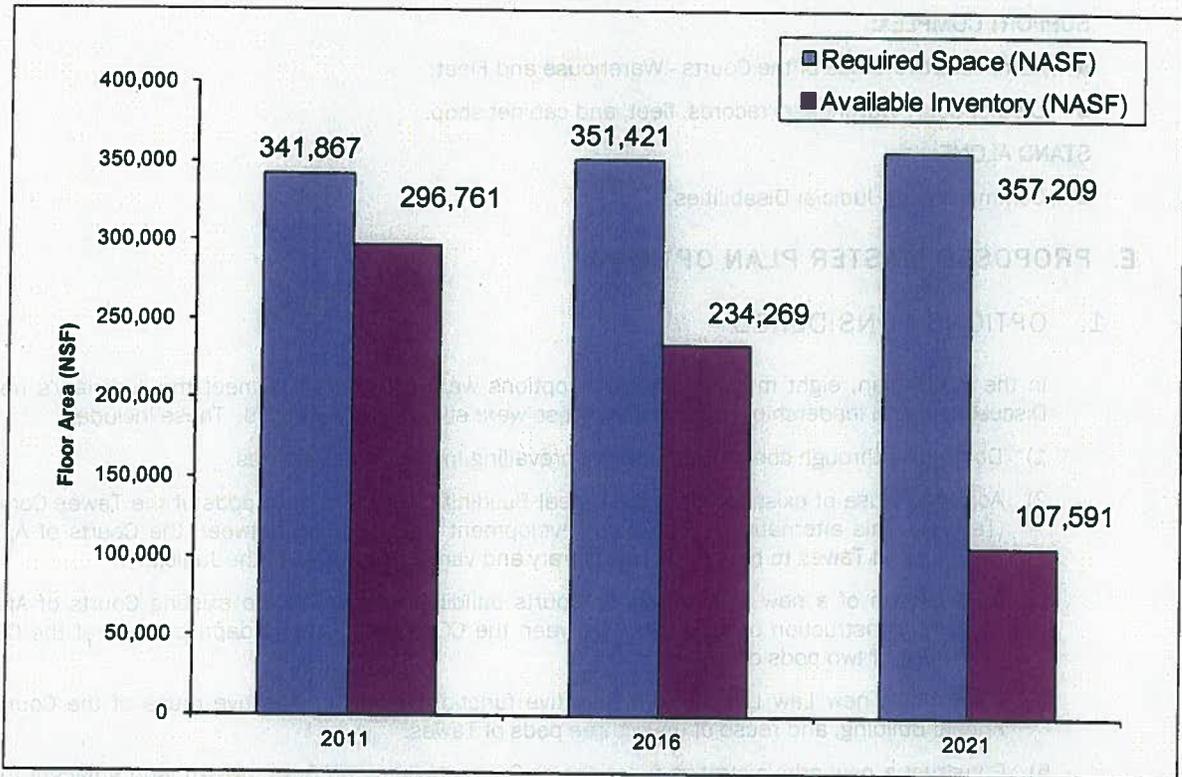
In the 2005 Master Plan, there was a total net space shortfall of 70,226 NASF across the entire Judiciary based on prevailing State standards, staffing levels, and current space allocations. In 2012, the Judiciary continues to operate with substantial shortages of functionally adequate space. On an overall basis, a total of 341,867 NASF is currently required to house all of the included Judiciary elements exclusive of building wide core and secure parking. Total current inventory of space available is 296,761 NASF which results in a net shortfall of about 45,100 NASF. By 2021, 357,209 NASF will be required to house all operations yet only 107,591 NASF will be available. The reduction in available space is due to leases expiring according to contract terms.

This shortfall could be further exacerbated by the potential sale of the People's Resource Center in Crownsville. The Judiciary utilizes 8,163 NASF at this facility to house the Attorney Grievance Commission and Commission on Judicial Disabilities.

Data available to the planning team was not adequate to identify shortfalls by office, unit, or department. However, anecdotally, shortfalls were observed to be most acute in the State Law Library, Court of Appeals, Court of Special Appeals, and District Court warehousing.

Figure I-5 summarizes total required space needs relative to the total availability of existing leased and owned space. Addressing the aforementioned space shortfalls will require either obtaining existing State owned space, building new space, purchasing space, leasing space, or some combination thereof.

Figure I-5: Current Assigned and Projected Space Needs for Annapolis Judiciary Operations for 2011 to 2021 Based on State Standards



D. FUNCTIONAL GROUPINGS START

The January, 2005 Master Plan identified three major functional blocks or organizational groupings to meet the operational adjacency needs of the Judiciary. As previously noted, the planning team evaluated 36 units, departments, and offices for this master plan update. Based on these discussions, organizational groupings identified in 2005 generally remain valid taking into account the Access to Justice Commission, Emergency Preparedness and Court Security Department, and reorganization of the former Court Information Office.

Summary groupings for future planning should include:

CORE COMPLEX:

- Court of Appeals, Court of Special Appeals, Law Library.
- Internal Audit.
- Office of Communications and Public Affairs, Office of Governmental Relations.
- Administrative Office of the Courts other than Warehouse and Fleet. Training Center requires Judicial Institute and administrator.
- Client Protection Fund and Attorney Grievance Commission.
- Board of Law Examiners.
- Standing Committee on Rules of Practice and Procedure.
- Maryland Alternative Dispute Resolution Commission.
- District Court other than warehouse/records, fleet, and cabinet shop.

SUPPORT COMPLEX:

- Administrative Office of the Courts - Warehouse and Fleet.
- District Court Warehouse/records, fleet, and cabinet shop.

STAND ALONE:

- Commission on Judicial Disabilities.

E. PROPOSED MASTER PLAN OPTIONS

1. OPTIONS CONSIDERED

In the 2005 plan, eight mutually exclusive options were considered to meet the Judiciary's needs. Discussions with leadership indicated that these were still valid alternatives. These include:

- 1) Do nothing through continuing currently prevailing management policies.
- 2) Adaptive reuse of existing Courts of Appeal Building (COAB) and four pods of the Tawes Complex (Tawes). This alternative will require development of a new link between the Courts of Appeal Building and Tawes to house the Law Library and various elements of the Judiciary.
- 3) Construction of a new Law Library or Courts building adjacent to the existing Courts of Appeal Building, construction of a new link between the COAB and Tawes, adaptive reuse of the COAB, and reuse of two pods of Tawes.
- 4) Construct a new Law Library/administrative functions building, adaptive reuse of the Courts of Appeal Building, and reuse of up to three pods of Tawes.
- 5) Construct a new administrative functions or Courts building on State owned land adjacent to the Sweeney District Court, construct an addition to the Courts of Appeal Building, and adaptive reuse of the COAB.

- 6) Construct an entirely new Courts and administrative building on State owned land adjacent to the Sweeney District Court. The Courts of Appeal Building and Tawes would be vacated in their entirety.
- 7) Construct a new administrative functions or Courts building on State owned land adjacent to the Sweeney District Court, construct a new administrative functions or Courts building adjacent to the existing Courts of Appeal Building, adaptive reuse of up to five pods of the Tawes Complex, and demolish the COAB to create a plaza.
- 8) Demolish the existing Tawes complex and develop an entirely new Judiciary campus in its place. This would involve constructing a new Courts building at the corner of Rowe Boulevard and Taylor Avenue, a new administrative functions building, and the potential adaptive reuse of the existing COA.

2. MASTER PLAN EVALUATION CRITERIA

Based on discussions with the Judiciary's senior leadership, major criteria were identified against which options would be evaluated. These criteria include:

- Improved Operational Efficiency.
- Enhanced Dignity and Quality of Environment.
- Access / User Convenience.
- Efficient Capital Allocation.
- Implementation Feasibility.

3. PREFERRED ALTERNATIVE

In 2005, the Judiciary determined that option eight, developing a new consolidated judicial campus at the corner of Rowe Boulevard and Taylor Avenue, was the preferred course of action. This alternative would involve relocating the Department of Natural Resources, demolishing the Tawes complex, adaptive reuse of the existing Courts of Appeal Building, and constructing new court house and administrative buildings.

A key intent of this master plan update was to determine if there were material changes in the fundamental drivers that supported the Judiciary's 2005 decision. Based on the information gathered and analyzed for this update, no change in the approach adopted in 2005 is indicated.

E. IMPLEMENTATION PLAN FOR THE PREFERRED OPTION

Table I-1: Summary Project Phasing – Preferred Option

Task	Description	Outcomes
1	Update program for new 156,171 GSF Court House. Capital funding request for design services.	<ul style="list-style-type: none"> Part one and two programs.
3	Coordination planning with DNR.	<ul style="list-style-type: none"> Consensus and action plan.
4	Coordination with DGS regarding parking deck.	<ul style="list-style-type: none"> Coordination with DGS Annapolis Master Plan.
5	Develop strategy to house offsite functions including AOC/District Court Records, Warehouse, and fleet, and Judicial Disabilities.	<ul style="list-style-type: none"> Detailed plan regarding off site functions.
6	Update program for new 152,986 GSF administration building. Capital funding request for design services.	<ul style="list-style-type: none"> Part one and two programs.
7	Request capital funding for demolition of Tawes and necessary site improvements for new master plan.	
8	Design services for Tawes demolition, site improvements, and new Court House.	<ul style="list-style-type: none"> Initiate design contract.
9	Permanently relocate DNR and temporarily relocate Judiciary functions from Tawes.	<ul style="list-style-type: none"> Vacate structure for demolition. Can be phased.

Table I-1: Summary Project Phasing – Preferred Option (Continued)

Task	Description	Outcomes
10	Tawes demolition, and implement site improvements, and new Court House.	<ul style="list-style-type: none"> • Demolition of Tawes. • Install site improvements. • Construct new Court House.
11	Design services for new administration building.	<ul style="list-style-type: none"> • Initiate design contract.
12	Updated program adaptive reuse of existing Courts of Appeal Building totaling 59,024 NUSF. Capital funding request for design services.	<ul style="list-style-type: none"> • Part one and two programs.
13	Construct new administration building.	<ul style="list-style-type: none"> • Construct new administration building.
14	Design services for adaptive reuse of Courts of Appeals Building.	<ul style="list-style-type: none"> • Initiate design contract.
15	Construct improvements to Courts of Appeals Building.	<ul style="list-style-type: none"> • Upgrading COA. • Work to be phased to evade swing space issues.
16	Update prevailing facility master plan.	<ul style="list-style-type: none"> • Update and adjust master plan as per DBM requirements.
17	Occupy new Court House. Funding for moving and FFE.	
18	Occupy new Administration Building. Funding for moving and FFE.	
19	Occupy updated COA. Funding for moving and FFE.	

II. UPDATES TO CURRENT SITUATION

A. INTRODUCTION

As previously noted, the intent of this update is to identify material changes from the January, 2005 FMP submission. The following chapter generally describes new missions, current staffing levels, and space by building included in this facility master plan. Information presented herein was gathered during 2011 and 2012 through a review of available documentation, site visits to facilities in Annapolis, Maryland, and interviews with Judiciary personnel. This information is supplemental to that noted in the January, 2005 FMP submission.

B. CHANGES TO CURRENT ORGANIZATION

1. OVERALL ORGANIZATION

The Judiciary of Maryland (Judiciary) is responsible for the resolution of all matters involving civil and criminal law in the State of Maryland. The Judiciary has four tiers including the Court of Appeals (COA), Court of Special Appeals (COSA), Circuit Courts, and the District Court (District Court). The Court of Appeals is Maryland's highest court and addresses cases of major importance involving constitutional interpretation of the law. The Court of Special Appeals is Maryland's intermediate appellate court. The Circuit Courts handle serious criminal and civil cases, as well as appeals of juvenile matters and appeals of District Court decisions. The District Court has limited jurisdiction involving most traffic, minor criminal, and civil matters.

The Circuit and District Courts have facilities located in each political subdivision. With the exception of the Sweeney District Court in Annapolis, operations of the District and Circuit Courts are excluded from this planning effort. The Court of Appeals and Court of Special Appeals along with headquarters and court related functions are located in the Annapolis metropolitan area. By Constitution, the Court of Appeals must be located within the limits of the City of Annapolis.

In general, the Judiciary has been remarkably stable from an organizational perspective, and other than noted herein, it's mission and responsibilities are similar to that identified in the January, 2005 FMP submission.

2. OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

The Office of Communications and Public Affairs handles all public affairs related to the Maryland court system. Activities undertaken by this function were previously addressed by the former Court Information Office. The Director reports to the Chief Judge of the Court of Appeals to coordinate all public announcements, publications, and media responses.

3. GOVERNMENTAL RELATIONS

This Office was formed as part of the reorganization of the former Court Information Office. It is responsible for liaison between the Judiciary, Legislature, and other parts of Maryland Government.

4. ADMINISTRATIVE OFFICE OF THE COURTS

The Administrative Office of the Courts is statutorily established to assist the Chief Judge of the Court of Appeals in the administration of the Judicial Branch. The AOC provides a range of planning and management services for the Judiciary including operations, budget, information systems, human resources, procurement, legal counsel, facilities, security, family and children matters, and specialty courts. The Office is headed by the Judiciary's State Court Administrator who is appointed by the Chief Judge of the Court of Appeals.

Material changes to the AOC since the 2005 FMP involve the Office of Problem Solving Courts, and the addition of the Emergency Preparedness and Court Security Department and Access to Justice Commission.

a) Office of Problem Solving Courts

The Office of Problem Solving Courts was originally started in January, 2002 to coordinate Statewide efforts in establishing a uniform system of drug treatment courts. Since 2005, it has had its missions expanded to include Truancy and Mental Health Courts.

b) Emergency Preparedness and Court Security Department

The Office of Emergency Preparedness provides emergency preparedness advice, planning and training to all offices within the Judiciary¹⁴. This is a new function.

c) Access to Justice Commission

The Maryland Access to Justice Commission develops, consolidates, coordinates and implements policy initiatives to expand access to and enhance the quality of justice in civil legal matters for persons who encounter barriers in gaining access to Maryland's civil justice system¹⁵. This is a new function.

C. CURRENT PERSONNEL ASSIGNMENTS

Current staffing levels for Court and Court-related entities as of 2011 are presented in table II-1 and figure II-1 below. Based on this information, a total 678 persons are involved with the Judiciary's headquarters and court related activities. The AOC is the single largest organizational unit with 309 persons representing nearly 46 % of all staff. The District Court is next largest element with 132 employees. Collectively, the AOC and District Court represent over 65% of all Judiciary staff in Annapolis.

¹⁴ <http://www.courts.state.md.us/aoc/index.html#emergencypreparedness>

¹⁵ <http://www.courts.state.md.us/mdatjc/index.html>

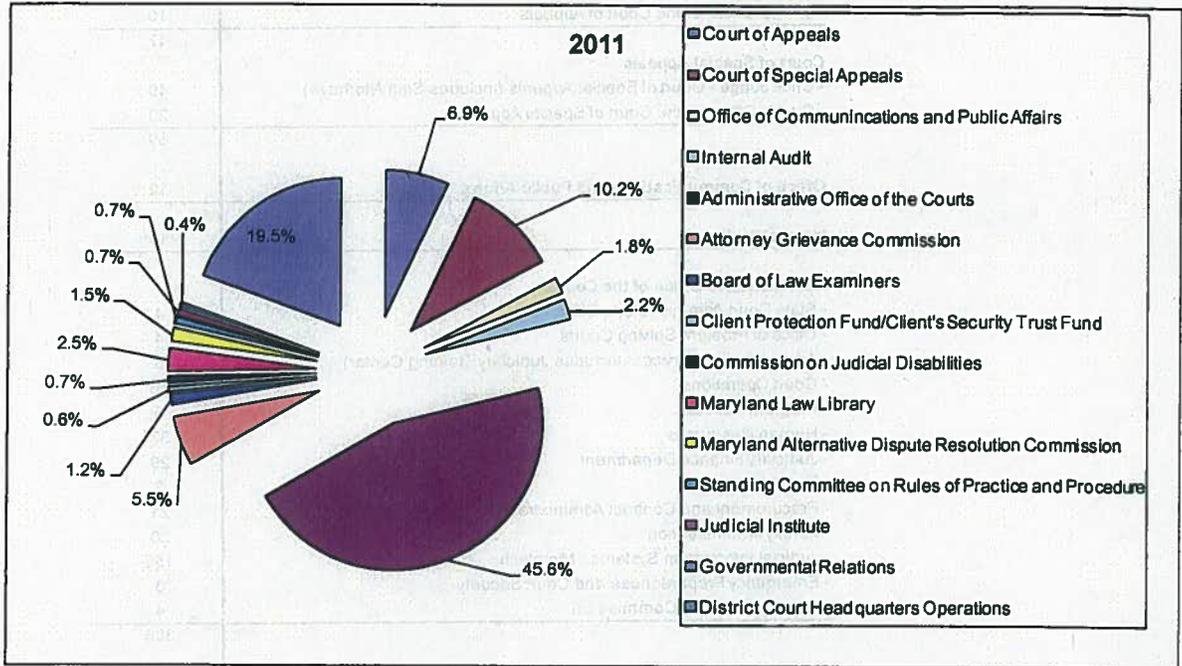
Table II-1: Total Staffing by Unit / Department / Office as of 2011

UNIT / DEPARTMENT / OFFICE	TOTAL STAFFING (PERSONS)
Court of Appeals	
- Chief Judge - Court of Appeals	37
- Clerk's Office for the Court of Appeals	10
	47
Court of Special Appeals	
- Chief Judge - Court of Special Appeals (Includes Staff Attorneys)	49
- Clerk's Office for the Court of Special Appeals	20
	69
Office of Communications and Public Affairs	12
Internal Audit	15
Administrative Office of the Courts	
- State Court Administrator's Office	4
- Office of Problem Solving Courts	4
- Administrative Services (Includes Judiciary Training Center)	8
- Court Operations	16
- Program Services	5
- Human Resources	37
- Judiciary Finance Department	29
- Legal Affairs	2
- Procurement and Contract Administration (Includes Warehouse)	21
- Family Administration	20
- Judicial Information Systems / Microtech	156
- Emergency Preparedness and Court Security	3
- Access to Justice Commission	4
	309
Attorney Grievance Commission	37
Board of Law Examiners	8
Client Protection Fund/Client's Security Trust Fund	4
Commission on Judicial Disabilities	5
Maryland Law Library	17
Maryland Alternative Dispute Resolution Commission	10
Standing Committee on Rules of Practice and Procedure	5
Judicial Institute	5
Governmental Relations	3
District Court Headquarters Operations	
- Chief Judge - District Court of Maryland	4
- Office of the Chief Clerk	5
- Coordinator of Commissioner Activity	7
- ADR	9
- Administrative Services	7
- Operations (Includes MATS, Ticket Processing, and Conference Center)	53
- Engineering and Central Services (Includes all functions.)	38
- Finance (Includes Processing, Ticket Room, and Data Entry).	9
	132
	678

NOTE:

- 1) All personnel and staffing levels are subject to verification during future detailed project programming.

Figure II-1: Personal Allocations by Unit / Department / Office as of 2011



D. CURRENT FACILITIES AND SPACE ALLOCATIONS

1. INTRODUCTION

The Judiciary's headquarters operations utilize 27 separate properties or leases to conduct daily operations in the Annapolis area. The Courts of Appeal Building, Maryland Judicial Center, Sweeney District Court, and People's Resource Center are state owned facilities. The remaining 23 properties are leased and located in one of four commercial office parks including Commerce Park Drive, Commerce Road, Industrial Drive, and Riva Road.

2. SPACE ALLOCATIONS BY BUILDING

The Judiciary currently uses 296,761 NUSF in total for its daily operations. 107,591 NUSF representing 36% of all Judiciary space is located in four State owned properties. An additional 189,170 NUSF is located in leased space in commercial office parks in the Annapolis area. Table II-2 and figures II-2 and II-3 summarizes the ownership status and total allocations by building for these facilities. Unless noted otherwise, the areas presented here and other tables exclude major building circulations and core spaces.

Table II-2: Buildings Currently Occupied by the Judiciary of Maryland

BUILDING	ADDRESS	OWNERSHIP	ALLOCATED AREA (NUSF)	ANNUAL RENT (\$)	TERMINATION DATE
OWNED					
Courts of Appeal	361 Rowe Blvd, Annapolis	State of Maryland	61,564	N/A	N/A
Maryland Judicial Center	580 Taylor Ave, Annapolis	State of Maryland	32,897	N/A	N/A
Sweeney District Court	261 Rowe Blvd, Annapolis	State of Maryland	4,947	N/A	N/A
People's Resource Center	100 Community Place, Crownsville	State of Maryland	8,183	N/A	N/A
		Sub Total - Owned	107,591		
LEASED					
Riva Building	2661 Riva Road, Suite 900	Albert W. and Betty Stevens	29,618		30-Apr-12
Commerce Park	2001 B Commerce Park Drive	ACP East LLC	5,596	Variable	31-Dec-19
	2001 C Commerce Park Drive	ACP East LLC	5,000	Variable	31-Dec-19
	2001 D Commerce Park Drive	ACP East LLC	2,685	Variable	31-Dec-19
	2001 E,F Commerce Park Drive	ACP East LLC	12,537	Variable	31-Dec-19
	2003 A Commerce Park Drive	ACP East LLC	3,204	Variable	31-Dec-19
	2003 B Commerce Park Drive	ACP East LLC	3,500	Variable	31-Dec-19
	2003 C Commerce Park Drive	ACP East LLC	3,500	Variable	31-Dec-19
	2003 D Commerce Park Drive	ACP East LLC	3,500	Variable	31-Dec-19
	2003 E,F Commerce Park Drive	ACP East LLC	7,000	Variable	31-Dec-19
	2009 A Commerce Park Drive	ACP East LLC	3,000	Variable	31-Dec-19
	2009 B Commerce Park Drive	ACP East LLC	3,375	Variable	31-Dec-19
	2009 C,D,E,F Commerce Park Drive	ACP East LLC	14,000	Variable	31-Dec-19
	2011 Commerce Park Drive	ACP East LLC	30,163	Variable	31-Dec-19
			Sub Total - Commerce Park	97,060	\$0
Commerce Road	903 Commerce Road	ACP East LLC	5,378	Variable	31-Aug-14
	905 Commerce Road	ACP East LLC	2,648	Variable	31-Aug-14
		Sub Total - Commerce Road	8,026	\$0	
Industrial Drive	2000 Industrial Drive	ACP East LLC	10,000	Variable	31-Aug-14
	2002 D Industrial Drive	ACP East LLC	25,467	Variable	31-Aug-14
	2002-F Industrial Drive	ACP East LLC	2,785	Variable	31-Aug-14
	2004 A Industrial Drive	ACP East LLC	5,014	Variable	31-Aug-14
	2012 Industrial Drive	ACP East LLC	5,800	Variable	31-Aug-14
	2020 Industrial Drive	ACP East LLC	4,050	Variable	31-Aug-14
	2020 A Industrial Drive	ACP East LLC	1,350	Variable	31-Aug-14
		Sub Total - Industrial Drive	54,466	\$0	
		Sub Total - Leased	189,170	\$0	
		Total	296,761	\$0	

NOTE:

- 1) These square footages include such building circulation factors as corridors and public lobbies within the suite space, but exclude stairwells, elevators and mechanical rooms.

Figure II-2: Total Space Allocations By Location

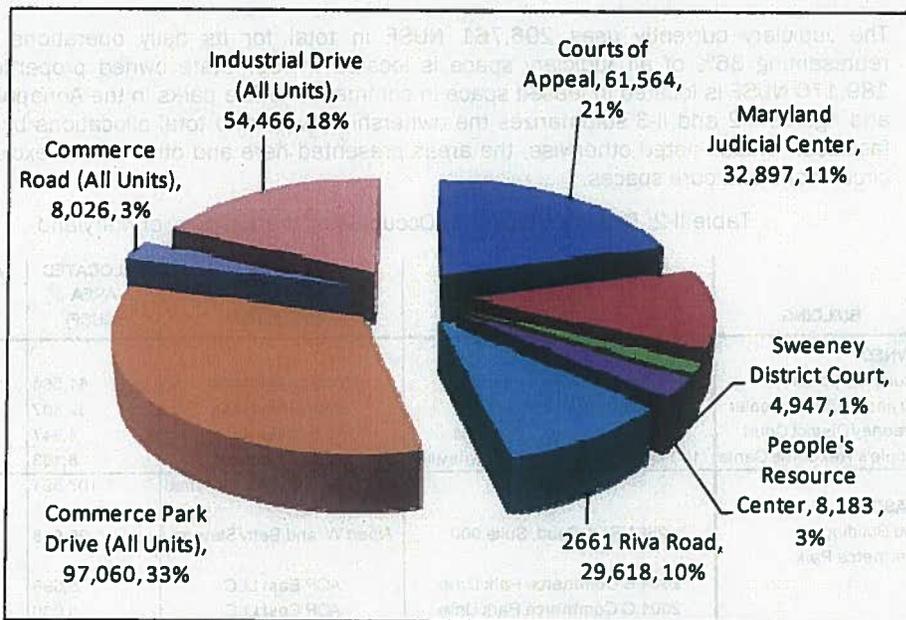
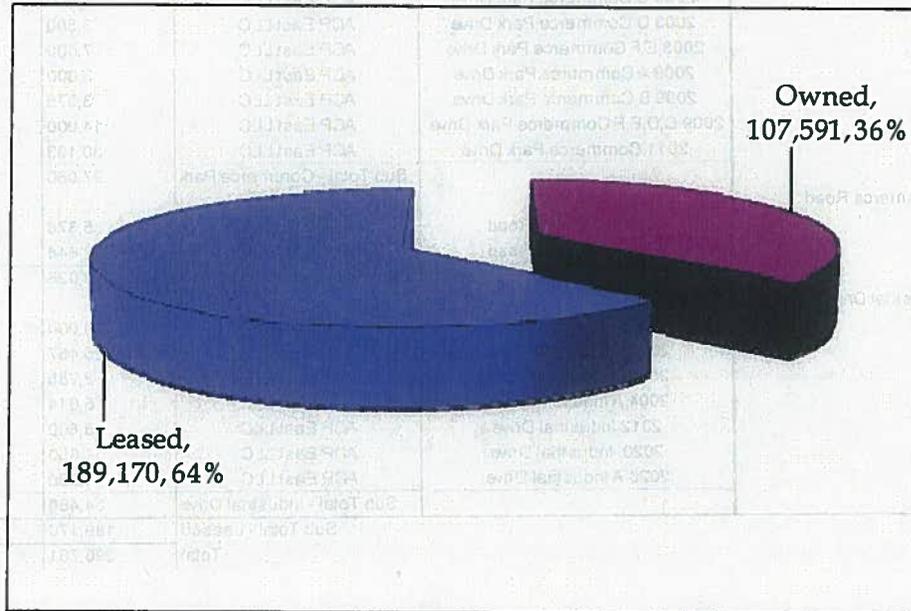


Figure II-3: Total Space by Ownership



3. PHYSICAL CONDITIONS AND OPERATIONAL EFFECTIVENESS

Other than for ADA and Security Improvements to the COAB, no other funding has been made available to the Judiciary to improve its facilities. In some cases, units/department/offices have been relocated to new leased facilities and that has improved the quality and quantity of space for those elements.

In general however, there has been little change from the conditions reported in the January, 2005 FMP submission. The issues identified therein remain.

3. PHYSICAL CONDITIONS AND OPERATIONAL EFFECTIVENESS

Other than for ADA and security improvements to the COAD, no other funding has been made available to the judiciary to improve its facilities. In some cases, court leadership offices have been relocated to new leased facilities and that has improved the quality and quantity of space for those elements.

In general, however, there has been little change from the conditions reported in the January 2008 RMP submission. The issues identified remain:

III. UPDATES TO PLANNING FACTORS

A. INTRODUCTION

In general, major forces driving change have been presented in the executive summary and are reflected in space programs of this report. The following chapter generally presents other material factors useful for further planning.

B. SPACE STANDARDS

Table III-1 presents space standards to be used for long-range projection of space needs for the various office / department/ units included in the long-range space. These standards reflect DBM and DGS guidelines as of Fall, 2010 as amended to reflect the unique needs of the Judiciary. This table only accounts for personnel and specifically excludes special function spaces such as court rooms, major common areas, case filing areas, libraries, and the like.

Table III-1: Office and Workstation Space Assignments by Position Level

Position Description	Primary Assigned Workstation	Space Allocation (NASF)
Chief Judge – Court of Appeals / Special Appeals	Chambers	500
Associate Appellate Judge	Chambers	450
Chief Judge – District Court of Maryland	Chambers	350
Retired Appeals / Special Appeals Judges	Office	350
Agency Executive Directors / Court Administrator	Office	300
Deputy Agency Directors / Deputy Court Administrator	Office	250
Director / Executive Manager – Office or Unit	Office	200
Deputy Director / Executive Manager – Office or Unit	Office	175
Manager / Attorneys	Office	150
Professional (Supervisory) – Private Office Concept	Office	126
Professional (Supervisory) – Open Office Concept	Open Systems	120
Professional (Staff) – Private Office Concept	Office	108
Professional (Staff) – Open Office Concept	Open Systems	90
Administrative Aide / Para – Professional	Open Systems	90
Secretary	Open Systems	81
Word Processing / General Clerical	Open Systems	56

C. COMMON USE FUNCTIONS

Discussions with many of the units, departments, and offices of the Judiciary indicated the need for spaces that could be utilized on a shared basis. These include conference rooms of varying sizes, equipment/supply/xerography rooms, and kitchenettes. Based on information provided by the Judiciary, general allocation guidelines were developed for planning purposes. These include:

- One 20-person conference room and one 40-person conference room per 150 persons. Staffing for units with dedicated conference rooms will be deducted from the total number of persons when making this calculation.
- One common use 250 SF kitchenette for every 75 persons less staffing levels for those units with dedicated kitchenettes.
- One common use copier/equipment area for every 38 person less staffing levels for those units with dedicated copier / equipment areas.

For master planning purposes, these common use functions are assumed to be uniformly distributed throughout the complex. Table III-2 summarizes those units that have specialized requirements that are mutually exclusive exceptions to these guidelines.

Space Allocation (sq ft)	Primary Assigned Workstation	Position Description
500	Chambers	Chief Judge - District Appeals / District Appeals
450	Chambers	Associate Appellate Judge
350	Chambers	Chief Judge - District Court of Maryland
350	Office	Retired Appellate Special Appeals Judges
300	Office	Agency Executive Director - Court Administrator
250	Office	Deputy Agency Director - Deputy Court Administrator
200	Office	Director, Executive Manager - Office of Unit
175	Office	Deputy Director, Executive Manager - Office of Unit
150	Office	Manager, Attorney
125	Office	Professional (Supervisor) - Private Office Counsel
125	Open Systems	Professional (Supervisor) - Open Office Counsel
100	Office	Professional (Staff) - Private Office Counsel
90	Open Systems	Professional (Staff) - Open Office Counsel
90	Open Systems	Administrative Aide - Staff - Professional
81	Open Systems	Secretary
35	Open Systems	Administrative Aide - General Counsel

Table III-2: Units Requiring Dedicated Conference Rooms, Equipment Room, and Kitchenettes

UNIT / DEPARTMENT / OFFICE	CONFERENCE ROOMS	EQUIPMENT / SUPPLY	KITCHENETTE
Court of Appeals	X	X	X
Court of Special Appeals	X	X	X
Office of Communications and Public Affairs	X	X	
Internal Audit		X	
Administrative Office of the Courts			
- State Court Administrator's Office	X	X	
- Problem Solving Courts	X		
- Administrative Services		X	
- Court Operations			
- Program Services		X	
- Human Resources	X		
- Judiciary Finance Department	X	X	
- Legal Affairs			
- Procurement and Contract Administration – Main Unit	X	X	
- Family Administration	X	X	
- Judicial Information Systems / Microtech	X		
- Emergency Preparedness and Court Security			
- Access to Justice Commission			
Attorney Grievance Commission	X	X	
Board of Law Examiners	X	X	
Client Protection Fund/Client's Security Trust Fund		X	
Commission on Judicial Disabilities	X	X	
Maryland Law Library	X	X	
Maryland Alternative Dispute Resolution Commission	X	X	
Standing Committee on Rules of Practice and Procedure	X	X	
Judicial Institute			
Governmental Relations			
District Court Headquarters Operations			
- Chief Judge – District Court of Maryland	X	X	X
- Office of the Chief Clerk	X		
- Coordinator of Commissioner Activity	X	X	
- ADR	X	X	
- Administrative Services		X	
- Operations	X	X	
- Engineering and Central Services – Main Office		X	
- Finance		X	

D. ORGANIZATIONAL GROUPINGS AND PLANNING BLOCKS

Three major functional blocks or groupings of space have been identified to meet the operational adjacency needs of the Judiciary. These groupings are summarized below and in figures III-1 and III-2.

CORE COMPLEX:

- Court of Appeals, Court of Special Appeals, Law Library.
- Internal Audit Unit.
- Court Information Office, Government Relations.
- Administrative Office of the Courts other than Warehouse and Fleet. Training Center requires administrator only.
- Client Protection Fund and Attorney Grievance Commission.
- Board of Law Examiners.
- Rules Committee.
- Maryland Alternative Dispute Resolution Commission.
- District Court other than warehouse/records, fleet, and cabinet shop.

SUPPORT COMPLEX:

- Administrative Office of the Courts - Warehouse and Fleet.
- District Court Warehouse/records, fleet, and cabinet shop.

STAND ALONE:

- Commission on Judicial Disabilities.

Figure III-1: Bubble Diagram Definitions

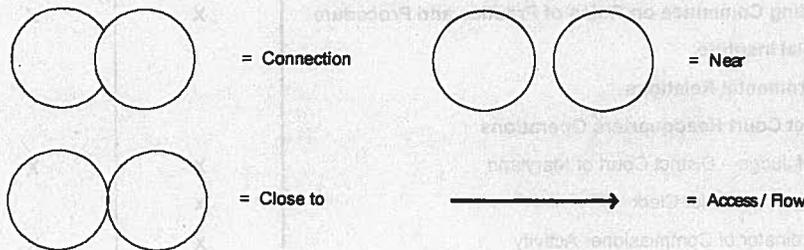
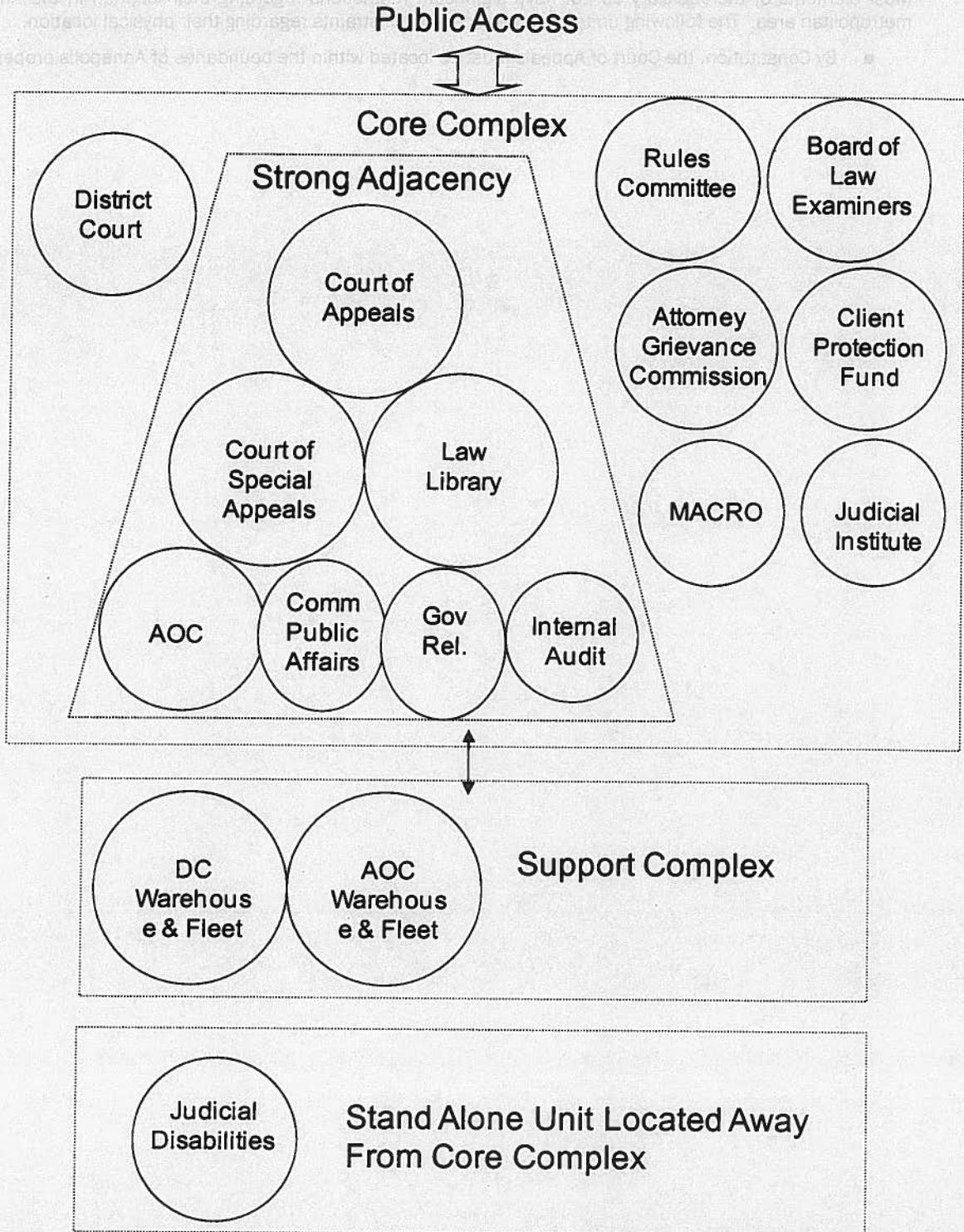


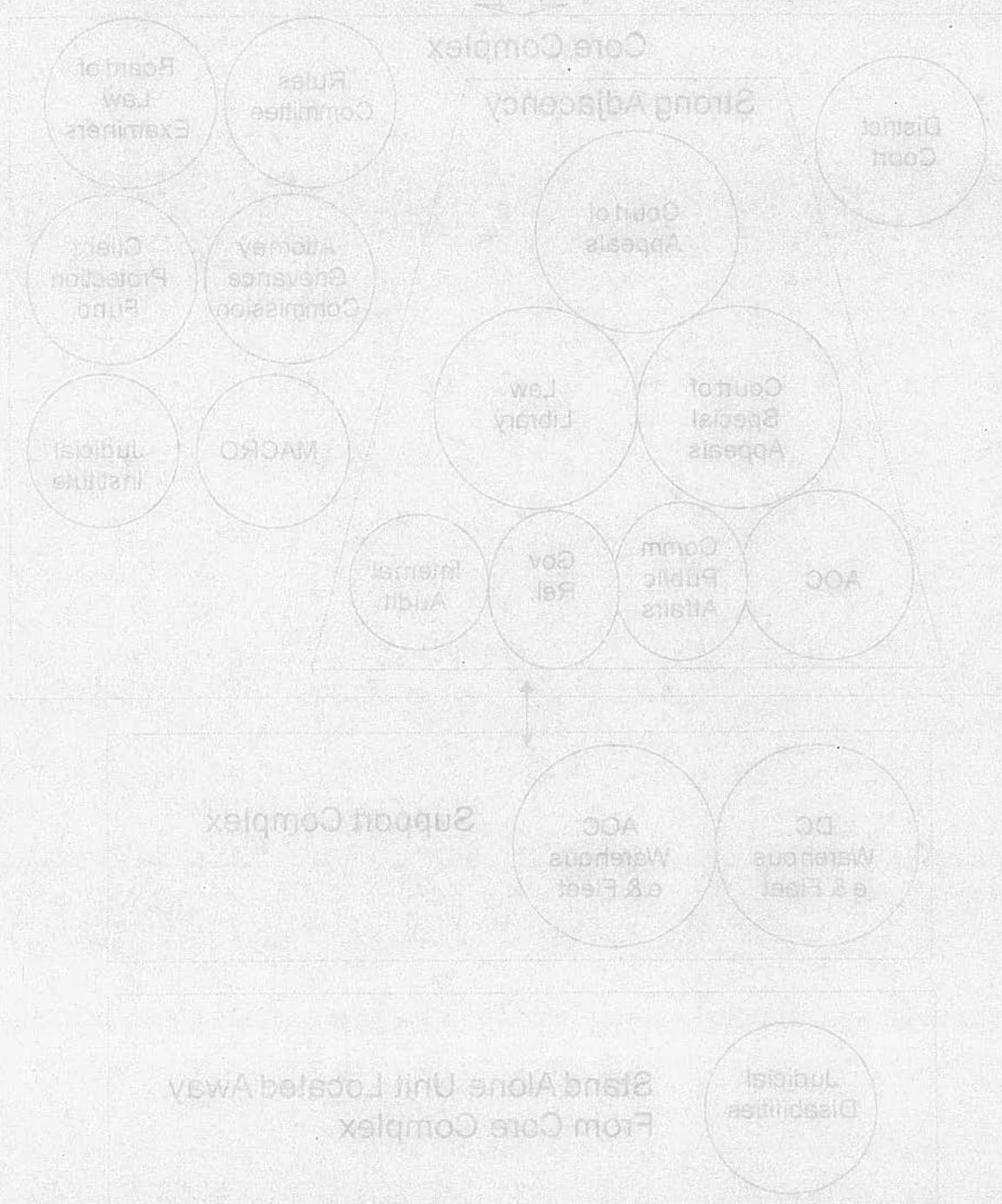
Figure III-2: Future Space Allocations by Planning Blocks



E. LOCATION CONSTRAINTS

Most elements of the Judiciary do not have significant restrictions regarding their location in the Annapolis metropolitan area. The following units identified specific constraints regarding their physical location.

- By Constitution, the Court of Appeals must be located within the boundaries of Annapolis proper.



IV. FUTURE REQUIREMENTS

A. INTRODUCTION

The following chapter utilizes information developed in previous chapters to develop a projection of future requirements through 2021 for each unit, department, and office of the Judiciary. Although summarized here, detailed space projections are presented in the appendices.

B. PROJECTED PERSONNEL BY ORGANIZATIONAL UNIT

Table IV-1 and Figure IV-1 summarize future required personnel by organizational element for the Judiciary in five-year increments through 2021. These projections are based on information provided by the Judiciary and through interviews with individual units, departments, and offices.

Organizational Unit	2011	2016	2021
Administrative Office of the Courts	4	4	4
State Court Administration Office	1	1	1
Office of Judicial Administration	1	1	1
Administrative Services and Training Center	15	15	15
Court Operations	8	8	8
Program Services	87	87	87
Human Resources	26	26	26
Workers' Compensation	2	2	2
Legal Staff	27	27	27
Presidential and Congressional Inquiries	20	20	20
Family Administration	158	158	158
Administrative Systems Manager	3	3	3
Executive Personnel and Court Support	4	4	4
Access to Justice Committee	200	200	200
Sub Total - Administrative Offices/Courts	411	411	411
Advisory Commission	1	1	1
Board of Law Examiners	4	4	4
State Judicial Officers' Security Trust Fund	0	0	0
Commission on Judicial Qualifications	17	17	17
Michigan Law Library	18	18	18
Michigan Judicial Ethics Education Commission	2	2	2
Michigan Commission on Rules of Evidence and Procedure	0	0	0
Michigan Judicial Institute	0	0	0
Governmental Relations	3	3	3
District Court Headquarters Operations	4	4	4
Chief Judge	1	1	1
Chief of the Court Clerk	1	1	1
Commissioner of Court Services/Policy	11	11	11
JDR	1	1	1
Administrative Services	25	25	25
Operations (includes AAS - Labor Planning)	30	30	30
Programs and Courts (includes all functions)	3	3	3
Finance (includes Process, Taxation, and Data Team)	133	133	133
Sub Total - District Courts	178	178	178
Total	589	589	589

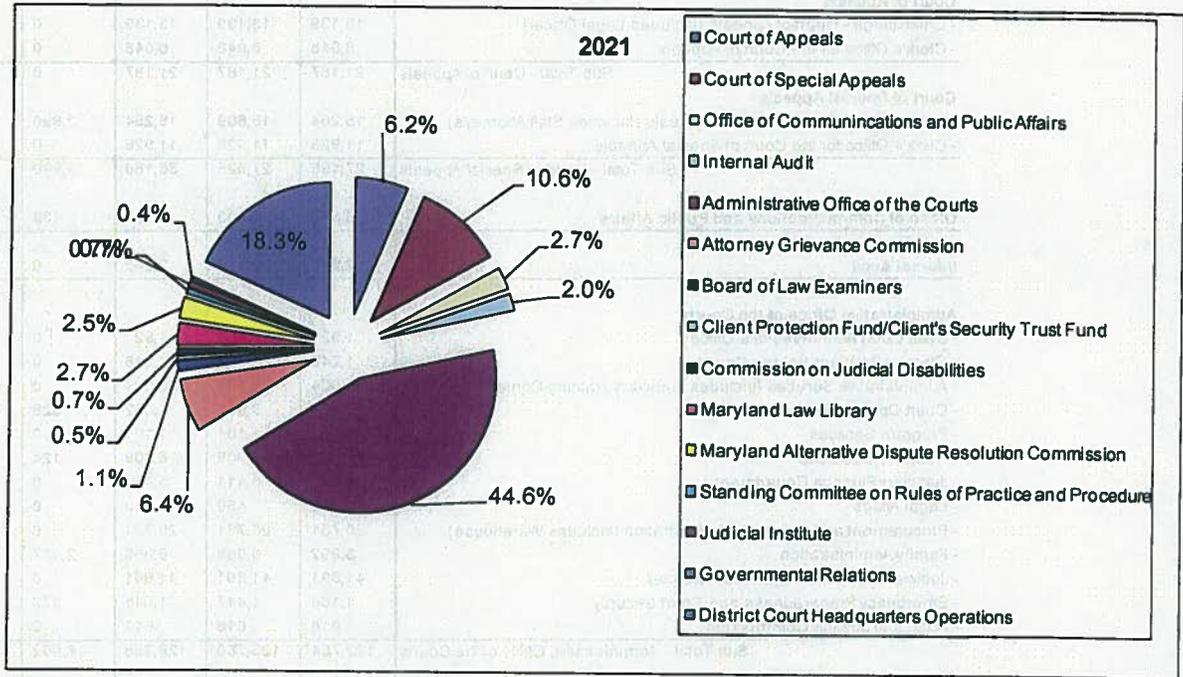
Table IV-1: Current Assigned and Projected Personnel Needs by Organizational Unit Through 2021

UNIT / DEPARTMENT / OFFICE	Personnel by Planning Period			Net Change 2011 - 2021	
	2011	2016	2021	(Persons)	(%)
Court of Appeals					
- Chief Judge - Court of Appeals (Includes Legal Officer)	37	37	37	0	0%
- Clerk's Office for the Court of Appeals	10	10	10	0	0%
Sub Total - Court of Appeals	47	47	47	0	0%
Court of Special Appeals					
- Chief Judge - Court of Special Appeals (Includes Staff Attorney)	49	51	60	11	22%
- Clerk's Office for the Court of Special Appeals	20	20	20	0	0%
Sub Total - Court of Special Appeals	69	71	80	11	16%
Office of Communications and Public Affairs	12	13	20	8	67%
Internal Audit	15	15	15	0	0%
Administrative Office of the Courts					
- State Court Administrator's Office	4	4	4	0	0%
- Office Of Problem Solving Courts	4	4	4	0	0%
- Administrative Services (Includes Judiciary Training Center)	8	8	8	0	0%
- Court Operations	16	20	23	7	44%
- Program Services	5	5	5	0	0%
- Human Resources	37	38	38	1	3%
- Judiciary Finance Department	29	29	29	0	0%
- Legal Affairs	2	2	2	0	0%
- Procurement and Contract Administration (Includes Warehouse)	21	21	21	0	0%
- Family Administration	20	36	36	16	80%
- Judicial Information Systems / Microtec	156	156	156	0	0%
- Emergency Preparedness and Court Security	3	5	6	3	100%
- Access to Justice Commission	4	4	4	0	0%
Sub Total - Administrative Office of the Courts	309	332	336	27	9%
Attorney Grievance Commission	37	41	48	11	30%
Board of Law Examiners	8	8	8	0	0%
Client Protection Fund/Client's Security Trust Fund	4	4	4	0	0%
Commission on Judicial Disabilities	5	5	5	0	0%
Maryland Law Library	17	17	20	3	18%
Maryland Alternative Dispute Resolution Commission	10	18	19	9	90%
Standing Committee on Rules of Practice and Procedure	5	5	5	0	0%
Judicial Institute	5	5	5	0	0%
Governmental Relations	3	3	3	0	0%
District Court Headquarters Operations					
- Chief Judge	4	4	4	0	0%
- Office of the Chief Clerk	5	6	6	1	20%
- Coordinator of Commissioner Activity	7	8	8	1	14%
- ADR	9	11	11	2	22%
- Administrative Services	7	8	8	1	14%
- Operations (Includes MATS, Ticket Processing)	53	53	53	0	0%
- Engineering and Central Services (Includes all functions.)	38	39	39	1	3%
- Finance (Includes Processing, Ticket Room, and Data Entry).	9	9	9	0	0%
Sub Total - District Court	132	138	138	6	5%
	678	722	753	75	11%

NOTES:

- 1) All personnel and staffing levels are subject to verification during future detailed project programming.

Figure IV-1: Projected Personnel Needs by Organizational Unit Through 2021



C. CURRENT ASSIGNED AND FUTURE SPACE NEEDS BY ORGANIZATIONAL UNIT

Table IV-2 summarizes current and future space needs by organizational element for the Judiciary based on prevailing statewide planning standards. These tables reflect requirements for personnel, specialty functional spaces, and internal circulation. Space required for major lobbies, building systems, core, and other non-assignable space are specifically excluded.

Table IV-2: Current and Projected Space Needs For Annapolis Judiciary Operations for 2011 to 2021 Based on State Standards

UNIT / DEPARTMENT / OFFICE	Required Space by Planning Period			Net Change 2011 - 2021	
	2011	2016	2021	(NASF)	(%)
Court of Appeals					
- Chief Judge - Court of Appeals (Includes Legal Officer)	13,139	13,139	13,139	0	0%
- Clerk's Office for the Court of Appeals	8,048	8,048	8,048	0	0%
Sub Total - Court of Appeals	21,187	21,187	21,187	0	0%
Court of Special Appeals					
- Chief Judge - Court of Special Appeals (Includes Staff Attorneys)	15,264	15,609	18,254	2,990	20%
- Clerk's Office for the Court of Special Appeals	11,926	11,926	11,926	0	0%
Sub Total - Court of Special Appeals	27,190	27,535	30,180	2,990	11%
Office of Communications and Public Affairs	3,565	3,703	3,703	138	4%
Internal Audit	2,248	2,248	2,248	0	0%
Administrative Office of the Courts					
- State Court Administrator's Office	1,921	1,921	1,921	0	0%
- Office of Problem Solving Courts	1,248	1,248	1,248	0	0%
- Administrative Services (Includes Judiciary Training Center)	35,004	35,004	35,004	0	0%
- Court Operations	2,524	3,000	3,352	828	33%
- Program Services	1,101	1,101	1,101	0	0%
- Human Resources	6,785	6,909	6,909	124	2%
- Judiciary Finance Department	5,411	5,411	5,411	0	0%
- Legal Affairs	460	460	460	0	0%
- Procurement and Contract Administration (Includes Warehouse)	20,731	20,731	20,731	0	0%
- Family Administration	3,892	6,069	6,069	2,177	56%
- Judicial Information Systems / Microtec	41,891	41,891	41,891	0	0%
- Emergency Preparedness and Court Security	1,168	1,417	1,541	373	32%
- Access to Justice Commission	618	618	618	0	0%
Sub Total - Administrative Office of the Courts	122,754	125,780	126,256	3,502	3%
Attorney Grievance Commission	8,283	8,856	9,742	1,459	18%
Board of Law Examiners	4,479	4,479	4,479	0	0%
Client Protection Fund/Client's Security Trust Fund	1,912	1,912	1,912	0	0%
Commission on Judicial Disabilities	2,122	2,122	2,122	0	0%
Maryland Law Library	28,529	28,529	28,529	0	0%
Maryland Alternative Dispute Resolution Commission	3,381	4,478	4,582	1,201	36%
Standing Committee on Rules of Practice and Procedure	2,521	2,521	2,521	0	0%
Judicial Institute	927	927	927	0	0%
Governmental Relations	582	582	582	0	0%
District Court Headquarters Operations					
- Chief Judge - District Court of Maryland	1,898	2,136	2,136	238	13%
- Office of the Chief Clerk	1,640	1,764	1,765	125	8%
- Coordinator of Commissioner Activity	3,692	3,795	3,795	103	3%
- ADR	3,189	3,437	3,437	248	8%
- Administrative Services	1,123	1,226	1,226	103	9%
- Operations (Includes MATS, Ticket Processing, and Conference Center)	8,860	8,860	8,860	0	0%
- Engineering and Central Services (Includes all functions.)	80,625	81,400	81,970	1,345	2%
- Finance (Includes Processing, Ticket Room, and Data Entry).	6,250	6,711	7,299	1,049	17%
Sub Total - District Court	107,277	109,329	110,488	3,211	3%
Common Use Space	5,256	5,486	6,003	747	14%
Sub Total - All Judiciary Units with Allocated Space	342,213	349,674	355,481	12,501	4%

APPENDIX A - SPACE PROGRAMS FOR COURT OF APPEALS

A. SPACE PROGRAM FOR JUDICIAL POSITIONS

Space Assignment by Element or Category	Space Allocation (NASF)	Required Space By Planning Period					
		2011		2016		2021	
		Number Required	Total Required NASF	Number Required	Total Required NASF	Number Required	Total Required NASF
Office Space:							
Chief Judge, Court of Appeals	500	1	500	1	500	1	500
Judge, Court of Appeals	450	6	2,700	6	2,700	6	2,700
Retired Judges (5)	300	2	600	2	600	2	600
Law Clerk (2 per space) (5)	192	16	3,072	16	3,072	16	3,072
Secretary (3,4,5)	200	9	1,800	9	1,800	9	1,800
Sub Total - Office Space		34	8,672	34	8,672	34	8,672
Other Required Areas:							
Reception	250	1	250	1	250	1	250
Supplies / Xerox Area	200	1	200	1	200	1	200
Judges' Conference Room (25 persons)	820	1	820	1	820	1	820
Judges' Dining Room & Kitchen	700	1	700	1	700	1	700
Sub Total - Other Required Areas			1,970		1,970		1,970
Circulation:							
Circulation Factor - Office (%)	15%		1,301		1,301		1,301
Circulation Factor - Other Required Area (%)	15%		296		296		296
Sub Total - Circulation			1,597		1,597		1,597
Totals:			12,239		12,239		12,239

NOTES:

- 1) Data excerpted from HR Aging Report as of 18 Aug 10.
- 2) Standards adjusted per DGS guidelines as of Summer, 2010.
- 3) Secretary for Chief Judge, 6 resident Associate Judges and 2 retired Judge.
- 4) Space includes workstation for secretary/aide, small sitting area, and files.
- 5) Retired judges are allocated one secretary and one law clerk. Law clerk in shared space.
- 6) Judges are provided with space at their local court if required.
- 7) Program revised as per 24 October 11 onsite meeting with B. Decker and M. Pleskow (HDR).
- 8) Final review - M. Pleskow (HDR) as of 17 April 12.

B. SPACE PROGRAM FOR LEGAL ASSISTANT TO CHIEF JUDGE

Space Assignment by Element or Category	Space Allocation (NASF)	Required Space By Planning Period					
		2011		2016		2021	
		Number Required	Total Required NASF	Number Required	Total Required NASF	Number Required	Total Required NASF
Office Space:							
Legal Counsel	200	1	200	1	200	1	200
Staff Attorney Assistant	200	1	200	1	200	1	200
	90	1	90	1	90	1	90
Sub Total - Office Space		3	490	3	490	3	490
Other Required Areas:							
Reception (Seating for 4)	60	1	60	1	60	1	60
Conference Room (Seating for 6)	132	1	132	1	132	1	132
File Storage	100	1	100	1	100	1	100
Sub Total - Other Required Areas			292		292		292
Circulation:							
Circulation Factor - Office (%)	15%		74		74		74
Circulation Factor - Other Required Area (%)	15%		44		44		44
Sub Total - Circulation			118		118		118
Totals:			900		900		900

NOTES:

- 1) Legal Assistant reports directly to the Chief Judge of the Court of Appeals.
- 2) Proximity of this unit to the Chief Judge of the Court of Appeals is critical.
- 3) Program revised as per 24 October 11 onsite meeting with V. Jones and M. Pleskow (HDR).
- 4) Final review - M. Pleskow (HDR) as of 17 April 12.

C. SPACE PROGRAM FOR CLERK AND SUPPORT

Space Assignment by Element or Category	Space Allocation (NASF)	Required Space By Planning Period					
		2011		2016		2021	
		Number Required	Total Required NASF	Number Required	Total Required NASF	Number Required	Total Required NASF
Office Space:							
CLERK:							
Clerk, Court of Appeals	200	1	200	1	200	1	200
Chief Deputy Clerk	120	1	120	1	120	1	120
Deputy Clerks	90	4	360	4	360	4	360
Administrative Aide (7)	81	2	162	2	162	2	162
STATE REPORTER OF DECISIONS:							
Senior Recorder	90	1	90	1	90	1	90
Assistant Recorder	90	1	90	1	90	1	90
Sub Total - Office Space		10	1,022	10	1,022	10	1,022
Other Required Areas:							
CLERK/REPORTER:							
Reception / Entry Area to Office.	300	1	300	1	300	1	300
Records Review Area	150	1	150	1	150	1	150
Supplies/Xerox Area	150	1	150	1	150	1	150
Document Storage Room and Processing Room (4)	1,500	1	1,500	1	1,500	1	1,500
Oversized Exhibits	80	1	80	1	80	1	80
Historic Bound Brief Storage Area (5)	100	1	100	1	100	1	100
Employee Kitchenette (sink, frig, microw ave)	150	1	150	1	150	1	150
COURT ROOM:							
Courtroom	2,000	1	2,000	1	2,000	1	2,000
Robing Room	350	1	350	1	350	1	350
Public Conference/Lawyer's Waiting Room (6)	1,195	1	1,195	1	1,195	1	1,195
Sub Total - Other Required Areas			5,975		5,975		5,975
Circulation:							
Circulation Factor - Office (%)	15%		154		154		154
Circulation Factor - Other Required Area (%)	15%		897		897		897
Sub Total - Circulation			1,051		1,051		1,051
Totals:			8,048		8,048		8,048

APPENDIX B - SPACE PROGRAMS FOR COURT OF SPECIAL APPEALS

A. SPACE PROGRAM FOR JUDICIAL POSITIONS

Space Assignment by Element or Category	Space Allocation (NASF)	Required Space By Planning Period					
		2011		2016		2021	
		Number Required	Total Required NASF	Number Required	Total Required NASF	Number Required	Total Required NASF
Office Space:							
JUDGES:							
Chief Judge	500	1	500	1	500	1	500
Resident Judge	450	5	2,250	5	2,250	6	2,700
Non-resident Judge	350	7	2,450	7	2,450	10	3,500
Retired Judge's Office	350	2	700	2	700	2	700
Law Clerk (2 per space) (3)	192	7	1,344	7	1,344	8	1,536
Secretary to Judge (4,5,6)	200	7	1,400	7	1,400	8	1,600
STAFF ATTORNEYS (1):							
Manager, Staff Attorneys	175	1	175	1	175	1	175
Senior Staff Attorney	150	1	150	1	150	1	150
Staff Attorney (7)	150	15	2,250	17	2,550	19	2,850
Associate/Secretary/Specialist	108	3	324	3	324	4	432
Sub Total - Office Space		49	11,543	51	11,843	60	14,143
Other Required Areas:							
Large Conference Room (25 persons)	550	1	550	1	550	1	550
Small Conference Room (15 persons)	330	1	330	1	330	1	330
Judges' Dining Room (10 persons) & Kitchen	350	1	350	1	350	1	350
Unpublished Case Library	150	1	150	1	150	1	150
Equipment and Supplies	200	1	200	1	200	1	200
Employee Kitchenette (sink, frig, microw ave)	150	1	150	1	150	1	150
Sub Total - Other Required Areas			1,730		1,730		1,730
Circulation:							
Circulation Factor - Office (%)	15%		1,731		1,776		2,121
Circulation Factor - Other Required Area (%)	15%		260		260		260
Sub Total - Circulation			1,991		2,036		2,381
Totals:			15,264		15,609		18,254

NOTES:

- 1) Data excerpted from AOC Aging Report as of 18 Aug 10. Planning to assume 17 Judges as per AOC.
- 2) Standards adjusted per DGS guidelines.
- 3) One office for two law clerks for every resident judge.
- 4) One per resident judge and two retired judge. Sized for printers, fax and records.
- 5) Space includes workstation for secretary/aide, small sitting area, and files.
- 6) Does not account for secretaries for non resident judges.
- 7) Assumes base year staffing plus one additional staff attorney per Judge both resident and nonresident.
- 8) Space program updated as per 24 Oct 11 discussion between L. Gradet, Judge Krauser, and M. Pleskow (HDR).
- 9) The Judiciary has requested two additional at-large COSA judgeships and six support staff in its Fiscal year 2014 budget request.
- 10) Final review - M. Pleskow (HDR) as of 17 April 12.

Category	Resident	Non-Resident	At-Large	Support Staff	Total	Description
Judges	17	17	2	0	36	Judges
Law Clerks	34	34	0	0	68	Law Clerks
Staff Attorneys	17	17	0	0	34	Staff Attorneys
Secretaries/Aides	34	34	0	0	68	Secretaries/Aides
Other Support Staff	0	0	0	6	6	Other Support Staff
Total	102	102	2	6	212	

B. SPACE PROGRAM FOR CLERK AND SUPPORT

Space Assignment by Element or Category	Space Allocation (NASF)	Required Space By Planning Period					
		2011		2016		2021	
		Number Required	Total Required NASF	Number Required	Total Required NASF	Number Required	Total Required NASF
Office Space:							
CLERK:							
Clerk, Court of Special Appeals	200	1	200	1	200	1	200
Secretary to the Clerk	126	1	126	1	126	1	126
Chief Deputy Clerk (attorney)	150	1	150	1	150	1	150
Assistant Chief Deputy Clerk (Para Legal)	150	1	150	1	150	1	150
Staff Attorneys	150	2	300	2	300	2	300
Appeals Clerks	81	7	567	7	567	7	567
Administrative/Intern (Students)	81	4	324	4	324	4	324
Senior Recorder	81	1	81	1	81	1	81
Recorder	81	2	162	2	162	2	162
Sub Total - Office Space		20	2,060	20	2,060	20	2,060
Other Required Areas:							
CLERK/REPORTER:							
Counter (sized for 4 stations)	480	1	480	1	480	1	480
Records Review Area (2 tables)	50	1	50	1	50	1	50
Active Records and Briefs (3)	1,600	1	1,600	1	1,600	1	1,600
Oversized Exhibits	80	1	80	1	80	1	80
Document Inventory and Distribution (4)	750	1	750	1	750	1	750
Microfiche storage, reader and printer	200	1	200	1	200	1	200
Xerox/Mailing Work Area	150	2	300	2	300	2	300
Supply Storage	100	1	100	1	100	1	100
Employee Kitchenette (sink, frig, microw ave)	150	1	150	1	150	1	150
MEDIATION:							
Mediation Room (8 Persons)	200	2	400	2	400	2	400
COURT ROOM:							
Court Room:	1,900	2	3,800	2	3,800	2	3,800
Public Conference Room	200	2	400	2	400	2	400
Sub Total - Other Required Areas			8,310		8,310		8,310
Circulation:							
Circulation Factor - Office (%)	15%		309		309		309
Circulation Factor - Other Required Area (%)	15%		1,247		1,247		1,247
Sub Total - Circulation			1,556		1,556		1,556
Totals:			11,926		11,926		11,926

