
County of Tuolumne

Final Report

Master Space Needs Study



Acknowledgements



This Master Space Needs Study would not have been possible without the help of a number of people from Tuolumne County. While the following list by no means represents all of the many people who participated in this effort, it is our attempt to recognize the primary contributors who helped make this planning effort possible.

The efforts and participation of the following individuals are gratefully acknowledged.

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James Peterson - 3rd District
Mark Thornton - 4th District
Richard Pland - 5th District

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Craig L. Pedro - Assistant County Administrative Officer

Steering Committee

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Ann Maloney - Administrative Analyst and [County Deputy Project Manager](#)
Bev Shane - Community Development Director
Jerry Tucker - Facilities Manager
William Harry Munyon - [TRG Consulting Project Manager](#)

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Executive Summary



Introduction, Process and Planning Goals

Tuolumne County’s population is projected to increase from 54,900 in 2005 to 82,470 in 2025. This population increase of slightly over 20,000 will bring more development and an increasing demand for county government services. The purpose of this planning effort in a broad sense is to develop a countywide space needs study with recommendations to relieve crowding in county owned spaces and provide an ordered plan for future growth. TRG Consulting was commissioned by Tuolumne County to provide these services and a Steering Committee was formed to guide the process and provide input as to the county’s needs and desires.

The process for this study initially was developed during the county’s selection process and refined by the Steering Committee as the planning effort progressed. The scope of services for this project is outlined in the body of this document.

Planning goals were established early and refined throughout the work effort to guide the Steering Committee’s decision making when alternatives and options to meet space needs were analyzed. These goals were divided into the following major categories:

- Capital Programs
- Cost Savings
- Cultural Heritage
- Downtown Vitality
- Flexibility
- Parking
- Service to County Citizens
- Work Environment

The planning goals are discussed in detail in the body of this report.

Tuolumne County Population

For this study historic and projected county population figures were derived from U.S. Census Bureau information and data provided by the California Department of Finance Demographic Research Unit. This data indicates that Tuolumne County’s population is projected to increase from 54,900 in 2000 to 82,470 in 2025. Correlation with these county population projections was one of the methods used to project staffing levels for the county through the year 2040.

Department/Division Profiles

An overview of each department and division is included in this document. These profiles were developed from the following sources:

- An electronic survey completed by each department or division early in the planning process
- Interviews with department heads and division managers
- Numerous discussions with the members of the Steering Committee
- Tours of the spaces currently occupied by each department or division

The department overviews were used to assist in the preparation of the alternatives and options developed to meet space needs through the year 2025.

Staff Projections

Staff projections began with the establishment of a benchmark from which to derive projections. The benchmark selected was the personnel levels for Fiscal Year 04/05. Once the benchmark was selected several different models were examined by the Steering Committee including:

- Projections based on growth in county population
- Projections based on historic staff growth over the last ten years
- Survey results provided by departments and divisions
- An average of the staffing projections based on county population growth, historic staff growth and survey responses
- An average of county population growth and survey responses

The Steering Committee then selected the most appropriate model for each department or division. County department heads and division managers reviewed these projections. All of their comments were reviewed by the Steering Committee and changes were made to the projections where appropriate. This report includes the projected staffing levels for years 2005, 2010, 2015 and 2040 along with the percentage of change in staffing levels between 2005 and 2040.

Projected county staffing levels are illustrated in the table that appears in the next column.

Year	Projected Staff
2005	900 staff
2010	1,018 staff
2015	1,149 staff
2025	1,375 staff
2040	1,680 staff

Space Need Projections

Once staffing levels were projected the next step was to project space need based on those staffing levels (when appropriate).¹ To do this the Steering Committee earlier approved basic space standards for county positions as well as for support spaces. These space standards were translated into a departmental/divisional space standard for all county departments and divisions.

The resulting departmental/divisional space standard is a number calculated in gross square feet (GSF)² that, when multiplied by the staffing number for any given year, results in the gross square footage required for each department or division if that entity met the approved space standards for Tuolumne County.

¹ While most county departments/divisions lend themselves to this methodology, there are a few departments/divisions where standards cannot be calculated based on staffing numbers. Examples include the main library and branch libraries, road yards and the future corporation yard, ambulance/fire facilities, etc.

² Again, net square footage (NSF) is the useable square footage of the spaces occupied by a department or division including offices, ancillary and support spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to departments or divisions. A factor of 1.2 is used to convert NSF to GSF throughout this study.

A comparison was developed between the existing square footage for each department or division and the space each department or division would occupy if the approved space standards were met. Most departments and divisions do not have adequate space and do not meet the recently adopted space standards. As result it is more difficult to provide efficient service to county citizens.

Space need projections are provided for years 2010, 2015, 2025 and 2040. As discussed in this report, the county currently occupies 569,586 GSF of space. If space standards were met, the county would occupy 738,662 GSF. This indicates a current shortage of 169,076 GSF.

The table below illustrates current space occupied, the space that would be occupied if standards were met and the space need projections through year 2040.

Year	Projected Space Need
2005 (existing)	569,586 GSF
2005 (standards)	738,662 GSF
2010	774,524 GSF
2015	819,364 GSF
2025	959,360 GSF
2040	1,150,459 GSF

As illustrated, above the county will require 1,150,459 GSF by 2040. This is an increase of 580,873 GSF over currently available space. By comparison, the additional space required over the next thirty-five years almost is equal to the amount of space currently occupied

Options Development and Analysis

The planning group developed a number of alternatives and options to meet future space need. These alternatives and options were studied in some detail and two primary sets of alternatives were presented in the workshop for the Board of Supervisors on August 3rd, 2004.

One of the options presented was based on keeping county administrative and financial departments in the downtown area while moving law and justice, human services and development/regulatory departments to a new site or sites. The other option kept the Superior Court in downtown Sonora while moving most other county departments to a new location. In both cases the vitality of downtown Sonora was maintained by keeping almost all existing county space fully occupied.

These two alternatives then were examined in even greater detail, which resulted in the Steering Committee selecting the recommendations presented below.

Recommendations

Three sets of recommendations have been developed to meet space need in the years 2010, 2015 and 2025. Each of these recommendations consists of two options. The first option in each case addresses the space in the county core area of downtown Sonora. The second option addresses “other” county facilities located outside of the core area.

The short-term recommendation provides almost immediate relief out to the year 2010 for county core and “other” facilities.

- Downtown Option; Short Term (2010)
 - Reallocates existing space in the County Administration Building, the

ANF Building and the Recreation/Farm Advisor Building

- Recreation and Farm Advisor relocate to Tuolumne Road site
- The District Attorney’s Victim/Witness Waiting Room moves into the Recreation/Farm Advisor Building
- The remainder of the Recreation/Farm Advisor Building is made available to the Superior Court for expansion
- Juvenile Hall and the Sheriff relocate to a new site or sites
- All Human Services Departments relocate to a new site
- Requires lease space
- Requires construction of 154,021 gross square feet (GSF) and 709 new parking spaces on a new site or sites
- Requires 13.38 acres³
- Other Facilities⁴ Option; Short Term (2010)
 - Expands selected facilities in place while other facilities remain at their current size
 - Requires construction of 118,362 GSF and 79 new parking spaces on existing sites⁵

- Requires 2.72 acres

The ten-year recommendation (2015) begins to establish the downtown core as a county administrative and financial center while starting the process of relocating other county departments and divisions and the Superior Court out of the core area. This recommendation also expands selected “other” facilities in place.

- Downtown Administration Center Option; Phase 1 (2015)
 - Development/Regulatory Departments, Corporation Yard, Transit and the remainder of County Law and Justice (District Attorney, Probation, Public Defender and the Jail) move to new site or sites
 - Finance Departments and Divisions move to ANF Building
 - Administration Departments and Divisions expand in place
 - Elections Division moves to Probation Building
 - Courts remain in existing locations and expand into Recreation/Farm Advisor Building
 - Courts also build new facility on new site for expansion
 - Sheriff’s Building and Jail are demolished for construction of a new parking structure

³ This acreage includes 0.05 acres to relocate Recreation and the Farm Advisor; however, the County already owns the site on Tuolumne Road to which these two departments would be relocated.

⁴ Other Facilities are those facilities not located in the core area of downtown Sonora.

⁵ Note: The number of new parking spaces identified in each case is the number required to accommodate the new construction. This assumes that existing parking at the facilities to be expanded is adequate since a detailed parking survey was not part of this study.

- Requires construction of an additional 169,950 GSF and an additional 786 parking spaces on an existing or new site or sites⁶
- Requires an additional 27.12 acres
- Other Facilities Option; Phase 1 (2015)
 - Expands selected facilities in place while other facilities remain at their current size
 - Requires construction of 138,386 GSF⁷ and 26 new parking spaces on existing sites
 - Requires an additional 3.18 acres

The twenty-year recommendation (2025) involves finalizing the establishment of the downtown Sonora core as a county administrative and financial center while completing the relocation of other county departments and divisions and the Superior Court out of the core area. Again, selected “other” county departments and divisions currently located outside of the downtown core are expanded in place.

- Downtown Administration Center Option; Phase 2 (2025)
 - County departments and divisions expand on Phase 1 sites

- Courts move to new site or sites where previous expansion occurred
- Washington Street Courthouse is transferred to state or sold
- Finance Departments and Divisions move into Historic Courthouse
- Law Library, Elections and Purchasing move into ANF Building
- Recreation/Farm Advisor Building is sold
- Probation Building is sold
- Requires construction of an additional 112,776 GSF and an additional 573 parking spaces on an existing or new site or sites
- Requires an additional 4.08 acres
- Other Facilities Option; Phase 2 (2025)
 - Expands selected facilities in place while other facilities remain at their current size
 - Requires construction of 170,598 GSF⁸ and 24 new parking spaces on existing sites
 - Requires an additional 4.61 acres

As indicated above, the county will need to acquire 44.58 acres for new construction over the next twenty years. “Other” facilities require an additional 10.51 acres to expand currently existing county facilities. In most cases this acreage is available on existing sites.

⁶ GSF and parking numbers for the Courts are not included in these numbers throughout this section. It is assumed that the state will be responsible for construction of those facilities. (The GSF and parking requirements for the Courts are included in the spreadsheets that appear at the end of this section.)

⁷ The majority of the new construction (109,000 GSF) is for new hangars at Columbia Airport (90,000 GSF) and Pine Mountain Lake Airport (19,000 GSF).

⁸ Once again, the majority of the new construction (133,000 GSF) is for new hangars at Columbia Airport (110,000 GSF) and Pine Mountain Lake Airport (23,000 GSF).

Appendix

The appendix includes a copy of the electronic survey form, the engineering report and the existing downtown parking analysis.

Introduction, Process and Planning Goals



Introduction

Tuolumne County's population is projected to increase from 54,900 in 2005 to a population of 82,470 in 2025. This population increase of slightly over 20,000 will bring more development and an increasing demand for county government services. The Board of Supervisors and County Administration had the foresight to plan for the increased demand and commissioned this Master Space Needs Study. The purpose of this planning effort in a broad sense is to develop a countywide space needs study with options and recommendations to relieve crowding in county owned spaces and provide an ordered plan for future growth.

In February 2004, TRG Consulting was commissioned by Tuolumne County to provide these services. Immediately after TRG was selected, a Steering Committee¹ was formed to guide the process and provide input as to the county's needs and desires. This committee has been very active throughout the life of the study, ensuring that the planning effort meets the specific needs and desires of Tuolumne County.

Once the initial information that formed the planning baseline from which projections could be made was collected and analyzed, the Board of Supervisors was briefed on the status of the project and the early findings of the planning team. This occurred on May 18th, 2004. On August 3rd, a Board Workshop was conducted to present and discuss the staff and space projections through 2040 along with the preliminary alternatives developed to meet the projected space needs.

¹ The Steering Committee consists of Craig L. Pedro, Assistant CAO and County Project Manager; Ann Maloney, Administrative Analyst and County Deputy Project Manager; Bev Shane, Community Development Director; Jerry Tucker, Facilities Manager and Harry Munyon, TRG Consulting Project Manager.

Process

The process for this study initially was developed during the county's selection process and refined by the Steering Committee as the planning effort progressed. The final scope of services for this project is outlined below,

Project Start

- Determination of county staff and consultant participation on the Steering Committee to oversee and manage the project (including providing ongoing, interim and final approvals of information for submission to the Board of Supervisors)
- Development of project goals to guide the planning effort
- Discussion of the contents of the electronic database
- Development of the electronic survey sent to all county departments and divisions to collect the initial planning information²

Review of Existing County Documents and Information Related to the Planning Effort

Establishment of Space Standards for County Job Classifications and Support Space

- Review of current space use
- Comparison to space standards in other California counties and universally accepted standards for types of space
- Determination of the appropriate space standards for Tuolumne County

² A copy of the electronic survey form appears in Appendix A-1.

- Establishment of net-to-gross³ standards to allow determination of building footprints
- Development of building gross space standards for each department

Electronic Survey Analysis, Departmental Visits and Inventory of Existing Buildings

- Review and analysis of completed surveys
- Visit all County departments to understand their existing physical plant and space requirements
- Engineering assessment of selected county buildings⁴

Establish Existing Need

- Determination of current space needs based on space standards (i.e. the square footage county departments currently require if space standards were met)
- Comparison of space need (based on space standards) to the existing available space and illustration of the existing shortfall in needed space

Interim Presentation to the Board of Supervisors on Project Status and Initial Findings

³ Net square footage (NSF) is the useable square footage of the spaces occupied by a department or division including offices, ancillary and support spaces, circulation space, etc. Gross square footage (GSF) is the space required for building systems and includes such things as structure, exterior walls, utility spaces, stairways, elevators, atriums, restrooms, janitors closets and other spaces not assigned to departments or divisions. A factor of 1.2 is used to convert NSF to GSF throughout this study.

⁴ The engineering assessment appears in Appendix A-2

Five, Ten, Twenty and Thirty-Five Year Projections for Each Department

- Analysis of historic county population growth over the previous fifty years and development of trend patterns
- Analysis of county data on employee growth by department over the last ten years
- Development of forecasting methods that best fit Tuolumne County
- Forecasting of personnel levels and space needs through 2040

Development of Recommendations

- Existing need (the evaluation of existing space, need and capacity)
- Needs assessment (the analysis and forecasting of staff and space requirements for each county department that occupies or will occupy space)
- Options analysis (definition of alternatives to provide needed space and reduce dependence on leased space where appropriate); the development of alternatives and options examined:
 - centralization of appropriate county services to improve service and operational efficiency (“one stop shopping” for citizens)
 - decentralization of appropriate services for better service throughout the county (e.g. ambulance stations, Sheriff’s sub-stations, library services, selected health and human services, selected social services, etc.)
 - future use or disposition of owned facilities
 - reduction in use of leased facilities where county financial resources can be preserved

- potential for future expansion at the least cost (current and future locations)
 - historic implications of county owned facilities
 - the implications of the state takeover of the courts
- Development of selected recommendations from the analysis of options and alternatives
 - Development of a plan of action for milestone years 2010, 2015 and 2025

Electronic Software Development

- Providing electronic media to allow county staff to update the results of this planning effort as change occurs
- Providing training in software use and database maintenance to selected county staff

Final Presentation to the Tuolumne County Board of Supervisors

Project Goals

The following project goals were developed by the Steering Committee early in the project and refined throughout the life of the project.

Capital Programs

- Provide the basic information required to develop Tuolumne County's annual Capital Improvement Plan (CIP).
- Provide an electronic inventory of county owned and leased buildings with a detailed profile for each building.
- Develop design guidelines to be used on future capital projects. Include historic concerns and environmentally friendly building principles.

- Future facilities should recognize the importance of county government and government's role in providing services to the citizens of Tuolumne County.

Cost Savings

- Reduce dependence on leased space where permitted by outside income requirements. Make every effort to minimize long-term lease expenditures that do not provide a return to the county.
- Reduce maintenance and operational costs by divesting the county of "energy hogs" and facilities that are expensive to maintain and operate.

Cultural Heritage

- Recognize the importance of the historic context of the City of Sonora and the County of Tuolumne and ensure that the planning effort does not detract from that heritage.
- Recognize the historic and symbolic importance of the County Courthouse by determining an appropriate use to maintain the vitality and viability of the courthouse and its cultural context. Consider county functions that can be housed in the historic courthouse.

Downtown Vitality

- Recognize the importance of the location of county facilities to the economic viability of the City of Sonora. Where possible, ensure that any county functions removed from the city limits are replaced with equally viable functions (public or private).

Flexibility

- Provide a flexible plan to accommodate unforeseen circumstances.

- Provide personnel and space projections in an electronic format so that future adjustments easily can be made.
- Develop a master space plan that easily accommodates the integration of other planning efforts (e.g. hospital, jail and juvenile hall planning).
- The plan should take into consideration the potential for future changes in technology and the increasing potential of e.government.

Parking

- Plan for adequate parking for citizens interacting with county government and for county employees.
- Integrate parking unobtrusively into the historic context of the City of Sonora.
- Increase available parking in the core county area in downtown Sonora if possible.

Service to the Citizens of Tuolumne County

- Enhance service to the citizens of Tuolumne County.
- Centralize government services to increase operational efficiency and reduce costs wherever possible. Promote “one stop shopping” to allow county citizens to conduct the majority of business of the same type at a single location.
- Decentralize selected government services where appropriate to improve service delivery outside of the City of Sonora.
- Ensure adequate public transportation access to county facilities.

Work Environment

- County employees should be provided with a professional work environment that allows them to work efficiently and comfortably.



OVERVIEW OF DEPARTMENTS

Space need surveys were completed to gain substantial information on each department and the department’s associated divisions. The surveys provided historical and current information regarding personnel, growth, space, security, visitors, location, layout, records and parking. The survey instrument used is provided in Appendix A-1. In addition to the survey, the consultant conducted personal interviews with key representatives from each department or division to review the contents of the survey and to discuss specific concerns.

Individual department profiles, based on the surveys and personal interviews, are presented in the following sections. The profiles include a description of the department’s function, key workload indicators, location factors and key issues/needs associated with the space occupied at the time of this study. The consultant divided the county departments into six groups: Administration, Criminal Justice, Development/Regulatory, Human Services, Community Services and Finance.

Profiles were created for the following departments and divisions:

Administration

- Board of Supervisors
- County Counsel
- County Administrator’s Office
 - Facilities Management
 - Human Resources/Risk Management
 - Information Systems & Services
 - Purchasing

Criminal Justice

- Courts (by state)
- District Attorney (including Victim/Witness Program)
- Probation
- Public Defender
- Sheriff-Coroner

Development/Regulatory

- Agricultural Commissioner/Air Pollution/Weights and Measures
 - Animal Control
- Community Development
- Environmental Health
- Fire Department
- Public Works

Human Services

- Behavioral Health
- Child Support Services
- Human Services Agency
 - Ambulance
 - Public Health
 - Social Services
- Tuolumne General Hospital (by others)
- VNA/Hospice

Community Services

- Airports
- Farm Advisor
- Library
- Recreation
- Veterans Services

Finance

- Assessor/Recorder
 - Assessment
 - Archives/Record Center
 - Micrographics
 - Recorder and Archivist
- Auditor/Controller
 - Clerk/Elections
- Treasurer – Tax Collector
 - Revenue Recovery

Board of Supervisors

2 South Green Street
Sonora, California 95370



The offices and chambers of the Tuolumne County Board of Supervisors are located on the fourth floor of the County Administration Building.



The Board chambers are limited to a capacity of 100 people.

Department Function

The mission of the Board of Supervisors is to provide the citizens of Tuolumne County with courteous and professional service, easy access to information and records and guidance through the governmental process. This, in turn, facilitates open participation by citizens in the decision and policymaking process of the county.

The Board of Supervisors sets county policies and exercises administrative control over county activities. The Clerk of the Board directs the business functions of the Board including preparing agendas and minutes for the Board meetings, public notices, managing the various county committee and commission appointments and responding to inquiries from the public.

Key Workload Indicators

The number of supervisors is mandated by law and set at five. Factors that have the greatest impact on the number of staff that serve the Board include growth in county population and changes in legislation and the type of services provided.

Location Factors

The Board of Supervisors must, by law, be located in the city limits of the county seat. The current location meets this requirement; however, parking is woefully inadequate and this inconveniences county citizens. A centralized government center with adequate parking would be preferred. The Board must be accessible to county citizens.

Board staff interacts on a daily basis with the supervisors, staff from the County Administrator's office and the County Counsel's office, and with the public.

Space Issues

The existing office space for supervisors and staff is poorly organized, too small and lacks adequate storage areas for files and supplies. There is no formal reception area that is found easily by county citizens.

New space is desired that would centrally organize the supervisors' offices adjacent to a formal lobby and reception area. The Board's immediate staff should be located such that one person can staff reception and the remainder of the staff is convenient to the supervisors. A dedicated conference room in which the Board can hold meetings and get together in closed session should be located adjacent to the Board's chambers and offices. Adequate space should be provided for the storage of files and supplies.

Currently there are audio speakers in the fourth floor lobby to accommodate overflow crowds during Board meetings. In the past the Board has met off site when large numbers of people are expected to attend a particular meeting. At this time, the Board Chambers accommodates approximately eighty-five spectators comfortably. The desired design criteria of the Board Chambers should include accommodating more spectators and be capable of being divided (with moveable partitions) into smaller meeting and conference rooms. Two separate anterooms should be provided adjacent to Board chambers for citizen groups and county staff to hold informal meetings prior to and during Board meetings.

These rooms would function as conference rooms for use by county staff when the Board is not in session.

Parking for staff and visitors to the Board of Supervisors is inadequate. The problem is exacerbated when the Board meets on the same day that citizens report to the historic courthouse for jury duty. The building in which the Board is located is on the public transit route.

Security needs include the requirement for privacy because of the sensitive issues discussed and the need to be able to lock individual offices as well as the entire space occupied by the Board and their staff.

County Counsel

2 South Green Street
Sonora, California 95370



The Office of the County Counsel is located on the fourth floor of the County Administration Building.

Department Function

The Office of the County Counsel serves as chief legal counsel to the Board of Supervisors, all county departments, boards and commissions created by the Board and certain outside groups. This office oversees and provides defense in litigation.

Key Workload Indicators

Litigation increases as county departments and programs grow. As a result the Office of the County Counsel grows in direct proportion to county staff growth and the increase in county programs. Other factors that affect the staffing levels of this department include growth in county population (which generally leads to the growth of county staff and programs) as well as changes in legislation, operational procedures and funding.

Location Factors

For maximum efficiency the Office of the County Counsel should be located in close proximity to the Board of Supervisors, the County Administrative Office and the Courts. In addition the department has daily face-to-face interaction with staff from Child Support Services, Facilities Management, Human Resources/Risk Management, Information Systems & Services, the jail and Child Protective Services.

Space Issues

The most critical space need for this department is additional office and file storage space. Offices are needed for a paralegal, the Assistant to the County Counsel (directly outside of the County Counsel's office) and a senior legal clerk/receptionist. (There are

plans to build an office for the paralegal by encroaching into the space occupied by the County Administrator's Office. This should occur in the relatively near future.) The shortage of office space is exacerbated by the expectation that the department will hire another attorney and two additional clerks in the next five years. County Counsel uses County Archives as much as possible; however, there is an immediate need for storage space for active files.

Conference space is inadequate. The law library often is used as a conference room by County Counsel staff and other departments although this is problematic when County Counsel's staff requires access to law books. In addition the law library currently includes a workstation for a paralegal. (This will change when an office is built for this staff member by encroaching into the CAO's lobby and reception area.) The existing CAO's conference room is on the same floor; however, it is used for a wide variety of meetings and is configured for use as an Emergency Communications Center (ECC). Finally it should be noted that conference room space in the entire County Administration Building is inadequate. The only other available conference room is on the first floor. As a result the Board chambers and employee break rooms often are used for conferences.

Parking for staff and visitors to the department is inadequate. This office is on a public transit route.

Security needs include the requirement for privacy because of the sensitive issues discussed and the need to be able to lock individual offices and the entire space occupied by the department.

County Administrator’s Office

2 South Green Street
Sonora, California 95370

Divisions

- Information Systems and Services (ISS)*
- Facilities Management*
- Human Resources/Risk Management*
- Purchasing*



The County Administrative Office is located on the fourth floor of the County Administration Building.

Department Function

The County Administrator’s Office is responsible for the general administration and coordination of county operations and programs.

This office is under the direction of the Chief Administrative Officer (CAO) and is responsible to the Board of Supervisors for the proper and efficient administration of the county. Specific duties of the CAO include:

- Coordinate the work of all offices and departments, both elective and appointive, and devise ways to achieve efficiency and economy in all county operations;
- Formulate and present to the Board of Supervisors plans to implement policies and accomplish goals established by the Board;
- Recommend an annual budget after reviewing requests for county funds from all departments and agencies for which the Board is responsible;
- Have responsibility for the administration of the budget after its adoption by the Board of Supervisors;
- Provide for in-depth analysis and review of all county programs on a regular basis in such a manner that the Board of Supervisors may make policy decisions;
- Development and implementation of the capital improvement plan;
- Work with all other government entities, federal, state, regional, and local, in the best interest of the county;
- On at least an annual basis, review and appraise the performance of all appointed

department heads, except County Counsel, and submit the appraisal to the Board of Supervisors; and

- Planning and administration of all functions related to the CAO divisions (i.e. Information Systems and Services, Facilities Management, Human Resources/Risk Management and Purchasing).

Key Workload Indicators

Growth of this department is driven by an increase in duties assigned by the Board or caused by legislative or regulatory changes (e.g. the current Board’s emphasis on resources). The complexity of the tasks performed also result in growth. As an example, budget complexities and the number and complexity of capital projects may result in additional staff in the future. The current emphasis on the Office of Emergency Services (OES) and Homeland Security are additional examples of requirements that may generate growth. The use of technology has helped greatly in offsetting the need for additional staff.

Location Factors

The County Administrator’s Office needs to be co-located with the spaces for the Board of Supervisors, Human Resources/Risk Management, County Counsel and the Auditor – Controller/Clerk. The office has daily face-to-face contact with staff from Community Development, Facilities Management, Information Systems and Services, Public Works and Tuolumne General Hospital. The existing location satisfies the co-location requirements, but is inefficient in terms of close proximity to the departments with which the office has daily face-to-face contact. The preference of the CAO

is to be located within close proximity to as many county departments as possible.

Space Issues

As a result of a recent remodeling, existing space is adequate for the present; however, the addition of another staff person in the County Counsel's office will encroach on the lobby and reception space assigned to this department. Conference room space is inadequate. The existing CAO's conference room is used for a wide variety of meetings and is configured for use as an Emergency Communications Center (ECC). Further, the CAO's conference room and entry area are used for informal gatherings of county staff prior to Board meetings. The law library in the County Counsel's area can be used as a conference room although this is problematic when County Counsel's staff needs access to law books. Finally it should be noted that conference room space in the entire County Administration Building is inadequate. The only other available conference room is on the first floor of this four-story building. As a result the Board chambers and employee break rooms often are used for conferences.

If the County Administrative Office is moved to a new location a large conference room to accommodate twenty people and capable of being divided into two smaller conference rooms will be required. Senior CAO staff still will require conference space in their offices to accommodate small group meetings.

Parking for staff and visitors to the department is inadequate. This office is on a public transit route.

Security needs include the requirement for privacy because of the sometimes sensitive issues discussed and the need to be able to lock individual offices and the entire space occupied by the department.

Facilities Management

229 West Jackson Street
Sonora, California 95370



The Facilities Management building on West Jackson Street.

Department Function

The Facilities Management Division provides high quality, cost effective physical plant management services to all county departments and the community at large. These management services help assure a safe and comfortable environment for the citizens and employees of Tuolumne County.

The division maintains county buildings, supervises custodial services for the county and is responsible for management of Capital Improvement Projects (CIPs) for existing and proposed facilities.

Facilities also is responsible for the development and maintenance of most county parks as well as for the development and maintenance of the grounds adjacent to county owned buildings

The division administers a wide variety of programs including lease administration and management of leased facilities including properties occupied by county departments and properties owned by the county and leased to others. Facilities responds to requests for additional space from county departments, locates available facilities, negotiates leases, prepares lease agreements, coordinates space reconfigurations, oversees construction of tenant improvements and provides relocation coordination services. The division is responsible for a number of other programs including special projects, monitoring compliance with the Americans with Disabilities Act (ADA) as well as the management, storage and preparation for auction of all county surplus property. (The actual auctioning of surplus property is outsourced to a private sector company.)

Key Workload Indicators

The factors that have the greatest impact on personnel levels include the continued growth of county facilities,

population growth and changes in legislation and operational procedures. New record keeping requirements associated with county facilities (e.g. the requirements of OSHPD, air quality control, etc.) also affect staffing levels.

Location Factors

The division should be located near essential buildings such as the Sheriff's office, the jail and Tuolumne General Hospital (TGH). (The jail is the largest user of Facilities Management labor.) Public access is essential since the citizens of Tuolumne County visit the division to rent county facilities (e.g. rental of the Sonora Youth Center, the Community Hall in Jamestown, the meeting room at the Library, etc.).

Facilities Management staff has daily face-to-face interaction with staff from the CAO's Office, the Auditor-Controller, the County Jail and TGH.

Space Issues

Existing office and storage space are inadequate. Office space is so crowded that files are stored in the shop area and employees do not have enough space to work efficiently. The Facilities conference room is used for plan storage and is so crowded that the conference table serves as a layout table. Any conference in this crowded space is limited to six participants. (This situation can be ameliorated slightly by scanning the existing record drawings and storing the actual documents in the Archives building although some plan storage still will be required for projects in progress.) There is so little storage in the carpenter shop that building materials are staged in the street adjacent to the Facilities building. The lack of adequate storage is exacerbated by the need to store surplus property until it is taken away for auction. (If sufficient storage were

available to display surplus property, more surplus property might be recycled to county departments in need of property. The actual auction usually occurs so far away that departments find it easier to purchase new furniture and equipment rather than recycle property that the county already owns.) Finally, the division stores antique furniture and materials from the county's historic buildings along with such infrequently used items as Recreation Department signage. (These items are stored above the "box" constructed in the middle of the shop area. The "box" itself is used to store surplus property and takes up a good bit of the shop floor.) The Facilities Manager has indicated that if the miscellaneous storage described above could be removed, there would be adequate storage for the division's needs in the existing building. (The division already uses on demand delivery for plumbing supplies, etc. so they have reduced their storage requirements as much as possible.)

Parking for staff and visitors is inadequate although more adequate than downtown parking.

Human Resources/Risk Management

2 South Green Street
Sonora, California 95370



The offices for Human Resources/ Risk Management are located on the first floor of the County Administration Building.

Department Function

The Human Resources/Risk Management Division is responsible for providing human resource services to all county departments, ensuring compliance with State and Federal employment laws, recruiting and testing job applicants, managing labor relations and administering the county's affirmative action plan.

Under the risk management function the division protects the county from losses, minimizes the cost of risk and works with departments to ensure the safety of employees and the public. The following programs are administered under this function:

- Liability Management – The division manages claims by detecting and controlling false or exaggerated claims as well as by settling claims. Risk Management also coordinates the procurement of outside insurance programs such as excess insurance, airport, liability and medical malpractice insurance. In addition, staff focuses on identifying the county's exposure to accidental losses, analyzes the risk factors associated with those losses and developing programs to reduce or prevent losses.
- Disability Management – Risk Management oversees this mandatory benefit program for occupational injuries and illnesses. This includes the management of claims and litigation through a third party administrator, cost containment through loss control, claimant contact, investigation and training.
- Benefits Management – The division provides county-sponsored health benefits for employees and their family members.

Key Workload Indicators

The division's human resources workload is related directly to the size of the county's workforce. For example, the need for additional employees equates to increased recruitments. Similarly, as the number of employees increases, so do individual employee needs and workers compensation claims.

The risk management function also is related directly to an increase or decrease in the number of county employees. Changes in county population affect the division in a like manner (e.g. an increase in population causes an increase in claims against the county).

Finally, changes in operational procedures have an impact on personnel levels within the division.

Location Factors

Human Resources/Risk Management should be located near County Administration since they are a division of the CAO's office. Further, individuals seeking employment tend to go to the administrative center of

the county. In addition, the division should be located near the Auditor-Controller and be easily accessible to the public. Human Resources/Risk Management staff has daily face-to-face interaction with the staff from the Tuolumne General Hospital (TGH). It would be helpful to have a dedicated office at TGH as well as at the Sheriff's Department and Social Services since these departments require a great deal of staff time.

Space Issues

The existing space for this division is inadequate in that there is not enough room to build individual offices. The privacy and confidentiality offered by individual offices are necessary for staff and county employees visiting

the division given the sensitive nature of the human resource and risk management functions.

Parking is inadequate for employees and visitors. Public transit directly serves the building in which the division is located.

This division deals with confidential issues. Angry and aggressive employees and members of the public sometimes confront staff. As a result there is a need for a more secure reception counter that prevents entry into division spaces. A locked employee entrance also is desirable.

Note: The county has a tentative plan to relocate the mailroom (which is adjacent to the spaces occupied by this division) to a leased building near Facilities Management. This will provide additional space for the expansion of Human Resources/Risk Management. (The mailroom relocation most likely will occur in the next year or so.) The Director of Human Resources/Risk Management has indicated that the additional space gained by expanding into the area occupied by the mailroom will meet his division's space needs for the next decade.

Information Systems & Services

2 South Green Street
Sonora, California 95370



ISS is located on the lower floor of the County Administration Building as well as in the ANF Building. The department has work and equipment spaces in a number of county buildings.



ISS has offices on the third and fourth floors of the ANF Building.

Department Function

The Information Systems & Services (ISS) Department provides a wide variety of centralized information technology (IT) services to all county departments. These services range from PC purchase and repair to network and database services. Services provided include:

- consultation services, such as technical planning, requirements development and feasibility studies;
- centralized server operations and technical support;
- systems applications and programming;
- network support and management;
- procurement of IT equipment and software applications;
- IT security operations;
- desktop hardware and software support; and
- end-user support.

Key Workload Indicators

Demand always is high; however, available funding has the greatest impact on staffing levels. (Currently ISS is a general fund department. The Department Manager would prefer to be a service funded department so that demand would be tied to service need.) Other factors that have an affect on personnel levels are population growth, changes in operational procedures and changes in technology. The manager also indicated that the department might grow with increases in web services and business analysis/project management.

Organizational changes that move functions out of other departments (e.g. Telecommunications, GIS, etc.) and

into ISS may increase personnel levels in the future. Similarly the conversion of ISS from a general fund department to an independent service funded department could increase staffing levels because of the amount of pent up demand for ISS services.

Location Factors

ISS staff usually goes to other departments to provide service. As a result staff can function more efficiently if they are located close to their largest customers (e.g. Tuolumne General Hospital, Social Services, the Sheriff's Department, etc.). The department does not need to be located downtown; however, moving is quite expensive.

ISS has satellite equipment and/or repair spaces at Tuolumne General Hospital, on the second, third and fourth floors of the County Administration Building and at Social Services. Additional satellite spaces are required as described in the "Space Issues" Section. In general, all buildings require a "Main Distribution Facility" (MDF) and each additional floor, an "Intermediate Distribution Facility" (IDF).

Space Issues

One of the most immediate needs for this department is to consolidate employees that currently are located in the County Administration Building

and the ANF Building. The department also needs additional space for training and testing at their primary location. A training room of approximately 400 sq. ft. is needed.

ISS spaces in the County Administration Building do not have enough receptacles to meet department needs. The building has an emergency generator and an

uninterrupted power supply (UPS). During a power outage, ISS equipment in the Administration Building relies on receptacles tied directly to the emergency generator and UPS. The UPS does not have enough battery power to keep the equipment running for a long period without the support of the emergency generator. Should the emergency generator fail, the UPS simply allows a “graceful shutdown” of the equipment. (Note: A number of County buildings do not have ample emergency generator capacity, including the historic Courthouse and the ANF Building. The ANF Building is significant because, in the event of the loss of the Administration Building, a conference room in the ANF Building is the preferred site for ISS to relocate its operations for “Business Continuity” while remaining in the downtown area. Other buildings such as the Library, Family Support and the Sheriff’s building have generators but they are not capable of keeping ISS equipment running.)

The Network Operations Center (NOC) does not have an adequate fire suppression system. A Halon (or equal) system with an alarm is required.

ISS needs a redundant space at a remote location for emergency operations. This space should have telephone/data trunks to the outside and access to a T1 line.

Satellite ISS equipment and repair spaces are required in a number of County buildings that do not have these spaces. In all buildings, a main distribution space (MDF) is required for receiving external telecommunications links, deployment of the main telecommunications equipment and for horizontal and vertical distribution of cabling. In multistory buildings, smaller distribution rooms (IDFs) are required on each floor to provide space for accommodating the vertical infrastructure links between floors and the horizontal distribution of the cabling to the work areas. Generally this satellite space is shared with telephone distribution

and occupies approximately 120 square feet. Larger users may require more space for additional equipment such as server backup devices. In very large departments, additional space is needed for controls, such as air conditioning, battery backup (UPS) and emergency generators.

Parking is inadequate. Van parking near departmental spaces and a loading dock are needed. Electric carts could be used for service calls in the downtown area. The use of carts would reduce costs and improve efficiency in that parking would not be a problem.

Purchasing

2 South Green Street
Sonora, California 95370



Purchasing is located on the lower floor of the County Administration Building.

Department Function

The Purchasing Department is responsible for processing all of the county's incoming and outgoing mail and delivering the mail to outlying departments. The department is the central receiving location for delivery of supplies and equipment.

Key Workload Indicators

Changes in operational procedures (e.g. an increase in locations provided with courier service) along with changes in the location of county buildings have the greatest affect on personnel growth. Because of the need to pick up and deliver medical records to doctor's offices, changes in the number of doctors or their locations as well as changes in their requests for medical records also affect personnel requirements.

Decentralization of some functions (e.g. county departments now are assigned credit cards for smaller items originally procured by Purchasing) and the outsourcing of printing and photocopying have reduced somewhat the department's space needs. Drop shipping to outlying departments (e.g. Health and Human Services, Facilities, Child Support Services, the Sheriff's Department, etc.) has reduced space needs even further. Nonetheless forty to fifty percent of county goods still are delivered to the mailroom on the lower floor of the County Administration Building.

Location Factors

Purchasing should be centrally located, close to as many county departments as possible (although the department does not need to be located in the County Administration Building). Purchasing personnel have face-to-face contact with all county departments.

Space Issues

The department's most immediate need is for additional space to store bulk items as they are received. Currently shipments are stored in an open area on the lower floor of the County Administration Building near the mailroom and an exterior exit. Access is not controlled to this area, which presents a significant security problem. Further, adequate temporary storage space for received goods would allow the county to increase the amount of bulk purchasing with the attendant cost savings.

A loading dock and adequate parking for delivery vehicles is another immediate need since the existing conditions are woefully inadequate. The loading dock and parking must be able to accommodate a semi tractor-trailer rig and simultaneous deliveries by at least three vehicles.

The final immediate need is for a more secure mailroom. At present almost anyone has access to the area where mail is distributed because of the need for departmental personnel to collect and drop off mail.

Recently a number of Welfare checks were stolen indicating the need for increased security.

In addition to the requirement for an office for the staff member responsible for the mailroom, there is a need for a small workstation to be used by the courier assigned to this department.