Pinal County, Arizona
Juvenile Court Complex
Space Needs Assessment
Final Report

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Section 1: Introduction

The Arizona Superior Court, Pinal County (the Court) contracted with the National Center for State Courts (NCSC) to study the long-term facility needs for a Juvenile Court Complex (JCC) in Pinal County, Arizona (the County) and develop a space program for a future JCC. The court facility needs assessment was designed to help the Court prepare for its future Juvenile Justice related facility needs and address relevant issues the Court may face. The needs assessment analyzed court system growth, staffing levels, court workflows, and service delivery needs to assess prospective facility needs and requirements. Emphasis was placed on providing adequate and efficient operating space for the Court and other entities providing service at the JCC, appropriate customer service amenities, appropriate security arrangements (e.g., separate circulation and zoning for judges, judicial support, staff, detained youth, in-custody adults, and the public), accessibility, technology, and the building space and adjacency standards to meet current courthouse design standards. The ultimate goals of the assessment were to ensure that future courthouse facilities are able to accommodate the anticipated workload and services, are user-friendly, operationally efficient, safe, and convey the proper decorum and respect appropriate for Juvenile Adjudication and related services.

A qualitative analysis of feasible and innovative changes and improvements of future services, including references to the applicable national best practices of court administration and state and/or local court initiatives, was conducted to supplement the quantitative model inferences and optimize the resulting facility needs and space solutions. This report identifies the Court's current and future operational environments, the findings on historic and future population demographics and Court case filing trends, future court system staffing requirements, future facility planning considerations, and the courthouse facility space requirements.

Scope of Work

To complete the space needs assessment, it was necessary for the NCSC project team to undertake a series of activities critical for reaching conclusions concerning long-term facilities implementation strategies for the Court. The following list of tasks summarizes the work efforts involved in this project:

1. Simulated future court system evolvement and growth using statistical models. The NCSC project team developed a court case filing trend analysis and long-term court system growth trend projection, with demographic and historical court case filing data of the Court, to gauge relevant growth requirements in the proposed building occupancy.
2. Conducted court operations and service trends analysis to infer future space utilization impacts. The NCSC project team surveyed and interviewed judges, court staff, and justice partner stakeholders to gather input on the future JCC requirements. The surveys and discussions highlighted the Court's experiences and the evolving trends in court operations and space planning, including juvenile justice initiatives, new court program initiatives, increasing use of advanced technology, and streamlined court operation and service delivery. Those trending issues and their impacts were used to formulate the future court operation program, which serve as the base for developing courthouse building requirements.
3. Developed space standards for each section of the program, taking into account operational and functional needs and incorporating modern courthouse design standards. The space standards

quantified the need for adjudication spaces, staff offices, public service environments and related building support functions based on the operational and public service needs of the Court and Juvenile Justice stakeholders.

4. Developed a comprehensive set of space program requirements for respective major court functional areas and courthouse ancillary space. The courthouse space program tabulates respective functional areas and offices using the space standards and the number of units programmed for each building occupant to be included in the new court facility.

Section 2: Overview of the Juvenile Court and Court-Related Agencies

About Superior Courts in Arizona

The Superior Court is Arizona's general jurisdiction court with locations in each county. Each county has at least one Superior Court judge. Article VI § 14 of the Arizona Constitution provides the Superior Court with jurisdiction over: cases and proceedings in which exclusive jurisdiction is not vested by law in another court; equity cases that involve title to or possession of real property or the legality of any tax, assessment, toll or municipal ordinance; other cases in which the value of property in question is $1,000 or more, exclusive of interest and costs; criminal cases amounting to a felony, and misdemeanor cases not otherwise provided for by law; forcible entry and detainer actions (evictions of renters); proceedings in insolvency (however, bankruptcy is handled in federal court); actions to prevent or stop nuisances; matters of probate (wills, estates); dissolution or annulment of marriages (divorces); naturalization and the issuance of appropriate documents for these events; and, special cases and proceedings not otherwise provided for, and such other jurisdiction as may be provided by law. The Superior Court also acts as an appellate court for justice and municipal courts as well as provides probation supervision for adults and juveniles.

In the superior court system, each court is entitled to one superior court judge and one additional judge for every 30,000 county residents or majority fraction thereof. The Arizona Supreme Court designates a presiding judge for counties with two or more superior court judges. A 1971 state law (A.R.S. § 12-141) authorized the Chief Justice of the Supreme Court to appoint judges pro tempore (temporary judges) for one-year terms to assist with caseloads. These judges usually work part-time. A judge pro tempore may be appointed to serve in the county where he or she lives, or another county. A county's superior court presiding judge may appoint court commissioners to perform limited judicial duties if the county has at least three judges. These commissioners hear cases where an uncontested charge has been entered. They may also conduct the initial appearance of a defendant charged with a crime.

Pinal County Superior Court

The Arizona Superior Court in Pinal County is comprised of 17 judicial officers (10 judges and 7 commissioners) that hear criminal, civil, family law, juvenile, and probate matters. The Court is led by a Presiding Judge and Associate Presiding Judge, both of whom oversee the entire court. The criminal, civil, family law, juvenile, and probate courts, also referred to as "benches," are each led by a bench presiding judge.

Juvenile Court

There are currently three Superior Court Juvenile Judges assigned to hear all juvenile cases involving delinquency and dependency.

Delinquency and Incorrigibility: In Arizona, the Superior Court exercises jurisdiction over juveniles 8 to 17 years old who have been processed through the juvenile system for either delinquent or incorrigible acts. Children

under the age of eight are considered dependent regardless of the nature of the act committed and individuals 18 and older are considered adults (A.R.S. Section 8-201.13). A juvenile under the age of eighteen commits a delinquent act if that same act committed by an adult would be a criminal offense. When a juvenile commits an offense that would not be considered a crime if he or she were an adult, it is often referred to as a status offense. Incorrigible juveniles are juveniles who habitually disobey the direction of the their lawful parents, guardians, or legal custodians. Examples include, juveniles who are consistently truant from school, have run away from home, or violated curfew.

Dependency: The dependency process is the court process for families that are involved with the Department of Child Safety (DCS). The dependency process begins when a child has been removed from the home because there has been an allegation of abuse, neglect, or abandonment. A dependency petition must be filed within 72 hours of the child's removal in order for the dependency process to continue.

Court Administration

Larger Arizona counties, like Pinal County, have court administrators to assist the presiding judge with case management, records management, financial management, human resources, information technology and other administrative functions. Court administration manages a number of services through various court departments such as Juvenile Court Services, Adult Probation, Conciliation Court, Court Interpreters, Court Reporters, Law Library, Pretrial Services, Procurement / Finance, and Public and Media Relations.

In the future, Court Administration will assume support for the above listed functions and programs associated with Juvenile Court at the new JCS building.

Juvenile Court Services

The mission of the Pinal County Department of Juvenile Court Services (JCS)[1] is to create positive growth opportunities by implementing programs that empower youth and strengthen families while improving community safety through the use of evidence-based practices. JCS provides youth, victims, and families with the resources and tools for achieving success through a seamless solution-based continuum of care. They provide public safety under the jurisdiction of the Superior Court and redirect juveniles to become more accountable for their actions.

Juvenile Court Services is overseen by a Director and includes four major departments including Administrative Services, Operations (including CASA, Treatment, and Dependency Services), Probation, and Pinal County Juvenile Detention. All JCS components are included in the planning for a new JCC with the exception of the Pinal County Juvenile Detention which will remain in operation after the opening of the new JCC.

[1] See the Pinal County JCS webpage at: https://www.pinalcourtsaz.gov/204/Juvenile-Court-Services

Court Appointed Special Advocates (CASA)

In Arizona, there are 15 county CASA programs administered by the CASA of Arizona office which is a program of the Dependent Children's Services Division of the Arizona Supreme Court Administrative Office of the Courts.

From the CASA of Arizona[2] Webpage:

"CASA volunteers are appointed by judges to watch over and advocate for abused and neglected children, to make sure they don't get lost in the overburdened legal and social service system or languish in inappropriate group or foster homes. Volunteers stay with each case until it is closed and the child is placed in a safe, permanent home. For many abused children, their CASA volunteer will be the one constant adult presence in their lives.

CASA strives to ensure that society is fulfilling its most fundamental obligation to children in need. CASA trains and supports qualified, compassionate adults that will fight for and protect a child's right to be safe, to be treated with dignity and respect, and to learn and grow in the security of a loving family."

Treatment Services

As part of its mission, JCS provides youth, victims, and families with the resources and tools for achieving success. The JCS staff includes counselors who can help children and teens with behavioral health issues. The Court also collaborates with multiple partner agencies, groups, and organizations to provide valuable resources for clients involved in juvenile court proceedings. These groups include attorneys, social workers, case managers, etc. who appear in court for one or multiple cases that are docketed throughout the day. A listing of some of these agencies is included later in this report.

Dependency Services

JCS provides support for dependency cases through case management and mediation services. The objective of the Dependency Services is to promote the safety, permanency and well-being of children and families.

Juvenile Probation

Juvenile probation officers in Arizona are responsible for overseeing and managing the cases of young individuals who have been placed on probation by the court. Overall, the role of a juvenile probation officer is to rehabilitate and support young individuals in the justice system, aiming to help them reintegrate into the community successfully while addressing underlying issues that may contribute to delinquent behavior.

The core tenets of juvenile probation are:

- Protection of the community
- Belief that juveniles can make positive changes in their behavior

[2] See the state's CASA in Pinal County page at: https://www.azcourts.gov/casaofpinalcounty

- Fostering law-abiding behavior
- Restitution to victims and society for the wrongs committed against them
- Preservation of the best interest of the child
- Stability of the family unit

Probation Officers meet with juveniles and their families to perform assessments and research their family and social history. Probation Officers are responsible for making regular visits to juveniles' homes to make sure that they are following the conditions set by the Court. They also work closely with each juvenile and their family to change or eliminate behavioral issues. If a juvenile does not comply with his or her court order, the Probation Officer must then provide recommendations to the judge for alternate sentencing or treatment. Each juvenile on probation receives a case plan addressing their individual risks and needs.

Pinal County Juvenile Detention

The Pinal County Juvenile Detention Center is a short-term, constructive youth living environment used to stabilize the offender by restoring victim sensitivity and instilling community accountability. As noted above, the YJC will remain in operation alongside the opening and operation of the new JCC.

Clerk of the Superior Court

The Clerk of the Superior Court's Office, which was established by the Arizona Constitution as one of several elected offices and which serves as the official record keeper and financial officer for the Superior Court. The Clerk maintains court case files; certifies documents; collects fees; issues summonses, subpoenas, and marriage licenses; and performs other duties required by law (e.g., acts as an acceptance agency for passports). The Clerk's Office provides services including: Provide access to all records of the Superior Court in Pinal County to the public, court, media, and the legal community; Attend each Superior Court session to record the actions of the Court; the first stop in initiating a Superior Court action in civil, criminal, juvenile, probate, adoption, or domestic relations matters; Collect and disburse court-ordered fees, fines, and victim restitution in an expedient manner; Receive, distribute, and preserve official court documents; Store exhibits for all court cases; Issue and record marriage licenses; Process all records in juvenile dependency, delinquency, severance, and adoption cases; Process passport applications; Act as Jury Commissioner to establish a pool of jurors for trial in Superior Court and Justice Court cases, and for grand jury for the Superior Court and State Court.

Currently, the Clerk does not maintain a stand-alone department for supporting the Juvenile Court. The programmed space for this assessment reflects the Clerk's vision for Juvenile clerk operations at a new JCC facility.

Pinal County Attorney

The County Attorney's Office is tasked with charging and prosecuting alleged violations of the law that occur within the county. The Office consists of over 140 professionals working to provide fair and just prosecutions, informative crime preventions programs and education, and first-rate legal representation to help provide a safe, stable and prosperous community. The Juvenile Division of the County Attorney's Office reviews referrals

from juvenile probation on crimes committed by juveniles. Decisions are made based upon severity of crime, recidivism, and other factors as to whether to file a petition, defer prosecution, or not file on the juvenile.

The County Attorney occupies a new building located adjacent to the existing Superior Court and does not require new permanent office space for Juvenile Division staff members. For planning of the new JCC, consideration should be given for providing adequate satellite space to support the Office's work in the juvenile justice system.

Pinal County Public Defender

The Pinal County Public Defender provides legal defense services to indigent adults and juveniles facing criminal charges and/or mental health commitments when appointed by the Pinal County Superior Court or a Justice Court within Pinal County. The Public Defender's goal is to provide superior legal representation, safeguard fundamental individual rights, and ensure equal access to the protections afforded by the United States Constitution, the Arizona Constitution, and the laws of Arizona.

Public Defense Services manages the contracts related to all contract counsel representation. In Pinal County, contract counsel provides representation in cases where the Court appoints counsel, and in cases where the Public Defenders has a conflict or is otherwise unable to represent the individual. The Public Defender is not appointed for dependency cases which are handled by 21 contracted lawyers. There are three Judicial Officers who hear these cases, each court has a team of 7 lawyers who handle cases in their courtroom.

For planning of the new JCC, consideration should be given for providing adequate drop-in workspace to support public defense work in the juvenile justice system.

Pinal County Superior Court Security

Superior Court Security goal is to ensure a safe and secure environment for judges, staff, and all patrons of the Court. Security functions include:

- Screening visitors who enter via x-ray machines and walk-thru scanners
- Courtroom security
- Security patrols and sweeps for contraband and/or dangerous items
- Security system monitoring and dispatch – including monitoring courtrooms and the overall building by CCTV and review of footage of any incidents
- Detaining individuals who have been remanded by the court or are disruptive
- Helping patrons with informational needs

Section 3: Court System Future Growth Modeling

The planning process for court space involves the projection of future growth and the determination of its architectural implications in terms of the operational work environment of the Courts and court-related agencies. Planning considerations include the number of individuals expected to work in the JCC, the various types of services to be provided, and the estimated caseload volumes and growth trends. To give a realistic and reasonable basis for estimating future requirements for future facilities, the project team analyzed case filing data trends along with County population demographics to develop the future growth models. The statistical growth models and operational requirements infer the facility requirements for the JCC.

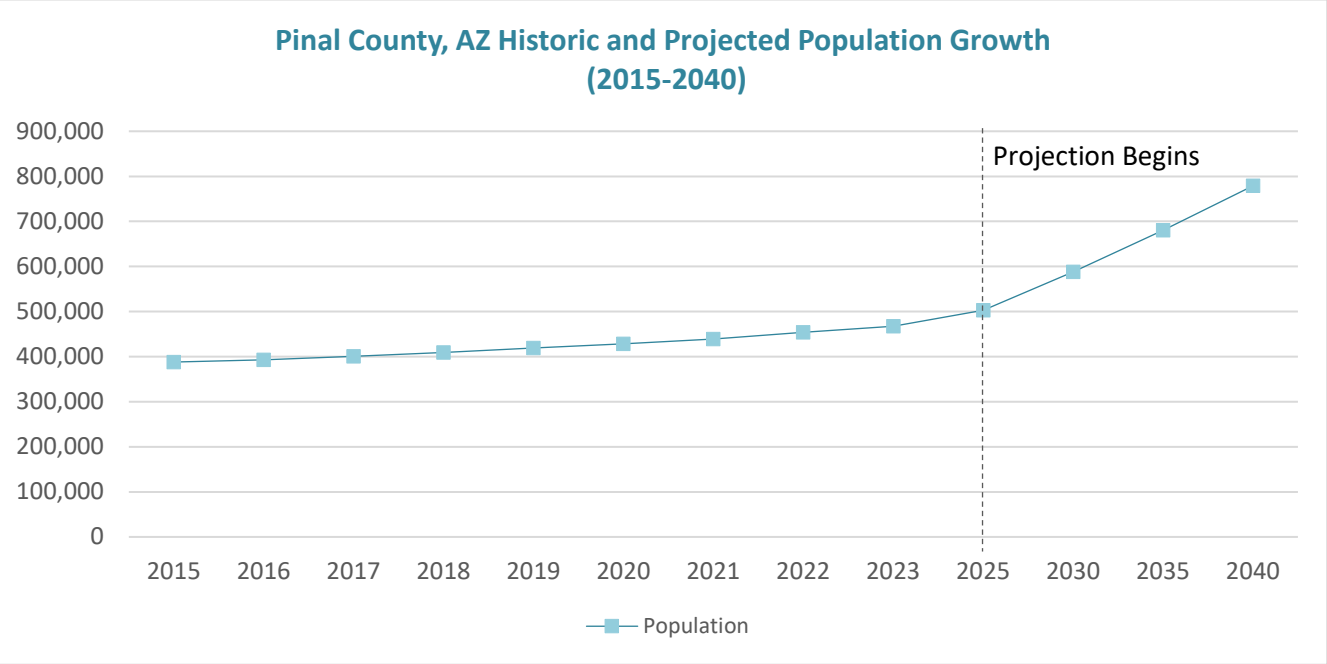
Historical and Projected Population Estimates

Pinal County Population Summary

According to population data published by the Arizona Office of Economic Opportunity, Pinal County's population has consistently increased. From 2015 to 2023, the population increased by approximately 20.5 percent. This growth trend is expected to continue with an estimated population increase of approximately 45.4 percent by 2035. By 2040, the population is anticipated to reach 778,909, increasing by 66 percent from 2023.

Table 1: Pinal County Population Summary

Year	Historical Total Pinal County Population	2040 Pinal County Population Projection
2015	387,993	
2016	392,646	
2017	400,950	
2018	409,472	
2019	419,310	
2020	428,220	
2021	439,128	
2022	453,924	
2023	467,459	
2025		502,948
2030		587,821
2035		680,137
2040		778,909



Source: Arizona Office of Economic Opportunity

Pinal County Juvenile Population Summary

To estimate the juvenile population growth in Pinal County through the year 2042, the project team obtained and reviewed historical county population data from the U.S. Census Bureau and forecasted population estimates from the Arizona Commerce Authority.

Additionally, the project team reviewed the overall proportion of the total Pinal County population that were juveniles as well as the juvenile population growth trends by the following age cohorts: 0 to 4, 5 to 9,10 to 14, and 15 to 19.

The Pinal County juvenile population has increased 3.4 percent between 2011 and 2022; however, the County is anticipating a high annual growth rate in the coming years. This additional growth is largely due to the continued "out-migration" and infrastructure expansion in the neighboring counties outside of Maricopa County.

By 2042, the juvenile population is estimated to grow by 79.2 percent, with the most substantial increases in the 0-4 and 5-9 age cohorts. Specifically, the 0-4 age group is projected to grow by 97.5 percent, and the 5-9 age group by 107.4 percent by 2042.

Table 2: Historical Juvenile Population Summary

Year	Historical Total Juvenile Population (0- 19 years)	Historical Total Pinal County Population	Percent of Pinal County Population Ages 0-19		Juvenile Age Cohorts 0 - 4	5 - 9	10 - 14	15 - 19
2011	108,305	380,018	28.50%					
2012	108,355	381,533	28.40%					
2013	108,293	382,662	28.30%					
2014	107,936	385,484	28.00%					
2015	105,922	387,993	27.30%					
2016	104,051	392,646	26.50%					
2017	105,049	400,950	26.20%					
2018	104,825	409,472	25.60%					
2019	106,085	419,310	25.30%					
2020	106,627	428,220	24.90%					
2021	108,904	439,128	24.80%					
2022	**111,966**	**453,924**	**24.7%**		**23,925**	**24,924**	**30,024**	**33,093**
		Percent of Total Pinal County Population			**5.3%**	**5.5%**	**6.6%**	**7.3%**

Table 3: Projected Juvenile Population Summary

Year	Juvenile Age Cohorts 0-4	5 to 9	10 to 14	15 to 19	Total		Year	Age of Cohort: Percent of Total Juvenile Population 0-4	5 to 9	10 to 14	15 to 19
2022	23,925	24,924	30,024	33,093	111,966		**2022**	21.4%	22.3%	26.8%	29.6%
2023	25,587	25,566	29,292	34,623	115,068		**2023**	22.2%	22.2%	25.5%	30.1%
2024	27,338	26,155	28,490	35,835	117,818		**2024**	23.2%	22.2%	24.2%	30.4%
2025	29,125	26,838	28,184	36,459	120,606		**2025**	24.1%	22.3%	23.4%	30.2%
2026	30,847	27,776	28,625	36,134	123,382		**2026**	25.0%	22.5%	23.2%	29.3%
2027	32,539	29,054	29,346	34,971	125,910		**2027**	25.8%	23.1%	23.3%	27.8%
2028	34,008	30,809	29,862	33,946	128,625		**2028**	26.4%	24.0%	23.2%	26.4%
2029	35,475	32,761	30,411	32,941	131,588		**2029**	27.0%	24.9%	23.1%	25.0%
2030	36,912	34,777	31,105	32,525	135,319		**2030**	27.3%	25.7%	23.0%	24.0%
2031	38,296	36,694	32,117	32,944	140,051		**2031**	27.3%	26.2%	22.9%	23.5%
2032	39,604	38,563	33,514	33,672	145,353		**2032**	27.2%	26.5%	23.1%	23.2%
2033	40,821	40,166	35,453	34,174	150,614		**2033**	27.1%	26.7%	23.5%	22.7%
2034	41,934	41,764	37,604	34,716	156,018		**2034**	26.9%	26.8%	24.1%	22.3%
2035	42,928	43,316	39,814	35,418	161,476		**2035**	26.6%	26.8%	24.7%	21.9%
2036	43,820	44,818	41,900	36,495	167,033		**2036**	26.2%	26.8%	25.1%	21.8%
2037	44,608	46,241	43,937	38,003	172,789		**2037**	25.8%	26.8%	25.4%	22.0%
2038	45,292	47,568	45,681	40,112	178,653		**2038**	25.4%	26.6%	25.6%	22.5%
2039	45,878	48,783	47,424	42,454	184,539		**2039**	24.9%	26.4%	25.7%	23.0%
2040	46,384	49,876	49,130	44,868	190,258		**2040**	24.4%	26.2%	25.8%	23.6%

2041	46,835	50,848	50,772	47,128	195,583		2041	23.9%	26.0%	26.0%	24.1%
2042	47,260	51,703	52,328	49,335	200,626		2042	23.6%	25.8%	26.1%	24.6%
Growth by year 2042	**97.5%**	**107.4%**	**74.3%**	**49.1%**	**79.2%**		**Change by year 2042**	**2.2%**	**3.5%**	**-0.7%**	**-5.0%**

Pinal County Juvenile Sub-County Population Summary

Data obtained from the U.S. Census and Census Reporter, provides an overview of historical juvenile (ages 0-19) population trends across the following sub-counties: Apache Junction, Casa Grande, Coolidge, Eloy, Florence, Kearny, Mammoth, Maricopa City, Queen Creek, and Superior. Population projections were calculated based on historical percent distribution patterns derived from Census data. The following breakdown includes population estimates for the age groups 0-19, 10-19, and 15-19 within these sub-counties.

Table 4 below outlines the population estimates for the age groups 0-19. Among the sub-counties, Casa Grande and Maricopa City consistently maintain the highest juvenile populations. According to Census data, approximately 30.6 percent of Maricopa City's population and 28.3 percent of Case Grande's population were aged between 0-19. In contrast, Kearny, Mammoth, and Superior, currently hold the smallest juvenile populations.

Although Kearny has one of the smallest juvenile populations among the sub-counties, 29 percent of its residents are under the age of 19. Similarly, Queen Creek, though smaller in overall population, has the highest percentage of youth, with 33.3 percent of its residents aged 0-19.

From 2015 to 2042, all sub-counties are projected to experience significant growth in their juvenile populations. By 2040, most of the sub-counties, regardless of size, are projected to see increases in juvenile populations of over 85 percent compared to 2015.

Table 4: Juvenile Population Summary Per Sub-County (Age 0-19)

Sub-County	Historical Population		Projected Population				
	2015	2023	2025	2030	2035	2040	2042
Apache Junction	6,299	6,843	7,172	8,047	9,603	11,314	11,931
Casa Grande	15,161	16,470	17,263	19,369	23,113	27,233	28,717
Coolidge	3,832	4,163	4,363	4,895	5,841	6,883	7,258
Eloy	2,255	2,450	2,568	2,881	3,438	4,051	4,272
Florence	2,194	2,383	2,498	2,803	3,344	3,940	4,155
Kearny	502	545	571	641	765	901	950
Mammoth	200	217	228	255	305	359	379
Maricopa City	17,820	19,358	20,290	22,765	27,166	32,008	33,752
Queen Creek	3,162	3,435	3,600	4,040	4,821	5,680	5,989
Superior	337	367	384	431	514	606	639

Table 5 below outlines the population estimates within these sub counties for ages 10-19. Maricopa and Queen Creek have the highest proportions of this age group within their population, with 16.22 percent in Maricopa and 18.11 percent in Queen Creek. Coolidge also ranks high, with 16.16 percent of its population in this age range. Casa Grande follows closely, with 14.67 percent.

Kearny, while having lower total populations, still maintains a prominent population within this age group with 14.95 percent. Florence, Superior, and Apache Junction hold the smallest percentage with less than 10 percent each.

The population trends have consistently increased across these sub counties from 2015 to 2023. The population for this age group is expected to continue to increase through 2024.

Table 5: Juvenile Population Summary Per Sub-County (Age 10-19)

Sub-County	Historical Population		Projected Population				
	2015	2023	2025	2030	2035	2040	2042
Apache Junction	3,294	3,881	3,925	3,864	4,569	5,708	6,174
Casa Grande	7,848	9,247	9,352	9,206	10,884	13,599	14,708
Coolidge	2,219	2,615	2,645	2,603	3,078	3,846	4,159
Eloy	1,317	1,552	1,570	1,545	1,827	2,282	2,468
Florence	997	1,175	1,188	1,170	1,383	1,728	1,869
Kearny	337	397	402	396	468	584	632
Mammoth	89	105	106	105	124	154	167
Maricopa City	9,368	11,039	11,164	10,989	12,993	16,234	17,558
Queen Creek	1,735	2,044	2,067	2,035	2,406	3,006	3,251
Superior	192	226	229	225	266	333	360

The below table illustrates the historic and projected population of 15–19-year-olds within each sub county. Maricopa City and Casa Grande account for the largest population of this age group, while Mammoth, Superior, and Kearny represent the smallest populations. Despite Kearny's relatively small population total, it has the second-highest proportion of residents in this age group at 7.78 percent, following Queen Creek, where 8.28 percent of its population falls within this age range.

Table 6: Juvenile Population Summary Per Sub-County (Age 15-19)

Sub-County	Historical Population		Projected Population				
	2015	2023	2025	2030	2035	2040	2042
Apache Junction	1,630	2,174	2,289	2,042	2,224	2,817	3,098
Casa Grande	3,161	4,216	4,439	3,960	4,313	5,463	6,007
Coolidge	1,009	1,346	1,417	1,264	1,377	1,744	1,918
Eloy	748	998	1,051	938	1,021	1,293	1,422
Florence	417	556	585	522	569	720	792
Kearny	178	237	249	222	242	307	337

Mammoth	49	65	69	61	67	85	93
Maricopa City	4,202	5,604	5,901	5,264	5,732	7,262	7,985
Queen Creek	803	1,071	1,128	1,006	1,096	1,388	1,526
Superior	142	190	200	178	194	246	270

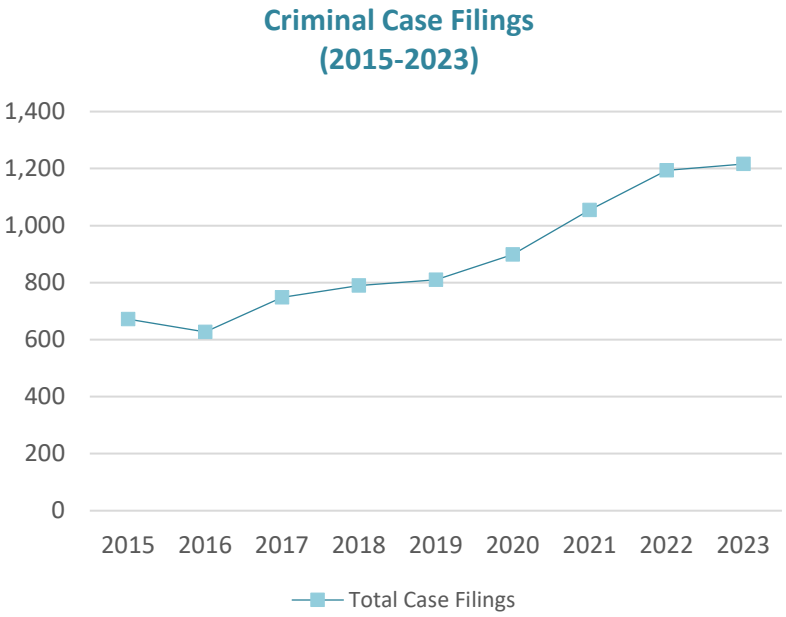
Historical and Projected Case Filing Trends

The primary purpose of the forecasting process is to provide a realistic and reasonable basis for estimating future facility needs for the Court and related agencies. The first step necessary to produce case filing projections for a planning horizon of 2042 is to analyze the Court's recent historical case filing data and growth trends. For courthouse planning purposes, an analysis of the number of new cases filed, by case type, over the past years provides sufficient guidance for estimating the growth of the court system and infers the resulting long-term judgeship and space needs.

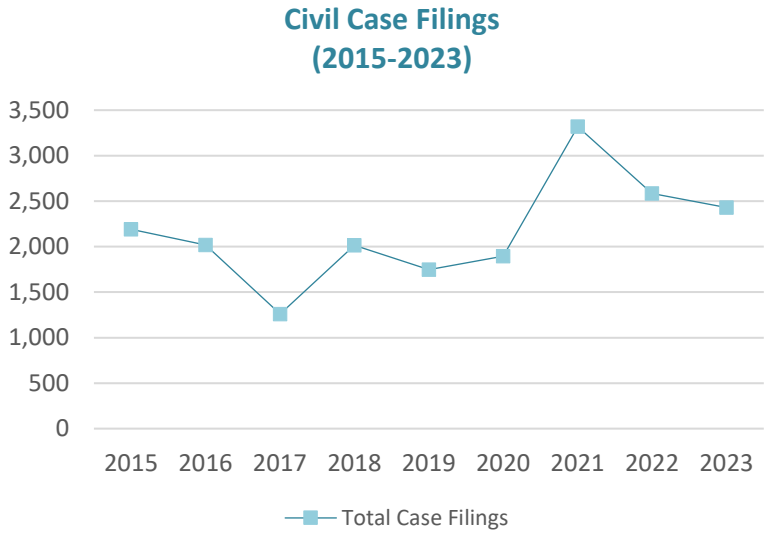
Superior Court Historical Case Filings

Table 7: Superior Court Historical Case Filings

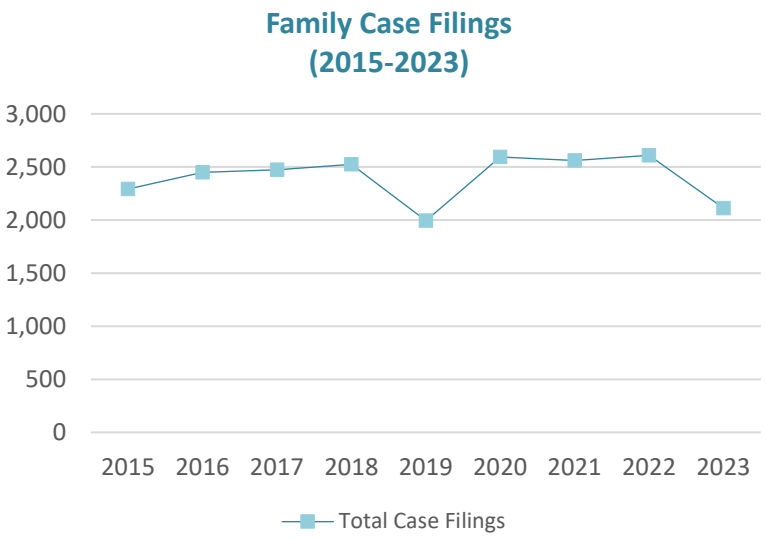
Year	Criminal	Civil	Family	Probate	Total Filings
2015	3,772	2,191	2,294	672	8,929
2016	3,625	2,020	2,449	627	8,721
2017	3,485	1,260	2,475	748	7,968
2018	3,000	2,014	2,524	790	8,328
2019	2,969	1,749	1,994	810	7,522
2020	2,553	1,896	2,595	899	7,943
2021	2,339	3,319	2,560	1,055	9,273
2022	2,201	2,583	2,610	1,194	8,588
2023	2,819	2,430	2,111	1,216	8,576
Percent Change (2015-2023)	**-25%**	**11%**	**-8%**	**81%**	**-4%**



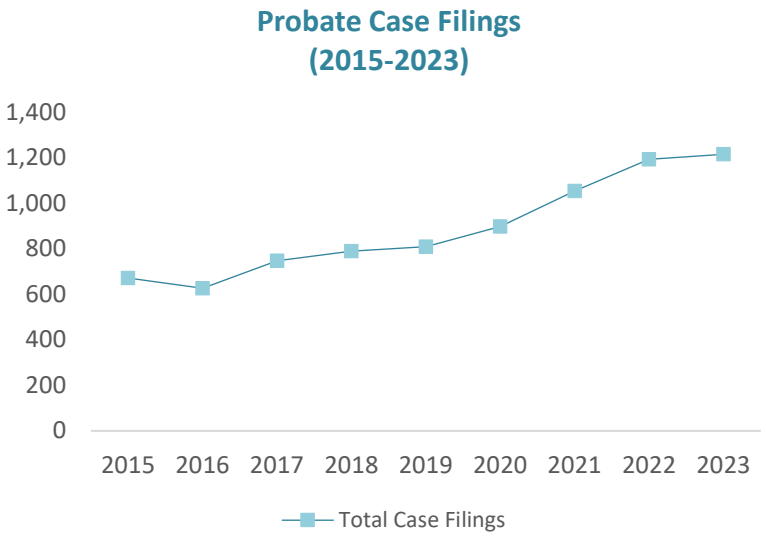
From 2015 to 2023 the total number of new criminal filings decreased by 25 percent. The decline in filings became more pronounced during the onset of the COVID-19 pandemic, as seen in 2020, where filings dropped to 2,553, followed by a further decrease to 2,339 in 2021. However, in 2023, case filings increased by 28 percent from 2022 totaling 2,201 cases.



Overall, civil filings increased by 11 percent from 2015 to 2023. However, as illustrated in the chart, filing trends during this period were inconsistent. The first noticeable fluctuation occurred in 2017 when filings decreased by 38 percent to 1,260 cases. This marked the lowest number of civil filings since 2002, when filings averaged around 1,000 cases. In 2021, filings increased by 75% in 2021 and have decreased since then likely due to the impact of COVID-19. Although filings have decreased, they remain higher than pre-pandemic totals.



Family case filings have remained generally stable from 2015 to 2023, with the exception of a 21 percent decrease in 2019. Filings stabilized in the following years, averaging around 2,500 cases between 2020 and 2022. In 2023, filings declined again, marking the lowest total since 2019 and an 8% decrease compared to 2015. Despite this recent drop, family case filings from 2015 to 2023 remained higher than in previous years.



Probate case filings show a consistent growth trend increasing by 81% between 2015 to 2023. The most significant increase occurred post pandemic with filings increasing from 899 in 2020 to 1,055 in 2021. This trend continued into 2022 where filings reached 1,194 and 2023 where filings totaled 1,216 cases.

This upward trend is not an isolated or temporary growth. Between 1994 and 2013, probate case filings increased by 31 percent. This historical context points to a continuous long-term growth in probate cases.

Juvenile Court Historical Case Filings

The total number of new juvenile dependency petitions entered into the Court fluctuated significantly (36.76 percent) between 2009 and 2023. Conversely, Juvenile Delinquency petitions declined significantly by 57.78 percent between the same years.

The project team also reviewed the annual number of hearings scheduled as a ratio to the number of petitions filed. The number of scheduled hearings per juvenile dependency and delinquency petitions increased 84.75 percent between 2014 and 2023. This reflects the increasingly complex nature of these cases and higher workload for each petition filed.

Over the past 10 years, despite a 35.3 percent decrease in delinquency petitions, the number of hearings annually conducted has remained constant, indicating that for every petition filed, the average number of events required to process the case has increased.

For long-term forecasting, the project team will utilize the annual number of hearings scheduled as the indicator for future growth.

Table 8: Juvenile Court Historical Case Filings and Hearings

Year	Juvenile Dependency Petitions	Juvenile Delinquency Petitions	Juvenile Probation Starts		Juvenile Dependency Hearings	Ratio of Dependency Hearings to Petitions	Juvenile Delinquency Hearings	Ratio of Delinquency Hearings to Petitions
2009	204	1,246	1,246		N/A			
2010	232	1,369	1,369					
2011	266	1,299	1,299					
2012	280	1,245	1,245					
2013	268	970	970					
2014	378	967	967		6,027	***15.9***	3,239	**3.3**
2015	430	1,169	1,169		7,786	***18.1***	3,254	**2.8**
2016	357	1,103	1,103		7,675	***21.5***	3,460	**3.1**
2017	406	946	946		7,979	***19.7***	3,341	**3.5**
2018	334	765	765		6,579	***19.7***	2,272	**3.0**
2019	394	806	806		7,357	***18.7***	3,202	**4.0**
2020	437	812	812		8,881	***20.3***	3,602	**4.4**
2021	396	482	482		8,488	***21.4***	3,519	**7.3**
2022	311	539	539		7,778	***25.0***	3,451	**6.4**
2023	279	526	526		6,290	***22.5***	3,255	**6.2**
Change Between 2009-2019	93.14%	-35.31%	-35.31%		**Change Between 2014 - 2023**			
Change Between 2009-2023	36.76%	-57.78%	-57.78%		**4.36%**	**41.40%**	**0.49%**	**84.75%**

Projected Case Filing Trends Methodology

Projections based on past filing trends implicitly assume that caseloads change consistently over time or that the factors that influenced caseload growth 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 evolvements. The resulting models were chosen for use in the case filing analysis.

1. **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. Linear regression equations find the relationship that best expresses the trend between two variables (number of case filings and duration of time) and then extend the trend by that amount into the future.
2. **Fixed Ratio to Population** – This model analyzes how case filings trend in relation to population, assuming that case filing levels will change in proportion to changes in the populations 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 the population; this ratio is then applied against the population forecast.
3. **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 influenced 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 the number of cases in relation to yearly population and projects that changing average forward.
4. **Planning Average** – This multi-model trend calculates the mathematical average between chosen applicable forecast models. Understandably, each model has its inherent strengths and weaknesses, the averaging in this fourth model attempts to counter the weakness of one model with the strength of the others. Case filing projections using multiple forecasting models for the court follow.

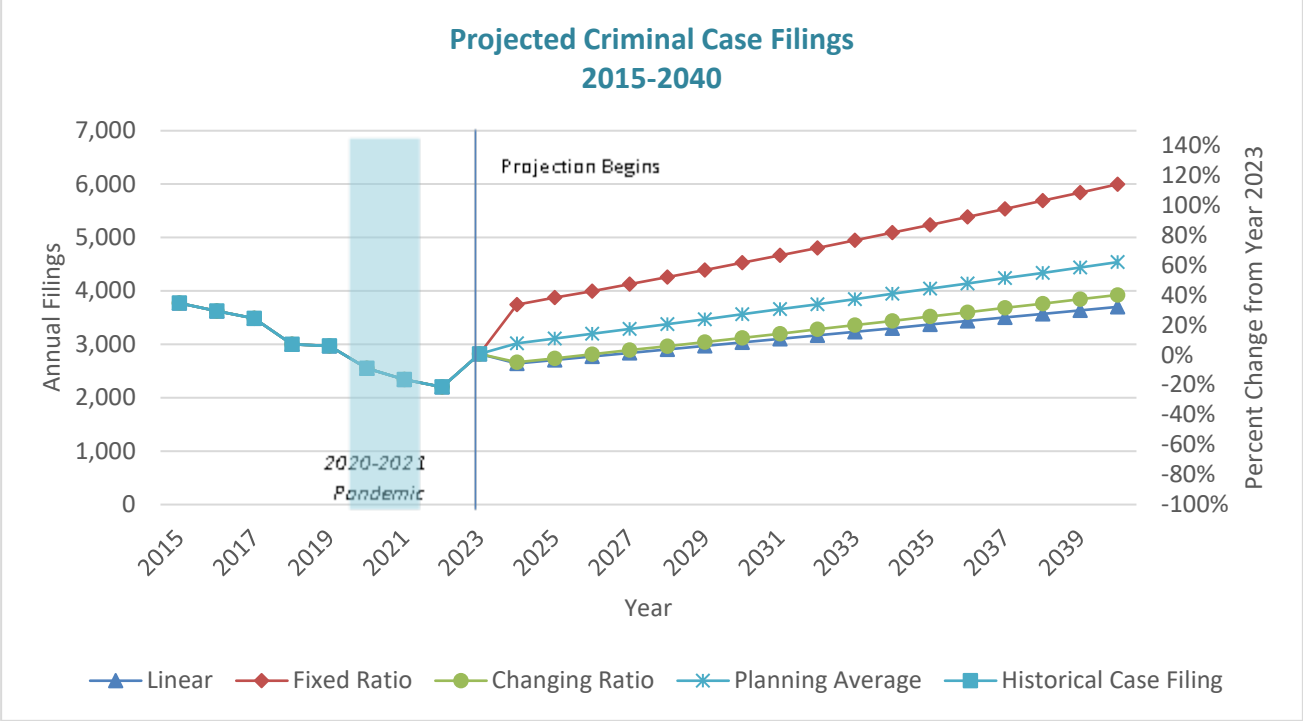
Superior Court Projected Case Filing Trends

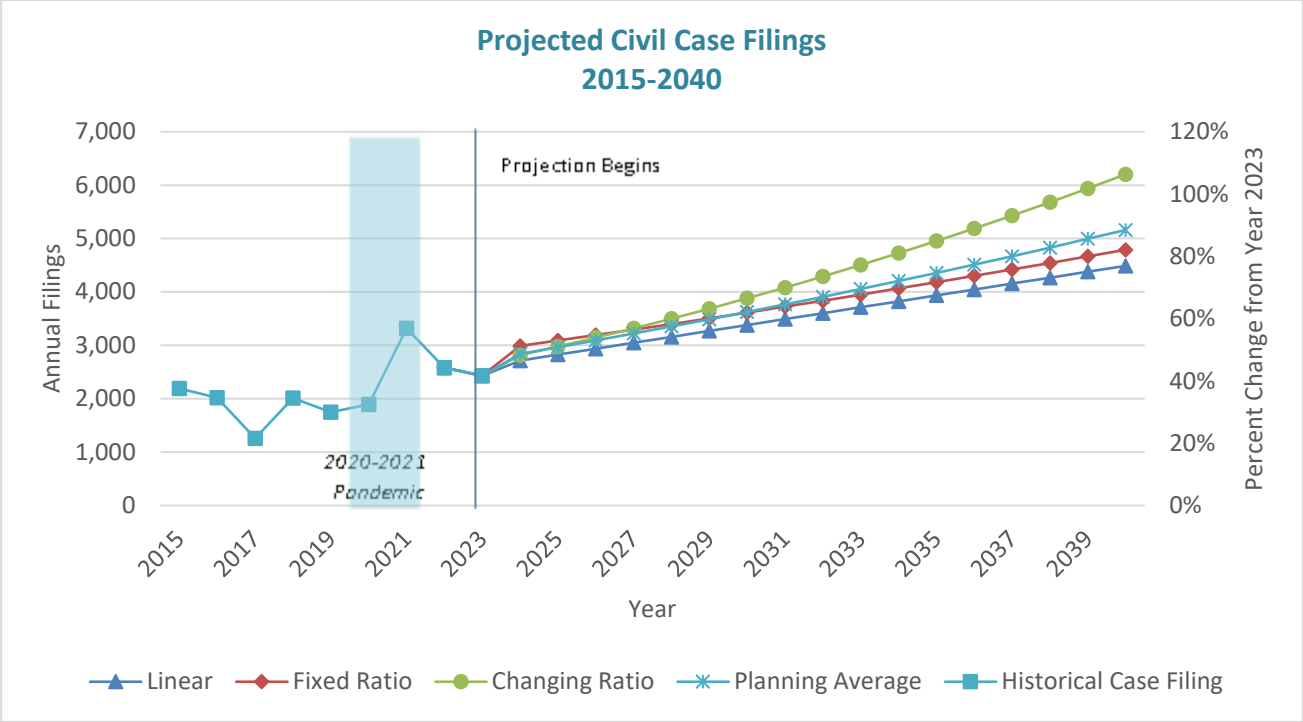
As illustrated in the table and charts below, total case filings across the Superior Court are projected to rise by 76.5 percent between 2023 and 2040. Civil and probate cases are expected to experience the most significant growth. Specifically, civil case filings are anticipated to increase by 112.4 percent from 2,430 in 2023 to 5,160 by 2040. Additionally, probate cases are expected to increase by 118.3 percent. will continue to represent one of the largest volumes of cases with a projected increase of 61.1 percent. Lastly, family cases are forecasted to see more moderate growth with a projected increase of 31.6% by 2040.

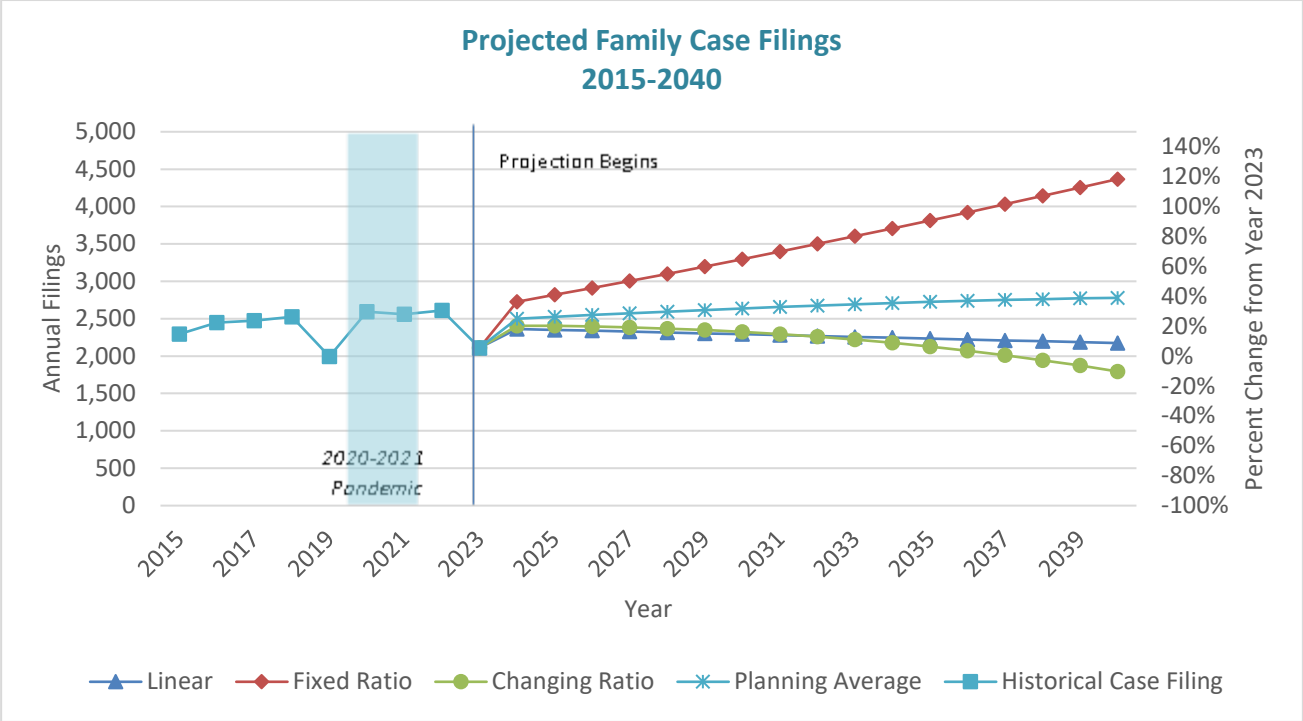
Table 9: Superior Court Projected Case Filing Trends

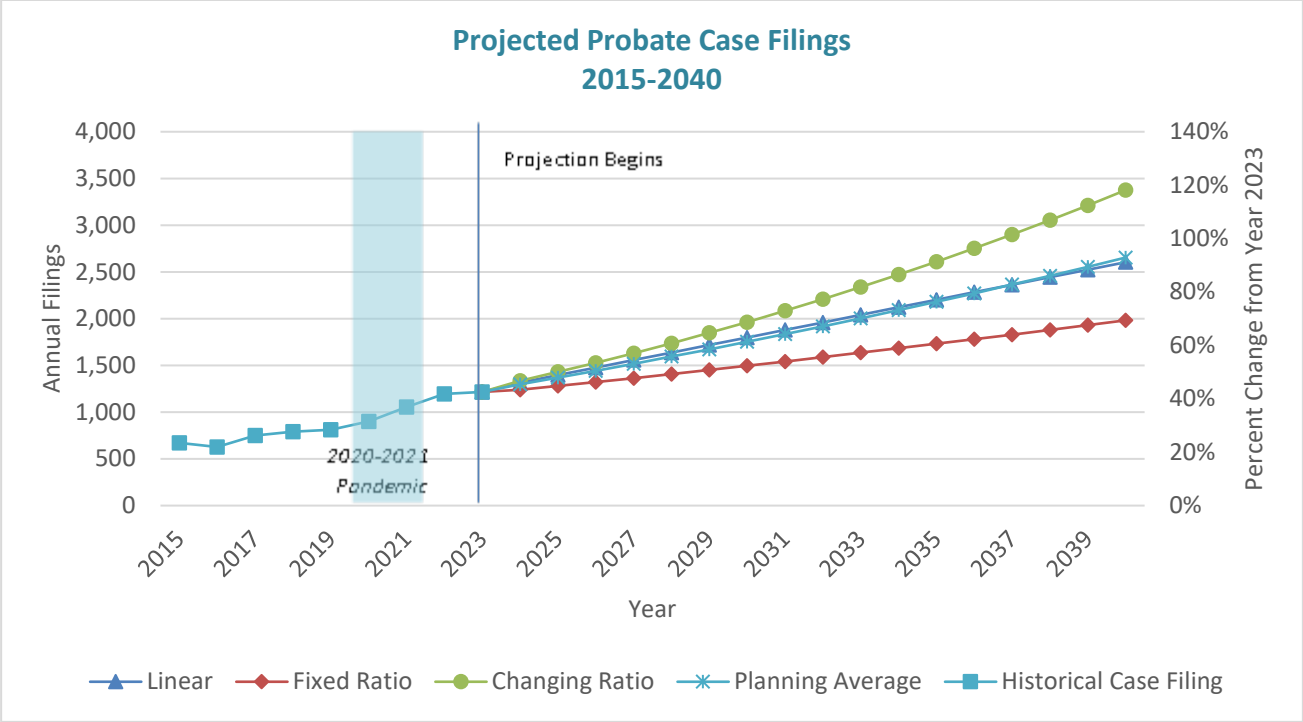
SUPERIOR COURT PROJECTED CASE FILINGS

	Actual			Projected				Percent Growth 2023 – 2040
	2015	2019	2023	2025	2030	2035	2040	
Criminal	3,772	2,969	2,819	3,107	3,562	4,042	4,540	61.1%
Civil	2,191	1,749	2,430	2,965	3,625	4,356	5,160	112.4%
Family	2,294	1,994	2,111	2,524	2,637	2,725	2,779	31.6%
Probate	672	810	1,216	1,369	1,753	2,181	2,654	118.3%
Total	**8,929**	**7,522**	**8,576**	**9,965**	**11,577**	**13,304**	**15,133**	**76.5%**




Projected Civil Case Filings
2015-2040
Annual Filings
Percent Change from Year 2023
Projection Begins
2020-2021
Pandemic
Year
Linear
Fixed Ratio
Changing Ratio
Planning Average
Historical Case Filing


Projected Family Case Filings
2015-2040
Annual Filings
Percent Change from Year 2023
Projection Begins
2020-2021
Pandemic
Year
Linear
Fixed Ratio
Changing Ratio
Planning Average
Historical Case Filing


Projected Probate Case Filings
2015-2040
Annual Filings
Percent Change from Year 2023
Projection Begins
2020-2021
Pandemic
Year
Linear
Fixed Ratio
Changing Ratio
Planning Average
Historical Case Filing

Juvenile Court Projected Case Filing Trends

Future growth projections for the juvenile court indicate substantial increases across several case categories. New juvenile dependency hearings are projected to increase by 55 percent annually. Juvenile delinquency hearings are expected to grow by 35 percent. Lastly, juvenile probation admissions are projected to rise by 36% each year.

Chart 1: Pinal County Juvenile Court Dependency Hearings

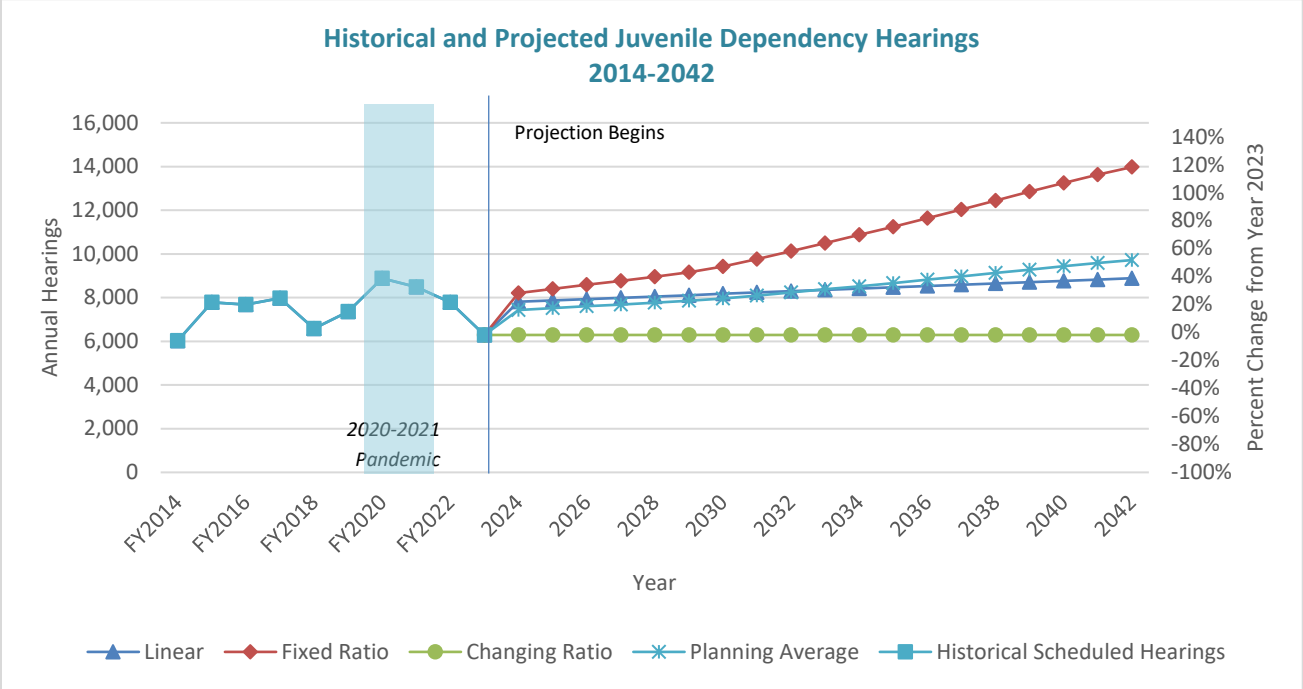


Chart 2: Pinal County Juvenile Court Delinquency Hearings

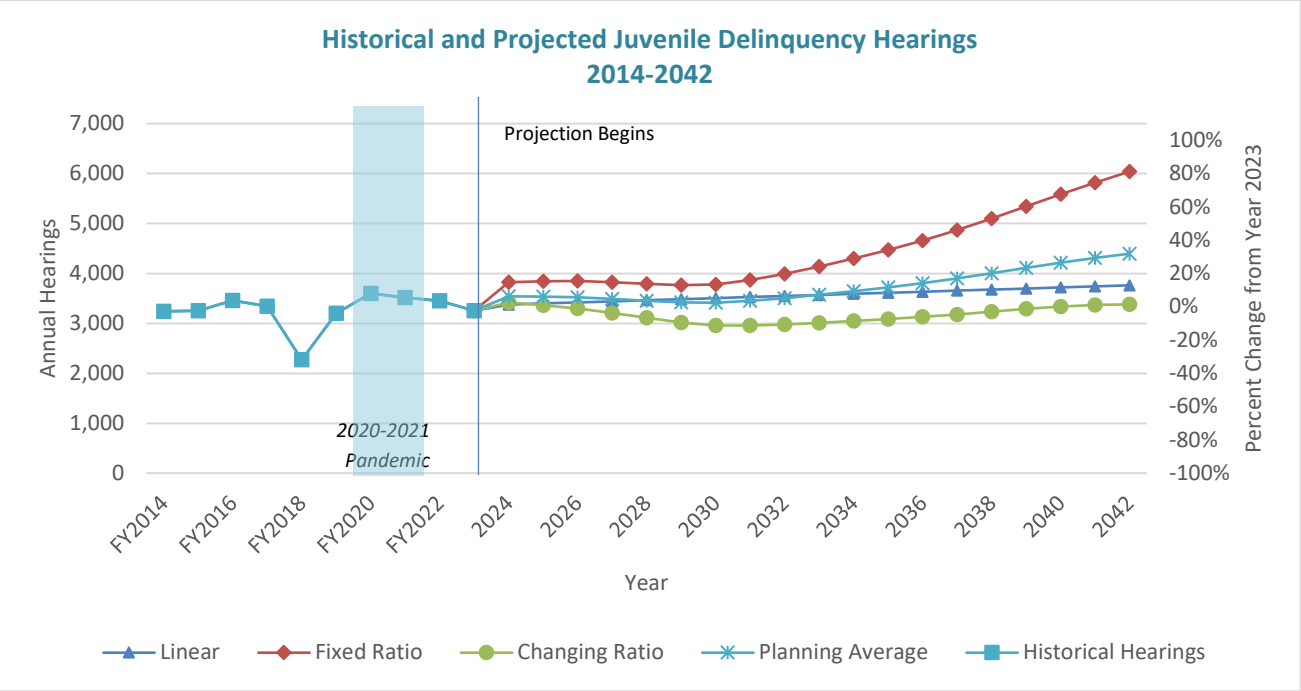
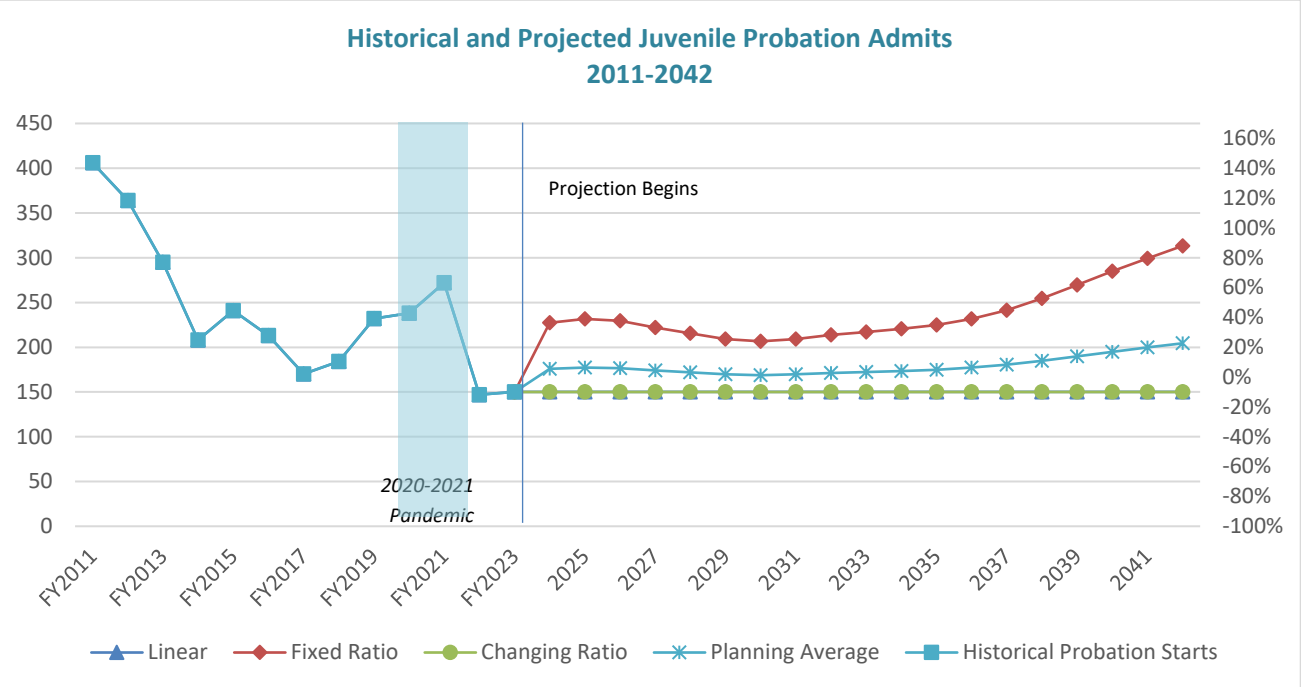


Chart 3: Pinal County Juvenile Probation Admits



Juvenile Court Projected Case Filings Per Sub-County

Juvenile court case filings are outlined below for each sub-county. The overall distribution and growth varies largely by population. Maricopa City accounted for the largest distribution of juvenile dependency and delinquency hearings in 2023, with 44.5 percent of total dependency hearings and 34.2 percent of delinquency hearings. Coolidge followed with 28.6 percent of delinquency hearings. Furthermore, Apache Junction, while smaller in comparison, still handles a significant portion of juvenile cases. In 2023, it accounted for 15.8 percent of dependency hearings and 12 percent of delinquency hearings. Smaller counties such as Mammoth and Superior, account for less than 1 percent of dependency and delinquency hearings. By 2042, total dependency hearings are projected to rise by 154.8 percent, from 2,374 in 2023 to 6,050. Additionally, delinquency hearings are expected to grow by 35.1 percent, while juvenile probation admits will increase by 12.9 percent for all sub-counties. Tables 12-21 outline the individual case filings trends for each sub-county.

Table 10: Distribution of Hearings and Filings (2023)

	Dependency Hearings	Delinquency Hearings	Probation Admits
Apache Junction	374	198	9
Casa Grande	200	471	18
Coolidge	228	133	6
Eloy	134	79	4
Florence	130	60	2
Kearny	30	20	1
Mammoth	12	5	No Data
Maricopa City	1,058	562	24
Queen Creek	188	104	5
Superior	20	12	1
Total	**2,374**	**1,644**	**70**

Table 11: Projected Hearings and Filings (2042)

	Dependency Hearings	Delinquency Hearings	Probation Admits
Apache Junction	736	267	10
Casa Grande	1,772	636	19
Coolidge	448	180	10
Eloy	264	107	5
Florence	256	81	3
Kearny	59	27	1
Mammoth	23	7	No Data
Maricopa City	2,083	759	25
Queen Creek	370	141	5
Superior	39	16	1
Total	**6,050**	**2,221**	**79**

Table 12: Apache Junction Juvenile Case Filing Trends

APACHE JUNCTION PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	463	438	374	490	538	617	704	736	97%
Delinquency	198	194	198	215	207	226	256	267	35%
Total	**661**	**632**	**572**	**705**	**745**	**843**	**960**	**1,003**	**75%**

APACHE JUNCTION PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	15	15	9	13	11	10	10	10	11%

Table 13: Case Grande Juvenile Case Filing Trends

CASE GRANDE PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	1,114	1,053	900	1,180	1,294	1,486	1,696	1,772	97%
Delinquency	471	463	471	511	494	539	610	636	35%
Total	**1,585**	**1,516**	**1,371**	**1,691**	**1,788**	**2,025**	**2,306**	**2,408**	**76%**

CASE GRANDE PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	29	28	18	25	21	19	19	19	6%

Table 14: Coolidge Juvenile Case Filing Trends

COOLIDGE PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	282	266	228	298	327	375	429	448	96%
Delinquency	133	131	133	145	140	152	172	180	35%
Total	**415**	**397**	**361**	**443**	**467**	**527**	**601**	**628**	**74%**

COOLIDGE PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	9	9	6	13	11	10	10	10	67%

Table 15: Eloy Juvenile Case Filing Trends

ELOY PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	166	157	134	175	192	221	252	264	97%
Delinquency	79	78	79	86	83	90	102	107	35%
Total	**245**	**235**	**213**	**261**	**275**	**311**	**354**	**371**	**74%**

ELOY PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	7	7	4	6	5	5	5	5	25%

Table 16: Florence Juvenile Case Filing Trends

FLORENCE PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	161	152	130	171	187	215	245	256	97%
Delinquency	60	59	60	65	63	68	77	81	35%
Total	**221**	**211**	**190**	**236**	**250**	**283**	**322**	**337**	**77%**

FLORENCE PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	4	4	2	3	3	3	3	3	50%

Table 17: Kearny Juvenile Case Filing Trends

KEARNY PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	37	35	30	39	43	49	56	59	97%
Delinquency	20	20	20	22	21	23	26	27	35%
Total	**57**	**55**	**50**	**61**	**64**	**72**	**82**	**86**	**72%**

KEARNY PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	2	2	1	1	1	1	1	1	0%

Table 18: Mammoth Juvenile Case Filing Trends

MAMMOTH PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	15	14	12	16	17	20	22	23	92%
Delinquency	5	5	5	6	6	6	7	7	40%
Total	**20**	**19**	**17**	**22**	**23**	**26**	**29**	**30**	**76%**

MAMMOTH PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	No Data Available								

Table 19: Maricopa City Juvenile Case Filing Trends

MARICOPA CITY PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	1,310	1,238	1,058	1,386	1,521	1,746	1,993	2,083	97%
Delinquency	562	553	562	610	590	643	728	759	35%
Total	**1,872**	**1,791**	**1,620**	**1,996**	**2,111**	**2,389**	**2,721**	**2,842**	**75%**

MARICOPA CITY PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	39	38	24	34	27	25	25	25	4%

Table 20: Queen Creek Juvenile Case Filing Trends

QUEEN CREEK PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	232	220	188	246	270	310	354	370	97%
Delinquency	104	102	104	113	109	119	135	141	36%
Total	**336**	**322**	**292**	**359**	**379**	**429**	**489**	**511**	**75%**

QUEEN CREEK PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	7	7	5	6	5	5	5	5	0%

Table 21: Superior Juvenile Case Filing Trends

SUPERIOR PROJECTED DEPENDENCY AND DELINQUENCY HEARINGS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Dependency	25	23	20	26	29	33	38	39	95%
Delinquency	12	11	12	13	12	13	15	16	33%
Total	**37**	**34**	**32**	**39**	**41**	**46**	**53**	**55**	**72%**

SUPERIOR PROJECTED PROBATION ADMITS

	Actual			Projected					Percent Growth 2023 – 2042
	2015	2019	2023	2025	2030	2035	2040	2042	
Probation	1	1	1	1	1	1	1	1	0%

Section 4: Projected Staffing for the Court and Court-Related Agencies

This section of the report contains staffing projections through the year 2042 for the Court and proposed occupants of the new JCC. 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, whether they are judges or administrative personnel, a thorough staffing analysis should be completed, and that staff should be added only if the additional positions can be justified.

The future staffing requirement estimates consider the historic fluctuation of new case filing entered into the Court with an increasing county population, as well as the observed local practices in the allocation of new judgeships and court staff in Pinal County. These factors indicate that a conservative interpretation of the case filing projections may be considered as they are analyzed for use in the future staffing implications.

Staffing numbers are included only for the Court and court-related agencies requiring permanent office space at the JCC. For example, staffing numbers are not provided for the County Attorney or Public Defender as these agencies have office space in a separate location and thus will not require permanent office space at the JCC.

In addition, an estimate of future Superior Court Judges is included to provide a basis of understanding for nonjuvenile court related space needs. Notably, the construction of the new JCC and the subsequent transition of the Juvenile Court into the new building will create additional capacity within the existing Superior Courthouse for other divisions of the Court (including the Criminal, Civil, and Family Court Divisions) to grow in place without the need to construct a new building addition.

Juvenile Court and Court Related Staffing

Juvenile Court Judicial Officer Staffing

Juvenile Court- Judges	Current	Planned Occupancy
Juvenile Court Judges	3	5
Total Judicial Officers	**3**	**5**

Judicial Support Staffing

Judicial Support Staff	Current	Planned Occupancy
Judicial Assistant	3	5
Official Court Reporter	2	1
Interpreter	1	2
Bailiff	2	3
Vulnerable Persons Unit	2	2
Total Judicial Support Staff	**10**	**13**

Juvenile Court Services (JCS) Administration Staffing

JCS Administration Staff	Current	Planned Occupancy
JCS Executive Component		
Director	1	1
Administrative Specialist	1	1
Financial Tech	1	1
Human Resources Personnel	0	1
JCS Administrative Services		
Division Manager	1	1
Administrative Specialist	2	2
Court Research Analyst	1	1
Sr. Administrative Assistant	1	1
Administrative Assistant	4	5
PC Jolts/Tech	1	1
App Server/PC Specialist	1	2
Courtroom Technology Support Staff	0	2
Network Specialist	0	1
Total JCS Administration Staff	**14**	**20**

Juvenile Court Services (JCS) Operations Staffing

Juvenile Court Services (JCS) Operations Staff	Current	Planned Occupancy
Operations Manager	1	1
CASA		
CASA Supervisor	1	1
CASA Coordinator	3	4
CASA Sr. Administrative Assistant	1	1
CASA Administrative Assistant	1	2
Treatment		
Treatment Services Manager	1	1
Program Coordinator	2	2
Administrative Assistant	1	1
Juvenile Counselor	4	4
Juvenile Counselor Intern	2	2
Dependency		
Dependency Supervisor	1	1
Senior Case Manager	2	3
Dependency Administrative Assistant	2	3
Juvenile Court Mediator	1	1.5
Total JCS Operations Staff	**24**	**27.5**

Note: JCS Pinal County Juvenile Detention Staff, with the exception of the counselor positions noted in the table above, are not planned to be officed in the new JCC and are not included.

Juvenile Court Services (JCS) Probation Staffing

Juvenile Court Services Probation	Current	Planned Occupancy
Florence Probation Office		
Division Manager	1	1
Probation Supervisor – Florence	1	1
Senior Probation Officer – Court Unit - Florence	1	1
Probation Officer – Diversion	2	2
Probation Officer	1	1
Probation Officer – Court Liaison	1	2
Surveillance Officer	1	1
Victim Support Personnel	1	2
Total JCS Florence Probation Staff	**9**	**11**

Note: JCS Probation staffing includes only the positions assigned to the Florence office.

Clerk of the Court

Clerk of the Court – Juvenile	Current	Planned Occupancy
Juvenile Clerk Manager/Deputy Manager	NA	1
Clerk Supervisor	NA	2
Deputy Clerk	NA	6
Courtroom/Processing Clerk	NA	10
Total Clerk of the Court Staff	**NA**	**19**

Note: Currently the Clerk does not organizationally distinguish between staff support for the Juvenile Court and other court jurisdictions. The planned occupancy is based on the Clerk's anticipated staffing model for a stand-alone JCC Clerk division supporting five judicial officers.

Court Security

Clerk of the Court – Juvenile	Current	Planned Occupancy
Sergeant - Juvenile Court	NA	1
Court Security Officer - Juvenile Court	NA	12
Total Clerk of the Court Staff	**NA**	**13**

Note: Currently the Superior Court Security Department does not organizationally distinguish between staff support for the Juvenile Court and other court jurisdictions. The planned occupancy is based on the Court's anticipated security staffing needs for a stand-alone JCC Clerk division.

Superior Court Judicial Officer Staffing

Juvenile Court- Judges	Current	Planned Occupancy
Superior Court Judges	7	12
Commissioners	7	12
Total Judicial Officers	**14**	**24**

Section 5: Space Planning Goals and Operational Considerations

As a means of guiding the development of the future JCC, key planning goals and operational considerations were identified based upon future court system growth expectations, current and future court program initiatives and service expectations, operational needs, functional space needs, as well as accepted planning standards and precedents seen around the country in similar jurisdiction court operations and courthouse designs. These planning considerations describe functional/operational requirements and identify the overall programming concepts and goals for a new Juvenile Court Complex in Pinal County.

The planning of the JCC should account for the impact of the Court's operations and service delivery requirements on the new building program. These include consideration for the following trends:

1. The need to integrate new technologies to support a seamless court environment for in-person, remote and hybrid participants;
2. The need for children and family focused adjudication spaces and a trauma-informed service environment;
3. The need for an enhanced customer centric service enhancement; and
4. The need for an enhanced office environment enhancement; and
5. Optimization of court service delivery mechanisms and work environments using technology.

These evolving trends warrant service delivery improvement and impact space utilization. They should be carefully considered as the Court and County plan for the new JCC. These changing trends may have various levels of impact on the JCC environment, and implementation of many of the recommended are yet to be realized at this point, it is prudent that the facility planning objectives maintain flexibility. This section of the report identifies the operational issues identified by the project team that may impact space in the new JCC.

Overall Vision and Goals

The Pinal County Juvenile Court Complex (JCC) is a new standalone facility that supports a re-imagined vision of juvenile justice that empowers youth and strengthens families while improving community safety through the use of evidence-based practices. The JCC will serve the needs of all stakeholders, including the Community, the Court, the County, and Juvenile Justice Partners in a manner that results in an effective, welcoming, and safe environment. The JCC is planned to meet projected needs through the year 2042 and will provide permanent space for the Superior Court Juvenile Division Courts (including courtrooms and chambers), Juvenile Court Services (Including JCS Administration, JCS Operations, JCS Probation, and JCS detained youth transport operations), Juvenile Court Security, Sheriff transport operations (for in custody adults appearing at the JCC), Clerk of the Court Juvenile Division, County Attorney Juvenile Unit satellite operations space, and the Public Defender Juvenile Unit Satellite operations space. The JCC will also provide flexible, multi-use space shared by all building users and space for children and families to conduct their court business in a safe and welcoming environment.

The JCC will house the Juvenile Court in a manner that reflects the County's commitment to youth and families. The JCC will be designed to support future expansion and will be flexible and adaptable to accommodate current and future advancements in court operations. This includes integrating advanced court technologies to support

virtual/hybrid adjudication and public service. This also includes creating multi-use spaces within each department to allow for versatility. The building will incorporate advanced building systems and materials to create a resilient facility with reduced maintenance needs, enhanced life span, and reduced lifecycle costs.

Notably, the construction of the new JCC and the subsequent transition of the Juvenile Court into the new building will create additional capacity within the existing Superior Courthouse for other divisions of the Court (including the Criminal, Civil, and Family Court Divisions) to grow in place without the need to construct a new building addition.

Centralized Vs. Decentralized Court Facilities

Pivotal Issues in Centralizing or Decentralizing Judicial Functions

Many courts and their respective county governments which frequently provide and maintain court facilities, fund court staff, and support numerous ancillary justice services (e.g. public lawyers, probation, ancillary service providers, etc.), have faced changing demographic situations similar to Pinal County where increasing numbers of people settle in communities other than at the county seat where the courthouse exists.

Weighing the costs and benefits of centralized vs. decentralized court facilities is challenging and should consider the interests of the public, court users, the Judicial Branch, and County government. This is a common issue that frequently comes up in regard to general jurisdiction courts. In Arizona, Mohave, Gila and Maricopa Counties all experienced this phenomenon and opted to decentralize selected general jurisdiction adjudication functions to improve access to justice and customer service, key values in court effectiveness and performance. Other general jurisdiction courts in Arizona, such as those in Pima and Coconino Counties, and in other states including places like Bernalillo County NM (Albuquerque), Denver County CO (Denver), and Harris County TX (Houston) have maintained and operated centralized court complexes, generally in the largest city in a county which is also the county seat. Single centralized facilities can enhance service efficiencies for government through economies of scale provided the expense and inconvenience to the public doesn't outweigh the benefits to the court.

In Pinal County, a primary argument In favor of providing decentralized juvenile justice center facilities is based on the idea that providing these facilities only in Florence places long-term travel requirements, expenses, and creates access burdens on high-demand, dispersed population clusters in the northern and western reaches of the County. However, with the increased availability of remote juvenile justice services and opportunities to attend court remotely, some of these burdens can be at least partially mitigated.

The benefits of developing decentralized juvenile justice facilities in multiple locations in the County as described above should be weighed against potentiatial cost and service benfits inherent to a centralized facility development approach. Examples of the advantanges of a centralized court facility include:

- **Less Duplication of Functions.** Space for functions such as self help areas, meeting and conference spaces, clerk offices, and service provider areas invariably may be duplicated at multiple court facilities, and duplication of functions has implications for both initial capital and ongoing personnel and operating costs.

- **More Predictable Growth of Population and Caseloads**. Population and caseloads can grow unpredictably, particularly within specific geo-graphical locations of a county. Given some overall consistency in system-wide growth, a single facility can flexibly respond to ebbs and flows in various case types, or to demographic shifts within the jurisdiction. Multiple facilities may experience too much growth in one area and too little in another. Not having the right amount of space in the right place and at the right time is frustrating, especially for jurisdictions with multiple facilities.
- **Fewer Courthouse Security Expenses.** In addition, better scale of economy can be achieved in regard to costs related to security weapons screening, transport of detained indiduals, security monitoring, and security patrolling. With multiple court sites, security facilities, equipment and personnel must be duplicated at each location.

Hybrid and Remote Court Proceedings

In June 22, 2022, the Superior Court issued Administrative Order No. 2022-37 outlining presumptive standards for determining which proceeding types are to be conducted in-person and which proceeding types are to be conducted using remote hearing platforms (E.g., Zoom). The order includes a number of conditions and provisions that must be met for a proceeding types to be considered presumptively remote, such as the provision that the court have adequate resources and staff, that persons appearing have a choice to appear in person or remote when a proceeding is held, and that the court and judges have discretion to determine if a hearing will be remote or in-person on a case-by-case basis.

The table on the following page indicates which case types and hearing types are identified as presumptively remote and which are presumptively in-person per Administrative Order No. 2022-37:

Summary of Presumptively In-person and Remote Juvenile Case Types/Hearings

Case Type	Hearing Type	Remote	In-Person
	Juvenile Court		
Dependency, Termination,			
Guardianship and Successor Guardianship			
	*Preliminary Protective/Initial Dependency	X	
	Pre-adjudication/Motion - Non-witness	X	
	Pre-adjudication/Motion - Witness		X
	Dependency Alternative Program Hearing		X
	Settlement Conference		X
	Dependency Adjudication		X
	Disposition		X
	Review of Temporary Custody/Return of Child		X
	Contested Change of Physical Custody		X
	Review/Permanency	X	
	Initial Termination	X	
	Termination Adjudication		X
	Initial Guardianship	X	
	Guardianship Adjudication		X
Delinquency/ Incorrigibility			
	*Detention/Advisory	X	X
	Transfer		X
	Pre-adjudication/Motion - Witness		X
	Change of Plea		X
	Adjudication		X
	Disposition		X
	Restitution		X
	Probation Violation - Witness		X
	If none of the above categories apply: Any Other Hearing	X	
Adoption/Emancipation	Hearing - Non-witness	X	
	Hearing - Witness		X
Other	Hearing - Non-witness	X	
	Hearing - Witness		X
**Detention and Advisory Hearings may be done remotely or in-person based on resource availability.*			

During the COVID-19 pandemic, the Pinal County Superior Court and its juvenile justice partners worked together to mitigate the pandemic's impacts and continue services to the public. Through the expanded use of technology, the Court successfully conducted virtual court proceedings to maintain social distancing and reduce the need for large in-person gatherings at the Courthouse. As the Court continues its efforts to provide service and public access with remote technology, a higher degree of space utilization efficiency may be expected. It is recognized that innovations have enhanced the Court's ability to continue providing services with reduced space density and more efficient space utilization.

Tangible benefits resulting from the application of remote proceedings using new technologies and innovative calendar-management practices may include more options for the public to access court services and reduced building occupancy demands during peak hours of court operations. Although many aspects of managing remote court services will require further investigation and refinement, the utilization of technology to expand access to the courts through remote and hybrid environments will likely be sustained in the future. The JCC should incorporate a forward-thinking vision of the future that embraces opportunities and the adoption of a hybrid court adjudication environment incorporating in-person and remote services.

The design of hybrid hearing rooms should consider the implications of some participants appearing in person and some participants appearing remotely. All participants, whether in-person or remote, should have the opportunity to participate equally to the fullest extent feasible. For example, there should be an individual screen in the physical space for each remote participant to appear at a scale and prominence to match in-person participants. In essence, technology integration to support remote and hybrid proceedings should be considered just as important as the design of the physical in-person space. Specific areas of focus include:

- The room layout.
- Screen size and placement.
- Camera placement.
- Microphone placement.
- Audio reinforcement.
- Recording Systems.
- Physical and digital evidence display.
- Lighting and room acoustics.

Court Technology Integration

The new JCC, 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 following technology planning considerations are suggested in order to allow for a full range of technology integration:

- The facility should be designed with provisions for the extensive use of advanced technologies incorporated into all functional areas for efficient operations and a secure work environment.
- With continued virtual and hybrid proceedings, courtrooms and hearing rooms should be planned to accommodate a range of technology. There will be a need for high-quality video audio streaming and recording capabilities necessitating a robust wiring and network infrastructure.
- Provisions for video/audio technologies should be planned and pre-wired in all courtrooms and hearing rooms. These systems should be integrated into the courtroom A/V systems, the court electronic recording system and virtual proceeding platforms.
- Video screens should be placed in prominent locations viewable to all persons in the courtroom. Care should be taken to maintain adequate viewing angles and sightlines between all in-person participants and those appearing via video.
- Digital evidence display capabilities should be provided and integrated in the courtroom audio/video system and into virtual proceeding platforms.
- Courtrooms and hearing rooms should be equipped with an integrated security technology platform operating independently of other video/audio technologies. Provisions should be made for cameras, duress alarms, access control systems and courtroom lockdown capability. The

security technology should be integrated so that all systems (e.g., cameras, duress, door access controls, lock-down devices) will trigger alarms at the courthouse security monitoring room and central judiciary office.

- The public should be able to access court services through the use of self-service information display technology and online services. Public information and public access terminals should be provided where applicable so the public can access court information. The facility should be designed with provisions to allow public access to court information and services remotely through web portals.

Potential for Jury Trials in Juvenile Court

Arizona currently has a legislative proposal, H.B. 2559, aimed at introducing a jury trial into juvenile dependency cases. Although this bill has not been enacted, it marks the second instance of its introduction in legislation. The court should be ready to implement and allocate space in the event of the passage of this bill or a similar one.

For planning purposes, the program should include provision for a larger, flexible courtroom and flexible judicial conferencing space that could be used for jury deliberations at some point in the future.

Electronic Information Processing and Scheduling of Public Services.

Evolving case management systems will enable the Court to efficiently manage/schedule business and service the public. Large public gatherings in courtrooms and lengthy wait times for litigants can be mitigated and replaced with more nimble, staggered court dockets. Future courtrooms should be designed to allow for in-person and virtual hearings. Provision or installation of A/V systems in courtrooms, hearing rooms, judges' chambers, and conference/meeting rooms should be planned in the building. Visitor check-in notification kiosks should be considered for installation at entrances to high-volume courtrooms and public counters of the Clerk of Court Office to inform staff to manage workload and service customers dynamically.

Space Adequacy and Adjacency:

The architecture should represent careful thought and consideration of the Court's operational and spatial needs and should be organized to maintain flexibility in accommodating both short, and long-term space needs while contributing to the effective administration of justice.

- The spaces should promote efficient operation of the Court with consideration for 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 design should provide for flexibility to anticipate future changes and enhance building longevity.
- Provisions for future expansion of the court system should be considered, including additional space for courtrooms, chambers, and support spaces.
- Courtrooms, hearing rooms, and ancillary spaces should be constructed to accommodate a broad range of growth or policy changes by the Court to enhance the facility's flexibility and long-term usefulness.

Accessibility and Wayfinding:

The JCC should offer an environment that is user-friendly and easily accessible to the public.

- The court facility should be a barrier-free, accessible facility in compliance with the ADA 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 wayfinding 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.
- Clear and easy access to staff should be provided for the public to seek assistance in answering questions or preparing forms or other documents

Enhanced Customer Service Environment and User-friendly Work Processes

The Court will continue to provide the public with online, digital access to court services through e-information, e-forms, and e-filing. The public will access court databases, file documents, research case information, and court schedules, and make court fines and fee payments online.

The JCC should be planned and designed to support streamlined public services using in-person and virtual customer service interfaces. This will include a cohesive and coordinated mix of in person service areas, interview spaces, and meeting areas in addition to virtual services provided through online portals. The types of meeting/interview/collaboration spaces provided include probation interview rooms, conference and mediation spaces, training spaces, and flexible work areas for juvenile justice partners to utilize while at the JCC between court cases.

Centralization and Integration of Public Services

Despite the increase in electronic services offered, it is anticipated that the various entities housed at the JCC, including Juvenile Court Services and the Clerk of the Court, will continue to provide in-person services, and work units that interact with the public should be co-located to enhance the public's ability to find and receive needed services. For example, public counters of the civil and criminal divisions, which are currently located on separate floors, can be placed together to assist public access. In the future, cross-trained counter staff could be integrated to improve productivity.

Flexible Meeting and Training Space Accomodations

The new JCC will house multiple court and court-related agencies that need large, dedicated meetings and event space. Significant special events do not occur daily, but access to a space to accommodate training, conferences, committee meetings, receptions, and ceremonies is needed. The County should consider providing a shared, centralized conference facility in the new building for scheduled use to convene special-purpose gatherings. As a

shared amenity, this multi-purpose space should be located in a location where it can be easily accessed by all building user groups and the general public. The planning for the new JCC should consider the installation of a movable partition to accommodate both large and medium-sized events. The provision of such a facility does not replace the need for regular use of small meeting rooms within respective departments.

Clerk of Court E-Court Service Environment

A fast-speed, real-time, and high-quality e-court environment will significantly transform inner court business processes and revolutionize public interface in the future. The new JCC should be planned with robust integrated technologies. Future Court information/record management systems will permit real-time data sharing among departments and promote public access through various platforms/information portals. Digital records and a paper-on-demand system will replace paper storage and central file management system.

As the Clerk of the Court transitions from paper-based operations into an e-court service environment and digital record and information management system, the architectural design of the Clerk's Office should address the changing requirements of the office initiatives accordingly. The future operation planning objectives and the resulting office requirements should consider the following:

1. **Paper Records:** Future Court information/record management systems will permit real-time data sharing among juvenile justice partners and promote public access through various platforms/information portals. Digital records and a paper-on-demand system will replace paper storage and the need for a large central file management system.
2. **Hybrid Service Environment:** The availability of electronic filing and case management processing will lift the physical restrictions and will change the office workflows and inter-and intra- space adjacency relationships within or between respective work units/divisions associated with paper files and paper-based work processes. As a result, the vision of the new JCC should consider a flexible, hybrid service framework through a combination of digital, online service portals, and in-person services.
3. **Flexible office Arrangement:** Planning of staff workspace should consider a flexible open office environment to address the need for dynamic assignment of staff. An open office work environment will allow the Clerk to change staff assignments and respond to changing service demands over time.

Customer Centric Service Environment

Across the nation, live and personal assistance to court visitors has replaced the information research function of law libraries in courthouses. The Court is recognized for its successful development and implementation of its Conciliation Court Service Center over the last several years. The Center assists self-represented litigants in navigating the legal process of their cases and provides information to public inquiries. Services provided by the staff include providing court forms and procedures, giving instructions, and making referrals of litigants to access various resources and services offered by the Court and various community assistance organizations. Mediation services are also offered to assist litigants in resolving disputes on small claim matters. In the new JCC, the Center should be used as a model for how services are provided to juveniles and families and the services provided should be located for easy access for the public to find.

Interaction with Juvenile Justice and Family Support Agencies

As noted previously in this report, the Court collaborates with multiple partner agencies, groups, and organizations to provide valuable resources for clients involved in juvenile court proceedings. These groups include attorneys, social workers, case managers, etc. who appear in court for one or multiple cases that are docketed throughout the day. Despite not having offices within the Courthouse, these Juvenile court partners dedicate a substantial amount of time to working at the Courthouse. It is essential to provide flexible space in the JCC to allow these organizations to serve children and families. Examples of service provider work activites that could be accommodated include conducting interviews, providing counseling services on-site, and other case related work that could be accomplished while service providers are at the JCC.

A common work lounge/work café should be provided to support these outside partner agency staff. The space should include smaller café tables in an open environment so that partner agency staff may conduct work and serve the needs of their clients while they are between cases, rather than returning to their main offices which are spread across the County. This amenity would be provided on a first come/ first serve basis and would be non-permanent for any one agency.

Juvenile Justice partner organizations include:

Arizona Department of Child Safety primarily provides child protection services, but also provides services for primary prevention and partners with other family-serving agencies and community organizations to improve community health and strengthen families.

The Arizona Department of Health Services provides health services to children and adults. Their programs cover areas such as disease prevention and control, health promotion, community public health, environmental health, maternal and child health, emergency preparedness, and the regulation of healthcare providers and services.

ARIZONA@WORK is a statewide workforce development network dedicated to assisting employers of all sizes and types in recruiting, developing, and retaining the best employees. Their comprehensive resources and services support job seekers across the state in finding meaningful employment opportunities, contributing to the strengthening of Arizona's economy.

Mercy Care is a local not-for-profit managed care organization that extends coverage to individuals eligible for Arizona Health Care Cost Containment System (AHCCCS) benefits, ensuring access to essential healthcare services.

Casa Grande Alliance focuses on trauma-responsive prevention, education programming and services. They provide youth coalition leadership, treatment and recovery resource navigation, and community coalitions dedicated to enhancing individual, family, and community resilience.

La Frontera / EMPACT-SPC's Child and Family Program offers a range of services to promote positive behaviors, family relationships, and overall family health and wellness. These services, conducted in homes, offices, and communities, include counseling, psychiatry, group therapy, behavior management, peer support, case management, and health education and screening for pregnant and postpartum women and their infants.

Mentally Ill Kids In Distress (M.I.K.I.D.) is a non-profit, licensed outpatient clinic and family-run organization operating in Arizona and Colorado. M.I.K.I.D. provides services to youth, and support to their families, who are dealing with mental health challenges. MIKID offers outpatient services across multiple locations and provides in-home and community support, along with prevention education.

Trauma-Informed Design for All

There is potential for high levels of emotional stress for many who interact with the Court. This stress can be induced by interactions at the Courthouse with other parties or other justice system entities. Court staff and other juvenile justice partners may also experience vicarious trauma because of their interactions servicing clients in dangerous or precarious situations. Therefore, careful consideration should reduce the potential for trauma in the JCC environment for children, families, court staff, and others conducting business at the JCC. New space should carefully consider and implement 'trauma-informed' design principles to reduce environmentally triggered stresses. Trauma-informed design has the potential to promote a calming environment and can reduce anxiety for occupants. These principles are generally applicable to both individual courtrooms and the JCC as a whole.

Access to justice requires open and safe spaces within a courthouse. With a growing number of violent courthouse incidents, there is an ever-increasing concern for safety and security in a courthouse. A safe and secure environment must be provided for all court participants. At the same time, it is also critical that courthouses convey a sense that access to justice is open and that the judicial process is transparent. Consideration will need to be given to enhancing safety and security in a way that promotes a welcoming environment and addresses the specific security needs of children, families, victims, witnesses, staff and others involved in juvenile justice proceedings. Potential design strategies to consider include:

- Provide access to natural light and views of nature/ vegetation wherever possible.
- Spaces should be well-lit; garish artificial lighting sources should be avoided, and softer/warm toned fixtures should be preferred.
- Develop an acoustically balanced environment – For example, avoid overuse of hard reflective surfaces to improve acoustics and avoid creating a 'noisy' environment. In addition, sound-transmission-rated partitions between spaces to promote privacy where confidentiality between parties is needed.
- Develop an easy-to-understand wayfinding system for the JCC. Creating more intuitive and easy-to-navigate spaces helps all court visitors reduce litigants' stress.
- Consider break-out or wellness spaces for judges and staff.
- Consider children's playrooms for visitors.
- Select interior finishes carefully to promote a calming environment (e.g., using earth-tone colors and avoiding sharp reflective surfaces).
- Provide a transparent and open interior environment with lots of visibility. Avoid creating blind spots and potential hiding spaces in hallways and corridors.

Child and Family Centric Accommodations

Trauma Informed Design: Providing a trauma-informed environment is an important goal the Court would like to see implemented to the extent feasible.

Note: the ideals of trauma informed design and courtroom security design are not always aligned in all situations. It will be important that a balance is struck between making trauma informed design decisions while maintaining a safe environment. By way of example, a possible strategy may include exploring bench designs that ensure a safe physical separation between the judge and the litigation well while integrating finishes that are mindful of trauma informed ideals.

Family / Child Waiting Areas: Family / Child waiting areas should be provided. The waiting area should be designed in a manner that is sensitive to the needs of children and families experiencing stress and convey a safe and calming environment. The room(s) should be located off the public corridor near the courtrooms as children and their families will primarily use them to wait before and in-between court appearances. Additionally, these spaces may also be used for remote and secure viewing of court proceedings. The room should be equipped with lounge seating, television monitors for remote courtroom viewing and remote interviews, and a unisex restroom (space permitting). The waiting room should be connected to the main public lobby and court waiting areas but should be designed with some separation from high volume traffic areas. Care should be taken to ensure proper soundproofing between the family waiting rooms and other areas is maintained. Access should be controlled to limit mixing with the general public.

Victims/Witness Waiting: A waiting room and lounge, located off the public corridor, 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 lounge should 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.

These spaces should incorporate 'trauma-informed' design principles to reduce environmentally triggered stresses.

Court Security Considerations

Given the highly charged and emotional proceedings that take place daily in courthouses, it is prudent for designers and architects to structure courthouse space to enhance safety and well-being for all occupants. The building should be designed in a manner that ensures the safety and well-being of all building users. In addition to a focus on trauma-informed principles, the design should embody best practices in court security. The planning considerations for security infrastructure, which are consistent with the NCSC's Steps to Best Practices for Court Building Security[3], include the following:

Building Circulation and Access Control

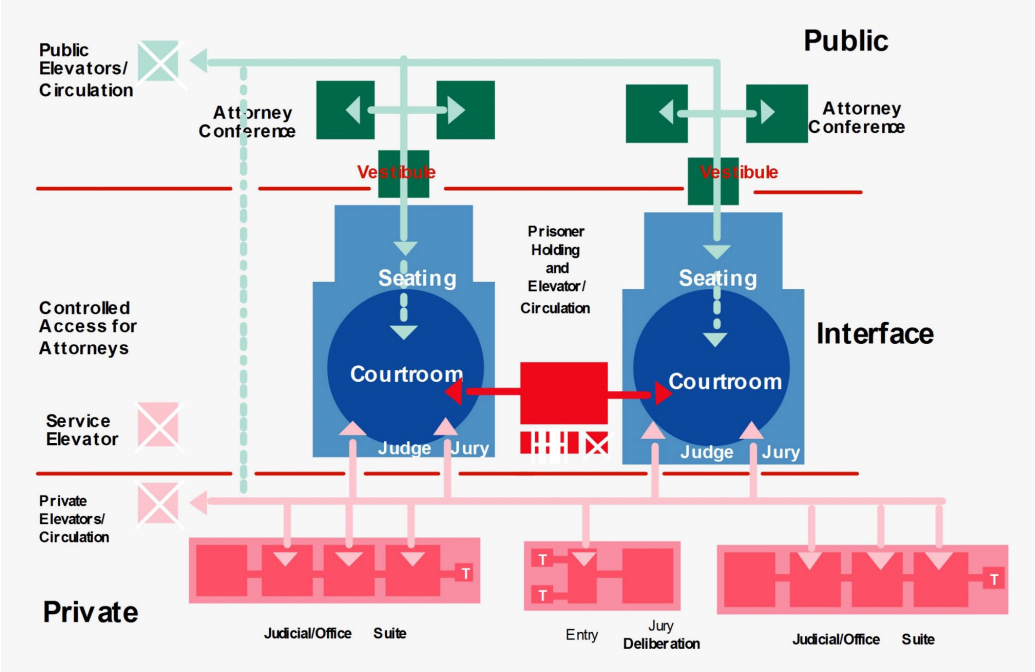
- Separate circulation systems should be provided for staff, the public, and detained youth to maintain proper security and prevent inappropriate contact between different user groups. The

[3] NCSC's Steps to Best Practices for Court Building Security can be accessed online at:

https://www.ncsc.org/__data/assets/pdf_file/0032/78647/Best-Practices-for-Court-Building-Security.pdf

facility should be organized into zones that are similar in function, operational needs, physical characteristics, or access requirements (i.e., judicial areas and circulation, in-custody areas and circulation, and public areas and circulation). Proper circulation and access controls 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 judges chambers' reception areas. The public circulation system also includes the public waiting areas immediately adjacent to courtrooms and attorney conference rooms. 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 levels of privacy for 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 staff should be able to move into work areas, interview/mediation rooms, or courtrooms through private corridors and a private elevator without going through the public area.
    - **Secure Zone:** Special provisions should be made for escorting detained youths and in-custody adults to and from the courtrooms. For the purposes of developing facilities planning criteria, a secured circulation system should be designed. The design of these areas should allow for Juvenile Court services and the Sheriff to coordinate and make operation provisions for the separation of different detained populations. The design should also prohibit unauthorized access by the public and escape by detained individuals.
    - **Interface Zone (Courtrooms):** The interface zone is the focus of all court facilities and is the destination for judges, court staff, 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. The following figure diagrams the circulation zones through a multi-story building. The courtroom and ancillary space diagram below, as depicted in the NCSC's Courthouse Planning Guide, illustrates the various access points for different user groups.



Security Technology and Infrastructure

- The JCC planning should include provisions for an integrated security technology platform operating independently of other video/audio technologies. Security technology infrastructure should include a comprehensive arrangement of cameras, duress alarms, access control systems, and courthouse lockdown capability. The security technology should be integrated so that all systems (e.g., cameras, duress, door access controls, lockdown devices) will trigger alarms at the JCC security monitoring room and central judiciary office.
- Security infrastructure should be operated by properly trained security personnel and coordinated with security operations 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.
- Provision should be made for visual and audible alarms as well as public address and audible alerting systems. The system should be capable of issuing automated alerts and notifications as well as manual announcements from either local officials or the central judiciary security office.
- All security and building safety monitoring/alerting technology should be integrated with the central security monitoring system.

Building Exterior and Perimeter

- The JCC security planning should incorporate structural elements, architectural barriers, and access controls throughout the building perimeter and interior. Exterior areas should be well lit, and the site should be designed using accepted Crime Prevention through Environmental Design (CPTED) principles. Vehicle barriers such as heavy planters or bollards should be provided at sensitive ground floor areas (e.g., building entrance). A secure parking area for judges (and staff as feasible) should be provided.

Staff Office Environment

The JCC office environment should be designed to optimize productivity and the comfort and well-being of staff. The new office environment should allow for diverse activities and working preferences in an open, collaborative environment incorporating trauma-informed design principles. As the Court is less and less dependent on paper and as devices become more and more portable, staff are not tethered to their desktop equipment and printers as they have been historically.

Office space for staff should be primarily comprised of open office workstations and a small number of private offices for director and supervisor staff positions who require in-office space to conduct confidential interviews and meetings. In-person interactions with public clients should occur in dedicated meeting and interview spaces that are not within the confines of the staff office area. Shared focus rooms and huddle rooms should be provided to allow staff to conduct private meetings or collaborations sessions when needed. These shared rooms may be reserved by any staff person using room scheduling panels and scheduling software. Amenities such as a flexible work bar should be provided to allow staff access to alternative working configurations while providing a place for informal staff gatherings. The work bar may be located adjacent to a kitchenette area to allow it to function as a lunch area during the middle of the day.

Centralized Interview Facilities for Juvenile Court Services

A centralized meeting and interview area should be located adjacent to the Juvenile Court Services office area and should include interview rooms, and customer intake areas. Currently, JCS staff meet their clients regularly in their private offices for scheduled interviews, assessments, mediations, and counseling sessions. This arrangement creates a less secure environment where staff and the juvenile court clientele are mixed in the private office work area. The planning for the future JCC should consider restricting clients from entering employee private work areas and, instead, provide a dedicated, shared environment for those public interactions. Access into the interview rooms should be provided from both the public area and staff area and access control mechanisms should be installed to regulate traffic and office security.

Section 6: Key Departmental Programming Considerations

Juvenile Court - Courtrooms

Juvenile Justice adjudication space is the focal point of the JCC activity and provides an impartial setting for conducting most legal proceedings. The Juvenile Court's focus is on two different types of cases that involve children under the age of 18 (minors). Juvenile Delinquency Court has jurisdiction over children and juveniles from age 8 until their 18th birthday. Juvenile delinquency matters involve violations of criminal laws by a minor or are violations because of the juvenile's age. Juvenile Dependency matters involve cases related to the abuse and/or neglect of a minor.

Key programming considerations include the following:

- Courtrooms for the new JCC should be designed to handle the special nature of juvenile cases. The courtrooms should consider the implementation of trauma-informed design principles and a large litigation well to allow for the placement of at least three litigation tables for multiple parties (e.g., child and family attorneys, county attorneys, public defenders, social workers, mental health providers, guardian-ad-litem, and/or school representatives) that participate in an advisory or advocacy role for youth.
- Juvenile courtrooms do not require extensive gallery seating. One or two rows is sufficient.
- More than one judicial officer may use courtrooms at various times and the use of adjudication space should be based on the nature of the matters litigated.
- A large, Flexible Courtroom with the potential to accommodate larger hearings.
    - The Flexible Courtroom should be designed to allow for placement of a 6-8 person jury box as discussed previously in this report.
- A Hybrid Courtroom with the capability to accommodate virtual hearings should be provided. As discussed previously in this report, technology integration to support remote and hybrid proceedings should be considered just as important as the design of the physical in-person space. Specific areas of focus include:
    - The room layout.
    - Screen size and placement.
    - Camera placement.
    - Microphone placement.
    - Audio reinforcement.
    - Recording Systems.
    - Physical and digital evidence display.
    - Lighting and room acoustics.
- Ensuring a safe and secure courtroom environment should inform the design of courtrooms. Areas of focus should include consideration for the design of the bench, placement of courtrooms participants, access into and out of the courtroom, and security technology features. The security design of the courtrooms should be developed with input from the Court's Security Department.
- As mentioned previously in this report, the courtrooms should reflect child-friendly and trauma-informed design principles while maintaining a safe environment for all court participants. By way of example, a possible strategy may include exploring bench designs that ensure a safe physical separation between the judge and the litigation well while integrating finishes that are mindful of trauma-informed ideals.

Juvenile Court- Courtrooms	Current	Future
Standard Non-Jury Courtroom	3	3
Flexible Courtroom	0	1
Hybrid Courtroom	0	1
Total Juvenile Court Courtrooms	**3**	**5**

Courtroom Ancillary Space

Considerations for adjudication space should include the need for adjacent ancillary spaces such as attorney-client meeting rooms, publicly available conference rooms, children's waiting areas, and secure accommodations for detained youth or occasional adult in-custody persons.

Key programming considerations include the following:

- Ample public waiting areas outside of the courtrooms should be provided.
- Attorney/Client meeting rooms should be provided adjacent to each courtroom.
- A courtroom Entrance Vestibule should be provided at each courtroom to serve as a transition space and to mitigate sound.
- Family / Child Waiting Areas: Family / Child waiting areas should be provided. As described previously in this report, the room should be equipped with lounge seating, television monitors for remote courtroom viewing, and a unisex restroom (space permitting). The waiting room should be connected to the main public lobby and court waiting areas but should be designed with some separation from high volume traffic areas. Care should be taken to ensure proper soundproofing between the family waiting rooms and other areas is maintained. Access should be controlled to limit mixing with the general public.
- Victims/Witness Waiting: A waiting room and lounge, located off the public corridor, should be provided for victims and/or witnesses to wait before court appearances and during court recesses. As previously described in this report, this area may also be used for remote and secure viewing of court proceedings. The design should convey a safe and calming environment and should 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.
- These spaces should incorporate 'trauma-informed' design principles to reduce environmentally triggered stresses.
- These spaces should incorporate 'trauma-informed' design principles to reduce environmentally triggered stresses.

Juvenile Court- Courtroom Ancillary Spaces	Current	Future
Courtroom Entrance Vestibule	3	5
Attorney/Client Meeting Rooms	6	10
Childrens Waiting Area	0	1
Total Juvenile Court – Courtroom Ancillary Spaces	**9**	**15**

Judicial Chambers

Judicial officers in the Juvenile Court preside over cases involving minors, including delinquency, dependency, and custody matters. In addition to adjudicating disputes, they make legal decisions, such as issuing orders for placement, rehabilitation, and ensuring the welfare of the child.

Key programming considerations include the following:

- Chambers are not required to be directly adjacent to the courtrooms, but rather, should be organized in a collegial manner.
- Chambers do not require individual, dedicated restrooms. Restrooms can be shared.
- Workstations located in a common area should be provided for Judicial Assistants, Court Reporters, Interpreters and Bailiffs.
- Judicial chambers and offices should access courtrooms via a restricted hallway and elevator secured from public access and the in-custody areas.
- To facilitate communication and workflows, consideration should be given to the proximity and adjacency of judicial chambers and offices to court staff offices.

Juvenile Court Services (JCS) Administration

The Pinal County Department of Juvenile Court Services provides public safety under the jurisdiction of the Superior Court. The Juvenile Court Services Administration Department directs, manages, supervises, and coordinates the programs and activities of the Juvenile Courts.

Key programming considerations include the following:

- Private offices are required only for the Director and Division Manager.
- All other staff will be accommodated in open office style workstations.
- Staff offices, workstations and office support areas should be located in a secure area but be immediately adjacent to public service areas and counters where staff interact with and assist court users.
- Due to the nature of the position and responsibilities, the Administrative Specialist requires a direct connection to the Director's Office, and close adjacency to the secure file storage room.
- JCS Administration, JCS Operations, CASA, and JCS Probation will all be served by a common reception/public counter.
- Two Administrative Assistants will be positioned at the public counter and will handle receptionist duties.
- Require access to large meeting and training room(s). This space should be shared and not dedicated to JCS Administration. (See "Flexible Meeting and Training Space" below.)
    - JCS Administration requires space to accommodate 30-50 people are required for staff training. These spaces need to be equipped with monitors and technology for presentations.

Juvenile Court Services (JCS) Operations

JCS Operations is comprised of three components: CASA, Treatment, and Dependency. These three groups work closely together but have unique programming requirements and considerations as follows.

JCS Operations, CASA

CASA (Court Appointed Special Advocates) of Pinal County is affiliated with CASA of Arizona and the National CASA Association which is a network of almost 1,000 programs which recruit, train, and support volunteers to represent the best interests of abused and neglected children in the courtroom and other settings.

Key programming considerations include the following:

- Private offices are required for the JCS Operations Manager and CASA Supervisor.
- CASA Coordinators will be accommodated in open office style workstations. These should be a mix of permanent and "touch-down" type workstations to accommodate full-time and part-time staff.
- Should have sensitively designed Child Victim Waiting Rooms for children and youth. There should be a separation between younger children and youth with appropriate designs for the designated age groups.
- The Child Victim Waiting Rooms can be shared among building users. For example, the County Attorney could have use of the space on days they have delinquency cases.
- Sensory sensitivity should be considered when planning Child Victim Waiting Rooms.
- Require access to individual meeting rooms where Advocates can conduct private interactions, work and use laptops.
- Require access to private meeting rooms for new volunteer Advocate polygraph testing.
- Require access to training room(s). This space should be shared and not dedicated to CASA. (See "Flexible Meeting and Training Space" below.) Use includes:
    - Accommodation for up to 80 people for annual training.
    - Space for life-skills training for youth (e.g., vocational training, household finance, cooking).
- Should have a storage space for CASA donated items such as backpacks, books, luggage, etc.
- Require dedicated CASA file store space.

JCS Operations, Treatment

The staff of the JCS Treatment Department works as part of a team to provide treatment and mental health support to youth and families with the objective of creating lasting positive change. They confer with staff of various disciplines to program ongoing treatment plans for youth in the community setting as well as detained youth.

Key programming considerations include the following:

- A private office is required only for the Treatment Services Manager.
- Other staff and counselors will be accommodated in open office style workstations.
- The Juvenile Counselor Interns can be accommodated in "touch-down" type workstations.
- Need access to Counseling Room which has soft searing and game/play area.

JCS Operations, Dependency Component

The staff of the JCS Dependency Department provides comprehensive case management services to the children and families involved in the dependency system. The objective of the Dependency staff is to promote the safety, permanency and well-being of children and families.

Key programming considerations include the following:

- A private office is required only for the Dependency Supervisor.
- Other staff and mediator will be accommodated in open office style workstations.
- Require two mediation rooms (one for up to 6 people, another for 10-15 people) with both a public and private entrance to the space.
- Need access to Counseling Room which has soft seating and game/play area.

Juvenile Court Services (JCS) Probation Department

The Department of Juvenile Probation is a form of community supervision of youth that may include reporting to a supervisory officer, participating in behavior-change programming, paying victim restitution, being tested for drug use or other conditions.

Probation Officers in Pinal County meet with juveniles and their families to perform assessments and research their family and social history and work closely with them to change or eliminate behavioral issues. In addition to Florence, these Probation Officers have satellite offices located within the communities of Casa Grande, Apache Junction, Maricopa, and San Tan Valley. Administrative management is centralized in Florence. All probation officers, regardless of their location, are connected through the Pinal County courthouse due to the proximity of the detention facility and the fact that delinquent court proceedings take place there.

Key programming considerations include the following:

- Private offices are required for the Probation Division Manager and the Probation Supervisor assigned to the Florence Unit.
- Staff offices, workstations and office support areas should be located in a secure area but be immediately adjacent to public service areas and counters where staff interact with and assist court users.
- All other Probation Officers and staff should be accommodated in open office style workstations.
- Secure Firearms Storage which is dedicated to the Probation Department is required.
- Safety Equipment Stroage which has limited staff access and is dedicated to the Probation Department is required.
- Probation Officers should have access to interview and meeting rooms for individual meetings with juveniles and families. These can potentially be consolidated and shared in an area with other public service meeting and interview rooms.
- Should have a dedicated Probation Youth Waiting Area for 3-4 juveniles plus adults; it should be in a location separate from the younger children's waiting areas.
- Require access to large meeting and training room(s). This space should be shared and not dedicated to JCS Probation. (See "Flexible Meeting and Training Space" below).

Pinal County Juvenile Detention

The Pinal County Juvenile Detention Center is a short-term, constructive youth living environment used to stabilize the offender by restoring victim sensitivity and instilling community accountability. As noted above, the YJC will remain in operation alongside the opening and operation of the new JCC.

The opening of the JCC may provide several benefits for the prolonged use of the YJC in at least four respects:

1. The close adjacency of the JCC courtrooms to the YJC will facilitate timely and efficient movement of youths for appearances in court.
2. There are currently two counseling offices in the YJC that are not well suited for counseling sessions in terms of their environment and location in the housing area of the YJC. The creation of dedicated youth friendly counseling offices in the JCC will move this function to a more suitable location and free up space in the YJC for other programs to be supported by those spaces.
3. The creation of the large flexible training and meeting space in the new JCC, as described above, may create indirect opportunities for improving space inside the YJC. For example, there is a current large meeting/training room adjacent to the intake area for the YJC which could be well utilized for intake functions if it were to become available through construction of needed training and meeting space in the new JCC. If no longer needed for YJC staff meeting and trainings, this would free up space to better serve the intake needs for youths arriving at the JCC.
    a. Note: The current YJC intake facilities are inadequate in terms of accommodations for temporary respite. If made available, the existing training/meeting space adjacent to in YCJ intake area may be evaluated for future conversion as an intake waiting/respite area for youths brought to the YJC for evaluation.
4. There is currently a seldom used courtroom space inside the YJC. With the provision of adequate courtroom space in the new JCC, this space may be utilized for other purposes in the future.

Flexible Meeting and Training Space

As described previously in this report, the JCC should include dedicated shared facilities to allow building user groups to convene special-purpose gatherings, conferences, meetings, and staff training. As a shared amenity, this specialty purpose space should be located so that it is easily accessed by all building user groups and the general public. Consideration should be given to locating this space near the JCS offices.

Considerations include the following:

- The space should be flexibly arranged so that different types of trainings and meetings can be accommodated (e.g., required continuing education for staff, defensive tactics and other physical training for probation and youth detention staff, life-skills training for youth, large group orientation training for volunteers, and other large gathering special events).
- Needs access controlled entry for staff and a separate public entry.
- The space should be accessible by all JCC user groups

- The space may be subdividable using movable partitions.
- Furniture storage should be provided to support multiple event types and needs.
- Galley/serving bar should be included or provided in adjacent area.

Clerk of the Court

Each of the 15 counties in Arizona has a Superior Court Clerk who is elected to a four-year term. The clerk is the official record-keeper and fiduciary of the Court. They maintain court files, certify documents, collect fees, issue summonses, subpoenas, and marriage licenses and perform other duties required by law, e.g. act as an acceptance agency for passports. In Pinal County, the clerk also serves as the jury commissioner. For the Juvenile Court Complex, the position of Juvenile Clerk Manager/Deputy Manager will be created.

Key programming considerations include the following:

- Private offices are required for the Juvenile Clerk Manager/Deputy Manager and the Clerk Supervisor.
- The Deputy Clerks and Courtroom/Processing Clerks should be accommodated in open office style workstations.
- A storage room for active/required retention files should be included. Other files will be stored electronically or off-site.
- There should be visitor pods/booths for public access to prepare forms and conduct their business.
- There should be children's waiting areas in close proximity to the public counter waiting area. These can be shared among JCS visitors.

County Attorney

The County Attorney is the public prosecutor of the county and serves a four-year term. The County Attorney moved into a new building in 2022 and thus will not require permanent office space in the Juvenile Court Complex. However, they have space requirements to accommodate their needs when they are conducting business at the Juvenile Court Complex.

Key programming considerations include the following:

- They require a dedicated private office for shared use among the attorneys in the county attorney office. This office should be in close proximity to the courtrooms which are used for delinquency and separated from areas used by defense counsel.
- County Attorney clients should have access to a Child Victim Waiting room and Sensory room.
- A dedicated waiting space for Law Enforcement should be provided in a location separate from defense counsel and separate from victim waiting.
- The County Attorney office should have access to a conference room with limited glazing to balance privacy and security. A duress button should also be included in the space. It is possible for the Mediation Room to be considered for this use.

Public Defender

The Pinal County Public Defender provides legal defense services to indigent adults and juveniles facing criminal charges and/or mental health commitments when appointed by the Pinal County Superior Court or a Justice

Court within Pinal County. The Public Defender has office space in a separate building and thus will not require permanent office space in the Juvenile Court Complex. For planning of the new JCC, consideration should be given for providing adequate drop-in workspace to accommodate their needs when they are conducting business at the JCC. This includes confidential space for attorney meetings (with clients, families, and/or other attorneys) as well as a shared space to complete work in between meetings and hearings.

Key programming considerations include the following:

- They require a dedicated private office for shared use among the attorneys in the public defender's office. This office should be separated from the office used by the County Attorney's office.
- Public Defender clients should have access to visitor pods/booths.
- Access to a work-café should be provided for attorneys from the Public Defender office. Public Defender attorneys come to Florence from throughout the county and need workspace when at the court.
- A Detained Youth Meeting Room should be provided. This should be located within the secure area, and vision glass should be provided for security.
- Access to attorney/client meeting rooms should be provided.

Court Security Command Center and Offices

A court security command center is the central location in a court facility where security equipment is monitored, and responses are managed. Without a properly equipped and adequately staffed command center, the necessary and vital technological tools for court facility security (e.g., cameras, duress alarms, and intrusion alarms) cannot be utilized or monitored in a successful manner. An effective command center should include the following: camera monitors:

- Workstation containing a duress and intrusion alarm monitoring panel that indicates the location of the activation.
- Workstation with ergonomic view of an organized wall display of all cameras monitored at the JCC

Other critical systems monitored within the command center may include fire systems and alarms; elevators; emergency power and generator monitoring equipment; and communication and dispatch equipment.

Other building security office and support spaces include:

- A sergeant's office
- Storage for radios, wands, docking stations, include lockable cabinet for contraband
- Secure firearms storage with cleaning barrel
- A staff meeting room/ lunchroom that can also be used as a drop in workspace for court security officers

Detained Youth Transportation

The new JCC is planned to be adjacent to the existing Pinal County Pinal County Juvenile Detention Center. The YJC is a short-term, constructive youth living environment used to stabilize the offender by restoring victim sensitivity and instilling community accountability.

Planning consideration related to the movement of youths between the YJC and the new JCC include:

- A secure pathway should be provided for escorting of detained youth between the existing Pinal County Pinal County Juvenile Detention Center and the new JCC. The pathway should be secure and provide sight separation from outside observation.
- Detained youth should be centrally held in holding cells with direct access to the courtrooms to allow for safe and efficient transport operations.
- All in-custody detainee areas and transport should be equipped with surveillance camera coverage throughout the entire route of travel for in-custody persons.
- The configuration of detained youth holding areas and transport routes in the building will depend on the overall configuration and number of stories included in the court facilities. For this report, the developed space standards envision a holding area occupying either a ground floor location or an upper-floor location adjacent to one or more courtrooms while courtrooms. This arrangement requires that an in-custody elevator be provided for the movement of detained youth and, occasionally, in-custody adults.
- A fully enclosed sally port should be provided attached to the JCC structure. The space should be directly connected to the detained youth in-custody transportation corridor/elevator.
    - The sally port is primarily intended for less regular use (approximately once per week) for transporting adult in-custody persons to the JCC (e.g., when an in-custody adult is a party to a child dependency case).

Building Entry/Screening

- Outside the JCC entrance, a covered area may be considered to provide shelter from inclement weather. Barriers should be installed by entrance doors to prevent vehicular assault, and public parking close to any JCC entrance doors should be prohibited.
- Adequate space should be provided at the main entrance for queuing of visitors with particular attention to problems caused by inclement weather.
- The design of screening stations should allow fast and efficient processing of those entering the JCC through the main entrance where security staff, using a magnetometer and an x-ray scanner, screen for weapons and contraband.
- Clear and legible public signage should be posted in a prominent location and include information regarding prohibited items, screening policies, and building wayfinding
- Dedicated public exit lanes/turnstiles should be installed to avoid the potential for interfering with screening operations and prevent unscreened re-entrance. After clearing the screening area, visitors should enter a larger area (lobby) of the JCC to allow people to become oriented for wayfinding purposes.
- The overall design of the main entrance/screening and lobby area should allow clear and unobstructed views by security staff.

- A separate restricted staff entry, equipped with a magnetometer and an x-ray scanner, should be provided for use by judges and judicial staff. The staff entry should be accessed directly from the staff parking area.

Section 7: Court Space Requirements

The NCSC project team assessed court system growth projections, staffing levels, and court operational requirements in order to develop space requirements that may best support the Court in its mission to administer justice and provide public service to the citizens of Pinal County. To accomplish this, the NCSC project team conducted surveys and facilitated discussions with judiciary staff and stakeholders to identify existing facility usage, concerns and needs for future facilities, court workflow patterns and processes, and possible service delivery initiatives to inform future facilities. Ultimately, the new building should promote the interests of the public in terms of providing a safe, secure, and accessible service environment and the program requirements were developed with these critical elements in mind.

The program is dictated by the operational and functional needs of the Court and is also informed by the project team's experience in developing criteria for similar juvenile court facilities. The program is arranged as a comprehensive list of court space requirements, expressed in terms of square footage needs. The information presented in the space program describes the square footage to be allocated for the Court and needed support functions. The program incorporates modern space standards for trial courts while also taking into account opportunities to enhance public access through technology and innovative service delivery programs.

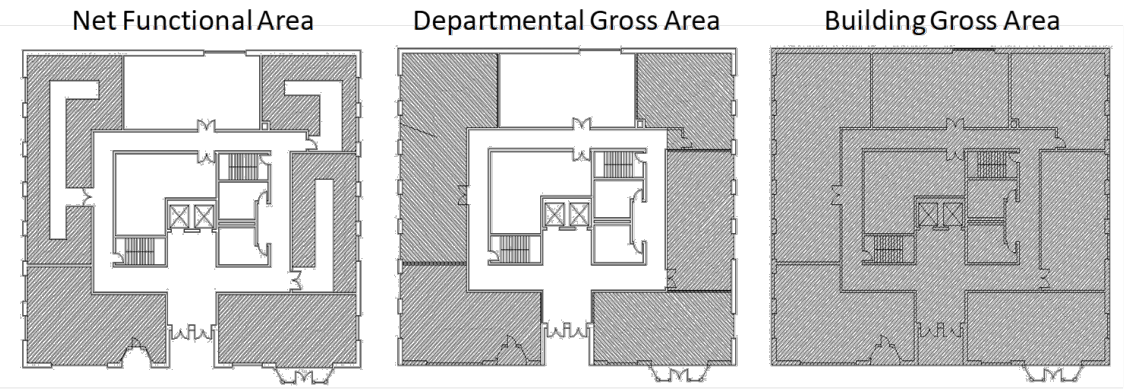
Definitions of Square Footage Terms Used in the Space Estimates

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, Departmental Gross Square Feet, and Building Gross Square Feet 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. 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.

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.



Overall Court Space Requirement

The proposed JCC may include five courtrooms, judicial chambers and offices, court staff and administrative office space (and related public service and support spaces), building security, and building support facilities (e.g., Building Entry/Lobby, Restrooms, Building Storage, and Building Mechanical/Electrical Support).

The total building gross area required to house the entire program is **68,306 gross square feet**.

Courthouse Space Summary by Major Department/Function

The table below contains a summary of the projected departmental space requirements for each department to be included in planning for the JCC.

Pinal County Juvenile Court Complex Space Needs Summary

Department	Anticipated Departmental Future Need (DGSF)
Juvenile Court Services	13,425
JCC Clerk of the Court	2,683
JCC County Attorney	351
JCC Public Defender	195
Juvenile Court Security	2,464
Juvenile Courtrooms and Chambers	17,987
Building Support	17,541
Total DGSF	**54,645**
Building Grossing Factor	**25%**
Total Building Gross Square Feet	**68,306**

Detailed Space Program Listings

The complete space program, included as Appendix A to this report, contains a detailed listing for each department the following information:

- The types of functional space included in each department/function
- The number of functional units required for each functional space (current and future)
- The net square footage of the functional unit/space
- The net assignable floor space for each division and office
- Departmental circulation factor
- The total assignable space for each department and office
- The overall gross building area required

Pinal County Juvenile Court Complex Space Needs Summary	
March 25, 2024	
Department	**Anticipated Departmental Future Need (DGSF)**
Juvenile Court Services	13,425
JCC Clerk of the Court	2,683
JCC County Attorney	351
JCC Public Defender	195
Juvenile Court Security	2,464
Juvenile Courtrooms and Chambers	17,987
Building Support	17,541
Total DGSF	**54,645**
Building Grossing Factor	**25%**
Total Building Gross Square Feet	**68,306**

National Center for State Courts

Juvenile Court Services		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
JCS Administration							
JCS Executive Component							
Director		1.0	180	1.0	1.0	180	
Administrative Specialist		1.0	49	1.0	1.0	49	Needs direct connection to Director Office. Needs secure file storage. Adjacent to secure file storage room
Financial Tech		1.0	49	1.0	1.0	49	
Human Resources Personnel		0.0	49	1.0	1.0	49	
JCS Administrative Services							
Division Manager		1.0	150	1.0	1.0	150	
Administrative Specialist		2.0	49	2.0	2.0	98	
Court Research Analyst		1.0	49	1.0	1.0	49	
Sr. Administrative Assistant		1.0	49	1.0	1.0	49	
Administrative Assistant		4.0	49	4.0	5.0	245	2 are located at public counter
PC Jolts/Tech		1.0	49	1.0	1.0	49	Specifically works on juvenile database, Liason between AOC and Juvenile Court. Juveline Online Tracking System
App Server/PC Specialist		1.0	49	1.0	2.0	98	
Courtroom Technology Support Staff		0.0	49	1.0	2.0	98	
Network Specialist		0.0	49	1.0	1.0	49	
Subtotal Units		14.0		17.0	20.0		
Subtotal (NSF)						1,212	
Departmental Circulation	**35%**					424	
Total Departmental GSF						1,636	
JCS Operations							
Operations Manager		1.0	150	1.0	1.0	150	
CASA Component							
CASA Supervisor		1.0	120	1.0	1.0	120	
CASA Coordinator		3.0	49	3.0	4.0	196	Currently three FTE, one uses workspace part time
CASA Sr. Administrative Assistant		1.0	49	1.0	1.0	49	
CASA Administrative Assistant		1.0	49	1.0	2.0	98	
Touch down work areas		1.0	49	1.0	2.0	98	To accommodate CASA Coordinator
Treatment Component							
Treatment Services Manager		1.0	120	1.0	1.0	120	
Program Coordinator		2.0	49	2.0	2.0	98	
Administrative Assistant		1.0	49	1.0	1.0	49	
Juvenile Counselor		4.0	49	4.0	4.0	196	From Juv. Detention Center. Two will move into new building from YJC
Juvenile Counselor Intern		2.0	49	2.0	2.0	98	Touchdown spaces. Not full time staff
Dependency Component							
Dependency Supervisor		1.0	120	1.0	1.0	120	
Senior Case Manager		2.0	49	2.0	3.0	147	
Dependency Administrative Assistant		2.0	49	2.0	3.0	147	
Juvenile Court Mediator		1.0	49	1.0	1.5	74	
Subtotal Units		24.0		24.0	29.5		
Subtotal (NSF)						1,760	
Departmental Circulation	**35%**					616	
Total Departmental GSF						2,375	
JCS Probation							
Florence Probation Office							
Probation Division Manager		1.0	150	1.0	1.0	150	
Probation Supervisor - Florence		1.0	120	1.0	1.0	120	
Senior Probation Officer - Court Unit - Flor.		1.0	49	1.0	1.0	49	
Probation Officer - Diversion		2.0	49	2.0	2.0	98	
Probation Officer		1.0	49	1.0	1.0	49	
Probation Officer - Court Liaison		1.0	49	1.0	2.0	98	
Surveillance Officer		1.0	49	1.0	1.0	49	
Victim Support Personnel		1.0	49	1.0	2.0	98	
Touch down work areas		0	49	3.0	3.0	147	For use by Probation Officers based in other towns
Subtotal Units		9.0		12.0	14.0		
Subtotal (NSF)						858	
Departmental Circulation	**35%**					300	
Total Departmental GSF						1,158	

Juvenile Court Services		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Support Areas							
Lobby/Reception		1.0	100	1.0	1.0	100	
Children's waiting areas (younger children)		0.0	400	1.0	1.0	400	Incorporated and designed into main Building Lobby. Can be broken in to multiple spaces. 4-5 kids per area
Probation youth waiting		0.0	400	1.0	1.0	400	3-4 kids plus adults. Separated from younger childrens waiting areas.
Public check in counter		1.0	100	1.0	1.0	100	2 staff at counter- included in admin staff workstations
Work Room/Mail/Copy		1.0	150	1.0	1.0	150	Accommodate 2 large copy machines
Active Case Record Storage		1.0	100	1.0	1.0	100	Specifically for Probation Files
Storage for event items		0.0	150	1.0	1.0	150	Noted need from Admin meeting. Can be combined with general storage. Includes CASA donated items such as backpacks, books, luggage
Storage/Supplies		1.0	80	1.0	1.0	80	Office supplies
Admin File Storage		1.0	80	1.0	1.0	80	Dedicated Admin files
CASA File Storage		1.0	80	1.0	1.0	80	Dedicated CASA files, 4 file cabinets 6'x4'x2'
IT Equipment Storage		1.0	80	1.0	1.0	80	
Staff Storage Lockers/Coat Room		1.0	80	1.0	1.0	80	For personal item storage
Records Storage		1.0	100	1.0	1.0	100	Depends on transition to electronic files
Secure Firearm Storage		1.0	50	1.0	1.0	50	For dedicated use by Probation department, 6 lockers in dedicated room, include clearing barrel, include evidence locker
Safety Equipment Storage		1.0	50	1.0	1.0	50	For dedicated use by Probation department, has limited staff access
Staff Restrooms		1.0	80	1.0	1.0		Included in Building Support
JCS Staff multi-use/break area		1.0	500	1.0	1.0	500	Incorporated into Multi-use work area (Work Café), with vending
Meeting Spaces							
Collaborative workspace/Huddle rooms		0.0	175	1.0	2.0	350	For informal/impromptu meetings, 2-6 people
Medium Conference Room		0.0	250	1.0	1.0	250	Shared amoung departments, 10 person capacity
Dividable Training Space		0.0	1600	1.0	1.0	1600	Accommodate groups up to 80 people. Movable partitions to create individually accessed spaces with multiple access points. Uses: Continuing education for staff, defensive tactics and other physical training for probation and youth detention staff, life-skills training for youth, large group orientation training for volunteers, and other large special events. Needs access controlled entry for staff and separate public entry. Does not need direct connection to JCS.
Kitchenette adjacent to training space		0.0	100	1.0	1.0	100	Could incorporate JCS staff multi use break area as pre-function space
Training Room Storage		0.0	250	1.0	1.0	250	Includes storage for defensive tactics training
Large Mediation Room		1.0	300	1.0	1.0	300	Accommodate 10-15 people, both public & private entrance.
Small Mediation Room		1.0	175	1.0	1.0	175	Accommodate up to 6 people, both public & private entrance
Medium Interview Room		0.0	120	1.0	2.0	240	Located adjacent to Mediation rooms
Counseling Room		0.0	175	1.0	2.0	350	Soft seating, Sofa and three chairs, area for toys/games,
Attorney/Client Meeting rooms		6.0	100	6.0	10.0		Included with Courtrooms, 2 per courtroom
Child Victim Waiting Room/Sensory Room		0.0	450	1.0	1.0		Included with Courtrooms, Sensory appropriate, child-friendly design
Multi-use work area (Work Café)		0.0	500	1.0	1.0		For JJC partener work spaces, Café tables, worktables, include vending
Large conference room		0.0	450	1.0	1.0		Shared among building users
Space for life skills training		0.0	800	1.0	1.0		Potentially for vocational classes. Can be used for CASA, Probation
Subtotal Units		22.0		36.0	43.0		
Subtotal (NSF)						6,115	
Departmental Circulation	35%					2,140	
Total Departmental DGSF						**8,255**	
Juvenile Court Services **Subtotal (NSF)**						9,945	
Subtotal (DGSF)						**13,425**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments

Clerk of the Court		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Clerk of the Court - Juvenile Component							
Juvenile Clerk Manager/Deputy Manager		0.0	150	1.0	1.0	150	New position for new JJC
Clerk Supervisor		0.0	120	1.0	2.0	240	
Deputy Clerk		4.0	49	4.0	6.0	294	Includes Docketing and Customer Service Clerk
Courtroom/Processing Clerk		4.0	49	4.0	10.0	490	2 per judge ideally
Support Areas							
Public Counter Waiting Area		1.0	150	1.0	1.0	150	
Children's waiting areas		0.0	800	1.0	1.0		Included in JCS listings, shared
Visitor pods/booths for public access		0.0	49	1.0	4.0		Shared, in common public area, 4 total for building
Public Access Terminal/Kiosk		0.0	25	1.0	2.0		Shared, in common public area
Active/Required Rentention Files		1.0	200	1.0	1.0	200	Other files stored electronically or off-site
Evidence/Exhibit Storage		1.0	80	1.0	1.0	80	
Staff meeting/lunch room		1.0	200	1.0	1.0	200	Flexible Use
Work Room/Mail/Copy		1.0	180	1.0	1.0	180	
Supplies Storage		1.0	80	1.0	1.0	80	
Subtotal Units		14.0	2132.0	19.0	32.0		
Subtotal (NSF)						2,064	
Departmental Circulation	30%					619	
Total Departmental DGSF						**2,683**	
Clerk of the Court **Subtotal (NSF)**						2,064	
Subtotal (DGSF)						**2,683**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments

County Attorney		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
County Attorney - Juvenile Component							
Attorney satellite office		0.0	150	1.0	1.0	150	Private office with desk, chair, printer. Needs to be located adjacent/close proximity to courtrooms used for deliquency
Child Victim Waiting Room/Sensory Room		0.0	450	1.0	1.0		Included with Courtrooms, Sensory appropriate, child-friendly design
Law enforcement waiting space		1.0	120	1.0	1.0	120	2 occupants, Separate from victim waiting. Separated from defense counsel.
Conference room (access only, not dedicated)		1.0	300	1.0	1.0		Can use Mediation Room. Mediation Room included with JCS. Limit glazing to balance privacy/security. Include duress button
Subtotal Units		2.0		4.0	4.0		
Subtotal (NSF)						270	
Departmental Circulation	30%					81	
Total Departmental DGSF						**351**	
County Attorney **Subtotal (NSF)**						270	
Subtotal (DGSF)						**351**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments

Public Defender		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Public Defender - Juvenile Component							
Attorney satellite work area		0.0	150	1.0	1.0	150	Small office, includes 2 desks, docking stations, printer, copier. Used by contractors, private attorneys, public defenders
Visitor pods/booths for public access		0.0	49	2.0	4.0		Included in Lobby, shared in common area, capability for virtual meetings
Multi-use work area (Work Café)		0.0	500	1.0	1.0		tables, worktables,
Meeting spaces							
Attorney/Client Meeting rooms		6.0	100	6.0	10.0		Included with courtrooms
Conference room (access only, not dedicated)		1.0	300	1.0	1.0		Can use Mediation Room
Detained Youth Client Meeting Room			80	1.0	2.0		Included with Courtrooms, Within secure area, Provide vision glass for security
Subtotal Units		7.0		12.0	19.0		
Subtotal (NSF)						150	
Departmental Circulation	30%					45	
Total Departmental DGSF						**195**	
Public Defender		7.0		12.0	19.0		
Subtotal (NSF)						150	
Subtotal (DGSF)						**195**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments

Building Security Operations		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Main Public Entrance and Screening							
Security Screening Station		1.0	250	1.0	1.0	250	
Dedicated Building Exit Lane		1.0	200	1.0	1.0	200	Located in area to be visible by screening staff
Public Waiting/Queuing at Screening Stations		1.0	150	1.0	1.0	150	Space for 5-6 individuals to queue
Secure Firearm storage for visitors		0.0		1.0	1.0	0	4-6 lockers, coin operated. Needs to be outdoors away from building.
Employee Entrance and Screening							
Employee Screening Station			200	1.0	1.0	200	Separate from public entry
Employee Entrance			50	1.0	1.0	50	
Building Security Office/Command Center							
Command Center		1.0	300	1.0	1.0	300	Includes 3 monitoring workstations, one sergeant station
Sergeant Office			120	1.0	1.0	120	
Locker storage for personal items		1.0	150	1.0	1.0	150	Lockers for storing ballistic vests, 12-15 half size lockers
Storage for equipment		1.0	150	1.0	1.0	150	For storing radios, wands, docking stations, include lockable cabinet for contraband
Secure Firearm Storage		1.0	50	1.0	1.0	50	Include cleaning barrel
Support Areas							
Staff meeting/lunch room		1.0	200	1.0	1.0	200	
Large conference room		0.0	450	1.0	1.0		Shared among building users
Dividable Training Space		0.0	1600	1.0	1.0		Shared among building users
Subtotal Units		8.0		14.0	14.0		
Subtotal (NSF)						1,820	
Departmental Circulation	**30%**					546	
Total Departmental GSF						**2,366**	
Sheriff							
Sheriff Juvenile Component							
Detained Person Transport							
Secure connection to detention center			Exterior Connection				Completely covered,
Secure Sally Port			Exterior Sally Port				Completely covered,
Small Holding Rooms			In Building Support				
Secure firearm storage			50	1.0	1.0	50	Include clearing barrel and lockers
Equipment Storage			25	1.0	1.0	25	For storage of mechanical restraints, etc.
Subtotal Units		0.0	75.0	2.0	2.0		
Subtotal (NSF)						75	
Departmental Circulation	**30%**					23	
Total Departmental GSF						**98**	

Juvenile Detention Center Component		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Counselor office		2	100	2	2		Move two counselors over from detention center. Included in JCS component.
Dividable Training Space		0.0	1600	0.0	1.0		Included in JCS, Shared, Dividable to accommodate small trainings
Subtotal Units		2.0	1700.0	2.0	3.0		
Subtotal (NSF)						0	
Departmental Circulation	**30%**					0	
Total Departmental GSF						**0**	
Building Security Operations							
Subtotal (NSF)						1,895	
Subtotal (DGSF)						**2,464**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments

Juvenile Court Courtrooms & Chambers		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Courtrooms							
Standard Non-Jury Courtroom		3.0	1200	2.0	3.0	3,600	Judge bench, clerk station, witness stand, reporter station, large titiagation well (min. 3 litigation tables, one or two rows of public gallery seating, no jury box. Note that one could be potentially shelled for future build out.
Flexible Courtroom		0.0	1600	1.0	1.0	1,600	Could accomodate 6-8 person jury
Hybrid Courtroom		0.0	750	1.0	1.0	750	Purpose built for Virtual/Hybrid hearings
Courtroom Ancillary Spaces							
Courtroom Entrance Vestibule		3.0	64	3.0	5.0	320	
Staff ADA Access Ramp		3.0	100	3.0	5.0	500	Confirm if all courtrooms require ADA access
A/V Equipment Closet		2.0	50	3.0	3.0	150	
Evidence Storage Closet		3.0	25	3.0	5.0		Included in Clerk listing
Attorney/Client Meeting rooms		6.0	100	6.0	10.0	1,000	2 per courtroom
Waiting Areas							
Public Waiting Areas Outside Courtrooms		3.0	200	3.0	5.0	1,000	Increase over grossing factor for public waiting
Children's waiting areas (younger children)		0.0	400	1.0	1.0		Included with JCS. Designed into main Building Lobby. Can be broken in to multiple spaces. 4-5 kids per area
Probation youth waiting		0.0	400	1.0	1.0		Included with JCS. 3-4 kids plus adults. Separated from younger childrens waiting areas.
Child Victim Waiting Room/Sensory Room		1.0	450	1.0	1.0	450	Sensory appropriate, child-friendly design
Jury Deliberation							If needed
Jury Deliberation Rooms			200		1.0		Utilize Judicial Conference room
Jury Deliberation Toilets			50		2.0		
Jury Room Soundlock Vestibule			64		1.0		
Secure In-Custody							
Security Vestibule		1.0	100	1.0	3.0	300	
Small Holding Rooms		0.0	100	2.0	2.0	200	Adjacent to secure in-custody elevator, include vision glass, not detention grade finishes
Small Secure Meeting Room		0.0	80	3.0	3.0	240	With vision glass for security, adjacent to holding rooms, 2 person capacity for attorney and youth
In-Custody Elevator Shaft		Included in Building Support					Included in Building Support
Subtotal Units		25.0		34.0	53.0		
Subtotal (NSF)						10,110	
Departmental Circulation	35%					3,539	
Total Departmental DGSF						**13,649**	
Juvenile Court Judicial Chambers and Staff							
Judicial Suite							
Juvenile Court Judge Chambers		3	256	3	5	1,280	
Shared Judicial restrooms		0	400	1	1	400	
Judicial Support Staff							
Judicial Assistant		3	49	3	5	245	In common area
Official Court Reporter		2	49	1	1	49	In common area
Interpreter		1	49	1	2	98	In common area
Baliff		2	49	2	3	147	In common area
Vulnerable Persons Unit							
Staff		2	49	1	2	98	
Support Areas							
Reception Vestibule		1	100	1	1	100	
Work Room		1	120	1	1	120	
Supplies		1	80	1	1	80	Adjacent to Work Room
Huddle Room			120	1	1	120	
Judicial lunchroom/kitchenette		1	200	1	1	200	
Judiciary Conference Room		1	400	1	1	400	
Conference Room restrooms							
Staff Restrooms		Included in Building Support					
Subtotal Units		18		18.0	25.0		
Subtotal (NSF)						3337	
Departmental Circulation	30%					1,001	
Total Departmental DGSF						**4,338**	
Courtrooms and Chambers							
Subtotal (NSF)						13,447	
Subtotal (DGSF)						**17,987**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments

Building Support		Existing (Units)	Space Standard (NSF)		Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Main Entrance and Lobby								
Main Entrance								
Entry and Security Screening								
Building Entrance Vestibule		1.0	300		1.0	1.0	300	
Public Waiting/Queuing at Screening Stations		1.0	250		1.0	1.0		Included with Security
Security Screening Station		1.0	200		1.0	2.0		Included with Security X-ray and magnetometers
Security Booth/Information Desk		1.0	100		1.0	1.0		Included with Security X-ray and magnetometers
Gun Locker for visitors		0	80		1.0	1.0		Included with Security Confirm ifneeded
Public Lobby								
Building Lobby/waiting areas		1.0	1,500		1.0	1.0	1500	
Children's waiting areas (younger children)		0.0	400		1.0	1.0		Incorporated and designed into main Building Lobby. Can be broken in to multiple spaces. 4-5 kids per area
Probation youth waiting		0.0	400		1.0	1.0		3-4 kids plus adults. Separated from younger childrens waiting areas.
Public Waiting Areas Outside Courtrooms		3.0	200		3.0	5.0		Included with courtrooms
Visitor pods/booths for public access		0.0	48		2.0	4.0	192	Shared, in common area, capability for virtual meetings
Building directory/kiosk			50		1.0	1.0	50	Past Screening area
Information Monitors (Wall hung)			N/A					
Main Entrance and Lobby Subtotal								
Subtotal Units		8.0			14.0	19.0		
Subtotal (NSF)							2,042	
Departmental Circulation	**30%**						613	
Total Departmental DGSF							**2,655**	
Building Support -Amenities/Gereral Support								
Building Amenities								
Meeting spaces								
Large Conference Room		0.0	450		1.0	1.0	450	Shared among all building users
Multi-use work area (Work Café)		0.0	500		1.0	1.0	500	vending
Support Spaces								
Employee Restrooms		4.0	150		4.0	8.0	1200	
Public Restrooms		4.0	240		4.0	8.0	1920	
Loading Dock		1.0	200		1.0	1.0	200	
Receiving Area		1.0	200		1.0	1.0	200	
Mail Room		1.0	150		1.0	1.0		Confirm where mail is sorted
Public Elevators		2.0	100		2.0	2.0	200	
Staff/Service Elevator		1.0	120		1.0	1.0	120	
Secure Detained Persons Elevator		1.0	100		1.0	1.0	100	
Small Holding Rooms		0.0	100		2.0	2.0		Adjacent to secure in-custody elevator, include vision glass, not detention grade finishes
Small Secure Meeting Room		0.0	80		3.0	3.0		With vision glass for security, adjacent to holding rooms, 2 person capacity for attorney and youth
Elevator Lobby		4.0	100		4.0	4.0	400	
Elevator Machine Room		3.0	150		3.0	3.0	450	
Emergency Egress Stair		4.0	260		4.0	4.0	1040	
Subtotal Units		26.0			33.0	41.0		
Subtotal (NSF)							6,780	
Departmental Circulation	30%						2,034	
Total Departmental DGSF							**8,814**	

Building Support		Existing (Units)	Space Standard (NSF)	Current Need (Units)	Projected Future Need (Units)	Projected Future (NSF)	Comments
Building Systems Support							
Building Mechanical Rooms		1.0	2,000	1.0	1.0	2000	
Maintenance Storage		1.0	300	1.0	1.0	300	
MDF/Main Server Room		1.0	200	1.0	1.0	200	
IDF Rooms		3.0	80	3.0	3.0	240	
Electrical Distribution Rooms		3.0	80	3.0	3.0	240	
Central Electrical Room		1.0	200	1.0	1.0	200	
AHU Shafts		3.0	300	3.0	3.0	900	
Generator / UPS		1.0	300	1.0	1.0	300	
Mechanical/HVAC Shafts		3.0	100	3.0	3.0	300	
Fire Control Room		1.0	100	1.0	1.0	100	
Central Janitorial Storage		1.0	200	1.0	1.0	200	
Janitorial Closet/Storage		3.0	50	3.0	3.0	150	
Document Shredding		1.0	150	1.0	1.0	150	
Subtotal Units		23.0		23.0	23.0		
Subtotal (NSF)						5,280	
Departmental Circulation	15%					792	
Total Departmental DGSF						**6,072**	
Building Amenities and General Support Subtotal							
Subtotal (NSF)						14,102	
Subtotal (DGSF)						**17,541**	
							Note: Highlight rows indicate space program element that are cross referenced and/or shared with other departments