

Figure II-12: Type of Space Utilized by AOC and District Court

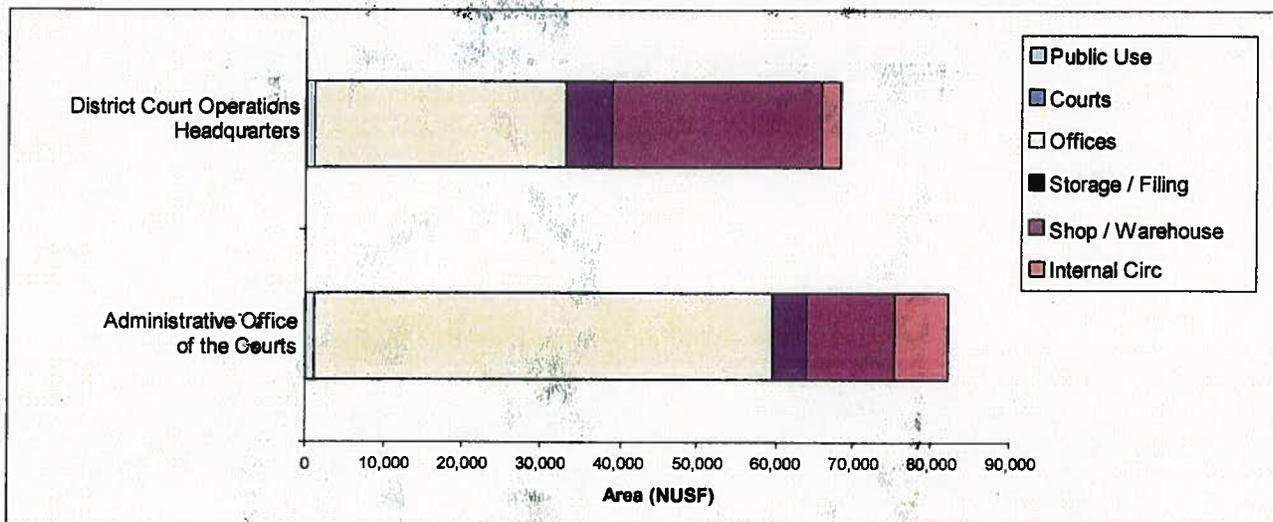
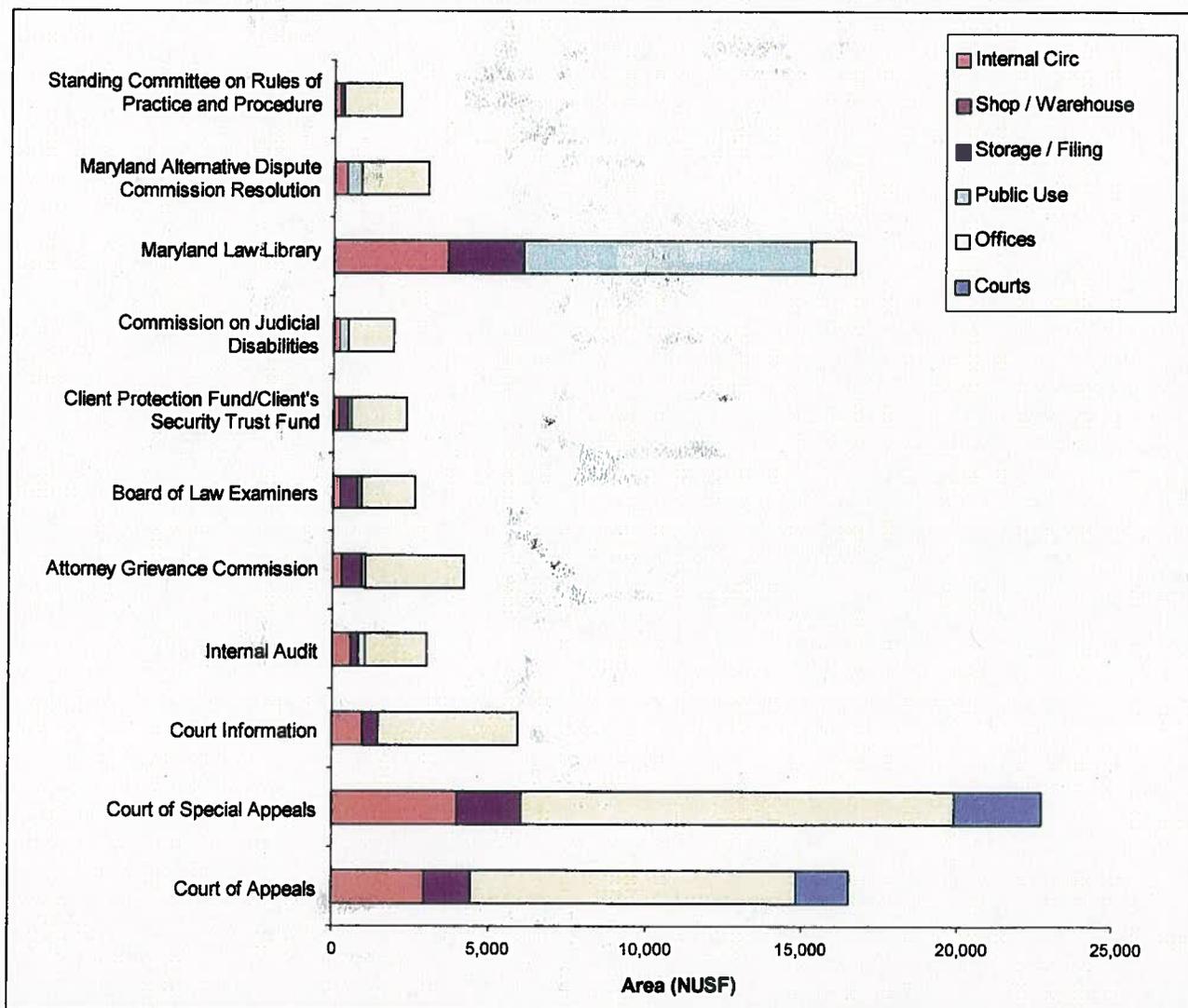


Figure II-13: Type of Space Utilized by All Other Major Unit / Department / Offices



4. PHYSICAL CONDITIONS

a. INTRODUCTION

The Planning Team gathered information based on available documents and onsite visits conducted during Fall and Winter of 2003, and Spring 2004. The State provided additional information regarding deferred maintenance and other building conditions as prepared by the Maryland Department of General Services in 2000. The following summarizes these findings.

a. COURTS OF APPEAL BUILDING – 361 Rowe Boulevard

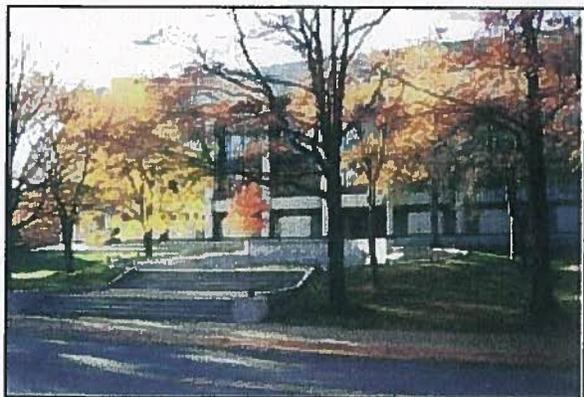
The Courts of Appeal Building of Annapolis was constructed in 1973. A circle concept is carried throughout the building being introduced on the exterior as the entranceway and perimeter windows, as well as carried throughout the interior. An interior rotunda extends to the height of the building creating a four-story lobby space as well as providing natural lighting on all floors. The circular shape of the rotunda is brought back into the space on the first floor through structural columns and windows penetrating the space.

The building's exterior is structurally sound although the cooling tower enclosure needs to be welded and painted. The built-up asphalt roof was replaced in 2001. Windowpanes need to be caulked. Onsite parking is adequate but limited and the area will need new paving. Parking lot lights will also need to be upgraded and replaced.

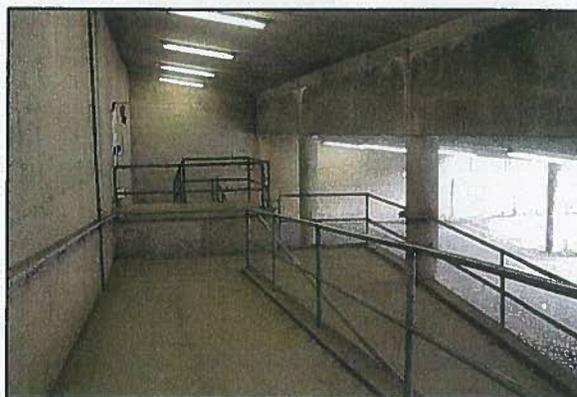
Interior painting, carpet and office furniture are all in adequate condition. Ceiling tiles on all floors are warped and unstable while others have significant water damage. ADA bathrooms are located only on the basement, first, and fourth floors. Exterior ADA access to the building is poor with a ramp located in the basement at the back of the building with an incorrect slope measurement.

The building has a poor HVAC system with various components needing to be replaced including but not limited to three boilers. Sprinklers are present only on the first floor and basement. Plumbing fixtures are in good condition. New T8 lights have been installed in the facility. The motor control system and cooling tower motor control center also need to be replaced. A new fire alarm system should also be installed.

Figure II-14: Selected Photographs of Courts of Appeal Building



Building Main Entrance
(Courtesy of Maryland DGS)



Basement ADA ramp

Figure II-15: Selected Photographs of Courts of Appeal Building



Second Floor Clerk's Area



4th Floor Judge's Chambers Corridor

b. MARYLAND JUDICIAL CENTER – 580 Taylor Avenue

The Maryland Judicial Center is located in A-pod of the Tawes Complex. This facility was constructed in 1973 and includes five major Pods. The Judiciary shares the entire facility with headquarters elements of the Department of Natural Resources. Portions of the site include various gardens with vegetation indigenous to Maryland.

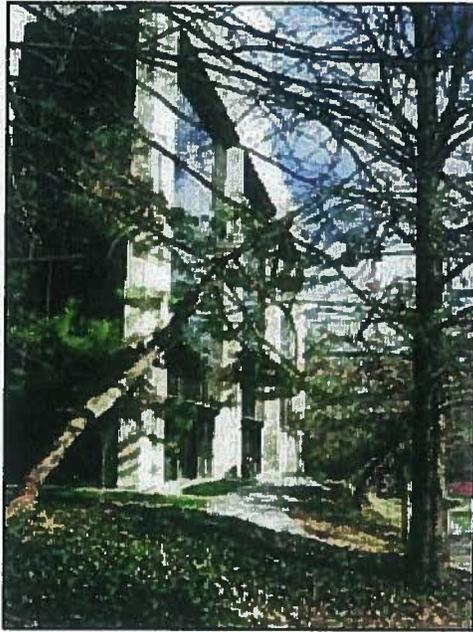
Other than the gardens, the exterior structure and site are in poor condition. Patching is required on concrete walls and based on State provided information, a structural survey has been suggested in previous deferred maintenance analysis. The status of this structural investigation is not available to the Planning Team. Exterior windows and finish need to be reworked. The built up roof was replaced in 2001. There is limited on-site parking and additional parking is needed with new ground lighting as well as parking lot lighting.

There were no indications of damage to ceilings although select offices had condensation on windows and mullions. Interior circulation is poor and very confusing in all pods. In many instances, primary building circulations flow directly through office areas. The entry to Judiciary space in A-pod lacks focus and is not generally evident from the building exterior. ADA accommodations have been made although the ramp to A-pod does not meet code requirements. To reach A-pod and others, one has to enter through the C-pod and take the elevator to the second floor. Although a detailed assessment was beyond the Planning Team's scope of services, the State advised that asbestos and lead paint were not present in the interior finishes.

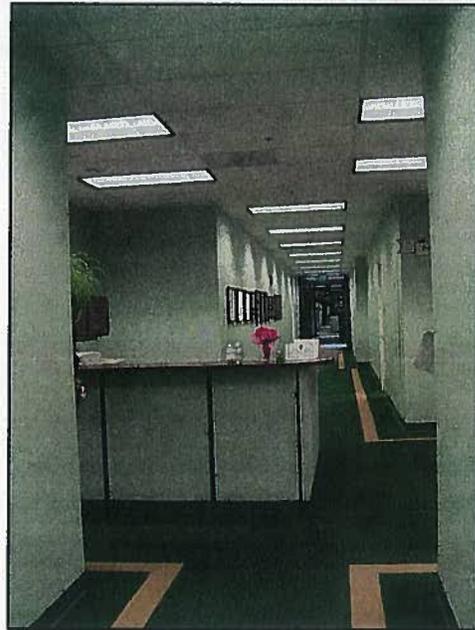
Although the HVAC system has been upgraded, internal air circulation is poor especially in reception areas. There is an excess of windows allowing heat to gather in some spaces. Solar gain is higher in these areas creating system imbalances. Emergency lights have been upgraded along with new fire alarm and sprinkler systems. A new hot water tank has also been installed.

A new motor control center is needed. Interior lighting was recently upgraded to new T8 units along with emergency lighting. Despite this, interior lighting is poor with an over abundance of lighting in main corridors and a shortage of lighting in small corridors and niches.

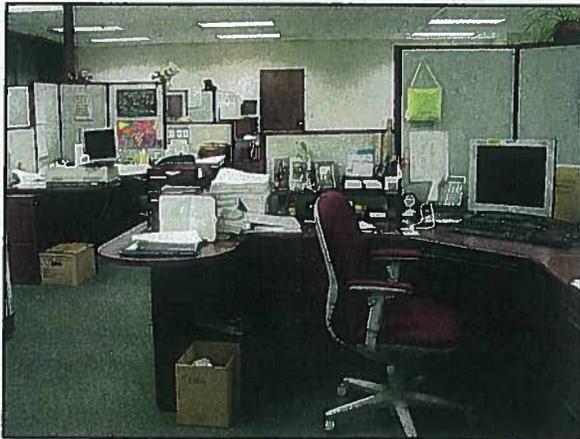
Figure II-16: Selected Photographs of Maryland Judicial Center



**Exterior Photograph- Tawes A-Pod
(Courtesy of Maryland DGS)**



**Main reception area –
District Court**



**Fourth Floor Work Area –
Clerk's Office**



**Waiting Area –
District Court**

c. SWEENEY DISTRICT COURT – 251 Rowe Boulevard

The Sweeney District Court Building is a four-story building constructed with a combination of brick and stone. This facility includes four courtrooms, Judges' chambers, and various court related functions. It was completed in 1999 and in generally good condition. The exterior structure including finish and windows are in good condition. The built up roof apparently has minor leaks on occasion over the lobby area. Parking is adequate and available in the surrounding areas.

Interior conditions are generally good and space is adequate for current Court functions, storage, and internal circulation. There are no ADA issues with an adequate ramp at the entrance and accommodating bathrooms.

The elevator system is in good condition and being serviced as required. HVAC systems are adequate and all aluminum electrical wires were replaced with copper wires. Plumbing fixtures are poor and there is a need to upgrade/renovate the sewage disposal system.

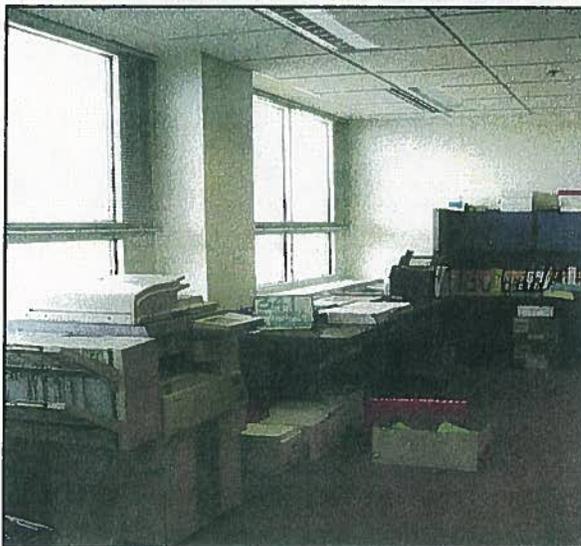
Figure II-17: Selected Photographs of Sweeney District Court



Exterior Building
(Courtesy of Maryland DGS)



Board of Law Examiners- Workstation Layout



Client Protection Fund- Work area

d. PEOPLE'S RESOURCE CENTER – 100 Community Place, Crownsville, MD

The People's Resource Center in Crownsville Maryland is a brick and stone structure constructed in 1991. A lobby area is well defined on the interior as well as the exterior with a central oval shape creating an obvious entrance and two symmetrical wings on either side. This building holds the Commission on Judicial Disabilities, Attorney Grievance Commission, and Standing Committee on Rules of Practice and Procedure. It also serves as headquarters for the Department of Housing and Community Development Agency and several other State organizations.

The exterior of the building is structurally sound and the building finish is good. However, certain windows need to be resealed. The original built up roof requires some caulking and other maintenance. The site was reworked in 1999 and access roads and parking are in good condition.

Interior painting and new carpet are required in numerous areas throughout the building. As this is a relatively new building, asbestos and lead paint are not present. Accommodations to meet ADA compliance are adequate with exterior access both the building's front and back, emergency exits, adequate bathrooms and water fountains.

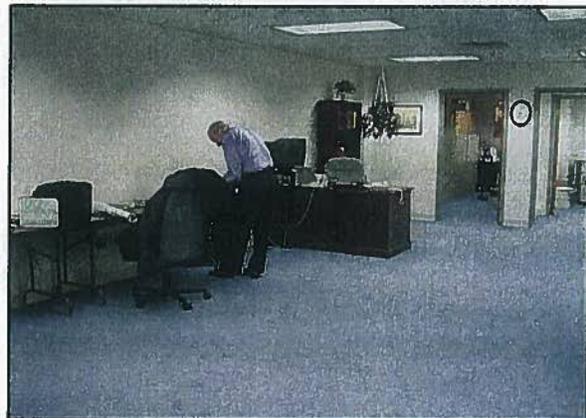
The air distribution system needs to be balanced with a need to replace the kitchen air-handling unit. A pneumatic conversion of select HVAC controls needs to be installed in kitchen as well as changing the electronic sensors to pneumatic throughout the entire building. The plumbing and fixtures are in poor condition needing a chilled water pump upgrade while the HVAC system is in adequate condition.

Electric services and the computer network infrastructure are adequate and are being updated as necessary. A radio communications/repeater need to be installed. The elevator system is original and being maintained as required. Adequate fire alarm system and fire sprinkler systems are also present in the building.

Figure II-18: Selected Photographs of People's Resource Center

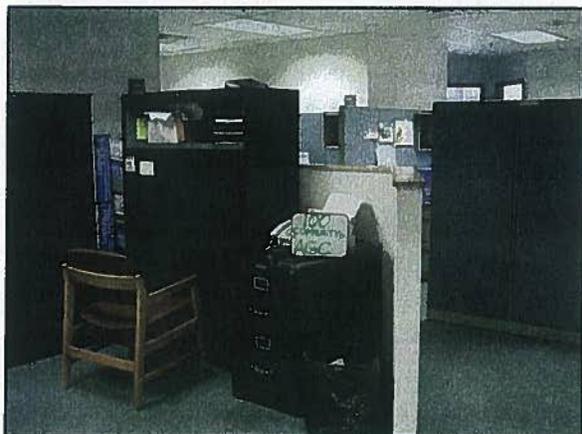


Exterior Building
(Courtesy of Maryland DGS)



Commission on Judicial Disabilities- Office area

Figure II-19: Selected Photographs of People's Resource Center



Attorney Grievance Commission- workstations



Standing Committee on Rules of Practices and Procedures- Conference/Training Room

e. RIVA ROAD – 2661 Riva Road, Suite 900

The Riva Road facility is a leased three-story brick building constructed in the mid 1980's. The facility is located in a commercial office building near many businesses such as restaurants and retail stores. Judicial Information Systems group occupies this building. The facility was in good condition but could have finishes refreshed. The basement level is in adequate condition and houses the main server room and mailroom.

Figure II-20 Selected Photographs of Riva Road Facility

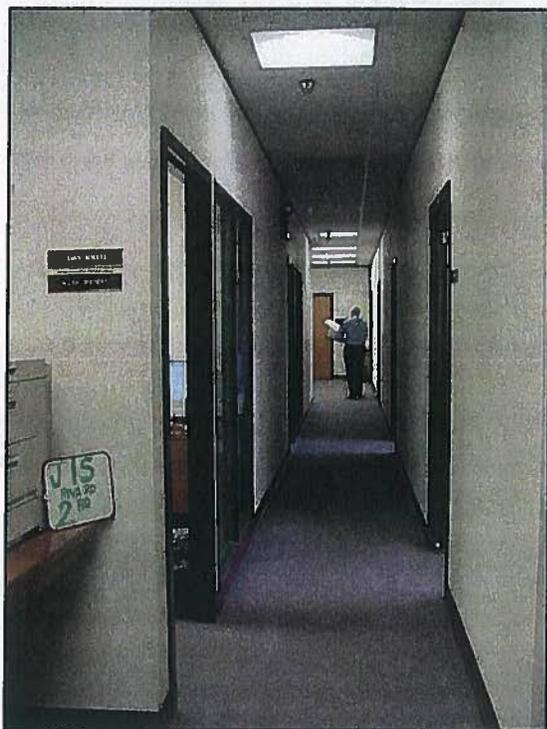


Exterior Riva Building



Waiting Area/Filing Area

Figure II-21: Selected Photographs of Riva Road Facility



Main Corridor



Workstation with Bookcases as dividers

f. COMMERCE PARK DRIVE

The Judiciary's leased facilities at Commerce Park Drive include units D, E, and F at 2003; and units A through F at 2009, and 2011. These facilities appeared to be in generally good condition.

2003 D is warehouse space as well as an office space. The building is in good condition with all mechanical work and pipes exposed on the ceiling. There is one bathroom that meets ADA requirements, and adequate space to move around the warehouse. Buildings 2003 E and 2003 F are connected warehouse spaces, and are broken up into front and back areas. 2009 A appeared to be in good operational condition with relatively new finishes and furniture.

2009 D houses the Judiciary Training Center, Human Resource's Professional Education and Training Unit, Media Unit of the Court Information Office, Judicial Institute, and Drug Court Commission staff. The facility includes large training rooms, conference rooms, small offices, and lecture rooms. There is a clearly defined public waiting area with the offices on either side at the main entrance. This building has a raceway circulation path, egress is clearly defined by signage, and the circulation paths are of sufficient space although in one instance, file cabinets and boxes line a small corridor. The building appeared to be in generally good condition.

Building 2011 incorporates six bays and has ample office space on the first floor and a large storage area in the basement. The basement is a large storage area with industrial shelving and few offices. These offices are poorly constructed with large pieces of drywall as dividing walls. This space also includes adequate bathrooms and a small galley. This space is currently unassigned to Judiciary operations as it was recently leased.

g. COMMERCE ROAD

Judiciary facilities at Commerce Road include units at 900; 901A, 903, 905, and 911. Many of the buildings on Commerce Road have sufficient office space as well as storage space. All appeared to be in generally good condition although in some instances, they were not adequate for the current functions.

h. INDUSTRIAL DRIVE

Industrial Drive Office Park consists of warehouses and office buildings occupied by the District Court and JIS/Microtech. Some buildings combined office functions and warehouse storage in the same space while others separated them.

Building 2000 is in good condition. In the office area, there is adequate space for the employees to work and a large reception/conference area with file cabinets and few reception chairs. A clear circulation path through the offices and warehouse space is apparent in all connecting areas making it easy to pass from one area to another.

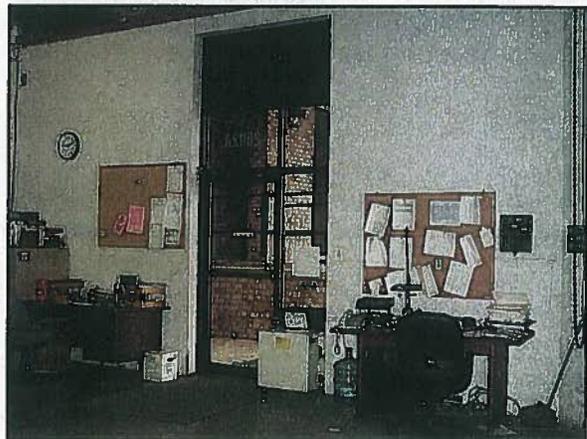
Although the warehouse space in buildings 2000 and 2002 are in adequate condition for storage, they provide a poor working environment for employees. Rolling high-density files occupy the majority of the space and leave little room for workstations. Some examples are the poor lighting in the warehouse and the few workstations positioned wherever extra space is available; mainly against the walls. This is evident in most of the warehouse spaces. Where the space is not equipped to hold rolling high density filing, boxes of papers and furniture are piled on top of each other as well as metal industrial shelving holding equipment.

A cabinet shop is located in building 2002-F. The area in this warehouse is inadequate for the present function of a cabinet shop. There is not enough storage for extra wood and supplies, and it is extremely difficult to maneuver around the space. Worktables are placed in the central area with large machines and electrical cords running in the main circulation paths. This space needs more storage for supplies and more floor space to hold machines and comfortable work areas.

Figure II-22: Selected Photographs of Industrial Drive Facility

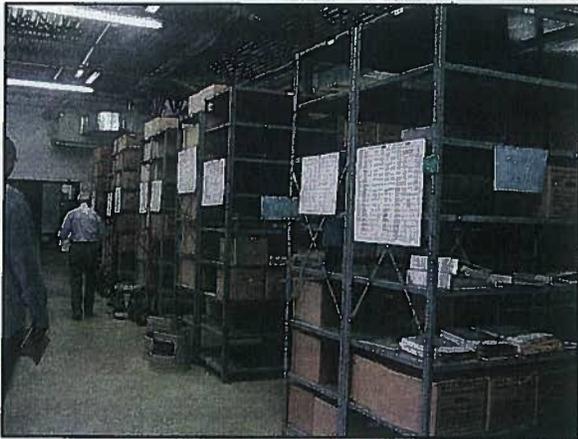


Building 2000- Conference Area/Public Space

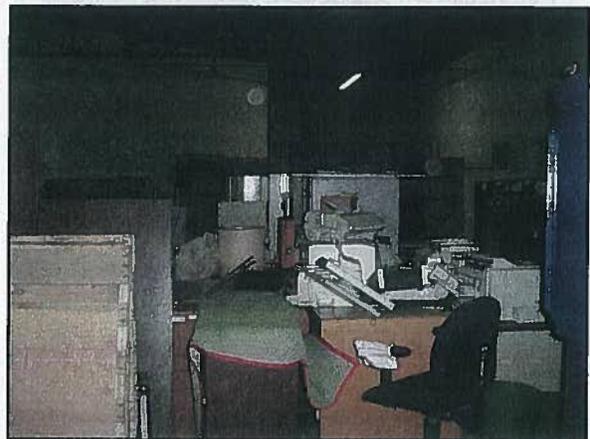


2002A- Workstations against walls in warehouse

Figure II-22: Selected Photographs of Industrial Drive Facility (Continued)



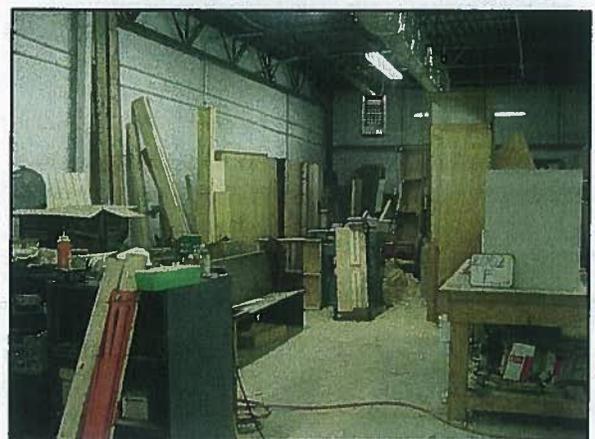
2002 A- Industrial Shelving in Warehouse



2002 A- Storage system in warehouse



2002-F- Cabinet Shop Layout



2002-F- Showing poor workspace

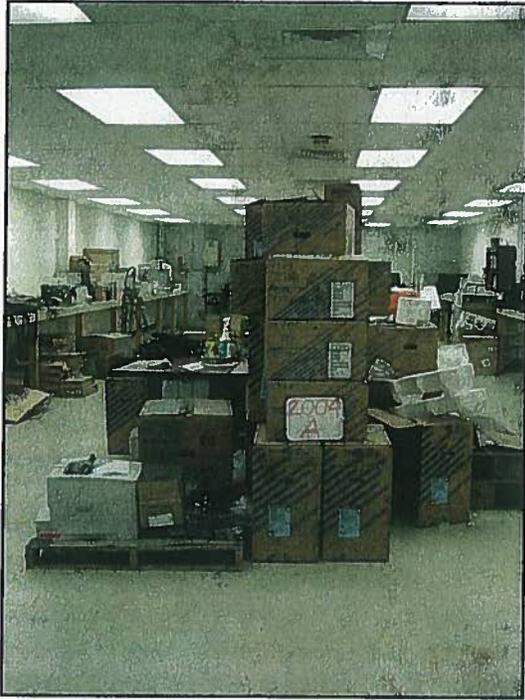


2004 A- JIS / Microtech
Overall Interior Photograph

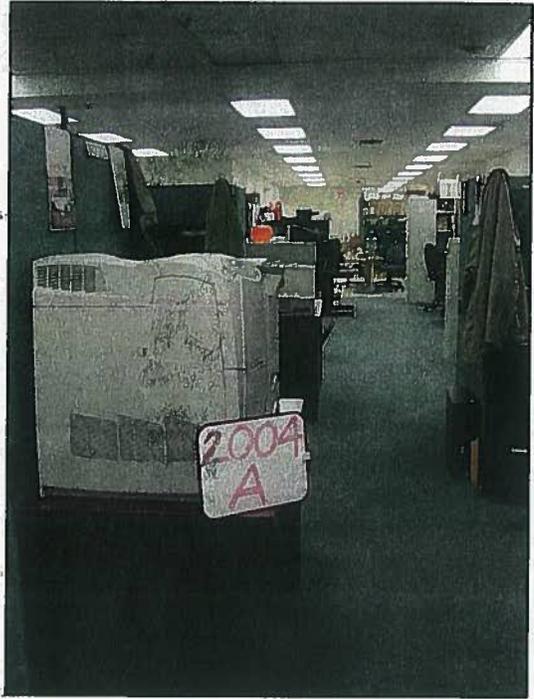


2004 A- JIS Microtech
Equipment not able to fit in storage area

Figure II-22: Selected Photographs of Industrial Drive Facility (Continued)



**2004 A- JIS Microtech
Large storage area in back of office**



**2004 A- JIS Microtech
Printers in main circulation paths**

5. OPPORTUNITIES FOR ADAPTIVE REUSE

a. COURTS OF APPEAL BUILDING – 361 Rowe Boulevard

The Courts of Appeal Building could continue to function as a courthouse although the building has little room for expansion, and requires general modernization. It is unremarkable in its design, and in the event it is reused as a Courts facility, consideration should be given upgrading its appearance. Additionally, in the event the facility is reused, future growth will need to be addressed either as an addition to the facility itself, or relocating selected functions out of the building to create growth space for functions remaining in the building.

b. MARYLAND JUDICIAL CENTER – 580 Taylor Avenue

Tawes A-Pod houses the Maryland Judicial Center and can be used for general office use. Nonetheless, the building is poorly laid out for offices and conference/meeting rooms. It lacks a well-defined main entry area, general circulation is confusing, major circulations flow through work areas, and storage is poor. Future planning would require addressing these deficiencies. Since the Tawes complex is a series of joined buildings, there are opportunities for expansion into the other Pods. Any detailed adaptive reuse planning of other pods would require coordination with the Department of Natural Resources which occupy the other four pods. Consideration should be given to moving DNR and demolish the facility to replace it with a modern facility.

c. SWEENEY DISTRICT COURT – 251 Rowe Boulevard

The Sweeney District Court is a new building designed primarily to meet the District Court's unique needs for Anne Arundel County and is occupied by judges, courtrooms, clerks, holding facilities, as well as several judiciary functions. This building should maintain its current function as a courthouse serving District seven. Although the building is new and spaces were occupied quickly, spaces could function more effectively with improved storage and office space. Files are a large factor occupying large amounts of space and with inefficient storage. High density filing systems will reduce the need for file cabinets occupying floor space giving more room for expansion within the suites for employees.

d. PEOPLE'S RESOURCE CENTER – 100 Community Place, Crownsville, MD

The Peoples Resource Center is a relatively new building occupied by offices and conference rooms. This facility should remain an office building. Although Judiciary functions housed in this building have small suites, certain spaces could be more effectively utilized. In the event this facility is reused for Judiciary operations, office spaces should include exterior exposures to allow for natural lighting and a better work environment.

e. LEASED FACILITIES – Riva Road, Commerce Park Drive, Commerce Road, and Industrial Drive

Certain activities such as warehousing, fleet, shop, and similar activities should be considered for these facilities. Additionally, leased facilities in general provide an interim facility solution in the event that there are unanticipated requirements as Judiciary operations evolve over time.

E. PARKING FACILITIES

The Judiciary utilizes a broad range of parking facilities to meet its requirements. Access controlled surface parking is provided at the core complex of the Courts of Appeal Building and Maryland Judicial Center. Judges are provided parking in an open area in the service bay of the Courts of Appeal Building. These spaces are unsecured. Additional surface parking is available on a fee basis at the Naval Academy. At most other facilities, unrestricted surface parking is provided. Table II-7 summarizes parking facilities utilized by the Judiciary.

Table II-7: Summary of Parking Facilities

BUILDING	ADDRESS	OWNERSHIP	SPACES
OWNED			
Courts of Appeal	361 Rowe Blvd, Annapolis	State of Maryland	0
Maryland Judicial Center	580 Taylor Ave, Annapolis	State of Maryland	0
Sweeney District Court	261 Rowe Blvd, Annapolis	State of Maryland	0
People's Resource Center	100 Community Place, Crownsville	State of Maryland	0
LEASED			
Riva Building	2661 Riva Road, Suite 900	Albert W. and Betty Stevens	127
Commerce Park	2009C,D,E,F Commerce Park Drive	ACP East LLC	10
Total			137

F. VISITORS

Table II-8 summarizes daily average and peak visitor volumes by unit, department, and office. The Law Library, Court of Appeals, MACRO, and Clerk of the Court of Special Appeals have the highest daily average visitor volumes. The Judiciary Training Center has the highest daily peak volume with 300 visitors along with the Court of Appeals during bar admittance ceremonies at 210 visitors per ceremony.

Table II-8: Summary of Visitors By Unit, Department, and Office

UNIT / DEPARTMENT / OFFICE	Avg. Visitors (Daily)	Avg. Length of Stay (Hours)	Peak Visitors (Daily)	Peak Length of Stay (Hours)	Frequency of Peak
Court of Appeals					
- Chief Judge - Court of Appeals	2	2			
- Clerk's Office for the Court of Appeals	10	1	25	3	Four times per month
- Court Days	30	4	100	6	Four times per month
- Bar Admissions (Assumes 3 shifts at 210 per shift)			210	1.5	Twice annually
Court of Special Appeals					
- Chief Judge - Court of Special Appeals	None	N/A	N/A		
- Staff Attorney's for the Court of Special Appeals	None	N/A	N/A		
- Clerk's Office for the Court of Special Appeals	65	0.5			
- Court Days	40	2			Six times per month
Court Information Office					
- Court Information Office	None	N/A	N/A		
- Judicial Training Center / Judicial Institute/ Media Services Unit	See AOC Judicial Training Center				
	0				
Internal Audit					
	2	1	N/A		
Administrative Office of the Courts					
- State Court Administrator's Office	4	1.5	6	3	
- Drug Court Commission Staff	5	2	15	4	
--- Commission Meetings			40	4	
- Administrative Services	1	0.5	2	1	
--- Judiciary Training Center			300	8	
- Management Analysis and Research	None	N/A	N/A		
- Program Services	5	0.5	12	0.5	
- Human Resources	10	4	25	4	Twice per year.
- Judiciary Finance Department	2	1	4	2	
- Legal Affairs	None	N/A	N/A		
- Procurement and Contract Administration	4	1.5	8	1.5	
--- AOC Warehouse	None	N/A	N/A		
- Family Administration	2	2	5	2	
--- Evening Hours			20	2	
- AOC Judicial Information Systems Unit / Microtech					
--- Leadership	7	1	10	1	Once per year
--- Planning and Applications	15	2	15	2	
--- Operations	2	1	N/A		
--- Microtech	2	1	N/A		

Table II-8: Summary of Visitors By Unit, Department, and Office (Continued)

UNIT / DEPARTMENT / OFFICE	Avg. (Daily)	Avg. Length (Hours)	Peak (Daily)	Peak Length (Hours)	Frequency of Peak
Attorney Grievance Commission	3	3	3	3	
Board of Law Examiners	1	0.5	30	1	Six times annually
Client Protection Fund/Client's Security Trust Fund	1	0.5	3	0.5	
Commission on Judicial Disabilities	2	0.5	10	3	
Maryland Law Library	100	2	125	6	During Summer Months
Maryland Alternative Dispute Resolution Commission	30	3	35	3	
Standing Committee on Rules of Practice and Procedure	0		37	4	
District Court Headquarters Operations					
- Chief Judge - District Court of Maryland	3	1	5	2	
- Office of the Chief Clerk					
- Coordinator of Commissioner Activity	3	1.5	7	1.5	Quarterly
- ADR	10	2	12	3	75% of time
- Administrative Services	3	1	4	1	
- Operations	5	1	12	8	
- Conference Center					
- Engineering and Central Services	7	0.5	25	0.5	
- Finance	2	2	10	8	Ten times annually

G. OPERATIONAL EFFECTIVENESS

Operational effectiveness was evaluated during site visits to Judiciary facilities. This evaluation involves assessing functional adequacy relative to unit, department, and office mission and operational requirements. This operational evaluation is presented in this section.

1. COURT OF APPEALS

The Court of Appeals is located in the Courts of Appeal Building on the fourth floor. They share the building with the Court of Special Appeals and Law Library with whom they interact most frequently.

Due to space constraints, only two judges have their resident chambers, including office space for law clerks and a secretary, in the Courts of Appeal Building. When a judge is appointed, they are allowed to keep their main chamber in their home county or have their main chamber in Annapolis. Space constraints in the Courts of Appeal Building limit the number of judges who can reside in Annapolis with all three support staff. However, all judges have a chamber for themselves in the building. Retired judges sit on the Court and chambers space needs to be for them as well. When in Annapolis hearing oral arguments, some of the judges with resident chambers outside of the building actually spend the night in their chambers. Non-resident judges may or may not bring one or both law clerks with them to hear oral arguments, but they typically never bring their secretaries with them. Typically there is adequate space for the non-resident law clerks to work in the building when in Annapolis during oral argument days.

Historically, most judges appointed from appellate judicial circuits outside of Annapolis, and who do not live in or near Annapolis, choose to have their resident chambers in their home county. In some instances the Circuit Court provides space or the court rents space for the judge and their staff.

The Court of Appeals is not overwhelmed with the need to store voluminous records on-site. The Court enjoys the privilege of priority status and complete access to the Hall of Records across the street and routinely sends over documents for long-term storage. The Court consequently stores only active records including all active briefs, certs, opinions, attorney grievances, dockets and applications for bar admission, two years of petitions, three years of case opinions and dockets, and five years of attorney grievance cases. The original case records are returned to

the court of origin. The Court currently stores one copy of all bound briefs back to the 1800's. These are routinely referred to for research purposes by staff and attorneys.

Table II-9 below presents the linear feet of documents for the Court of Appeals stored in the Courts of Appeal Building as surveyed by the Clerk in May, 2004. Briefs represent the majority of all documents stored by the Court.

Table II-9: Summary of Current Document Storage – Court of Appeals

Document Storage	2004 LF	% of Total LF
Active Documents	2,520	76%
Bound Briefs: Prior to 1900	105	3%
Bound Briefs: 1900 to 2003	624	19%
Old Documents	59	2%
Total	3,308	100%

The Court of Appeals courtroom is dignified, beautiful, and grand. Its paneling, millwork, and furnishings are those of the original Court of Appeals courtroom that was demolished after the Courts of Appeal Building was occupied. It serves the court well. Unfortunately, the overall setting of the remainder of the court is not particularly dignified nor does it command respect for the legal system.

The Clerk of the Court takes pride in the layout of his office and does not need much more additional space due to two main reasons including:

- The relatively small and stable caseload of the Court.
- The Court is not overwhelmed with the need to store voluminous records on-site, due to its ability to send documents to the Hall of Records at any time.

The main features of the Clerk's records management plan are:

- Use of compact shelving for bound briefs prior to 1900, which are less frequently accessed by the Court staff and visiting attorneys.
- Fireproof storage for original documents, including exhibits and evidence that cannot be electronically stored.

A more adequate records review area would also be useful. A separate copy machine area would reduce noise in the main staff area.

2. COURT OF SPECIAL APPEALS

The Court of Special Appeals is located in the Courts of Appeal Building on the second floor. The Court shares the building with the Court of Appeals and Law Library with whom they frequently interact.

While all judges have chambers in the Courts of Appeal Building only seven judges, referred to as "resident judges," have space for associated support staff. When a judge is appointed, they are allowed to keep their main chambers in their home county or have their main chamber in Annapolis. Space constraints in the Courts of Appeal Building limit the number of judges who can reside in Annapolis. In some instances the circuit court provides space or the court rents space for the judge and his staff. Retired judges sit on the Court and chambers space needs to be provided for them as well.

The Office of the Chief Staff Attorney is located in two buildings. A total of four staff including one senior staff attorney and three staff attorneys are located in the Baltimore County Courthouse. Remaining staff is located in the Courts of Appeal facility in Annapolis on the second and third floors.

The Court of Special Appeals handles a large volume of paper in processing its caseload. The Court does not store permanent documents but has to have them readily available when the case is before the Court. The Court's documents fall into one of the following categories:

1. Active Records awaiting hearing by the Court.
2. Records holding on cert decision by the Court of Appeals.
3. Records to be inventoried prior to transfer to Court of Appeals or court of origin.
4. Current briefs that have not yet been distributed to the judges.
5. Old briefs, both awaiting staff to break them down for microfilming and destruction and already broken-down and waiting for term to close prior to microfilming.
6. Microfiche briefs.
7. Court files, which are paper generated by clerk's office.
8. Old boxed Court files, pending shipment to the Hall of Records.

For the purpose of space planning, the Court's documents can be divided into:

- Active records, briefs and documents.
- Other documents related to cases that are awaiting action to be taken so that the documents can be returned to the Circuit Courts, broken down prior to microfilming or sent to the Court of Appeals.

The Court of Special Appeals has its documents scattered in 17 different areas in the building, many of which were not originally designed for document storage including the Lawyer's Waiting Room and a third courtroom. While the Court caseload has been fairly stable over the last five years, the amount of paper that accompanies each case has grown and therefore the Court has had to store documents wherever space is available. Over the years, the Court has had to appropriate a variety of areas, including staff offices, judges' chambers, judges' and attorneys' conference rooms, hallways, and the public lobby area, to store briefs and Court records. These documents are awaiting assignment to panels of judges or further action to be taken to have them either returned to the circuit courts, broken down prior to microfilming or sent to the Court of Appeals. Use of these scattered areas has grown over time as the size of records and briefs, and results in increasing inefficiencies in finding and processing documents.

Table II-10 below presents the existing linear feet of documents stored in the Courts of Appeal Building as surveyed by the Clerk of the Court of Special Appeals in April, 2004. Approximately 54 percent of all documents in the Court are active records and briefs that need to be easily accessible to the clerk's office, with the remaining documents consisting of materials that can be stored in a more remote area of the building. While the Court has use of only 1,935 linear feet of compact or high density shelving in the basement, the Court could house as many as 3,010 linear feet, or all of the documents that could be located in a more remote area of the building, in this space-saving storage system.

Table II-10: Summary of Current Document Storage – Court of Special Appeals

Document Storage	2004 LF	% of Total LF
Active Records and Briefs	3,504	54%
Other Documents	3,010	46%
Total	6,514	
Document Storage by Location		
16 Various Storage Areas	4,579	70%
Compact Shelving	1,935	30%
Total	6,514	

The size and configuration of the two operational Court of Special Appeals courtrooms is adequate although the overall setting of the Court lacks the dignity that needs to be afforded an appellate court.

The Clerk's office has a need for additional space to support several functions. More counter space associated with clerk stations is needed to receive and organize briefs and motions. The public counter area would be enhanced by room for a table for attorneys to review documents that cannot be moved from the office. A staging area is necessary for managing files and briefs. A separate copy machine area would reduce noise in the main staff area. The main space planning issue is to allocate appropriate consolidated space to support an organized flow of documents into and out of the building. The staff of the Clerk's office must be able to:

- Locate active documents, which can be one folder or several boxes of files.
- Provide the active records to the judges assigned to the case.
- Store the records once a decision is made and awaiting the Court of Appeals decision on whether or not to hear the case.
- Inventory the documents prior to either transferring it to the Court of Appeals for a further appeal or returning it to the circuit court.

An appropriate set of document storage areas is needed to support the Clerk's document management operations outlined above.

Space for the Clerk's Office must support the Clerk's document management plan, including these:

- Use compact shelving where possible for non-active documents
- Fire-rated storage for original documents, including exhibits and evidence that cannot be electronically stored

3. COURT INFORMATION OFFICE

The Court Information Office is headquartered on the third floor of the Courts of Appeal Building. The Judicial Institute and Media Services staffs are located at the Judiciary Training Center at 2009D Commerce Park Drive. This facility is about a 10-minute drive from the Courts of Appeal Building. Although the space now occupied by the Office is generally adequate and meets their needs, it could be reorganized to better serve their functions. The main office could use more access to conference room space.

4. INTERNAL AUDIT UNIT

The Internal Audit Unit occupies leased space at 2009 A Commerce Park Drive. This is a relatively new office suite with clearly defined reception and office areas. The corridors are adequately sized and do not have obstructions lining the walls. The systems furniture is centralized within the space with corridors/offices on either

side. There is a clearly defined file/storage area with bookcases, file cabinets, and an abundance of space for circulation and document review. There is little room for expansion although systems furniture can be modified to fit more workstations.

Discussions with key staff indicated that there is a need to bring in persons from other Judiciary elements as part of the audit process. This occurs anywhere from one to three times per week, and when larger groups are in attendance, the Judiciary Training Center is utilized for meeting space. Due to the sensitive nature of this group's activities, certain work papers and documents must be controlled and secured. Staff also indicated that the distance from this facility to the Courts of Appeal Building is a barrier to interaction with the Chief Judge.

5. ADMINISTRATIVE OFFICE OF THE COURTS

The Administrative Office of the Courts occupies space in the Maryland Judicial Center, and leased space at Riva Road, Commerce Park Drive, and Industrial Drive. These facilities vary in condition from good to poor.

Although the Maryland Judicial Center is generally adequate for certain current operations, it nonetheless has major deficiencies that significantly impair operational efficiency and security. The overall configuration of the facility is confusing and lacks a defined main lobby area. There are two points of entry including A-pod and C-pod. Both access points are staffed during normal business hours but it is possible to leave the facility after hours without signing out. A single second floor suite houses the executive functions of the AOC including State Court Administrator, Administrative Services, Program Services, Legal Affairs, and Family Administration. While the suite is in generally good condition, most of the offices are small and cramped. There also appeared to be a lack of file storage, conveniently located shared conference rooms, and an adequately sized equipment/office support area. Many of these functions have staff and operations located elsewhere subsequently impairing daily operations.

The Judiciary Training Center is located at 2009 D Commerce Park Drive and has a substantial amount of space to hold large training groups. There are three large rooms with partitions to hold small training groups and one large computer training room divisible into two with ample computers available for personal workspace. The facility is equipped with current technology. A computer training room has a ramp installed for easy wheelchair access if needed. Beside the server room is a tiered room with a raised podium for speakers to lecture. The first level of the tiered classroom is on ground level for anyone who cannot walk up the steps. All training rooms are on the outside while the common areas, such as the small cafeteria and storage rooms are centralized. Discussions with various Judiciary personnel indicate that the training facility is heavily subscribed and requires a long lead-time to schedule.

The first floor of the training center is a symmetrical space with files, offices, and workstations in each separate area. The private offices are on the perimeter of the building while workstations and files are in the central areas. Beside each workstation area is a small file area. These file areas consist of vertical and lateral files. These areas are sufficient for the filing however, there was no place to review files near these areas.

Procurement and Contract Administration has operations in the Maryland Judicial Center and at Commerce Park Drive. Procurement and management activities are located in the Maryland Judicial Center and were generally organized. There appeared to be lack of file storage and a common use public meeting area for vendor and staff meetings. Visitors do not have a defined waiting area. A major building circulation flows directly through the main work area that is both confusing and very disruptive to daily activities. This unit is physically adjacent to the State Court Administrator's suite. This adjacency appears to facilitate daily operations.

Warehouse and fleet activities are located at 2003 D, E, and F Commerce Park Drive. Building 2003 D is warehouse space as well as an office space. There is a small public waiting area with a receptionist office. All offices within the warehouse are located on one side and the warehouse space is on the right. Sectioning off one side of the warehouse are drywall partitions creating four offices and one conference room. Outside of the offices are two separate workstations with printers and a photocopier beside it.

Buildings 2003 E and 2003 F at Commerce Park Drive are connected warehouse bays and are broken up into front and back areas. In the front space, there is little to no room to move around in because boxes are spread along the floor. Industrial shelving lines the walls although they are filled with miscellaneous items. Although there is little

open floor space to have a workstation, one is set up with a printer and photocopier in the corner near the entrance. Although the overall facility seemed adequately sized, the office area at the main entry was extremely small and cramped. This warehouse also has a back room for additional storage. Computer equipment and other boxes are stored in this area; however they are not organized and do not leave room for circulation. Also, only one bathroom facility was available for shared use by the entire staff. A large general use parking lot is associated with this facility but there isn't secured storage of Judiciary vehicles.

JIS is currently the single largest element of the AOC with 126 personnel occupying the entire Riva Road facility as well as 2002 E and 2004 A Industrial Drive. This unit serves the entire Judiciary and its physical distance from the core complex of the Courts of Appeal and Judicial Center, and from other client unit/department/offices seems to impair service delivery. The Riva Road facility is not effectively utilized. Portions of the basement currently occupied as a storage space can house expansion space for offices. The second and third floors have office space that is adequate to poor. Each floor has an "I" shaped circulation with double loaded corridors. A large open area exists at the elevator lobby, followed by two long hallways with offices on either side ending with the same size open space at the end. Each open space functions as a waiting area / open office space and has bookcases, file cabinets, and tables with fax machines and printers. In some cases, bookcases are used as partitions to separate workstations from open space to create a private office area.

The space utilized by the Microtech Unit at 2002 E and 2004 A Industrial Drive is adequate for warehouse activities but a poor environment for office functions. Building 2004 is a poor working environment. Workstations are centralized in the large workspace with tables and printers outside of each workstation interrupting the main circulation paths. A large storage area exists in the back of the office that also holds boxes of computer equipment. In order to keep a circulation path in the storage area, boxes that otherwise would not fit in the space are stored in the office area. While there is enough room between the wall and the systems furniture to create an adequate corridor, there are many obstructions that would make it difficult for a person with special needs to egress. Finally, the physical separation between Microtech and other JIS elements seems to impair organizational efficiency due to travel time, duplication of common use space, and the like.

The Judiciary also recently leased space at 2009 B and 2011 B Commerce Park Drive. These facilities are designated as expansion for the Judiciary Training Center.

6. ATTORNEY GRIEVANCE COMMISSION

The Attorney Grievance Commission is located in a first floor office suite in the People's Resource Center. The facility overall is in generally good condition but very small and cramped given the Commission's requirements. The AGC has one large room for files although cabinets still crowd the offices. Due to operational considerations, the Commission must maintain strong security of records and files. Staff indicated that there is a need for a secure server room but due to space limitations, this is not currently provided. Systems furniture occupies the open office area as well as filing cabinets; excess chairs, boxes and leaving little room for internal circulation and expansion.

7. STATE BOARD OF LAW EXAMINERS

The State Board of Law Examiners is located on the third floor of the Sweeney District Court building. This building is one of the newest in the State inventory and is in generally good condition. The space occupied by the State Board of Law Examiners appeared well utilized but somewhat cramped. Discussions with staff indicated that there are regular peaks in their workload corresponding to when the bar exam is given. During these peaks, they may have as many as 25 visitors per day and require a regular waiting area. At present, one does not exist. Similarly, the unit has a requirement for a conference room and again, this is not available in their suite. The unit also has a need to store a substantial number of files and documents on site. Consideration should be given to improving efficiency through commercially available high-density document storage systems.

8. CLIENT PROTECTION FUND OF THE BAR OF MARYLAND

The Client Protection fund is located on the third floor of the Sweeney District Court building and this unit's area is very spacious and in generally good condition. The unit does two large mass mailings annually and there is a requirement for a large open work area to accommodate this. The current space incorporates this with a large

common space suitable for multiple uses. The filing area utilizes standard cabinets and consideration should be given to using a high-density system to optimize use of the available space.

9. COMMISSION ON JUDICIAL DISABILITIES

The Commission on Judicial Disabilities is located on the third floor of the Peoples Resource Center. Although somewhat oversized for the unit's apparent needs, the space nonetheless functions well for the unit's unique role within the Judiciary. Personnel must work discretely both in terms of field activities and in interviewing various complainants. The unit needs a discrete location away from most activities of the Judiciary and the Peoples Resource Center provides this. Nonetheless, the space is used ineffectively. Additionally, there are not any windows as the entire space is completely on the building's interior creating a cloistered environment.

10. LAW LIBRARY

The Law Library is ideally located in the Courts of Appeal Building on the first floor, with storage space in the basement. They share the building with the Court of Appeals and the Court of Special Appeals.

The Law Library's print collection is the largest single space component of the Library. According to information provided by the Librarian in April, 2004, the collection is housed as follows in both standard library shelving and compact or high-density shelving:

Table II-11: Summary of Current Document Storage – Law Library

Print Collection	2004 Occupied LF	% of Collection
Regular Shelving		
Rare books	423	1%
Law Collection	18,744	38%
Other (non-law, government)	14,000	28%
Subtotal	33,167	67%
Compact Shelving		
Law Collection	14,184	29%
Other (non-law, government)	1,950	4%
Subtotal	16,134	33%
Total	49,301	100%

Approximately 33% of all shelving for the print collection is in the form of compact shelving. Library standards indicate that 40-50 percent of all print materials could be stored in compact shelving.

The Library has seating for 40 researchers, 14 study carrels for 28 users, and six public workstations with access to online legal resources. The Library has a conference room with seating for 25-classroom style.

The space currently occupied by the Law Library is inadequate for current and future needs. More space is needed for the print collection, which is exacerbated by stack aisles that do not meet ADA standards for wheel-chair access. The Library requires more space for micrographics hardware and storage cabinets. Additional space is required to support online researchers.

The rare book room is inadequate for storing and displaying the Library's rare books and documents, many of which are now shelved in the regular stack area. As documented in Survey of J.J. Audubon's Birds of America report of November, 2001, the Audubon's Birds of America double elephant folios are not properly displayed or stored now. Both a conservation area and a display room for exhibiting a selection of individual prints. Adequate space for Library staff is needed to process materials.

11. MACRO

MACRO recently occupied leased space at 900 Commerce Road. This space includes a small-defined reception area, enclosed conference room, filing area with layout table, and perimeter offices. Since the filing area is dominated by lateral files; there is little space for additional cabinets to hold office supplies such as printer cartridges and computer paper. These supplies are currently stored on top of the existing filing cabinets. The space seemed adequate for the near term level of activity of this unit.

12. STANDING COMMITTEE ON RULES OF PRACTICE AND PROCEDURE

The Rules Committee is located in the People's Resource Center building in Crownsville, about 10-15 minutes from the Court of Appeals building in Annapolis. They occupy space on the first floor including a large conference room used for most meetings. This conference room also stores the Rules and is used by staff to review historical records in the adjacent archival storage area.

If many public persons are anticipated to attend a Committee meeting, which happens if there is a particularly controversial change to the Rules being considered, the office arranges for use of the large conference room on the first floor of the People's Resource Center. This arrangement usually meets the needs of the Committee; however the Court does not have priority use of this executive branch facility.

The space now occupied by the Committee staff is generally adequate and meets their needs. Lunch is always served to the Committee members and access to a kitchenette near the main conference room would be very convenient. The Committee currently shares the conference room with the Judicial Disabilities Commission and the Attorney Grievance Commission, each located in the People's Resource Center.

While the size of the current archives area is adequate now for storing the historical records of the Committee, a separate review area for laying out records being researched would be very useful. Currently the staff stores office and food service supplies in the archival records storage area. The archival storage should be in a fire-rated room to ensure the safety of the only written record of the evolution of the Rules.

While the Committee does not have voluminous records, what it has are very valuable because they are the only documents that can serve to untangle questions related to how and why the Rules have evolved over time. The office has the equivalent of 124 file drawer equivalents (horizontal files) used for storing historical files and records and 201 linear feet of shelf space for Rule Books from 1946 to the present. The Recorder's records management plan is focused on preservation rather than compression or indexing. The plan for records management is summarized as follows:

- Fire-rated storage for original documents
- Scanning or microfilm of all original historical records.

13. DISTRICT COURT

The District Court occupies a portion of the third floor of the Courts of Appeal Building, the third floor of the Maryland Judicial Center, 901 A through 911 A Commerce Road, and 2002 and 2020 Industrial Drive. The quality of these facilities ranges from very high to poor. The Chief Judge's chambers in the Courts of Appeal Building is very high quality and spacious although it lacks a conference room.

The District Court's space in the Maryland Judicial Center space is well maintained and appears adequate for its intended purpose. There is a need for a central waiting area away from the main circulation, and because of the limitations of available space, staff is located at other facilities. Nonetheless, the Chief Clerk located here is separated from the Chief Judge. Additionally, several Clerks and their operations are located in the warehouse.

The Conference Center utilizes 903 Commerce Road and is adequate for its assigned function. The lunchroom, work/training rooms, conference room and break room are all separate spaces. The training room has three partitions that allow it to be split into three different rooms with adequate acoustics. Since all functions are separate rooms, there is ample storage space for each.

The Operations unit has activities located at 905 Commerce Road and has a large open area where all office functions operate together such as filing, printing, and general office duties. The space is used efficiently by lining the walls with workstations and having clusters of workstations in the center. Nonetheless the space is not adequate for occupant needs. There is no privacy since all workstations have low height panels and share the open area. Each person has ample space to work and circulate, however, bookcases and printers are outside the offices leaving little space to move from the main office area to the filing room in back. There isn't a defined reception area for guests to wait since the entrance opens up directly into the workspace.

ADR and Coordinator of Commissioner Activities are located at 911 A Commerce Road. This is a large space with many offices and a storage warehouse. This space has a centralized area with storage rooms as well as a galley kitchen easily accessible for all employees. All offices are on the perimeter of the space making it easy to circulate from one side to the other. One problem with the ADR space is the conference area. This area is located at the front of the building as an open space rather than an enclosed room. There is no privacy to discuss confidential matters since the area is located near the reception area and entrance with only half height walls. A round table with eight chairs blocks the entrance to the conference area leaving the travel space around the reception area limited. Systems furniture companies make moveable walls, which can easily be installed to full height and make open spaces into private offices.

Of particular note, the Coordinator of Commissioner Activity works frequently with the Chief Judge of the District Court. As a consequence, there are certain days when much time is spent shuttling between the leased facility, and the Chief Judge's chambers.

Engineering and Central Services (ECS) currently stores over 32,000 boxes of files received from the District Courts. These are stored at five locations including the warehouse (10,430 boxes), Ordinance Road (2,657 boxes), Archives (12,562 boxes), Hammonds Ferry (1,925 boxes), and Jessup (4,797 boxes). The District Court is annually charged \$2 per box by the State Archivist to store these, as well as a fee when these need to be pulled for access. ECS cannot guarantee that confidentiality and file integrity is maintained because these are distributed at multiple locations and others control access. Additional concerns were identified regarding the impact of a fire on case files.

As previously noted, the cabinet shop is inadequate for its task.

III. PLANNING FACTORS

A. INTRODUCTION

The following chapter generally presents factors and other information useful in developing long range, master plan level space projections. These factors include underlying forces driving organizational change, relevant space standards, common use functions, appropriate adjacency between unit / department / office, and any location constraints.

B. FACTORS DRIVING FUTURE GROWTH AND CHANGE

1. INTRODUCTION

The following section summarizes factors that may materially affect the demand for space. These factors may include changing demand for services, legislation, organizational change, and others.

2. COURT OF APPEALS

The primary mission of the Court has not changed since its founding. Caseload is controlled directly by the Court and is not anticipated to materially increase or decrease over time.

Court staff has been very stable over time and additional staff is not required to support its current mission. Current staffing ratios for active Judges and Clerks are as follows:

- Two law clerks per judge.
- One secretary per judge.
- Approximately one Clerk's office staff per judge.
- Retired Judges are provided one law clerk and one secretary.

The Court does not anticipate adding staff to meet projected 2014 needs.

The Court's document storage requirements are not projected to increase dramatically in the next 10 years as it sends original records back to the court of origin and has full access to the Hall of Records. Table III-1 presents estimated 2014 requirements for linear feet of document storage.

Table III-1: Estimated Future Document Storage – Court of Appeals

Document Storage	2004 Occupied LF	LF of Growth in 10 years	2014 Occupied LF
Active Documents	2,520	317	2,837
Bound Briefs: Prior to 1900	105	N/A	105
Bound Briefs: 1900 to 2003	624	62	686
Old Documents	59	N/A	59
Total	3,308	379	3,687

NOTES:

- 1) Active documents, old documents, and bound briefs from 1900 to present to be stored on regular shelving. Regular shelving assumed to be 3 feet wide by 7 shelves high.
- 2) Bound briefs prior to 1900 to be stored on compact or high density shelving system. Compact / high density shelving 3 feet wide by 6 shelves high, 18" high to accommodate boxes.

The Court will continue to need to be in close proximity to the Court of Special Appeals and Law Library.

3. COURT OF SPECIAL APPEALS

The primary mission of the Court is not anticipated to change over time. The main factors driving growth are projected volume of cases filed and their relative complexity. The Clerk is hampered by two operational problems related to document management including:

- Lack of adequate staff trained on processing court documents.
- Approximately 17 different storage areas for active and other documents.

Two recent administrative or procedural changes will result in reducing the size of future document storage areas. First, the Court has recently contracted with a vendor whom has the capacity to more quickly microfiche briefs. Secondly, a new rule will reduce the number of record abstracts that are filed in each case.

Electronic filing of documents may also alleviate some of the need for future storage of paper documents. However even with electronic files, the Court will still need to physically move a volume of paper, including briefs, supporting documents not in an electronic format and draft opinions, stored within the office.

Increasing the Court's efficiency in processing the case-related documents would also mitigate the need for large increases in future document storage requirements.

Table III-2 outlines current and projected 2014 linear feet of active and other documents assuming a modest growth rate of five percent. This growth rate accounts for:

- Continued increasing case complexity and the related increase in volume of case related documents.
- Mitigating factors described above including hiring an additional staff person to support document management.
- Unanticipated increases in Court caseload.

Table III-2: Estimated Future Document Storage – Court of Special Appeals

Document Storage	2004 Occupied LF	LF of Growth in 10 years	2014 Occupied LF
Active Records and Briefs	3,504	175	3,679
Other Documents	3,010	151	3,161
Total	6,514	326	6,840

NOTES:

- 1) Active records and briefs to be stored on regular shelving. Regular shelving assumed to be 3 feet wide by 7 shelves high.
- 2) Other documents to be stored on compact or high density shelving system. Compact / high density shelving 3 feet wide by 6 shelves high, 18" high to accommodate boxes.

Facility master planning for the Court of Special Appeals is recommended to include an increase of four judges and associated support staff to meet future projected needs. The recommended increase is not based on projected caseload increases, but assumes accommodations for unanticipated increases to the bench related to increased case complexity. A total of 17 judges and associated support staff are projected for the Court with a related staff increase of five in the Clerk's Office and three in the Staff Attorney's Office. The plan includes two document storage areas including Active Records and Briefs to be located in the Clerk's Office, and Document Inventory and Distribution that does not have to be located in the Clerk's Office.

The Court will continue to need to be in close proximity to the Court of Appeals and Law Library.

4. COURT INFORMATION OFFICE

The main units of the Office are well established and not anticipated to materially change in focus. The main factor driving growth will be based on the needs of the Court, as it defines public service objectives, to clearly communicate with the public, the Bar, and the Executive and Legislative branches regarding Court initiatives.

The Court Information Office is projected to need five additional staff positions over the next ten years. These positions including additional administrative help, a forms manager, a publications manager and an additional media developer.

5. INTERNAL AUDIT UNIT

The size of the Internal Audit Unit is anticipated to be static and remain at current staffing levels. The IAU intends to maintain an audit presence in the field with teams ranging anywhere from two to five persons, but typically will be two to three personnel. As a matter of operational policy, staff does not work from home again to emphasize and maintain a strong infield audit presence. Although a hot desk / hotelling model with a touch down area could marginally reduce future space requirements, the unit's leadership indicated that individual workstations will facilitate recruiting and retaining personnel.

6. ADMINISTRATIVE OFFICE OF THE COURTS

The Administrative Office of the Courts is a legally mandated function of the Judiciary. Although the overall responsibility of the AOC is not anticipated to change, individual elements are expected to evolve in response to changing policies of the Chief Judge of the Court of Appeals and legislation.

The State Court Administrator is the executive officer responsible for all activities of the AOC and requires all departments and units to be located in close proximity. Based on currently available information, this office is not expected to materially grow over the next ten years. However, legislative initiatives in the areas of land records, clerks, fees, and interpreters are creating uncertainty regarding future growth. Future planning should be flexible enough to account for these potential impacts. The unit works with AOC HR, Legal, Finance, Procurement several

times each day, and with Management Analysis, Administrative Services, Drug Court Commission, and Program Services on average once each day.

The Drug Court Commission was started in 2002 as an initiative of the Court of Appeals to provide uniform standards and procedures Statewide. The unit is expected to add two additional positions over the next ten years including a grants coordinator and administrative aide. It is the unit's intent to outsource training to other agencies or Departments. The unit's role will also be shifting from training to advocacy and coordinating policy. The unit has a strong relationship with AOC Family Services due to similar service orientations.

Administrative Services is responsible for the Judiciary Training Center, facilities, security, travel coordination, conference planning, and mailroom operations. Little change is anticipated in staffing levels over the next ten years. By its nature, Administrative Services interacts with all elements of the Judiciary. Growth due to changing legislation is expected to be minimal. Future planning of the Judiciary Training Center will need to account for additional training space currently provided by the District Court. The Judiciary Training Center is heavily utilized and requires lead-time in scheduling. The facility should be sized sufficiently to allow for timely scheduling of a broad range of meetings. The Judiciary Training Center should also be located to facilitate its use as a resource to the Judiciary.

The role of Management Analysis is anticipated to change significantly over the ten year planning horizon as it expands its planning and research capabilities.

Program Services anticipates doubling its staffing levels by adding three additional positions in the next ten years. Two of these positions are related to the provision of court interpreters. A key driver of the unit's growth will be the increasing demand for Court interpreters throughout all Maryland Courts.

Human Resources is expected to continue its current responsibilities regarding personnel and payroll. The unit assumed responsibilities for Court Masters in 2003. It also may assume responsibilities associated with Maryland Legal Services involving eight personnel, and those potentially of Drug Courts. The status of these additional responsibilities is unknown. Access and storage of personnel files must be secure. The unit works daily with Judiciary Finance, AOC Counsel, State Court Administrator, and Chief Judge of the Court of Appeals. To a lesser degree, the unit also works with AOC Procurement.

Judiciary Finance anticipates adding six new positions over the next ten years primarily in accounts payable and revenue accounting sections. This is a 19% increase over current staffing levels. The unit expects that its workload will be materially affected by an increasing diversity of programs assumed by the Judiciary including family related grants, victims of crime, and drug abuse. These programs will require an increase in fund tracking and accounting. Additional legislation relating to fines and fees will also increase the unit's fund tracking and accounting responsibilities. The unit has some interaction with AOC Procurement but works frequently with HR Payroll and the headquarters element of the District Court's Finance unit.

Legal Affairs serves as Counsel to the AOC, and little change in this mission is anticipated over the ten year planning horizon. The addition of a second counsel position is anticipated over the next ten years. The unit works very closely and frequently with the State Court Administrator, Procurement, HR, Family Administration, Management Analysis, Administrative Services, and Court Information Office.

Additional growth in Procurement will be in the areas of leasing, construction, and technology.

Family Administration expects to add five additional positions over the next ten years, three of which relate directly to grant monitoring. These additional positions represent an increase of 45% over current staffing levels. Future drivers of growth and change include implementation of performance standards and measures, changes in prevailing legislation, and the increasing need to monitor and coordinate grants. The unit works cohesively and future planning should take this into account. Similarly, the unit works closely with MACRO, Judiciary Finance, AOC Legal Affairs, and Court Information Office.

As previously noted, JIS is the single largest element of the AOC and is made up of four organizational components including Leadership, Applications and Planning, Operations, and Microtech. Overall, its role as the central provider of information systems is anticipated to continue. The unit anticipates significant growth in staffing levels from 126 currently to 180 by 2014. Forty of the 54 additional positions will be in Planning and Applications. Major drivers of growth will be in the areas of teleworking and disaster recovery. The unit's leadership works daily with AOC Procurement and Finance, and several times each week with the State Court Administrator and AOC HR. Most other elements of the Judiciary that were interviewed by the Planning Team indicated that they frequently interact with JIS. Although the nature of these interactions was not explored in depth, it would appear that JIS should be located, or have elements conveniently located so as to facilitate service delivery to the broader Judiciary.

7. ATTORNEY GRIEVANCE COMMISSION

Created by Rule of the Court of Appeals in 1975, the Attorney Grievance Commission investigates complaints against and where appropriate, administers discipline to Attorneys practicing in Maryland. This mission is not anticipated to materially change over the planning term and manifests in five areas including:

- Receiving ethical complaints regarding practice of law.
- Conservator of assets and files of disbarred or deceased attorneys.
- Lawyers who target mailings
- Overdraft management of trust account.
- Program outreach.

The AGC is totally funded by assessments on all Attorneys practicing in the State. There is discussion that this levy may be increased to increase total fund reserves. Complaints are a function of the economy and as it becomes weaker, complaints tend to increase. Certain files are maintained for up to six years while attorney records are never destroyed. Files are scanned after a file is closed and before it is destroyed. Provisions for secure file storage both hard copy and electronic must be made in future planning.

Substantial staff growth is anticipated over the ten year planning horizon. This includes six additional assistant bar counsels, five additional investigators, and eight legal secretaries. Collectively, the unit's staffing is expected to increase approximately 73% to 57 persons.

The AGC shares files with the Client Protection Fund of the Bar of Maryland although they do not need to be physically adjacent. They also draw support from JIS and should be in proximity to this unit. The unit files pleadings with the Court of Appeals, but again does not have a strong physical adjacency requirement.

8. STATE BOARD OF LAW EXAMINERS

The State Board of Law Examiners is a legally mandated function of the Judiciary. Accordingly, all persons seeking to practice law in the Courts of the State of Maryland will need to interact with this unit. Documentation of future workload was not available but the number of law schools is increasing and enrollments are steady. Accordingly, the unit's workload appears to be on a slow growth pattern (1).

The unit keeps applications permanently but sends the files of those passing the bar to the Court of Appeals for further action. Files of those persons failing to pass the bar remain in the office. Additionally, examination materials for the current bar and that most recently administered are held on site in a secure vault. Exams are held for one cycle and then destroyed. The unit's leadership anticipates that online application filing along with electronic payment of fees will occur in the mid-term although the exact timing is unknown. This will require

1 Excerpted from October 8, 2003 memorandum from Bedford T. Bentley, Jr. to Roxanne McKagan.

additional technology including scanners, imaging, data storage, and servers. Irrespective of this, paper copies of each application will still be needed as applications are forwarded to local character committees for further examination. Future planning should account for these requirements.

Because of the slow growth pattern, little staff growth is anticipated in the future. The unit engages one temporary employee for the three months succeeding each bar exam and anticipates continuing this practice. Access to a large training facility will also be required as bar proctors are trained semi annually in groups of 50 persons. The unit will also continue to draw administrative support from the AOC particularly Finance for budgeting and fund certifications, Procurement, and to a lesser degree, Human Resources. The unit will also to continue working with the Court of Appeals through ongoing delivery of various reports, and semi-annual recommendation of applicants for swearing in who have passed all requisite requirements of the Bar. Planning will need to account for these requirements as well.

9. CLIENT PROTECTION FUND OF THE BAR OF MARYLAND

The Client Protection Fund of the Bar of Maryland is a legally mandated function of the Judiciary. All practicing Attorneys in the State of Maryland are assessed an annual mandatory fee. The unit is considered a fund of last resort in cases of fraud and similar acts committed by Attorneys. Significant growth is not anticipated and staffing levels are not expected to change. Any new positions would be at grade levels similar to those already in place. Additionally, personnel already utilize alternative work schedules and either work from home several days per week, or are on the road conducting interviews. These practices are anticipated to continue.

The unit attempts to keep "every piece of paper" and create paper trails of its activities. Accordingly, there will be a need for continued onsite storage of documents. Staff indicated that archiving is not possible as they are constantly accessing their files. Certain files also contain personal and confidential information and access to these must be controlled. Electronic storage of some information is feasible but currently prohibitive due to the expense of converting this. Online payment of fees may eventually come into being but the timing of this type of system is unknown. Future planning should further address this form of information storage.

As part of the billing process, the unit sends mailings to Attorneys twice annually. The potential exists for the unit to prepare additional mailings to the same Attorneys regarding their pro bono activities. The status of this change is unknown, as is the impact on the unit's operations and its relationship with AOC's Family Administration pro bono reporting activities.

The unit works collaboratively with the Attorney Grievance Commission both sharing files as well as performing collections on their behalf. These elements do not need to be physically adjacent. The unit interacts with the Clerk of the Court of Appeals on a weekly basis regarding reinstatement of Attorneys.

10. COMMISSION ON JUDICIAL DISABILITIES

The Commission on Judicial Disabilities is a constitutionally mandated function of the Judiciary. It is empowered to investigate complaints against Maryland Judges including those on the Court of Appeals, Court of Special Appeals, Circuit Courts, District Court, and Orphans Court. The unit by its nature works discreetly and its mission is not anticipated to materially change over the 10 year planning term. Other than those driven by policy or the addition of Judges, little change is anticipated in the unit's size or staffing. It is possible that Court Masters could eventually fall under the unit's jurisdiction but the timing or probability of this is unknown. In the event that this does occur, this would add approximately 100 Court Masters to their current jurisdiction of roughly 300 judges. Files cannot be archived and must be stored in a controlled access, secure environment.

The unit should be located so as to facilitate independent, discreet, and autonomous operations.

11. LAW LIBRARY

The primary mission of the Library is not anticipated to change over time. Given the uniqueness of a State Law Library, it is recommended that future planning for the Law Library include space for 20 years of growth in the print and microform collection. Projections reflect this. A modest increase in personnel is required to support the

maintenance of the collection and support library users. The Law Library must be located in close proximity to the Court of Appeals and Court of Special Appeals.

Based on new materials received by the Library in the last four fiscal years, the legal collection is anticipated to require a total of 81,306 linear feet of shelving by 2024, or an increase of 65 percent from the current 49,301 linear feet occupied by the print collection.

The print collection includes the law collection, other materials such as government and non-law books and publications, and rare books. The law collection is projected to double every 20 years, which is the current standard growth rate for an academic library with a blended collection. The non-law and government portion of the collection is anticipated to grow by 5,000 volumes in 20 years. The Librarian has plans to reduce this part of the print collection by 2,000 linear feet to reduce the collection of general United States history that was inherited some decades ago. The rare book collection is not anticipated to grow appreciably, but requires at least another 500 linear feet to accommodate books now housed in the rest of the print collection. Growth in the collection is presented in table III-3:

Table III-3: Summary Actions for Law Library Document Storage

	2004 Occupied LF	Planned Reduction LF	Move Rare Books to Rare Book Room	Growth in 20 years	2024 Occupied LF
Rare books (1)	423	0		NA	1,000
Law Collection	32,928	0		200%	65,856
Other (non-law, government) (2)	15,950	-2000	-500	1,000	14,450
Total	49,301	(2,000)			81,306

NOTES:

- 1) Growth provides 500 LF for books now housed in regular collection and marginal growth.
- 2) Other print collection estimated to grow 5,000 volumes totaling 1,000 LF. This assumes 5 volumes per LF.

The plan for housing the print collection includes increasing the portion of the print collection housed in compact or high-density shelving from 33 to 50 percent. Table III-4 summarizes how the 81,301 linear feet of shelving will be housed.

Table III-4: Estimated Future Document Storage – Law Library

	LF in Regular 50%	LF in Compact 50%	Total LF in Collection
Rare books	1,000		1,000
Law Collection	32,928	32,928	65,856
Other (non-law, government)	7,225	7,225	14,450
Total	41,153	40,153	81,306

NOTES:

- 1) Regular shelving is 3 feet wide and 7 shelves high.
- 2) Compact / high-density shelving is 3 feet wide and 6 shelves high.
- 3) All shelving needs to provide 8 to 12 inches of open shelving on each shelf per general library standards.

The Librarian has outreach and education goals that also translate into a need for more space including:

- Computer-based training new law clerks and pro se litigants on how to research the collection online.
- Expanded outreach to the public, such as creating a lecture series.
- Development of an appropriate storage and display space for the Audubon collection.

12. MACRO

MACRO was established in 1998 to advocate for and disseminate the use of ADR methods and processes throughout Maryland. The main drivers of growth are primarily increasing demand for ADR, increasing need for quality assurance in the process itself, and to a lesser degree, legislation. Personnel levels over the ten-year planning horizon are anticipated to more than double from eight currently to 19 by 2014.

The unit needs to be seen as being independent of the Judiciary and may eventually become a quasi-governmental entity independent of the Judiciary within the next ten years. The probability or timing of this is unknown. The unit interacts primarily with organizations and entities outside of the Judiciary. It has minimal interaction with the Family Services unit of the AOC.

13. RULES COMMITTEE

The primary mission of the Committee has remained unchanged since 1946. Changes to the rules are driven by the Legislature and the Court of Appeals. The Committee must maintain many components of the rules, in particular the criminal and summary judgment rules. New rules must be created and adopted in new areas of law and court administration such as alternative dispute resolution, pro bono services, family law courts, and business and technology courts.

The files and Rule Books will continue to grow overtime. The Recorder estimates that Rule Books and other supporting documents will grow by four linear feet annually for an additional need of 40 linear feet of shelving space. Increasing the number of horizontal file drawer equivalents by 20% is anticipated to meet 2014 needs for

supporting files and records related to the evolution of the rules. In summary, the space program should provide for 150 horizontal file drawer equivalents and 200 linear feet of shelving space.

The Committee will be adequately staffed if all current paid part-time positions become full time positions by the year 2014.

14. DISTRICT COURT OF MARYLAND

The District Court was created in 1971 and handles a limited jurisdiction of criminal, civil, and motor vehicle cases. The primary mission of the District Court is not anticipated to materially change over the ten year planning horizon other than through Legislative and internal Judiciary initiatives. Although the overall structure and operations are not expected to change, there is uncertainty related to the Chief Judge's anticipated retirement in 2004. The impacts of this on the District Court's operational policies are unknown at this time. At present, the Chief Judge meets monthly with Chief Judge Bell, and has a strong adjacency relationship with the Chief Clerk, Coordinator of Commissioner Activity, ADR Coordinator, Facilities, and Finance staff. The Chief Judge expects that the office will grow minimally over the next ten years.

The Chief Clerk works directly with all assistant Chief Clerks on a daily basis. The Chief Clerk also has a strong relationship with the AOC including Finance, JIS, HR, and Procurement. To a lesser degree, the Chief Clerk works with the State Court Administrator and Coordinator of Commissioner Activities. As with the Chief Judge, minimal growth is anticipated in this office.

Significant growth is not anticipated for the Coordinator of Commissioner Activities. However, future planning should account for two distinctly separate headquarters facilities for this unit. The first will accommodate headquarters activities, records storage, and other functions. The second should be a fully functional Commissioners station to address public needs. This second station should be located so that it can be easily and safely accessed by the general public 24 hours per day, seven days per week.

Administrative Services has a very strong public focus and serves as a liaison between the Court Information Office and the press. The District Court is the first encounter most persons have with the Judiciary and it is extremely important that the District Court be responsive. This Office addresses public complaints and problems with the District Court. Most of this contact is via telephone and email rather than direct face-to-face meetings. Nonetheless, it does anticipate more direct collaboration with the general public. The Office also works with Circuit Courts and JIS in form development and management. It also coordinates interpreter activity in the District Courts. The unit is expected to more than double in size to 13 persons over the next ten years.

Operations is responsible for the District Court conference center, traffic processing center, transcribing, and citation data entry. It has the largest personnel compliment of all District Court headquarters activities and limited growth in staffing is expected in the future. Importantly, future planning will need to account for the fact that the District Court will utilize the Judiciary Training Center to meet its conferencing needs. At present, the District Court has a stand-alone conference facility and this is not anticipated to change until a new JTC is developed. Major growth drivers include more technology in the District Courts themselves, the need for additional management analysts, and legislation. Additionally, the unit anticipates that many of the 400 forms currently used by the District Court will be migrated to online formats. The effects of this migration and their timing on facility planning are unknown. Operations management has a strong relationship with JIS, District Court Administrative Services, and AOC HR. The traffic processing center /data entry has a strong relationship with District Court Finance.

Engineering and Central Services anticipates most growth in its warehouse and records retention operations. Most of this growth is to address current shortfalls in record storage and warehousing furnishings, equipment and other items to be utilized by the District's themselves. Overall the unit expects to add 11 new positions over the next ten years representing a 25% increase. Main drivers of growth include records retention policy and new policies established by the new Chief Judge. The headquarters office unit has a strong adjacency with AOC Procurement, HR, Judiciary Finance, and District Court Finance. Warehouse operations have a strong relationship with JIS Microtech.

Finance anticipates substantial changes as a consequence of several recent growth drivers. Legislation was passed but vetoed in the past year regarding radar camera tickets. In the event that this legislation ultimately becomes law, this could double or triple the unit's size. Payments have increased 23% from Fall, 2003 to Spring, 2004, and this has increased staffing needs by two positions. Web based payment systems may also add four to six additional positions. Finally, "designer bills" may also add to the unit's workload with a concomitant increase in staffing and equipment needs. Future planning should account for these potential changes. The unit's leadership has a strong adjacency with the Chief Clerk, Engineering and Central Services, and AOC Judiciary Finance. Traffic Processing/Payments has a strong relationship with Operation's data entry unit.

ADR provides policy to the entire District Court system. It anticipates adding 12 positions over the next ten years representing an 80% increase from current levels. These additional positions relate primarily to in field service delivery at the District Court level. Key drivers of unit growth include societal acceptance of ADR as an alternative to trial, Judges acceptance in lieu of trial, expanding role as human resources ombudsman, and as an alternative to manage case flow. The unit has very strong requirement for training and the JTC must be designed to accommodate their needs. It also works closely with the Chief Judge of the District Court although does not need to be physically adjacent. The unit has significant interaction with the public both during the day and evening.

C. SPACE STANDARDS

Table III-5 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, 2003 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-5: 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

D. 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 through out the complex. Table III-6 summarizes those units that have specialized requirements that are mutually exclusive exceptions to these guidelines.

Table III-6: 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
Court Information Office			
- Court Information Office – Main Office		X	
Internal Audit		X	
Administrative Office of the Courts			
- State Court Administrator's Office	X	X	
- Drug Court Commission Staff	X		
- Administrative Services			
- Management Analysis and Research			
- Program Services			
- Human Resources		X	
- Judiciary Finance Department	X	X	
- Legal Affairs			
- Procurement and Contract Administration – Main Unit	X	X	
- Family Administration	X		
- AOC Judicial Information Systems Unit / Microtech	X		
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	X
Maryland Law Library	X		
Maryland Alternative Dispute Resolution Commission	X	X	
Standing Committee on Rules of Practice and Procedure	X	X	
District Court Headquarters Operations			
- Chief Judge – District Court of Maryland	X	X	X
- Office of the Chief Clerk	X		
- Coordinator of Commissioner Activity		X	
- ADR	X	X	
- Administrative Services		X	
- Operations	X	X	
- Engineering and Central Services – Main Office			
- Finance		X	
--- Processing, Ticket Room and Data Entry			

E. 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 -- All functions if in single complex.
- 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

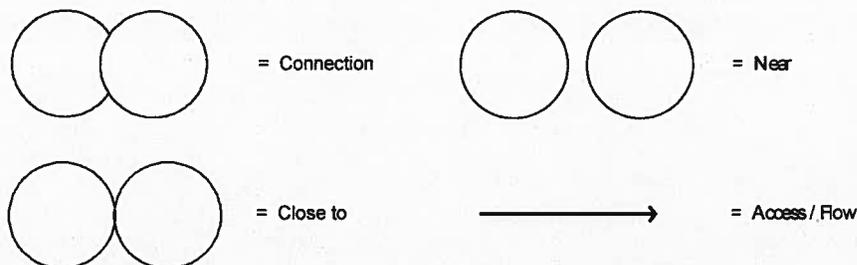
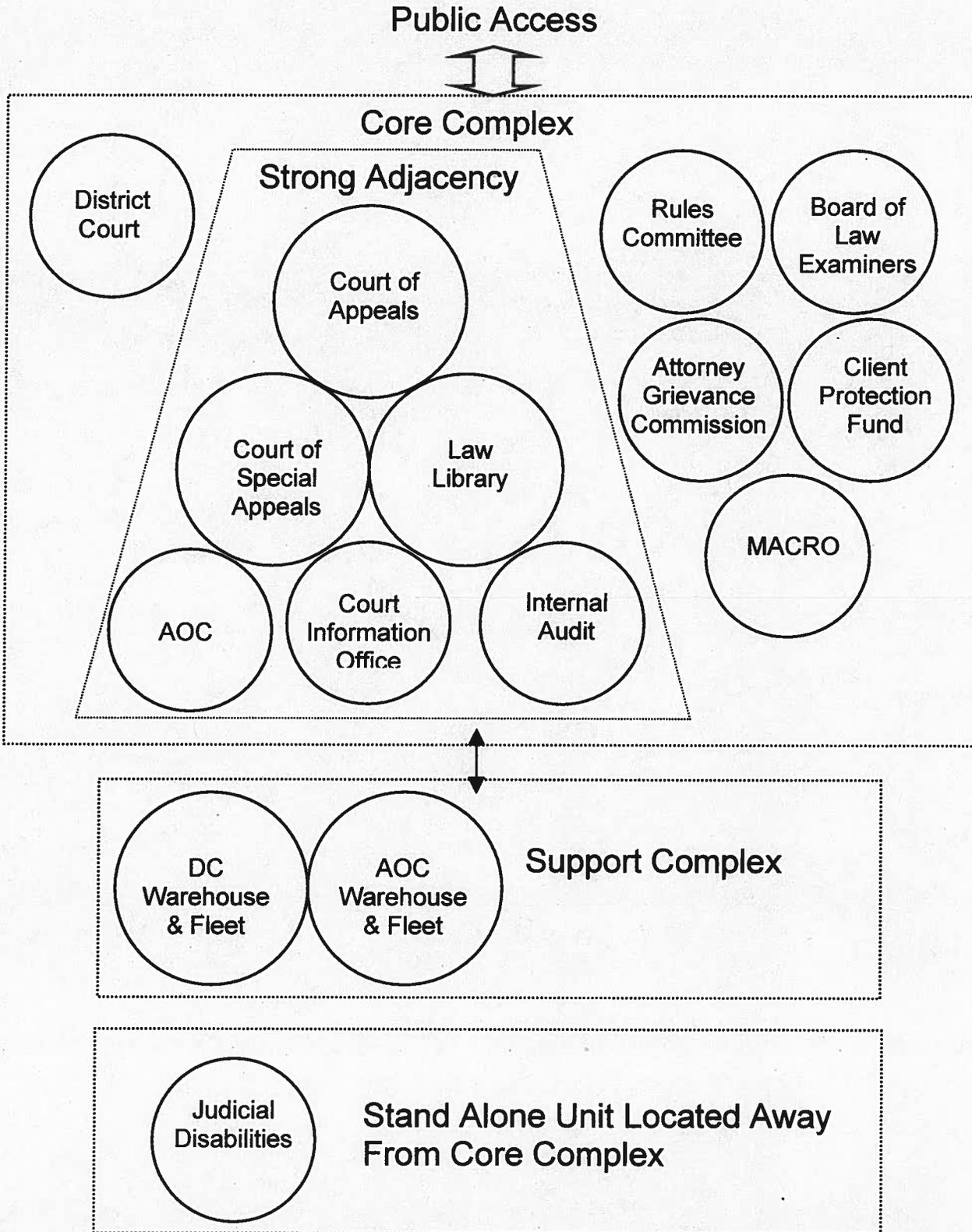


Figure III-2: Future Space Allocations by Planning Blocks



F. LOCATION CONSTRAINTS

Most elements of the Judiciary do not have significant restriction 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 2014 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 2014. These projections are based on information provided by the Judiciary and through interviews with individual units, departments, and offices. Total Judiciary personnel in the Annapolis area is anticipated to grow 34% from the current staffing level of 622 positions to 834 positions by 2014. Approximately 73% of this growth will occur in four groups including JIS (54 positions), District Court (51 positions), Attorney Grievance Commission (24 positions), and Court of Special Appeals (25 positions).

Table IV-1: Current Assigned and Projected Personnel Needs by Organizational Unit Through 2014

UNIT / DEPARTMENT / OFFICE	Personnel by Planning Period			Net Change 2004 - 2014	
	2004	2009	2014	(Persons)	(%)
Court of Appeals					
- Chief Judge - Court of Appeals (Includes Legal Officer)	30	30	30	0	0%
- Clerk's Office for the Court of Appeals	9	9	9	0	0%
Sub Total - Court of Appeals	39	39	39	0	0%
Court of Special Appeals					
- Chief Judge - Court of Special Appeals (Includes Staff Attorney's)	64	74	84	20	31%
- Clerk's Office for the Court of Special Appeals	16	19	21	5	31%
Sub Total - Court of Special Appeals	80	93	105	25	31%
Court Information Office					
- Court Information Office (Includes JTI/Media Services)	15	20	20	5	33%
Internal Audit	18	20	20	2	11%
Administrative Office of the Courts					
- State Court Administrator's Office	4	4	4	0	0%
- Drug Court Commission Staff	2	4	4	2	100%
- Administrative Services	10	12	12	2	20%
- Management Analysis and Research	4	4	4	0	0%
- Program Services	3	5	6	3	100%
- Human Resources	33	34	34	1	3%
- Judiciary Finance Department	31	36	37	6	19%
- Legal Affairs	1	2	2	1	100%
- Procurement and Contract Administration (Includes Warehouse)	23	35	38	15	65%
- Family Administration	11	15	16	5	45%
- AOC Judicial Information Systems Unit / Microtec	128	161	180	54	43%
Sub Total - Administrative Office of the Courts	248	312	337	89	36%
Attorney Grievance Commission	33	50	57	24	73%
Board of Law Examiners	8	9	9	1	13%
Client Protection Fund/Client's Security Trust Fund	3	4	4	1	33%
Commission on Judicial Disabilities	5	5	5	0	0%
Maryland Law Library	14	15	17	3	21%
Maryland Alternative Dispute Resolution Commission	8	16	19	11	138%
Standing Committee on Rules of Practice and Procedure	5	5	5	0	0%
District Court Headquarters Operations					
- Chief Judge - District Court of Maryland	5	7	8	3	60%
- Office of the Chief Clerk	2	2	3	1	50%
- Coordinator of Commissioner Activity	5	7	8	3	60%
- ADR	15	24	27	12	80%
- Administrative Services	6	8	13	7	117%
- Operations (Includes MATS, Ticket Processing, and Conference Center)	61	66	71	10	16%
- Engineering and Central Services (Includes all functions.)	35	40	44	9	26%
- Finance (Includes Processing, Ticket Room, and Data Entry)	17	20	23	6	35%
Sub Total - District Court	148	174	197	51	35%
	622	762	834	212	34%

NOTES:

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