



CLACKAMAS COUNTY, OREGON

New Court Facility Needs Assessment

FINAL REPORT

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Contents

7 Introduction

8 Scope of Work

9 Methodology

11 Population

11 Historic and Projected Population Estimates

11 Clackamas County Population

12 Population Analysis

15 Case Filings

15 Historic Case Filing Trends

15 Historic Case Filing Trends Analysis

16 New Case Filing Trends

23 Future Case Filing Trend Modeling

24 Juvenile Dependency and Delinquency Hearings

31 Estimated Staffing

31 Circuit Court

31 Comparably Sized Counties Trend Analysis

32 Judicial Officers

33 Historic Case Filing Per Judge Trends Analysis

34 Judiciary Staffing Comparison

37 Trials

37 Jury Trials

39 Court Organization

39 Overall Organizational Structure

41 Court-Related Departments

41 Judiciary

42 Judicial Chambers

44 Trial Court Administration

48 Court Management

51 Civil Case Unit | Information Center | Probate

55 Accounting | Collections | Indigent Defense

59 Criminal and Traffic

62 Calendaring | Juvenile | Jury

67 Records

70 District Attorney

84 Sheriff - Security and Central Holding

89 Sheriff - Civil Service / Court Security

93 Operational Impacts on Space

93 Court Technology and Customer Service Delivery

98 Judicial Officers and Judges' Support Staff

101 Program Goals

101 Courthouse Planning Concepts and Goals

106 Flexibly Assigned Courtrooms

107 Courtroom Sizes and Configurations

108 Conference and Negotiation Areas

109	Shared, Multi-Purpose Jury Deliberation Rooms	140	Building Support
111	Functional Space Requirements	141	Secure Parking
111	Courtrooms	142	Public Defense Programs
114	Courtroom Ancillary Space	142	Department of Human Services
115	Child Respite Care	144	Site Analysis
120	Conference Center	148	Blocking and Stacking
121	Victim Accommodations	154	Definitions of Square Footage Terms
122	Public Service Areas	155	Future Space Requirements Projections
122	Public-Help Center & Law Library	156	Functional Space Summary
124	Juror Assembly Room		
129	Courthouse Safety and Security		
129	Entrance Screening		
129	Prisoner Movement		
129	Safeguarding People in the Courthouse		
130	Security-Related Spaces		
133	Common Courthouse Configurations		
134	Bar Concept		
135	Box Concept		
136	Tower Concept		
137	“L” Concept		
139	Possible Courthouse Design Concept		
139	Development Criteria		
140	Public Space and Building Amenities		

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Introduction

Clackamas County, Oregon contracted with the National Center for State Courts (NCSC) to study the long-term facility needs of the Clackamas County Circuit Court (herein referred to as “the Court”). The NCSC met with the District Attorney’s Office, Sheriff’s Civil Service Office and Court Security unit, County Law Library, Public Defender, and the Department of Human Services to develop a space program for a new courthouse facility.

Project tasks included:

1. Analysis and projection of future circuit court system growth by year 2060.
2. Development of space requirements for the proposed Clackamas County Courthouse.
3. Development of court facility master plan strategies.

This work required a coordinated and comprehensive effort by Clackamas County, the Court, the Clackamas County Sheriff’s Office, the District Attorney’s Office, and Law Library. Input from the courthouse tenants and justice partners was gathered through interviews, survey questionnaires, on-site observations, and facility tours. Statistical models of future county demographic and court workload evolvments were developed to quantify their impacts to future demands for court services. A qualitative analysis of feasible and innovative changes and improvements to services that took into account applicable national best practices of court administration and local operation initiatives was conducted. Information from this analysis was applied to the quantitative model conclusions in order to optimize the resulting facility needs and space solutions. The following summarizes NCSC’s findings on historic and future population demographics and Court case filing trends, future system staffing requirements for the Court, District Attorney’s Office and Sheriff’s Office, future facility planning considerations, key master planning strategies, and facility space requirements for potential tenants and recommended functions of a new courthouse.

Scope of Work

To complete the master plan, it was necessary for the NCSC project team to undertake a series of activities to reach conclusions concerning long-term facilities implementation strategies for the Court, District Attorney's Office, Sheriff's Civil Service Office and Court Security unit, Law Library, Public Defender, and the Department of Human Services.

The following list of task items summarizes the work efforts involved in this project:

- Analyzed current court components and offices to identify current practices and the operational environment of the Court, District Attorney's Office, and Sheriff's Office.
- Assessed functional use of the existing facilities, based on the present levels of court services or court-related office or department operations to identify deficiencies and future facility needs.
- Projected future growth of the Court and court-related offices based on demographic data and historic case filing analysis.
- Identified Court and court-related office functional requirements based on the Court's unique operating environment resulting in the development of appropriate design concepts and goals as well as functional space standards for the needs identified.
- Developed future long-range court facility space needs requirements based on court system growth models in terms of total square footage, incorporating space standards and building grossing factors. The future court facility space needs projections will accommodate the growth and expansion of the Court into year 2060.
- Performed an analysis of operational issues impacting space

and developed visionary concepts of possible future facilities options available to enhance the function and service delivery of the Court, District Attorney's Office, and Sheriff's Office.

Methodology

To identify the current operating environment and current facility deficiencies and needs, the NCSC project team collected data and information by distributing a questionnaire to all Court, District Attorney, Sheriff's Office, and Law Library work units to be included in this master plan, conducted on-site interviews and meetings, and toured the existing facilities. The NCSC project team then analyzed the data and information collected to identify the current operational practices of the Court, District Attorney's Office, Sheriff's Office, and Law Library and the various issues that have physical implications. The court facility planning and needs assessment questionnaires requested information about organization and functions, staffing levels, and workload and sought input as to current facility problems and issues. In conjunction with the distribution of the questionnaires, the NCSC project team met with representatives of the various work units that are included in this study:

- Presiding Judge and Circuit Court Judges
- Court Administrator
- Court Manager / Supervisors
- Sheriff's Office
- District Attorney's Office
- Law Librarian
- County Facilities and Property Management
- Public Defense
- Department of Human Services (DHS)

Following the initial site tours, interviews, and survey analysis, the NCSC project team analyzed historical demographic and caseload data to develop projections of future population and court

caseload growth. The NCSC project team then used the analysis and projections of court caseload and population evolution models to infer the likely range of future personnel and staffing needs of the court system. The projection models simulate the likely trends of future court evolution, in terms of staffing levels of respective court functions, which later can be used to estimate their space implication. The long-term facility requirements were developed for the court system to year 2060 based on the future growth projections of the court system and the applicable space standards for the court functional areas. A similar 40-year planning horizon was also used in the development of the Multnomah County Circuit Court in Portland and Lane County Circuit Court in Eugene. This planning horizon allows for ample time for the Court and County to plan, implement, design and develop payment strategies for the construction of a new courthouse, without the risk of moving into a new facility and having little or no capacity for future growth.

The functional space standards adopted for the development of the long-term facility requirements comply with the Courthouse Design Guideline published by the NCSC, and the Oregon State and Clackamas County guidelines.

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Population

Historic and Projected Population Estimates

The planning process for court facilities involves the projection of future growth and the determination of its architectural implications, in terms of operational work environment of the Court and the building square footage. Planning considerations include the number of individuals expected to use the Court, the various types of services to be provided, and the estimated caseload volume and growth trend. To provide a realistic and reasonable basis for estimating future requirements for adjudication facilities, the NCSC project team analyzed the Clackamas County Circuit Court case filing data along with local population demographics to develop the future growth models to infer future facility requirements of the Court.

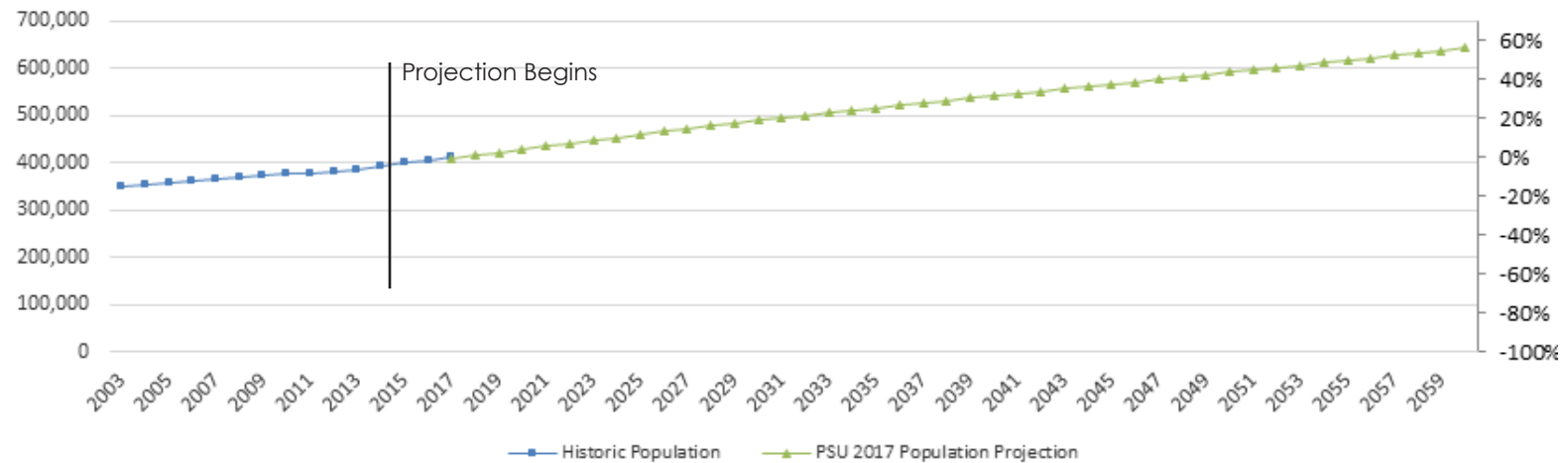
YEAR	HISTORIC POPULATION	PSU 2017 POPULATION PROJECTION	POPULATION GROWTH FROM YEAR 2017	AVERAGE ANNUAL RATE OF POPULATION GROWTH
2003	352,032		-14.7%	1.14% Annually
2007	366,808		-11.1%	
2012	382,766		-7.2%	
2017	412,672	409,688	0.0%	
2020		428,860	3.9%	1.04% Annually
2025		460,657	11.6%	
2030		490,011	18.7%	
2035		516,744	25.2%	
2040		541,943	31.3%	
2045		566,573	37.3%	
2050		591,732	43.4%	
2055		617,377	49.6%	
2060		643,064	55.8%	

Sources: Years 2003-2017- US Census Bureau; PSU 2017 Projection - prepared by the College of urban and Public Affairs Portland State University, March 2017;

Clackamas County Population

To develop a basis for future growth of the Court, it is necessary to first analyze the demographic makeup of the population served by the Court. The NCSC project team obtained and reviewed historic population estimates from year 2003 to 2017 as compiled by the U.S. Census Bureau and projected County population data to year 2060 as prepared by the College of Urban and Public Affairs at Portland State University.

Clackamas County, OR Historic and Projected Population 2003 - 2060



Population Analysis

- Between years 2003 and 2017, Clackamas County Population increased just under 17.2 %; representing an average annual growth rate of 1.14 %.
- Population in the Clackamas County by year 2060 is expected to be at just over 643,0000, an equivalent to a 55.8 % increase from the 2017 population estimate. This represents an average annual growth rate of 1.04%.
- The projected years' annual average growth rate is parallel to the historic rate of population increase the county has experienced over the past fifteen years.
- The NCSC project team also reviewed the county population age statistics, revealing an increasing trend towards an aging

population for the county with the population age group of 65 and older being the fastest growing population in the county. As the population ages, the impact on probate-type cases may be more heavily influenced. The county population also will see a decline in the proportion of juvenile populations (ages 0-19), potentially impacting new juvenile related cases coming to the Court.

YEAR	CIVIL		DOMESTIC RELATIONS			CRIMINAL			JUVENILE					TOTAL NEW CASE FILINGS
	CIVIL	SMALL CLAIMS	DISSOLUTION	OTHER	FAPA	FELONY	MISDEMEANOR	PROCEDURAL MATTER	DEPENDENCY	DELINQUENCY	OTHER	MENTAL HEALTH	PROBATE	
2003	4,356	3,712	1,683	1,561	1,189	2,083	4,604	N/A	279	610	177	822	868	21,944
2004	4,286	3,434	1,525	1,283	1,072	2,083	4,158	N/A	286	533	165	775	823	20,423
2005	4,493	4,228	1,609	1,240	1,071	2,407	4,255	N/A	320	556	242	695	870	21,986
2006	4,206	3,789	1,604	1,192	848	2,183	4,055	N/A	275	558	183	699	925	20,517
2007	5,144	3,993	1,658	1,337	844	1,982	4,189	N/A	222	632	138	725	907	21,771
2008	6,184	2,401	1,558	1,192	779	1,784	4,093	N/A	221	610	86	770	926	20,604
2009	6,550	2,178	1,590	1,277	724	1,784	4,239	N/A	269	467	85	758	945	20,866
2010	6,989	2,261	1,682	1,218	739	2,022	4,197	N/A	314	405	108	848	949	21,732
2011	6,469	5,715	1,633	1,501	710	2,077	4,174	N/A	312	407	121	807	957	24,883
2012	6,981	6,296	1,660	1,184	630	2,024	3,863	N/A	342	389	152	815	908	25,244
2013	7,410	5,965	1,758	1,356	606	2,091	3,594	N/A	346	327	176	728	982	25,339
2014	6,092	6,173	1,530	1,337	646	2,181	3,440	N/A	289	360	172	704	1,015	23,939
2015	5,114	5,491	1,507	1,170	661	2,274	3,504	N/A	192	304	138	568	1,096	22,019
2016	4,083	3,291	1,450	899	1,057	2,695	3,745	456	193	230	94	574	1,118	19,885
2017	5,073	2,656	1,466	978	1,158	2,289	3,949	499	283	212	68	645	1,155	20,431
15-YEAR CHANGE 2003-2017	16.5%	-28.4%	-12.9%	-37.3%	-2.6%	9.9%	-14.2%	N/A	1.4%	-65.2%	-61.6%	-21.5%	33.1%	
10-YEAR CHANGE 2008-2017	-1.4%	-33.5%	-11.6%	-26.9%	37.2%	15.5%	-5.7%	N/A	27.5%	-66.5%	-50.7%	-11.0%	27.3%	
5-YEAR CHANGE 2013-2017	-31.5%	-55.5%	-16.6%	-27.9%	91.1%	9.5%	9.9%	N/A	-18.2%	-35.2%	-61.4%	-11.4%	17.6%	

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Case Filings

The primary purpose of the forecasting process is to provide a realistic and reasonable basis for estimating future facility needs for the Court. The caseload projections represent the trends of what may be expected in the future, assuming that current trends and practices continue unchanged. The projections become more tenuous the further into the future they extend, regardless of the estimating technique used.

Historic Case Filing Trends

The first step necessary to produce case filing projections for planning horizon of 2060 is to analyze recent historical case filing data and growth trends for the Court. A wide variety of methodologies and criteria are available to assess future court workload levels. For courthouse planning purposes, an analysis of the number of cases filed, by case type, over the past 15 years, provides sufficient guidance for estimating growth of the court system and inferring the resulting long-term judgeship and space needs. Admittedly, raw case filing data do not indicate how much time and resources are required to process all cases. Cases vary in complexity, and different types of cases require different amounts of time and attention from judges and court support staff. For example, felony cases having jury trials have a much greater impact on the workload of the court than some of the more administrative types, such as violation cases. Furthermore, divorce, custody, and juvenile dependency cases may require continuous post judgment judicial attention over a long period of time – work that may go on for a decade or more which is not reflected in the mere counting of cases filed. The following table examines the year to year changes in the composition of new case filings entered into the Court.

Historic Case Filing Trends Analysis

- While examining the historic trends in new cases that are entered into the Court, it is important to recognize that, while

there may be significant increases or decreases in new filings, the impact on the Court's total workload is not equal across all case types. Looking at the changes in new case filings entered into the Court, it is also important to observe the overall court case filing compositional changes year to year.

- Beginning in year 2010, the County opened a new Justice Court, transferring the violation and traffic cases out of the Circuit Court. Additionally, a large portion of the FED cases are also now heard in the Justice Court. For the purposes of case file trend modeling, these case types have been removed from the historic case filing data tables.
- Total new case filings have stayed consistent between 20,000 and 22,000 annually.
- Significant changes in the composition of the new case filings have occurred:
 1. General Civil increasing from 20% to 25% of total new cases
 2. Small Claims decreasing from 17% to 13% of total new cases
 3. Criminal Felony increasing from 9.5% to 11% of total new cases
 4. Criminal Misdemeanor decreasing slightly from 21% to 19% of total new cases
 5. Domestic Relations decreasing slightly from 20% to 18% of total new cases
 6. Juvenile Dependency remaining the same at 1.3% of total new cases
 7. Juvenile Delinquency decreasing to 1% of total new cases
 8. Probate increasing from 4% to 6% of total new cases

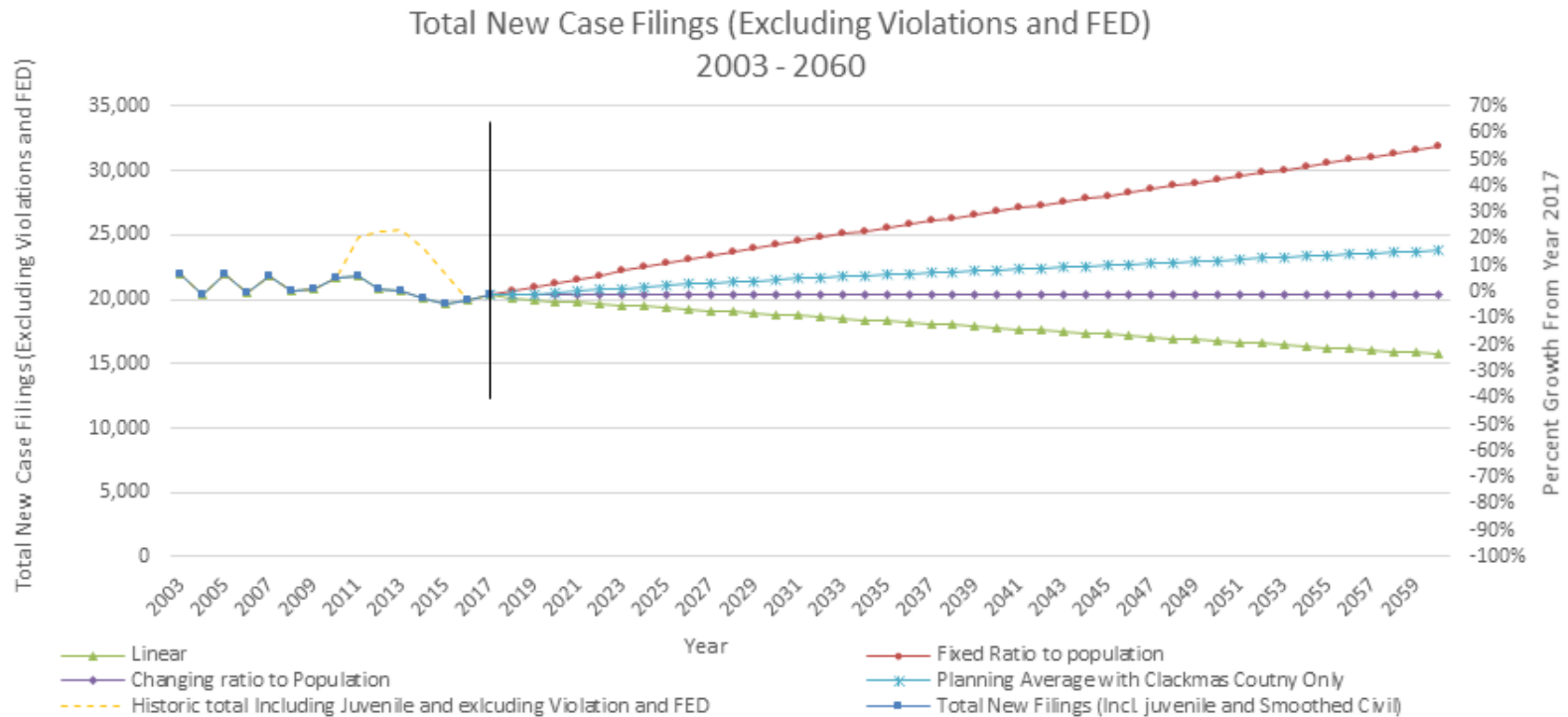
New Case Filing Trends

Total New Case Filings

- In Clackamas County, the Circuit Court judges carry a case-load composed of all case types, including all contested juvenile cases; one Referee hears all juvenile cases.
- Total new case filings, including juvenile cases, have seen slight fluctuation year to year between years 2003 and 2017.
- Future case filing modeling estimates possible total new filings,

excluding juvenile cases, to grow within the range of 17% by year 2060. This is the planning value that will be used to estimate future court staff requirements.

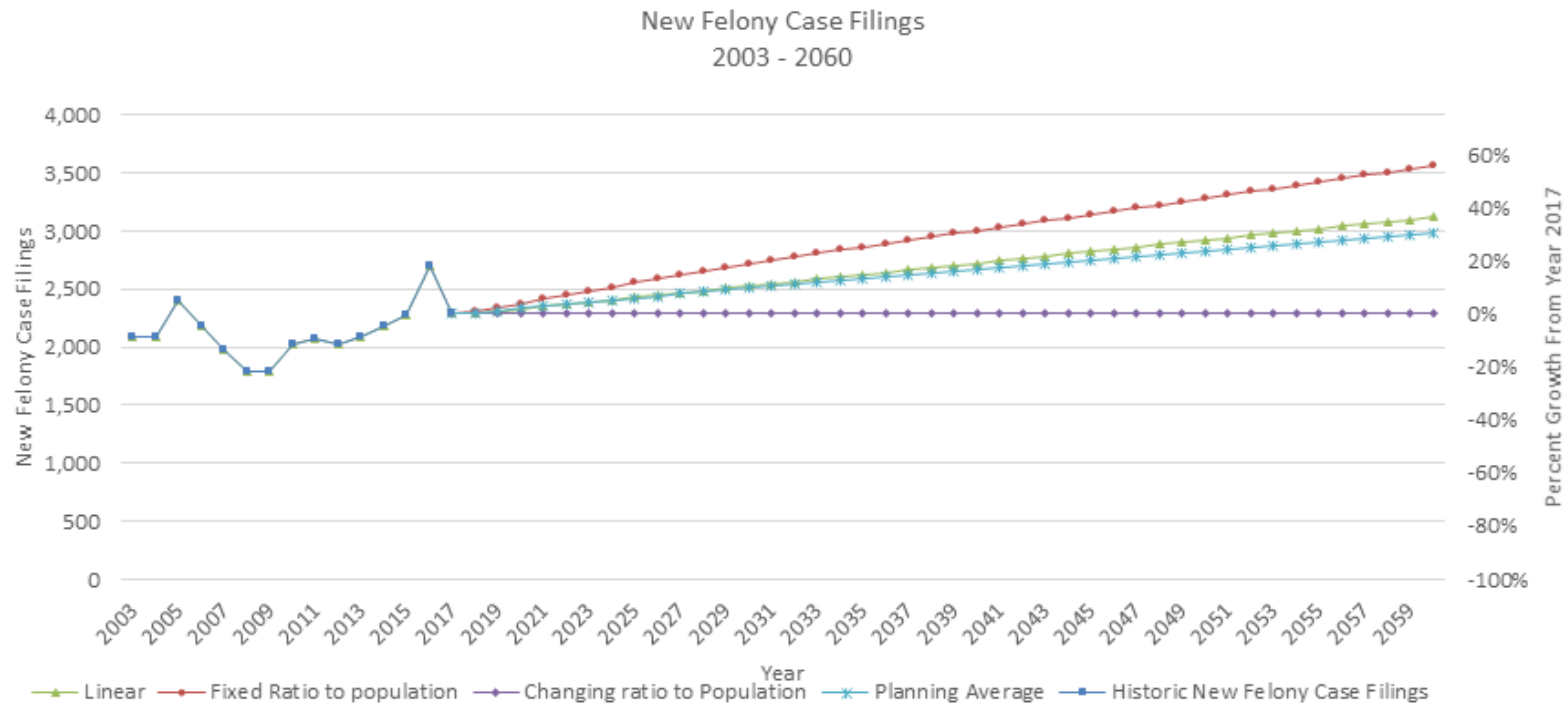
- The following pages examine the individual case type projections which may be used to understand the changes in case filing composition of the Circuit Court in the future.



New Felony Case Filings

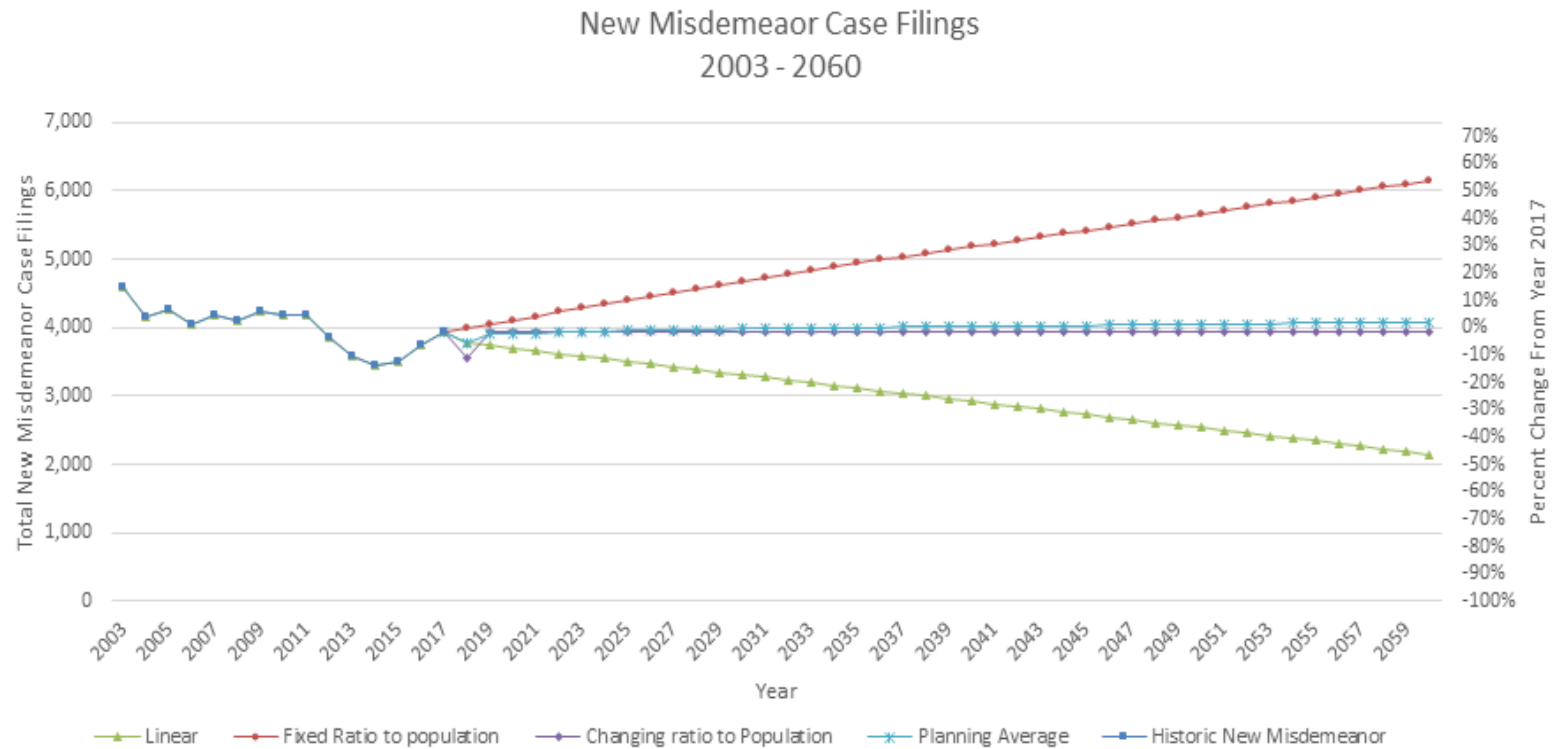
- Total new criminal felony case filings entered into the Court have had an overall increase between years 2003 and 2017 of 10%. Since year 2017, new felony case filings have increased at an average annual rate of 0.70%.
- Future estimates anticipate continued growth in new felony case filings, largely attributed to a growing population in the

area. The median estimate is within the range of 30.7% growth by year 2060; representing a continued average growth rate of 0.70% annually.



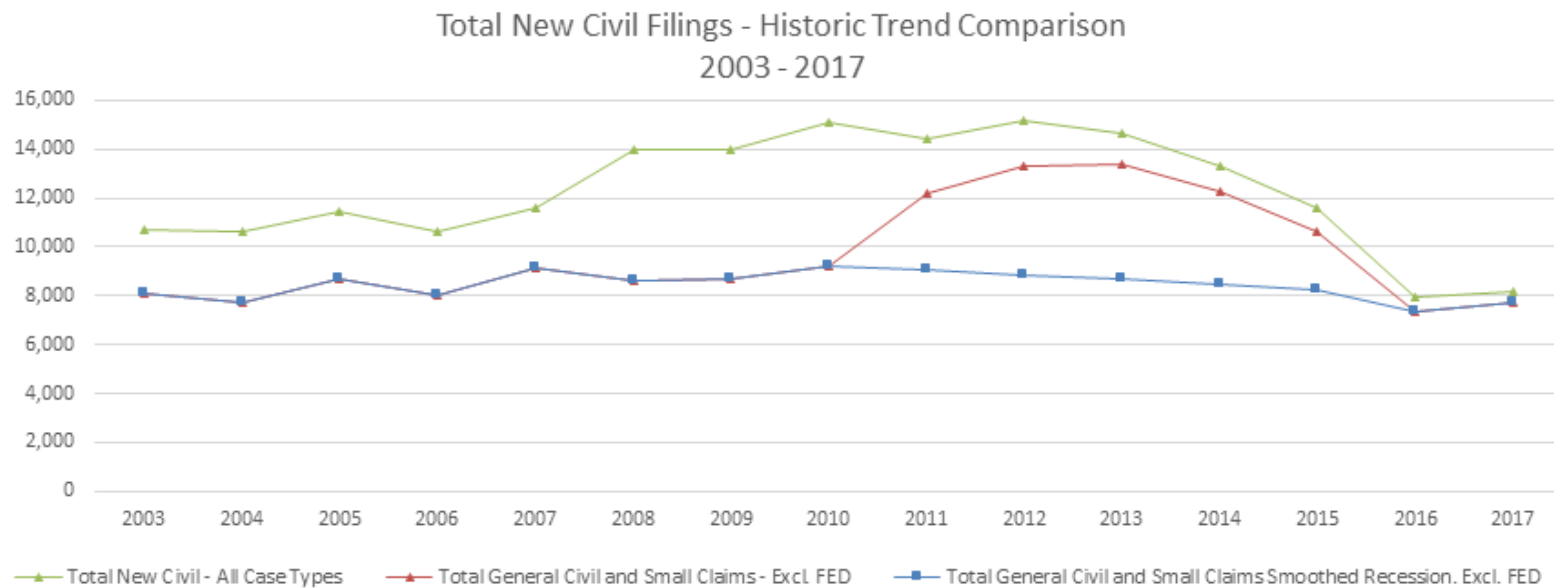
New Misdemeanor Case Filings

- Historically, new misdemeanor filings entered into the Court have fluctuated around 4,000 to 4,200 new cases annually; however, between years 2010 and 2014, total new filings declined to their lowest level of 3,440 new cases. The Court has since seen an increase in new filings returning to the historic case filing levels nearing 4,000 new filings in year 2017.
- Given the overall steady filing trend with an average of 4,000 new filings annually, future growth modeling produces estimates that indicate a continued consistent case filing level.



Total New Civil Filings - Historic Trend Comparison

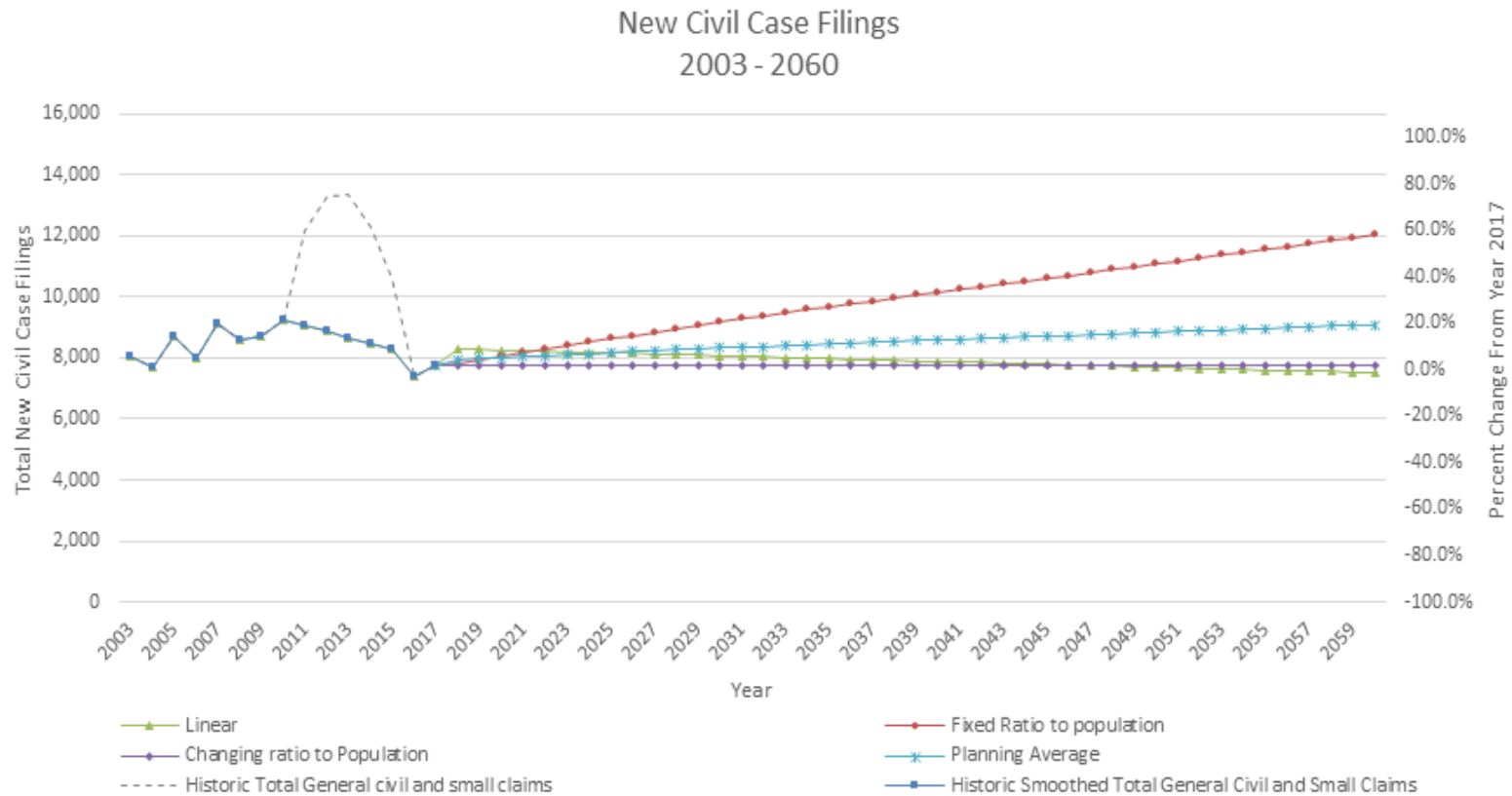
- Historically, new civil filings entered into the courts has experienced varied fluctuation due to the local economy during years 2010 to 2015 and since 2010, the co-jurisdiction of the FED cases with the justice court which has greatly reduced the number of new civil filings in the Court.
- For the purposes of future trend modeling, FED cases are removed from the historic trend of new filings and the recession-related increase in small claims and general civil is smoothed to generate a more consistent new case filing trend level.
- New General Civil and Small Claims cases have fluctuated approximately between 7,400 and 9,200 new filings annually; representing a historic average of 8,400 new filings annually.



New Civil Case Filings

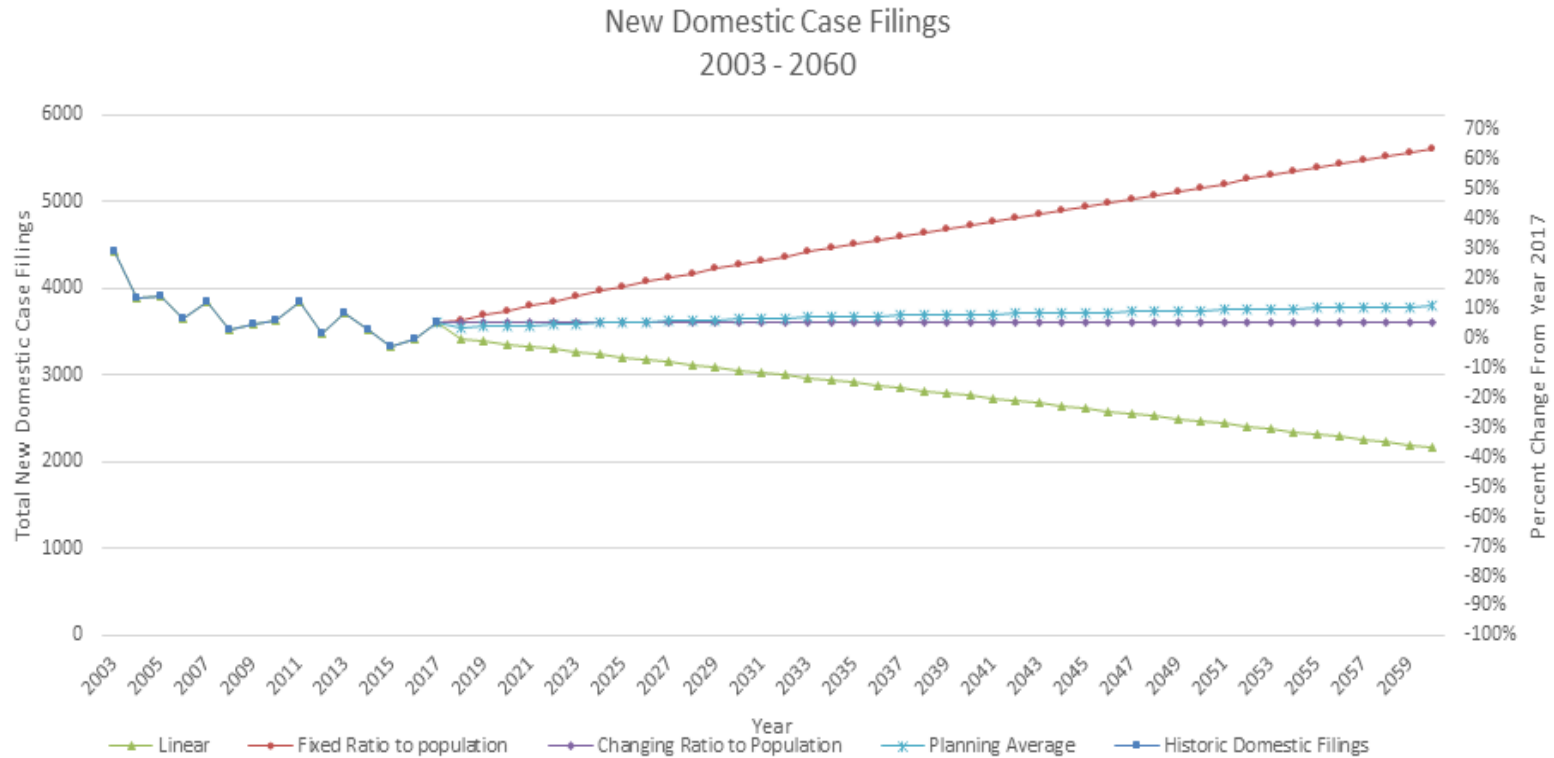
- Total new general civil and small claims case filings entered into the Court have fluctuated greatly between years 2003 and 2017. The current year 2017 filing level is approximately 9% lower than the 15-year average new case filing level of 8,400 cases.

- Future estimates anticipate continued growth in new civil case filings, largely attributed to a growing population. The planning average is within the range of 18% growth by year 2060 from the current case filing level; representing a case filing level 8% higher than the 15-year average case filing level.



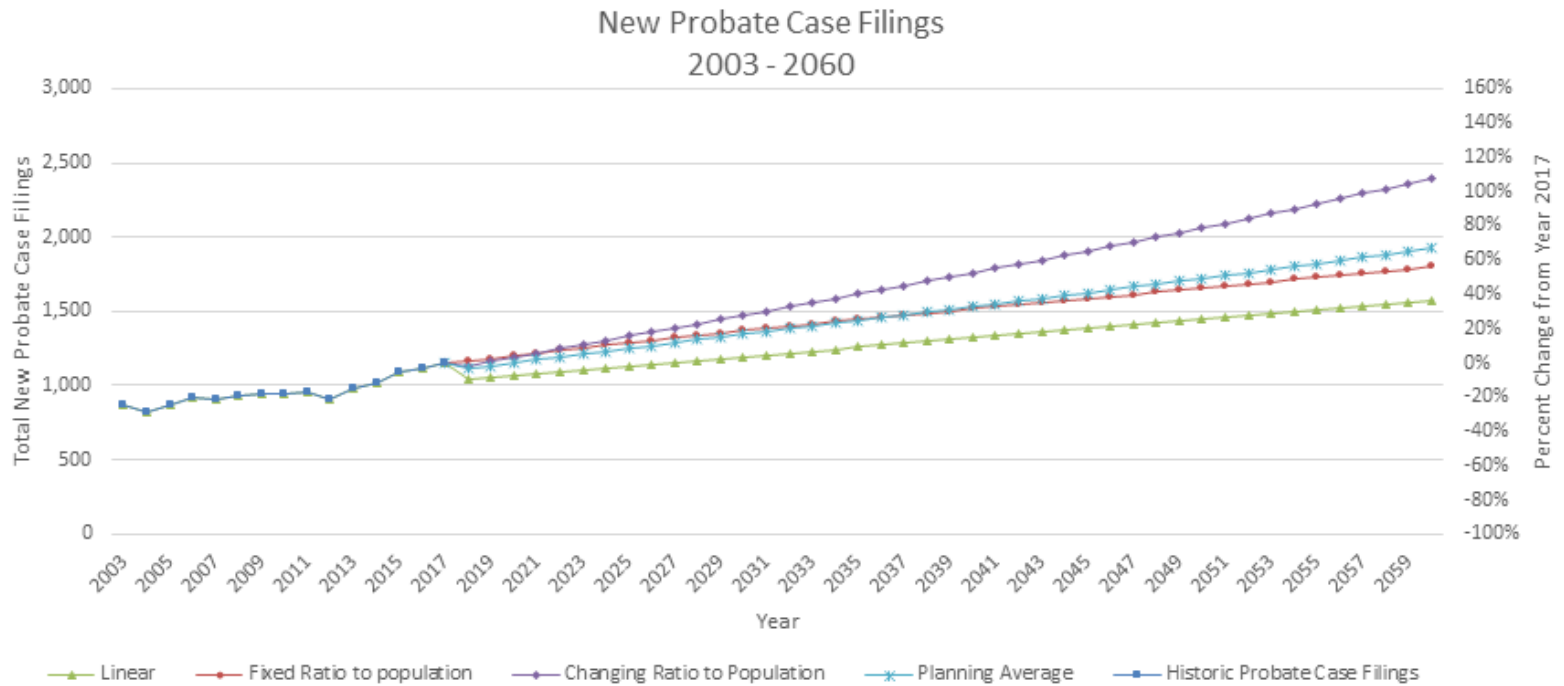
New Domestic Case Filings

- Historically, new domestic filings entered into the Court have experienced slight downward trend since year 2004, however only fluctuating between 3,300 and 3,900 new filings annually. New filings have seen a gradual increase in the recent three years of 10 %.
- Future growth modeling produces estimates that indicate continued minimal fluctuation in new filings entered into the Court. The planning target estimates 11% growth in new filings entered into the Court by year 2060. This represents a case filing level within the range of the historic case filing level.



New Probate Case Filings

- Historically, new Probate case filings entered into the Court have experienced periods of growth between years 2003 and 2017 increasing 33% between years 2003 and 2017. With a continued aging population in the county, this case type will continue to see marked increases.
- Future growth modeling produces estimates that indicate continued growth in new filings entered into the Court with a planning average of 66% growth by year 2060. Even with this high level of growth, probate cases represent approximately 6% of total new filings.



Future Case Filing Trend Modeling

The history of case filings is examined to identify a trend that can be used as the basis for making inferences about probable future activity. Projections based on past filing trends implicitly assume that caseloads change fairly consistently over time, or at least that the factors that influenced caseload growth in the past will continue to affect case filings in the future. Any dramatic changes to court jurisdiction, laws, or demographics may affect the level of case filings. While it is reasonable to assume that court caseloads will increase over time, caseloads can be subject to significant fluctuations from year to year. Multiple forecasting models have been tested to simulate the case filing trends evolvments. The resulting models were chosen for use in the case filing analysis.

Linear Regression: This model uses an equation that measures, for a series of data, how much one data variable changes in relation to a second (regression only works for two or more variables). As a forecasting technique, linear regression equations find the relationship that best expresses the trend between two variables (number of case filings and a duration of time), and then extends the trend by that amount into the future.

Fixed Ratio to Population: This model analyzes how case filings trend in relation to population, with the assumption that case filing levels will change in proportion to changes in the population with the number of filings per population remaining constant over the time frame examined. The range of ratios for historical filings is calculated to create a mean average of case filings per unit of population; this ratio is then applied against the population forecast. Forecasts based on this ratio can be useful, especially when historical trends are not suited for regression or exponential smoothing techniques.

Exponential Smoothing/Changing Ratio to Population: This model, based on past filing trends, implicitly assumes that caseloads change fairly consistently over time, and that the factors that in-

fluenced caseload growth in the past will continue to affect case filings in the future. Exponential smoothing is a two-variable forecasting method and is used to project case filings based on historical trends between both population and case filings; however, rather than a fixed ratio between the two variables, this model calculates the annual changing ratios of number of cases in relation to yearly population and projects that changing average forward.

Planning Target: This multi-model trend calculates the mathematical average between chosen applicable forecast models. Understandably, each model has its own inherent strengths and weaknesses, the averaging in this fourth model attempts to counter the weakness of one model with the strength of the others.

Historic case filing statistics from 2003 to 2017 were provided by the Supreme Court Annual Reports and the Court Administration's Office. Case filing projections using multiple forecasting models for the Court follow.

Juvenile Dependency and Delinquency Hearings

Historically, juvenile dependency cases have seen only minor fluctuation in new filings (with an annual average of 280 new cases) while juvenile delinquency cases entered into the Court have declined 65% between 2003 and 2017. The Court has described some reasoning for this decline, including the impact of the Adoption and Safe Families Act on dependencies and the implementation of Evidence Based Practices in handling juvenile offenders; as well as a growing national trend away from juvenile incarceration and increases in juvenile diversion programs.

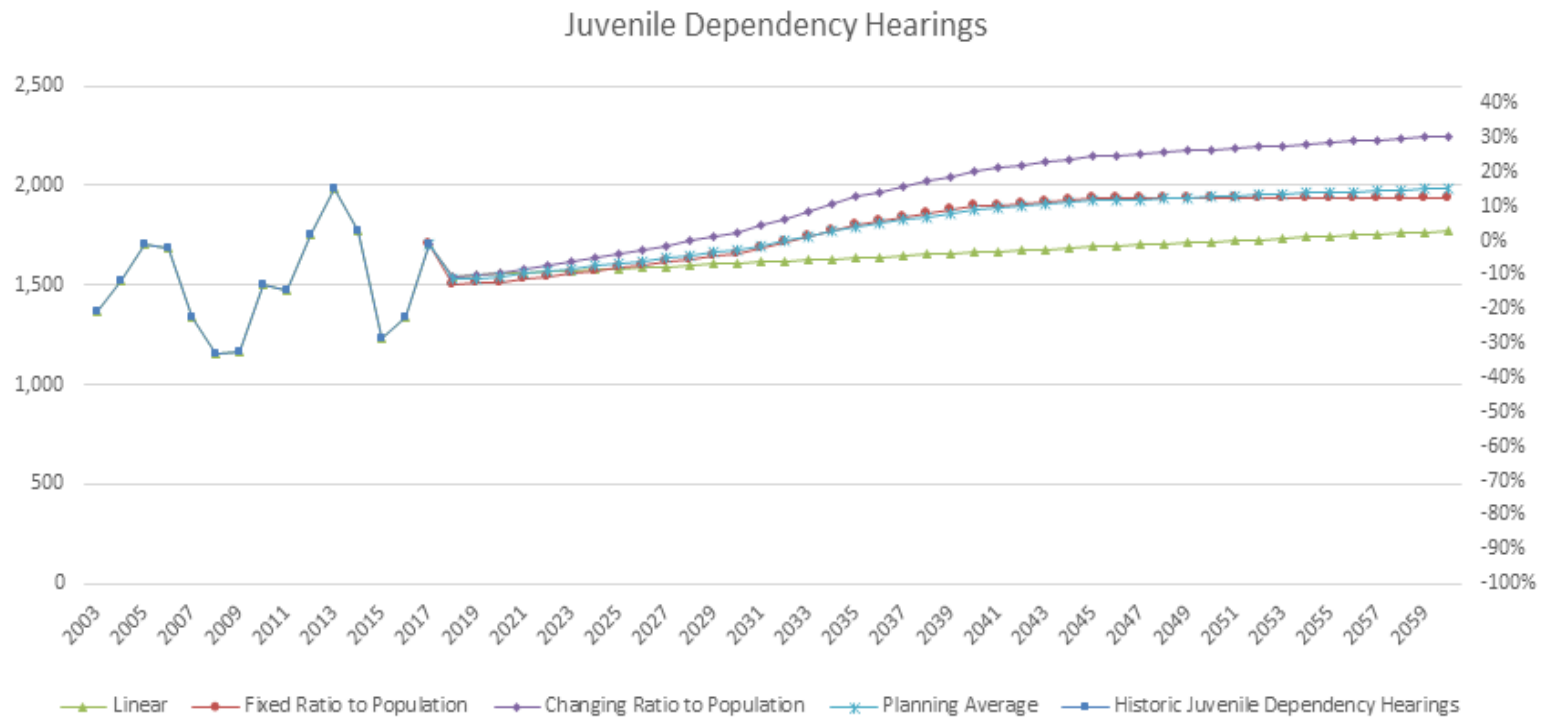
The new case filing data may not necessarily depict an accurate and complete picture of Court workload, particularly in juvenile cases. Juvenile cases have a long court-life, in particular, dependency cases which made up 50% of all juvenile cases in year 2017. These cases include many hearings even after the case has reached permanency and it is because of this that the NCSC project team also examined the number of hearings held for both dependency and delinquency cases. Understanding the frequencies of hearings per case is critical to the analysis of courtroom utilization and future requirements. The annual statistics for hearings held for dependency and delinquency cases for years 2003 to 2017 listed in the following table are provided by the Court.

YEAR	DEPENDENCY			DELINQUENCY		
	TOTAL NEW CASES	TOTAL HEARINGS	AVERAGE # HEARINGS PER CASE	TOTAL NEW CASES	TOTAL HEARINGS	AVERAGE # HEARINGS PER CASE
2003	279	1,365	4.9	610	2,490	4.1
2004	286	1,522	5.3	533	2,533	4.8
2005	320	1,706	5.3	556	2,424	4.4
2006	275	1,683	6.1	558	2,537	4.5
2007	222	1,340	6.0	632	2,857	4.5
2008	221	1,154	5.2	610	2,537	4.2
2009	269	1,167	4.3	467	2,069	4.4
2010	314	1,498	4.8	405	1,757	4.3
2011	312	1,469	4.7	407	1,784	4.4
2012	342	1,751	5.1	389	1,773	4.6
2013	346	1,989	5.7	327	1,458	4.5
2014	289	1,768	6.1	360	1,659	4.6
2015*	192	1,234	6.4	304	805	2.6
2016	193	1,334	6.9	230	1,191	5.2
2017	283	1,708	6.0	212	1,129	5.3

The number of court hearings conducted per case has increased over the past 15 years from 4.9 to 6.0 hearings per case in Dependency cases and from 4.1 to 5.3 hearings in Delinquency cases. The increase of hearing frequency may have contributed to the stability of the court hearing workload and the use of courtrooms, in spite of a downward delinquency case filing trend. With nationwide emphasis placed on the Court to examine the processing of juveniles in the court system, the result has been continuous interaction of the court and its partners in the life of a juvenile case; significantly increasing the workload of a case throughout the court system.

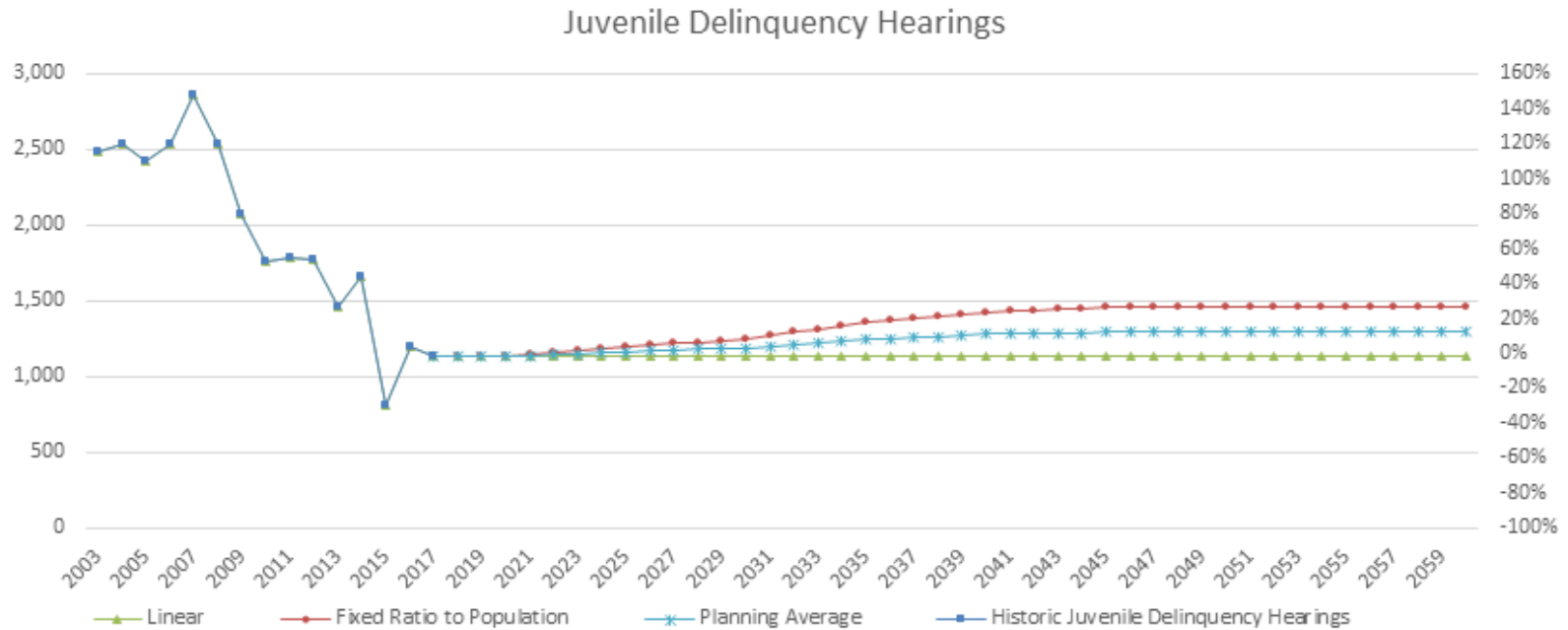
Juvenile Dependency Hearings

- Total juvenile dependency hearings scheduled for the Court have fluctuated significantly between years 2003 and 2017; however, the ratio of the number of hearings per dependency case filing has increased from 4.9 to 6 hearings.
- Future estimates anticipate this continued trend with growth in new case hearings. Overall growth, however is tempered by an anticipated lower juvenile population growth rate for the county. The planning average estimate is within the range of 16.4% growth by year 2060.



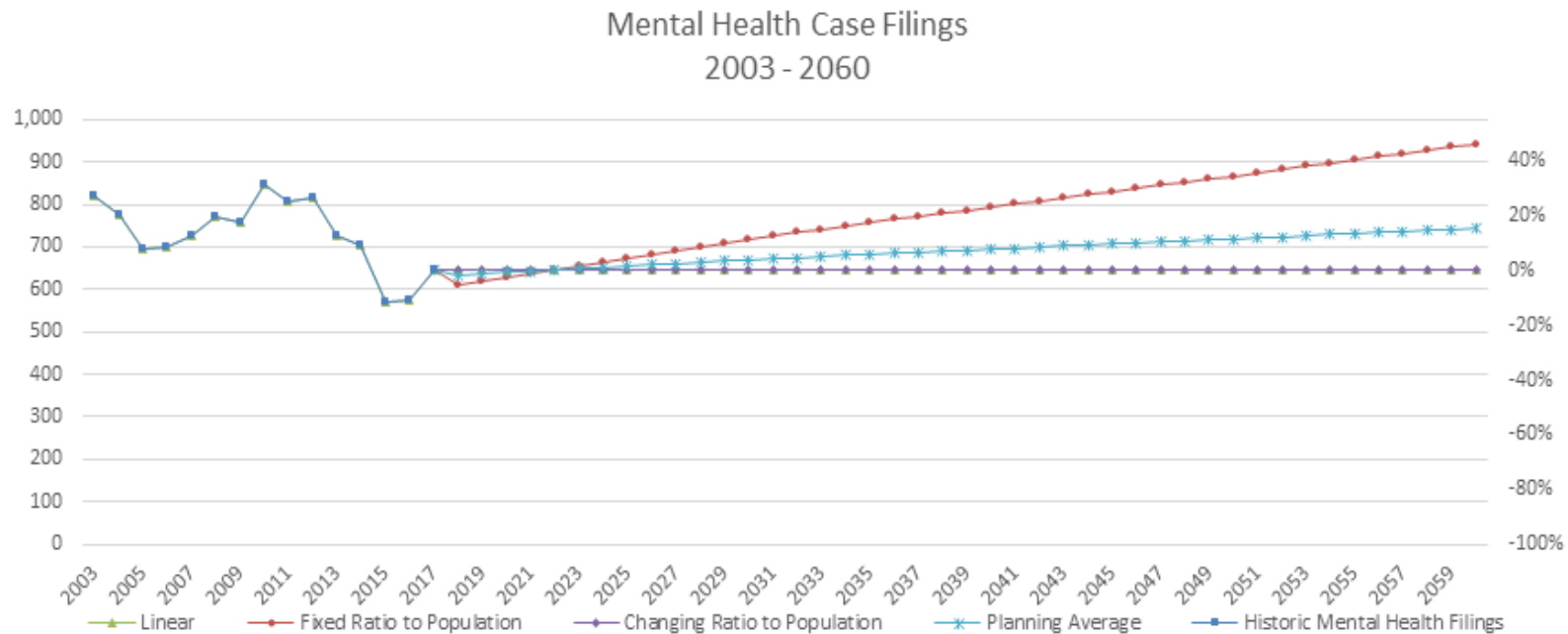
Juvenile Delinquency Hearings

- Total juvenile delinquency hearings scheduled for the Court have seen significant declines between years 2003 and 2017 due to the evolving nature of juvenile criminal justice; however, the ratio of the number of hearings per delinquency case filing has increased from 4.1 to 5.3 hearings.
- Future estimates anticipate this continued trend with growth in new case hearings. As with juvenile dependency hearings, the overall growth is tempered by an anticipated lower juvenile population growth rate for the county. The planning average estimate is within the range of 14.8% growth by year 2060.



Mental Health Case Filings

- Historically, new mental health case filings entered into the Court have experienced periods of growth and decline between years 2003 and 2017 overall decreasing 21.5% between years 2003 and 2017.
- Future growth modeling produces estimates that indicate growth in new filings entered into the Court with a planning average of 15.4% growth by year 2060. Even with the unpredictable level of growth variation, mental health cases represent approximately 3% of total new filings.



Case Filing Projection Summary

CASE TYPE	YEAR 2017 CASE FILINGS	YEAR 2060 ESTIMATED CASE FILING LEVEL	YEAR 2060 ESTIMATED GROWTH
FELONY	2,289	2,992	30.7%
MISDEMEANOR	3,949	4,084	3.4%
CIVIL	7729	9,094	17.7%
DOMESTIC RELATIONS	3602	3,795	5.4%
JUVENILE DEPENDENCY HEARINGS*	1,708	1,987	16.4%
JUVENILE DELINQUENCY HEARINGS*	1,129	1,296	14.8%
PROBATE	1,155	1,923	66.5%
MENTAL HEALTH	645	744	15.4%
TOTAL CASE FILINGS	20,431	23,788	16.4%

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Estimated Staffing

Estimated staffing projections can be found in each departmental summary throughout this report. The report contains staffing projections through year 2060 for the Court and the other occupants of the current courthouse. These staffing projections are to be used solely for long-range planning purposes, as they are estimates of the likely needs that might be expected over the planning time span, based largely upon historical trends and qualitative assessments of the future. These estimates should not be construed as being justification for funding additional staff positions. Before any personnel or staff is added to any court and county related office, a thorough staffing analysis should be done and that staff should be added only if the additional positions can be justified.

Synthesizing quantitative case filing projections and qualitative planning elements assists in projecting future staffing requirements for the Court and related agencies. The staffing projections consider future caseload increases within a range of expected growth. The projected staffing growth will increase in proportion to the estimated ranges of increase. Quantitative needs were then adjusted to reflect qualitative considerations and input from each user group through on-site interviews and NCSC's experiences. After the historic and projected population case filing models are developed, the NCSC project team is then able to estimate future staffing needs, in terms of the number of positions in Full-time Equivalent (FTE's).

Circuit Court

Applying the projected range of case filing growth estimates and qualitative considerations to the existing number of judicial officers provides the estimated future range of judicial officer FTE requirement.

Comparably Sized Counties Trend Analysis

New case filing entered into the Court fluctuate year to year. Despite this annual fluctuation, a threshold at which future staffing should be added can be estimated. The project team reviewed case filing levels of comparably-sized counties in Oregon and identified the historic case filing level when a new judgeship was added. This information is used to better identify the possible case filing thresholds at which future judgeships would be added in Clackamas County.

Judicial Officers

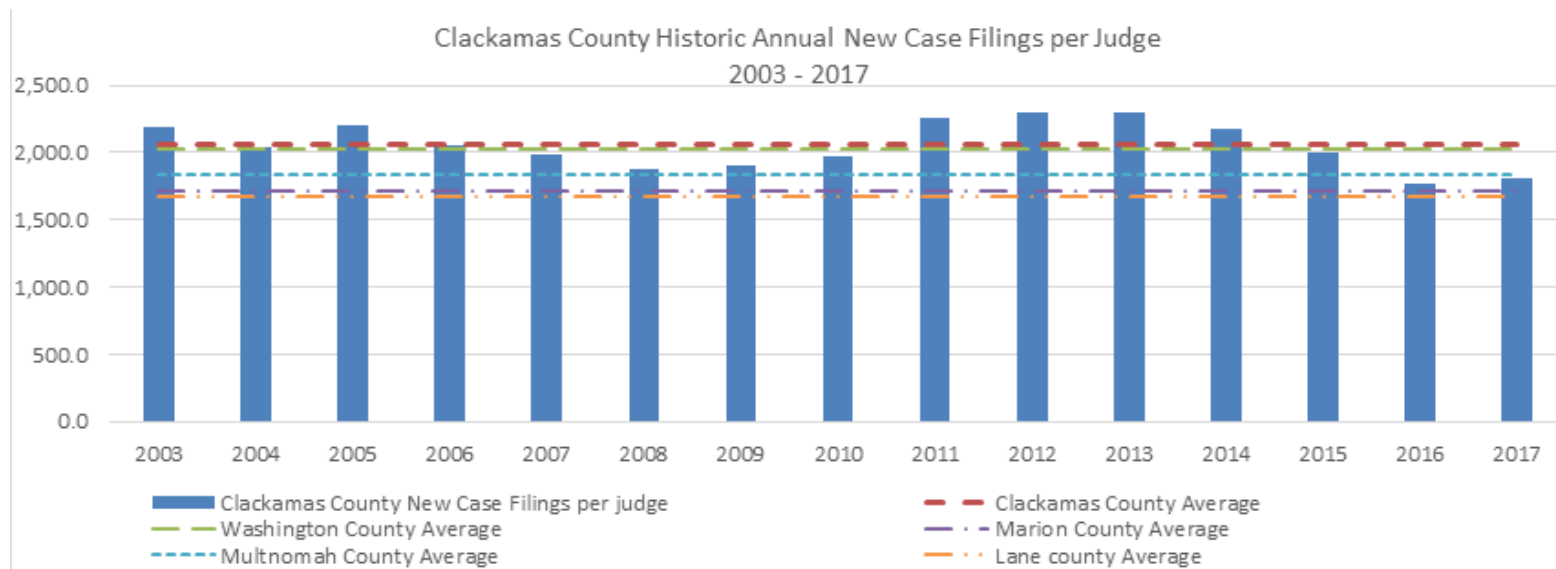
Applying the projected range of case filing growth estimates and qualitative considerations to the existing number of judicial officers provides the estimated future range of judicial officer FTE requirement. While the state has recently undergone an update to the weighted workload measures for judicial officers, to help deter-

mine if the current judicial staffing levels are adequate relative to similarly sized counties in the state, the NCSC project team collected the historic 16-year case filing levels as published by the Oregon Judiciary Annual Reports and reviewed the historic average ratio to judicial officer in Clackamas, Washington, Marion, Lane and Multnomah Counties.

YEAR	CLACKAMAS COUNTY			WASHINGTON COUNTY			MARION COUNTY			LANE COUNTY			MULTNOMAH COUNTY		
	JUDGES	CASE FILINGS	CASE FILINGS PER JUDGE	JUDGES	CASE FILINGS	CASE FILINGS PER JUDGE	JUDGES	CASE FILINGS	CASE FILINGS PER JUDGE	JUDGES	CASE FILINGS	CASE FILINGS PER JUDGE	JUDGES	CASE FILINGS	CASE FILINGS PER JUDGE
2002	10			13	27,350	2,103.8	13	23,863	1,835.6	15			37.5		
2003	10	21,944	2,194.4	14	25,637	1,831.2	14	23,410	1,672.1	15	23,667	1,577.8	37.5	76,913	2,051.0
2004	10	20,423	2,042.3	14	26,110	1,865.0	14	23,895	1,706.8	15	23,423	1,561.5	38	72,249	1,901.3
2005	10	21,986	2,198.6	14	27,466	1,961.9	14	24,027	1,716.2	15	24,734	1,648.9	38	76,135	2,003.6
2006	10	20,517	2,051.7	14	27,587	1,970.5	14	23,799	1,699.9	15	24,613	1,640.9	38	75,739	1,993.1
2007	11	21,771	1,979.2	14	29,492	2,106.6	14	26,008	1,857.7	15	26,639	1,775.9	38	74,801	1,968.4
2008	11	20,604	1,873.1	14	32,055	2,289.6	14	27,584	1,970.3	15	27,876	1,858.4	38	75,265	1,980.7
2009	11	20,866	1,896.9	14	32,054	2,289.6	14	25,575	1,826.8	15	27,489	1,832.6	38	73,284	1,928.5
2010	11	21,732	1,975.6	14	32,627	2,330.5	14	25,417	1,815.5	15	27,799	1,853.3	38	71,926	1,892.8
2011	11	24,883	2,262.1	14	31,648	2,260.6	14	25,972	1,855.1	15	25,863	1,724.2	38	70,435	1,853.6
2012	11	25,244	2,294.9	14	N/A	N/A	14	N/A	N/A	15	25,955	1,730.3	38	N/A	N/A
2013	11	25,339	2,303.5	14	N/A	N/A	14	N/A	N/A	15	23,907	1,593.8	38	N/A	N/A
2014	11	23,939	2,176.3	14	N/A	N/A	14	N/A	N/A	15	N/A	N/A	38	N/A	N/A
2015	11	22,019	2,001.7	14	N/A	N/A	14	N/A	N/A	15	N/A	N/A	38	N/A	N/A
2016	11	19,429	1,766.3	14	23,195	1,656.8	14	20,647	1,474.8	15	21,764	1,450.9	38	50,931	1,340.3
2017	11	19,932	1,812.0	14	24,044	1,717.4	14	23,364	1,668.9	15	22,454	1,496.9	38	50,937	1,340.4
HISTORIC 15-YEAR AVERAGE NEW CASE FILINGS PER JUDGE			2,055.2	2,025.4			1,751.3			1,672.7			1,841.2		
YEAR 2017 NEW CASE FILINGS PER JUDGE COMPARISON TO CLACKAMAS COUNTY				-5.2%			-7.9%			-17.4%			-26.0%		

Historic Case Filing Per Judge Trends Analysis

- The 15-year historic average does indicate that Clackamas County judges have maintained an average number of new filings per judge similar to Washington County and between 200 and 300 more cases annually than Multnomah and Marion Counties respectively.
- Historically, new judgeships have been sat at the point when a county reaches between 1,800 and 2,000 new case filings per judicial officer. This range will be utilized for the long-term planning estimates for when a new judicial officer may be sat in the county.



Judiciary Staffing Comparison

- Based upon the historical appointment rates of judicial officers, the statistical simulation model suggests by year 2060, the Court may see as many as 13.2 judges plus the continued use of the Juvenile Referee for a total of 14.2 judicial officers in Clackamas County.
- Each judicial officer is supported by a judicial assistant and a judicial clerk. It is estimated that these support staff positions will also increase proportionally to the judges in the future.

	YEAR	CLACK-AMAS CO. NEW CASE FILINGS	HISTORIC ACTUAL JUDGE-SHIP	HISTORIC NEW CASE FILINGS PER JUDGESHIP	LOWER BOUNDARY CASE FILINGS PER JUDGE: 2,000 NEW FILINGS	UPPER BOUNDARY CASE FILINGS PER JUDGE: 1,800 NEW FILINGS
HISTORIC	2003	21,944	10	2,194.4	11.0	12.2
	2004	20,423	10	2,042.3	10.2	11.3
	2005	21,986	10	2,198.6	11.0	12.2
	2006	20,517	10	2,051.7	10.3	11.4
	2007	21,771	11	1,979.2	10.9	12.1
	2008	20,604	11	1,873.1	10.3	11.4
	2009	20,866	11	1,896.9	10.4	11.6
	2010	21,732	11	1,975.6	10.9	12.1
	2011	21,756	11	1,977.8	10.9	12.1
	2012	20,830	11	1,893.6	10.4	11.6
	2013	20,634	11	1,875.8	10.3	11.5
	2014	20,150	11	1,831.8	10.1	11.2
	2015	19,697	11	1,790.6	9.8	10.9
	2016	19,885	11	1,807.7	9.9	11.0
	2017	20,431	11	1,857.4	10.2	11.4
PROJECTED	2030	21,542			10.8	12.0
	2040	22,313			11.2	12.4
	2050	23,032			11.5	12.8
	2060	23,788			11.9	13.2

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Trials

Jury Trials

To assist in understanding the Court's utilization of their jury deliberation rooms, the Court tracked the number of jury trials conducted in all major case types annually between years 2003 and 2011 and again from 2016-2018. During the period of 2012-2015 statistical data was not comprehensively collected nor consistently reported. Recent years 2016-2018 have been tracked with the new case management system affording more reliable data to review, albeit a shorter timeframe.

YEAR	CIVIL	CRIMINAL FELONY	CRIMINAL MISDEMEANOR	TOTAL
2016	11	29	37	77
2017	11	31	43	85
2018	19	46	82	147
3-Year Average	13.7	35.3	54.0	103.0

Total jury trials over the past three years have seen a significant increase from 77 to 147 annually. Without a more reliable longer-term trend, future projections on the number of jury trials which may be conducted is tenuous; however, with this current data, conclusions may still be drawn to assist the NCSC project team in determining an adequate number of jury deliberation rooms the Court may require.

- As observed in other courts around the country, national averages indicate that typical civil trials and criminal misdemeanor trials will last an average of two days, where criminal felony trials will average 3.5 days in length. Outliers and particularly high profile or complex will require more time.

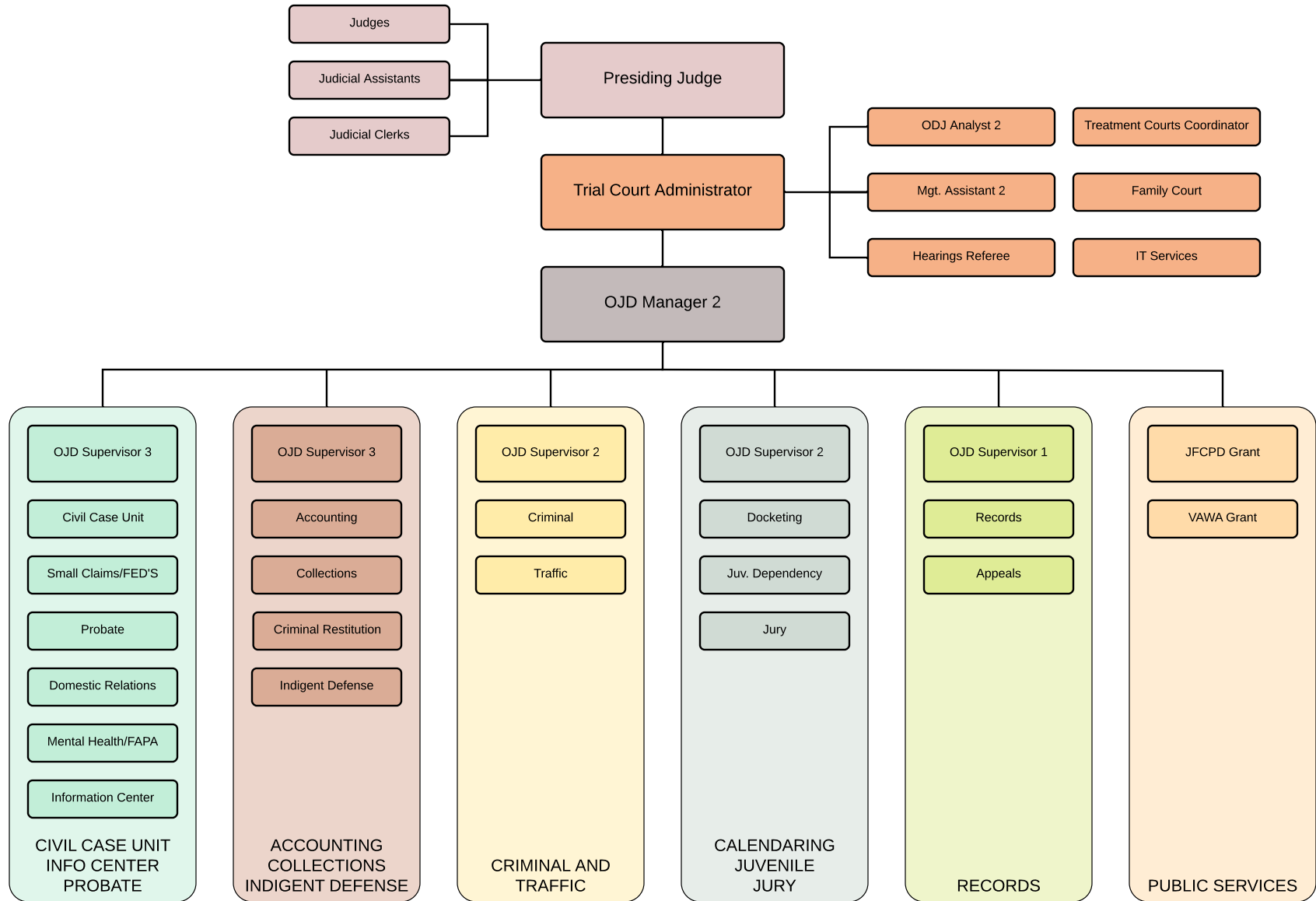
- Applying these average standards to the number of jury trials annually provides some guidance in determining the number of jury deliberation rooms which may be adequate to handle the court's jury trial calendar.

3-Year Average Annual Total Jury Trials	103
3-Year Average Total Jury Trial Days	259
Jury Trial Overlap Contingency (Multiple jury trials starting / running simultaneously)	500% (5 at one time)
Jury Deliberation Room Days Needed	1285
Total Days per Year Available for Jury Trials per Deliberation Room (365 days per year minus weekends and holidays)	220
Total Jury Deliberation Room Needed for Current Calendar	5.9

- The Court has indicated that more jury trials could be conducted simultaneously; however, the current facility with six jury deliberation rooms will often require the court to set over the jury trials if there are more than six at one time.

A guideline for calculating the number of jury deliberation rooms required in a facility is to provide juror deliberation rooms on the ratio of not more than one for every two (1:2) or not more than two for every three (2:3) jury capable courtrooms with jury deliberation suites located by the jury trial courtrooms handling criminal and civil trials. It may prove prudent for the Court to consider the total number of jury deliberation rooms limited to one of these ratios.

Court Organizational Overview



Court Organization

Overall Organizational Structure

The Circuit Court of Oregon for Clackamas County is a single-county district functioning as Oregon's Fifth Judicial District; one of the 27 judicial districts in the Oregon Judicial Department. Oregon circuit courts are Oregon's general jurisdiction trial courts. Circuit courts decide criminal, civil, domestic relations, traffic, juvenile, small claims, violations, abuse prevention act, probate, mental commitments, adoption, and guardianship cases. Circuit courts are located in each of Oregon's 36 counties that are organized into 27 judicial districts across Oregon. The Chief Justice of the Supreme Court appoints a presiding judge for a two-year term in each judicial district, who administers, supervises, and distributes the workload within the district. Daily business operations of the circuit courts including personnel, budget and finance, and jury management are managed by Trial Court Administrators, who are supervised by the presiding judge.

The existing courthouse was completed in 1937, and at the time of its dedication, there was only one Circuit Court Judge. Initially, all of the county offices except the Roads Department were housed in the courthouse. As the need for judicial space grew, all of the county offices except the District Attorney and the Civil Division of the Sheriff eventually moved out of the courthouse to make room for building renovations that created ten more courtrooms.

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Court-Related Departments

Judiciary

Department Overview

The Court currently has 11 circuit court judges and one juvenile referee. All 11 judges' offices are housed in the County Courthouse while the juvenile referee is housed at the Juvenile Justice Center. The Court operates under the direction of the Presiding Judge. The Presiding Judge directly manages a hybrid master calendar system which relies on annual judicial assignments for pretrial matters and other specific case work while allowing judges to remain available for daily trial assignment on any case type.

Pursuant to Oregon Statute, the Presiding Judge exercises assignment authority over the Court's judges directly. Most of the Court's cases are managed generally through the master calendar system. Complex cases including murder and complex civil litigation matters are specifically assigned prior to trial to provide individual judicial attention and continuity of oversight. The judiciary is staffed by 36 positions currently in two locations.

Public Contact: Infrequent

Operational and Planning Concepts

Two judges share a six-person conference room, printer, and beverage bar.

The large judicial conference room sized to seat all judges will be located in the building Conference Center. A large conference room that seats 14 persons will be on each court floor and can be used for Jury Deliberation, as needed.

JUDICIAL STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
CIRCUIT JUDGES					
PRESIDING JUDGE	1	1	1	1	1
CIRCUIT JUDGE	10	11	12	12	13
PRO TEM JUDGE (JUVENILE)	1	1	1	1	1
ADMINISTRATIVE					
JUDICIAL ASSISTANT	12	13	14	14	15
JUDICIAL CLERK	12	13	14	14	15
TOTAL FTE	36	39	42	42	42

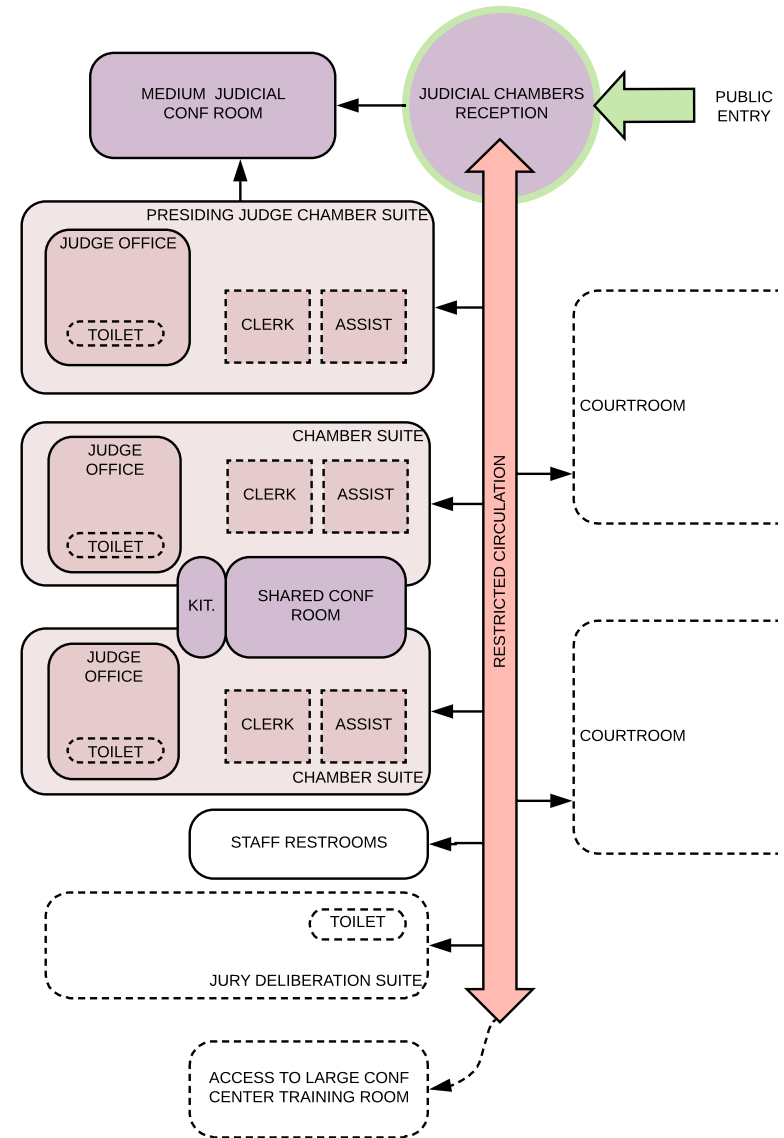
Judicial Chambers

It is planned that the judicial chambers in the new courthouse will be provided on all courtroom floors. In a variation of the collegial chambers concept, chambers will be clustered in pairs with a shared support space; however, the actual design configuration of the chambers may vary depending on site and building configuration opportunities. Regardless of the specific design solution, judges should be able to enter and exit the courthouse inconspicuously via a dedicated restricted entrance. Restricted horizontal and vertical circulation should be provided from the judges' parking area to the judges' chambers. No chambers should be directly attached to any courtroom; instead, judges should have easy access to multiple courtrooms via the Restricted Circulation Zone.

Work activities typically conducted in chambers for judicial officers with trial court jurisdiction include general business correspondence, legal study and review of the law, preparation of opinions with judgment, preparation for upcoming hearings, review and study of case filings and records, and meetings and conferences with court staff and attorneys. In civil, family, and juvenile jurisdiction chambers, active cases are sometimes discussed and decided in chambers, and therefore, adequate space should be provided to comfortably accommodate several visitors. Individual chambers' furnishings may include a desk, work surface, bookcases, side chairs, and small conference table. Accommodation may also be made for installation of video conferencing equipment.

Each judicial chamber should include a private restroom.

Judicial Chambers Adjacency Diagram



		2018	FUTURE (40 YEARS - 2060)				
2.0 COURTROOMS AND CHAMBERS		FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
2.2 JUDICIAL CHAMBERS							
Presiding Judge Chambers							
	Presiding Judge	1	1	1	400	400	Includes conf table that seats 6-8
	Presiding Judge Restroom	X	X	1	56	56	
	Judicial Clerk Workstation	1	1	1	50	50	
	Judicial Assistant Workstation	1	1	1	50	50	
Judge Chambers							
	Judge Office	10	13	13	350	4,550	
	Juvenile Judge	1	1	1	350	350	
	Visting Judge	0	1	1	350	350	
	Judge's Restroom	X	X	15	56	840	Includes Visting Judge
	Court Clerk Workstation	11	14	15	50	750	Includes Visting Judge
	Judicial Assistant Workstation	11	14	15	50	750	Includes Visting Judge
Trial Court Admin Referee Chambers							
	Referee Office	1	1	1	200	200	Referee could also use extra Judicial Chamber
Shared Collegial Spaces							
	Visitor Waiting	X	X	4	150	600	(1) per chamber floor
	Large Judicial Conference Room	X	Use Conference Center				
	Judicial Conference Room (Also used for Jury Overflow)	X	X	4	350	1,400	(1) per chamber floor
	Small Judicial Conference Room	X	X	8	100	800	(1) per chamber set
	Break Room	X	X	0	100	0	Not required
	Work Room/Copy	X	X	4	200	800	(1) per chamber floor
	Supply Storage	X	X	8	25	200	(1) per chamber set
	AV Equipment Control Closet	X	X	8	25	200	(1) per chamber set
Judicial Chambers Subtotal		37	47			12,346	
Circulation Factor:				30%		3,704	
Departmental Gross Square Footage Total:						16,050	
TOTAL COURTROOMS AND CHAMBERS							
NET SQUARE FOOTAGE (NSF):						55,403	
DEPARTMENTAL GROSS SQUARE FOOTAGE (DGSF):						72,023	

Trial Court Administration

Department Overview

Court administration manages all non-judicial business of the court. Functions include court clerical operations, personnel management, fiscal and budget services, information technology, facilities, community and intergovernmental relations, program development, and policy implementation. The purpose of administrative activities is to ensure the efficient operation of the court and to free judicial resources for judicial functions.

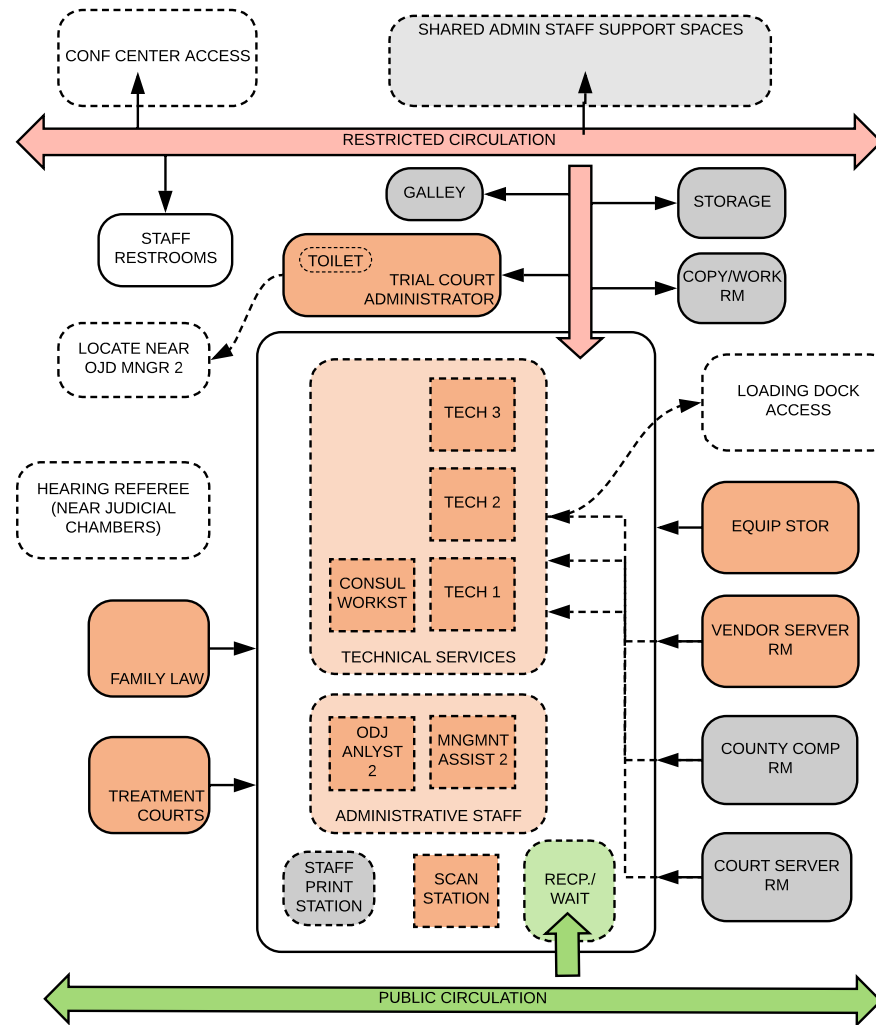
- **Technical Support:** Provides support for all technology needs of the court in person, over the phone, or through the computer remotely. Staff provide basic training, diagnostic help and operating instructions to users. The work unit makes recommendations on technology purchases, maintains equipment, installs equipment, moves equipment, and tests equipment. As with the new case management implementation in December 2015, changes in the overall court operation and technology demands will continue to evolve including the equipment and systems that must be maintained and supported throughout the court.
- **Treatment Court:** Provides direct support and facilitation of the DUI Court, Adult Drug Court, Mental Health Court and indirectly supports the Community Court, DV DSP, Juvenile Drug Courts. Staff act as a liaison in information gathering, analyzing and reporting. During earlier budget reductions, one position from this team was eliminated. There is a push both locally and at the legislative / state level to provide more treatment court programs including recent considerations for implementing a Veteran's Court.
- **Family Law Facilitator:** Independently works with self-represented litigants to assist with document preparation, procedural requirements, review pleadings for accuracy and legal

sufficiency, and help make corrections. Staff will also work with litigants to prepare child support work sheets. With the move to Odyssey in 2015, as well as a new website in 2017, more processes and forms are being centrally maintained by the Oregon State Court Administrator's Office. In 2018 HB 4097 passed the legislature and modifies provisions relating to law libraries and law library services provided by counties, authorizing the presiding judge for judicial districts to establish court facilitation program to assist litigants in certain court proceedings. The Court has been in discussions about developing a "legal resource center" in the new courthouse. Staff will continue to contribute to local and statewide committees as a representative of Clackamas County Circuit Court and conduct staff training and answer complex staff questions about family law policy and procedure.

Public Contact: Infrequent

COURT ADMINISTRATION ESTIMATED STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
TRIAL COURT ADMINISTRATOR	1	1	1	1	1
ADMINISTRATIVE					
OJD MANAGER 2	1	1	1	1	1
MANAGEMENT ASSISTANT 2	1	1	1	1	1
OJD ANALYST 2	1	1	1	1	1
TREATMENT COURT					
PROGRAM COORDINATOR 3	1	1	1	1	1
PROGRAM STAFF	0	1	1	1	1
HEARING REFEREE					
HEARING REFEREE	1	1	1	1	1
FAMILY LAW					
FAMILY LAW FACILITATOR	1	1	1	1	1
FAMILY LAW FACILITATOR STAFF	0	0	1	1	1
TECHNICAL SUPPORT					
INFORMATION TECHNOLOGY SPECIALIST 1	1	1	1	1	1
INFORMATION TECHNOLOGY SPECIALIST 2	1	2	2	2	2
INFORMATION TECHNOLOGY SPECIALIST 3	1	1	1	1	1
TOTAL CURRENT FTE	10	12	13	13	13

Trial Court Administration Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
3.0 COURT ADMINISTRATION	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
3.1 CIRCUIT COURT ADMINISTRATION MANAGEMENT OFFICES						
Trial Court Administrator	1	1	1	250	250	
Trial Court Administrator Restroom	X	X	1	56	56	
Court Administration						
OJD Manager 2	1	1	1	150	150	Near TC Administrator
Management Assistant 2	1	1	1	64	64	
ODJ Analyst 2	1	1	1	64	64	
Reception and Waiting Area	X	X	1	120	120	
Large Conference Room	X	X	1	300	300	10-Person Capacity
Storage	X	X	1	100	100	
Galley / Beverages	X	X	1	25	25	No sink needed
Treatment Court						
Program Coordinator 3	1	1	1	100	100	Needs office for private meetings
Program Staff	0	1	1	50	50	
Secure Administrative Files	X	X	1	80	80	File Cabinets
Meeting Space	X	X	1	100	100	
Family Law						
Family Law Facilitator	1	1	1	100	100	Near Law Library
Family Law Facilitator Staff	0	1	1	50	50	Could use staff from Records
Meeting Space	X	X	1	100	100	
Technical Support						
Information Technology Specialist 1	1	1	1	64	64	Locate centrally, near Administration Areas. Provides service to staff
Information Technology Specialist 2	1	2	2	64	128	
Information Technology Specialist 3	1	1	1	64	64	
New Equipment Storage	X	X	1	350	350	Locate near Loading Dock
Equipment Repair and Testing	X	X	1	150	150	
Consultant Workstation	X	X	1	36	36	Software updating, etc.
Staff training Room	X	Use shared Training Room			20-24 people - with computers	
Equipment Closet	X	Use shared Training Room			laptop storage	
Conference Room	X	Use Trial Ct Admin Conf or Conf Center			Staff meetings	
Trial Court Admin Referee Chambers						
Referee Office	1	1	In Judicial Chambers		Locate with Judicial Chambers	
Circuit Court Admin Management Subtotal	10	13			2,501	
Circulation Factor:			30%		750	
Departmental Gross Square Footage Total:					3,251	

Court Management

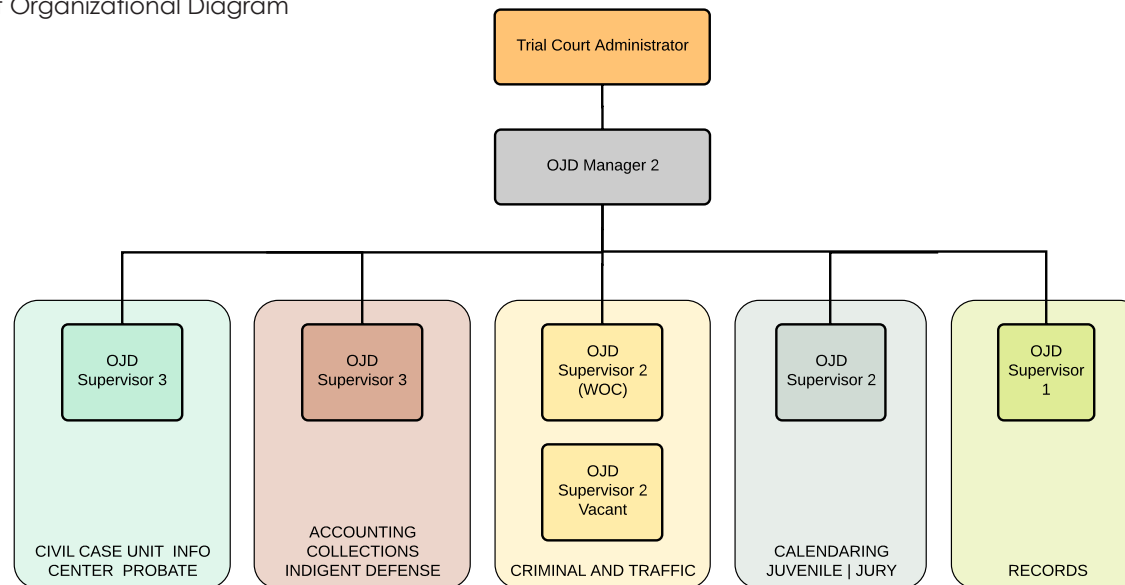
Traditionally, departmental adjacencies and work-flow have been developed based on paper flow. However, within the Court, electronic work-flows will expand among judges and court staff, streamlining the exchange of information and reducing the need for paper. With increased digitization and electronic information sharing, the Court and related agencies may envision a future work environment that is no longer strictly bound by physical proximities to one another nor strictly isolated from one another.

The number of staff engaged in "front-counter" work may resultantly shift. Some staff will be moved to "back office" electronic customer service activities, but the quantity of clerical workers in the court may not need to grow at the same rate as other court functions.

In addition to increased use of internal electronic documentation

and information sharing, planned improvements on the public interface side of clerk services will also need to be addressed and reconfigured. The current arrangement of the clerk service counters is congested, inefficient, and constrained to the existing facility structure. It is not uncommon to have long queue lines at the service counters. Wait times in these lines could be reduced, however. A new arrangement should include implementing electronic systems to assist in managing what comes to the front counter and reconfiguring the counter to be customer friendly with more fluidity between work units. Electronic system management will also allow court staff to see the business needs for each customer coming to the counter. Public kiosks or workstations should be available in the lobby for self-service for those customers coming to court for a quick process that would not require staff assistance.

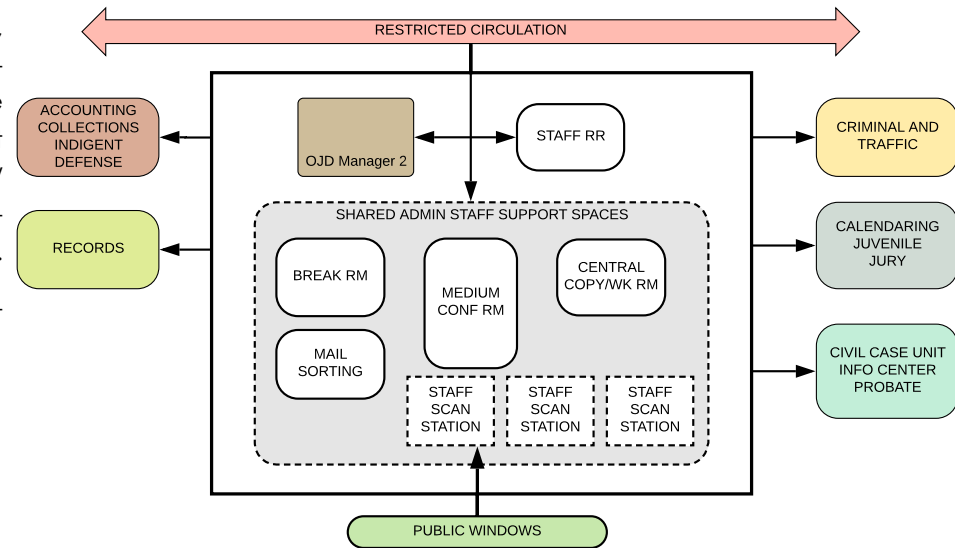
Court Management Organizational Diagram



Court Administration Shared Support Spaces

Shared Support Spaces – Planned shared support space for Court Administration includes work and print rooms, conference rooms, coffee areas, shared lunch/break room and staff restrooms. Provision for a large staff break room/lunch room could also be made in the event that a large central food service and cafeteria is not included. Other shared building amenities include a large training/conference facility, staff bicycle storage area and showers, lactation room, and a public lounge/café in the main courthouse lobby. Shared support spaces should be divided into two groups and distributed throughout the administrative space.

Court Administration Shared Support Spaces Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				Notes
	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	
3.0 COURT ADMINISTRATION						
3.9 SHARED ADMINISTRATION STAFF SUPPORT SPACES						
Staff Restrooms	X	X	2	108	216	Split shared amenities into 2 groups within admin space
Unisex Restroom	X	X	1	56	56	
Medium Conference Room	X	X	1	300	300	
Evidence Storage	X	X	1	100	100	State Requirement
Exhibit Storage	X	X	1	100	100	State Requirement
Central Copy/Work Room	X	X	2	150	300	Currently 8 printers
Staff Scanning Stations	X	X	5	25	125	Distribute throughout admin
Break Room	X	X	1	300	300	
Mail Sorting	X	X	1	150	150	
Shared Support Spaces Subtotal	X	X			1,647	
Circulation Factor:			30%		494	
Departmental Gross Square Footage Total:					2,141	

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Civil Case Unit | Information Center | Probate

Department Overview

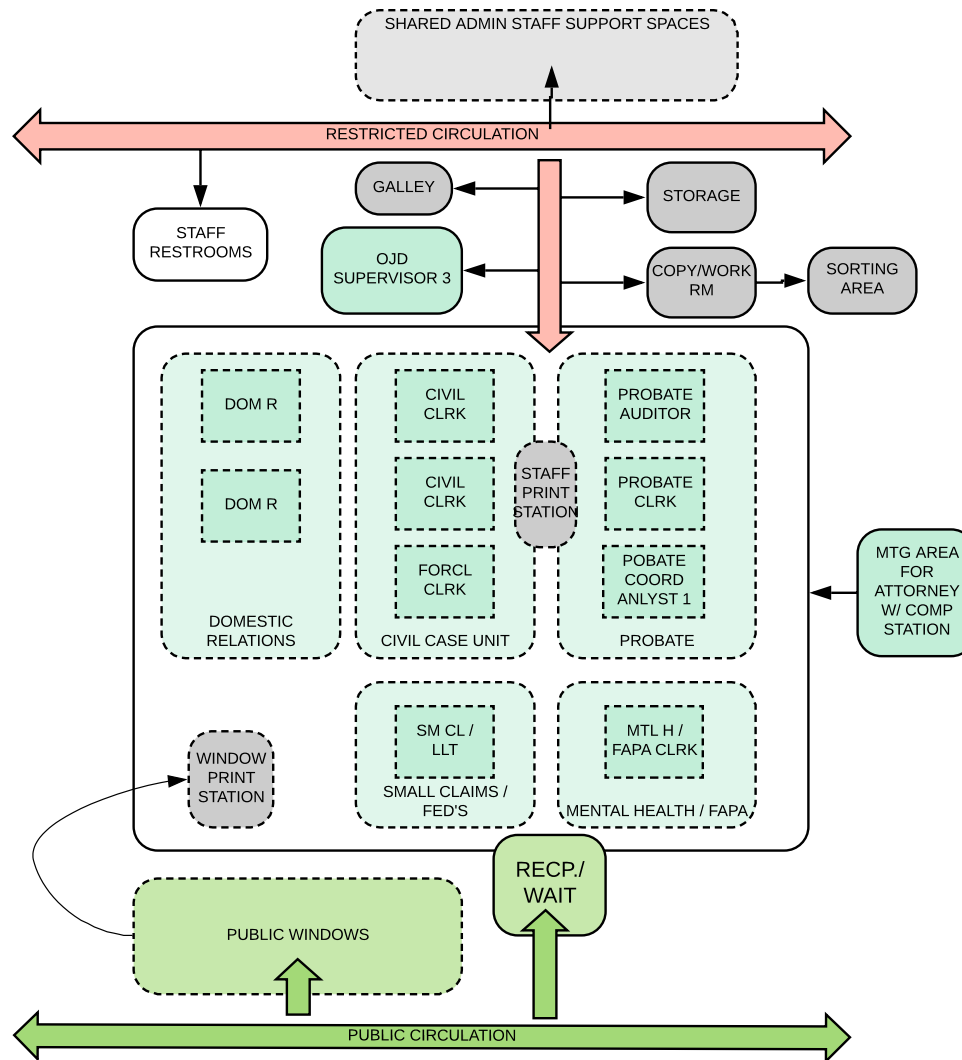
The Civil Department maintains all civil, family, and probate case data and case judgment entries as well as family court facilitation services. The Department is organized into four work units:

- **Civil Front Counter:** Process initial case set up for all civil case types in person, by mail, and via file and serve. Need room to adequately help the public with a separate area for public to fill out paperwork. Attend ex-parte daily to accept original filings and collect any fees owing on civil cases.
- **FAPA Clerk:** Conduct person to person interviews to determine completeness for Family Abuse Prevention Act Restraining Order applications. Need a quiet private place to conduct the interviews, currently have one window available to assist the public and the filers are in the public hallway answering private questions.
- **Probate Coordinator and Probate Clerk/Auditor:** Accept and sign a majority of probate case initial filings in person, by mail and via file and serve. Verify judgments are in compliance to send to a judge for signature. Meet with attorney's and self-represented litigants on Estate and Protective Proceedings. Accept subsequent filings and route to judicial offices for signatures. Issue Letters of Administration, Testamentary, Guardianship or Conservator-ship. Review for accuracy and accept Small Estate filings.
- **Data Entry Clerks:** Accept or Reject filings in person, by mail and via file and serve. Completes all data entry on filings received in file and serve routes to appropriate office for disposition of cases. Enters limited, general and supplemental judgments into case management system.

Public Contact: Frequent

COURT ADMINISTRATION ESTIMATED STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
OJD SUPERVISOR 3	1	1	1	1	1
CIVIL					
CIVIL CLERK FORECLOSURE	1	1	1	1	1
CIVIL CLERK	0	1.4	1.6	1.8	2
CIVIL LEAD TRAINER	1	1	1	1	1
SMALL CLAIMS FED'S					
SMALL CLAIMS LANDLORD TENANT	1	1	1	1	1
DOMESTIC RELATIONS					
FAMILY LAW CLERK	2	2	2	2	2
FAMILY LAW CLERK CONTEMPT	1	1	1	1	1
MENTAL HEALTH FAPA					
MENTAL HEALTH FAPA CLERK	1	1	1	1	1
PROBATE					
PROBATE COOR. ANALYST 1	1	1	1	1	1
PROBATE CLERK	1	1.5	2	2.5	3
PROBATE AUDITOR	1	1	1	1	1
PUBLIC COUNTER					
CIVIL FRONT COUNTER	3	3	3	3	3
TOTAL CURRENT FTE	14	15.9	16.6	17.3	18

Civil Case Unit | Information Center | Probate Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
3.0 COURT ADMINISTRATION	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
3.4 CIVIL CASE UNIT / PROBATE						
OJD Supervisor 3	1	1	1	120	120	
Civil Case Unit						
Civil Clerk/Foreclosure – JSS4	1	1	1	50	50	
Civil Clerk – JSS3	0	2	2	50	100	
Civil Lead/Trainer – JSS3	1	1	1	50	50	
Small Claims / FED's						
Small Claims/Landlord Tenant – JSS3	1	1	1	50	50	
Probate						
Probate Coordinator – Analyst 1	1	1	1	50	50	
Meeting Space (Coordinator + Attorneys)	X	X	1	100	100	Computer workstation + printer
Probate Clerk – JSS3	1	3	3	50	150	
Probate Auditor – JSS3	1	1	1	50	50	
Domestic Relations						
Law Clerk - JSS2	2	2	2	50	100	
Law Clerk / Contempt - JSS3	1	1	1	50	50	
Mental Health / FAPA						
Mental Health/FAPA Clerk – JSS3	1	1	1	100	100	Conducts interviews, needs quiet, private
Public Counter (Window)						
Front Counter - JSS2	3	3	In Public-Help Center			
Shared Amenities						
Public Windows (Unassigned)	X	In Public-Help Center				
Shared Copy/Work Room	X	X	1	150	150	Currently 3 large printers
File Cabinet Storage	X	X	1	80	80	
Civil Case Unit / Probate Subtotal	14	18.0			1,200	
Circulation Factor:			30%		360	
Departmental Gross Square Footage Total:					1,560	

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Accounting | Collections | Indigent Defense

Department Overview

The Finance Department is responsible for overseeing the financial operations of the Court. This includes Accounting, Collections, and Indigent Defense. Staff duties included the creation of local circuit court fees within the court database (OJIN), end of month balancing of the general ledger, check writing, e-Payments, interest bearing tender actions, annual reporting of unclaimed funds, administrative write-offs, expired judgments, private collection assignments. Staff conduct person to person interviews to determine eligibility for court appointed attorney, fee deferral/waiver applications for filing fees, and payment plans based on an individual or household gross income and monthly expenses. Interviews include sensitive questions regarding questionable income and expenses, ongoing treatment (i.e., drug, mental health), and personal information.

Ten years ago the 2008 recession created a statewide budget crisis requiring the Court to evaluate the services and programs provided and differentiate between necessary/required and unnecessary/not required. Positions that were vacant were reviewed for elimination or placed on "hold" for a period of time before allowing recruitment. Additional adjustments included the reassignment of finance positions to other areas of the Court based on the services and program evaluation.

In 2009 the Clackamas County Justice Court was created creating a marked reduction in violation cases filed with this court. The need for large violation staff was revised and positions were reassigned to other areas within the Court.

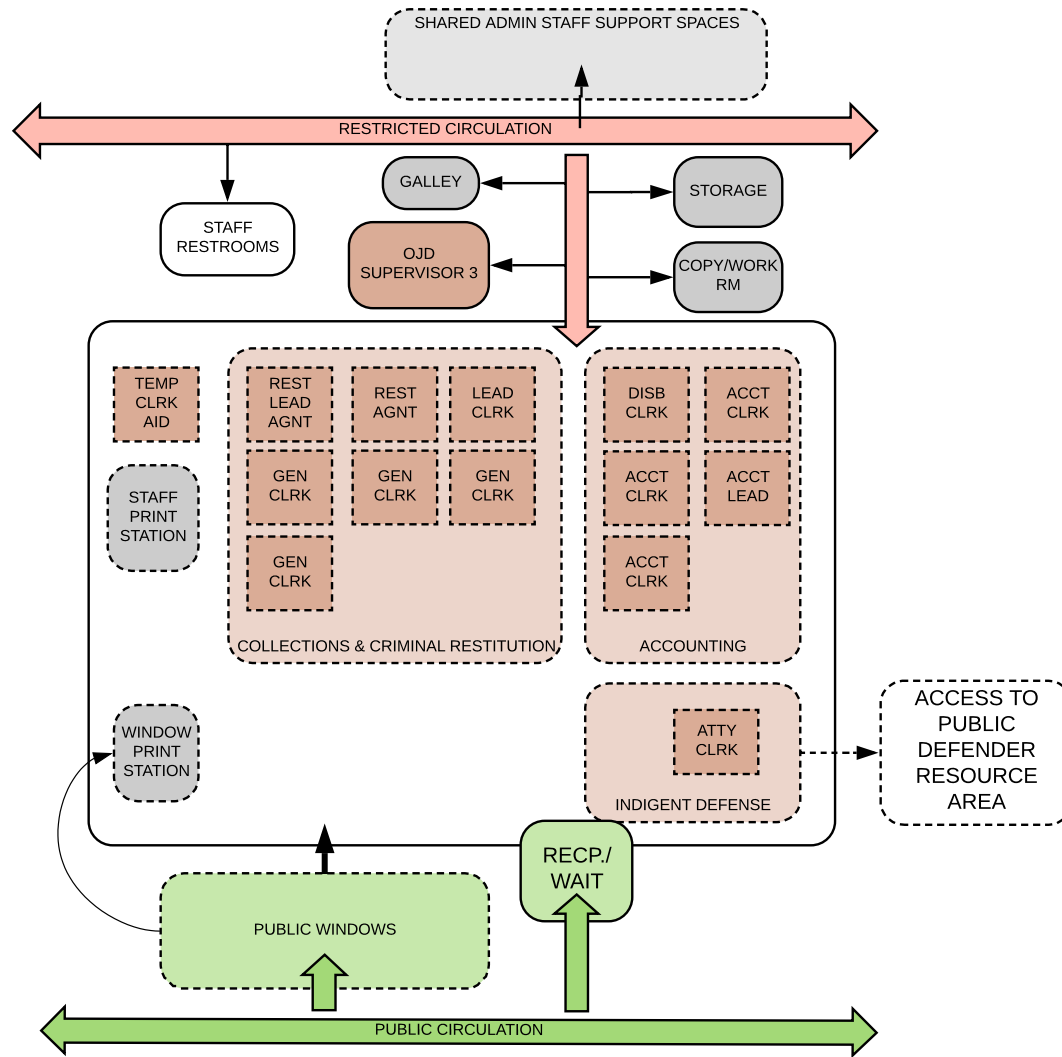
Public Contact: Frequent

Special Considerations

Accepts types of tender (cash, check, money order, and credit card transactions) in person, by mail, and via telephonic transactions. Prior audits have identified the need for a secure main cashier area with a camera and secure transaction tray between the court cashier and the court customer.

COURT ADMINISTRATION STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
OJD SUPERVISOR 3	1	1	1	1	1
ACCOUNTING					
ACCOUNTING CLERK	2	3	3	3	3
DISBURSEMENT CLERK	1	1	1	1	1
COLLECTIONS CRIMINAL RESTITUTION					
COLLECTION AGENT RESTITUTION LEAD	1	1	1	1	1
COLLECTION AGENT RESTITUTION	1	1	1	1	1
COLLECTION CLERK GENERAL	4	4	4	4	4
INDIGENT DEFENSE					
COURT APPOINTED ATTORNEY CLERK	1	1	1	1	1
TOTAL PLANNED FTE	11	12	12	12	12

Accounting | Collections | Indigent Defense Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
3.0 COURT ADMINISTRATION	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
3.5 ACCOUNTING / COLLECTIONS / INDIGENT DEFENSE						
Supervisor 3	1	1	1	120	120	
Accounting						
Disbursement Clerk	1	1	1	50	50	
Accounting Clerk	2	3	3	50	150	
Collections & Criminal Restitution						
Collection Agent – Restitution - Lead	1	1	1	50	50	
Collection Agent – Restitution	1	1	1	50	50	
Collection Clerk – General	4	4	4	50	200	
Indigent Defense						
Court Appointed Attorney Clerk	1	1	1	100	100	
Shared Spaces and Amenities						
Active Record Storage	X	X	1	0	0	Not needed
Waiting Area	X	X	1	100	100	
Money Counting Room	X	X	1	100	100	Also use as Auditor room
Safe	X	X	2	50	100	
Printer Station	X	X	1	15	15	
Accounting / Collections / Indigent Defense Subtotal	11	12			1,035	
Circulation Factor:			30%		311	
Departmental Gross Square Footage Total:					1,346	

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Criminal and Traffic

Department Overview

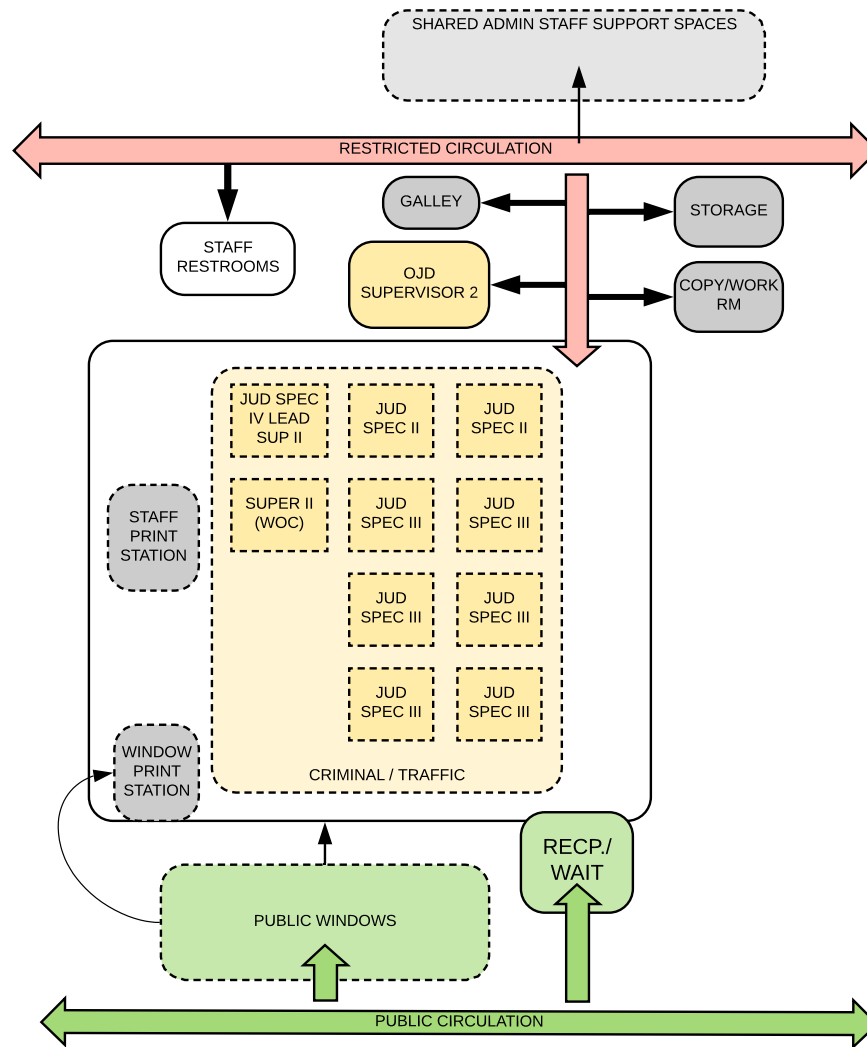
The Criminal Department staff the Court's criminal dockets and hearings, schedule criminal hearings, answer public phone calls and assist defense attorneys with information requests. Clerical staff perform data entry and entry of new criminal and traffic cases, create criminal judgments live in court, and receive and enter all data reports into the electronic case management system.

With the implementation of the Odyssey case management system in 2016, staff have experienced an increase in data tracking volume, while at the same time a staffing decrease due to financial constraints.

Public Contact: Frequent

COURT ADMINISTRATION STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
OJD SUPERVISOR 2	1	1	1	1	1
CRIMINAL AND TRAFFIC					
JUDICIAL SPECIALIST III	7	7	7	7.5	8
JUDICIAL SPECIALIST II PART-TIME 60%	.6	1	1	1	1
JUDICIAL SPECIALIST IV LEAD SUPERVISOR II	0	1	1	1	1
TOTAL PLANNED FTE	8.6	10	10	10.5	11

Criminal and Traffic Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
3.0 COURT ADMINISTRATION	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
3.6 CRIMINAL AND TRAFFIC						
OJD Supervisor 2	1	1	1	120	120	Near Courtrooms, Calendaring, DA
Judicial Specialist II-Part Time 60%	0.6	1	1	50	50	
Judicial Specialist III	7	8	8	50	400	
Judicial Specialist IV / Lead Supervisor II (WOC)	0	1	1	50	50	
Printer Station	X	X	1	15	15	
Public Windows (Unassigned)	X	In Public-Help Center				
Criminal and Traffic Subtotal	8.6	11			635	
Circulation Factor:		30%			191	
Departmental Gross Square Footage Total:					826	

Calendaring | Juvenile | Jury

Department Overview

- **Calendaring Office:** Schedules the majority of trials and hearings, Manages and assigns all cases and all case types to each judge daily. Creates and maintains all ODY sessions, Judicial Calendars, dockets, and reassigns cases throughout the day. Assists attorneys and the public in finding their assigned courtroom, answering questions, and scheduling hearings on all case types. Heavy daily interaction with judges and judicial staff.
- **Juvenile Dependency:** Provides data entry for all Juvenile Dependency cases both in paper and electronic form. Assists attorneys, public, DHS, CASA, and AG in scheduling, filing pleadings, communications with judges and judicial staff.
- **Jury:** Work entails summoning and qualifying jurors, conducting jury selection, overseeing trials, paying jurors, assigning duties and paying tipstaves, gathering and transmitting statistical information, controlling jury supplies, and providing jury meals and accommodations. An orientation speech is given by the jury coordinator and then a state video is shown.
- **Juror Assembly:** The juror assembly area should be located on a lower floor of the new courthouse, separated from the main public lobby with access controlled through a juror check-in area. Locating the juror assembly on a lower floor will ease public way-finding and greatly reduce wear and tear on the facility, especially on the courthouse elevators by minimizing the number of persons using them on a regular basis. In designing the assembly area, it is important to isolate the jurors from the general public to discourage the possibility of a juror to overhear potentially prejudicial information from trial participants or observers in the hallways or other areas of the Court. For this same reason, dedicated juror restrooms should be pro-

vided within the assembly area.

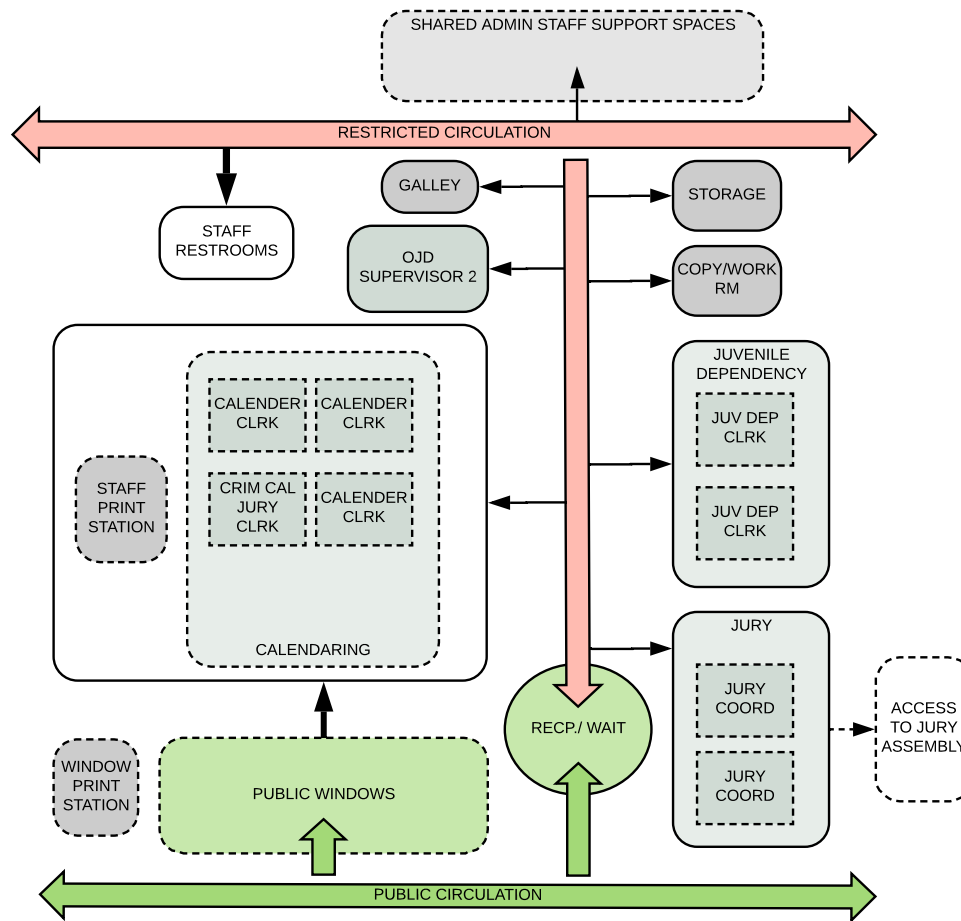
The juror assembly area should be composed of both high occupancy assembly areas and low occupancy lounge seating. Theatre seating can accommodate large numbers of individuals in limited space, but softer, lounge-style seating is often more comfortable for jurors over longer periods of time. In addition, the lounge area may include café tables and work carrels where jurors may be able to plug in a laptop and access a wireless network. Audio/video feeds and multiple viewing stations throughout the assembly area can facilitate effective juror orientation without having to keep all jurors in the same room.

An entrance/waiting area, check-in counter area, self check-in system area, and juror management office support work areas should all be provided. Juror assembly amenities may include a break-room and a large flexible training/conference space. This flexible space could be arranged to suit multiple settings and would be used to accommodate the large group meeting needs of the various building user groups, or alternatively, the space could accommodate situations where an especially high volume of jurors is anticipated.

Public Contact: Frequent

COURT ADMINISTRATION STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
OJD SUPERVISOR 2	1	1	1	1	1
CALENDARING					
CRIMINAL CALENDARING & JURY CLERK II	2	2	2	2	2
CALENDARING CLERK III	3.5	3.5	3.5	4	4
JUVENILE DEPENDENCY					
JUVENILE DEPENDENCY CLERK	1.5	1	2	2	2
JURY					
JURY COORDINATOR	1	1	1.5	1.5	1.5
JURY CLERK	1	1	1	1	1
TOTAL PLANNED FTE	10	9.5	11	11.5	11.5

Calendaring | Juvenile | Jury Adjacency Diagram



3.0 COURT ADMINISTRATION		FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes	
3.7 CALENDARING / JUVENILE / JURY								
	OJD Supervisor 2	1	1	1	120	120	Near Jury Assembly	
Calendaring								
	Criminal Calendaring & Jury Clerk - JSS2	2	2	2	50	100		
	Calendaring Clerk - JSS3	3.5	4	4	50	200		
Juvenile Dependency								
	Juvenile Dependency Clerk	1.5	2	2	50	100	Currently has office	
Jury								
	Jury Coordinator - JSS3	1	1.5	In Jury Assembly			Computer workstation	
	Jury Clerk	1	1	In Jury Assembly			Computer workstation	
Shared Spaces and Amenities								
	Public Windows (Unassigned)	X	In Public-Help Center					
	Printer Station	X	X	1	15	15	Locate near public windows	
	Calendaring / Juvenile / Jury Subtotal	10	11.5			535		
	Circulation Factor:		30%			161		
	Departmental Gross Square Footage Total:					696		

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Records

Department Overview

Responsible for pulling, preparing and scanning various files for court, scanning conventionally filed documents, mail processing and distribution, processing records requests from the public, community partners and other agencies across the state, staffing the information center, retrieving and filing at the off-site storage facility, and several other duties. In general space is an issue for this team. They are split into two rooms on the ground floor with the info center located on a separate floor. This can be challenging at times.

The tasks assigned to this team have greatly increased in complexity with the implementation of Odyssey in late 2015. With the exception of managing their off-site storage facility all of their business processes have changed. Technology has created opportunities to better serve the public, community partners and other agencies with electronic records requests and quicker access to court records.

Over the next several years they anticipate having more archived case files available in electronic format. This will decrease the amount of time spent at the off-site storage facility.

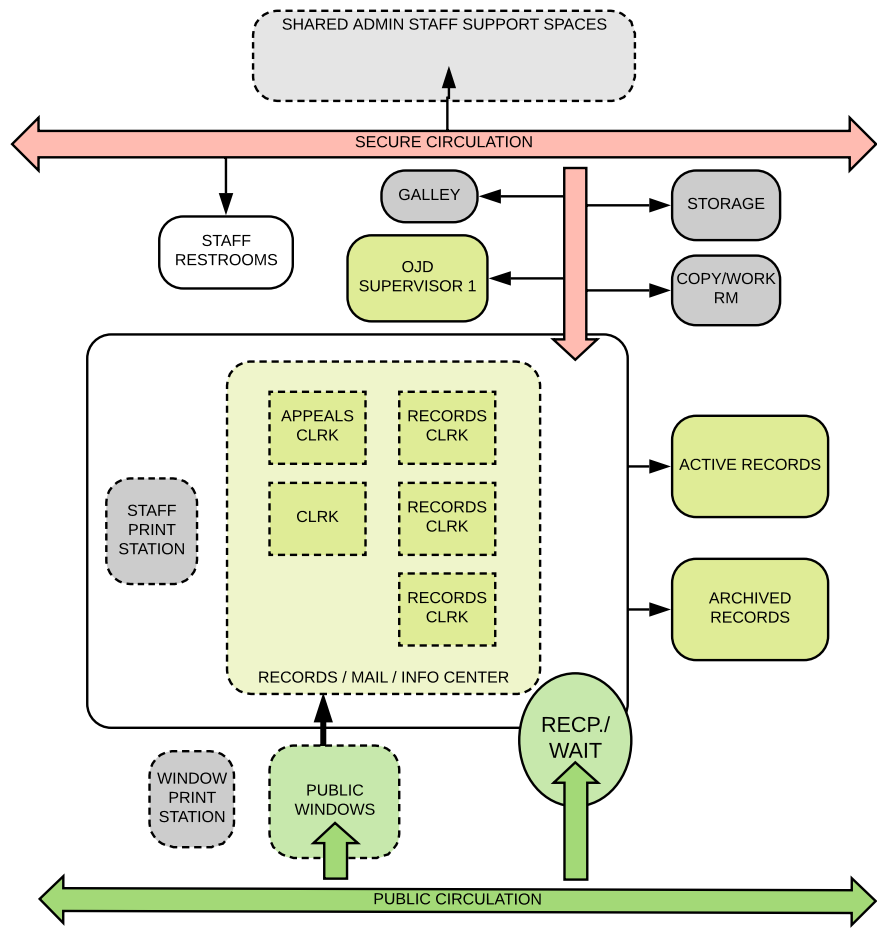
The Records Department uses a state vehicle to drive to and from the off site storage facility. This vehicle needs a dedicated parking space near the staff/service elevator.

Public Contact: Frequent

COURT ADMINISTRATION ESTIMATED STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
OJD SUPERVISOR 1	1	1	1	1	1
RECORDS MAIL INFORMATION CENTER					
RECORDS CLERK	8	3	3	3	3
APPEALS CLERK	1	1	1	1	1
JSS2 (VACANT)	1	0	0	0	0
TOTAL PLANNED FTE	11	5	5	5	5

RECORDS STAFF POSSIBLE FUTURE REASSIGNMENTS		
CURRENT POSITION	NUMBER OF POSITIONS NEEDED IN OTHER DEPARTMENTS	RECORDS STAFF REASSIGNED TO:
RECORDS STAFF	1	CIVIL
RECORDS STAFF	2	CRIMINAL
RECORDS STAFF	.5	FAPA
RECORDS STAFF	.5	TREATMENT COURT
RECORDS STAFF	1	INFO CENTER
RECORDS STAFF	2	PROBATE
TOTAL REASSIGNED FTE	7	

Records Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
3.0 COURT ADMINISTRATION	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
3.8 RECORDS						
OJD Supervisor 1	1	1	1	120	120	
Records / Mail / Info Center						
Records clerk - JSS2	8	3	3	50	150	
Appeals Clerk - JSS3	1	1	1	50	50	
Clerk - JSS2	1	0	0	50	0	
Transaction Counter (Window)	X	In Public-Help Center				
Public Waiting/Queuing at Window	X	In Public-Help Center				
Active Records	X	X	1	200	200	
Archived Records	X	X	0	0	0	Locate Off-Site
Public Windows (Unassigned)	X	In Public-Help Center				
Printer Station	X	X	1	15	15	
Records Subtotal	11	5			535	
Circulation Factor:		30%			161	
Departmental Gross Square Footage Total:					696	

District Attorney

Department Overview

- **Criminal Division Main Reception** - The main reception area should have ample space to accommodate up to 20 visitors at any one time. Two counter workstations may be provided for use by staff to assist the public, supplying packets of information, and/or connecting the requesters to the Deputy District Attorneys directly. Two small interview rooms should be provided adjacent to this area to allow a place for District Attorney staff to conduct meetings without bringing individuals into the main office space.
- **District Attorney Criminal Division Offices** - The main criminal office should be located adjacent to the main reception. Efficient means of circulation to all District Attorney functions should be provided. The program components located within this area include offices and work spaces for the District Attorney (DA), Deputy District Attorneys (DDA's), and professional staff. In general, private offices should be provided for attorneys and an open office workstation environment should be provided for support staff; however, legal secretaries should be co-located with the DDA's they support. Consideration may be given to developing a large shared open office area to allow for staff pooling and flexible work allocation. Support areas such as conference rooms, scanning stations, work/copy areas, and coffee bar/galleys should be dispersed throughout the office. The office should be supported by a complement of office support spaces such as a conference room, work areas, break/lunch room, forms and supplies storage, administrative/financial file storage, evidence storage, equipment storage scanning station, restrooms.
- **Shared District Attorney Staff Spaces** - District Attorney staff will have access to centralized building amenities such as the bi-

cycle storage and wellness facilities and a large training/conferencing area.

- **Records Storage** – At this time there are no plans for conversion of District Attorney paper records to an electronic environment and consideration may be given for storage of District Attorney files. File types include active and inactive records (misdemeanor and felony) and sensitive records. Space provisions have been made for active file storage although space for archived file storage is not included in the current program. Because of the nature of the files, the chain of custody of evidence, and the investigations performed in this room, security and access to the sensitive records space should be tightly controlled.
- **Victims Services Division** – The Victim Services Program provides comprehensive services to adult crime victims involved in the criminal justice system, whether or not they are involved with the prosecution of the offender. The building program includes space for the Victims Services division to be included in the overall District Attorney space. The space program should include consideration for the following: reception/check-in area; public counter workstations; an interview room adjacent to the reception area; a central victims lounge with restroom, a victims and witness break/vending area, a large conference room with seating for 24 persons, open office space for flexible arrangement of staff workstations, a work/copy area, and supply/file storage. In addition, space is provided in the program for a victims/witness waiting area to be located on each courtroom floor of the new courthouse.
- **Family Law Division (Child Support Enforcement)** – The Family Law Division is responsible for representing the State in establishing, modifying, and enforcing child and support orders. The space program includes the following: reception/check-in area, public counter workstation, conference room, office

space for Assistant District Attorneys, open office workstations for support staff, work/copy area, secure records storage, scanning station, and a coffee bar/galley. Due to strict federal regulations, this section must be separate and secured from the rest of the District Attorney's office. Confidential information can be accessed/disclosed only as required by state or federal statute or rule. Compliance with the regulations is a condition of federal grant funding, which constitutes 66% of this program's operating budget. In addition to risking loss of grant funding, violation of these regulations carry possible criminal, as well as civil, sanctions. Any design that contemplates Family Law sharing a reception area/duties with other District Attorney staff must consider that anyone (not already a Family Law employee) accessing the Family Law computer system to assist the public would have to be trained and given access by the state and comply with all rules and regulations above, including regular testing for confidentiality and IRS regulated data restrictions.

Public Contact: Frequent

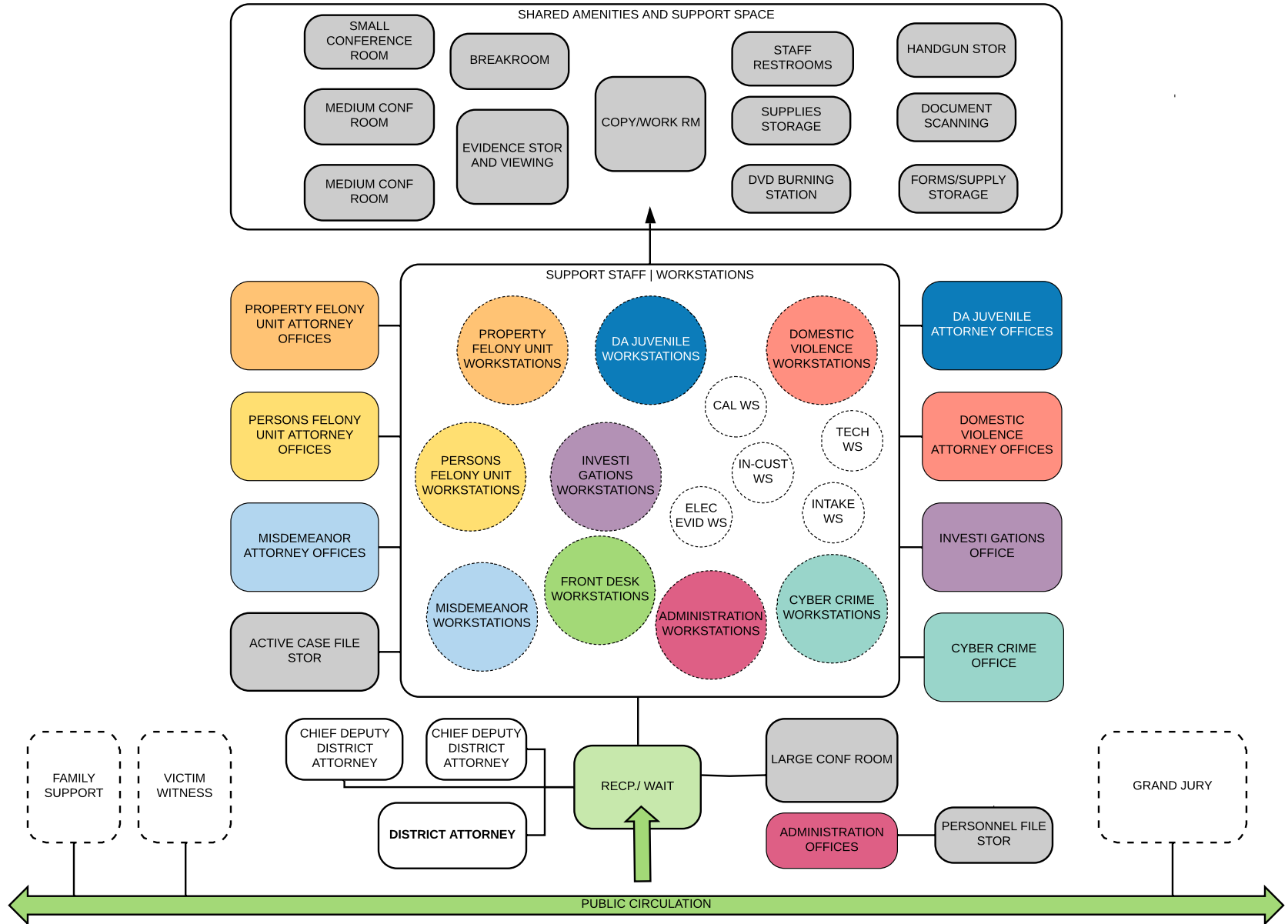
DISTRICT ATTORNEY STAFFING					
DEPARTMENT POSITION	2018 FTE	2030 FTE	2040 FTE	2050 FTE	2060 FTE
DISTRICT ATTORNEY	1	1	1	1	1
CHIEF DEPUTY DISTRICT ATTORNEY	1	2	2	2	2
SENIOR ADMINISTRATOR	1	1	1	1	1
OPERATIONS MANAGER	0	1	1	1	1
LEGAL OFFICE SUPERVISOR	0	1	1	1	1
FRONT DESK					
CUSTOMER INFO SPECIALIST	1	1	1	1	1
F/T TEMP OFFICE SPECIALIST 2	1	1	1	1	1
P/T TEMP OFFICE SPECIALIST 1	1	1	1	1	1
INTAKE DESK					
OFFICE SPECIALIST 2	2	2	2	2	2
P/T TEMP OFFICE SPECIALIST	3	3	3	3	3
ELECTRONIC EVIDENCE FUGITIVES HOMICIDE DISCOVERY					
PARALEGAL	1	1	1	1	1
IN-CUSTODY DOCKET					
OFFICE SPECIALIST	1	1	1	1	1
CALENDARING					
OFFICE SPECIALIST 2	1	1	1	1	1
TECHNOLOGY					
IS PROJECT ANALYST SENIOR	1	1	1	1	1
MICROCOMPUTER ANALYST 2	1	1	1	1	1
ADMINISTRATION					
OFFICE SUPERVISOR	0	1	1	1	1
CRIMINAL JUSTICE INFORMATION SPECIALIST	1	1	1	1	1
ADMINISTRATIVE ANALYST 2	1	1	1	1	1
ADMINISTRATIVE ANALYST 1	1	1	1	1	1
PERSONS FELONY UNIT					
SENIOR DEPUTY DISTRICT ATTORNEY	1	1	1	1	1
DEPUTY DISTRICT ATTORNEY 3	4	4.4	4.7	4.9	5.2
SENIOR LEGAL SECRETARY	1	1	1	1	1
LEGAL SECRETARY	1	1	1	1	1
PROPERTY FELONY UNIT					
SENIOR DEPUTY DISTRICT ATTORNEY	1.5	1.5	1.5	1.5	1.5

DEPUTY DISTRICT ATTORNEY 3	1	1	1	1	1
DEPUTY DISTRICT ATTORNEY 2	7.5	8.3	8.9	9.5	10.1
SENIOR LEGAL SECRETARY	1	1	1	1	1
OFFICE SPECIALIST 2	1	1	1	1	1
MISDEMEANOR					
SENIOR DEPUTY DISTRICT ATTORNEY	1	1	1	1	1
DEPUTY DISTRICT ATTORNEY 1	5	5	5	5	5
SENIOR LAW CLERK	1	1	1	1	1
LAW CLERK	5	5	5	5	5
SENIOR LEGAL SECRETARY	1	1	1	1	1
LEGAL SECRETARY	1	1	1	1	1
OFFICE SPECIALIST	1	1	1	1	1
DOMESTIC VIOLENCE					
SENIOR DEPUTY DISTRICT ATTORNEY	1	1	1	1	1
DEPUTY DISTRICT ATTORNEY 2	3	3	3	3.5	3.5
SENIOR LEGAL SECRETARY	1	1	1	1	1
LEGAL SECRETARY	1	1	1	1	1
INVESTIGATIONS					
SENIOR DA INVESTIGATOR	1	1	1	1	1
DA INVESTIGATOR	2	2	2	2	2
DA JUVENILE					
SENIOR DEPUTY DISTRICT ATTORNEY	1	1	1	1	1
SENIOR DEPUTY DISTRICT ATTORNEY	1	1	1	1	1
DEPUTY DISTRICT ATTORNEY	2	2	2	2	2
LEGAL SECRETARY	1	1	1	1	1
CYBER CRIMES UNIT					
SENIOR DEPUTY DISTRICT ATTORNEY	0	1	1	1	1
DEPUTY DISTRICT ATTORNEY	0	3	3	3	3
FAMILY SUPPORT					
SENIOR DEPUTY DISTRICT ATTORNEY	1	1	1	1	1
DEPUTY DISTRICT ATTORNEY 2 (FS)	1	1	1	1	1
LEGAL OFFICE SUPERVISOR (FS)	1	1	1	1	1
CHILD SUPPORT AGENT SENIOR	1	1	1	1	1
CHILD SUPPORT AGENT 2	2	2	2	2	2
CHILD SUPPORT AGENT 1	3	4	4	4	4
LEGAL SECRETARY	1	1	1	1	1

OFFICE SPECIALIST 2	2	2	2	2	2
VICTIM ASSISTANCE					
VICTIM ASSISTANCE PROGRAM DIRECTOR	1	1	1	1	1
VICTIM ASSISTANCE SUPERVISOR	1	1	1	1	1
VICTIM ADVOCATE	6	6.6	7.0	7.4	7.8
P/T TEMP VICTIM ADVOCATE	3	3	3	3	3
GRAND JURY COORDINATOR					
LEGAL SECRETARY	1	1	1	1	1
TOTAL PLANNED FTE	95.5	104.8	106.2	108	111.4

The District Attorney's Office is currently staffed with 95.5 positions. With the continued growth in new felony cases, the office could expect to have 111.4 FTE staff by year 2060.

District Attorney Criminal Division Adjacency Diagram

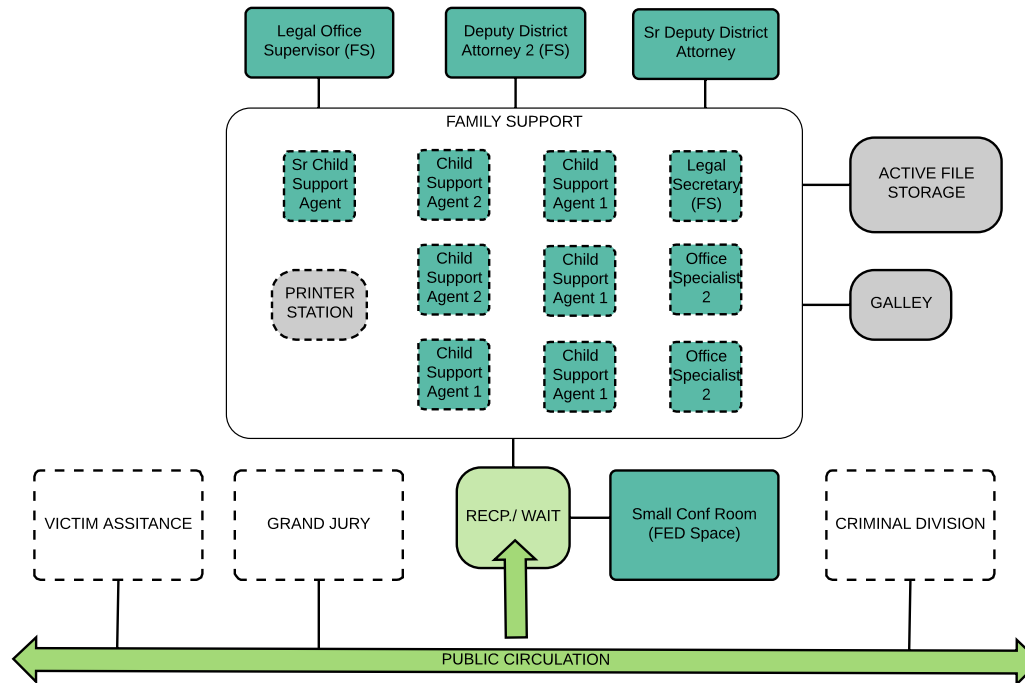


	2018	FUTURE (40 YEARS - 2060)				
4.0 DISTRICT ATTORNEY	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
4.2 SHARED SPACES AND AMENITIES						
Work Area / Copy Center	X	X	2	150	300	
Supplies Storage	X	X	2	100	200	
Forms/Supplies	X	X	2	100	200	
Break Room	X	X	1	300	300	
Evidence Storage & Viewing	X	X	1	120	120	
Equipment Storage	X	X	1	120	120	
Handgun Storage	X	X	1	50	50	
Large Conference / Law Library	X	X	1	350	350	
Medium Conference Room	X	X	2	200	400	
Small Conference Room	X	X	1	150	150	
Scanning Station	X	X	2	80	160	
Scanning Document Staging Area	X	X	2	80	160	
DVD Burning Station	X	X	1	80	80	
Staff Rest Rooms	X	X	2	215	430	
Family Restroom (Individual Toilet)	X	X	5	64	320	(1) per floor
Printer Island	X	X	4	15	60	Distribute throughout space
Shared Spaces and Amenities Subtotal:	0	0			3,400	
Circulation Factor:			30%		1,020	
Departmental Gross Square Footage Total:					4,420	

		2018	FUTURE (40 YEARS - 2060)				
4.0 DISTRICT ATTORNEY		FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
4.1 DA CRIMINAL DIVISION							
Main Reception							
	Main Reception / Waiting	X	X	1	300	300	accommodate 20 visitors
	Front Desk Customer Info Specialist	1	1	1	36	36	
	Front Desk (Specialist 1)	3	3	3	36	108	
DA							
	District Attorney	1	1	1	260	260	
	DA Restroom	X	X	1	56	56	
	Chief Deputy District Attorney	1	2	2	150	300	
Administrative Staff							
	Senior Administrator	1	1	1	150	150	
	Operations Manager	0	1	1	120	120	
	Legal Office Supervisor	0	1	1	120	120	
Electronic Evidence Fugitives Homicide Discovery							
	Paralegal	1	1	1	36	36	
In-Custody Docket							
	Office Specialist 2	1	1	1	36	36	
Calendaring							
	Office Specialist 2	1	1	1	36	36	
Intake Desk							
	Office Specialist 2	2	2	2	36	72	
Persons Felony Unit							
	Senior Deputy District Attorney	1	1	1	120	120	
	Deputy District Attorney 3	4	5.2	6	120	720	
	Senior Legal Secretary	1	1	1	64	64	
	Legal Secretary	1	1	1	36	36	
Property Felony Unit							
	Senior Deputy District Attorney	1.5	1.5	2	120	240	
	Deputy District Attorney 3	1	1	1	120	120	
	Deputy District Attorney 2	7.5	10.1	11	120	1,320	
	Senior Legal Secretary	1	1	1	64	64	
	Office Specialist 2	1	1	1	36	36	
Misdemeanor							
	Senior Deputy District Attorney	1	1	1	120	120	
	Deputy District Attorney 1	5	7	7	120	840	
	Senior Law Clerk	1	1	1	64	64	
	Law Clerk	5	5	5	64	320	
	Senior Legal Secretary	1	1	1	64	64	
	Legal Secretary	1	1	1	36	36	
	Office Specialist 2	1	1	1	36	36	

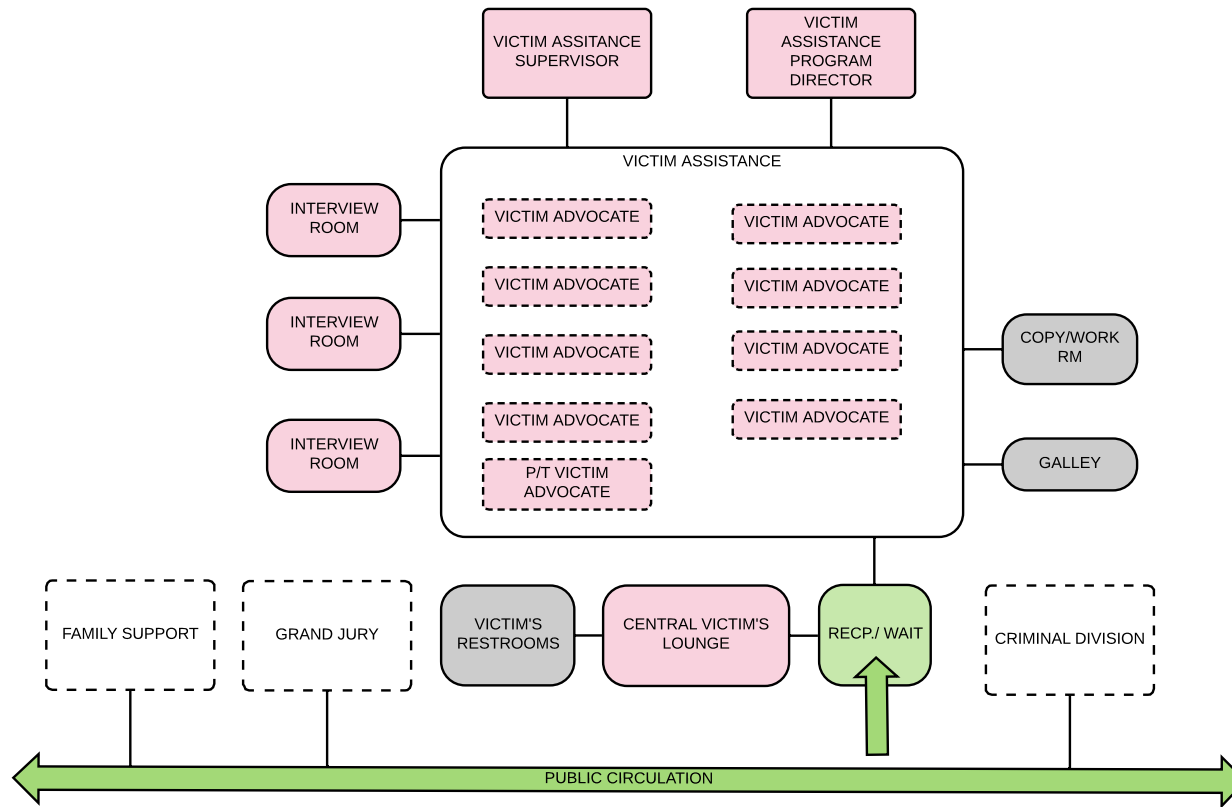
		2018	FUTURE (40 YEARS - 2060)				
4.0 DISTRICT ATTORNEY		FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
Domestic Violence							
	Senior Deputy District Attorney	1	1	1	120	120	
	Deputy District Attorney 2	3	3.5	4	120	480	
	Senior Legal Secretary	1	1	1	64	64	
	Legal Secretary	1	1	1	36	36	
DA Juvenile							
	Senior Deputy District Attorney	1	1	1	120	120	
	Senior Deputy District Attorney	1	1	1	120	120	
	Deputy District Attorney 2	3	3	3	120	360	
	Legal Secretary	1	1	1	36	36	
Investigators							
	Senior DA Investigator	1	1	1	120	120	
	DA Investigator	2	2	2	64	128	
Technology							
	IS Project Analyst Senior	1	1	1	64	64	
	Microcomputer Analyst 2	1	1	1	64	64	
Cyber Crime Unit							
	Senior Deputy District Attorney	0	1	1	120	120	New Position
	Deputy District Attorney	0	3	3	120	360	New Position
DA Support Positions							
	Paralegal (Elec. Evid. Fugitives Homicide Discvry)	1	1	1	36	36	
	Office Specialist 2 (In-Custody Docket)	1	1	1	36	36	
	Office Specialist 2 (Calendaring)	1	1	1	36	36	
	Legal Secretary (Calendaring)	1	1	1	36	36	
	Office Specialist 2 (Grand Jury Coordinator)	1	1	1	36	36	
	Office Specialist 2 (Intake Desk)	1	1	1	36	36	
	FT Temp Office Specialist 2	1	1	1	36	36	
	PT Temp Office Specialist 1	0.5	0.5	1	36	36	
Staff Support Spaces							
	Printer Island	X	X	4	25	100	
	Galley / Beverages	X	X	2	15	30	
Records Storage							
	Budget/Payroll/Personnel Files	X	X	1	100	100	
	Active Case Files	X	X	1	1,100	1,100	
	Archives	X	X	1	0	0	
Public Services and General Office Clerks Subtotal		71	84			9,640	
Circulation Factor:				35%		3,374	
Departmental Gross Square Footage Total:						13,014	

District Attorney Family Law Division Adjacency Diagram



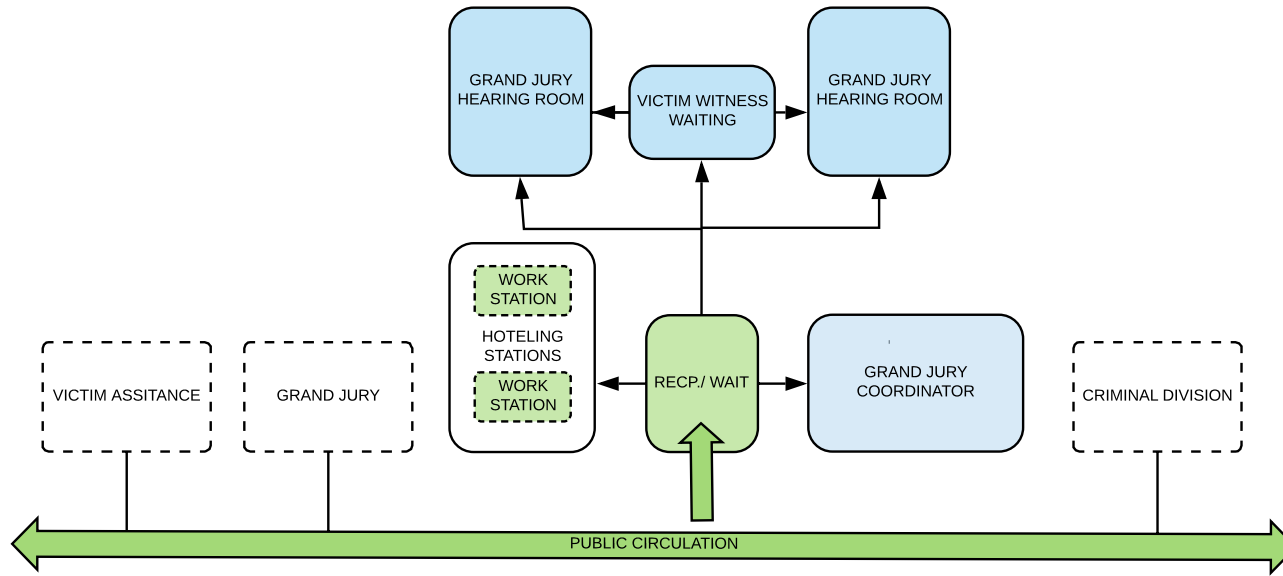
	2018	FUTURE (40 YEARS - 2060)				
4.0 DISTRICT ATTORNEY	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
4.4 FAMILY SUPPORT						
Reception/Check-In	X	X	1	100	100	
Counter Workstation	X	X	1	36	36	
Staff Offices/Workstations						
Senior Deputy District Attorney	1	1	1	120	120	
Deputy District Attorney (FS)	1	1	1	120	120	
Legal Office Supervisor (FS)	1	1	1	120	120	
Senior Child Support Agent	7	7.8	1	64	64	
Legal Secretary (FS)	1	1	1	36	36	
Office Specialist 2	2	2	2	36	72	
Family Support Shared Amenities						
Galley / Beverages	X	X	1	15	15	
Interview Room	X	X	1	100	100	
Small Conf Room / FED space	X	X	1	120	120	2-4 people
Large Conference Room	X	X	1	300	300	
Printer Island	X	X	1	25	25	
Net Square Footage Total:	13	14			1,228	
Circulation Factor:			30%		368	
Departmental Gross Square Footage Total:					2,824	

District Attorney Family Law Division Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
4.0 DISTRICT ATTORNEY	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
4.3 VICTIM ASSISTANCE						
Reception Area						
Reception/Check-In	X	X	1	150	150	
Reception Counter Workstation	X	X	1	36	36	
Central Victims Lounge	X	X	1	300	300	
Victims Lounge Restroom	X	X	1	56	56	
Courtroom Vict. Witness Waiting Areas	X	In Courtroom Ancillary				
Staff Workstations						
Victim Assistance Program Director	1	1	1	150	150	
Victim Assistance Supervisor	1	1	1	120	120	
Victim Advocate	6	7.8	8	64	512	
P/T Victim Advocate	3	3	3	64	192	
Victim Assistance Shared Amenities						
Printer Island	X	X	1	25	25	
Galley / Beverages	X	X	1	15	15	
Active Files	X	X	1	120	120	
Interview Rooms	X	X	3	100	300	
Net Square Footage Total:	11	13			1,976	
Circulation Factor:			30%		593	
Departmental Gross Square Footage Total:					2,569	

District Attorney Grand Jury Adjacency Diagram



	2018	FUTURE (40 YEARS - 2060)				
4.0 DISTRICT ATTORNEY	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
4.5 GRAND JURY						
Grand Jury Coordinator						
Legal Secretary	1	1	1	36	36	
Courtroom						
Grand Jury Hearing Room	X	X	2	300	600	7-8 Jurors, Elevated Witness Box
Grand Jury Ancillary Spaces						
Reception / Waiting	X	X	1	200	200	
Touch-down workstations	X	X	2	36	72	
Victims/Witness Waiting	X	X	1	200	200	
Sound-Lock Vestibule	X	X	2	64	128	
Staff ADA Access Ramp	X	X	1	100	100	
A/V Equipment Closet	X	X	1	50	50	
Galley / Beverages	X	X	1	15	15	
Grand Jury Subtotal	1	1			1,401	
Circulation Factor:			30%		420	

Sheriff - Security and Central Holding

The Clackamas County Sheriff is charged with both the security of the courthouse and for the supervision and transport of in-custody defendants. The new courthouse must have secure facilities to receive, hold, and transport in-custody defendants to and from courtrooms as well as central command facilities to coordinate courthouse security and manage the in-custody population. Facilities shall include a central security command, central intake and holding, and court floor holding.

- **Sally Port:** A vehicular sally port shall be provided for secure loading and unloading of in-custody defendants in and out of Sheriff transportation vehicles. The sally port may alternatively be occupied by three 10-12 person transportation vans. The sally port area may include a wall-mounted gun locker. From the vehicular sally port, in-custody defendants will travel through a smaller pedestrian sally port into an initial staging area before being escorted to the central holding area.
- **Central Holding:** The new courthouse should be planned to securely and efficiently handle large volumes of in-custody defendants on a daily basis; no overnight in-custody facilities shall be provided. Currently, the Sheriff averages 32-35 prisoner transports to the courthouse during high traffic times. A central holding and prisoner distribution area shall be provided to receive in-custody defendants. Holding cells should be arranged in a manner to facilitate separation of various in-custody populations that require separation (e.g., males, females, juveniles, mentally ill, and high-risk populations).
- In-custody defendants awaiting a court hearing or trial will typically be held in the central holding area before being escorted by deputies to the courtroom floors. The central holding area will contain both single and multiple occupancy cells; separation will be provided between different in-cus-

tody populations including males, females, and juveniles. All holding cells shall be designed to provide sound separation from adjacent cells; juvenile cells shall have sight and sound separation from the adult section. All holding cells should be equipped with security grade fixtures including sinks, water closets, and fixed bench seating. The sink and water closet unit may be combined and have modesty panels (note: care should be taken in the design of modesty panels as to not allow for wrapping or hanging of clothing to prevent potential suicide attempts; therefore, solid floor mounted panels should be considered). Interview areas for attorney and defendant conferences shall not be provided in the central holding area as there is not sufficient deputy staffing to accommodate this function. Instead, non-contact interview booths will be provided adjacent to courtrooms on the upper floors of the new courthouse. Non-contact interview booths shall be divided by security glazing, with openings allowed for sound transmission. Care should be taken to provide sound isolation between the interview areas and adjoining spaces as conversations held in these rooms are confidential.

- **Central Security Control Center:** The security control center serves as the central core of transport operations. From this area, sheriff personnel will monitor the flow of in-custody defendants through the sally port, detention cells, secure corridors, secure elevators, and the courtroom holding areas. The central control area will also allow for security monitoring throughout the courthouse including the building exterior, all public areas, courtrooms, and courtroom support areas. The control room should be equipped with workstation surveillance and safety monitoring equipment including electronic door control panels, video monitors, duress alarm systems, and related equipment necessary to maintain supervision of the court facility. Security-glass windows should be provided to enable staff to directly observe the central holding area. The cen-

tral security command shall be located in central holding area with visual control over holding area corridors. Access to the command center will be controlled and gained via the secure circulation system. A smaller security station will be maintained adjacent to the main entrance and security screening area.

- **Court Floor In-Custody Facilities** – See description under “Courtroom Ancillary Space.”
- **Building Security Monitoring Room** - A building security monitoring room which will serve as the central core of court security operations at the courthouse (including the building exterior, all public areas, courtrooms, and courtroom support areas). The building security control center may be located near the main entrance of the court facility so as to provide close support for security screening operations or may be located adjacent to the Sheriff Transport offices and central holding area to promote staff access and backup capability. Regardless of location, access to the control center should be tightly controlled. The control room(s) should be equipped with surveillance and safety monitoring equipment including electronic door control panels, video monitors, duress alarm systems, intrusion systems, and related equipment necessary to maintain supervision of the court facility. Wall space should be provided for sufficient room to maintain multiple large screen displays. Multiple camera views may be monitored on each screen using duplexing technology. An equipment closet used for storage of monitoring equipment on racks is typically provided.
- **Transport Operations Support** – To support the transport operations as well as to provide security in the building the Sheriff requires a number of support facilities to be housed in the new courthouse. The required spaces needed include a transport deputy muster room with space for up to 15 deputies; male and female locker rooms; restrooms; and a storage area.

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	2018	FUTURE (40 YEARS - 2060)				
5.0 SHERIFF TRANSPORT OPERATIONS SPACE	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
5.1 SALLY PORT						
Transport Sally Port	X	X	1	2,000	2,000	
Sally Port Vestibule/In Custody Staging	X	X	1	400	400	
Gun Locker	X	X	1	50	50	
Net Square Footage Total:	X				2,450	
Circulation Factor:	X		5%		123	
Departmental Gross Square Footage Total:	X				2,573	
5.2 CENTRAL HOLDING AREA						
Holding Cells						
Large Group Holding (Male)	X	X	2	160	320	12 person capacity each
Large Group Holding (Female)	X	X	1	160	160	7 person capacity
Small Holding (Male)	X	X	2	100	200	6 person capacity each
Small Holding (Female)	X	X	1	100	100	6 person capacity each
Individual Holding (Male or Female)	X	X	2	70	140	2 person capacity each
Small Holding (Juvenile)	X	X	1	100	100	6 person capacity each
Net Square Footage Total:	X				1,020	
5.3 TRANSPORT OPERATIONS SUPPORT						
Muster Room/Break Room	X	X	1	300	300	Near Staff Elevator
Prisoner Elevators	X		In Vertical Transportation			
Prisoner Control Room	2	2	1	240	240	Desk for (2) deputies
Building Monitoring Room	X	X	1	240	240	Combined with Control Room
Information Services Utility Closet	X	X	1	50	50	
Equipment Storage	X	X	1	100	100	
Food Service Area	X	X	1	100	100	Food Staging
Locker Rooms/Showers						
Women's Locker Room	X	X	1	150	150	
Women's Restroom/ Shower	X	X	1	90	90	
Men's Locker Room	X	X	1	540	540	
Men's Restroom/ Shower	X	X	1	90	90	
Restrooms						
Women's Restroom	X	X	1	56	56	
Men's Restroom	X	X	1	56	56	
Unisex Restroom	X	X	1	56	56	
Net Square Footage Total:	2	2			2,068	
Circulation Factor:	X		35%		724	
Departmental Gross Square Footage Total:	X				2,792	
TOTAL SHERIFF TRANSPORT OPERATIONS SPACE						
NET SQUARE FOOTAGE (NSF):					5,538	
DEPARTMENTAL GROSS SQUARE FOOTAGE (DGSF):					6,894	

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Sheriff - Civil Service/Court Security

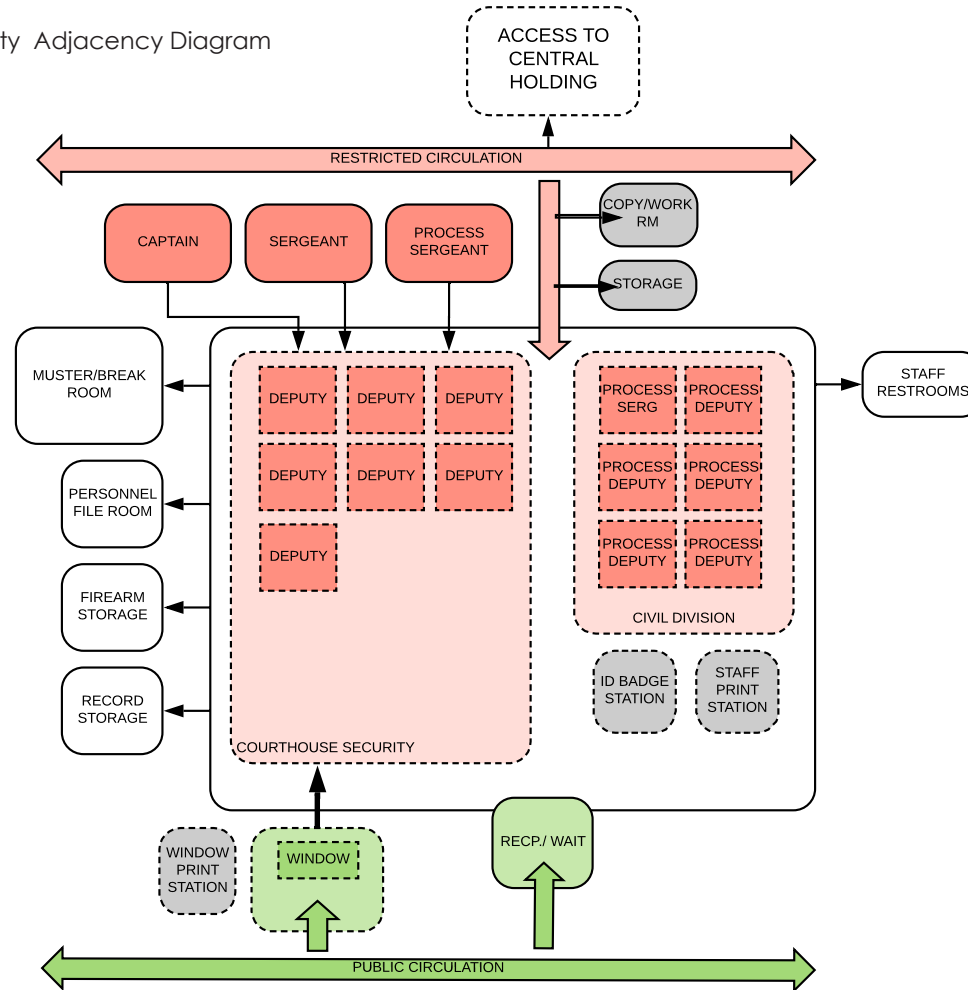
Department Overview

The Sheriff's Office provides daily services to the Court including security to the courts, courthouse, personnel, visitors, defendants, and other litigants. Courthouse security is provided by contracted court security personnel who cover the grounds, run metal detectors, and search all bags. Sheriff deputies are in charge of prisoner transports and detained juvenile transports to and from the courthouse for hearings. The Office also handles civil processing for complaints, summons, evictions, protection from abuse (PFAs), and real estate sheriff sales. The Office will also process and serve criminal warrants.

Public Contact: Frequent

SECURITY STAFFING	
DEPARTMENT POSITION	2018 FTE
SECURITY SCREENING	
LEAD ENTRY SCREENING OFFICER	1
ENTRY SCREENING OFFICER	4
COURTHOUSE SECURITY	
CAPTAIN	1
SERGEANT	1
DEPUTY	13
CIVIL DIVISION	
PROCESS SERGEANT	1
PROCESS DEPUTY	5
ADMINISTRATIVE STAFF	3
TECHNICAL STAFF	1
JUVENILE COURTHOUSE	
ENTRY SCREENING OFFICER	2
DEPUTY	1
TOTAL PLANNED FTE	33

Sheriff - Civil Service | Court Security Adjacency Diagram



	2018		FUTURE (40 YEARS - 2060)			Notes	
	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA		
6.0 SHERIFF MAIN OFFICE SPACE							
6.1 SECURITY SCREENING							
	Lead Entrance Screening Officer (ESO)	1	1	1	200	200	Shared office for all ESO
	Entrance Screening Officer	6	6	Working at screening station			Includes Juvenile Ct ESO staff
	Entrance Screening Officer Breakroom	X	X	1	100	100	seats 2-3 people
	Net Square Footage Total:	7				300	
	Circulation Factor:	X		30%		90	
	Departmental Gross Square Footage Total:	X				390	

		2018	FUTURE (40 YEARS - 2060)				
6.0 SHERIFF MAIN OFFICE SPACE		FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
6.2 SHERIFF ADMINISTRATION							
Public Service							
	Public Window	X	X	1	50	50	Not permanently staffed
	Public Waiting at Window	X	X	1	50	50	
Courthouse Security							
	Captain	1	1	1	180	180	
	Sergeant	1	1	1	140	140	
	Deputy	14	14	7	50	350	Includes Juvenile Deputy
Civil Division							
	Process Sergeant	1	1	1	140	140	
	Process Deputy	5	5	0	0	0	Share Deputy Workstations
	Admin Staff	3	3	3	80	240	
	Technical Staff	1	1	1	96	96	
	Printer/Copy	X	X	1	50	50	
Shared Amenities							
	Evidence Storage Closet	X	X	1	50	50	
	Medium Conference Room	X	X	1	300	300	Seat 6-7
	Personnel File Room/Record Storage	X	X	1	120	120	
	Copy/Work Room	X	X	1	150	150	Work bench, mail boxes
	Office Supply Storage Closet	X	X	1	100	100	
	Women's Restroom	X	X	1	56	56	
	Men's Restroom	X	X	1	56	56	
	Unisex Restroom	X	X	1	56	56	
	Firearm Storage Cabinet	X	X	1	25	25	
	Net Square Footage Total:	26				2,209	
	Circulation Factor:	X		30%		663	
	Departmental Gross Square Footage Total:	X				2,872	
6.3 SECURE SHERIFF PARKING							
	Sheriff Patrol/Squad Cars	X	In 1.4 Secure Parking				
	Sheriff Oversized Transport Vans	X	In 1.4 Secure Parking				
TOTAL SHERIFF MAIN OFFICE							
NET SQUARE FOOTAGE (NSF):						2,509	
DEPARTMENTAL GROSS SQUARE FOOTAGE (DGSF):						3,262	

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Operational Impacts on Space

It is important to recognize that evolving trends in the operations of state courts will have an impact on how courthouses and courtrooms of the future ought to be designed and built. Taking these trends into account in court plans and construction will help ensure that courthouses are flexible and adaptable in serving the future needs of judges, staff, customers, the public, and the court's judicial partners.

Court Technology and Customer Service Delivery

High-Tech, High-Touch Digital Operations

Trial courts are knowledge-based, process-oriented organizations. Much of the recent innovation taking place in them has come from adapting digitized technical and business solutions used by other knowledge-based industries and high-tech companies such as banks, insurance companies, and finance institutions. Two circumstances largely caused this change. New configurable software approaches used by electronic systems developers (i.e., Tyler Justice Solutions' Odyssey® installed statewide by the Oregon Judicial Branch) have lowered costs and increased installation speed for case management systems (CMS) central to everyday trial court operations such as filing documents, sending notices, scheduling hearings, tracking cases, and coordinating appearances. Secondly, the Great Recession, reducing staffing levels in some courts by as much as 25-30% beginning around 2010, with some limited recovery of those position losses in recent times, gave court leaders reasons to re-engineer and computerize in more strategic ways in order to readjust to a more austere future rather than respond with piecemeal approaches.

Recordkeeping and business process changes taking place in the Oregon Judicial Branch will occasion widespread electronic direct to customer connections, too, whether those customers are county or state justice system agencies, or the general public. Newer graphical (and web-based) interfaces with court users will be the norm as the Oregon circuit courts utilize Tyler's Odyssey® software

throughout the state. In doing so, both case-flow and associated work-flows will move toward a "paper on demand" environment, implying that although paper will still be a medium of exchange, it will be up to the individual to print a document as necessary. Paper will neither be part of the work/business process nor will the court be obligated to retain it in its physical form as an official government record. Some conventionally filed paperwork will continue to be required in the immediate future.

Internally within the court, electronic work-flows will expand among judges and court staff, streamlining the exchange of information and reducing the need for paper. The use of digitized voice and video technologies in recording, translating (i.e., language interpreters) and facilitating court proceedings will grow. Externally, between the court and its customers, information will increasingly be exchanged electronically.

Technology, Staffing and Changing Court Work Processes

There is little doubt in the minds of labor economists, researchers, and justice system experts that the court workplace will undergo a significant transformation as the future unfolds along with the jobs and skill sets of those employees. Automation and technological efficiencies, including enterprise software and the internet, have already reduced or restructured numerous clerically-oriented, paper-intensive jobs found in courts where the economics of software versus hiring frequently favors software. The use and advance of digitized case management systems, audio/video transcripts, remote interpreter systems, e-filing, and automated DIY forms and instructions for the self-represented are only the beginning of a broader impact to come for court staff.

Courts are neither alone in the need to look for ways technology and work can be more effectively integrated, nor unique in the problems and opportunities that will be confronted. The Pew Research Center recently (August 2014) surveyed nearly 2000 experts to explore the impact of computerization on both current

and future employment. What they initially found seems obvious to many serious court watchers, "... [many] workers performing routine, precise, well-defined tasks – such as bookkeeping, clerical work, and repetitive production and monitoring activities..." have been and will continue to be widely impacted by computerization. Many of those jobs have been eliminated, reduced or substantially altered already. Dubbed "middle-skilled, middle-wage jobs," they will continue to be hollowed-out while employment at both the high and low ends of the skill spectrum - tasks involving abstract, creative and social reasoning on one end of the continuum and manual labor on the other - will rise in numbers and fare better in the near term according to Pew. The distant future, however, is projected to take another turn and begin to impact low-wage, low-skilled workers as computerized robotics move into the "human zone" with such things as self-driving cars (i.e., Google, Tesla), drone package delivery and robotic cleaning systems.

To a large extent, court managers appear to agree with Pew researchers. In a recent futures survey, the vast majority concluded the number of "knowledge workers," essentially the broad range of non-judge professionals working in the courts, are "highly likely" to rise over the next decade and with it brings greater demands for job autonomy, flexible work hours, telecommuting options, and innovative web-based training approaches all helped by high-tech advances.

One of the biggest digital revolution impacts has been on judicial work. Increasing numbers of judges now access electronic case files, review and sign electronic orders, and enter data in real-time from the bench as cases are adjudicated in what is becoming a paperless world. Procedures are changing due to remote testimony, video hearings and high-tech language translation systems. Trials are becoming more visual through PowerPoints, litigation software, recorded images and animated re-enactments. Electronic discovery and the absolute magnitude of voicemails, email, im-

ages, and video that may be introduced in contemporary litigation can be a game changer when it comes to the oversight and management of cases by judges. Technology is affecting case law as the types and complexity of disputes grow. Simple identity theft has morphed into phishing and hacking cases. Peeping Tom cases can easily become peeping drone cases. Interaction between evidence and technology will become more complex. Applying rules of evidence to Facebook posts and Twitter tweets is new ground for lawyers and judges.

These predictions and reflections should lead perceptive court leaders to think more deeply about policies, practices and programs that stimulate and acclimate a diverse workforce to adapt to the digital revolution rather than resist it, ignore it, or disparage those advancing it. Digitization is inevitable and certainly more job focused in process-oriented organizations like courts where inputs principally involve managing data and outputs - decisions, orders, directives, rulings, findings, evaluations and judgments - involve disseminating it.

Technical advancements have always tended to make certain jobs obsolete. Human history is replete with job-displacements in the wake of new processes, inventions or machines that either perform tasks more efficiently or eliminate them entirely. Many argue that increased computerization will be no different. As in the past, labor markets and workers will readjust and new occupations and opportunities will develop. In looking at changes in this way, people should be relatively optimistic about the future. There will be a world of new benefits as humanity continues to develop digital technology. But in the short term there will be considerable disruption, and a need for court leaders to understand and responsibly manage these inescapable changes. In new courthouse design and programming, it is wise to plan flexible, adaptable office and clerical space that can be reconfigured as computerization impacts space and jobs.

Technology and the Changing Work Environment

The digital revolution is changing the nature of work conducted by courts. For most court workers life on the job means life on-line. And for a growing number of judges, managers and professionals; working faster, better and on your own time is quickly becoming the rule not the exception.

“Always on” wireless smart-phone, tablet and laptop environments facilitate collaboration, employee mobility, and off-site work. The added flexibility and team building is astounding on the one hand, and troubling on the other, as work-life balances become complicated. With fewer boundaries between one’s work and private life, integration issues increasingly fuel the debate between remote and on-site work.

Since mobile technology makes it possible to work from anywhere, many businesses are beginning to reconfigure on-site work space in new, more flexible ways that challenge the allocation of private offices and “cubicle farms.” Some are moving to what has been called “living office” spaces, combining the best of private and social space with desks set in friendly clusters and separated by low clear partitions. Glass-encased meeting rooms and a few solo office spaces are scattered throughout this open-plan. “Work pods” are often created to allow more self-directed functional teams to share interrelated tasks as opposed to operating through a hierarchy where discrete duties are person-based.

Some courts have begun to reorganize staff in work pods. Modular design allows work units to be more independent, adaptive, accountable and linkable. Many private companies (i.e., Xerox, Procter Gamble, AT&T, etc.) have credited self-directed teams arranged in work pods with a marked impact on their operations, including improvements in client services and business processes. It is an approach consistent with the digital revolution.

Another dimension of the “work from anywhere” world enables en-

tire courts to outsource functions within a judicial branch or remotely to outside business partners causing value-added work to be done, and then, depending on the workflow, transmitted back to the originating court. State courts with single statewide electronic case management systems (Minnesota is a prime example) are currently routing clerical tasks between courts many miles apart. As middle-ware becomes more sophisticated in connecting different applications across computer platforms, standalone court case management systems, too, will increasingly link to local and state justice agencies to reduce redundant data entry, share essential information, and improve overall efficiencies.

Diminished Paper Record Storage

The growth in electronic records and the attendant decline in the need to process and store paper records will have a substantial impact on space utilization. This includes public service counter space and areas traditionally used to prepare and process paper files and documents. Office space will adjust to the overall use of electronic records. Separate and shared work stations will need to be properly designed and equipped to accommodate the use of a variety of technical tools dealing with remote access. Off-site access to electronic records management hardware and software systems will become the norm.

PricewaterhouseCoopers (PwC), an international accounting and consulting firm, estimates each four-drawer file cabinet holds an average of 10-20K documents, takes up nine square feet of floor space and equates to \$1,500 per year in staff costs associated with filing, retrieval and updating paper records contained in it. Lowering paper usage in court offices results in higher efficiency and increased production levels for employees as well as cost savings. Increasing numbers of courts, including the Oregon Judicial Branch, are moving to paper-less environments. It is doubtful that paper will totally disappear in the near future (10-25 years), but its

presence and production will be significantly reduced.

Most courts in Oregon will need to determine how to access and incorporate archived paper records into digitized files as old case records are re-opened and the need arises to amalgamate them with the electronic file. In doing so, most courts have opted to scan archived records as needed rather than digitize all older paper files. Resultantly, paper scanning equipment and electronic document management systems/protocols will be necessary at archival sites.

Internet and Wireless Environment

The speed, quantity, and quality of digitized data, voice and images, and their related business processes, will continue to revolutionize the way trial courts operate and interface with the public and justice system communities in the future. In anticipation of these changes, the infrastructure, as well as the communications equipment in the new courthouse must allow for widespread, high-tech, secure messaging to speed the movement of cases, judicial procedures, and electronic exchanges with court users both inside and outside the facility. As the speed of data exchange increases, hardware devices will continue to be further miniaturized and wirelessly enabled. Satellite and internet access will be commonplace.

Courthouse building design decisions must be made regarding wireless and fiber-optic cabling throughout the courthouse to enable both encrypted and open public electronic access systems. Bench and staff computer use will be widespread in courtrooms, hearing/conference rooms, and offices. Electronic filing and paper-on-demand will permit increasing amounts of electronic information to be transmitted and utilized without conversion to hard copy. Electronic signage and digitized case display information have proven helpful regarding way-finding in many courthouses. Video and audio recording in courtrooms, hearing rooms, and chambers is becoming more widespread among trial courts

nationwide and will continue to expand. Some courts are using touch-activated kiosk check-in systems outside courtrooms to identify parties and lawyers present and ready for a proceeding; daily calendars are automatically re-sorted avoiding wasted time calling the calendar in the courtroom. And, it is possible, if not likely, in the future that the kiosk approach may be abandoned completely as litigants and lawyers electronically check in with courtroom staff and the docket is automatically updated at the clerk's work station and on the judge's bench computer. Some court futurists are predicting that data from court files will eventually be projected on a transparent heads-up display for the judge on the bench so he/she will be able to look at lawyers and litigants while simultaneously viewing relevant data in the case file.

Effectively programming technology use within the building will require judges, staff, and architects to strategize how the court envisions the increased employment of high-speed electronic data, voice, and images. The building should be cabled for both Clackamas County and Oregon Judicial Branch computer networks, and network outlets in all shared spaces need to permit connection to either the state or county networks; this architecture reflects the likelihood that the courthouse will have both state and county tenants.

The Oregon Judicial Branch and court officials in Clackamas County are also planning widespread electronic "customer2court" connections between the public and court offices. Many courts (i.e., Iowa, Utah) are moving in this direction, essentially paralleling the changes taking place in banking, air travel, retailing, and other businesses to reduce handling, storage, and personnel costs while serving customers faster. Today, in both Iowa and Oregon, small claims cases – most of which are filed by self-represented litigants in any jurisdiction in America – are submitted in electronic form.

Customer-Centric, Customer-Friendly Work Processes

A subtle, calculated business principle enabled by today's electronic technology and increasingly used by businesses and government is to move work to customers. Electronic banking, airline ticket purchases, and internet shopping (i.e., Amazon, E-Bay, Hotel.com, etc.) are prime examples, as is e-filing. By doing so, the number of business transactions that require staff to engage in one-to-one (i.e., face-to-face, phone-to-phone, email-to-email, etc.) contact with a court user is reduced, saving time, money, and space, while enhancing productivity and efficiency. High-tech/high-touch courts are beginning to push electronic access to court services through e-information, e-forms and e-filing approaches for the public, too. It will define the interactions between both public and private lawyers and the court in the future.

John A. Clark and Bryan D. Borys at the Superior Court in Los Angeles County point out in their recent article, "Usability is Free: Improving Efficiency by Making the Court More User Friendly," that it is not only valuable for courts to provide remote internet access for customers to transact business, but equally important to offer service to fit specific information and decision-making needs of particular customers. An example is the use of electronic juror summoning, qualification, orientation, and assignment systems permitting online juror orientation, postponements of service dates, direct reporting to a courtroom, and juror payment through kiosks at the end of their service.

The Circuit Court in Clackamas County, as well as other trial courts in Oregon, are moving in this direction. Fines, fees, and costs will continue to be payable at a court's cashiering station. The long range plan, however, among courts nationwide as well as in Oregon will be to optimize remote e-payment processes.

Pro Se | Self-Represented Services and Access to the Court

It is recommended that the Court provide self-help kiosks and work areas (as included in the space plan) at the new courthouse. In doing so, it should be a high-tech, hi-touch space for litigants to access self-help electronic forms and instructions.

Clackamas County is contracting with Tyler Technologies Odyssey Guide & File® to provide DIY legal services to non-lawyers. The OJD Guide and File Quick Reference Guide can be found at the following website: <https://www.courts.oregon.gov/services/online/Documents/iForms/OJDGuideFileQRG.pdf>

Judicial Officers and Judges' Support Staff

Collegial Chambers

Similar to a law office environment, collegial judicial suites provide a great deal of cost-effectiveness in the use of space. Typically, the spatial layout takes the form of a cluster of private offices for judges sharing a host of ancillary support spaces such as conference rooms, break rooms, work rooms, and restrooms. Such a design also enhances security for judges and employees, simplifies the pooling of support staff, promotes cross training and job sharing among staff, economizes space (i.e., break rooms, supply/copying center, etc.), and encourages greater interaction and camaraderie among judges in what tends to be a rather isolated profession.

In such arrangements, it is expected in Oregon that the court administrator would exercise management oversight and day-to-day supervision of judicial support staff to the extent court policy and rules permit. Controlled access to the judicial suite of offices and support staff areas is important, including a private elevator and stairwells as necessary. Modern law office space designs provide models for adoption including efficient traffic flow patterns such as a secure reception area with adjacent conference rooms where judges can meet visitors without bringing them into the chambers/office area.

The application of the collegial chambers concept is not a recent development and has a long-standing tradition in the appellate courts. Collegial chambers have appeared more frequently in limited jurisdiction courts, too, because of the significant benefits in pooling staff resources and the relative ease in substituting judges on various dockets. In large measure, the existing judicial chambers in the Clackamas County Courthouse are built on each floor using this model. This collegial chambers design in general jurisdiction and unified trial courts has become more common recently in new courthouse design and is progressively being viewed as a

means for implementing dynamic courtroom assignment patterns. As a design concept, it builds in flexibility for the calendaring and allocation of judicial officers and provides an opportunity for increased utilization of staff and facility resources.

Traditional arrangements of courtrooms and chambers fundamentally depend on new facility resources becoming available along with increases in judicial officer positions. Collegial chambers arrangements, on the other hand, remove the direct physical linkage between courtrooms and judicial chambers, providing an opportunity to more flexibly adjust courtroom assignments. Over time, this can allow courts to better accommodate additional judicial positions and service demands given a fixed number of courtrooms.

Clustered Judicial Support Staff

In a collegial chambers design plan, judicial support staff (i.e., judicial assistants and courtroom clerks) generally office in a common area with modular office cubicles in close proximity to their assigned, supervising judicial officer. In the Circuit Court in Clackamas County, staff who work directly with judges are currently pooled in pods at a ratio of one pooled staff area for every two chambers. Team-building, cross-training, and ease in covering staff absences is enhanced as a result. Sharing resources is more achievable as well.

In most unified state trial courts, including the Circuit Court in Clackamas County, judicial officers are either assigned or select their immediate support staff. The number, job classifications, tenure, and supervision of these employees, however, may vary widely among states depending on how courts are organized. Where trial courts are state-funded, such as they are in Oregon, the diversity among positions and their relationships to their supervising judges within the state is generally not as varied as in locally funded systems. Resultantly, teaming, cross-training, and mentoring is often easier to accomplish which, in turn, leads to greater work group efficiency. Where judicial support staff (i.e., judicial assistants, law clerks, etc.) are grouped together in common office areas, it further enhances this benefit.

As the Oregon Judicial Branch moves to a more digitized, electronic work environment with a new case management system, pressure for more standardized business practices related to data input, clerical processes, and judicial procedures will likely develop. Unquestionably, judges will remain independent in managing and making decisions in individual cases, but the way those decisions, rulings, and orders will be recorded and transmitted will undoubtedly become more uniform and standardized. Given this prospect, housing judges' support staff together will certainly help to enhance their collective skills, knowledge, and abilities to streamline and har-

monize work necessitated by more widespread computerization of court records and judicial decisions.

A third advantage in grouping judicial staff together are the economies of scale generated through providing workplace equipment (i.e., copiers, scanners, training tools, etc.) and special purpose space (i.e., break facilities, rest rooms, etc.) in fewer and more centralized locations. In doing so, greater efficiencies in the use of that equipment and layout of space are possible than when office equipment and specialized space is dispersed in multiple locations.

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Program Goals

The existing Clackamas County Courthouse does not meet present court facility standards. Particular concerns are the lack of adequate functional space; the difficulty in providing separate circulation and court space zoning for court employees, prisoners, and the public; poor accessibility in courtroom for individuals with disabilities; and, the inability to provide reliable/effective security throughout the Court.

As a means of guiding development of future facilities for the Court, building planning requirements were developed based upon future court system growth expectations, operational considerations, functional space needs, as well as accepted planning standards and precedents seen around the country in similar jurisdiction trial court operations and courthouse designs. The following planning requirements are a product of both the functional/operational assessments and physical assessments conducted for this project. These requirements detail the overall programming concepts and goals, future functional space requirements, and urban planning considerations produced as a result of the master planning effort.

Courthouse Planning Concepts and Goals

The proposed courthouse should serve the citizens of Clackamas County for many years. In consideration of the present and future needs of the Court and the citizens of Clackamas County, the court facility should be designed to address the following goals:

1. To convey an image of dignity and solemnity and a sense that the courthouse is one in which justice is done.
2. To represent careful thought and consideration of the Court's operational and spatial needs.
3. To maintain flexibility to accommodate both short- and long-term space needs and contribute to the effective administration of justice.
4. To offer an environment that is easily accessible to the public and user-friendly.
5. To offer a safe and secure environment for all citizens who utilize the courthouse as well as for the judges and court employees who work within the courthouse.
6. To equip all courtrooms, offices, and other functional space with advanced technologies to facilitate the efficient administration of justice and improve the quality of service to the public.
7. To embody the ideals of sustainable design practice and incorporate green building strategies.

In the preparation of the facility plan, these goals are presented as follows:

Goal 1: The court facility should be designed to convey an image of dignity and solemnity and a sense that the facility is one in which justice is done.

- The architecture throughout the interior and exterior of the courthouse should convey the image of the judicial system: dignity, strength, respect, and a sense of importance of the judicial system in the community.
- The appearance and ambiance of the courtrooms should be dignified and business-like. Consideration should be given to proper sight lines, acoustics, lighting, properly functioning heating, ventilation, and air-conditioning systems.
- The selection of finishes should be made with a view to the future. The materials selected should be functional and durable for use over time and should contribute to the overall image of dignity and institutional permanence.
- The architecture should represent an expression that is responsive to positioning within the Red Soils Campus. The courthouse should improve and enrich the site and civic context in

which it is located.

Goal 2: The architecture should represent careful thought and consideration of the Court's operational and spatial needs.

- The spaces should promote efficient operation of the Court with consideration to workflow, adjacencies, and proper zoning of functions.
- The architecture should promote streamlined communication and interaction between justice partners involved with the Court and result in more efficient processing of cases.
- The Court's jury assembly function should be located in a dedicated area easily accessible to both the public and court employees. The jury area may serve as a flexible space for a large staff meeting or training room when not in use by jurors.

Goal 3: The court facility should maintain flexibility to accommodate both short- and long-term space needs and contribute to the effective administration of justice.

- Judges' chambers should not be immediately attached to the courtrooms to allow adjudication space to be utilized by multiple judges if necessary. However, in order to promote easy movement between offices and courtrooms, chambers and courtrooms should be located in close proximity.
- Maximum flexibility of courtroom space is valued. Courtroom floors should be designed so that multiple types of courtroom and adjudication spaces are available to all judges housed on that floor.
- The design should provide for flexibility to anticipate future changes and enhance building longevity.
- Courtrooms and ancillary spaces should be constructed to accommodate a broad range of growth or policy changes by the Court in order to enhance the facility's flexibility and long-

term usefulness.

Goal 4: The court facility should offer an environment that is user-friendly and easily accessible to the public.

- The Court should be provided with adequate parking provisions or a plan for parking for judges, court employees, jurors, and court visitors.
- The courthouse should be a barrier-free, accessible facility in compliance with the American with Disabilities Act Title II requirements for governmental facilities.
- A simple and clearly displayed public directory and signage system should be provided so visitors are able to find their way around the courthouse easily. The layout of spaces should be designed for simplicity so that way-finding throughout the facility is readily apparent. The use of architectural features to serve as landmarks and the provision of exterior views are also important features to be considered to improve user orientation within the building.
- High public traffic areas should be located on the lower floors of the building so that the public visiting these offices can be served quickly.
- An easily accessible public self-service area equipped with public access computer terminals or kiosks should be provided. Clear and easy access to staff should be provided for the public to seek assistance in answering questions or preparing forms or other documents.

Goal 5: The court facility should offer a safe and secure environment for all citizens who utilize the facility as well as for the judges and court employees who work within the facility.

- Provide an integrated solution for security. The facility security planning should incorporate structural elements, architectural

barriers, traffic patterns and access controls, weapons detection and screening, security surveillance devices, and properly trained security personnel and effective security operations planning in a balanced way. Security provisions should be cost-effective and developed with an understanding of the impact on operational costs and security staffing needs.

- Separate circulation systems should be provided for court employees and the public in the building to maintain proper security and work privacy. The facility should be organized into zones that are similar in function, operational needs, physical characteristics, or access requirements. Proper circulation and access control should be designed and provided at individual space zones to maintain an efficient and safe court environment.

The various circulations zones include:

- **Public Zone:** The public circulation system provides access from the public point of entry to the controlled access points for the restricted and secure areas of the courthouse. All areas that require access by the general public should be accessible from the public circulation system including courtrooms, public counter areas and court service functions, court administration, public restrooms, public elevators, and chambers reception areas. The public circulation system also includes the public waiting areas immediately adjacent to courtrooms and attorney conference rooms. Efforts should be made to maximize natural light and views in the public lobby, waiting areas, and circulation spaces to improve the quality of the environment and to promote an image of judicial transparency. Oftentimes due to volume and/or protracted proceedings, lawyers and parties may be required to wait in hallways and alcoves. Consequently, these public spaces should provide comfortable seating, considerate of levels of conversation, safety of the parties, and respect for the adjudication process.
- **Restricted Zone:** The restricted circulation corridors provide access to court staff, judges, escorted jurors, and security personnel to courtrooms, chambers, court support space, and jury deliberation rooms. Judges and court employees should be able to move into work areas or courtrooms through private corridors and a private elevator without going through the public area.
- **Secure Zone:** A dedicated secure prisoner circulation system will be needed in the new Courthouse. Within the secure zone, sight and sound separation of different in-custody populations (adult male and female) should be provided and the design of these areas should prohibit unauthorized access by the public and escape by persons in custody. Additionally, appropriate accommodations need to be provided for juvenile detainees appearing in court as well as those who are transported to court for civil commitment hearings.
- **Interface Zone (Courtrooms):** The interface zone is the focus of all court facilities and is the destination for judges, court support staff, jurors, attorneys, witnesses, and public spectators to conduct their business in a formal courtroom setting. Access to the courtrooms should be carefully considered and planned as separate entrance approaches need to be provided for all the participants listed above.
- **Security in the facility should be visible but not obtrusive.** The image of the Court should convey an open and transparent judicial process while simultaneously promoting a sense of safety for all building occupants. Visitors should be aware of security controls and the presence of uniformed security personnel. Security equipment and systems are important parts of appropriate design; however, their presence in the facility should not unduly conflict with the efficient operation of the Court or compromise the citizen's perception of a fair and open judicial process.

- A shared staff and public entrance point could be provided to reduce operational screening requirements. An additional entry point may be provided for inconspicuous access for judges. Protected pathways from the judges' secure parking area to judges' chambers should be provided as possible.
- Adequate space should be provided at the main entrance for queuing of Court visitors with special attention to problems caused by extreme weather. The design should allow fast and efficient processing of those entering the court facility through a main entrance where security staff, using a magnetometer and an x-ray scanner, screen for weapons and contraband. After clearing the checkpoint, visitors should enter into a larger area (lobby) of the building to allow people to become oriented for way-finding purposes.
- Building systems should be designed and maintained to protect public health and life safety, as well as provide direct egress routes for rapid and safe evacuation of building occupants to the outside in cases of an emergency.
- Accommodations should be made for the installation of security surveillance and monitoring systems throughout all facilities. These systems should be controlled through a central security command station and should be connected at all times to a law enforcement remote dispatch function.

Goal 6: The court facility, including all courtrooms, offices, and other functional space, should be equipped with advanced technologies to facilitate the efficient administration of justice and improve the quality of service to the public.

- The courthouse should be designed with provisions for the extensive use of computerized, advanced technologies at all functional areas for efficient operations and a secure work environment.

- Public access services should be enhanced through the use of digital information displays and self-help areas equipped with public access computer terminals or kiosks.
- Provisions for voice-activated digital recording technologies should be planned and pre-wired in all courtrooms and hearing rooms to provide a convenient, accurate record of court proceedings, requiring a minimum of human intervention.
- The courthouse should be planned for video communications technology to provide for remote defendant appearances.
- Computerized evidence display capabilities should be provided and integrated in the courtroom audio/video system.
- Security surveillance cameras, intrusion detections systems, access control systems and duress notification systems should be planned for the courthouse in a comprehensive manner. Court security systems should be monitored and managed on-site in a dedicated control and command center.
- Document imaging technology should be available throughout the facility to reduce paper circulation and storage requirements, improve record dissemination, and facilitate effective information sharing.
- The general public should be able to access Court services through the use of telecommunications and self-service information display technology. Public information and public access terminals should be provided in the public lobby or at the public self-service center for the public to access Court information. The facility should be designed with provision to allow public access to Court information and services remotely through web portals.

Goal 7: The facility shall embody the ideals of sustainable design practices and incorporate green building strategies.

It is desired that the future Clackamas County Courthouse incorporate sustainable concepts in an effort to reduce impacts to the environment while maximizing operational and energy efficiency. Sustainable building strategies as published by the US Green Building Council include the following.

- Sustainable site development: Special attention should be paid to the building's impact on its surroundings. Strategies include reducing heat island impacts, reduced use of water resources, alternative transportation planning, and responsible landscape and site development strategies.
- Water efficiency: Special attention should be paid to the water use (e.g., selection of water efficient fixtures) and the design of wastewater conveyance systems.
- Energy and atmosphere: Various mechanical and electrical systems should be thoroughly reviewed and compared so that the most efficient and cost effective strategy is selected. Alternative energy solutions should also be considered with initial investment and long-term cost implications considered.
- Materials and resources: Selection of products that are produced regionally and/or made of recycled or sustainable materials.
- Indoor environmental quality: The quality of the indoor environment in terms of air quality, temperature, and ventilation should be carefully considered. Natural day lighting should be utilized as much as possible to lower the amount of artificial lighting needed and to provide a more pleasant work environment. Sun shading and glare reducing elements should be introduced where possible.

Flexibly Assigned Courtrooms

A new, collaborative approach in using courtrooms more flexibly and cooperatively is becoming a practice in many modern urban court design projects, such as courthouses in Maricopa County, Arizona; Mecklenburg County, North Carolina; Osceola County, Florida; and the Seattle Municipal Court in Washington. The concept is generally embraced by the Circuit Court in Clackamas County in permitting courtrooms to be used by more than one judicial officer based on the nature of the matters litigated and the calendaring system operated by the court. Master calendaring, as operated by the court, is uniquely suited to a shared courtroom approach where criminal and civil cases are channeled to courtrooms.

Considerations in the flexible use of courtrooms include the need for adjacent, secure, dignified space (e.g., available conference rooms, non-used jury deliberation rooms, etc.) for meet-and-confer sessions between lawyers and their clients, discussions between the judge and attorneys, and witness waiting, as necessary.

Determining the assignment of courtrooms requires both an understanding of the judicial resource management issues within the court as well as an awareness of the operational benefits afforded by this configuration of adjudication space. In a traditional courtroom and chambers arrangement, the courtrooms are assigned to specific judicial officers. To determine the assignment of courtrooms in a shared environment, however, requires a more sophisticated understanding of the judicial work circumstances, case-flow practices, settlement points and rates, and local legal culture regarding case dispositions.

Although there is no simple, universal formula for determining courtroom sharing patterns, the court is positioned well to accommodate the flexible assignment of courtrooms by virtue of two important factors:

- **Jurisdiction Size.**
- **Court Calendaring.**

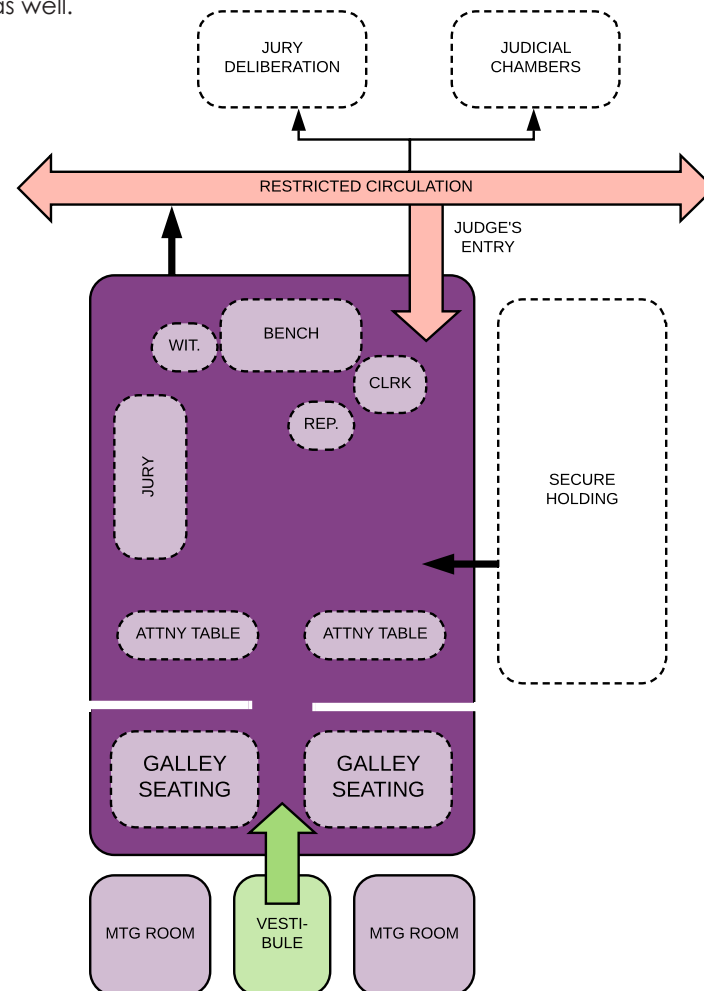
Courtroom Sizes and Configurations

For the most part, courtroom sizes should be standardized. To do so permits maximum flexibility in configuring space and adjusting to any potential future calendaring and case volume variations. Generally, different proceeding types can be accommodated by systematizing the bench area and reducing or enlarging the spectator seating. Family law and juvenile cases do not involve juries but commonly need substantial space in the well of the court for a variety of advocates in domestic relations and dependency matters representing parents, the state, the children and other interested parties.

Criminal and civil cases allow juries but generally don't need large well space. Criminal cases often involve in-custody defendants so clustering those courtrooms together on various floors near secure defense attorney/in-custody defendant interview rooms is wise. Given a larger, centralized prisoner holding area in the new courthouse, there need be only a few secure holding areas on the floors near the courtrooms. Higher volume, first appearance courtrooms with greater volumes of in-custody dockets should be located lower in the court building to minimize elevator traffic, promote more efficient prisoner transport and provide greater public access. In addition to secured holding spaces, civil/criminal courtrooms should be afforded a set of attorney/in-custody defendant interview rooms located off of the secured prisoner circulation area.

Standard courtroom sizes recommended by NCSC in unified state courts are approximately 1,600 sf. A vestibule antechamber having two sets of doors between the public hallway and courtroom entrance is advisable to reduce noise and distractions during court proceedings. With such a layout, space adjacent to the vestibule on each side of the doors can accommodate small conference rooms for attorneys, litigants, dispute resolution neutrals, or witnesses as the case may require.

Non-jury courtroom sizes (1,250 sf) can be smaller where matters routinely only involve a few people and the case is heard by a judicial officer without a jury. In special instances such as mental commitment proceedings involving parties who may be confused, distraught, or unstable, additional accommodations for litigants and/or their families in adjacent waiting rooms should also be provided. Nearby staff offices, meeting areas, and interview spaces are appropriate features in these special purpose areas as well.



Conference and Negotiation Areas

The present courthouse lacks conference space for lawyer-to-client, lawyer-to-lawyer, alternative dispute (neutral evaluation, mediation, mediation/arbitration), counseling, and private discussions as well as witness and public waiting areas in criminal, civil, and family case activities. Given the fact that these amenities provide essential accommodations for litigants, lawyers, and visitors engaged in court events, it is vital to provide an adequate number and appropriate configurations of these spaces. Case types often dictate the proper conference and waiting space necessary.

In higher-level civil and serious criminal matters, conference and waiting rooms near the courtroom are essential. Witnesses in criminal cases need a secure and private area to await their time for testimony. When cases cannot be resolved through negotiations or settlement conferences, and a jury trial is determined by the parties to be the only resolution of the matter at-issue, then the trial may run days or weeks in duration. Most often, however, cases are resolved prior to trial through direct negotiations between attorneys in the form of plea bargains in criminal cases or settlement conferences in civil cases. Space within the courthouse must be made available for this process.

Another type of adjudication process occurs in family, juvenile, mental health, and problem-solving cases, often akin to a diagnostic or therapeutic application of the law. Here, numerous conference and waiting room space is also required near courtrooms or hearing rooms since settlements are also common. Cases involving diagnostic adjudication largely focus on the cause of a problem, and devise a remedy (legal or otherwise) to treat it, eliminate it, or mitigate its most damaging effects.

Another distinctive case type that conditions a different use of space are lower-level civil and lesser misdemeanor cases, even stretching to traffic infractions which are decriminalized matters.

Judges and referees presiding over these matters are charged with delivering justice to large numbers of people in relatively routine matters. Facts are clear and rapidly established. Proceedings are informal. Stakes are low and the primary objective is to apply the law expeditiously and move on to the next case. Speed in the disposition of a case is a highly valued virtue. A common sense approach to case disposition reigns. In these case types, quick decisions by lawyers and clients are normal. Resultantly, strategically placed "discussion alcoves" with waist-high shelves to plug in a laptop or view documents while standing and discussing or negotiating out of public hallways may be all that's needed.

Shared, Multi-Purpose Jury Deliberation Rooms

The time-honored pattern of one juror deliberation room attached to every jury configured courtroom is both inefficient and a costly waste of space. A much better practice, given the multi-year trend toward a dwindling number of jury trials nationwide and in Clackamas County, is to rethink the use of space for empaneled jurors. A best practice is to establish a ratio of not more than one deliberation room for every two jury courtrooms. Also, it is quite acceptable to conserve space by clustering juror rooms together in strategic locations provided they allow security and privacy for empaneled jurors. Grouping jury deliberation rooms reduces construction costs by sharing common amenities needed by sitting jurors (e.g., restrooms, coat closets, and small kitchen areas). In a new Clackamas County courthouse, a minimum of at least two jury deliberation rooms per court floor would be appropriate.

Juror deliberation rooms should serve three functions: they should provide a protected location for deliberation; they should provide a gathering place and waiting area for empaneled jurors and alternates when trial is not in session; and they should provide a space for staff meetings and training when not used by a jury panel. Also, in modern courthouse design, deliberation rooms allow jurors to conduct routine personal business during non-trial times as necessary (i.e., checking email, making personal cell phone calls, etc.). Some judges may be concerned that jurors might use Internet access to obtain ex parte information about the trial. There may be similar concerns about jurors mingling with jurors from other cases in shared deliberation suite areas. These risks are no more likely for jurors waiting in deliberation areas than they would be for jurors who leave the courthouse during recesses for lunch. Moreover, empirical research suggests that if jurors are appropriately admonished to avoid conducting independent research or discussing the case with others, and given the underlying rationale for the prohibition, they are remarkably good about policing themselves.

In running a sample of general jurisdiction courts in 16 states (Oregon was not one of the states studied, but a review of the court's data indicates no dramatic difference than depicted by the NCSC dataset) over the last three decades, jury trial rates have consistently dropped. For civil jury cases, the reduction went from a high of 3.5 % to 0.5 % of the cases filed in 2009. For criminal jury cases, the change was not as significant; dropping from 3.1 % to 1.1 % during the same time period. Oregon recently reviewed its civil jury trial patterns subsequent to a report by the American Bar Association that jury trials were disappearing at an alarming rate. The Office of the Oregon State Court Administrator reported in 2008 that circuit courts in Oregon generally terminated one % or less of its civil cases by jury trial (exclusive of forcible entry and detainer cases). For felonies, the jury trial rate commonly was around 1.0 % as well.

Both national and Clackamas County trends suggest there is little likelihood there will be a resurgence of jury trials anytime soon. NCSC case-flow experts expect jury trial rates for general jurisdiction civil and criminal cases will remain around 1.0 % for the foreseeable future.

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Functional Space Requirements

As a means of defining and guiding development of a new Clackamas County Courthouse, program design requirements were developed based upon functional needs, national planning standards, and precedents in major metropolitan court operations and design. As part of this process, extensive interviews were conducted with courthouse user groups and justice system stakeholders to gain a better understanding of court operations and document interactions with various justice partners, and exchange ideas about the future work environment.

It is the hope of NCSC that the following program requirements promote future court facilities that are user-friendly, safe, and efficient, convey a proper decorum and respect for the law, and will accommodate projected growth and anticipated operational changes. In consideration of the elements needed for providing modern court facilities, the previous concepts are embodied in the program requirements and should serve as guiding principles throughout the project. As a basis for building design, the following functional requirements are intended to identify the critical operating functional space and adjacency criteria for the Court, while incorporating contemporary court facility planning standards and the programming goals previously described.

Courtrooms

Courtroom Types: It is planned that each court floor of the new courthouse will have a mix of courtrooms that can handle a range of case types (i.e., jury trials, non-jury trials, in-custody parties, etc.). For example, given a floor-plate with six courtrooms, the array of courtrooms could include one large jury courtroom (2,000 sf) for high profile and multi-party trials, three standard criminal trial capable jury courtrooms (1,600 sf) with access to a secure holding area and prisoner elevator, and two small non-jury, non-criminal courtrooms (1,250 sf). A summary of the courtroom types is below:

Description	Size	2060 Qty	Comments
Ceremonial Courtroom	1,800 SF	1	Vestibule, Attorney/Client Conference Rooms, In-Custody Access, Jury Box
High Volume Courtrooms	2,200 SF	3	Vestibule, Attorney/Client Conference Rooms (Non-Jury Dockets)
Standard Trial Courtrooms	1,600 SF	10	Vestibule, Attorney/Client Conference Rooms, Jury Box, In-Custody Access
Juvenile Hearing Room	1,100 SF	2	Vestibule, Attorney/Client Conference Rooms

Courtroom Design Considerations: All courtrooms should be dignified, comfortable, and businesslike. Consideration must be given to proper sight-lines, acoustics, lighting, heating, ventilation, and air conditioning systems. Courtroom elements must allow participants to hear and see other participants during the proceedings. Distances between speakers should be short, and sight lines should allow primary participants to observe the proceedings within a 60 degree cone of vision.

All courtroom participants and spectators should be able to hear the proceedings clearly. Acoustics should be carefully considered

throughout the space with special attention paid to the litigation areas. Features such as hard and soft wall treatments, acoustic wall paneling, ceiling design, ceiling surface treatment and acoustic ceiling treatments, and carpeting are potential ways to balance and optimize the sound profile within the courtroom space. White noise machines may be used to reduce extraneous noise distractions. Sound isolation should also be carefully considered in the design through features such as soundproofing between adjacent spaces (especially holding cells, conference rooms, and the public lobby) and sound-lock entrance vestibules.

Lighting design in all courtrooms and hearing rooms should be functional, appropriate for all courtroom participants, energy efficient, easy to maintain, and should maximize use of appropriate technology. Typical illumination levels in the litigation area are between 45-55 foot-candles while illumination levels in the spectator area are typically between 15-25 foot-candles. Natural lighting in the courtrooms is desirable for psychological and aesthetic reasons; however, this may be difficult to achieve in all courtrooms because of the access and circulation requirements of the courtrooms and complementing court support spaces. If natural light is provided, diffused light is preferred and direct and reflected glare should be avoided. Where daylight is not available, general illumination can be supplemented with other wall lighting such as wall-washers or sconces.

Courtroom design should consider three distinct points of entry including:

1. Public - for spectators, attorneys, parties, witnesses, and press through a vestibule from the public corridor.
2. Restricted - for judicial officers, jurors, and court personnel from a restricted court staff corridor.
3. Secure - for escorted in-custody defendants accompanied by sheriff deputies through a controlled, secure entry near the

defense attorney table from the adjacent courtroom holding area and secure circulation system.

Standard Courtroom Component Descriptions

The following items identify the primary participant components required in courtrooms. Note that all information itemized is for illustrative purposes and is intended solely to convey functional intent.

Judges' Benches

- The design of the bench should be proportionate to the courtroom and should ensure that the judge has an unobstructed view of the entire courtroom. Typically, the bench platform is raised 12 - 18 inches above the main courtroom floor level so that the judge's eye level, when seated, is level to or higher than that of any standing participant or spectator.
- A work surface should be provided to keep paperwork and reference materials within reach and accommodate multiple computer monitors.
- Adjustable height work surfaces may be considered to allow the workstation to be used by individuals with diverse physical configuration needs.
- A turnaround space should be provided behind the bench with a minimum clear space of 60 inches. The number and specific provision of ramp access to judges' benches per ADA requirements must be confirmed prior to design development.
- The judge's circulation path must never be in front of the bench.
- Provision for installation of multiple monitors and touch screen computers should be made.
- Access to data and power connectivity should be provided.

Courtroom Clerk Workstations

- The workstation should be adjacent to the judge's bench to facilitate private communication and transfer of paper material and evidence. The height difference between the workstation floor and the judge's bench floor should not exceed 12 inches.
- The clerk's station should be located near a doorway to the restricted corridor.
- Space permitting, the courtroom clerk circulation path should not traverse the area behind the bench.
- All courtrooms should be planned flexibly so that the clerk workstation may provide accommodation for two persons, if needed.
- A turnaround space should be provided behind the clerk workstation with a minimum clear space of 60 inches. The number and specific provision of ramp access to clerk workstations per ADA requirements must be confirmed prior to design development.
- Adjustable height work surfaces may be considered to allow the workstation to be used by individuals with diverse physical configuration needs.
- Access to data and power connectivity should be provided.
- The workstation should be designed with space for a printer and a fax/copier. Under-counter file drawers for files and forms should be provided.

Jury Box (if applicable)

- Provide clear sight-lines from each juror to the witness, attorneys, judge, and evidence display areas. The jury box should not extend past either the witness box or the attorneys' tables.

- Access from the jury box to the restricted corridor should be provided. If possible, access to the restricted corridor will be direct so that the jury does not have to pass in front of the bench or litigant tables.
- The jury box should accommodate people with disabilities. Provide separation between the spectator gallery and the jury box to prevent communication between jurors and the spectators, and to guard against juror harassment. This area may be used to accommodate prospective jury members sitting on movable, stackable chairs during the voir dire process.
- A front modesty panel separating the jury box from the litigation area should be provided. Side modesty panels on the spectator gallery side of the jury box may also be provided.
- All seating in the jury box should have a clear, unobstructed view of the judge, witness, attorney tables, and all displays (video or other) used to present evidence.

Witness Stands

- Witness stands should be located so that the witness has a clear facial view of the judge, jury box, counsel tables, and evidence display.
- Typically, the witness stand is raised six inches above the main floor level.
- All witness stands should be universally accessible with provisions made for ramp access and clear turnaround space.
- All witness stands should include modesty panels and narrow work surfaces.

Presentation Stands

- Space for a presentation stand or podium should be given consideration in all courtrooms.

- The front of the stand should be in clear view of the judge, jury (if applicable), and witness.
- The stand should be movable, height adjustable, and universally accessible.
- The stand should be floor supported (not tabletop mounted). Provide shelf and space for a microphone and for an attorney's laptop.
- The stand should be fully integrated with all courtroom technology and presentation systems.
- Floor receptacles should be planned to provide access to data and power connectivity.

Counsel Tables

- All courtrooms should be furnished with two litigation tables. Larger courtrooms have space provision for two additional counsel tables.
- Counsel tables should be located in the courtroom so that participants can be seen and heard by other participants, the judge, the jury (as applicable), and the witness.
- Tables should include a modesty panel to hide the lower body.
- Floor receptacles should be planned to provide access to data and power connectivity.

Spectator Areas

- All spectator areas should be separated with a modesty rail from the litigation area to control movement and reinforce the hierarchy of the participants.
- Seating may be either bench/church pew style seating or individual performance hall style seating. Bench seating is sometimes preferred in situations where low maintenance and

maximum seating capacity are desired. On the other hand, individual performance hall seating provides larger, more comfortable seating for spectators.

- Provide wheelchair spaces, companion seating, and semi-ambulatory seating in all courtrooms. Temporary seating may be placed in wheelchair spaces when not occupied.
- Wireless hearing assistance devices should be provided for use by all court spectators and participants.

Courtroom Ancillary Space

Juror Deliberation Rooms - During breaks in jury trial proceedings and upon the completion of a jury trial, jurors are escorted from the courtroom to a jury deliberation room. Jury deliberation rooms should be provided in the new courthouse at a ratio of one deliberation room for every two jury trial courtrooms. Each deliberation room should be accompanied by a vestibule providing access to two restrooms, a coffee bar, and a small closet. The deliberation room should be equipped with a conference table with seating for twelve persons, a white board, exhibits, and video presentation system.

Deliberation rooms should be comfortable, well ventilated, and designed to minimize the stress on jurors. If possible, deliberation rooms should be located on exterior walls to allow access to natural light and views.

Jury deliberation areas should ensure confidentiality through soundproofing, controlled circulation, and supervision by court staff. Jurors will move through the facility using the restricted horizontal and vertical circulation system. Jury deliberation rooms should be located in close proximity to the courtrooms served; they should not be located adjacent to attorney conference rooms or

witness waiting rooms.

Attorney/Client Conference Rooms - Conferencing rooms should be provided for attorneys and clients to meet in between courtroom proceedings. Two conference rooms should be provided for every one courtroom. Rooms should be furnished with a small conference table. One or more conference rooms may be outfitted with one-way mirrors for the video recording of proceedings to suit the needs of the local media. Interview rooms may be accessible from the public corridor or may be reached through the courtroom entry vestibule if access can be provided but controlled when the courtroom is not occupied.

Court Floor In-Custody Facilities - Courtrooms should be clustered in groups of two courtrooms served by a single prisoner distribution core. Courtroom in-custody areas should be accessible via the secure prisoner elevators which serve to transport in-custody defendants from the central holding area on the lower level. Individual holding cells, which are accessible to the jury trial courtrooms, should access the courtroom via a secure corridor or vestibule; they should not open directly into the courtroom.

All courtrooms should be separated from prisoner holding and distribution areas in such a fashion to ensure disruptive sounds are not heard in the courtroom. The door from the court floor in-custody areas should open directly into the litigation area of the courtroom; ideally in a location proximate to the defense counsel tables. Access into the courtroom must be sufficiently removed from public seating so as to restrict passing a weapon or other contraband to a prisoner.

Each jury trial courtroom shall have access to a non-contact interview booth directly adjacent to the courtroom. There is a possibility that the in-custody interview booths may also serve as temporary holding cells. Non-contact interview booths shall be divided by security glazing, with openings allowed for sound transmission. Care

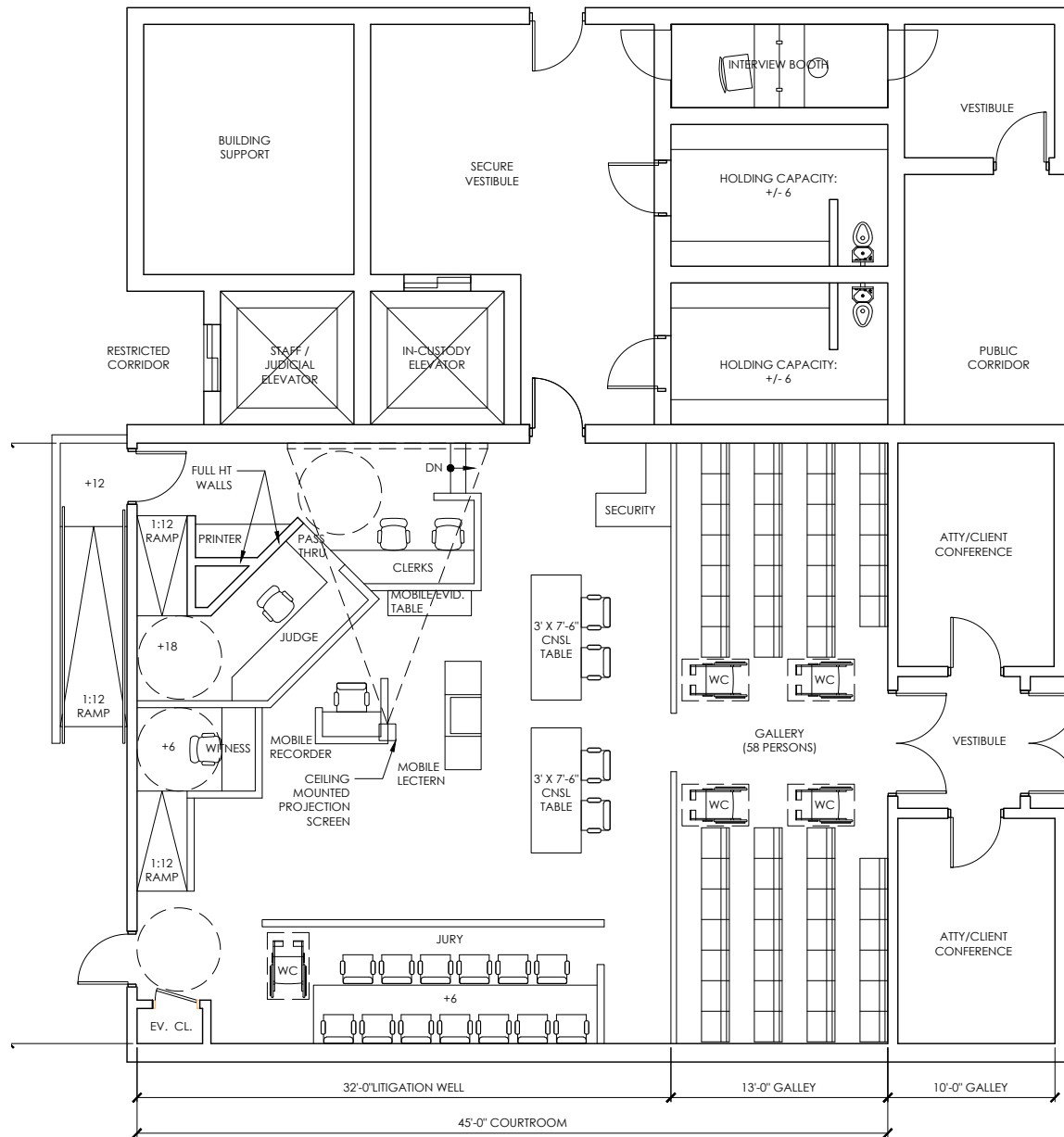
should be taken to provide sound isolation between the interview areas and adjoining spaces as conversations held in these rooms are confidential.

Victims/Witness Waiting – Victim/witness waiting rooms should be provided for victims and/or witnesses to wait before court appearances and during court recesses. These areas may also be used for remote and secure viewing of court proceedings. The design should convey a safe and calming environment for victims/witnesses. The waiting rooms may be equipped with lounge seating, television monitors for remote courtroom viewing, and a unisex restroom. Access should be controlled to limit/restrict opportunities for victims and witnesses to mix with the general public.

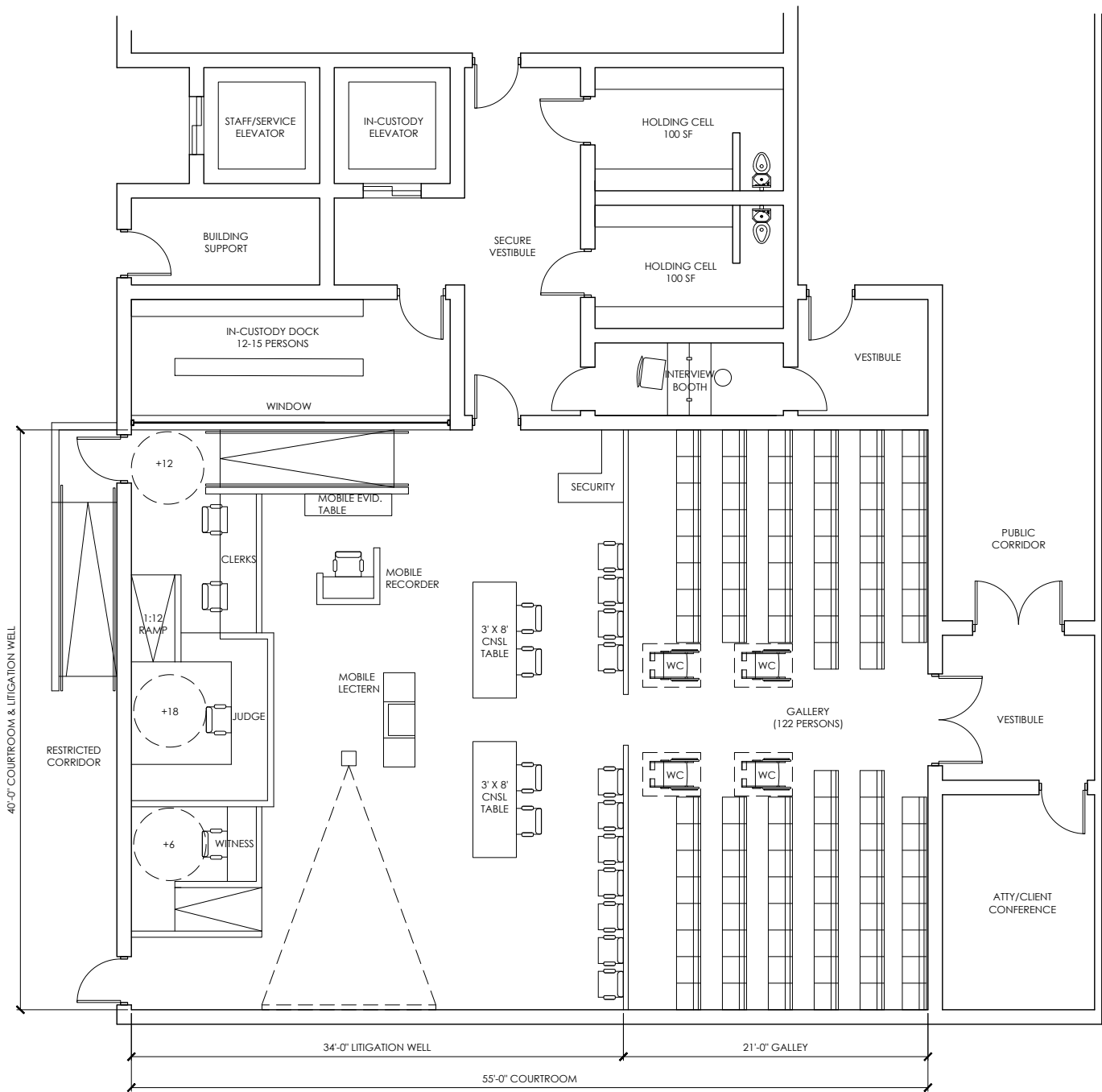
Public Waiting Areas - Public waiting areas should include fixed seating and provide a comfortable space for the public to wait for their cases to be adjudicated. Often, these areas are provided in the form of a widened hallway outside of courtroom areas. Noise transmission from the hallway to the courtroom should be considered.

Child Respite Care

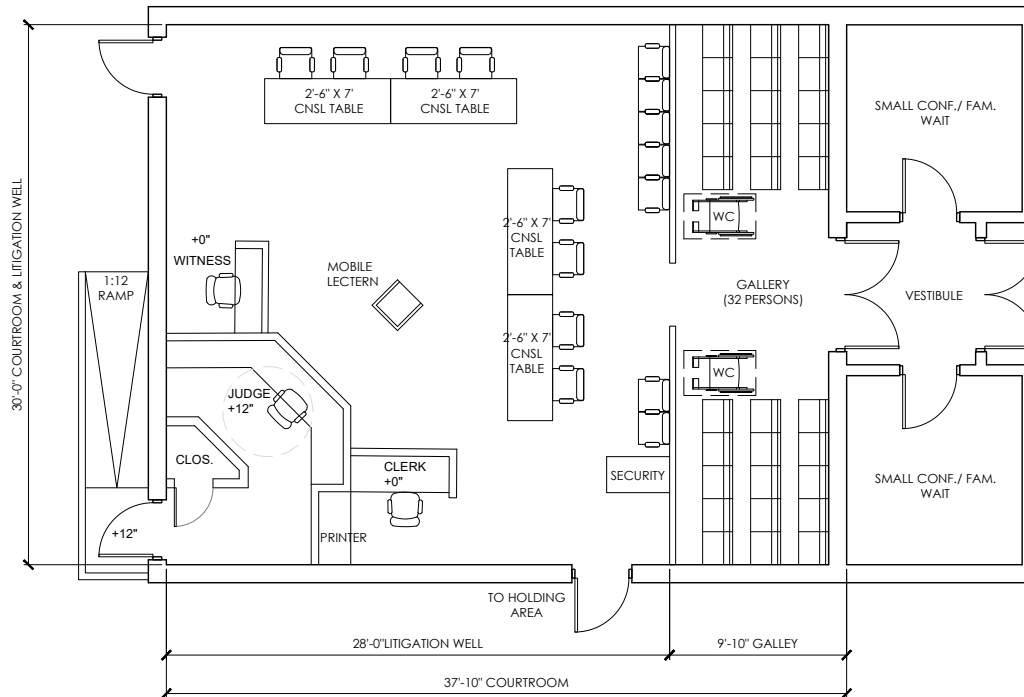
Various trial courts provide special, free childcare space in their courthouses for families with children coming to court often through a multi-agency effort coordinated and funded through grants or local agencies. Here, children can experience a safe, relaxing, educational experience while their parents or guardians attend to court matters.



1600 SF TRIAL COURTROOM LAYOUT



2200 SF HIGH VOLUME COURTROOM LAYOUT



1100 SF JUVENILE COURTROOM LAYOUT

2.0 COURTROOMS AND CHAMBERS	2018	FUTURE (40 YEARS - 2060)				Notes
	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	
2.1 COURTROOMS AND ANCILLARY SUPPORT SPACES						
Courtrooms						
Large Courtroom	X	X	1	1,800	1,800	Jury capable, 12 plus 2 alternates
High Volume Courtroom	X	X	3	2,200	6,600	Non-jury, ABC Dockets
Standard Courtroom	X	X	10	1,600	16,000	Standard criminal and civil trials; 50-person gallery, 12-person jury box + 2 alternates, 2 counsel tables
Juvenile Courtroom	X	X	2	1,100	2,200	
Courtroom Ancillary Spaces						
Attorney/Client Meeting Room	X	X	16	120	1,920	(1) per courtroom, seats 4
Large Attorney/Client Meeting Room	X	X	5	300	1,500	(1) per court floor
Witness Waiting	X	X	4	200	800	(1) per court floor
Police Waiting	X	X	4	200	800	(1) per court floor
Sound-Lock Vestibule	X	X	16	64	1,024	1 per courtroom
Courtroom Waiting	X	X	16	100	1,600	Off public corridor & benches
Staff ADA Access Ramp	X	X	4	100	400	Minimum of (1) courtroom type must be ADA compliant for Court Staff
Judicial Staff Restrooms	X	X	8	56	448	(2) per court floor
A/V Equipment Closet	X	X	8	50	400	One per 2 courtrooms
Storage Closet	X	X	4	50	200	(1) per court floor
Jury Deliberation						
Jury Deliberation Room	X	X	7	350	2,450	Ratio: 1 Jury Deliberation suite for 2 Jury Trial Courtrooms
Jury Deliberation Toilets	X	X	12	56	672	3 per floor (M/F/Unisex)
Sound-lock Vestibule	X	X	7	64	448	(1) per jury deliberation suite
Coat Closet	X	X	7	15	105	(1) per jury deliberation suite
A/V Equipment	X	X	7	15	105	(1) per jury deliberation suite
Lactation Room (Jury Use)	X	X	4	56	224	(1) per court floor
Courtroom Holding						
In-Custody Elevators			In Vertical Transportation			
Elevator Vestibule	X	X	8	100	800	(1) for each holding area at courtrooms
Attorney/Client Interview Booth	X	X	8	80	640	(1) for each holding area at courtrooms
Small Holding	X	X	16	100	1,600	(2) per secure core (4 per floor)
Group Holding Dock	X	X	2	160	320	At (2) High Volume Courtrooms (12-15 persons)
Courtroom and Ancillary Spaces Subtotal	X	X			43,056	
Circulation Factor:			30%		12,917	
Departmental Gross Square Footage Total:					55,973	

Conference Center

3.11 CONFERENCE CENTER							
Conference / Flexible Training Room	X	X	1	750	750	30-person capacity	
Large Conference Room	X	X	2	300	600		
Alternative Dispute Resolution	X	X	3	100	300	Locate on first floor, near Sheriff	
Storage (Laptops & Furniture)	X	X	1	100	100		
Conference Center Area Subtotal	X	X			1,750		
Circulation Factor:			30%		525		
Departmental Gross Square Footage Total:					2,275		

Victim Accommodations

Trial courts across America become more proactive in addressing domestic violence matters brought before them. Improved practices and procedures for restraining orders, evidentiary hearings, batterer-intervention programs; greater use of technology; interaction among juvenile, family and dependency courts; partnerships with law enforcement and social service agencies; and improved strategies in working with child and family welfare organizations have occurred. Courthouse safety for petitioners, victims, and witnesses seeking redress and appearing at hearings is important.

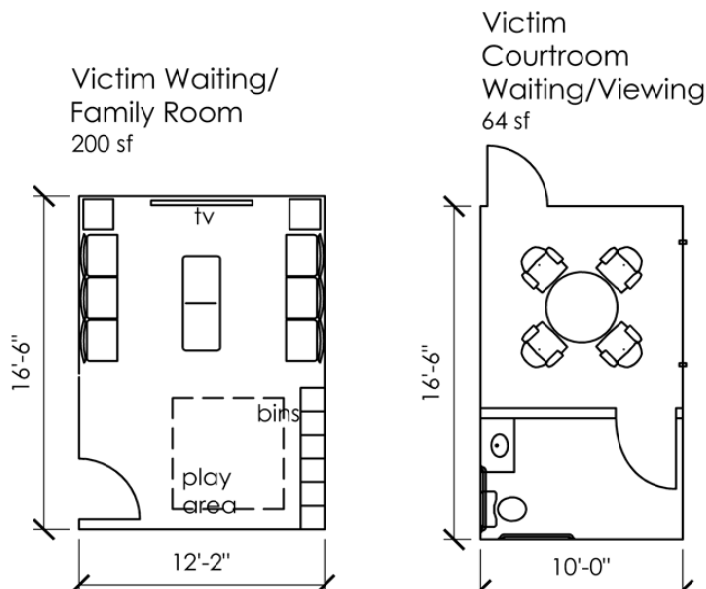
Court facilities should be designed to effectively serve victims of domestic abuse while maintaining neutrality. The initial responsibility of the Court is to provide information about the judicial process and useful access to the necessary court forms, instructions, and procedures in welcoming, secure, dignified space. Intake unit in Victim Services of the District Attorney's Office in the courthouse is the first point of contact for domestic violence victims. Here, peti-

tioners are informed about judicial processes, assisted in initiating e-paperwork, and escorted to court and through the courtroom process as necessary.

Where space is makeshift, unwelcoming, intimidating, unsafe, or difficult to get to, it inhibits petitioners from seeking redress and can directly affect their subsequent safety by causing them to be less likely to reappear or get the help they need when they do participate in court proceedings. Intake unit must be physically, culturally, and linguistically accessible and safe so people from a variety of communities will be able to utilize the services. The physical characteristics and location of the intake unit has an immense potential to shape litigants' experiences, perceptions, and follow-through with court and after-court services.

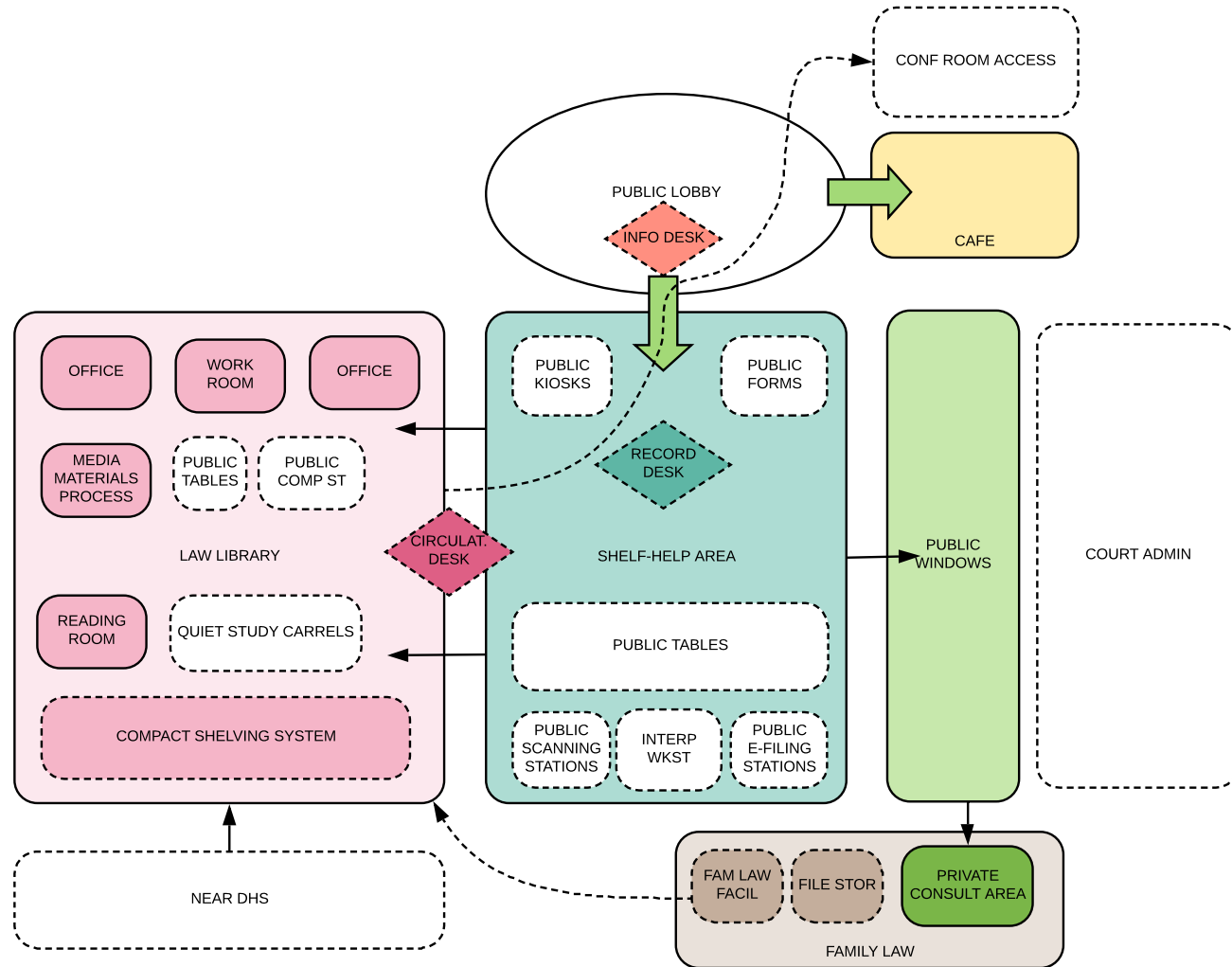
Many courts have found such services are best structured and least disruptive if placed on or near the first floor of the courthouse in a protected area.

Ancillary private space for prosecutors handling criminal domestic violence cases close to the intake unit is a nice feature if it can be accommodated. If not, secure transit by petitioners to the District Attorney is advisable. Lastly, secured victim waiting rooms near courtrooms or hearing rooms handling domestic violence cases should be developed. Often, courtroom victim waiting areas can be multi-purpose space and used as attorney conference and dispute resolution rooms provided they are systematically controlled for different purposes.



Public Service Areas

Public-Help Center & Law Library



	2018	FUTURE (40 YEARS - 2060)				
3.0 COURT ADMINISTRATION	FTE	FTE	UNIT QTY	UNIT AREA	NET AREA	Notes
3.2 PUBLIC HELP CENTER						
Information Area						
Grant funded FJC position – JSS3	1	1	1	50	50	
Help Desk	X	X	1	64	64	Staffed by Records
Public Queuing at Help Desk	X	X	2	60	120	
Public Computer Terminals	X	X	8	25	200	
Public E-Filing Stations	X	X	2	25	50	
Public Scanning Stations	X	X	2	25	50	
Public Work Table	X	X	4	120	480	
Public Forms Area	X	X	1	50	50	
Public Counter (Window)						
Civil Front Counter - JSS2	3	3	3	50	150	Integrated Cashier, Collections, Perm. staffed
Dedicated Sheriff Window	X	1	1	50	50	Locate in Sheriff's Office
Public Windows (Unassigned)	X	X	4	50	200	Currently have total of 12 windows
Public Queuing at Windows	X	X	8	100	800	10 ft per state standards
Public Service Window Drop Box	X	X	1	15	15	
Staff Printer Stations at Windows	X	X	1	15	15	
Interpreter						
Interpreter Workstation	1	2	2	50	100	
Public Services Subtotal	5	7			2,394	
Circulation Factor:			30%		718	
Departmental Gross Square Footage Total:					3,112	
3.3 LAW LIBRARY						
Librarian Office	1	1	1	120	120	
Staff Office	X	1	1	100	100	
Copy / Print / Scan / Fiche / Film Room	X	X	1	140	140	
Legal Reference Desk	X	X	3	18	54	
Circulation Desk	X	X	1	18	54	
Compact Shelving System Area	X	X	1	700	700	
Reading Room	X	X	1	100	100	
Workroom	X	X	1	200	200	
Conference Room	X	Use Conference Center				
Study Carol (Quiet)	X	X	8	18	144	
Work Table	X	X	2	100	200	
Public Services Subtotal	1	2			1,812	
Circulation Factor:			30%		544	
Departmental Gross Square Footage Total:					2,356	

Juror Assembly Room

An overarching value suggested by the Center for Jury Studies at NCSC in managing trial court juror systems is to conduct operations in a manner that respects and protects citizen dignity, time, and safety while demonstrating the importance and significance of their unique role in determining the facts of a case. This obligation begins with the pre-service processing and screening of prospective jurors and continues through their arrival at the courthouse for jury service; the court's orientation to their duties as a petit juror; the safe and orderly transit of jurors from the assembly room to individual courtrooms; the juror selection process (*voir dire*); the presentation of evidence, argument, and legal instructions to the impaneled jury; the jurors' deliberations at the close of the case; and the release of the jury panel when the tasks are completed. Given the existing space in the lower level of the Clackamas County Public Service Building, the court does the best job it can in meeting the recommended overall jury values. The location of the assembly room in a non-secure hallway outside the courthouse itself may be convenient for reporting jurors, but it is not especially comfortable, efficient, or secure space. At the very least, the jury assembly room should be located within the court's security perimeter and on the lower floors of a courthouse, close to the secure judicial and staff elevator for transit of empaneled jurors to and from their assigned trials. These notable shortcomings, along with others, should be addressed in any new courthouse plan.

The current jury assembly room appears small for the number of jurors summoned and certainly not separated from public, litigant, victim, lawyer, and witness contact as universally advised by the NCSC. Assembly room space should serve a number of functions including easy check-in, orientation, comfortable waiting, and provide a sense of civic purpose. The current jury assembly room does none of these things well. A trend nationally has been to recognize that jurors spend a great deal of their time waiting in the

jury assembly room and thus to make the area as comfortable as possible (i.e., break rooms, business center, quiet rooms, etc.). Jury experience, while waiting in the jury assembly facility, should be pleasant and comfortable. With the use of strategically placed video monitors for orientation, announcements, and entertainment, jurors could be accommodated in the jury assembly facility with a mix of varieties of seating configurations, such as the high density theater seating, leisure couch seats, and reading lounge with tables. It is suggested that the environment should be a setting which allows for conversations, reading, studying, watching television, or conducting business via the internet. Quiet zones should be provided as possible. Many courts have also developed informative, attractive murals and dioramas about the local justice system and legal history of the community to help educate and inform those on jury duty.

A prime objective in modern juror management systems is to reduce waiting and peak congestion times with staggered starts. It is a well-documented fact that the most objectionable aspect of jury service is the amount of time prospective jurors spend waiting, even if the waiting takes place in a "gilded cage." Any reasonable effort to reduce the amount of standby time will always be viewed positively by jurors and ultimately will result in more efficient operations overall.

The court should continually strive to operate the jury assembly room with the expectation and intent that, for the vast majority of prospective jurors, a minimal amount of time will elapse between the time they report for service and the time they are sent to a courtroom for *voir dire*. This can be accomplished by wisely regulating both the "supply" of jurors reporting for service and the "demand" for jurors from individual judges.

On the supply side, the Court needs to continue to explore more sophisticated staggered reporting times for jurors, utilizing e-communications, and projections in routine practice. Technology (IVR,

Internet) certainly can assist in canceling jurors assigned to later start times through “call out” options that can text, email, and telephone summoned jurors to inform them they need not report. On the demand side, judges and judicial staff must continue to strive for accuracy in specifying the time they expect to begin voir dire. Last minute settlements are sometimes unavoidable, but where they proliferate, it will confound improved jury management. For the most part, NCSC has found in dealing with the national community of urban courts that a majority of judges have highly predictable calendar patterns on trial days. To the extent feasible, judges on a jury trial calendar should pre-select regular, staggered start times.

Digitized respond-by-web and respond-by-phone jury technology to reduce paper and clerical work (i.e., limiting need for additional staff), improve overall response rates (i.e., summoning fewer jurors), and reduce time spent by jurors in the courthouse (i.e., relieving congestion) is advancing in Oregon and many other states. By offering more efficient avenues for jurors to respond and manage their jury duty - including providing personal data, educating themselves about the role and responsibilities of a juror, managing their time in reporting and serving, and providing feedback – technology has proven it can promote staff and space savings. To that end, the Center for Jury Studies has discovered that a substantial factor in the success of on-line juror websites is the extent to which their courts publicize them and formally encourage jurors to use them (i.e., prominent notice on the jury summons about website services). Although implementation of such an initiative must be initiated and funded by state court administration, Clackamas County, as one of the larger court systems in the state, is in an opportune position to continue to advocate for the newest jury technology.

Appropriate juror comforts such as restrooms and food services are important to promote in a new courthouse as well. Many urban courts provide separate, segmented restrooms for jurors near the assembly room. Cafeteria or food service capacity is important

as well. It is fitting to either provide for a separately stocked area in or near the jury assembly room or provide access to a public courthouse café after jurors have been properly oriented and instructed in their role and in appropriate interactions with non-jurors and the public while serving on jury duty.

Lastly, many jury assembly rooms are also used from time-to-time as court training facilities at times when jury trials are not scheduled. Provided the room can be reconfigured without undue difficulty to seminar-like space (this is quite possible in assembly rooms that have a properly designed living-room motif), it provides multi-dimensional, large meeting and training space for the court or county.

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3.10 JURY ASSEMBLY							
Jury Assembly Check-In							
	Jury Coordinator - JSS3	1	1.5	4	50	200	Computer workstation
	Jury Clerk	1	1	4	50	200	Computer workstation
	Juror Assembly Entrance	X	X	1	150	150	Near Jury/Calendar
	Juror Check-in Counter/Staff Workstation	X	X	2	64	128	
	Work area (Fax/copy/print)	X	X	1	36	36	
	Check In Kiosk	X	X	2	25	50	
Main Jury Assembly							
	Jury Room Main Assembly Area	X	X	160	10	1,600	
	Juror Lounge Seating	X	X	35	20	700	
	Juror Business Seating	X	X	45	25	1,125	
	Jury Room Lounge Area (Unit area per person)	X	X	25	25	625	E.g., soft seating, cafe tables & business carrels; may be combined with assembly area
Juror Support Areas							
	Break Area / Galley	X	X	1	150	150	
	Reading Material Display	X	X	1	25	25	
	Juror Restrooms	X	X	2	180	360	Male/Female/Unisex
	Juror Unisex Restroom	X	X	1	56	56	
	Juror Lactation Room	X	X	1	80	80	
	Locker Area / Alcove (Unit area per locker)	X	X	25	2	50	Clear front on locker
	Jury Assembly Area Subtotal	0	0			5,135	
	Circulation Factor:	X		30%		1,541	
	Departmental Gross Square Footage Total:	X				6,676	

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Courthouse Safety and Security

Entrance Screening

A facility screening unit oversees public, attorney, and staff screening at the entrance way to the courthouse inside the Court/County Complex of buildings. Facility screening at a new courthouse should be designed with a sheltered, indoor public entry point where people can queue up for screening out of any inclement weather. To a certain extent this is true today with the present complex of buildings, but permits a person waiting to be screened to access many other areas of the county complex, including the jury assembly room, without passing through security.

A raised command and control center should be established in the lobby area. The courthouse lobby should be segmented from the lobby area for county offices. A weapon-certified CCSO deputy should be in charge. A separate room near the lobby should be provided for closed-circuit monitoring of public hallways and areas in the courthouse. Adequate public lobby space should permit unobstructed views by security staff, gun/weapon lockers at the entry screening point, adequate public exit space to avoid interfering with screening operations and restrictions structured to prevent un-screened re-entrance, understandable public signage regarding screening policies and building way-finding, and barriers to prevent parking close to any courthouse entrance doors.

Prisoner Movement

A transport unit of sworn deputies moves in-custody defendants from the jail to and from the courthouse. The Clackamas County Sheriff's Office (CCSO) is responsible for transporting all in-custody persons to and from the Court. Currently, approximately 25 in-custody defendants appear in court on a daily basis. The female to male ratio is around 1:9. All prisoner transport and holding areas should be video monitored, soundproof, provide opaque viewing by prisoners into courtrooms as appropriate and determined by the

court, and allow for positive airflow in the event CCSO deputies may use pepper spray on aggressive prisoners. A common design pattern for court floor holding areas is to centrally locate such areas to enable direct, secure access into more than one criminal courtroom. Prisoner entrances to criminal courtrooms must allow visual observation by judicial officers and CCSO officers prior to entering. Interaction by in-custody defendants with public spectators, litigating parties, and jurors should be greatly limited through courtroom design patterns. CCTV surveillance should be present in all court and hearing rooms.

Prisoners are transported directly from the jail by vehicle to a secure holding and staging area in the lower floors of the courthouse. Separate male/female and adult/juvenile facilities should be provided, including cells, prisoner dock, and restrooms. The prisoner staging area should have access to a secure prisoner elevator with service to court floor areas.

Safeguarding People in the Courthouse

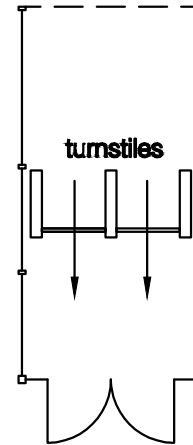
Given the highly-charged and emotional proceedings that take place on a daily basis in courthouses across America, it is prudent for designers/architects to structure courthouse space to enhance safety and well-being for all occupants. A basic construct recommended by NCSC is for all new court buildings to be designed with three separate zones of security: a public zone, a judges/staff and empaneled jurors zone, and a prisoner zone. Separate circulation routes for each zone are required. None of the zones should intersect unless the intersection is monitored and controlled. Elevators in a multi-story building should conform to the three zone pattern with discrete public elevators, a judges/staff/jurors elevator(s), and one or more prisoner elevators.

Separate areas for victims near criminal courtrooms to view proceedings securely and privately should be provided. Access

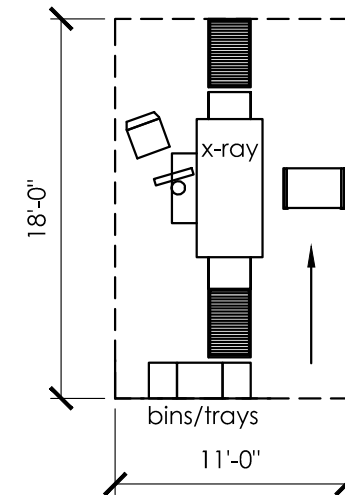
to those rooms should be controlled by court staff. Protocols for separating prosecution and defense witnesses should be established. Separate spaces for juveniles and adults must be provided if proceedings occur simultaneously. A public address system for emergencies should be arranged with controls in place for such occurrences as building evacuations, bomb threats, medical emergencies, prisoner escapes, unruly litigants or visitors, and the like. CCTV camera surveillance in hallways, reception areas, waiting areas, and conference rooms should be provided as necessary. Simple, clear, and consistent public way-finding signage system throughout the courthouse should be provided.

Security-Related Spaces

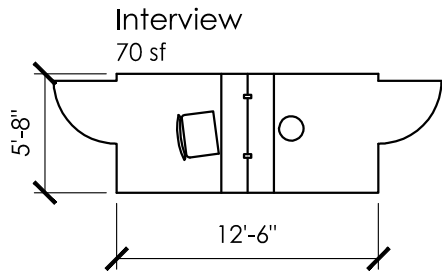
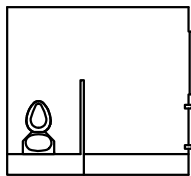
Public Exit
150 sf



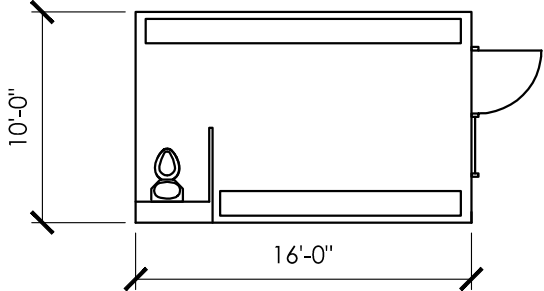
Security Screening
200 sf



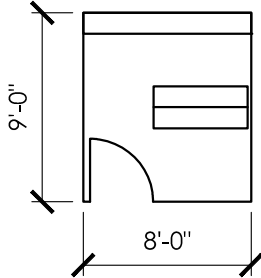
Individual Holding
70 sf



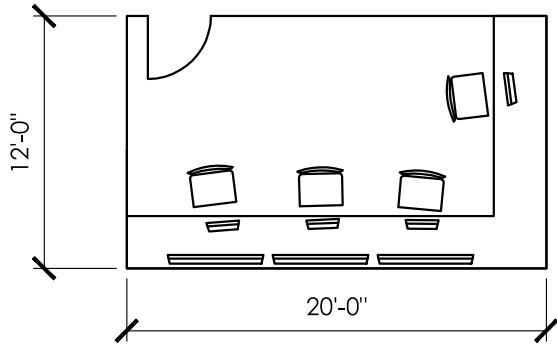
Large Holding
160 sf



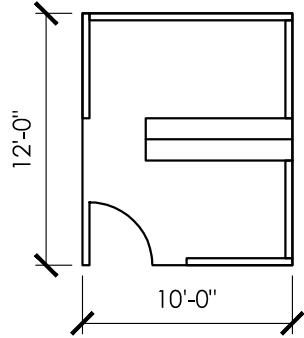
Security Equipment
72 sf



Security Control Center
240 sf



I.T. Distribution
120 sf



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Common Courthouse Configurations

The NCSC project team explored various blocking concepts suitable for the Clackamas Courthouse building. The concepts represent various typical court floor arrangements and depict how the floorplate size and configuration can be adapted to fit the building site.

The arrangement of ancillary courtroom functions is also indicated on the typical courtroom floor plans while the location of other departments can be seen on the 3D stacking illustrations. All the concepts keep public, staff, and in-custody circulation separated for security, and all concepts retain the same number and size of courtrooms in the building.

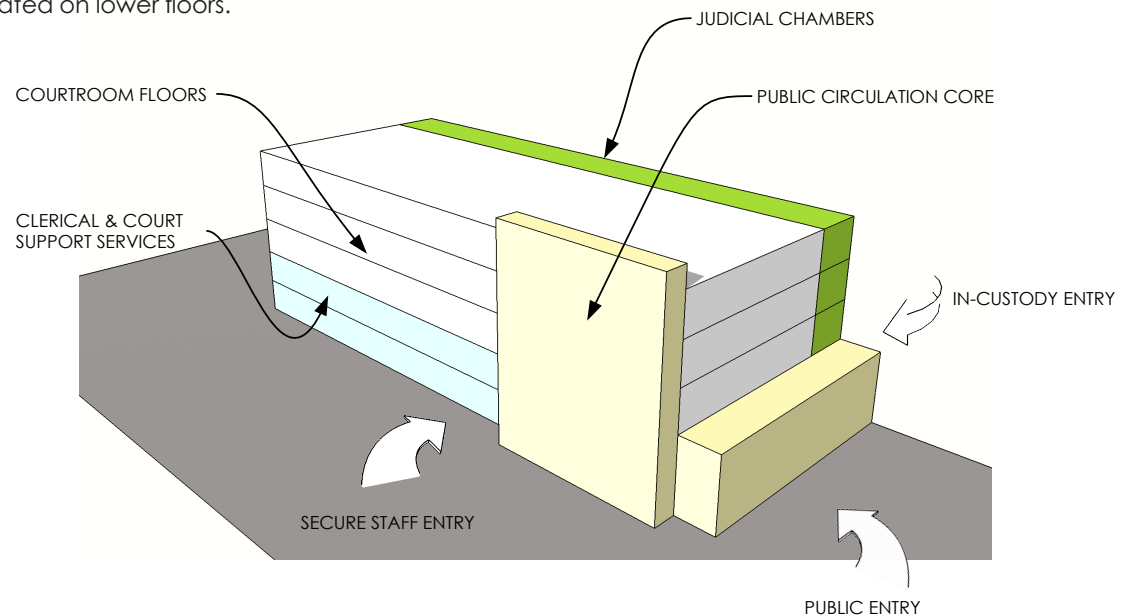
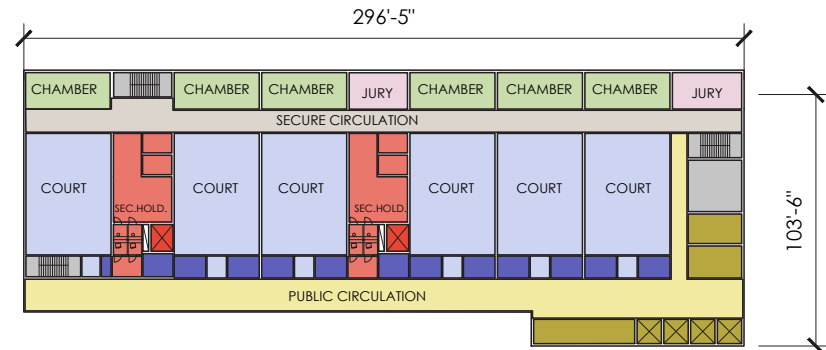
Each blocking and stacking concept is summarized according to the following considerations:

- Floorplate size and configuration
- Availability of natural light
- Efficiency of circulation paths
- Proximity of judicial chambers to courtrooms
- Location of clerical and court support services

Bar Concept

With its long, narrower footprint, the Bar Concept lends itself to a rectangular site.

- Average overall floorplate size with six courtrooms per typical court floor.
- Natural light can easily reach the public areas of the building, but not the staff corridor.
- Public circulation is simple and runs along one side of the building. Given the length of the structure, the travel distance is longer than ideal.
- Two thirds of the courtrooms have access to secure in-custody vertical circulation.
- Judicial chambers are located on each court floor behind the courtrooms.
- Clerical and court support services are located on lower floors.

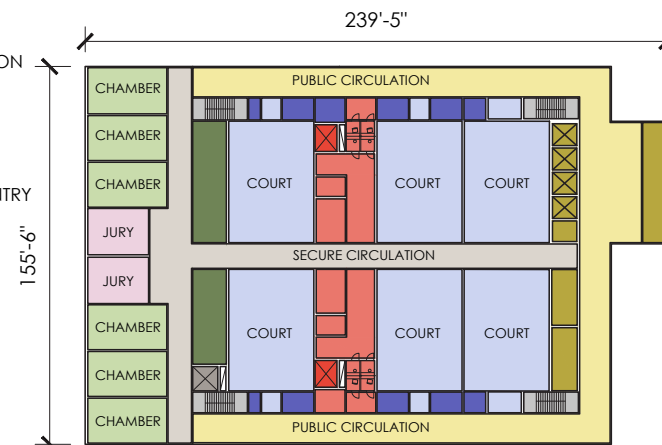
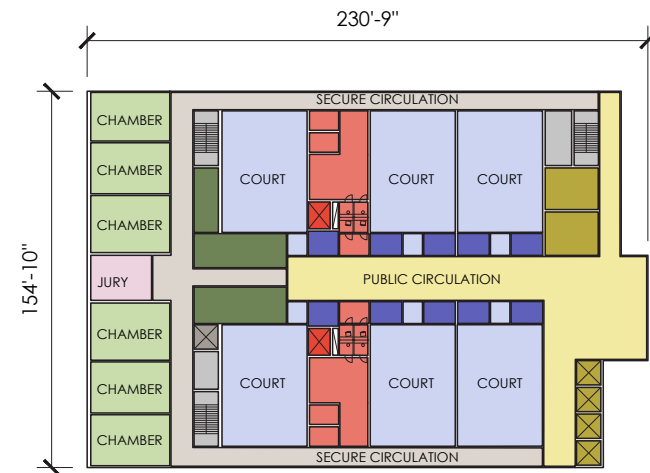
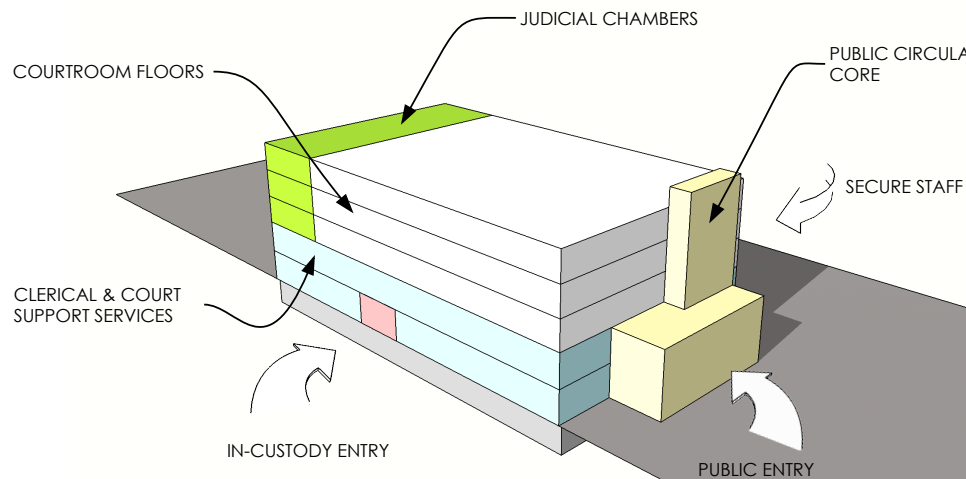


Box Concept

Depending on the adjacent site conditions, the Box Concept has two options for the location of public circulation. If the building site is an infill condition with existing buildings on either side, it is possible for the public circulation to be located internally and limit views to one face of the building. Otherwise, public circulation could be around the perimeter, like the Tower Concept.

- Average overall floorplate size with six courtrooms per typical court floor.
- Natural light can easily reach the public areas of the building and staff corridor.
- Public circulation could either be around the perimeter of the building or internally located. If the public circulation is internal, which is its most efficient route, the travel distance for the staff would be longer, and vice versa.
- Two thirds of the courtrooms have access to secure in-custody vertical circulation.

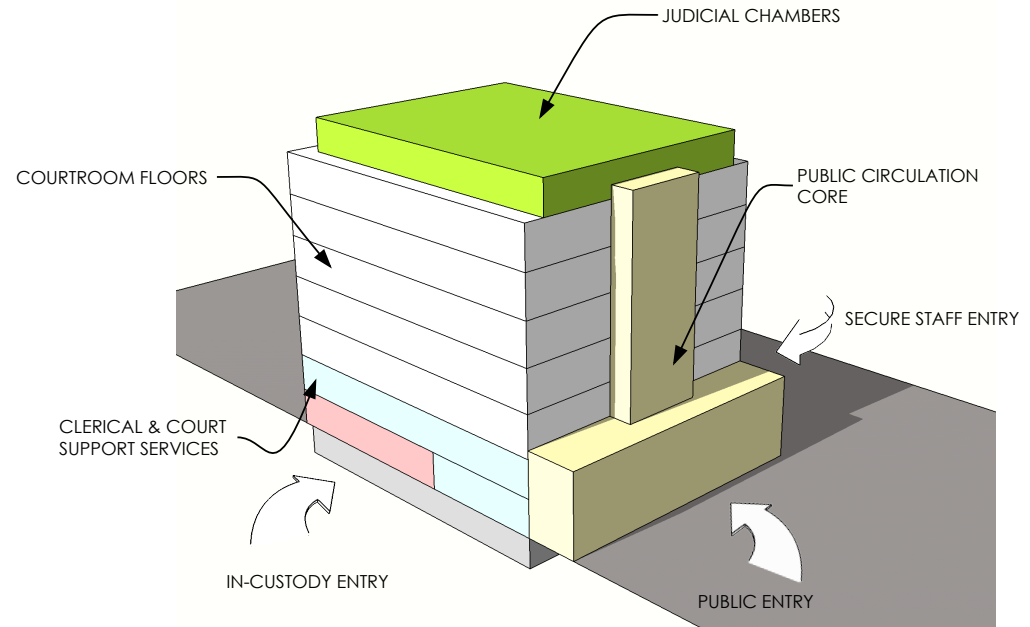
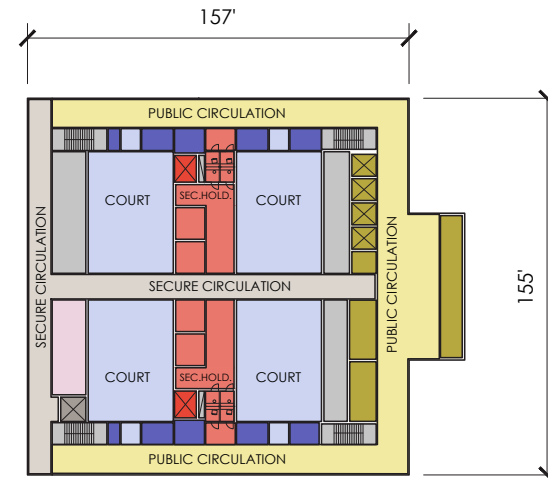
- Judicial chambers would be grouped on each floor, and would allow for a collegial environment.
- Clerical and court support services would be located on lower floors.



Tower Concept

The Tower Concept is best suited for a compact, urban site.

- Smallest overall floorplate with four courtrooms per typical court floor.
- Natural light can easily reach the public areas of the building and staff corridor.
- Public circulation is a u-shape around the perimeter of the building and not as efficient as a linear path.
- All courtrooms have access to secure in-custody vertical circulation.
- Judicial chambers floors are situated halfway between typical court floors. This arrangement minimizes the judge's travel distance to his or her assigned courtroom.
- Clerical and court support services are located on lower floors.

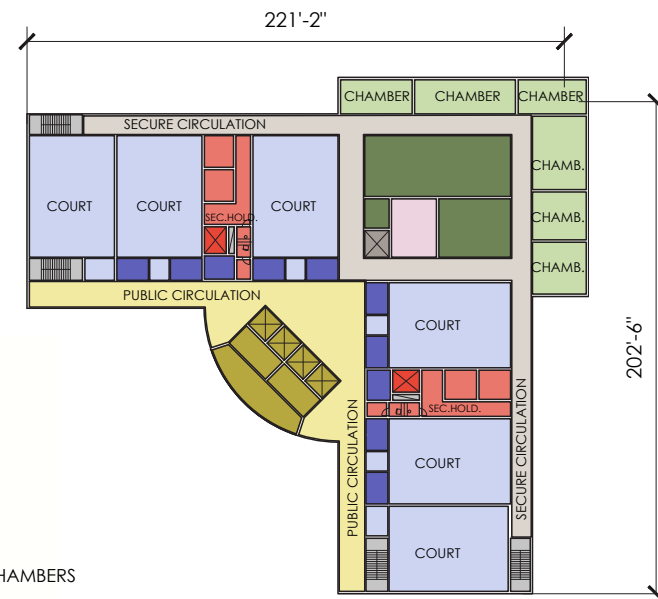
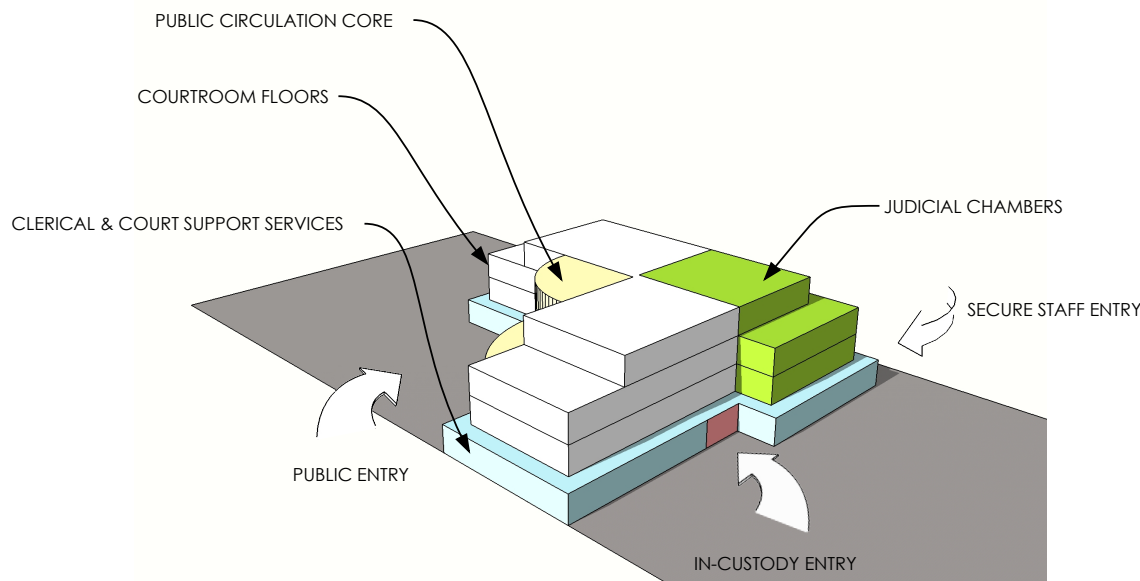


“L” Concept

The L concept is one that reflects the 19th century ideal of civic “place” with room between the wings of the L for a plaza or courtyard. It likely results in a more campus like setting.

- Larger overall floorplate size with six courtrooms per typical court floor.
- Natural light can easily reach the public areas of the building and staff corridor.
- Public circulation is simple and runs along one side of the building, along each wing. Vertical circulation is located centrally to minimize the length of travel on each floor.
- Two thirds of the courtrooms have access to secure in-custody vertical circulation.

- Judicial chambers are co-located on each courtroom floor to create a collegial environment.
- Clerical and court support services are located on lower floors.



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Possible Courthouse Design Concept

Development Criteria

Site development options and subsequent analysis of courthouse concepts should consider the following criteria:

Functional Criteria

- Provide locations for all functions that facilitate the efficient administration of judicial/administrative and staff resources.
- Facilitate coordination of individual office and court operations.
- Provide for convenient movement of staff and material between functional areas.
- Provide for proper security, including separate building circulation for judicial staff, public, and in-custody defendants.
- Maximize convenience to those involved in the judicial process including the public, local law enforcement, bench, and bar.

Physical Criteria

- Maximize functionally appropriate, long-term use of the court and county administration facilities.
- Provide proper functional space to meet projected court and agencies departmental requirements through the year 2060.
- Provide expansion potential to accommodate future requirements beyond the planning horizon.
- Accommodate interdepartmental proximity requirements in a manner facilitating public service.

Strategic Criteria

- Provide a building strategy that permits modifications and adjustments to accommodate future requirements.
- Provide an implementation option that minimizes unnecessary relocation of functions, disruption to the regular court service delivery, and redundant renovation.
- Provide a building strategy that enhances the overall civic presence of the Circuit Court.

Economic Criteria

- Minimize capital costs.
- Minimize operational costs.

Public Space and Building Amenities

Entry and Main Lobby – The main entry and lobby will serve both functional and symbolic purposes. Functionally, the entry and lobby must accommodate large numbers of visitors, particularly on busy Court days during early business hours (it is estimated that the volume of visitors to the Court can exceed more than 600 persons in one day). The entry and lobby are also important symbolically as the first impression visitors have when visiting the Court. The design should evoke a sense of order and respect for the judicial process while providing a businesslike environment that is easily monitored and controlled by security officers.

All court functions should be accessed from the exterior through a single main entrance. The District Attorney's Office and Main Sheriff's office will also be accessed through this single main entry as well. The main entrance screening will accommodate both staff and public visitors (judicial officers and elected officials will be provided with a separate and secure private entrance). The entrance should include both public and employee screening areas, each equipped with metal detectors and x-ray equipment. A lobby security station should be provided to allow direct visual surveillance of the entire lobby area by security officers. A public information desk should also be provided in the main lobby.

The areas inside entry doors leading to the screening stations should be large enough to allow for queuing of visitors during inclement weather. Additionally, the building design should consider provision of a covered exterior area outside of the main entry. A double door weather vestibule may be considered at the main entrance, or alternatively, the entry design may consider the installation of revolving entry doors to avoid the necessity and space required for a climate regulating entry vestibule.

From the lobby, visitors should have clear and easily understood access to all public service areas, courtrooms and all publicly ac-

cessed court support areas. Controlled access to and from the main lobby and restricted circulation zone should be provided.

Public Lounge Area - A public lounge area furnished with seating and café tables could be located in an easily accessible and publicly visible area on one of the lower floors of the courthouse. The lounge could accommodate public visitors as well as staff to be used for informal meetings, eating, and waiting. Food service, if any, may include a coffee or sandwich stand.

Bicycle Storage Facilities –Future planning should provide facilities that encourage continued use of alternative means of transportation. In addition to bike storage facilities, provision should be made for personal storage lockers, changing areas, and showers. Consideration should be given to the needs of various populations that use the building including males, females, gender-neutral, and disabled persons.

Lactation Rooms – A dedicated lactation room may be considered to allow private space for mothers. Provision for 'mothers areas' within female restrooms may also be considered.

Building Support

Central Mechanical Room – Provision for a large central mechanical room has been made in the program. Preliminary sizing is based on overall building size and a split building occupancy of assembly and office space. It is desired that critical building systems components not be located below grade to avoid flooding risk.

Mail Rooms – Provide a mail room for delivery, screenings, and sorting of all mail to courthouse occupants.

MDF/IDF Rooms – Currently, the main server is located at the coun-

ty data center away from the existing courthouse. The new courthouse should be equipped with a network entry point, Main Distribution Frame (MDF) room and Intermediate Distribution Frame (IDF) rooms on each floor of the courthouse stacked to form a vertical backbone throughout the building.

Electrical Distribution Rooms – Provide stacked electrical distribution rooms on each floor of the courthouse to form a vertical backbone throughout the building.

Loading Dock – Provide a loading dock area and receiving/holding area(s). May consider provision for subdivision of Clackamas County and State agency spaces.

Media Access – A switching room may be provided on the first floor to allow transmission of courtroom camera feeds to media outlets. Site provisions for media vans may also be considered.

Secured Parking Areas – Provision for an underground secure judicial parking area has been made in the space program. The underground parking should have direct access to the secure judicial elevators so that judges and senior officials can access their respective offices without coming into contact with members of the public or with in-custody prisoners. It is anticipated that the total number of parking spaces that are ultimately provided will vary depending on a number of yet to be determined factors. These factors include but are not limited to the following: the size of the building lot and footprint; the proportional dimensions of the footprint (e.g., is the length and width appropriate for the efficient arrangement of parking stalls?); site access and ramping requirements; and the extent to which other building program elements are placed in the basement level of the courthouse (e.g., building mechanical, janitorial and maintenance functions as well as Sheriff transport operations). Ultimately, the County has an interest in maximizing the amount of parking provided given the potential constraints previously listed. It is anticipated that the number of parking spaces ultimately provid-

ed will be determined during building design; therefore, the following is a listing of the minimum underground parking required that may be used for planning purposes:

Secure Parking

PROGRAMMED SECURE PARKING SPACES	
JUDICIAL SPACES	16
COURT ADMINISTRATOR	1
STATE VEHICLE (RECORDS)	1
PATROL CARS	3
DISTRICT ATTORNEY	3
TOTAL SPACES	24

Public Defense Programs

Oregon operates a statewide public defense program through a series of contracts with law firms that provide legal representation for financially eligible persons charged with misdemeanors, felonies, and juvenile delinquency or dependency cases. Private contractors provide trial-level services. Appellate representation for indigent clients is primarily handled by the statewide Office of Public Defense Services' Appellate Division, but may be contracted through private counsel as well.

Permanent office space for public defenders is rarely located in courthouses for various reasons, including but not limited to the preservation of client/witness confidentiality (people are more likely to seek legal advice and heed their legal obligations when they know their communications are private), the independence necessary to advocate for an accused (government-paid defense lawyers are often perceived to be in league with government-paid prosecutors), and the obligation to zealously protect and pursue a client's best interests within the bounds of the law. In acknowledging these reasons for locating outside the courthouse, it does not necessarily follow that the public defense bar should be denied hoteling/transient work space in the courthouse.

A strong argument can be made that providing public defense transitory space in the building for court-related work and interaction with clients is in the best interests of justice as well as case delay reduction. Many urban courts provide such space.

Department of Human Services

Space has been reserved in the program for the inclusion of the Department of Human Services (DHS) state office entity. The DHS spaces will most likely include a reception area(s), private offices, open cubicle work areas, and office support spaces such as conference rooms, work room and printing areas, break room(s) and staff restrooms.

7.0 STATE OFFICES	2018	FUTURE (40 YEARS - 2060)				Notes
	FTE		UNIT QTY	UNIT AREA	NET AREA	
7.1 DEPARTMENT OF HUMAN SERVICES						
Office Area					1,924	
State Office Subtotal:	X	X			1,924	
Circulation Factor:	X	30%			577	
Departmental Gross Square Footage Total:	X				2,501	
7.2 PUBLIC DEFENSE & CIDC						
Public Defense Area						
CIDC Desk	1	1	1	64	64	
OPDS Hoteling Stations	X	X	3	50	150	
Public Waiting	X	X	1	80	80	
Additional Space	X	X	1	2206	1,630	
Public Defense / CIDC Area Subtotal	X	X			1,924	
Circulation Factor:	X	30%			577	
Departmental Gross Square Footage Total:	X				2,501	
TOTAL STATE OFFICES						
NET SQUARE FOOTAGE (NSF):					3,848	
DEPARTMENTAL GROSS SQUARE FOOTAGE (DGSF):					5,002	

Site Analysis

Every building site has its own unique characteristics that influence how a structure should be located on it. When studying the placement of the Clackamas Courthouse on the Red Soils Campus site, the NCSC considered the following criteria:

- Building entry placement

Single point of entry for all occupants.

Existing public plaza, with its symmetrical design, suggests the building entry be located on axis with the plaza.

- Angle of court wing

Angled to facilitate pedestrian access from the plaza to the southern park.

- In-Custody transportation travel route from the jail.

Sally port entry is located on the west side of the building, off the street that is the most direct route to the jail.

- Proximity of parking lot to building entry

North "DA" wing of building is shorter (does not extend too far north) to reduce the walking distance from the parking to the building entry.

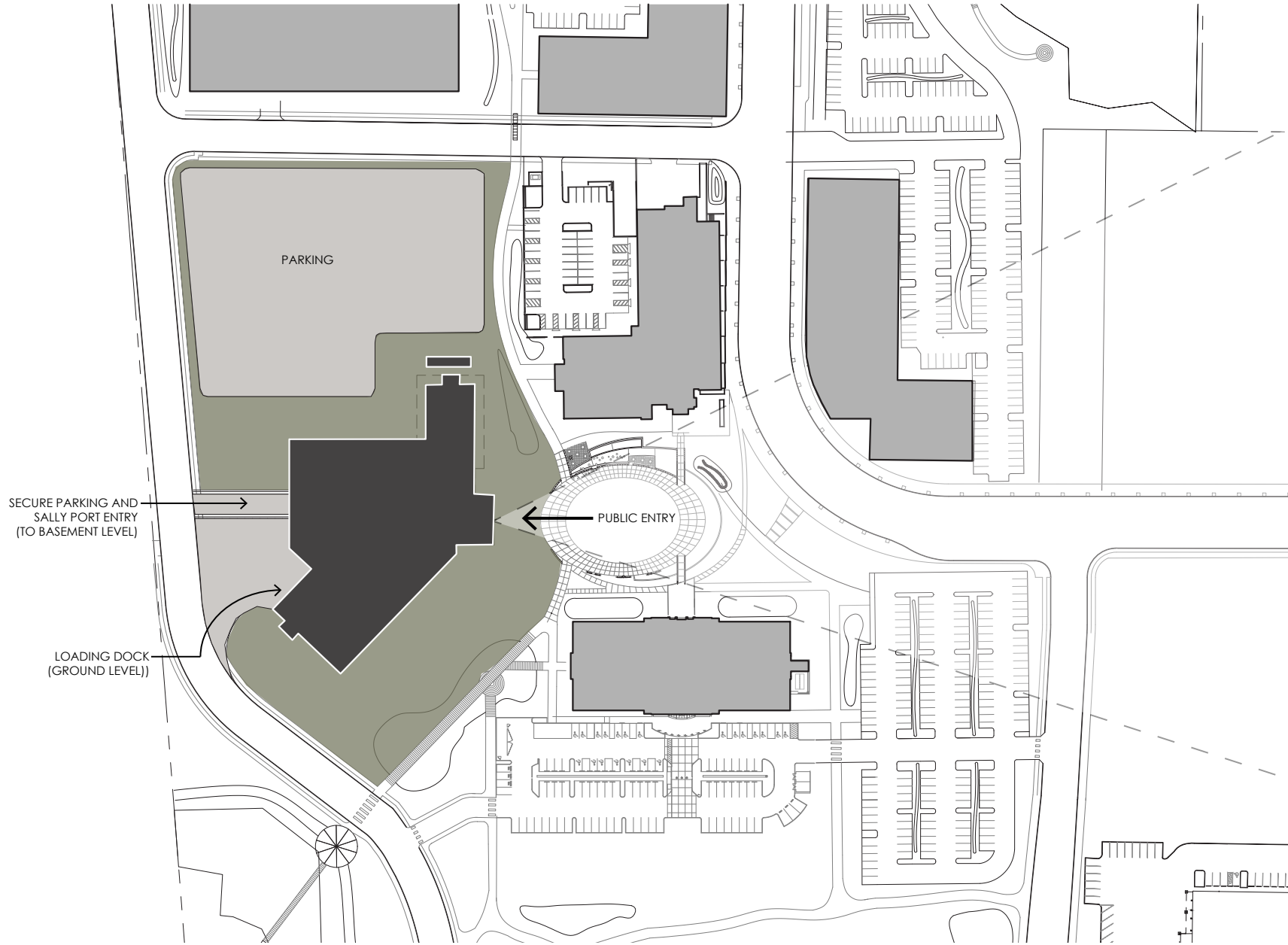
- Location of secure parking entry

Secure parking is located on the basement level and the entry ramp is on the west side of the building.

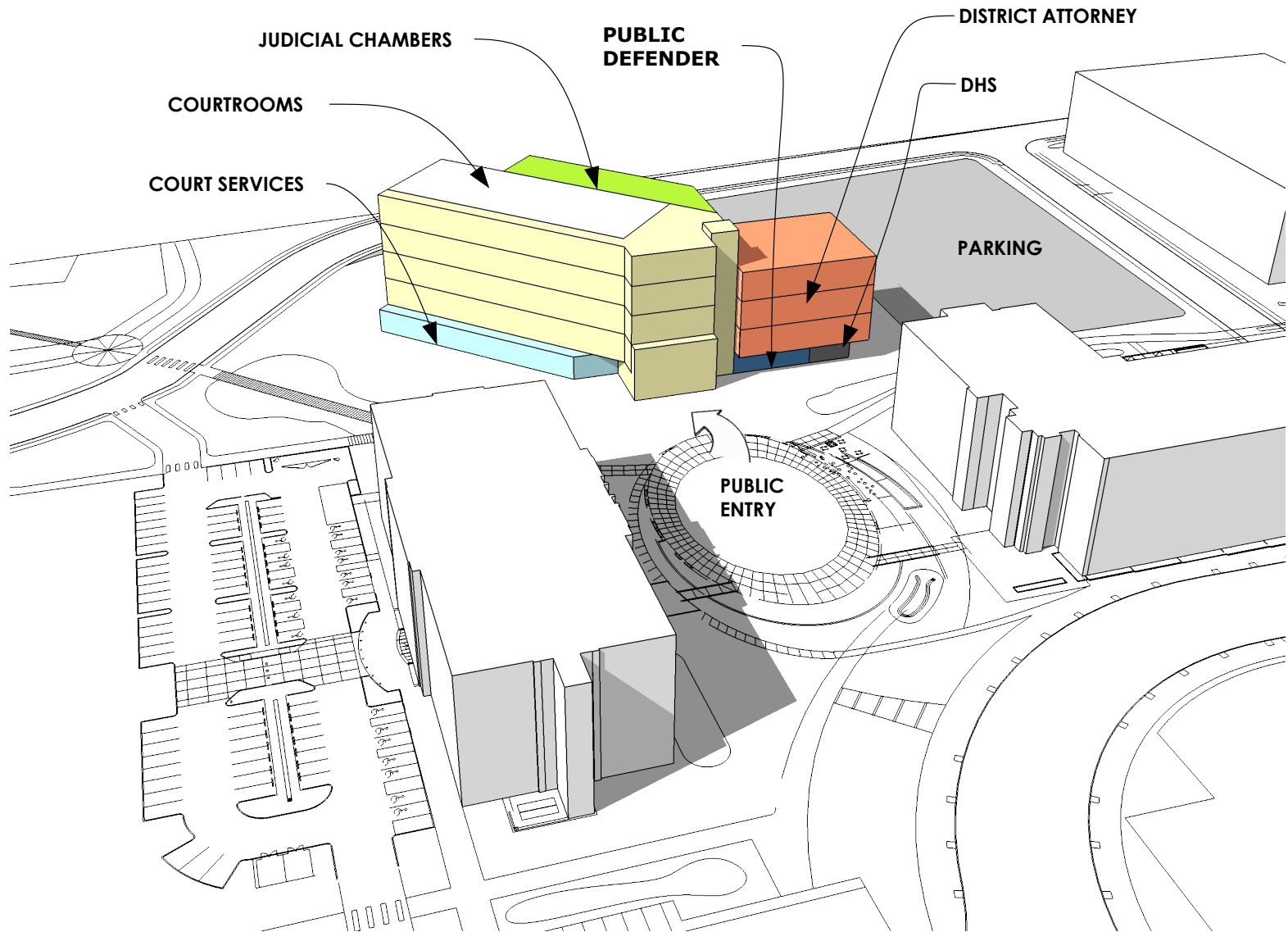
Ramp location acts as a divider to separate the public parking lot from the building service lot.

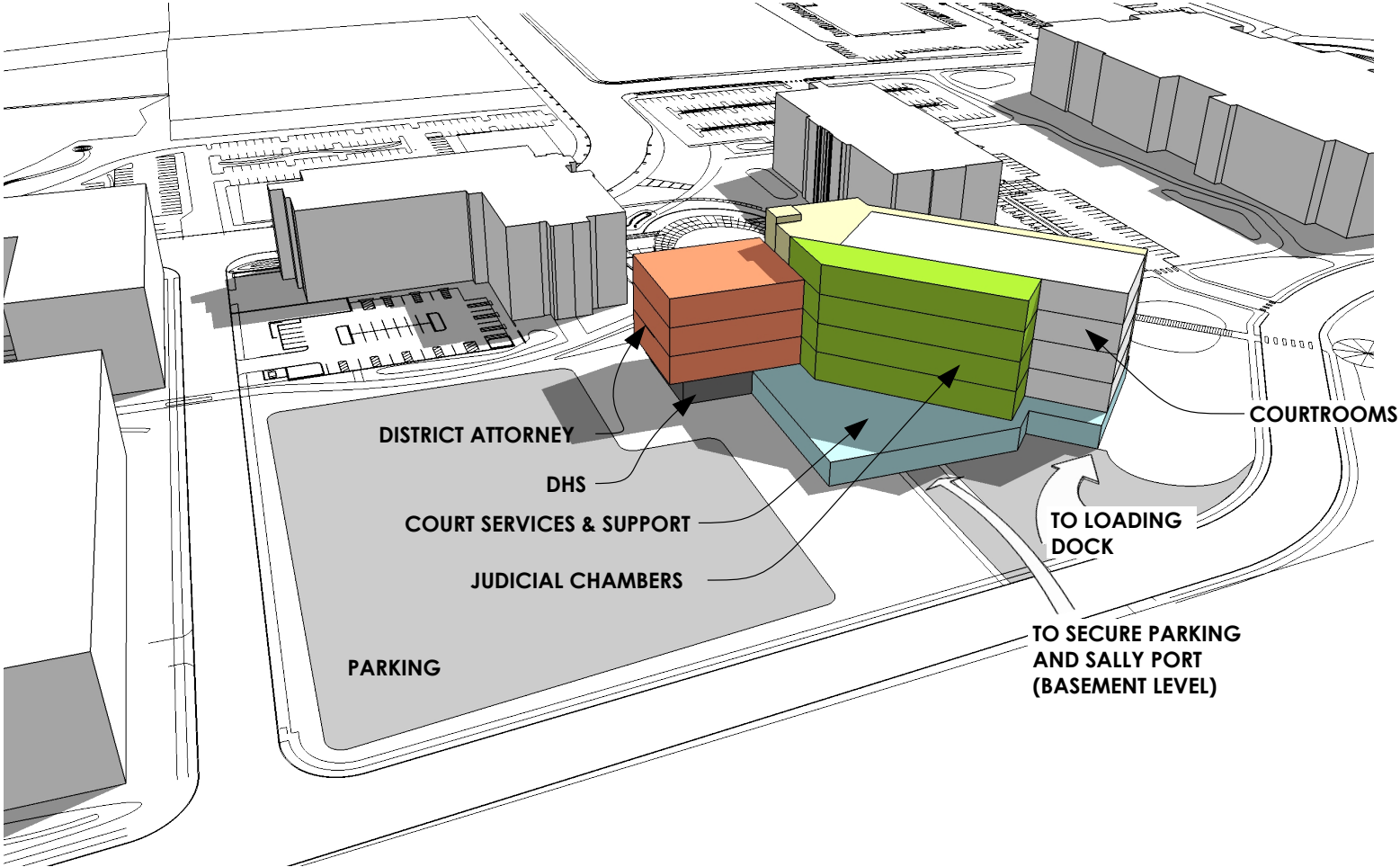
- View of Mt. Hood

Placement of public lobby spaces showcase the view.

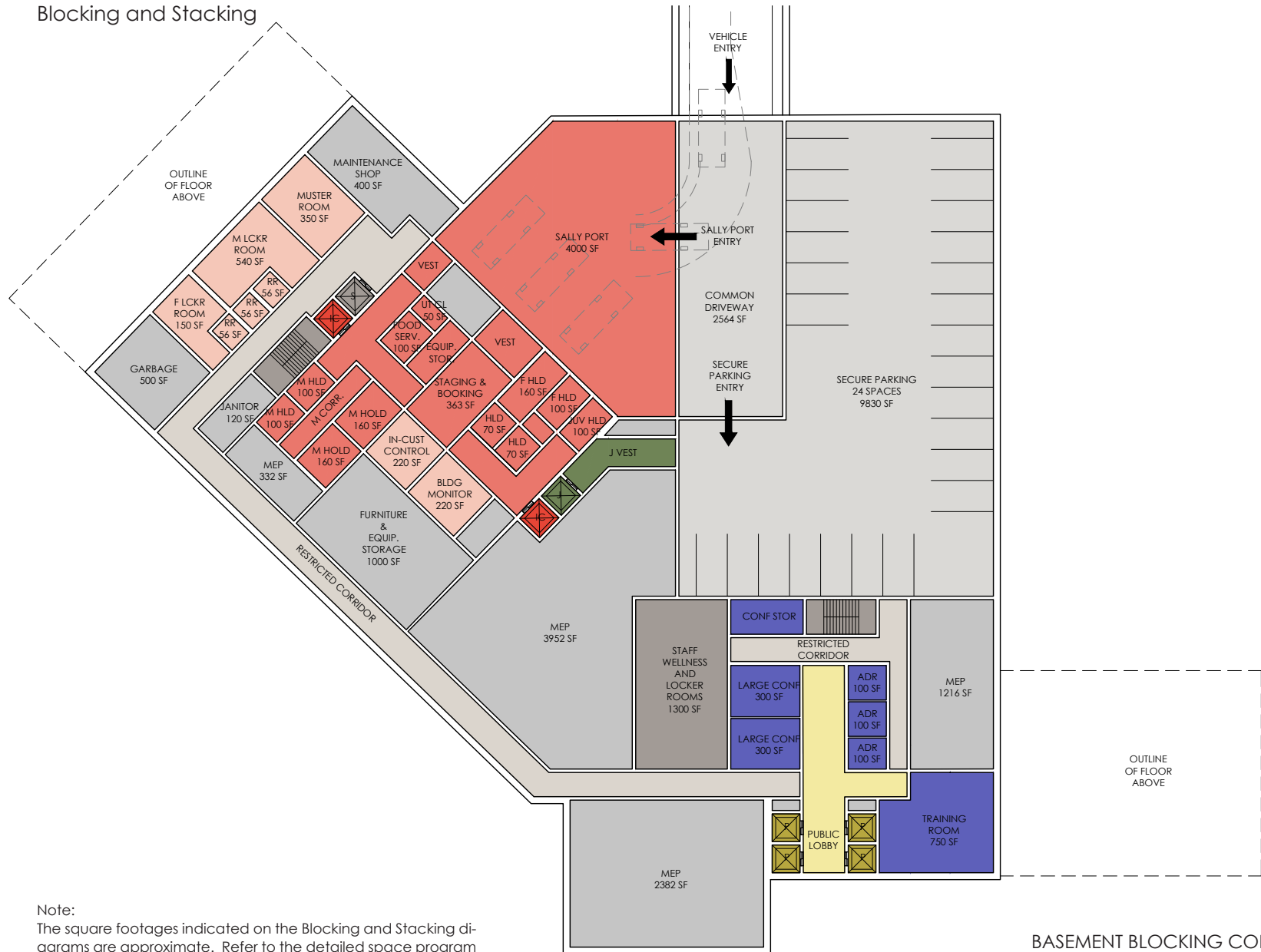


SITE PLAN





Blocking and Stacking



Note:
The square footages indicated on the Blocking and Stacking diagrams are approximate. Refer to the detailed space program located in the Appendix for required areas.

BASEMENT BLOCKING CONCEPT
APPROXIMATE AREA: +/- 45,500 SF



FIRST FLOOR BLOCKING CONCEPT APPROXIMATE AREA: +/- 52,000 SF



SECOND FLOOR BLOCKING CONCEPT
APPROXIMATE AREA: +/- 40,000 SF



THIRD FLOOR BLOCKING CONCEPT
APPROXIMATE AREA: +/- 40,000 SF



FOURTH FLOOR BLOCKING CONCEPT
APPROXIMATE AREA: +/- 40,000 SF



FIFTH FLOOR BLOCKING CONCEPT
APPROXIMATE AREA: +/- 29,000 SF

Definitions of Square Footage Terms

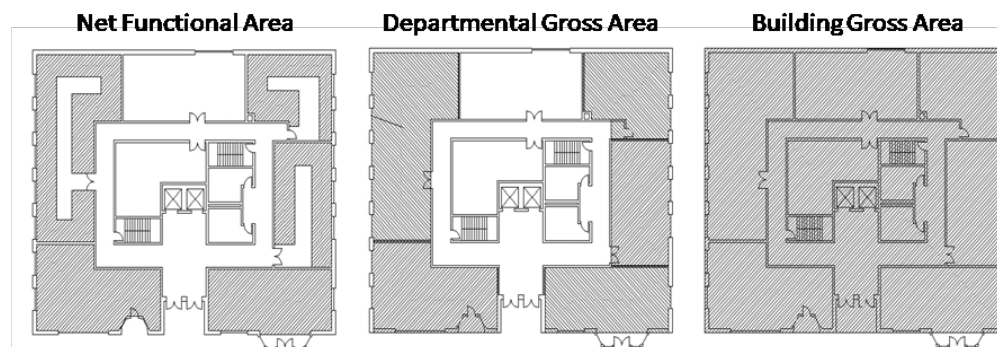
The space projections contained in this report were developed based on the programmed, assignable, functional space anticipated for conducting the planned activities within the court environment, and the necessary un-assignable floor space for the building elements, circulation space, building service mechanical rooms, and other public areas. Three types of space data, namely Net Square Feet (NSF), Departmental Gross Square Feet (DGSF), and Building Gross Square Feet (BGSF), were used for the development of the space requirements.

Net Square Feet (NSF). Net area – also called “programmable area” – is measured in net square feet (NSF). Net area describes the actual working area of an office, workstation, or support space. Net area represents the actual area assigned for a specific space for function, excluding permanent structural or architectural elements and internal circulation.

Departmental Gross Square Feet (DGSF). Departmental area – also called “usable area” – is measured in departmental gross square feet, including all net areas (as described above) and a factor to account for interior wall thicknesses, corridors and pathways within a department, columns and other structural elements,

and inefficiencies created by shaft spaces that penetrate through the floors within departmental areas, and the like. This value represents the total area that is typically used when calculating the area on a floor that a specific unit or department would require. To arrive at the departmental gross square footage, each total departmental net area is multiplied by a specific grossing factor appropriate to the function for which the space is intended. For example, an open office work environment occupied primarily by cubicle workstations requires a higher departmental grossing factor than a closed private office environment due to the fact that cubicles typically require circulation on more than one side while closed offices typically do not. Programmed areas such as prisoner holding spaces are assigned a relatively high departmental grossing factor to account for larger corridor widths needed for safe transport of prisoners. Programmed areas such as the main lobby, storage rooms and mechanical rooms are assigned a relatively small departmental grossing factor because of the minimal internal circulation required in these spaces.

Building Gross Square Feet (BGSF). Building gross area, includes the total of all departmental areas (as described above), with an additional factor to account for major public circulation among departments, elevators, stairwells, mechanical and electrical spaces not specifically included in the project space listing, exterior walls,



and any other common spaces not clearly identified as net areas. Building gross area is measured to the exterior surface of permanent outer building walls, and includes all enclosed areas. Building gross area is accounted for in the space program by adding an overall building grossing factor to each major departmental area after individual departmental grossing factors have been applied.

Future Space Requirements Projections

Court system growth projections, staffing projections, operational consideration, functional needs, accepted court facility planning standards, and experience in developing criteria for similar circuit court facilities form a comprehensive basis for development of future space requirements, expressed in terms of square footage needs. This section of the report contains a summary of the projected departmental space requirements for each department to be included in planning for the future Central Courthouse facilities. The space requirement sheet for each department contains the following information:

- The types of functional space
- The number of functional units required
- The net square footage of the functional unit/space
- The time schedule of when the space is needed in the future
- The net assignable floor space for each division and office
- Departmental circulation factor
- The total assignable floor space for each department and office
- The overall gross building area required

Functional Space Summary

The following table summarizes the proposed space requirements using modern courthouse space standards for a single building structure housing all departments considered for occupancy in the new Clackamas County Courthouse. As the Court and court-related agencies, District Attorney and Sheriff's Administration Office

grow in the future, the new Courthouse may need up to approximately 245,915 BGSF, by year 2060, based on current practices and planning assumptions.

	40 YEAR ESTIMATED NEEDS	30 YEAR ESTIMATED NEEDS	20 YEAR ESTIMATED NEEDS	10 YEAR ESTIMATED NEEDS
DEPARTMENTAL SPACE SUMMARY				
1.0 PUBLIC FACILITIES & BUILDING SUPPORT SPACES				
1.0 MAIN ENTRY AND LOBBY	4,276	4,276	4,276	4,276
1.2 PUBLIC SPACES AND AMENITIES	7,252	7,252	7,252	7,252
1.3 BUILDING AND STAFF SUPPORT SPACES	6,120	6,120	6,120	6,120
1.4 SECURE PARKING	10,550	10,550	10,550	10,550
1.5 BUILDING SYSTEMS SUPPORT SPACES	17,200	17,200	17,200	17,200
DEPARTMENTAL GROSS SQUARE FEET	45,397	45,397	45,397	45,397
2.0 COURTROOMS AND CHAMBERS				
2.1 COURTROOMS AND ANCILLARY SUPPORT SPACES	55,973	52,159	50,489	48,763
2.2 JUDICIAL CHAMBERS	16,050	15,116	14,784	14,459
DEPARTMENTAL GROSS SQUARE FEET	72,023	67,275	65,273	63,222
3.0 COURT ADMINISTRATION				
3.1 CIRCUIT COURT ADMINISTRATION MANAGEMENT OFFICES	3,251	3,251	3,251	3,186
3.2 PUBLIC-HELP CENTER	3,112	3,112	3,112	3,112
3.3 LAW LIBRARY	2,356	2,356	2,356	2,356
3.4 CIVIL CASE UNIT / PROBATE	1,560	1,560	1,495	1,495
3.5 ACCOUNTING / COLLECTIONS / INDIGENT DEFENSE	1,346	1,346	1,346	1,346
3.6 CRIMINAL AND TRAFFIC	826	826	761	761
3.7 CALENDARING / JUVENILE / JURY	696	696	696	696
3.8 RECORDS	696	696	696	696
3.9 SHARED ADMINISTRATION STAFF SUPPORT SPACES	2,141	2,141	2,141	2,141
3.10 JURY ASSEMBLY	6,676	6,676	6,676	6,676
3.11 CONFERENCE CENTER	2,275	2,275	2,275	2,275
DEPARTMENTAL GROSS SQUARE FEET	24,933	24,933	24,803	24,738

	40 YEAR ESTIMATED NEEDS	30 YEAR ESTIMATED NEEDS	20 YEAR ESTIMATED NEEDS	10 YEAR ESTIMATED NEEDS
DEPARTMENTAL SPACE SUMMARY				
4.0 DISTRICT ATTORNEY				
4.1 DA CRIMINAL DIVISION	13,014	12,366	12,042	12,042
4.2 SHARED SPACES AND AMENITIES	4,420	4,420	4,420	4,420
4.3 VICTIM ASSISTANCE DIVISION	2,569	2,569	2,486	2,486
4.4 FAMILY LAW DIVISION	2,824	2,824	2,824	2,824
4.5 GRAND JURY	1,821	1,719	1,719	1,719
DEPARTMENTAL GROSS SQUARE FEET	24,649	23,898	23,491	23,491
5.0 SHERIFF TRANSPORT OPERATIONS AND CENTRAL HOLDING				
5.1 SALLY PORT	2,573	2,573	2,573	2,573
5.2 CENTRAL HOLDING AREA	1,530	1,530	1,530	1,530
5.3 TRANSPORT OPERATIONS SUPPORT	2,792	2,792	2,792	2,792
DEPARTMENTAL GROSS SQUARE FEET	6,894	6,894	6,894	6,894
6.0 SHERIFF MAIN OFFICE				
6.1 SECURITY SCREENING	390	260	260	260
6.2 SHERIFF ADMINISTRATION	2,872	2,872	2,872	2,872
6.3 SECURE SHERIFF PARKING	In 1.4 Secure Parking			
DEPARTMENTAL GROSS SQUARE FEET	3,262	3,132	3,132	3,132
7.0 STATE OFFICES				
7.1 DEPARTMENT OF HUMAN SERVICES	2,501	2,501	2,501	2,501
7.2 PUBLIC DEFENSE AND CIDC	2,501	2,501	2,501	2,501
DEPARTMENTAL GROSS SQUARE FEET	5,002	5,002	5,002	5,002
COURTHOUSE OVERALL SPACE SUMMARY				
TOTAL DEPARTMENTAL GROSS SQUARE FEET (DGSF)	182,159	176,531	173,992	171,875
TOTAL BUILDING GROSS SQUARE FEET (BGSF) (35% GROSSING FACTOR)	245,915	238,317	234,889	232,032