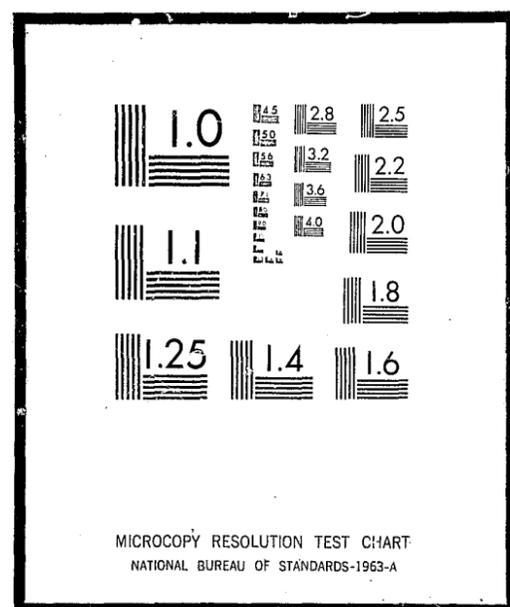


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MANPOWER PROJECTION and PLANNING COURTHOUSE REORGANIZATION & RENOVATION PROGRAM



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.

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

MANPOWER PROJECTION AND PLANNING

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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.

IN THE MIND'S EYE of many a court administrator there no doubt is the vision of a not distant day when judicial facilities and those who may use them will be equipped to respond with greater urgency to criticism of a society grown impatient with justice delayed and sometimes denied.

Such administrators foresee cases flowing from inception to disposition unincumbered by delays now attributed to unwieldy bureaucracies dispersed ineffectively throughout a facility with insufficient trained manpower.

To some, the public entrance area of a courthouse -- or, for that matter, of a law-enforcement facility -- will not be the place of confusion it is in too many facilities today. Rather, this ground floor area will function efficiently as a nerve center, displaying case status by electronics and directing those with business at hand to the proper location within the building or within a courts or law-enforcement complex. For these forward-looking administrators, computers will retrieve in seconds from their memory banks case and related information or print out instructions for finding data in a nearby microfilm bank, itself having minaturized room-upon-room of laboriously compiled and inefficiently stored record ledgers.

The computer in the courthouse will be only one element, of course, in an administrator's campaign to eradicate unnecessary judicial delay and one of its products, case backlog. Legislation, recently passed or pending, new calendaring and case expediting procedures and revised

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.

judicial hours are other factors chipping away even now at what is wrong with the old system.

Advances in corrections facility planning and administration and prisoner rehabilitation, an expanded education base and other self-help efforts, in some way also will be reflected in the workload of court and law-enforcement administrators.

If, on the other hand, crime and recidivism and civil-action patterns keep pace with programs to roll back backlogs, then the administrator more than ever will be in need of employing contemporary space and personnel management techniques.

Analyzing trends to aid in accurately projecting space and manpower needs is no mean task for administrators in this, as yet, still inexact profession. As the level of sophistication deepens -- encouraged in part, by the Institute for Court Management in Colorado, government upgrading programs, and the introduction of court and law-enforcement management curricula in a growing number of colleges and universities -- administrators will be able to assume an increasing responsibility, along with a trained in-house staff, for assessing such needs.

But, in this present period, many administrators are relying on the expertise of manpower and space planners who can apply to those complex studies a broad-based approach and methodology. Manpower planning alone -- and this discipline cannot be separated in practice from spatial planning -- implies a significant working knowledge in statistics bearing on court workloads.

It is the methodology developed for a recent manpower analysis in the Supreme, Criminal, Civil, Surrogate's and Family Courts of New York County that is the principal subject of this monograph. It is hoped that, with the guidelines that follow, the courthouse administrator and manpower planner will be able to arrive at an approach applicable to local conditions and, in so doing, will enhance facilities expansion.

WHAT IS MANPOWER PLANNING?

The ability to coalesce an organization's resources in programs to achieve the organization's objectives is an integral part of all effective management. The three principal resources of any organization are finances, matériel and staff. Organization programs must be planned, administered and directed toward fulfilling objectives through the appropriate acquisition and retention of these resources.

The discipline of manpower planning -- the projection of future manpower requirements to carry out organizational policies and programs -- can play a vital role in determining organizational objectives. Manpower needs must be estimated with accuracy in terms of the number, education and capability required of workers at a given future time and place. Manpower estimates typically are derived from theoretical analyses of programs and policies, from a composite picture of employees' capabilities and from general organization experience in the realm of manpower and work output. Manpower planning estimates usually involve comparing future requirements to projected supply to meet those requirements. Necessary staffing for projected new policies and programs must be added in, and expected attrition among present manpower subtracted in arriving at reasonable estimates. The final result should be a series of action plans designed to fill anticipated projected gaps between manpower requirement and supply.

In approaching any manpower planning study, the analyst first must have a thorough understanding of what is happening currently to overall flow of manpower into and out of an organization, the uses being made of current staff and existing manpower problems. Data gathering (and subsequent analysis) also must account for the expected effect of future changes in program and policy. The resulting manpower plan must be an amalgam of current operating conditions, adjusted to current optimum manpower use and contemplated changes.

Sources of information available to the manpower planning analyst can exist in a variety of forms: budget documents, production and per-

formance reports, personnel rosters, program studies, externally published documents and the personnel interview -- all may pertain to structuring a basic foundation for a manpower plan. Techniques used to translate the available information into an appropriate manpower projection will vary with the kind of organization being studied.

This monograph describes techniques adapted for a particular courts' study -- the Courthouse Reorganization and Renovation Program in New York City's Foley Square. By describing the process by which manpower projections developed for the New York County courts can be translated into spatial recommendations, it is hoped that administrators and planners in other jurisdictions will have a guide to modernization of their own courts and, where the information is applicable, law-enforcement facilities.

WHY MANPOWER PLANNING?

For industry, manpower planning is an evident concern, one that should hold for every level of government, the courts included. Conscientious manpower planning will foster appropriate recruitment schedules and techniques. A less obvious, but no less important reason for instituting manpower planning analyses in the courts is that an advance manpower plan is prerequisite to formulating space requirements. Because government facility renovation and new construction often is bound up in political considerations, and because of limitations on municipal budgets throughout the country, estimates of future manpower requirements for the courts must be performed well ahead of the time when space limitations are approaching a critical level. In studies of court and law-enforcement facility spatial requirements, the manpower planning study significantly channels research, evaluation, analyses and final recommendations on space allocation. The New York study involved various levels of court jurisdiction: Criminal, Supreme, Civil, Family and Surrogate's Courts and supportive agencies. Manpower studies of each span a 30-year period, from 1970 through 2000, and include manpower estimates for every employee classification, projected into the

future in five-year intervals. Working with program architects, planners and engineers, a manpower planning team* provided data which were interpolated for use in recommending space use in facilities over the next three decades.

JUDICIAL SYSTEM ORIENTATION

Prior to embarking on manpower planning and space management studies, the manpower planners and space management consultants should become familiar with the organization and operations of the various courts within the judicial system. As determination of spatial and environmental requirements is function- or operation-oriented, this study should reveal major conflicts, delays and problems which, if improved, may significantly affect facility manpower requirements. By establishing functional relationships among major components of the judicial system, manpower planners can assess departmental priorities and relative effort of each department in handling and disposing of cases. Simply stated, a space planning study should be an integral part of a management study of the court system. Legislative, administrative and operational changes established by a court management team may drastically affect future manpower and spatial requirements, and to conduct a space planning study without management consideration can result in unrealistic projection of needs. In some cases, the space management team has to conduct both the space planning and court management studies to derive realistic solutions.

DEFINING SCOPE AND APPROACH

Manpower projection studies in a space management and renovation program need to be clearly coordinated with other studies within the program.

* A manpower planning team was assigned by the Port of New York Authority to the Courthouse Reorganization and Renovation Program,

Since the accuracy of spatial projection depends, to a large extent, on the accuracy of manpower projection, it is essential that manpower projection studies be carefully scheduled to dovetail with phases of the spatial study. The space planning team must be familiar with assumptions made and techniques used in manpower projections to correctly interpolate data.

The program director should meet initially with the manpower planner or team to define the scope of involvement. In a program involving the study of several courts, a manpower study may have to be made of each court. However, the time limitation placed on such studies within the overall program schedule will affect the depth of investigation and the extent of detail in findings. The degree of accuracy and detail of the manpower study alone should be determined by the accuracy and detail required of the overall program. In arriving at this determination, general space conditions can be a guide. For instance, when the amount of available space is much greater than required for future court expansion (but poorly allocated), then the degree of accuracy of manpower projection would not be so critical as when available space is at a premium or when a new court building or complex is being planned.

MANPOWER STUDY METHODOLOGY

In analyzing court manpower requirements the study team should segregate its efforts into the smallest possible working units. Manpower analysis should begin with an introductory visit to each court, including ancillary agencies. All available reading material relating to facility functions and activities should be obtained and studied. Budget documents and personnel rosters, both current and historical, would be reviewed as to manpower levels, functions and staffing mix, and previous studies, if any, on appropriate court functions would be examined. At this point interviews with one or more senior staff members in each

unit should be conducted, structured to allow the analyst to develop a closer insight into the activities of the unit and to clarify questions arising from analysis of the written material previously studied. Additional sources of information can be solicited, including historical workload statistics of both a general and specific nature. Past position justification memoranda are important elements of this early-phase research.

Continued analysis of the information gathered will answer whether activity questionnaires need be distributed. When information on quantitative functional assignments is required, the questionnaires should be distributed to unit staff to provide a detailed breakdown of how individual employees use their time.

Staff vacancies would be reviewed and analyzed as to the necessity and likelihood of their being filled. Historical growth of each unit should be analyzed, and an attempt made to define the reasons for growth. Present staff use can be determined through discussion, observation and written surveys. Ultimately, the principal factors incumbent on future unit staff requirements can be isolated and evaluated as to their continuing relevance. These factors then can be translated into a basic profile of future staff requirements by employee classification.

COMPILING RESEARCH DATA

One area of great pertinence to a court management study is an evaluation of responsibilities and performance of personnel in the judicial system. Manpower planning and projection questionnaires for each court may vary considerably because the components of each court differ.* But questionnaires should be coordinated and cover all

* For example, the Foley Square court complex study in New York City has shown that while there may be a significant correlation between population and crime rate, there is little correlation between population and civil caseload.

related aspects of the research. A questionnaire can be constructed in distinct sections so that the various study groups can rely on these different sections, although the data compiled eventually will be organized and analysed in an inter-related manner. By using this approach, conflicting information obtained in interviews can be minimized.

A manpower projection questionnaire can be prepared along the following guidelines:

1. Identify current staffing levels for all classes of employees.
2. Evolve staffing levels from recent past (say, five years) to present.
3. Determine the rationale upon which requests for additional manpower are and will be based.
4. Determine functions and responsibilities for each manpower classification.
5. Investigate and evaluate staff productivity and utilization.
6. Evaluate value and capability of units or departments, and determine whether any can be consolidated.
7. Identify duties which could be performed by other classes of personnel.
8. Report relationships and span of responsibility and control.
9. Discern limiting factors on staff size, such as financial, spatial, procedural, time and legal.
10. Obtain work schedules for assessing amounts of sick leave, vacations and holidays, and shift coverage.
11. Incorporate in manpower requirements anticipated affect of proposed legal and procedural changes in court administration.
12. Define plans for internal procedural changes.
13. Define existing case or work backlog.

14. Project future caseload and determine how it will affect staffing of units or departments.
15. Suggest improvements in staff utilization.
16. Make advance forecast of unit staff and other requirements, with relevant rationale.

In analyzing court operations and personnel, manpower planners should probe the basis on which a department or unit functions, as well as staff organization and responsibilities. Questions also might be raised concerning the location of the department or unit. This approach may result in recommendations being made for personnel changes. For example, manpower studies of the Criminal Courts Building in New York City, revealed that the organizational structure of the psychiatric clinic under the administrative office of the court and its physical location in the Criminal Courts Building was questionable. To help assure the clinic's objectivity in evaluating cases and in making recommendations to the court, it would seem appropriate, at least from the defendant's standpoint, for it to function independently outside the court building. Similarly directed questions can be raised on the advisability of locating the Legal Aid and social agencies in court buildings. Departmental space assignment in court buildings should be based on factors beyond mere operational efficiency; allocation should refer to legality, propriety and other factors affecting the administration of justice.

Another aspect of manpower projection studies that requires a significant amount of time and effort is measuring and assessing performance of existing personnel. By observation, interview and measurement over a period of time, standards on work output or performance level can be established for assessing staff capacity. For example, if a department handled 500 cases in 1967 and, with the same size staff, only 400 cases in 1970 and about 400 in the two intervening years, it could suggest that the staff has been

working at 80% capacity. If caseload over the next 10 years is projected to increase 20%, it can be assumed that the size of the present staff will be adequate to handle the total caseload without additional staff. However, the rationale behind the hiring of staff and measuring its performance on the kinds of cases handled may reveal a need to increase staff size slightly over the 10-year period. In other words, performance measurement, accounting for factors affecting it, will refine the accuracy of manpower projections.

ASSUMPTIONS FOR MANPOWER PROJECTION

Establishing realistic assumptions on which manpower projections are based is a difficult task. In some procedural areas, the process is akin to gazing into a crystal ball. However, experienced manpower planners will spare no amount of effort to establish assumptions which limit the uncontrolled variables affecting a projection. For example, there is a trend toward removal from criminal courts of traffic violations, building code violations and other minor offences, placing them, instead, under an administrative tribunal system. Another example can be found in civil courts where rapid inflationary growth may result in raising jurisdictional monetary limit.

While it is a fairly simple matter to list assumptions, considerable skill enters in determining the approximate dates such assumptions may be implemented. Legislators, administrative judges and directors, as well as attorneys involved in judicial reform, can shed light on factors influencing procedural or other changes and their probable effective date. For example, if a bill on judicial reform is before a legislature at the same time a project is in progress, it would be useful to interview legislators, judges and administrators as to the likelihood of the bill's passage and its expected affect on the judicial system and departments within it.

Several assumptions relating to the courts are applicable in many states. Greater centralization of judicial and law-enforcement facilities, and a trend toward decentralization of court-related social agencies out in local communities where most of their "clients" live and work. It also can be assumed that there will be a greater emphasis placed on treatment and rehabilitation of prisoners in general, and, in particular, those with psychiatric problems. Social crimes, sometimes referred to as "victimless" offenses, more than ever before, will be handled and processed by social and administrative agencies instead of by the courts. Such "crimes" include prostitution, some forms of gambling and housing code violations. Because these types of cases constitute a major portion of the criminal court workload, their eventual removal from the court would substantially affect manpower projections for departments handling such cases. With a potential reduction in caseload and manpower needs, spatial requirements, including courtrooms and ancillary facilities, may also decrease.

A significant trend affecting manpower studies is the growing application of management techniques to improve court operations. Sophisticated management tools can expedite case dispositions, especially when coupled with new legislative rulings specifying a limit on the period of time between arraignment and trial (in felony cases, six months).

The increasing use of computer technology and electronic data-processing for information storage and automatic retrieval in the courts will mandate more specialized personnel, including programmers, analysts and operators. Even now, the courts are relying on planners and coordinators to effectively marshal these resources in managing judicial, administrative and other operational procedures.

Simplification of court procedures, growing out of case overload and promoted by improved management techniques, is another

assumption vital to manpower projection. For example, probate and estate case procedures are being simplified, with adequate legal safeguards, to relieve the courts of the need to process non-judicial matters or those on which a determination can be made without court intervention.

The creation of new courts and new types of cases on the other hand, is a possibility that cannot be ignored in establishing manpower projection assumptions. The recent creation of a narcotics court in New York City to handle only felony narcotics cases is one such instance of the possibilities. Additional personnel required to operate such courts has to be taken into account during a manpower projection study prior to the court's conception. Even when such trends do not exist, an adjustment factor should be used to accommodate possible changes, alternative projections being prepared for each assumption.

From general assumptions applicable to courts throughout the country, the manpower planner, when working on a specific project, would take what is appropriate and apply it to local conditions. The specific calendaring and case assignment system adopted by the court, its use of manpower, the possible consolidation of trial courts, and the major delays in case disposition are factors that require detailed evaluation in manpower projection requirements at the local level. In most cases, a straight-line projection of manpower requirement, based on historical growth alone, is extremely inaccurate. If the courts were to continue to function as they have in the past, they would not be able to handle projected increased caseload, (based only on the projected population). Straight-line projections may indicate doubling or tripling judicial and support personnel within a decade when, in fact, such expansion may be excessive. Alternative solutions are needed to modify and level off rapid caseload growth, thereby, reducing lengthy delays in hearings and trials.

VERIFYING ASSUMPTIONS AND PROJECTIONS

Having established the assumptions to be used in projecting manpower needs, based on research and interviews with key judicial and administrative personnel, it is essential to verify these assumptions with the agencies responsible for the implementation of changes in the court system. Experience has shown that it is useful to obtain from agency personnel the approximate projected dates that assumptions would become effective. Manpower projections can be either short- or long-term. Short-term projections beginning in the next fiscal year for five years usually can be conducted fairly accurately, based on existing and anticipated workloads. Economic conditions and the political influence of the agency. The longer the period allowed for manpower projection, the more variable the assumptions, and the greater the degree of inaccuracy. However, because estimated useful life of a building today is 50 years -- especially so for public buildings like courthouses designed and erected for a specific need -- it is essential that the space management consultant project needs, within his knowledge of possible future administrative and operational changes, for a long-term period of about 30 years.

The most realistic basis for making spatial projections rests with projection of manpower requirements according to existing and projected classifications. Each personnel classification should be assigned a space standard in square feet. Combining total work area with departmental spaces, such as conference rooms, storage spaces and visitors' spaces, circulation space, and staff amenities spaces, the total space requirement for each department can be accurately computed.

After projecting manpower for each department or unit, it is important that projections be verified by department heads. Preliminary projections can be modified, based on new factors introduced.

MODIFYING THE APPROACH FOR INDIVIDUAL COURTS

Manpower planning as part of the New York City courts study was concerned with activities of Criminal, Civil, Supreme (both Criminal and Civil Divisions) Surrogate's and Family Courts.

Ancillary agencies with operations directly affecting court manpower requirements, and required to be located near courtrooms, were also analyzed. These agencies included offices or departments of the District Attorney, the Legal Aid Society, Correction, Probation, and several smaller agencies engaged in court-related activities. For each court department or agency, the general manpower planning techniques previously discussed were modified to suit the unit's particular operating criteria. What follows is a summary of the approach and techniques used in these studies.

THE NEW YORK APPROACH

In the New York County Criminal Court, manpower analysis began by reviewing population characteristics, past and present, of the county and surrounding areas, the principal source being the 1960 and 1970 "Census Reports" published by the U.S. Department of Commerce. In addition to straight head-count figures, these reports present population data under major demographic categories, such as sex, age, education level, race, occupation, income level, marital status, and nationality. The underlying basis for analyzing population characteristics is the assumption that levels of crime relate directly to specific characteristics of local population. It is assumed that, if expected population mix can be projected, then a reasonable basis will result from which levels of crime can be predicted. Crime levels can be directly related to workload of a criminal court and its ancillary units; workload then can be related directly to manpower requirements. Other social conditions bear directly on caseloads for civil and surrogate's courts.

The "Uniform Crime Report" published annually by the Federal Bureau of Investigation provides a useful indication of population

characteristics which seem to be reliable barometers of crime. Violent crime, for example, is the chief contributor to criminal court caseload. Population characteristics which can be considered major indicators of crime are: head count, sex, age, income, race and density. The expected variance in these factors was developed by analyzing local changes in these characteristics between 1960 and 1970, data extrapolated being modified where appropriate. Concurrently, criminal court caseload should be isolated by the type of crime -- first into the three major categories of felony, misdemeanor, and violation, and second, into specific variations within each category. The "Uniform Crime Report" then can be consulted as to recent and current trends in each specific category of crime, as reported in the U.S. cities of 250,000 or more population (or cities of comparable size in relation to the locale of the court under study). For example, the historical caseload in New York City might reveal that the incidence of felonious assaults had risen by 10% over the past 10 years. At the same time, the F.B.I. report might show that, historically, 85% of felonious assaults in municipalities of comparable size were committed by adult males over the age of 25, with a 50-50 mix between Caucasian and Negro perpetrators, in readily discernible patterns of income level. This data then would be evaluated in light of a characteristic profile developed for the locality under study. This local profile might show that male adults over age 25 were expected to decrease in number by 10% over the next 30 years and that the male/female ratio and Caucasian/Negro ratio were expected to remain constant. The technique then used would be to assume that the principal factor contributing to future accounts of local felonious assaults was the number and proportion of male adults over age 25. Extrapolating information regarding felonious assaults in large cities may indicate a 30% increase in this type of crime; however, this percentage must be evaluated against the expected 10% decrease of male adults over

age 25. The resulting analysis might yield a projection that the number of felonious assaults committed at some future date would be something less than the 30% increase trend stipulated by in the F.B.I. report (Table 1).

Similar projections can be developed for every category of crime leading ultimately to a projection of the number of arraignments anticipated for a criminal court. Arraignments can be quantitatively related to the workloads for judges, district attorneys, Legal-Aid attorneys, probation officers and corrections officers. Finite statistical information used in projecting manpower requirements would be taken from future trends likely for each type of crime, estimated in five-year intervals. Individual caseload capacities in ancillary units, such as offices of the district (prosecuting) attorney and the public defender, are easily computed, using past performance record.

Projections of future manpower requirements for a criminal court obviously must take into account the administrative criteria under which the cases are placed on the judges' calendars. Court statistics, in this instance as well, should show the average number of cases heard or tried in individual court parts. Current backlog in the court should be taken into account and provision made in the manpower projection for staff adequate to maintain this backlog at reasonable levels. Finally, future caseload prediction must be modified in light of any projected legal or procedural provisions, as discussed in the previous section. In such instances, pertinent caseload data must be subtracted from expected future caseload and appropriate allocations made outside the criminal court.

Current and projected data relating societal factors in the general population to crime, if available, may have some effect on the outcome of facility manpower projections. Such factors might include rising levels of education, improved job opportunities and so on. No such data was available to the manpower planners on the Courthouse Reorganization and Renovation Program staff.

TABLE 1
NATIONAL CRIMINAL PROFILE
BASED ON DATA FROM F.B.I. 'UNIFORM CRIME REPORTS'

YEAR	1965	1966	1967	1968	1969	1970	1975	1980	1985	1990	1995	2000
TOTAL INTAKE CASELOAD	20,537	22,663	23,510	21,704	23,162	23,664	24,085	24,513	24,933	25,356	25,782	26,205
FELONY CATEGORIES												
1. Assault	4,218 (20.5)*	4,794 (21.2)	4,504 (19.2)	2,956 (13.6)	2,990 (12.9)	3,094 (13.1)	3,198 (13.3)	3,303 (13.5)	3,407 (13.7)	3,511 (13.8)	3,616 (14.0)	3,720 (14.2)
2. Burglary	1,897 (9.2)	2,264 (10.0)	3,086 (13.1)	2,674 (12.3)	2,382 (10.3)	2,413 (10.2)	2,444 (10.1)	2,475 (10.1)	2,506 (10.1)	2,537 (10.0)	2,568 (10.0)	2,600 (9.9)
3. Burglars' Tools	377 (1.8)	470 (2.1)				--	--	--	--	--	--	--
4. Dangerous Weapons	952 (4.7)	926 (4.1)	1,150 (4.9)	1,499 (6.9)	1,641 (7.1)	1,730 (7.3)	1,819 (7.6)	1,908 (7.8)	1,997 (8.0)	2,086 (8.2)	2,175 (8.4)	2,265 (8.6)
5. Forgery	599 (2.9)	659 (2.9)	763 (3.2)	772 (3.6)	1,083 (4.7)	1,089 (4.6)	1,095 (4.5)	1,101 (4.5)	1,107 (4.4)	1,113 (4.4)	1,119 (4.3)	1,125 (4.3)
6. Fugitive from Justice	332 (1.6)	289 (1.3)	312 (1.3)	254 (1.2)	330 (1.4)	350 (1.5)	356 (1.5)	364 (1.5)	370 (1.5)	376 (1.5)	383 (1.5)	389 (1.5)
7. Gambling: Bookmaking	21 --	21 --	21 --	123 (.6)	83 (.4)	78 (.3)	73 (.3)	68 (.3)	63 (.3)	58 (.2)	53 (.2)	48 (.2)
8. Policy Law	2,560 (12.5)	1,666 (7.4)	789 (3.4)	280 (1.3)	216 (.9)	200 (.9)	183 (.8)	167 (.7)	150 (.6)	134 (.5)	117 (.5)	100 (.4)
9. Homicide	256 (1.2)	224 (1.0)	270 (1.1)	367 (1.7)	414 (1.8)	426 (1.8)	638 (1.8)	451 (1.8)	463 (1.9)	475 (1.9)	488 (1.9)	500 (1.9)
0. Larceny (Criminal)	3,204 (15.6)	3,776 (16.7)	3,541 (15.1)	2,953 (13.6)	2,904 (12.5)	3,000 (12.7)	3,100 (12.9)	3,200 (13.1)	3,300 (13.2)	3,400 (13.4)	3,500 (13.6)	3,600 (13.7)
11. Malicious Mischief	53 (.3)	56 (.3)	51 (.2)	104 (.5)	91 (.4)	94 (.4)	97 (.4)	100 (.4)	103 (.4)	106 (.4)	109 (.4)	112 (.4)
2. Narcotics (Possession) and Narcotics Drug Control (Possessing)	2,374 (11.6)	3,427 (15.1)	4,317 (18.4)	4,904 (22.6)	5,653 (24.4)	5,701 (24.6)	5,749 (23.9)	5,798 (24.1)	5,846 (23.4)	5,894 (23.2)	5,943 (23.1)	5,992 (22.9)
13. Receiving Stolen Goods	896 (4.4)	1,061 (4.7)	1,090 (4.6)	1,042 (4.8)	1,424 (6.1)	1,452 (6.1)	1,477 (6.1)	1,502 (6.1)	1,527 (6.1)	1,553 (6.1)	1,578 (6.1)	1,603 (6.1)
14. Robbery	2,001 (9.7)	2,160 (9.5)	2,703 (11.5)	2,995 (13.8)	3,160 (13.6)	3,178 (13.4)	3,196 (13.3)	3,214 (13.1)	3,232 (13.0)	3,250 (12.8)	3,268 (12.7)	3,286 (12.5)
15. Sex Offenses	478 (2.3)	535 (2.4)	530 (2.3)	452 (2.1)	452 (2.0)	450 (1.9)	450 (1.9)	450 (1.8)	450 (1.8)	450 (1.8)	450 (1.8)	450 (1.7)
16. Vehicle and Traffic Laws	54 (.3)	65 (.3)	41 (.2)	55 (.3)	34 (.2)	50 (.2)						
17. Other Felonies	255 (1.2)	270 (1.2)	320 (1.4)	187 (.9)	195 (.8)	245 (1.0)	245 (1.0)	246 (1.0)	245 (1.0)	245 (1.0)	246 (1.0)	245 (.9)
18. Abandonment of Child	--	--	4	5	2	6	6	6	6	6	6	6
19. Arson	--	--	18 (.1)	78 (3.3)	77 (3.3)	78 (3.3)	79 (3.3)	80 (3.3)	81 (3.3)	82 (3.2)	83 (3.2)	84 (3.2)
20. Fraud and Related Offenses	--	--	--	4	31 (1.3)	30 (1.3)	30 (1.3)	30 (1.2)	30 (1.2)	30 (1.2)	30 (1.2)	30 (1.1)

SAMPLE CALCULATION

The following sample calculations should help to make clear how a manpower analyst can project changes likely to occur in a standard crime category -- "Dangerous Weapons" -- and the factors he would take into account in translating projected caseload into future manpower requirements. All calculations are shown in sequence.

According to statistics published in the FBI's most recent "Annual Uniform Crime Reports," the most frequent offender under the dangerous weapons statutes in metropolitan areas with populations in excess of 250,000 inhabitants is an individual with the following characteristics:

- A. Of total offenders, 94% are male. The proportions of males to females is about equal (47% to 53%).
- B. Half the offenders fall within the 19-to-24 age group, with another 33% being above 25. Because 83% of dangerous weapons offenders are at least 19 years old, this offense obviously is not common to youth.
- C. The most significant characteristic of the typical dangerous weapons offender would appear to be race, 56% being non-white, primarily black, and the balance being white. On the surface this ratio would appear to be close. In New York County, however, this characteristic assumes added importance. When it is considered that non-whites make up only 30% of the entire county population, the statistics reveal that this group committed 56% of the dangerous weapons offenses. Similar qualifications undoubtedly will apply in studies in other areas.

The composite statistical profile of the most frequent dangerous weapons offender, drawn for the above three dominant characteristics, is one of a non-white (probably black) male, above the age of 19.

This information next would be correlated with projected population patterns to determine the probable trend in the incidence of dangerous weapons offenses.

POPULATION PROJECTION

In 1960, the proportion of whites to non-whites in New York County was 75% to 25%. By 1970, this proportion had shifted slightly to 70% to 30%. Analysis of income data shows that there exists in the county a "hardcore" of white inhabitants who, because of their exceptionally high or low incomes, cannot reasonably be expected to emigrate in the foreseeable future. This fact, combined with Department of Commerce estimates of population trends, yields a projection that, by the year 2000, the ratio of whites to non-whites in New York County will have reversed itself to 35% to 65%, respectively (Fig. 1).

Predicated on projected changes in overall population composition, an equation can be constructed to indicate the percentage rise in dangerous weapons offenses that, in New York County, can be expected to increase over the next 30 years.

CASELOAD PROJECTION

If, in 1970, 30% of the population (non-white) tended to commit 56% of the dangerous weapons offenses, then, by the year 2000 when non-whites are assumed to be 65% of the total population, the percentage of these crimes committed by non-whites can be expected to rise by 121%, as demonstrated below (See also Table 2):

$$\frac{30\% \text{ of population}}{56\% \text{ of dwo}} = \frac{65\%}{\text{dwo}}$$

Where "dwo" equals "dangerous weapons offenses."

$$X = 121\%$$

Using 1970 as a base year, the number of dangerous weapons offenses committed by non-whites would climb from 1,600 to 1,936 cases. Similarly, the number of such offenses that would be committed by whites can be calculated:

$$\frac{70\% \text{ of population}}{44\% \text{ of dwo}} = \frac{35\% \text{ of population}}{X\% \text{ of dwo}}$$

$$X = 22\%$$

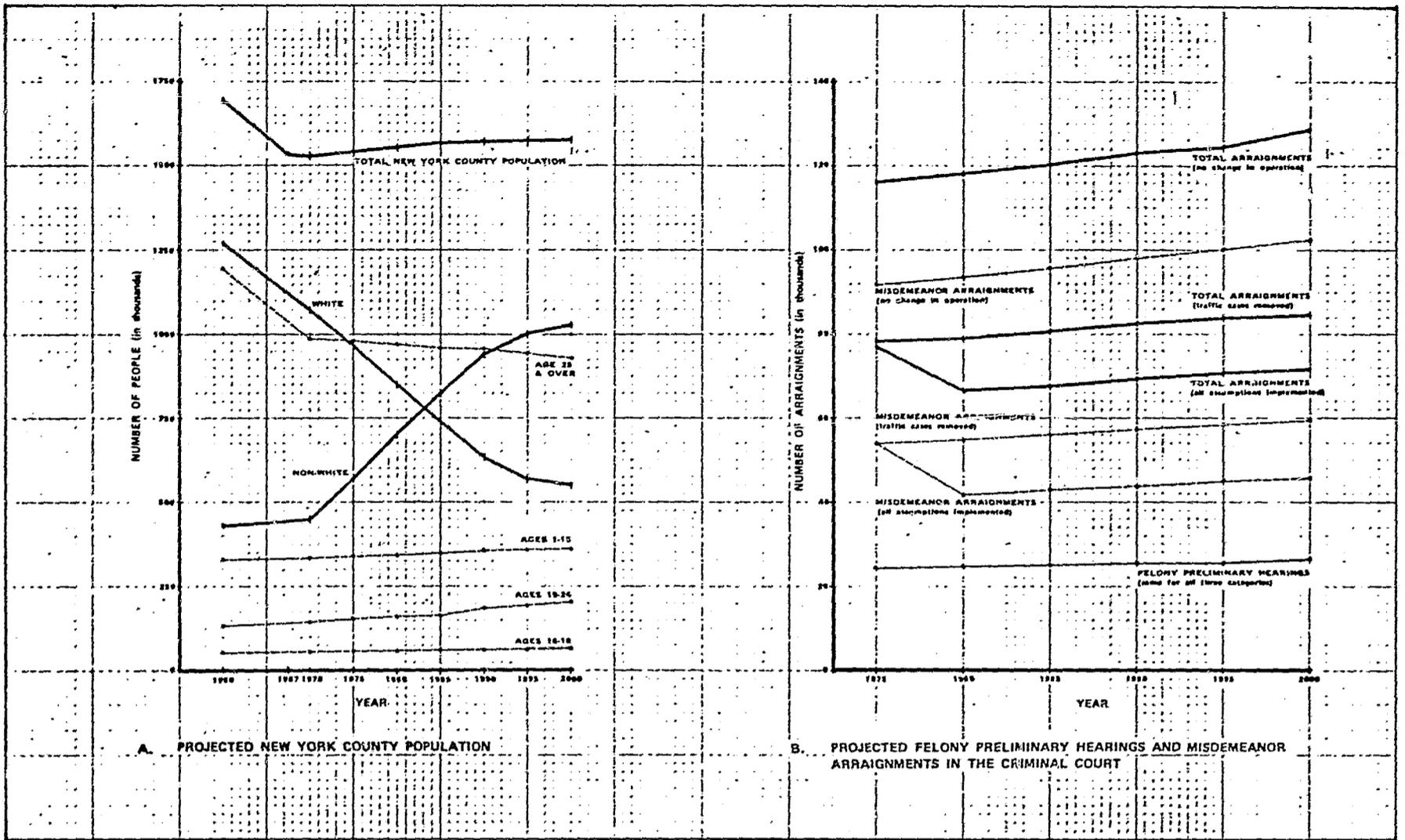


FIGURE 1
PROJECTED POPULATION AND CRIMINAL COURT INTAKE CASELOAD
NEW YORK COUNTY

CATEGORIES OF CRIME	RATE OF ARREST PER 100,000 IN CITIES WITH POPULATION OVER 250,000	% INCREASE OR DECREASE OF ARRESTS ALL AGES 1960-69	% CHANGE OF ARRESTS BY SEX 1960-69		% OF DEFENDERS BY SEX 1969		ARREST TRENDS BY AGE IN CITIES OVER 250,000 POPULATION 1969				% OF ARRESTS BY RACE IN CITIES OVER 250,000 POPULATION 1969			
			% INCREASE	MALE	FEMALE	MALE	FEMALE	"A" 1-14	"B" 15-17	"C" 18-24	"D" 25 - OVER	WHITE	NEGRO	OTHERS
1. Homicide														
A. Murder and Non-Negligent Manslaughter	16.2	83.6	87.3	65.4	84.8	15.2	1.5%	8.6%	32.8	57.1	30.7	67.4	1.9	
B. Manslaughter by Negligence	2.4	4.4	3.3	13.8	89.8	10.2	.1	7.5	35.9	56.5	67.0	30.9	2.1	
2. Forcible Rape	17.8	56.6	56.6	--	100.0	--	4.2	17.2	43.6	35.0	41.1	57.0	1.9	
3. Robbery	124.2	95.3	92.2	155.8	93.8	6.2	12.4	22.2	42.5	22.0	29.1	69.1	1.8	
4. Aggravated Assault	133.4	54.1	57.0	37.3	87.4	12.6	5.7	11.5	30.1	57.3	44.6	53.6	1.8	
5. Burglary	245.2	52.0	50.2	104.7	95.6	4.4	26.4	28.0	28.7	16.9	58.8	39.4	1.8	
6. Larceny-Theft	443.0	83.9	61.7	196.3	73.5	26.5	28.9	25.4	23.9	21.8	63.6	34.4	2.0	
7. Auto Theft	143.8	73.5	70.4	154.9	94.7	5.3	16.5	42.3	29.3	11.9	57.5	39.8	2.7	
Violent Crime	291.6	69.2	70.6	57.2	90.4	9.6	7.9	15.7	35.7	40.7	38.0	60.2	1.8	
Property Crime	832.0	72.0	59.1	184.9	82.9	17.1	26.5	28.5	25.9	19.1	61.4	36.5	2.1	
Other Assaults	247.9	54.6	50.3	94.6	87.9	12.1	7.4	10.9	28.7	53.0	56.3	41.8	1.9	
Arson	7.7				90.9	9.1	46.8	18.3	32.9		65.9	32.9	1.2	
Forgery and Counterfeiting	34.0	31.1	20.8	83.9	77.3	22.7	2.6	9.3	41.6	46.5	64.8	34.2	1.0	
Fraud	42.6		30.5	156.2	73.8	26.2	1.9	4.0	30.1	64.0	70.1	29.1	.8	
Embezzlement	3.5	49.6			79.2	20.8	.1	3.6	31.1	65.2	72.9	26.8	.3	
Stolen Property	53.0	263.1	263.1	262.7	91.5	8.5	11.0	21.5	35.9	31.6	56.4	42.4	1.2	
Vandalism	79.6				92.7	7.3	49.4	24.7	13.8	12.1	74.6	23.9	1.5	
Weapons	113.0	117.2	114.7	159.8	93.5	6.5	4.6	12.8	32.5	50.1	44.0	54.4	1.6	
Prostitution	99.1	61.0	14.2	80.1	20.4	79.6	--	1.9	56.6	41.5	30.8	68.2	1.0	
Sex Offenses	57.2	(17.2)*	(12.2)	(39.4)	86.9	13.1	8.8	12.9	28.7	49.6	72.6	25.1	2.3	
Narcotic Drug Law	292.4	491.9	487.6	516.7	84.5	15.5	3.5	21.3	51.4	23.8	73.9	24.5	1.6	
Gambling	148.9	(42.9)*	(42.3)	(48.6)	92.2	7.8	.3	1.9	12.7	85.1	25.7	69.8	4.5	
Off. Against Family & Children	30.4	(3.6)	(5.7)	13.3	90.8	9.2	.3	1.4	31.4	66.9	60.6	38.1	1.3	
Driving Under the Influence	278.5	73.3	72.4	86.5	93.7	6.3	--	1.0	18.6	80.4	79.0	19.3	1.7	
Liquor Laws	81.5	61.6	65.2	41.1	87.2	12.8	2.9	30.3	47.7	19.1	84.3	13.5	2.2	
Drunkenness	1378.2	(13.6)*	(12.8)	(23.9)	92.9	7.1	.3	2.4	13.5	83.8	72.1	21.9	.6	
Disorderly Conduct	621.1	7.7	6.1	17.8	85.6	14.4	7.2	13.1	31.6	48.1	60.7	36.1	3.2	
Vagrancy	163.7	(34.0)*	(36.9)	1.6	88.6	11.4	1.8	8.5	32.9	56.8	73.3	24.4	2.3	
All other Offenses (Less Traffic)	467.3	54.6	45.5	104.6	84.5	15.5	12.9	19.4	30.8	36.9	70.6	27.4	2.0	
Suspicion	124.7	(19.1)*			85.1		5.8	17.1	43.2	33.9	53.1	46.1	.8	
Curfew and Loitering Law Vio.	81.7		(23.0)	13.2	79.9	20.1	26.2	73.8	--	--	75.7	21.9	2.4	
Runaways	106.8				48.7	51.3	40.5	59.5	--	--	80.8	16.6	2.6	
Total	5,514				86.3	13.7	9.9%	15.6%	25.2%	49.3%	66.7	30.1	3.2	

TABLE 2
HISTORICAL AND PROJECTED CRIMINAL FELONY INTAKE CASELOAD
CRIMINAL COURT, NEW YORK COUNTY

Of 1,600 dangerous weapons offenses committed in 1970, 22% equals 352 cases. Totaling both provides a view of all dangerous weapons crimes that can be expected by the end of the century -- 2,288 cases. By 2000, projected increase in incidence of this crime is 43% or 688 cases over the year 1970.

The above procedure can be used to project, over the next 30 years, percentage change in each of the FBI's 75 categories of violations, misdemeanors, and felonies. Upon completing the projection for each type of local offense there will emerge an overview of expected increase in general crime for the area. In New York County, for instance, violations were expected to increase by one-third, misdemeanors by 13.6% and felonies by 11.2%.¹

The available level of law enforcement -- notably, strength of the local police department -- the higher the intake of the courts; and, since only a small percentage of perpetrated crime results in arrest, the more police officers, the greater number of arrests. In the New York study, predicted municipal budgetary limitations mandated there being no change in the proportion of law enforcement to crime. Consequently, this factor did not influence the outcome of the projections as a function of court intake.

FACTORS AFFECTING DEPARTMENTAL MANPOWER PROJECTIONS

Projected trends in crimes cannot be applied directly to departments under study without first considering a number of qualifying factors. These factors may have little or no effect upon projected crime patterns as they relate to manpower requirements of the court units but more often alter projections entirely. Some of the most important of these qualifying factors follow.

¹ Courthouse Reorganization and Renovation Program, Progress Report, Vol.1, 1971, pp.124-5. Other factors in the general population, such as rising educational levels, improved job opportunities and correctional facility reforms may affect manpower projections; meaningful statistics in such areas were not available at the time of the New York study.

A. STAFF UTILIZATION AND CAPACITY

During an analysis of a court unit's recent historical workload it may become apparent that a greater workload has been handled in the recent past. Assuming that unit staffing strength was the same at both recent and more distant periods, staffing requirements to meet projected increases in workload must be predicated on the higher workload standard, as demonstrated by the following example:

Year	1965	1966	1967	1968	1969
Caseload Handled	450	370	375	385	400
Staff Strength	10	10	10	10	10

This chart shows that, in 1965, unit strength was 10 staff members who disposed of 450 cases. In 1969, the same staff caseload was only 400. Projections of future caseload requirements must be made on the caseload standard (workload units ÷ staff strength) of 450 ÷ 10, or 45, as opposed to the standard of 400 ÷ 10, or 40. This generalization assumes that the department is operating under the same procedures in both 1965 and 1969, and that no unfilled positions existed at either time.

B. PROSPECTIVE CHANGES IN OPERATING PROCEDURE

Departmental units being studied may be planning changes in operation, or the facility as a whole may anticipate making such changes. Usually these changes have an impact on unit workload capacity, although the precise effect is not always apparent. It may also be true that, while the operation may not be changed, the jurisdiction or scope of the department's responsibilities is expected to be altered. In any event, before a realistic manpower projection can be calculated for such units, an appraisal of these changes must be undertaken with a view to their probable impact both on total caseload and staff capacity.

Three kinds of calendaring procedures are used in New York County courts: the "individual calendar," "all-purpose part," and the "conference-and-assignment part." Each has been designed to increase judicial productivity and decrease calendar backlog in the county's Civil, Criminal and Supreme Courts.

During the New York study, these systems were in varying stages of implementation. The conference-and-assignment system had been fully operational in the Civil Court for about 1 1/2 years. Based on performance of the concept over that period, judicial productivity was estimated to have increased by 60%.

The individual calendar and all-purpose part systems were operating about three months as small-scale experiments when the study of the New York courts was started. Analysis of each, based on such short experience, required making allowances for a higher disposition rate at the outset of their introduction when cases more rapidly settled were disposed. In time, cases to be tried would tend to reduce the initial impact of the new systems on court workload.

C. EXISTING CASE BACKLOG

Future workload projections for any department must incorporate existing work backlog in that unit, the combination of these factors representing the unit's total workload. The very existence of a backlog indicates that some operating deficiency exists in either manpower utilization or organizational structure. The structure of the unit, for instance, may not be conducive to an efficient operation with the result that staff potential is not realized.

D. BUDGETARY RESTRICTIONS

Quite frequently, the manpower planner will encounter fiscal limitations upon projected staff requirements. During the New York study, for instance, a job freeze was in effect encompassing all municipal employees. Consequently, many departments studied were not at full complement, nor could they expect to be so for the immediate future. While such situations may be only temporary, some units -- in New York, the police

department -- may be effected financially for the entire period of the study -- 30 years in New York.

The New York County District Attorney's Office is another case in point. Traditional fiscal policy of this organization has been conservative and executive management has cut back repeatedly on staff authorization requests by line supervisors. The analyst must carefully assess any diverging management attitudes to gauge the net impact on future staffing levels. In fact, one important yet intangible consideration in manpower planning is the executive or managerial philosophy of the organization. Very often, the practical effects of these attitudes are reflected in official documents of the organization -- notably the annual budget, a valuable tool for analyzing historical staffing patterns and projecting trends.

MANPOWER PROJECTION CONSIDERATIONS IN OTHER COURTS

For a civil court, the basic criteria which determine court caseload are not necessarily so personal as the population characteristics utilized to analyze criminal court caseload. Civil court caseload (and, consequently, manpower) is determined to a greater degree by straight head count and general prevailing economic conditions in the area. The majority of civil court cases involve other personal injury or contract violations. In projecting caseload in the area of personal injury, the greatest weight should be given to recent caseload trends, the affect of current legislation (such as adoption of no-fault insurance) and expected changes in total population. Commercial or contract cases show varying incidence with inflationary conditions prevalent at any point in time. Civil cases reaching a higher court, such as the Supreme Court in New York City, as a result of an arbitrary economic cut-off point, say cases evaluated in excess of \$10,000. Here again, future caseload and manpower estimates for a higher court's civil division are related directly to expected changes in the cost of living and, possibly, changes in the cut-off point for each case to be under Supreme Court jurisdiction.

In a probate court dealing particularly with wills and estates, future manpower requirements may be gauged by expected population changes, income level and age distribution. Any or all of these may have a significant effect on the number of wills filed for probation and, consequently, on court workload.

Projected workload for a family court is most closely related to personal population characteristics, next to a criminal court. Here again, expected changes in population distribution and income levels can be related directly to court workload -- delinquency hearings, adoption and other family problems.

APPLICATION OF MANPOWER PROJECTIONS

When completed, manpower requirements projected for each job classification in each department of each court can be summarized in a table similar to the one shown for the Office of Probation in the New York study (Table 4). Existing department staffing is shown in Table 3.

Space standards for different categories of court personnel can be developed as prescribed in a companion monograph in this series.* By applying these standards to the number of personnel projected for each category, space requirements for each department can be calculated. In renovation projects, existing spaces may be larger than recommended standards. The application of unit space standards to personnel would provide only total work space. Common or shared spaces, such as conference rooms and public waiting and storage spaces, would have to be added to work space to derive total departmental area (Table 5).

From projected manpower information, it is possible to establish standards, such as the number of departmental personnel per court part, or the number of supporting personnel per judge. Such standards would provide the total space needed when contemplating the addition of

* See "Space Standards and Guidelines"

TABLE 3

EXISTING MANPOWER DATA OFFICE OF PROBATION, NEW YORK COUNTY

ORGANIZATION UNITS	PERSONNEL TITLES	OFFICE MANAGER	INTAKE CLERKS	PROBATION OFFICERS	SUPERVISOR (P.O.)	BRANCH CHIEF	SUPERVISOR (TYPING)	TYPIST	RECORDS CLERK	LIAISON OFFICERS	PARA-PROFESSIONALS	TOTAL
INTAKE UNIT		1	4									5
PROBATION INVESTIGATION UNITS *				29	6	1				4	1	40
TYPING POOL							1	8	1			10
TOTAL		1	4	29	6	1	1	8	1	4		56

* There are 6 units headed by a supervisor, 3 units have 5 Probation Officers and 3 units have 6 Probation Officers.

Caseload: Established by branch chief, 170 weighted cases/year, (1/3 for Youthful Offenders and 1 for an adult investigation).

TABLE 4

MANPOWER PROJECTION 1970 - 2000 OFFICE OF PROBATION, NEW YORK COUNTY

Job Title	1970	1975	1980	1985	1990	1995	2000
Branch Chief	1	1	1	1	1	1	1
Supervising Probation Officer	6	8	6	6	7	7	7
Probation Officers	29	47	39	40	41	41	42
Para-Professionals	1	8	6	6	7	7	7
Court Liaison Officers	4	6	6	6	6	6	6
Office Manager	1	2	2	2	2	2	2
Clerks	5	8	6	6	7	7	7
Typists	8	15	13	13	13	13	14
Supervising Typists	1	2	2	2	2	2	2
TOTALS	56	97	81	82	86	86	88

TABLE 5

SUMMARY OF MANPOWER AND SPATIAL REQUIREMENTS 1970 - 2000
 SUPREME COURT CRIMINAL DIVISION AND CRIMINAL COURT, NEW YORK COUNTY

PERSONNEL	NUMBER OF PERSONS ⁺		EXISTING AREA (sq. ft.)	ASSIGNED MIN. WORK AREA [*] (sq. ft.)	ADDITIONAL SPACE [*] (sq. ft.)	TOTAL REQUIRED AREA [*] (sq. ft.)	TOTAL ASSIGNED AREA ⁺⁺ (sq. ft.)
	1970	2000					
Supreme Court Judges	14	22	22950	21862	2625	24487	36064
Supreme Court Officers	172	264	19253	21300	12800	33800	27723
Criminal Court Judges	28	37	8400	18188	1750	17938	11088
Criminal Court Officers	104	115	11341	12269	9812	22081	12589
Legal Aid Society	158	211	8895	21750	3562	25312	11920
District Attorney's Office	386	535	135341	62394	33250	65644	188124
Office of Probation - Supreme Court	121	171	21862	18500	3936	22438	30625
Office of Probation - Criminal Court	55	88	4657	9562	1688	11250	7311
Psychiatric Clinic - Supreme Court	10	11	1774	1425	1188	2613	1951
Psychiatric Clinic - Criminal Court	24	32	1856	4169	1562	5731	2468
Department of Correction	257	330	43244	28900	31250	61050	64522
Police Department	79	71	6816	6125	6375	11500	8916
Youth Counsel Bureau	15	21	1382	2475	1312	3787	2032
Manhattan Court Employment Project	68	79	3250	8912	4000	13912	4420
Society for the Prevention of Cruelty to Children	3	4	355	575	125	700	467
TOTAL	1484	1991	291471	236406	113937	352243	396420

⁺for detailed information, see chapter, "Manpower Requirements for the Criminal Court and the Criminal Division of the Supreme Court."

⁺⁺based on existing space use

^{*}25% circulation space added

another courtroom. Additional area must be included in the calculation for ancillary spaces adjoining, or in close proximity to the courtroom and related spaces. In New York County, the total net space required for an additional criminal court courtroom, 1,200 to 1,500 sq. ft. in size, is 6,138 to 7,387 sq. ft. (Table 6). Supporting departmental space required for each courtroom is two to three times the area of the courtroom, with ancillary spaces about two-thirds courtroom size. This information is especially important in assessing the adequacy of space in an existing court building, and in determining the minimum unit floor space area for new construction.

Manpower projections, beyond their application to space requirements, have applicability in management studies aimed at improving operations and manpower assignment and utilization throughout the court system. The educational value of manpower studies should not be slighted. By delineating factors that influence staff performance and efficiency, such studies should enable department heads and administrators to plan more realistically for the kinds of personnel needed in the future.

TABLE 6
TOTAL SPACE REQUIREMENT FOR EACH ADDITIONAL COURTROOM
CRIMINAL COURT, NEW YORK COUNTY

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 58-60 24-27 24-27 18-18 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	45-54 264-293	
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 *			150-200	
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

END