

Cat I

SPACE MANAGEMENT CONCEPTS and APPLICATIONS

COURTHOUSE REORGANIZATION & RENOVATION PROGRAM



The Courthouse Reorganization and Renovation Program assumes full responsibility for the views and findings contained in this series of monographs. The series does not necessarily represent the views of participating organizations, including those which follow: The Law Enforcement Assistance Administration and the National Institute of Law Enforcement and Criminal Justice, U.S. Department of Justice; The Rockefeller Brothers Fund; The Municipal Services Administration of the City of New York; The Port of New York Authority; The Appellate Divisions, First and Second Judicial Departments, and the New York County courts.

NCJ-001847-1

U.S. DEPARTMENT OF JUSTICE
Law Enforcement Assistance Administration
National Institute of Law Enforcement and Criminal Justice

SPACE MANAGEMENT CONCEPTS & APPLICATIONS

TABLE OF CONTENTS

Program Background	i
Why Space Management?	2
Rationale of Space Management Planning	3
Cost of Space Management Planning	4
Should the Architect Undertake Space Management Studies?	5
Preliminary Funding Proposal	6
Selecting the Consultant	7
Collaboration After Selection	8
In the Final Analysis	10
Appendix: Space Management and the Foley Square Program	11

PROGRAM BACKGROUND

The Courthouse Reorganization and Renovation Program, sponsored by the Appellate Divisions, First and Second Judicial Departments, State of New York, was conceived early in 1970 to develop alternative solutions for critical space and manpower requirements through the year 2000 for structures within and related to the urban court complex of New York City's Foley Square. The Program, serving beyond Foley Square as a demonstration project with nationwide implications, has resulted in imaginative, low-cost, space use concepts designed to improve the efficiency of court administration. It is hoped, that continuing facility improvements based on these concepts will bring the administration of justice closer to its ideal.

The Program was funded to the end of March, 1972, by the U.S. Department of Justice through the Law Enforcement Assistance Administration (LEAA). Additional project support has been provided by the Rockefeller Brothers Fund and by the Municipal Services Administration of the City of New York. The Appellate Divisions and the various courts under their jurisdiction provided necessary grantee contributions. The Port of New York Authority has contributed substantially to manpower planning studies. A supplementary LEAA grant made to the project in April, 1971, has funded a courthouse security study. Under terms of the original grant, the program staff is preparing a handbook on courthouse planning, reorganization and renovation for national distribution to administrators, architects and planners at the conclusion of the project. The handbook, containing information gathered from more than thirty states, will report findings of both the space management and security studies.

Dr. Michael Wong, Director of the Courthouse Reorganization and Renovation Program, is known widely for his contributions to courthouse and law-enforcement facilities planning, design and renovation.

Dr. Wong was Associate Director of the Court Facilities Study at the University of Michigan, 1968-1970. Undertaken to establish minimum standards for court facilities, this study was sponsored by the American Bar Association and the American Institute of Architects.

A registered architect from Australia, Dr. Wong holds a Ph.D. in Architectural Science and degrees in Architecture and Urban Planning.

This series of monographs has been prepared primarily for court administrators involved in facility design and renovation projects. It is felt, however, that architects, engineers and others expecting to embark on such an undertaking will benefit from much of the information contained in the series. Included in the monograph are the following topics:

- Space Management Concepts and Applications
- Space Management Methodology
- Space Standards and Guidelines
- Manpower Projection and Planning
- A Systems Approach to Courthouse Security
- Space Management and Courthouse Security
- A Comprehensive Information Communication System
- Program Administration and Cost Planning

General editor for the series is Peter Inserra of the program staff.

Comment and criticism on the content and format of the monographs is welcome and will assist the program staff in data updating before preparing the final draft of the handbook. Letters should be directed to Dr. Michael Wong, Director, Courthouse Reorganization and Renovation Program, Suite 922, 111 Centre Street, New York, New York 10013.

" The primary function of the space management consultant is to provide independent advice, guidelines and recommendations to the administrator and local agencies responsible for the planning of judicial facilities. It is the responsibility of the administrator to consider the advice, appraise the guidelines and recommendations, and to modify them as necessary to apply to the needs of his court. The consultant's responsibility is to derive a solution or alternative solutions to a problem based on a comprehensive, integrated and scientific analysis of compiled facts and data, and not to participate in final decision-making."*

TODAY'S COURT ADMINISTRATOR, whether he is a justice presiding over a far-reaching circuit or one of a growing number of professionally-trained executives operating in a dense urban setting, has been placed by a recent surfacing of events in the vexing position of having to make more decisions faster and at lower cost than probably at any previous time in the history of the American judicial system.

An indignant public clamoring in no uncertain terms for more effective administration of justice, a series of laws mandating reforms, such as speedier trials and rights to trial-by-jury in misdemeanor cases, a seeming trend toward multi-defendant trials with their implicit need for greater courtroom security, the legal and moral questions raised by demands for generally stronger courtroom security in general -- these are just some of the developments that are dramatically shaping the new role of court administrator.

* From a paper presented by Dr. Michael Wong, director, Courthouse Reorganization and Renovation Program, at the Institute of Court Management, Aspen, Colorado, July 1970.

Old solutions to these problems do not work anymore. Mitigating against one traditional solution -- the injection of large sums of money -- is the current and projected financial plight gripping most municipalities. The dilemma, of course, lies in finding ways out of the bureaucratic morass without further depleting austere budgets aggravating the problems of the cities. Appeals to the federal government for relief cannot be cries from the wilderness; without proposals well thought out on the local level an administrator bent on court reform may have to go begging.

One thing seems certain. Court administrators, in greater numbers than ever before, are reaching the conclusion that significant progress in meeting present and future challenges to the judicial system rests with efficient "plant" modernization. Having made a hard appraisal of current court facility managerial policies and the physical environment which those policies find expression, the administrator has found, not surprisingly, conditions wanting of improvement.

So, modernization is called for. Obviously, more effective operations to accelerate the processes of the courts demand optimum inter-relatedness of space, manpower, and equipment. But how should this desirable goal be obtained? What choices are open to the administrator?

Today, the busy administrator can avail himself of competent outside professional guidance in the highly specialized courts modernization field. In particular, the administrator should become better acquainted with the space management concept, a vital step toward courthouse planning and modernization.

WHY SPACE MANAGEMENT?

To the regret of many a client unfamiliar with the benefits accruing from space management studies, building modernization costs have far exceeded original dollar estimates. Space management could have checked such runaway expenses.

Furthermore, the same client may be saddled with a completed structure that is spatially inefficient, further adding to his costs in terms of manpower and operation time losses. The space management consultant could have recommended space use according to manpower and functional requirements for optimum productivity and security.

And, as if things were not bad enough for this client, his problems may be only beginning. As organization and workload expand he may discover to his chagrin that the original design, in addition to all its short-term faults, was too rigidly conceived to accommodate projected growth. Space may have to be acquired at random through commercial rental or new construction -- at great cost and, perhaps, at a distance remote from the existing related facility. The experienced consultant could have provided a flexible plan allowing adequate future expansion.

From the foregoing, it may be correctly assumed that the space management consultant should become involved early in a contemplated renovation or design project. For, space planning is a comprehensive and integrated process that begins with a study of preliminary objectives and priorities, even before a proposal is submitted for facility funding, and terminates with the best flexible design solution.

RATIONALE OF SPACE MANAGEMENT PLANNING

Structural renovation and design all too frequently rely solely on straight-line projections of existing space and manpower needs -- a wholly inadequate approach rejected by an experienced space management consultant.

The qualified consultant will develop instead an approach and methodology at once comprehensive and integrated, relying on broad-based experience.** He will identify existing relationships between

* See Fig. 2, "Simplified Programming, Planning and Design Process," Appendix, p. A-6

** See companion monograph in this series, "Space Management Methodology."

people, their activities and equipment within facilities or among buildings comprising a complex. He will measure the degree to which realistically predetermined objectives and clearly defined functional criteria are satisfied. He will collate this information with established communication patterns among persons within a spatial system to arrive at a determination of inter-personal relationships, communication systems and, eventually, closely interrelated persons and activities. From such reliable knowledge of environmental and functional conditions, spaces can be planned for maximum location efficiency and greater manpower output now and in the future.

In approach, space management encompasses both internal and external relationships within a spatial system, placing particular emphasis on:

1. Projected growth rate based on indices such as changes and trends in judicial system direction, general population, expected personnel needs, budget allocations and case flow.
2. Priorities of development and construction within an overall modernization scheme based on urgency, operational efficiency and budget availability.
3. Impact of innovative techniques and procedures on case volume, operational efficiency and spatial requirements.
4. Location factors in overall facilities planning, based on functional linkages, available sites, projected expansion and cost differentials of various solutions, as between rental and new construction.
5. Greater flexibility and comprehensiveness in space planning to accommodate projected personnel and spatial requirements.

COST OF SPACE MANAGEMENT PLANNING

Comprehensive space management planning undertaken before the start of actual design work -- a procedure notably lacking in many previous

courthouse and law-enforcement facility studies -- is not expensive in relation to overall initial project costs and resulting short- and long-term savings. A rule of thumb for space management planning costs: 1% to 2% of project investment -- a small enough amount to insure a client against his building becoming obsolete before completion.

A recent space management study of a complex of several multi-storied courthouses in downtown Manhattan's Foley Square points up the need for such planning.¹

Court objectives can be satisfied, the study has shown, by implementing imaginative renovation techniques rather than costly building additions or new construction. The study rejects the concepts of an earlier courts renovation proposal that would have cost twice as much to carry out. Furthermore, the cost of a new court building to meet space and manpower needs projected by the study through the year 2000 would be almost three times more than the current renovation plan. Recommendations stemming from this analytic study are being implemented now to introduce far greater orderly growth into the Foley Square courts system over the next three decades. (For a more detailed description of this study and recommendations, see Appendix).

SHOULD THE ARCHITECT UNDERTAKE SPACE MANAGEMENT STUDIES?

The space management function, even after its benefits are fully understood, may become delegated to the architect selected to prepare design or renovation plans -- an approach not recommended for the following reasons.

While it is often true that the space management consultant is an architect, the local architect responsible for facility design, as a rule, is not trained in space management analysis. This divergence in discipline can be traced in one instance to traditional forms of architectural education. Until recently, curricula have not emphasized the highly specialized, research-oriented techniques of space management. What genuine space planning has been attempted by architects

1. Courthouse Reorganization and Renovation Program, New York City, progress reports.

can be described most often as being "intuitive," that is, proceeding more from a creative impulse than from creativity functioning in concert with a systems approach. At its worst, the intuitive approach applied alone amounts to guesswork, in some cases -- as with the fore-mentioned client -- with disastrous consequences.

Delegating to the local architect responsibility for the space management function means that this all-important phase of project planning cannot begin until after the architect is selected, an obvious self-defeating procedure.

Even when the architect is accomplished in space management disciplines, he may lack time and funds under budget restraints to accomplish this task. The administrator, by understanding the need for implementing this function distinct from architectural services and providing for it in the project budget, will enhance the outcome of his facility programs.

The administrator not only should retain a qualified consultant at the earliest conception of the project; he should also consider providing in the budget a stipulation for retaining the consultant throughout the project as liaison and coordinator between client and architect for reasons to be subsequently described.

PRELIMINARY FUNDING PROPOSAL

Certain government agencies and private foundations are responding to the crisis in our courts with an expanded funding base for experimental and developmental projects designed to alleviate this crisis. A space management consultant should be equipped by experience to assist an administrator in preparing a preliminary proposal for submission to funding agencies. Most agencies expect a preliminary request for funds to contain the following basic information:

1. Approach and methodology of project
2. Proposed innovations

3. Priority of proposed facility
4. Potential for improving court efficiency
5. If limited in scope, potential benefit to other justices or departments within the local or national courts system
6. Description of project, with personnel involved
7. Feasibility and evaluation studies
8. Specialized studies requiring outside consultants
9. Estimated total cost and, if possible, delineated costs
10. Other potential and matching fund sources

Whenever possible, projects should be structured to produce findings of benefit in the short and long term for a judicial or law-enforcement facility or system. The administrator should seek development of a court facilities master plan, derived from a careful analysis of objectives and needs and a realistic assessment of priorities.

One of the most difficult aspects of budget preparation is arriving at reasonably accurate time-and-cost estimates, particularly if the administrator has not met prior to budget preparation with the space management consultant and other consultants. The best solution here is to provide a substantial contingency sum in the initial proposal to cover any variance.*

SELECTING THE CONSULTANT

Choosing a consultant can be an arduous task for the court or law-enforcement facility administrator, especially if he is involved for the first time in a renovation or design project. Because space management is a relatively new technique, particularly in the field of judicial

* An important consideration: Federal law limits the portion of total grant money that can be used to compensate facility planning personnel. Additionally, most federal grants, by law, require supplementary funding by state or local agencies to help assure that proposals are of significant magnitude to attract at-home support.

and law-enforcement facility planning, the administrator's range of choice, should be more limited than is the case in selecting other types of consultants.

Those of repute are known within the court and law-enforcement field. Justices and administrators with previous experience in modernization programs are excellent sources for information about consultants. Professional organizations, such as the National Association of Trial Court Administrators, the American Bar Association, the American Institute of Architects, the American Institute of Planners, and law-enforcement associations also should be able to furnish assistance.

The administrator's prime consideration in selection should always be one of obtaining the services of the most qualified consultant for the job -- even if the consultant must be invited to submit a detailed proposal or visit from a great distance. Ensuing traveling and related expenses will be piddling in comparison to costs that may surface later when settling for a less experienced local consultant.

Once a fruitful working relationship has been established with a consultant, it would be wise for the administrator to retain this person on a formal or informal basis for later collaboration. The consultant's familiarity with the local system, its operation and personnel would eliminate costly orientation on a future project. No doubt, the consultant will have data accumulated on his first local project that may be useful on another. Ultimately, the consultant whose advice is sought on a continuing basis rather than for isolated projects will have a more definitive interest in the local court or law-enforcement system. For the administrator who nurtures such a collaboration the benefits probably are incalculable.

COLLABORATION AFTER SELECTION

The administrator, having selected a space management consultant

and other consultants, should schedule a joint preliminary meeting. For this meeting, the administrator must have a thorough knowledge of project goals to be defined in detail for the assembled consultants. General alternative approaches should be aired, in terms of the most effective and economic solutions to defined problems. A work program should be agreed upon by all. Each should know precisely the scope of his own work and how it relates to the work of others. Tentative target dates for various stages of the project should be set, and a plan for implementation should be established. A schedule of meetings between consultants should be arranged, subject to project progress.

When the consultant is located at considerable distance from the project locale, the administrator should plan to meet with him for in-depth discussions at critical levels during planning. These include:

1. Preliminary discussion: To determine the nature, scope and cost of the project and consulting services, program objectives and direction of the consultant's final recommendations, preferred and alternative approaches to the problem, and time schedule.
2. After compilation and preliminary analysis of data: To discuss feasibility of alternative approaches, to modify existing schemes to match additional requirements, and to determine format of the final report.
3. After refining alternative schemes: To demonstrate the preferred scheme, possibly with a scaled work model, constructed in sections by floor for sequential explanation, and to present a detailed analysis of facts and data and a preliminary draft of the final report.
4. A meeting to discuss comments on draft final report by court personnel who will be responsible for the implementation of recommendations, to modify and propose variations of alternative schemes, to decide on the preferred scheme for short-term implementation; to consider phasing-in programs for long-term consideration and to agree on content and format of the final report.

For large projects, more meetings could be conducted at various critical stages to improve coordination.

IN THE FINAL ANALYSIS

The consultant's final report to the administrator should contain detailed guidelines and recommendations for further action. It is the responsibility of the administrator to develop the means of implementing the consultant's recommendations -- a period during which the consultant can be retained to act as liaison with the architect and to refine, if necessary, his earlier recommendations.

If, on the other hand, the consultant is making only preliminary recommendations to assist the administrator in formulating a proposal or program, the report should state recommendations for further action and the consultant's continued involvement, if any, in guiding the project to successful implementation.

During facility design stages, the consultant can modify requirements according to budget and other restraints. When a design is finalized, he can check to ensure that all recommended and necessary spatial relationships have been met.

During documentation phases -- working drawing and specification preparation -- the consultant, at the client's request, can make suggestions on materials and finishes appropriate to the scale of the project. He can also help to coordinate related sub-programs. During construction, he can determine that materials and finishes are being installed according to specifications.

Later, the consultant can conduct environmental tests in completed spaces, observing and investigating patterns of movement, performance levels and production output of people and their activities -- much as he did with existing conditions at the start of the space management study. Finally, the consultant can recommend adjustments in spatial use and functions relative to actual conditions.

Like courthouse and law-enforcement facilities elsewhere without a systematic plan for growth, the Foley Square area -- probably the largest of its kind in the world -- has expanded crazy-quilt fashion, spawning a fair number of convoluted administrative procedures. In too many instances the system can respond only weakly to internal and external pressures for change.

To check unplanned expansion and, in so doing, help to relieve a variety of constraints upon the judicial system, the Courthouse Reorganization and Renovation Program was initiated in August, 1970. Scheduled to be completed in March, 1972, the program is being funded by the U.S. Department of Justice through the Law Enforcement Assistance Administration (LEAA), with additional support from the Rockefeller Brothers Fund and the Municipal Services Administration of the City of New York. A one-year companion study supported by LEAA is analyzing and will make recommendations for courthouse security systems.

A team of architects, engineers and other program staff trained in the social sciences is applying advanced space management techniques to the study of all court and court-related facilities in the Foley Square complex and some outside it.*

A central focus of the study concerns three contiguous buildings in the Foley Square area -- the Manhattan Criminal Courts, a New York State Office Building and the State Supreme Court. Great emphasis is being placed as well on planning for the Civil Court Building opposite the Criminal Court, the Surrogate's Court at the southern end of the complex, and the Family Court presently operating uptown but soon to have its own building in Foley Square.

All Foley Square buildings, and some adjacent to the complex, are being spatially related under a master urban plan for the area. Space and manpower needs for each of the major buildings in the study are being projected in five-year intervals through the year 2000.

* New York City (Manhattan) Family Court, 23rd St. & Lexington Ave.; King's County (Brooklyn) Central Courts Building, 120 Schermerhorn St.; Brooklyn Supreme Court Building, 360 Adams St.

CASELOAD AND CASE BACKLOG

The Criminal Court handles all criminal misdemeanor cases and felonies to indictment. Some parts operate seven days a week and at night. The court, which sits through summer, handles an estimated 110,000 cases a year.

The Supreme Court processes civil cases involving more than \$10,000 and criminal cases after indictment. The Supreme Court normally hears 8500 civil and 6500 criminal cases annually; it had a backlog of approximately 12,700 civil and 2000 criminal cases at the start of the study.

Non-criminal cases under \$10,000 are within the jurisdiction of the Civil Court. The Civil Court annually processes approximately 200,000 cases (including civil, small claims, and landlord-and-tenant cases). A concerted administrative effort over the past 18 months has eliminated all case backlog.

The Surrogate's court handles all estates, probate and guardianship cases, and has concurrent jurisdiction with the Family Court over adoption cases. The Surrogate's court process 16,800 cases plus about 300 adoption cases annually.

The Family Court handles all family and juvenile matters. The annual caseload for that court is 53,200 cases.

GOALS OF THE PROGRAM

The Courthouse Reorganization and Renovation Program is seeking to integrate, coordinate and simplify court operations and spatial arrangements at the architectural design and urban planning levels by:

1. Determining spatial needs of New York County and State courts operating in Manhattan and recommending space plans within existing Foley Square buildings.
2. Conceiving space planning approaches to provide more flexible use of existing space in court and court-related buildings surrounding Foley Square.

3. Developing for the Foley Square complex an integrated urban plan along recommendations contained in the City Planning Commission's master plan in the Foley Square area.
4. Improving working relationships between the courts and the state and city agencies responsible for implementing judicial facility projects.
5. Formulating criteria and guidelines for the design, reorganization and renovation of judicial facilities for application throughout the United States.
6. Preparing a handbook on the design, reorganization and renovation of judicial facilities for national distribution to court administrators, architects and planners.

APPROACH TO PROBLEM SOLVING IN THE NEW YORK COUNTY COURTS

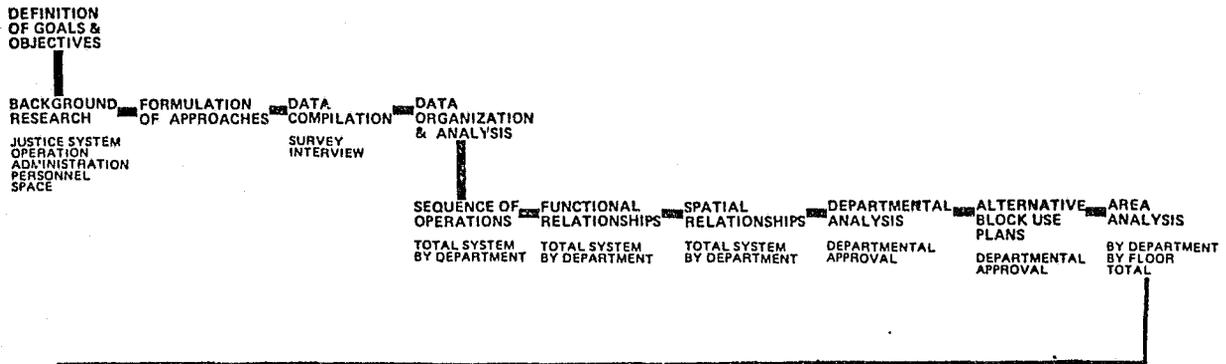
The approach adopted in achieving the goals outlined above is an integrated and systematic space planning research and design process. Shown diagrammatically below, it consists of the following major components:

1. Defining Goals and Planning Approach: Determining scope of work; researching available information on the judicial system, courts operation, personnel, case administration and management and space allocation and utilization; formulating a research process; and compiling and organizing research data by means of questionnaires, interviews and observations.
2. Formulating Analytic Process and Developing Block-use Plans: Studying sequences of operations and functions and establishing functional and spatial relationships from which alternative block-use plans can be developed. (Block-use plans of departments and buildings provide a preliminary basis for evaluating routine departmental requests for existing space reallocation and use).
3. Developing Design Standards and Check Lists: From an intensive study of judicial requirements, departmental and court operations,

and personnel activities, design standards are arranged by activities and by departments. Standards include design guidelines and space requirements for furniture, equipment, circulation, environmental, security and accessibility considerations. Check lists permit quick references for design components.

4. Projecting Manpower: Assessing future spatial needs of the courts in five-year intervals through the year 2000, based on assumed probable changes in judicial systems and courts operation and on estimated trends of population and crime. A manpower study team has developed projections for each department in each court studied.
5. Synthesizing Manpower and Spatial Needs: Applying design standards to projected personnel requirements for the year 2000 to determine the future court spatial requirements. Requirements also can be determined, in five-year intervals, from 1975 to 2000. Common or shared spaces not directly related to individual court personnel, such as conference, reception and storage, are calculated separately. Space requirements for courtrooms and ancillary spaces are added to departmental spaces to arrive at a total requirement for the year 2000.
6. Developing Alternative Detailed Plans and Preliminary Cost Estimates: By obtaining available information on functional and spatial relationships as well as manpower and spatial requirements for each department of the courts, alternative detailed plans can be devised for each department and building. Engineering systems are developed for each building, based on the study of capacity and adaptability of existing systems and equipment. Cost estimates for renovation work are based on a detailed analysis of unit material, labor and fringe benefit costs for each building trade. Implementation recommendations, including a phasing-in program, are determined by predicted availability of new spaces, expansion plans of each department, available space for reorganization and renovation, and available budget.

PHASE ONE



PHASE TWO

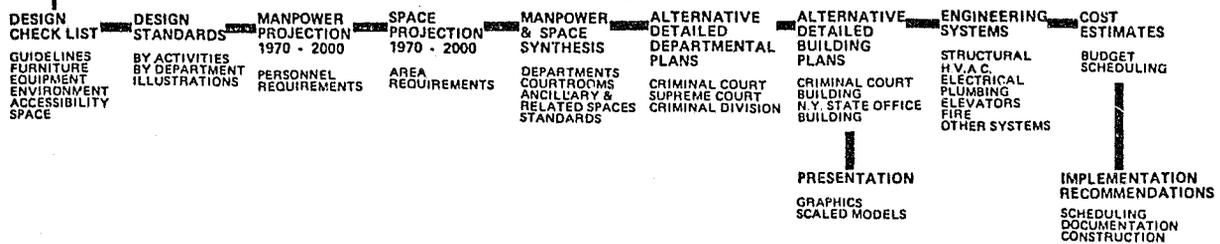


FIGURE 2
SIMPLIFIED PROGRAMMING, PLANNING & DESIGN PROCESS

The application of this approach to three of the buildings studied under the Courthouse Reorganization and Renovation Program forms the balance of this appendix. What is stated specifically for these facilities applies in general to other buildings that are part of the study. (For a more detailed description of the programming, planning, and design approach and its components, see companion monograph, "Space Management Methodology.")

MAJOR SPATIAL PROBLEMS IN THE CRIMINAL COURTS BUILDING

The following major space problems have contributed to operating deficiencies in the Criminal Courts Building:

1. Inefficient space use for arraignment process: Spaces related to arraignment are spread over five floors. A prisoner is brought into the building at street level, temporarily detained in the basement, transferred to a detention facility on the first floor to be photographed and interviewed, then moved to the third floor to be searched. The arresting officer goes to the second floor where he signs in, after which he moves to the fourth floor where he establishes the charge with an assistant district attorney, and has the complaint prepared and docketed. The officer then returns to the third floor to reclaim the prisoner whom he takes to a holding cell behind the arraignment courtroom on the second floor. After one or more calendar calls, the prisoner is arraigned. The entire process may take more than a day in which case the arresting officer is away from his normal duty for an entire shift. If the arresting officer must arraign a prisoner at times other than his scheduled duty he must be paid overtime -- a factor which each year costs the city considerable overtime pay.
2. Space shortage: Lack of courtrooms and ancillary facilities in both the Criminal Court and the Supreme Court Criminal Division rightly can be described as critical. Adoption of All-Purpose Part courtrooms and enactment of legislation giving a defendant in misdemeanor cases the right to a jury trial translates in spatial terms as a critical shortage of jury deliberation rooms on lower floors. A rapid increase in felony cases being handled by the Supreme Court Criminal Division mandates more trial courtrooms and ancillary facilities.
3. Inefficient space allocation to departments not directly related

to case disposition, including functions which can be located conveniently external to the Criminal Courts Building: examples are the Courts Administrative Office, Judicial Data Processing Center, the Youth Council Bureau, the Court Employment Project (Vera Institute) for released prisoners, and the investigative branch of the Office of Probation.

4. Serious security problems. Public, restrictive, and secured spaces are juxtaposed. Judges' chambers are grouped with courtrooms, adjoining clerical offices and conference rooms. The public has all but free access to judges' chambers, some chambers being accessible directly from public corridors. Spaces for persons requiring similar levels of security and privacy require consolidation and relocation.
5. Poor prisoner transfer arrangement to new courtrooms located in the two south wings of the second, fourth, 13th and 15th floors: Prisoners usually are brought to the courtrooms through public corridors, posing a potential security threat to public, court personnel and others.

SOLUTIONS TO MAJOR SPATIAL PROBLEMS IN THE CRIMINAL COURTS BUILDING

Solutions to the major space problems outlined above, some of which have been or are in the process of being implemented, are:

RENOVATION OF THE CRIMINAL COURTS BUILDING

It has been recommended that this facility be improved by:

- A. Consolidating spaces for the arraignment process: The process will permit complete arraignment within three to four hours. All spaces related to arraignment are being consolidated on the ground floor to expedite the sequence of operation, to reduce the distance of movement and to improve

building security. Two large courtrooms initially were converted into two arraignment courtrooms. Adjoining one of these is a third courtroom now being used as a back-up arraignment hearing room. It is recommended that an existing lunchroom adjoining one of the arraignment courtrooms be eliminated and that the space freed be combined with an adjoining space to provide a fourth courtroom. All police functions will be located centrally on the ground floor adjoining temporary detention facilities and the arraignment courtrooms. A secured tunnel in the basement joining the two arraignment courtrooms allows prisoner transfer to holding cells and interview facilities behind both courtrooms. The complaint room, docket room, and general clerk's office will be located on the south end of the ground floor, readily accessible to police and public. Case assignment offices to aid the public, the security control office and the liaison office of the Office of Probation will be centrally located in a wing on the ground floor between two public entrance foyers.

When night arraignment court is in session, all upper floors above the first can be closed to the public, thereby improving overall building security.

- B. Providing several additional courtrooms for the second, fourth and 16th floors: Additional jury deliberation rooms adjoining courtrooms have been planned to raise the ratio of courtrooms to jury deliberation rooms from 18:0 to approximately 2:1. (The existing ratio in the Supreme Court Criminal Division is approximately 5:4).
- C. Relocating the Criminal Courts Administrative Office and the Judicial Data Processing Center, as well as the Youth Council Bureau, the Court Employment Project and the Office of Probation to the second, third and fourth floors of a building at 346 Broadway, within sight and only a short walking distance

of the Criminal Courts. This move is providing 20,000 sq. ft. of useable space for reassignment to departments such as the Legal Aid Society and the Department of Correction which are directly involved in the disposition of criminal cases.

- D. Consolidating spaces for persons requiring similar levels of security and privacy and locating these spaces on the same floor: The second floor, which has direct public access by stairs and elevators, has been assigned for courtrooms and ancillary facilities including jury deliberation rooms, robing rooms, conference and interview rooms. Correction spaces and judges' chambers will be located on the third floor, isolated from each other. Judges' chambers will be located in spaces adjoining the judges' elevators for private access.
- E. Locating holding cells behind all courtrooms: Prior to this study, courtrooms in the two southern wings of the building did not have prisoner holding cells, prisoners being brought to courtrooms through public corridors. By increasing space and flexibility on the third floor for the Department of Correction, a prisoner holding cell can be provided behind each courtroom or pair of courtrooms on the second and fourth floors, eliminating prisoner traffic through public corridors.

(An accompanying illustration -- Fig.3 -- indicates simplified space allocation related to moving several departments presently occupying space in the Criminal Courts Building to the nearby building at 346 Broadway. Plans and specifications for the renovation of the 346 Broadway building by the Public Works Department estimate completion for December, 1971.)
- F. Providing an additional floor above the public areas in 23 existing two-story courtrooms (60 ft. x 40 ft. x 25 ft. high): It may be preferred for reasons of court dignity to have a

high ceiling over the judicial area; however, a reduction of the ceiling height above the public area will improve acoustics and reduce visual and aural distraction to the judge, attorneys, and litigants. The additional floor provided over the public area can contain smaller hearing rooms or other court-related functions. Additional prisoner holding facilities could be accommodated above existing detention facilities behind each courtroom. Prisoners can be transferred to the new courtrooms through enclosed connecting balconies along the sides of the judicial area. Reorganized space in each courtroom would be made much more visually interesting. Public circulation corridors serviced by existing elevators are adequate to provide easy access to the new spaces.

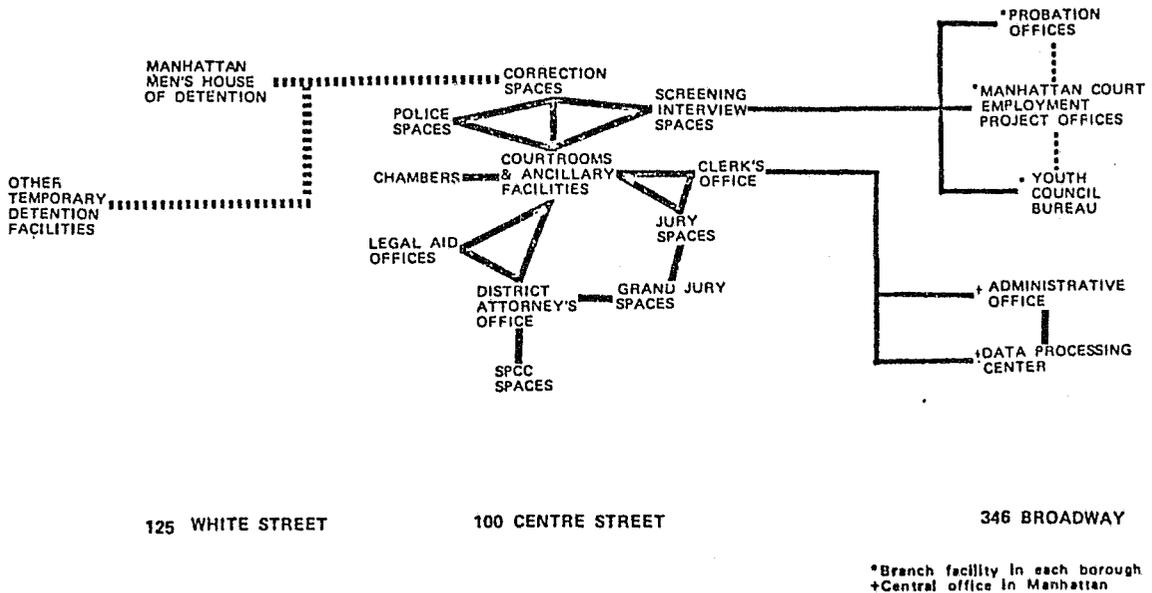


FIGURE 3
SIMPLIFIED SPACE ALLOCATION: CRIMINAL COURTS

RENOVATION OF THE NEW YORK STATE OFFICE BUILDING

The State Office Building located between the Criminal Courts and the State Supreme Court could become a court building when the Department of Motor Vehicles and the Attorney General's Office is moved to the new World Trade Center, probably in 1974. Expansion into this building of the Criminal Courts and the Criminal Division of the Supreme Court (located in the Criminal Court) would provide those courts with adequate space over the next 30 years. If a "bridge" is provided between the Criminal Court and the present State Office Building for prisoner transfer and staff circulation, the latter building will take on a high degree of flexibility as a courthouse. Additional flexibility would result from connecting all three buildings.

Alternative uses of the State Office Building are:

1. For the Criminal Division of the Supreme Court, freeing space in the Criminal Courts Building for handling cases entirely within the jurisdiction of the Criminal Court.
2. The expansion of both the Criminal Court and the Supreme Court Criminal Division into the State Office Building.

The advantage of the second alternative is that the operations of the Criminal Court Building will not be disrupted. Furthermore, large courtrooms will be retained by both courts in the Criminal Courts Building for calendaring purposes and public-interest trials. Proposed smaller courtrooms in the State Office Building, would be used for hearings, trials and sentencing.

The first alternative, however, is preferred. With each court in its own building, more efficient organization and communication would accrue.

The State Office Building has been planned according to the following guidelines:

1. Departments accessible to the public, including the clerk's office, jury assembly spaces, and cafeteria, to be located as close as possible to the entrance level.

2. Courtroom floors to be easily accessible to the public, close to the entrance level.
3. Adequate provision to be made on courtroom floors for public waiting and conference rooms in which attorneys can confer privately with their clients. Public waiting areas to be distributed rather than centralized.
4. Clerk's office to be consolidated and located on the ground or basement floor easily accessible by the public. The clerk's office to be responsible for case and courtroom assignment, administrative control of cases, ancillary operations, and jury assembly, selection and impaneling functions.
5. Jury functions to be carefully investigated, with spaces designed and environments created to suit various activities of assembled and impaneled jurors. (Environments might include private working spaces and the like.)
6. A bridge between the Criminal Court and the State Office Building to be physically separated for prisoners and court staff but constructed as one unit to minimize construction costs.
7. Detention facility floors to be sandwiched between courtroom floors to minimize distance to prisoner holding facilities adjoining courtrooms.
8. Movement of prisoners throughout entire building to be physically separated from that of court staff and public.
9. Additional stairwells to be provided for transfer of prisoners between the detention facilities and holding facilities on courtroom floors. Existing fire stairwells are necessary for the movement of court staff and public.
10. Provision to be made for Legal Aid and assistant district attorneys, probation officers, psychiatrists and social workers to interview defendants awaiting arraignment, hearing and trial. Such office and interview space to be located close to detention facilities.

11. Most courtrooms to be medium size (approximately 1,000 to 1,500 sq. ft. in area) with one or two larger courtrooms (approximately 2,000 - 2,500 sq.ft.) on each floor for calendaring and public interest trials.
12. All courtrooms to have a full range of ancillary facilities, including jury deliberation rooms, witness isolation rooms, prisoner holding facilities, conference rooms and robing rooms.
13. All chambers for Supreme Court judges to have separate offices for judges' secretaries and law assistants.
14. Budget permitting, judges' dining room to be located on the same floor as judges' chambers and library for maximum security, privacy and convenience.
15. Whenever possible, departmental offices to be planned according to functional requirements. Long, monotonous rows of offices opening onto a central access corridor to be avoided. Grouping of offices according to working units to be incorporated.
16. Staff conference rooms to be planned and located to facilitate multiple use of these spaces.
17. Central supply, duplication and photographic laboratories to be located in the basement adjoining the delivery dock, otherwise on street side of building.
18. All locker rooms, for building maintenance personnel, elevator operators, and court officers to be located in the basement because they are used infrequently. Adequate toilet and shower facilities should be provided.
19. Existing building services and duct locations to be carefully investigated; proposed scheme to incorporate available ducts and services to minimize renovation and construction costs.

The renovation plan for this building is based on implementing optimum solutions at minimum cost. Given the stated financial problems of The City of New York, recommendations are based on optimum cost benefit analyses.

Detailed space-use plans for converting the State Office Building to court use have been completed. Jury and clerical functions of the Supreme Court Criminal Division would be located on basement and ground floors. Prisoners would be transferred from the Manhattan House of Detention (the south wing on the Criminal Court) and the Department of Corrections in the Criminal Court by a connecting bridge on the fourth floor. Prisoners would walk up an enclosed stair from the third floor and use one side of the bridge. The other side, physically separated from the prisoner side, will be used by judges and court staff. Interview spaces would be accommodated on the fourth floor. The second, third and fifth floors would house 24 courtrooms and 12 hearing rooms. The sixth and seventh floors would be assigned as departmental offices. Judges' chambers and related facilities, such as judges' library and dining room, would be located on the eighth floor. The ninth floor contains windows around internal light courts, but not along perimeter walls. Ceiling height being under 8 ft., this floor would be allocated for general offices and storage spaces.

The State Office Building was designed economically, with structural columns spaced at approximately 18 ft. and 20 ft. centers in both directions. Internal spaces are adequate for office operations, but close-column internal spaces pose design problems for courtroom use. Finished ceiling height of the ground floor is approximately 14 ft. and that of the upper floors about 11 ft. -- both dimensions being adequate for medium-to large-size courtrooms. Having two structural bays in each direction (a total of four structural bays) would be inappropriate for courtrooms or hearing rooms because a column in the center of the room would become a dominant visual obstruction. However, by locating the judicial function within the space of a structural bay, plus having half a structural bay on each side of the central bay, the columns in the courtroom become much less conspicuous, and the judicial function could be observed (See Fig. 4).

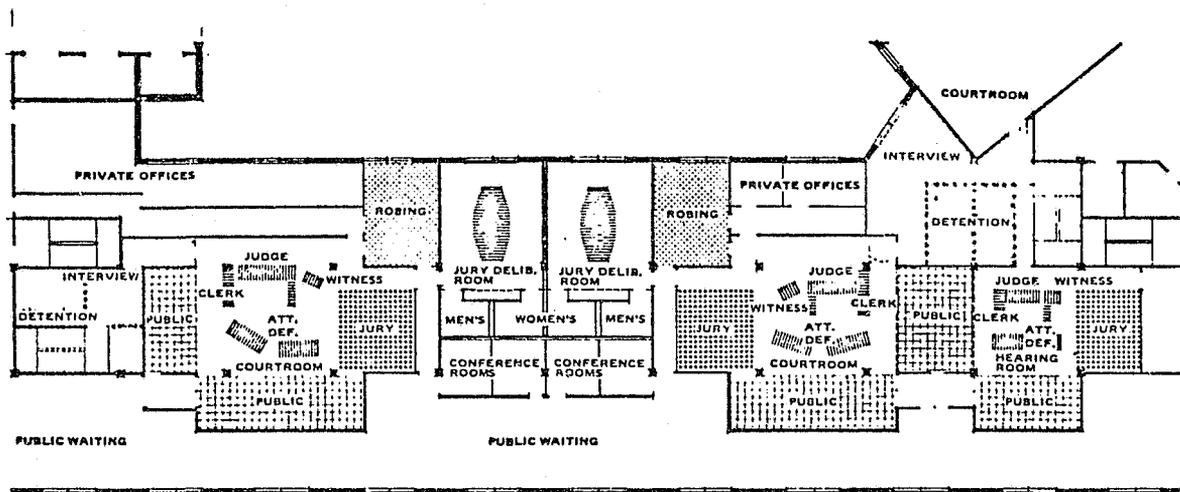


FIGURE 4

PROPOSED COURTROOM & ANCILLARY SPACES: NEW YORK STATE OFFICE BUILDING

SPACE REQUIREMENTS: CRIMINAL COURT AND SUPREME COURT CRIMINAL DIVISION

In arriving at the space requirement for each additional criminal courtroom, the total becomes the courtroom space plus the area of spaces adjoining the courtroom, as well as spaces required by department personnel involved in courtroom operation. The total net space required for each additional courtroom can be four to six times the net courtroom area. The amount of adjoining and related spaces for a courtroom can vary from location to location; the total net space per courtroom will have to be assessed by applying local court manpower standards. Such space standards also will provide a basis for determining fair rental value of commercial spaces for court operations (Table 1).

A summary of courtrooms and ancillary spaces for both the Criminal Court and the Supreme Court Criminal Division shows that 13 additional courtrooms will be required in the year 2000. In the State Office Building, 24 courtrooms have been created to accommodate courtroom requirements for years beyond 2000. The area of existing courtrooms and ancillary facilities in the Criminal Court is 149,251 sq. ft. Retaining the use of these courtrooms, the additional areas of courtrooms and ancillary facilities required for the year 2000 has been calculated at 63,360 sq. ft. The combined area of 212,611 sq. ft. for courtrooms and ancillary facilities in the year 2000 can be adequately accommodated in the Criminal Courts and State Office Building.

Based on the projected minimum space requirement, the State Office Building will provide 150,596 sq. ft. for court expansion needs beyond 2000. This area would be reduced to 102,519 sq. ft. if the projected maximum space requirement is used (Table 2).

TABLE 1
TOTAL SPACE REQUIREMENT FOR EACH ADDITIONAL CRIMINAL COURT COURTROOM

SPACE	PERSONS PER COURTROOM	UNIT AREA (sq. ft.)	ASSIGNED AREA (sq. ft.)	PER CENT TOTAL
COURTROOM	participants 15-30 spectators 24-40		1200-1500	
ADJOINING SPACES				
Robing room	1		150-180	
Jury deliberation room with toilet	6		158-228	
Witness room	2-4 (varies)		80-90	
Conference room	2-4		70-80	
Court personnel's office	7-10		100-120	
Prisoner holding facility with toilet	5-20		60-180	
Circulation space (25% of adjoining spaces)			155-220	
Sub-total			773-1098	
RELATED SPACES				
Office of Probation (Investigation & supervision)	2.5 probation officers 0.5 supervisors 0.3 paraprofessionals 0.3 liaison officers 0.1 administrative staff 1.4 clerical	80-90 110-120 80-90 80-90 150-180 65-75	200-225 55-60 24-27 24-27 15-18 91-105	
Legal Aid Society	2.7 legal aid attorneys 0.5 law assistants 0.1 administrative attorneys 1.6 supporting staff	110-120 80-90 150-180 65-75	297-324 40-45 15-18 104-120	
District Attorney's Office	2.6 assistant district attorneys 0.6 supervisory staff 2.0 clerical	110-120 150-180 65-75	286-312 90-108 130-150	
Department of Correction	3.3 correction officers 0.3 captains 1.0 administrative staff 2.2 clerical	65-75 80-90 110-120 65-75	215-248 24-27 110-120 143-165	
Manhattan Court Employment Project	0.5 career developers 1.0 representatives 0.3 administrative staff 0.3 clerical staff	80-90 80-90 110-120 65-75	40-45 80-90 33-36 20-23	
Psychiatric Clinic	0.5 psychiatrists 0.3 psychologists & social workers 0.4 administrative & clerical staff	150-180 110-120 65-75	75-90 33-36 26-30	
Administrative and Clerk's Office	0.3 administrative staff 3.9 clerical staff	150-180 65-75	45-54 254-293	
Police Department	1.7 supervisory staff 0.9 staff	110-120 80-90	187-204 72-81	
Judge's chambers with toilet & closet			350-400	
Jury facilities *			160-200	
Detention facilities *			100-150	
Circulation space (25% of related spaces)			837-958	
Sub-total			4165-4789	
SUMMARY				
COURTROOM			1200-1500	19.6-20.3
ADJOINING SPACES			773-1098	12.5-14.9
RELATED SPACES			4165-4789	67.9-64.8
TOTAL SPACE PER COURTROOM			6138-7387	

* facilities that can be located centrally in another building

TABLE 2

**SUMMARY OF DEPARTMENTAL AND COURTROOM AND ANCILLARY SPACE REQUIREMENTS
CRIMINAL COURTS BUILDING AND THE STATE OFFICE BUILDING, NEW YORK COUNTY**

COURTROOMS AND ANCILLARY FACILITIES

Area of existing courtrooms and ancillary facilities in the Criminal Court Building	= 149,251 sq. ft.
Existing number of courtrooms in the Criminal Court Building	= 35.
Projected number of courtrooms for the Criminal Court and Supreme Court Criminal Division	= 48
Projected number of additional courtrooms required for 2000 A.D.	= 13 + 6 hearing rooms*
Number of courtrooms provided in the State Office Building	= 24 + 12 hearing rooms
Number of courtrooms available for expansion needs beyond 2000 A.D.	= 11 + 6 hearing rooms
Area of courtrooms and ancillary facilities provided in the State Office Building scheme	= 118,784 sq. ft.
Average area per courtroom (assuming 2 hearing rooms equal 1 courtroom)	= 8,960 sq. ft.
Area of courtrooms and ancillary spaces required for 2000 A.D.	= 63,360 sq. ft.
Area of courtrooms and ancillary spaces available for expansion needs beyond 2000 A.D.	= 55,424 sq. ft.
Area of courtrooms and ancillary spaces required in the Criminal Court and State Office Buildings for 2000 A.D.	= 212,611 sq. ft. **

TOTAL AREA SUMMARY

Total required area, excluding public, jury, general clerk, courtrooms and ancillary spaces	= 381,343 sq. ft.
Total required area of courtrooms and ancillary spaces for 2000 A.D.	= 212,611 sq. ft.
Total required public, jury and general clerk area	= 93,800 sq. ft.***
Total required Net Functional Area	= 686,754 sq. ft.
Total Net Functional Area for the Criminal Court Building	= 433,118 sq. ft.
Total Net Functional Area for the State Office Building	= 374,232 sq. ft.
Total Net Functional Area for the Criminal Court and State Office Buildings	= 807,350 sq. ft.
Net Functional Area available for expansion needs beyond 2000 A.D.	= 150,596 sq. ft.

PROJECTION BASED ON EXISTING SPACE USE

Total required area, excluding public, jury, general clerk, courtrooms and ancillary spaces	= 398,420 sq. ft.
Total area of courtrooms and ancillary spaces	= 212,611 sq. ft.
Total public, jury and general clerk area	= 93,800 sq. ft.
Total Net Functional Area	= 704,831 sq. ft.
Net Functional Area available for expansion needs beyond 2000 A.D.	= 102,519 sq. ft.

* assumed
 ** 149,251 sq. ft. plus 63,360 sq. ft.
 *** estimated

COST ESTIMATES

Estimated unit construction costs were developed from information made available by several sources, including the Department of Public Works of New York City, the Port of New York Authority and independent contractors involved in New York City construction. There is no indication that these costs will be stabilized at the present labor and material rates indicated herein. Traditionally, construction trade wage rates have been negotiated on a fiscal-year basis which means that on July 1, 1971, and every year thereafter, costs are expected to spiral upward on an average rate of 15 to 17 per cent.

Based on costs at July 1971, the total cost estimate for the renovation of the Criminal Courts Building is \$3,460,000 (excluding the construction of an additional floor above the public area in two-story courtrooms) and for the State Office Building, \$17,209,200. (The Bureau of the Budget of New York City has appropriated \$4,000,000 in its 1972-3 Capital Construction Budget for the renovation of the Criminal Courts Building. In addition to recommendations made for the building, the additional money will be used for painting the building interior, the installation of a much-needed sign system, an emergency generator and for an improved lighting system (Tables 3 and 4).

IMPLEMENTATION PROCESS: CRIMINAL COURTS

The proposed plans for the reorganization and renovation of the Criminal Courts Building can be implemented in four phases, as follows:

PHASE ONE

A. Relocation of Five Departments from the Criminal Courts Building to 346 Broadway Building

Contract documents, working drawings and specifications having been completed by the Department of Public Works for the renovation of the

TABLE 3
COST ESTIMATES SUMMARY: CRIMINAL COURTS BUILDING

CONSTRUCTION TRADES	ESTIMATED COSTS* (July, 1971)	PROJECTED COSTS** (July, 1973)
General Construction	\$ 2,468,000	\$ 3,419,700
H.V.A.C.	\$ 498,270	\$ 622,900
Electrical	\$ 280,920	\$ 349,700
Plumbing	\$ 212,830	\$ 265,500
TOTALS	\$ 3,460,020	\$ 4,657,800

* Costs of information communication system and court security system not included in estimated costs. These systems will be analysed in detail during Phase Three of the program.

** Projected costs are based on a projected rate of construction cost increase of 17 percent per year.

TABLE 4
COST ESTIMATES SUMMARY: NEW YORK STATE OFFICE BUILDING

FLOOR	FUNCTIONAL NET AREA (sq. ft.)	PARTIAL AIR-COND. AREA* (sq. ft.)	COMPLETE AIR-COND. AREA** (sq. ft.)	CONSTRUCTION COST-COMplete AIR-COND† (\$)	CONSTRUCTION COST-PARTIAL AIR-COND‡ (\$)
Basement	36,568	0	0	1,097,000	1,097,000
First	42,227	19,291	42,277	2,537,000	2,086,600
Second	42,998	17,134	42,998	2,580,000	2,097,000
Third	39,163	17,134	39,163	2,350,000	1,933,000
Fourth	36,486	0	36,486	2,190,000	1,656,900
Fifth	36,623	17,134	36,623	2,200,000	1,820,000
Sixth	36,263	1,879	36,263	2,175,000	1,662,300
Seventh	38,732	1,879	36,732	2,324,000	1,774,400
Eighth	37,621	37,621	37,621	2,257,000	2,257,000
Ninth	27,501	0	0	825,000	825,000
TOTALS	374,182	112,072	308,163	20,535,000	17,209,200

* courtrooms, chambers, jury spaces, libraries and cafeteria air-conditioned

** entire building air-conditioned, excluding basement and the ninth floor

second, third and fourth floors of the 346 Broadway building, it is anticipated that modernization will be completed and the building ready for occupancy before the end of 1971.

Occupants of the renovated building will be the Manhattan Court Employment Project, Youth Counsel Bureau, the Investigation Branch of the Office of Probation, the New York Judicial Data Branch of the Office of Probation, the New York Judicial Data Processing Center and the Administrative Office of the Criminal Courts of New York. A new Presiding Judge has suggested that the Administrative Office may remain in the Criminal Courts Building.)

B. Relocation of Old Records to the Old County Courthouse
and the Renovation of Vacated Spaces for Court Use

The ninth floor northwest and central-west wings in the Criminal Courts Building are being used to store indictment records dating back to 1774, along with 25-year-old probation records. A total of more than 11,000 sq. ft. of prime office space can be better utilized for the district attorney's office and for much needed grand jury facilities. Most of the records can be moved to the unused Old County Courthouse, near the Criminal Courts Building. Many large rooms can be used to store records rent-free.

The Office of Probation's record storage room on the 10th floor has been enlarged to accommodate active case files. Records more than 10 years old should be relocated. A messenger can be used daily to pick up required files at the Old County Courthouse.

At the same time, existing vacant spaces on the second floor of the Criminal Court Building should be converted into courtrooms and ancillary spaces. It is estimated that the renovation and relocation work in Phase One, A and B, can be completed by the end of 1971.

PHASE TWO**Relocation of Space Vacated by the Relocated Departments
and by the Relocation of Old Records**

Spaces vacated by relocating the above five departments to 346 Broadway and by moving inactive records to the Old County Courthouse will provide over 50,000 sq. ft. of useable space for renovation. Of this total freed space, 7,895 sq. ft. on the 16th floor is being converted into two courtrooms and ancillary facilities. Three grand jury hearing rooms and ancillary facilities, and some assistant district attorneys' offices will be provided by 11,000 sq. ft. on the ninth floor. Space occupied by the Vera Institute's Court Employment Project on the 14th floor has been assigned for consolidating the psychiatric clinic. The Youth Counsel Bureau's space on the ninth floor will become part of the district attorney's space. The district attorney's office will gain space on the sixth floor presently occupied by the Court Appearance Project which will be moved to the present police department space on the first floor. The space currently occupied by the Office of Probation on the fifth floor will be used to consolidate space for the Legal Aid Society. Part of the administrative space in the south wings of the third floor has been assigned to the Department of Correction to allow prisoner transfer to the new courtrooms proposed for the second and fourth floors. The remaining space will be renovated for judges' chambers, physically separated from Department of Correction spaces.

Planning for fairly extensive renovation of record storage spaces on the ninth floor and vacated spaces on the 14th floor should commence as soon as the spaces become available (before the end of 1971). All renovation work should be completed by the fall of 1972.

PHASE THREE**Construction of Mezzanine Floors on the Upper Levels Above
Public Seating areas of 23 Large Courtrooms**

With 20 of 23 courtrooms having similar dimensions (approximately 60 ft. x 40 ft. x 25 ft. high), it is possible to use the same structural

formwork for modernizing. To minimize disruptions to court operation during construction, only one or two mezzanines should be constructed at one time. Parts of the courtroom to be renovated next would be moved to the completed mezzanine so that operation of all parts could be without interruption. Total additional useable space gained from the mezzanine floors in the 23 courtrooms would be approximately 40,000 sq. ft.

It is recommended that experimental construction of one or two of the courtrooms be made during 1972-73 to assess more accurately cost and structural feasibility.

By 1975, additional space on the mezzanine floors will be needed if the State Office Building has not become available for court use. With a significant increase in supporting staff projected over the next few years, more facilities will be required than will be available in the Criminal Courts Building. Even if the State Office Building becomes available for conversion into a court building, it would be worthwhile to construct the mezzanine floors; departmental space would be more efficiently utilized and the courtroom would be enhanced by a better proportioned space.

PHASE FOUR

Renovation of the State Office Building for Court Use

Based on findings of a manpower projection study, existing facilities in the Criminal Courts Building will be inadequate beyond 1975 for the needs of both the Criminal Court and the Criminal Division of the Supreme Court. If the mezzanine floors are constructed in the 23 courtrooms, then the additional 40,000 sq. ft. thereby provided will suspend the space problem for several years. More space required outside the Criminal Court by 1980 could be satisfied by constructing a new building on the street side of the Manhattan Men's House of Detention, (if the site is still available) or by the renovation of the State Office

Building after the relocation of its occupants to the World Trade Center. The latter alternative is both more feasible and less costly.

The use of the State Office Building as a court facility will eliminate the need to construct a new court building for at least 30 years. Consequently, new construction above the existing building height or bridging over the two center light courts will not be required. Because detailed space plans have been completed, contract documents, working drawings and specifications can be expedited as soon as the transfer of the building to the city has been confirmed. All planning and documentation should be completed prior to the evacuation of the building so that renovation and construction can be started as soon as the building is vacated. If the occupants move out late in 1973 or early in 1974, it is anticipated that renovation could be completed by the middle or end of 1975.

FUTURE WORK

The Courthouse Reorganization and Renovation Program in the last phase of its study is integrating court and court-related buildings in the Foley Square area. These structures include:

1. The Civil Court Building
2. The Supreme Court Building
3. The Surrogate's Court Building
4. The proposed Family Court Building and this court's downtown and midtown existing buildings.
5. The Old County Courthouse
6. The 346 Broadway Building which will have some departments of the Criminal Courts
7. The Health and Sanitation Building

Major emphasis is being placed on buildings 1-4, although the others are being studied for their functional and spatial relationships to each other and to the overall Foley Square court complex. Optimum

use of available space in each building and adequate accommodation of projected space needs for the next 30 years is being evaluated. The major purpose of this final phase of the courthouse program is to develop the visually related buildings in the Foley Square area into a functionally integrated civic court complex.

Urban planning concepts are being utilized and standards relating to functional and spatial relationships or linkages within an urban context are being established. Comprehensive and integrated security and information communication systems are being incorporated in the urban planning solutions of the Foley Square court complex. A systematic study of court security problems is being conducted by the program staff under an LEAA supplementary grant.

All concepts, standards and guidelines developed by the program staff will be summarized in a handbook on court modernization and expansion which will be prepared for national distribution to court administrators, architects and planners involved in the improvement of existing judicial buildings and the planning of new facilities.



END