



COUNTY OF TULARE
STATE OF CALIFORNIA

VOLUME III. APPENDICES

Phase 1

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PREPARED BY



Construction Management, Inc.



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APPENDIX A: FUNCTIONAL PROGRAM DOCUMENTATION



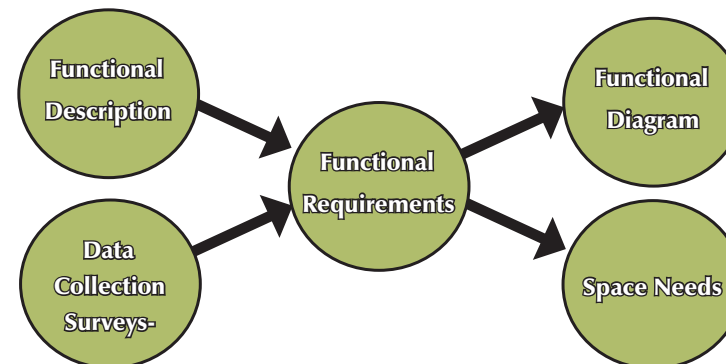
A0-0 Introduction

In September of 2007, the County of Tulare - Board of Supervisors, in response to the Countywide Preliminary Facility Evaluation / New Civic Center Master Plan, directed the County Administrative Office (CAO) to move forward with furthering the development of a dynamic capital improvement process. The CAO's Capital Planning Division identified the next step in the process as including both Organizational Functional Programming and the refinement of Countywide Space Needs. This appendix represents the detailed documentation of the organizational functional program and space need refinement for the 14 departments included in this first phase of program development.

This functional program document defines the basic functional requirements of County departments as they relate to facility planning and development. The program provides analysis in terms of organizational entities, support components, adjacencies, relationships, security, and public/private access. It also includes an analysis of historical growth trends and projected staff growth to refine space needs on a "per staff" basis using County space standards.

The functional program does not include an evaluation of actual building space and/or layout, and because of this, it explicitly expresses important functional connections/relationships present throughout the County. By studying the functional connections without the constraint of actual building space and/or layout, the County will have the ability to realize the most optimal organization of County Departments/Agencies.

The County implemented a multi-step process to address current and future space, functionality, and technology needs. For each department, this process began with developing a Department Description, which outlined the general functions of the department. On a parallel track, a series of Data Collection Surveys were issued and completed by general staff, senior management, and department heads to garner a more detailed understanding of the department. The information from these surveys was analyzed and expressed both in print (as Functional Requirements) and visually within a functional diagram, termed Functional Optimization Network Diagram (FOND). This functional diagram was then presented to the County Administrative Office and senior management representatives in each department for their feedback as part of a Functional Program Workshop. The final Functional Optimization Network Diagram led to the development of this comprehensive department functional program documentation which synthesized the changes needed to optimize spatial, functional, and technological efficiency. Finally, a Space Needs update was developed, incorporating previously unavailable department input, as the next logical step towards developing a dynamic capital improvement process.



A0-1 Optimization

What purpose is there to optimize functional organization?

The various social, political, and economic systems that humans create, by their nature, evolve as humans do. The key component to evolution is an entity's ability to learn from experience, abandon activities that are not productive, and champion those that are. Essentially, evolution is a process of optimization. By building upon what we have learned and anticipating how this knowledge can help us approach future challenges, we adapt our actions in the present. Our desire for greater efficiency and effectiveness drives us to change—not necessarily because we are lacking something in the present, but because we know that we have the potential to improve our functional abilities and rise up and meet future needs by abandoning the patterns of "Business-As-Usual".

Tulare County possesses this same potential, threefold:

1. By improving the physical organization of space at a departmental level, the County can realize greater efficiency from the bottom-up between individual staff, resulting in greater efficiency Countywide.
2. By anticipating future regional impacts of growth and decline in population and staffing levels, the County can provide the necessary facilities and staff at locations Countywide, ensuring continued quality and availability of services.
3. By utilizing advanced technological solutions to automate internal processes, the County can garner:
 - o Significant returns on investment
 - o Better control future staff/space needs
 - o Establish a greater rapport with its constituents through the services provided and interactions with the public.

By keeping what has worked in the past and adapting to future potential challenges in the present, Tulare County can greatly improve at all levels, allowing it to flourish and provide newer and better services in a cost effective and transparent manner.

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A0-3 Functional Optimization Network Diagram (FOND)




The **Functional Optimization Network Diagram (FOND)** is a network diagram that depicts the main functions and sub-functions of an organization. This diagram is used to express an understanding of the organization as well as to identify the important intra-, inter-, and extra-organizational interactions and relationships that exist between various functions and sub-functions.


The diagram has four (4) aspects:

- It is **'Functional'** in the sense that it models the various functions of each department. It is not a representation of physical space.
- It fosters **'Optimization'** by presenting all of the entities and their relationships, showing the system's potential to optimize efficiency.
- Its elements, like nodes, are connected via their relationships to each other and form a web of functions, characterizing it as a **'Network'**, and
- It is a **'Diagram'** because it is visual, and uses a collection of different symbols and line types to express different elements and their relationships.






The diagram contains multiple parts as follows. It is important to note that the vagueness of these descriptions is intentional. The purpose behind identifying functional characteristics and relationships is to initiate a dialogue between planners/designers and the County as to why these items exist during facility design so as to ensure maximum flexibility in ensuring department functional needs are met.

• Functional Elements




- o  **Entity:** Represented by a green triangle; symbolizes a single person (e.g. Department Head) or a group of personnel (e.g. Clerical Staff).
- o  **Support Component:** Represented by a light blue rectangle; symbolizes a single function (e.g. Break Room) or a group of functions (e.g. Conference Room(s)).
- o  **Public Access Point:** Represented by a violet oval; symbolizes access available to both public and private entities.

- o  **Private Access Point:** Represented by a red oval; symbolizes access available ONLY to private entities.


• Functional Characteristics

- o  **Moveable-Partition Cubicle:** Represented by a yellow diamond with a capital "C"; Entity(s) that do not require a private office but rather can sufficiently function within a an open cubicle-style office.
- o  **Fixed-Wall Private Office:** Represented by a yellow diamond with a capital "F"; Entity(s) that require a fully enclosed private office for sufficient functionality.
- o  **Isolation Required:** Represented by a yellow diamond with a capital "I"; Entity(s) or Support Component(s) that require the ability to become partially or fully isolated from others for various reasons.
- o  **Surveillance:** Represented by a red diamond with a capital "S"; Entity(s) or Support Component(s) that require some form of visual or digital visual control.
- o  **High Security:** Represented by a red diamond with a capital "HS"; Entity(s) or Support Component(s) that require an additional level of security control.




• Relationships

- o  **General:** Represented with a gray line; symbolizes two Elements that have a general functional relationship; no spatial needs implied.
- o  **Proximity:** Represented by a yellow line with a capital "P" along its length; symbolizes two Elements that require general proximity within the building. The nature of this proximity can vary based upon the situation. For example, when one Element is located on the diagram within a Department Boundary, and the other is outside the boundary, this typically denotes a minimum need for proximity within the same city or county region.
- o  **Adjacency:** Represented by a light blue line with a capital "A" along its length; symbolizes two Elements that require direct adjacency (or as much as is possible within architectural and site constraints).



- o  **Security:** Represented by a red line with a capital “S” along its length; symbolizes two Elements that require a secure connection due to high confidentiality of work or safety/access-related restrictions. Security is typically a need for adjacency with the added requirement for a secure interface.

- **Boundaries**

- o  **Department Boundaries:** Represents a department’s range of influence.
- o  **Internal Departmental Grouping:** A “group within a group”, such as a group of functional elements.
- o  **Related Functional Elements:** A sub-grouping of functional elements.

FOND Layers

On the following pages, the Functional Optimization Network Diagram for Board of Supervisors department and County Administrative Office will be split into two areas of focus, an internal diagram and an external diagram. The internal diagram represents how a department functions as a unit, including the identification of divisional/branch entities to the smallest grouping of staff. The external diagram identifies relationships between other County departments and non-County agencies to the major departmental units. Each diagram contains seven (7) different layers representing different aspects of the diagram. They are as follows:

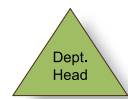
- **Layer 1 - Functional Elements and Boundaries:** This first layer shows the “meat and potatoes” of functional organization. Included are the departmental Entities (groupings of personnel) and Boundaries that identifies who comprises the department, and the extent of the department’s influence.
- **Layer 2 - Components and Access Points:** Added in this second layer are department functions, such as conference rooms, break rooms, file storage, as well as public and private access requirements.
- **Layer 3 - Functional Characteristics:** The third layer contains Functional Characteristics, which represent Element-specific qualities.
- **Layer 4 - General Relationships:** The fourth layer adds general connections between functional elements.
- **Layer 5 - Proximity Relationships:** The fifth layer adds proximity connections between functional elements.
- **Layer 6 - Adjacency Relationships:** The sixth layer adds adjacency connections between functional elements.
- **Layer 7 - Security Relationships:** The seventh layer adds security connections between functional elements.



A0-4.0 Generic Internal Functional Diagram

The functional diagrams that follow illustrate the layout of an internal functional diagram. The “internal” designation signifies that the information illustrated in the diagram pertains specifically to the functional operation of a department as a unit. Functional implications of this department’s relationship to other departments and non-county agencies/entities are illustrated by the External Functional Diagram which is described in (Section A0-5.0.)

A0-4.1 Layer 1: Functional Relationships & Boundaries



Entity:

Represented by a green triangle; symbolizes a single person (e.g. Department Head) or a group of personnel (e.g. Clerical Staff).

There are three types of **Boundaries** that enclose groups of **Entities**:



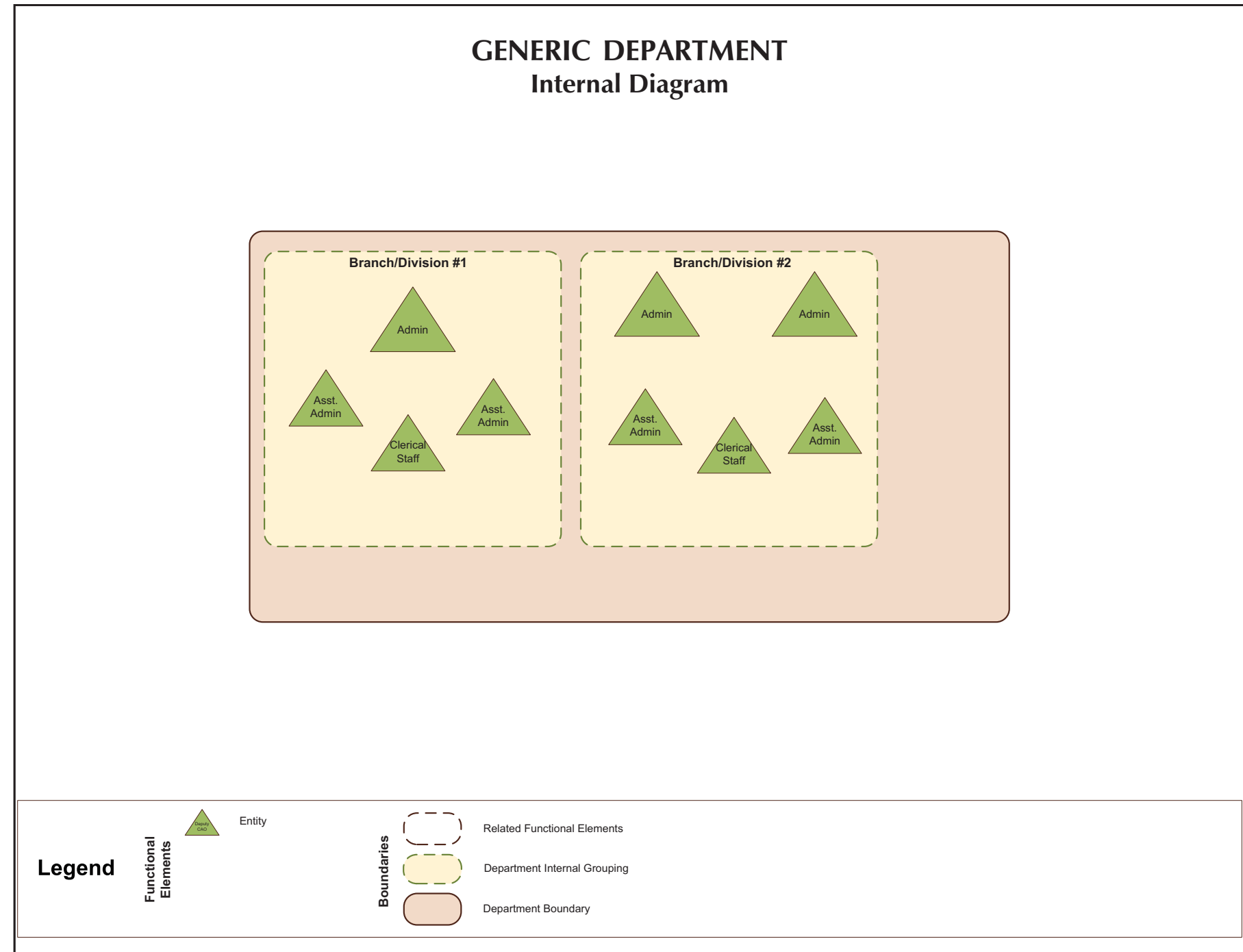
Department Boundaries:
Represents a department’s range of influence.



Internal Department Grouping:
A “group within a group”, such as a group of functional elements.



Related Functional Elements:
A sub-grouping of functional elements.





A0-4.2

Layer 2: Components & Access Points



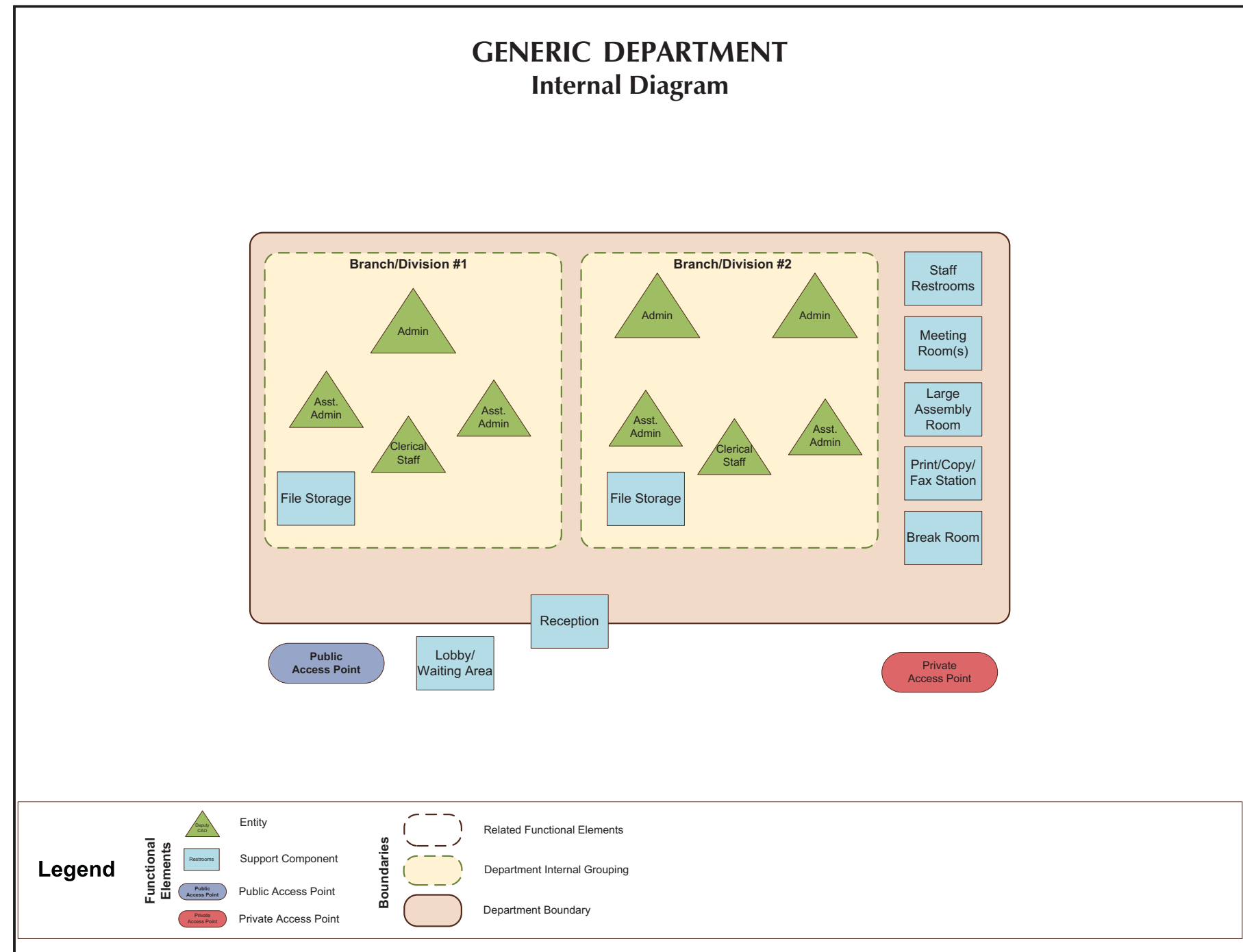
Support Component:
Represented by a light blue rectangle; symbolizes a single function (e.g. Break Room) or a group of functions (e.g. Conference Room(s)).



Public Access Point:
Represented by a violet oval; symbolizes public access, available to both public and private entities.



Private Access Point:
Represented by a red oval; symbolizes private access, available ONLY to private entities.





A0-4.3

Layer 3: Functional Characteristics

This layer contains a series of shapes which apply specifically to Entities, Support Components, and occasionally Boundaries. These are referred to as "Functional Characteristics." They represent certain qualities that an Entity, Support Component, or Boundary possesses. They include:



Moveable-Partition Cubicle:

Represented by a yellow diamond with a capital "C"; Entity(s) that do not require a private office but rather can sufficiently function within a an open cubicle-style office.



Fixed-Wall Private Office:

Represented by a yellow diamond with a capital "F"; Entity(s) that require a fully enclosed private office for sufficient functionality.



Isolation Required:

Represented by a yellow diamond with a capital "I"; Entity(s) or Support Component(s) that require the ability to become partially or fully isolated from others for various reasons.



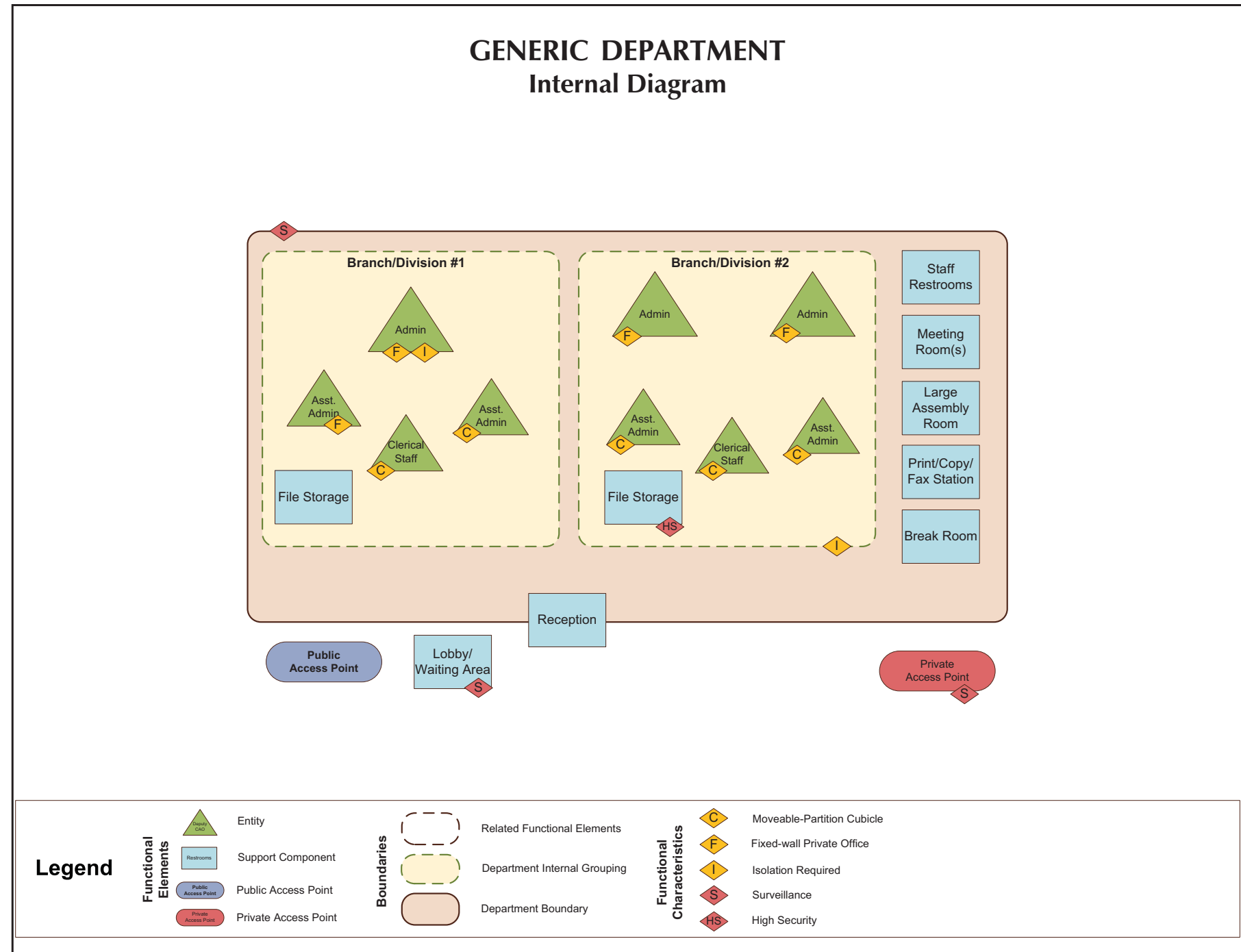
Surveillance:

Represented by a red diamond with a capital "S"; Entity(s) or Support Component(s) that require some form of visual or digital visual control.



High Security:

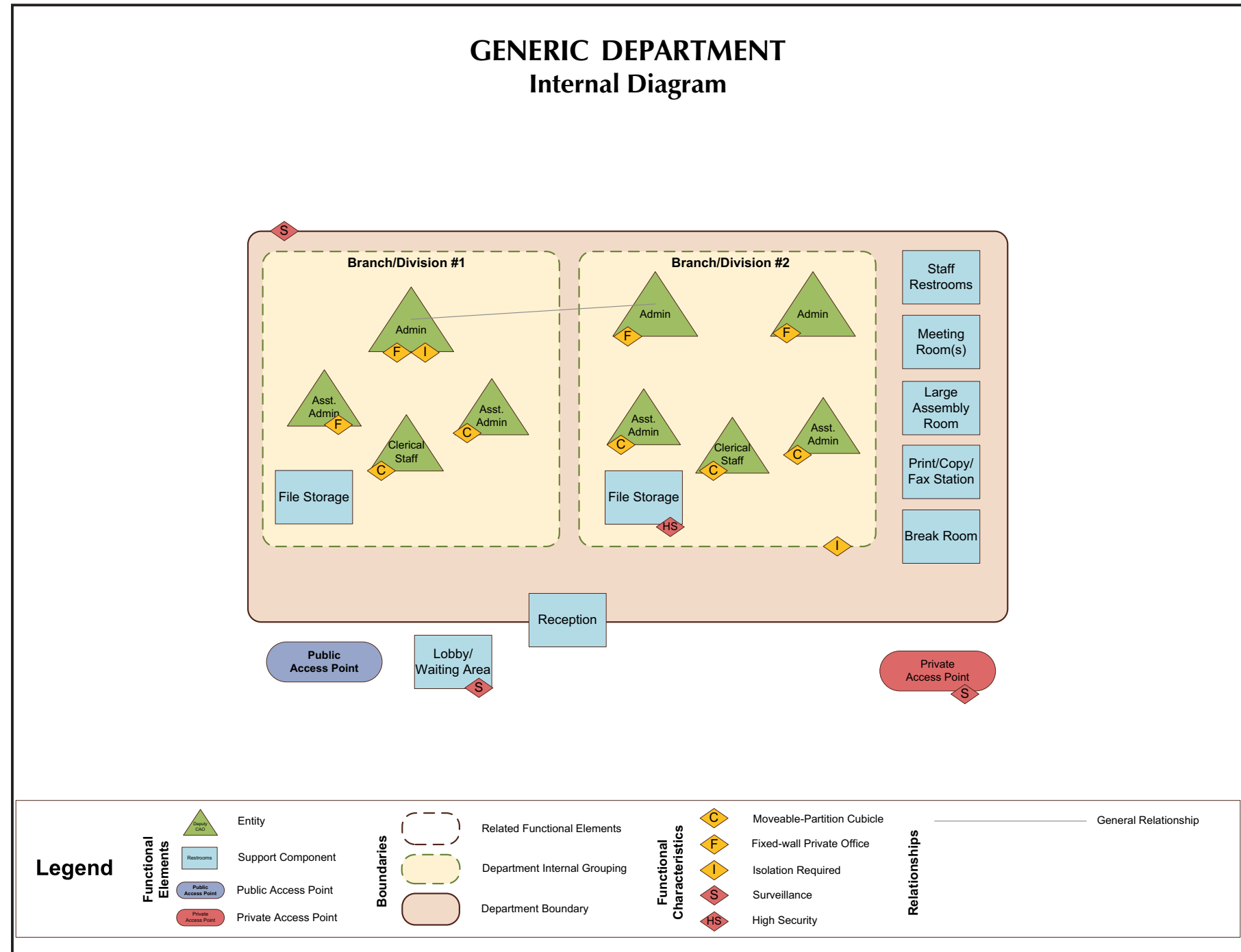
Represented by a red diamond with a capital "HS"; Entity(s) or Support Component(s) that require an additional level of security control.





A0-4.4 Layer 4: General Relationships

General relationships express a general connection between two Entities or Support Components but do not imply a specific spatial requirement.

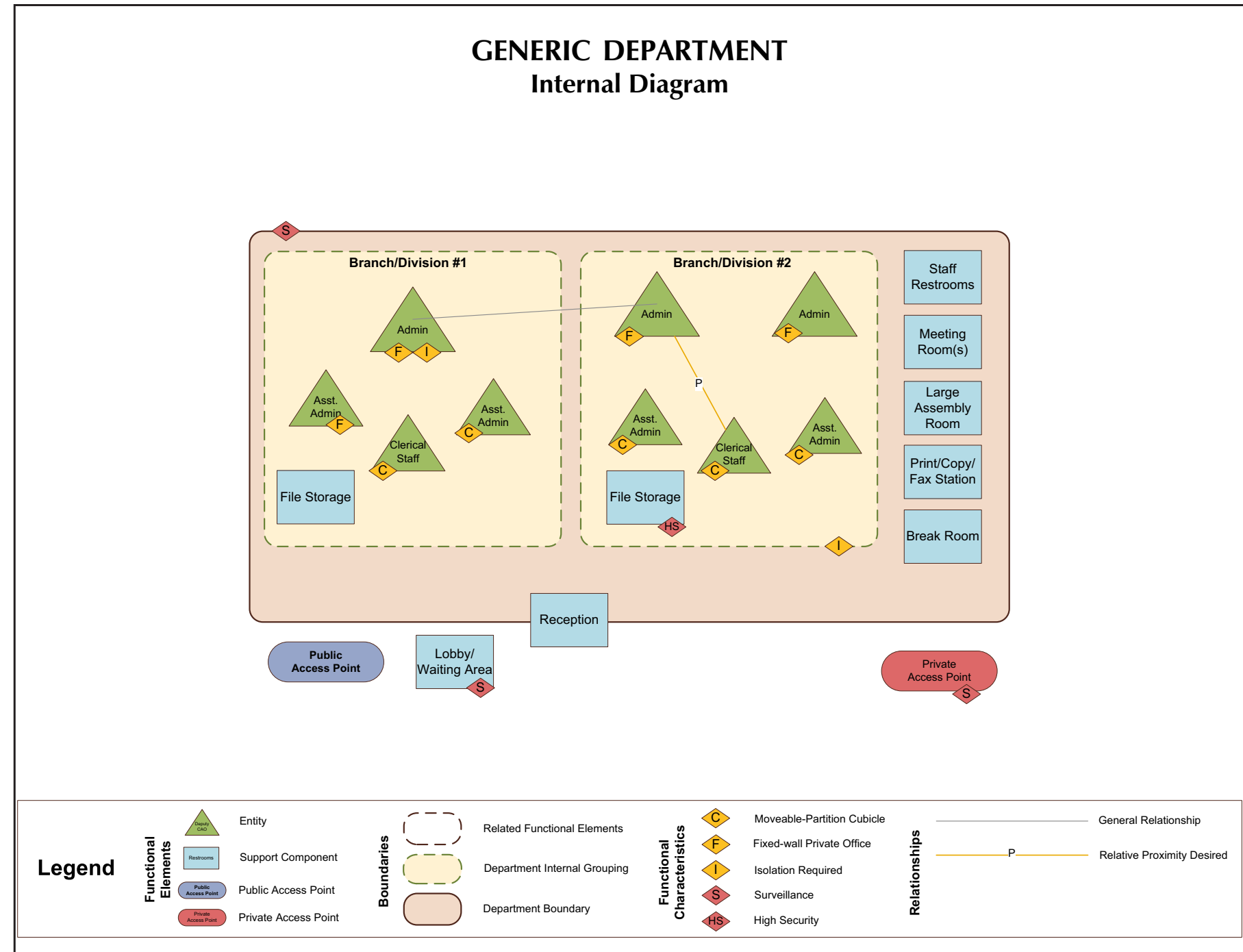




A0-4.5

Layer 5: Proximity Relationships

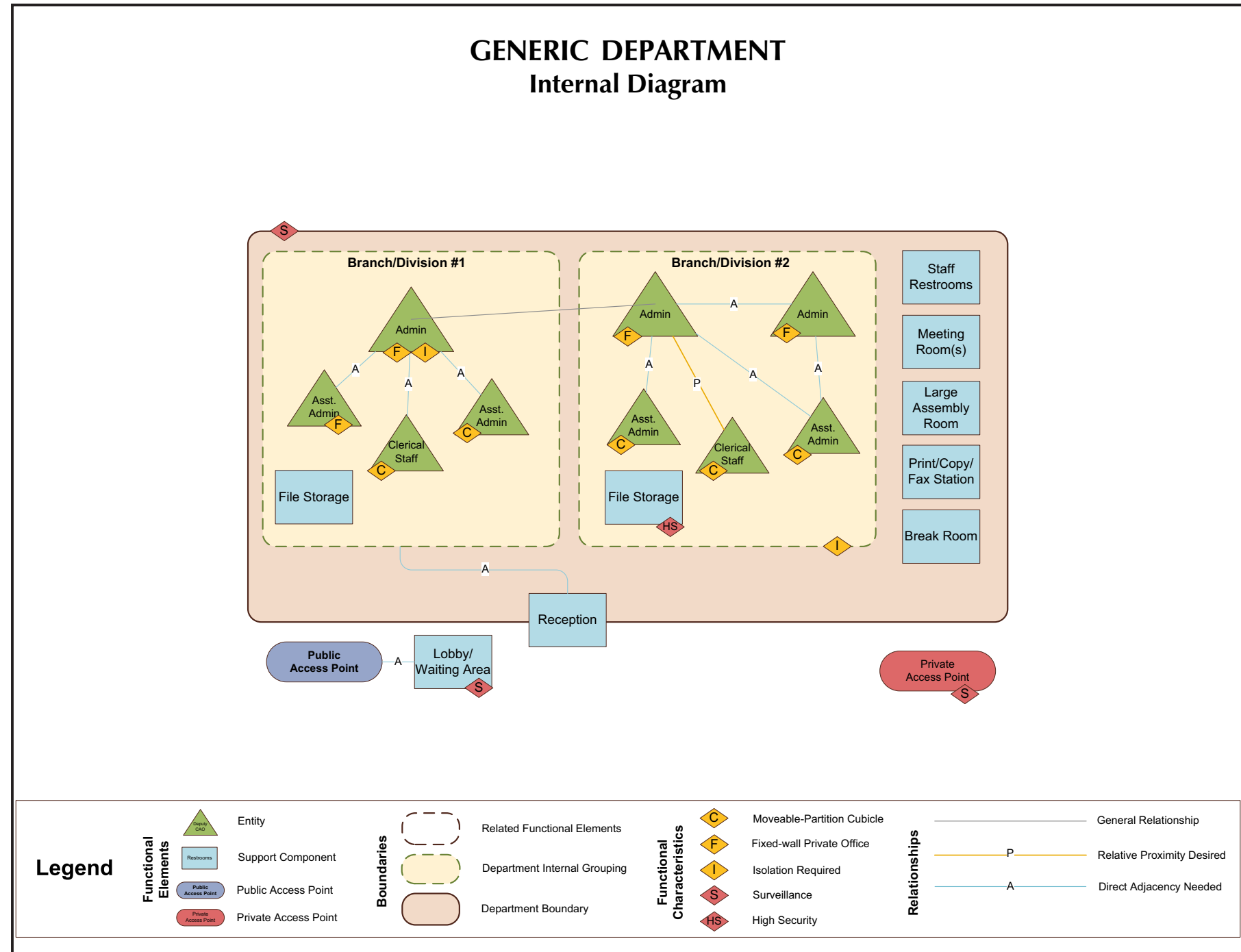
P Proximity expresses the need for two Entities or Support Components to be relatively closely located to one-another. Often, if an Entity or Support Component is outside the Boundaries of a department but is connected to an Entity or Support Component within the Boundaries, the two need to have a general proximity within a city, or county region. If they're both inside, they need proximity within the building or site.





A0-4.6 Layer 6: Adjacency Relationships

A This relationship denotes the necessity of two Entities or Support Components to be directly adjacent to each other (or as close as they possibly can, given architectural and/or site constraints). This is the most common line type as there is a need to localize groups of Entities and Support Components in order to optimize efficiency.

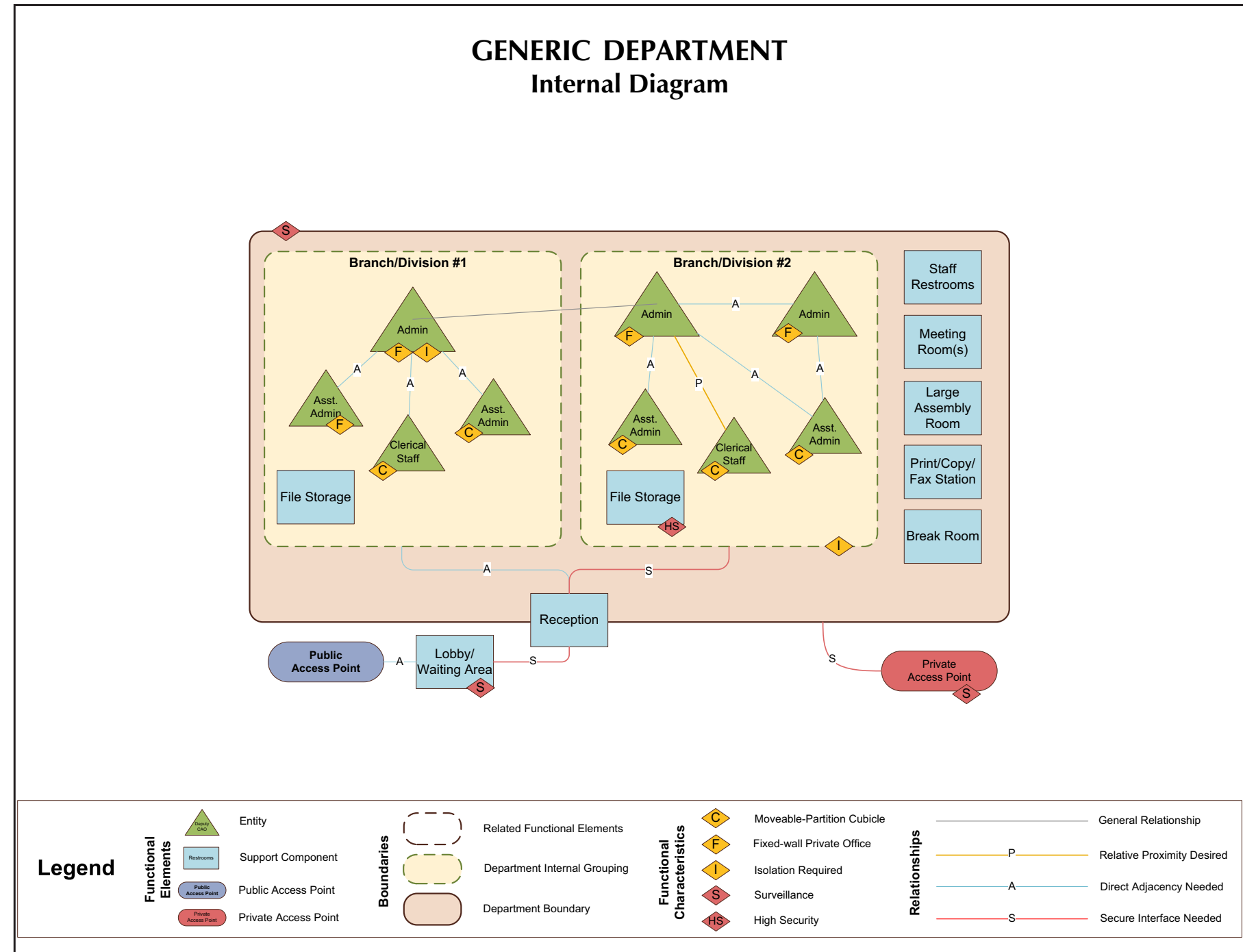




A0-4.7

Layer 7: Security Relationships

S Security connections represent movement between two Entities or Support Components that require either high confidentiality of work or the presence of physical security measures such as security glass, locking systems, prohibited public access, etc. A security relationship is inherently adjacent, with the additional requirement of security measures.



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A0-5.0 External Functional Diagram

The functional diagrams that follow illustrate the layout of an external functional diagram. The “external” designation signifies that the information illustrated in the diagram pertains to the functional operation of a department with other entities outside of the department (eg. other department or non-county agencies). For simplification, The external diagram only includes an indication of top level branch/divisional organization.

A0-5.1 Layer 1: Functional Relationships & Boundaries



Entity:

Represented by a green triangle; symbolizes a major departmental group (i.e. a branch or division) or other County departments / non-county agencies.

There are three types of **Boundaries** that enclose groups of **Entities**:



Department Boundaries:

Represents a department’s range of influence.



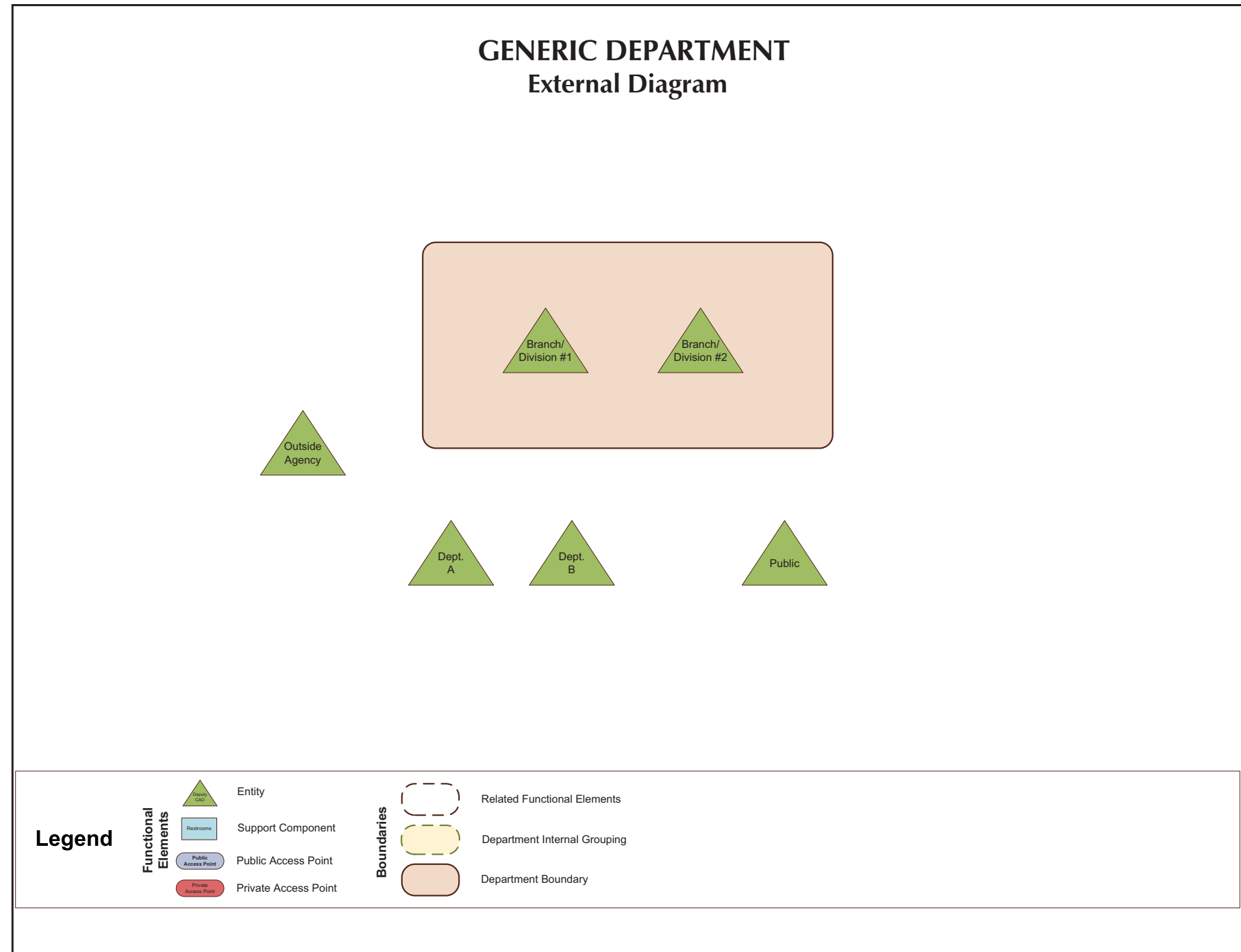
Internal Department Grouping:

A “group within a group”, such as a group of functional elements.



Related Functional Elements:

A sub-grouping of functional elements.





A0-5.2 Layer 2: Components & Access Points

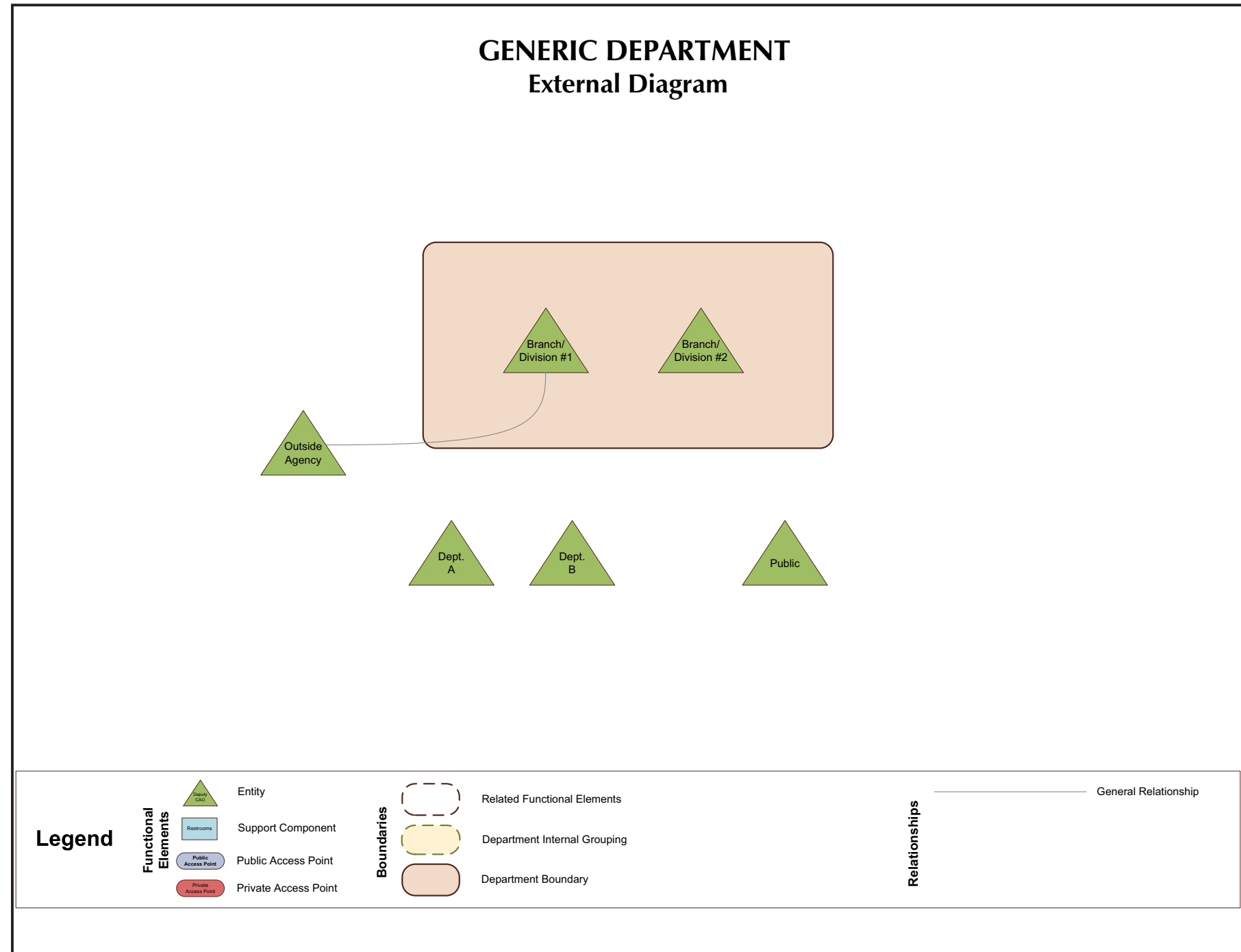
As these elements typically only relate to internal departmental function, they have not been included within this diagram. However, occasionally a department may indicate a component as external due to unique interactions with, or services provided to, other departments.

A0-5.3 Layer 3: Functional Characteristics

As functional characteristics only relate to internal departmental function, they have not been included within this diagram.

A0-5.4 Layer 4: General Relationships

————— General relationships express a general connection between two Entities or Support Components but do not imply a specific spatial requirement.

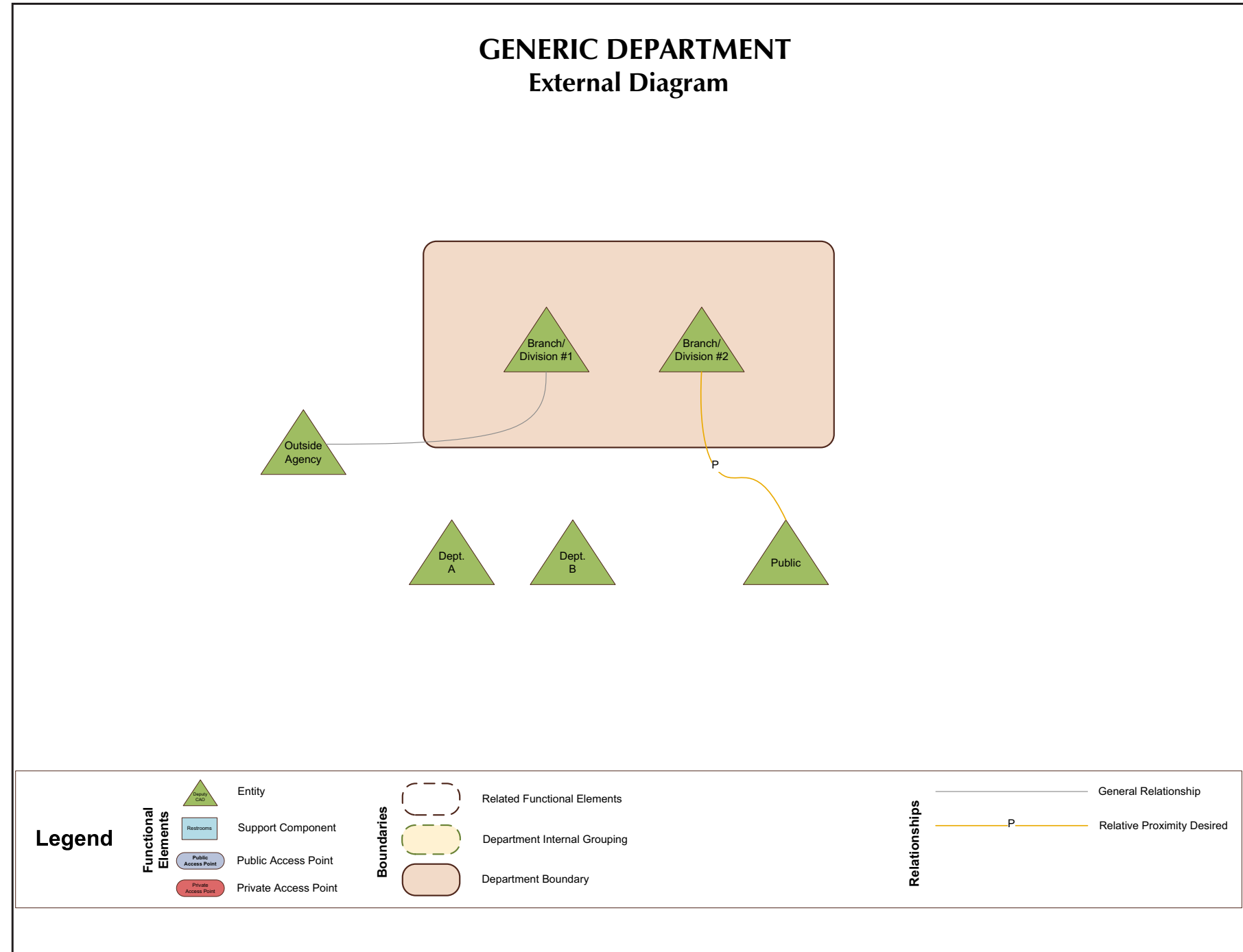




A0-5.5

Layer 5: Proximity Relationships

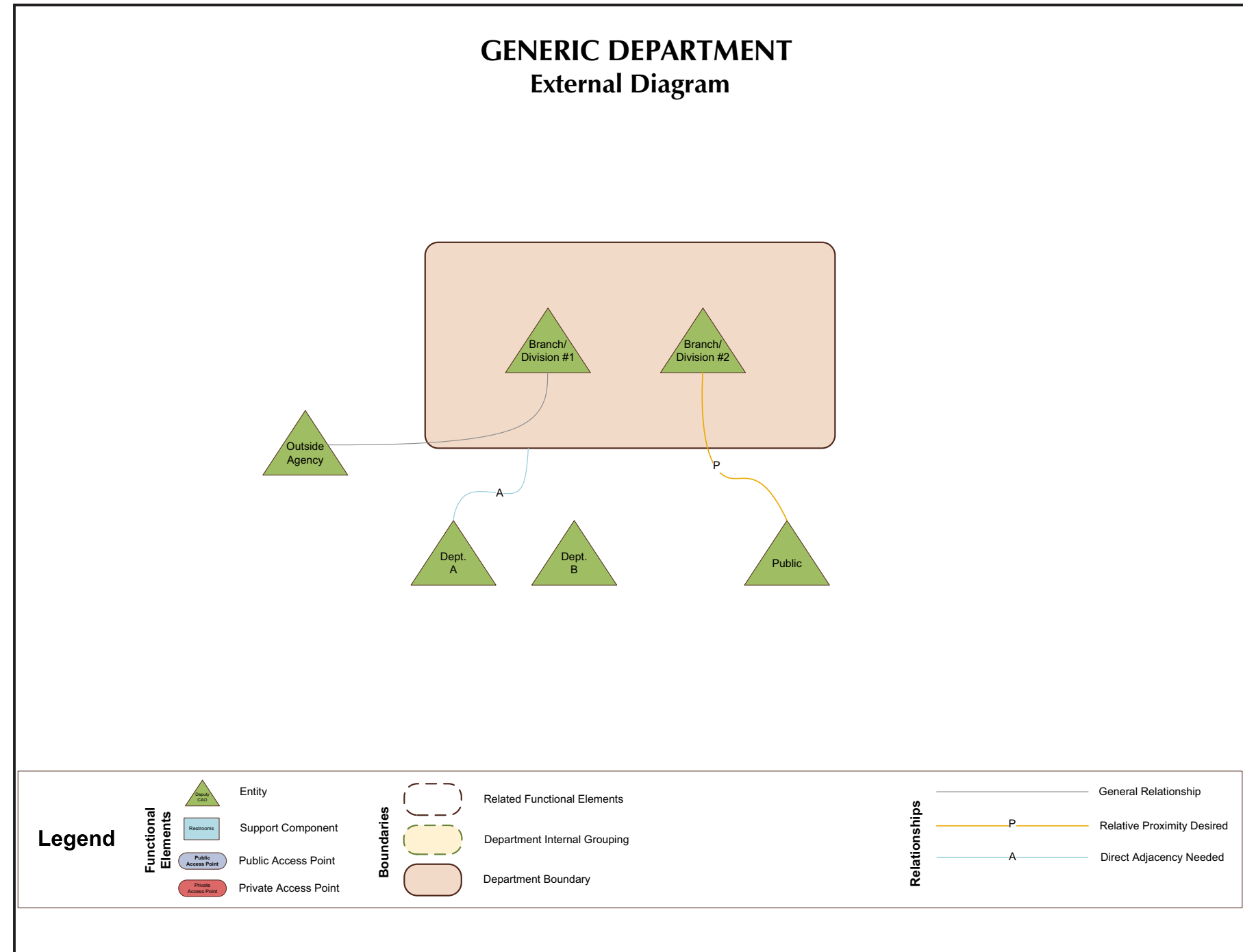
P Proximity expresses the need of two Entities or Support Components to be relatively connected—often if an Entity or Support Component is outside the Boundaries of a department but is connected to an Entity or Support Component within the Boundaries, the two need to have a general proximity within a city or county region.





A0-5.6 Layer 6: Adjacency Relationships

A Adjacency relationships denote the necessity of two Entities or Support Components to be directly adjacent to each other (or as close as they possibly can, given architectural and/or site constraints).

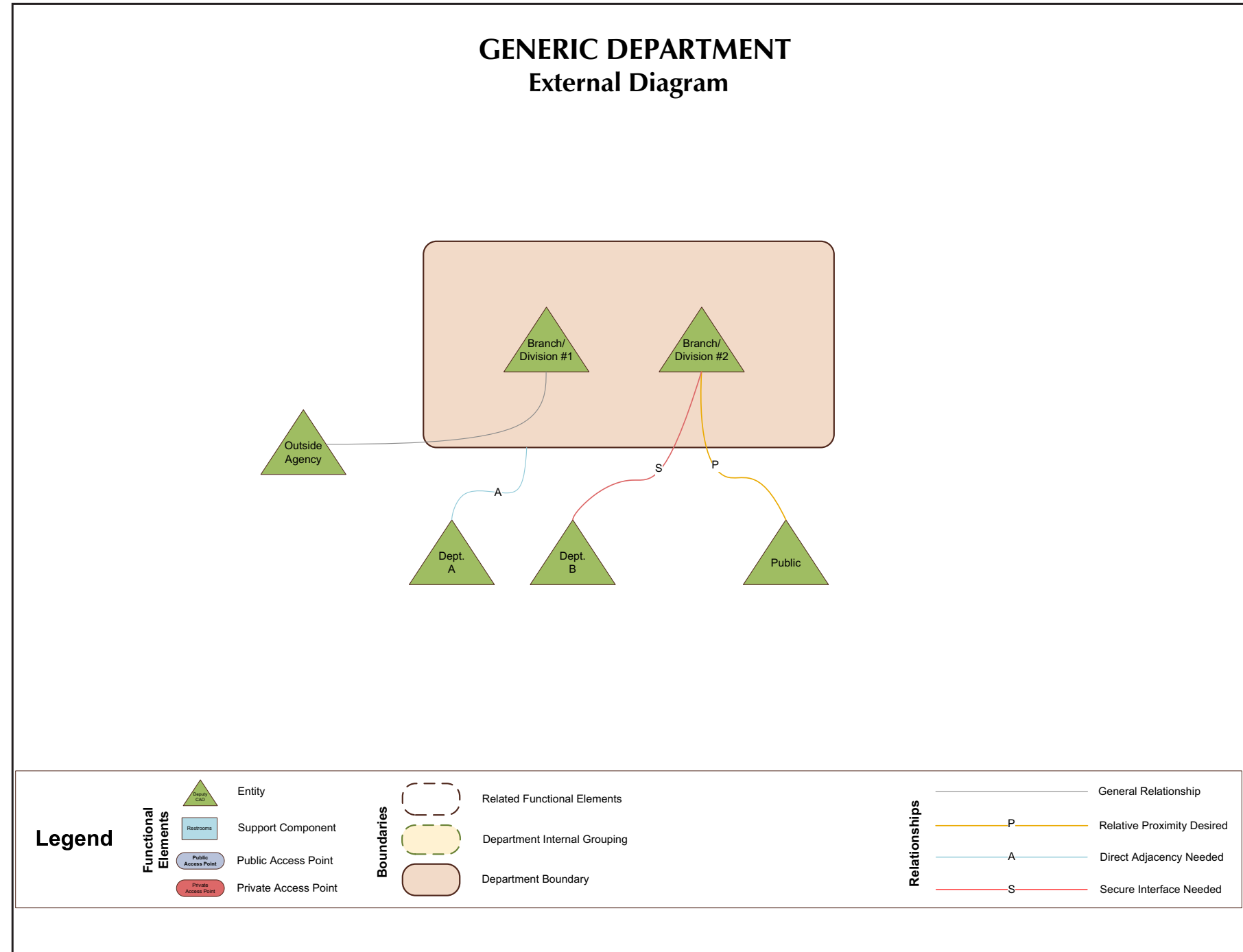




A0-5.7

Layer 7: Security Relationships

S Security connections represent movement between two Entities or Support Components that require either high confidentiality of work or the presence of physical security measures.






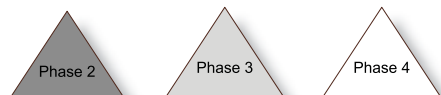
A0-6.0 Countywide Functional Optimization Network Diagram (FOND)


The Countywide Functional Diagrams vary somewhat from department diagrams described in (Sections A0-4.0 and A0-5.0) due to the organization-wide focus of the diagram. It is depicted as follows:

The diagram contains multiple parts. It is important to note that the vagueness of these descriptions is intentional. The purpose behind identifying functional characteristics and relationships is to initiate a dialogue between planners/designers and the County as to why these items exist during facility design so as to ensure maximum flexibility in ensuring department functional needs are met.

- Functional Elements


- o  **Entity:** Represented by a green triangle; symbolizes a single person (e.g. Department Head) or a group of personnel (e.g. Clerical Staff). Specific to this diagram is the fact that a green Entity is part of Phase 1 (current) Functional Programming.


- o  **Functional Programming Phases:** Countywide Functional Programming Phases 2, 3, and 4 are represented by the colors dark gray, light gray, and white, respectively.


- o  **Public:** Represented by a violet circle; symbolizes general Tulare County public.


- o  **All County Departments:** Represented by a red circle; symbolizes Tulare County personnel.

- Relationships


- o  **General:** Represented with a gray line; symbolizes two Elements that have a general functional relationship; no spatial needs implied.


- o  **Proximity:** Represented by a yellow line with a capital "P" along its length; symbolizes two Elements that require general proximity within the building. The nature of this proximity can vary based upon the situation. For example, when one Element is located on the diagram within a Department Boundary, and the other is outside the boundary, this typically denotes a minimum need for proximity within the same city or county region.


- o  **Adjacency:** Represented by a light blue line with a capital "A" along its length; symbolizes two Elements that require direct adjacency (or as much as is possible within architectural and site constraints).

- o  **Security:** Represented by a red line with a capital "S" along its length; symbolizes two Elements that require a secure connection due to high confidentiality of work or safety/access-related restrictions. Security is typically a need for adjacency with the added requirement for a secure interface.

- Boundaries

- o  **Functional Group Boundary:** Represents a Functional Group's range of influence.

- o  **Internal Functional Grouping:** A "group within a group", such as a group of functional elements.

- o  **Related Functional Elements:** A sub-grouping of functional elements.



FOND Layers

On the following pages, the Functional Optimization Network Diagram for Tulare County, encompassing all major players Countywide, will be split into two areas of focus: an internal diagram and an external diagram. The internal diagram expresses relationships between departments, and represents how the County functions as a cohesive unit. The external diagram identifies relationships between County departments and non-County agencies. Each diagram contains six (6) different layers representing different aspects of the diagram. They are as follows:

- **Layer 1 - Functional Elements and Boundaries:** This first layer shows the “meat and potatoes” of functional organization. Included are the departmental Entities (groupings of personnel) and Boundaries that identify the extent of influence of each functional grouping.
- **Layer 2 - Access Points:** Added in this second layer are two circular symbols--both representing a type of “public”--the first being the general public, and the second being Tulare County personnel, both of whom utilize certain aspects of the County’s services.
- **Layer 3 - General Relationships:** The fourth layer adds general connections between functional elements.
- **Layer 4 - Proximity Relationships:** The fifth layer adds proximity connections between functional elements.
- **Layer 5 - Adjacency Relationships:** The sixth layer adds adjacency connections between functional elements.
- **Layer 6 - Security Relationships:** The seventh layer adds security connections between functional elements.



Internal Countywide Relationship Matrix

	General Public	All County Departments	Organizational Performance Group	County Administrative 85 - Office	Grand Jury	Miscellaneous Administration 12 -	Finance and General Government Group	25 - Assessor/Clerk-Recorder	Auditor/Controller & Treasurer/Tax Collector 30 -	10 - Board of Supervisors	80 - County Counsel	Human Resources & Development 200 -	90 - Information Technology	32 - Purchasing	Safety & Security Group	999 - Action Project	260 - COPS	100 - DA	245 - Fire, State & County	270 - Gang Violence Suppression	251 - Law Library	205 - Probation	Juvenile Crime Prevention Act of 2000 280 -	210 - Public Defender	265 - Rural Crime Prevention	240 - Sheriff	Resource Management Community Services Group	15 - AG Commissioner/Sealer	55 - Co-operative Extension	145 - Library	230 - RMA	Health & Human Services Group	101 - Child Support Services	142 - HHSA	120 - WID		
Organizational Performance Group																																					
85 - County Administrative Office	A	P																																			
Grand Jury	P	G		G																																	
12 - Miscellaneous Administration																																					
Finance and General Government Group																																					
25 - Assessor/Clerk-Recorder	P			G																																	
Assessor Division																																					
Clerk-Recorder Division																																					
30 - Auditor/Controller & Treasurer/Tax Collector	S			A				A																													
Auditor/Controller Division																																					
Treasurer/Tax Collector Division																																					
Elections																																					
10 - Board of Supervisors	A			A				G	A																												
80 - County Counsel	S	G		A	G					A																											
Labor & Employment Team																																					
Litigation Team																																					
Protective Services Team																																					
Resource Team																																					
Risk Management Team																																					
Schools Team																																					
200 - Human Resources & Development	A	P		A					A	G	A																										
90 - Information Technology		P		G				G	A	G																											
Business Office Services																																					
IT Client Services																																					
IT Operation Services																																					
32 - Purchasing	P	P													P																						

Key
 R General Relationship
 P General Proximity Desired
 A Direct Adjacency Needed
 S Secure Interface Needed
 X Separation Required
 I Isolated/Private Access (Adjacent)



External Countywide Relationship Matrix

	Public Libraries	Real Estate Industry	Regional Water Quality Control Board	State & Federal Courts	State & Federal Offices	State Lands Commission	Superior Courthouse	TCAG	TCSO	Title Companies	Tourism Industry	Transitions	Tribal Council	US Army Corps of Engineers	US Congress	US Dept of Fish & Wildlife	US Dept of Justice	USDA Nat. Res. Conservation
Organizational Performance Group																		
85 - County Administrative Office								G										
Grand Jury				G			G											
12 - Miscellaneous Administration																		
Finance and General Government Group																		
25 - Assessor/Clerk-Recorder								X										
Assessor Division		D	G	G				G		P	P	G		G		G	G	G
Clerk-Recorder Division		G						D			X			X		G	X	X
30 - Auditor/Controller & Treasurer/Tax Collector		X								G	G							
Auditor/Controller Division																		
Treasurer/Tax Collector Division		X								G								
Elections																		
10 - Board of Supervisors								G										
80 - County Counsel		X	X	G		X	X	X	X	X		X	X	X	X	X	X	X
Labor & Employment Team																		
Litigation Team		X	X			X	X	X	X	X	X					X	G	X
Protective Services Team				P														
Resource Team		X	X			X	G	G	X	X	X		X	X	X	X	X	X
Risk Management Team		G	G			G	G	G	G	G	G		G	G	G	G	G	G
Schools Team																		
200 - Human Resources & Development																		

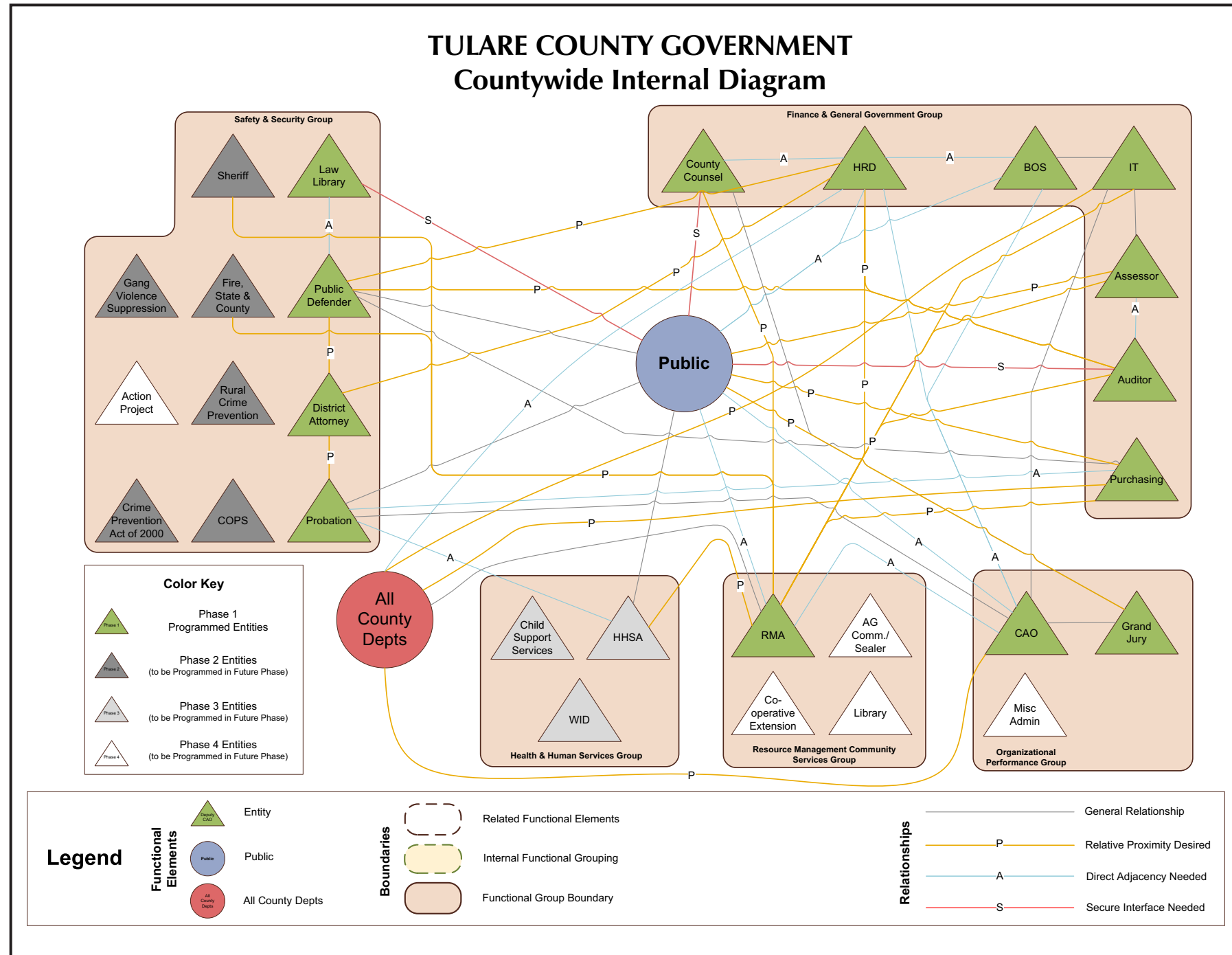
Key

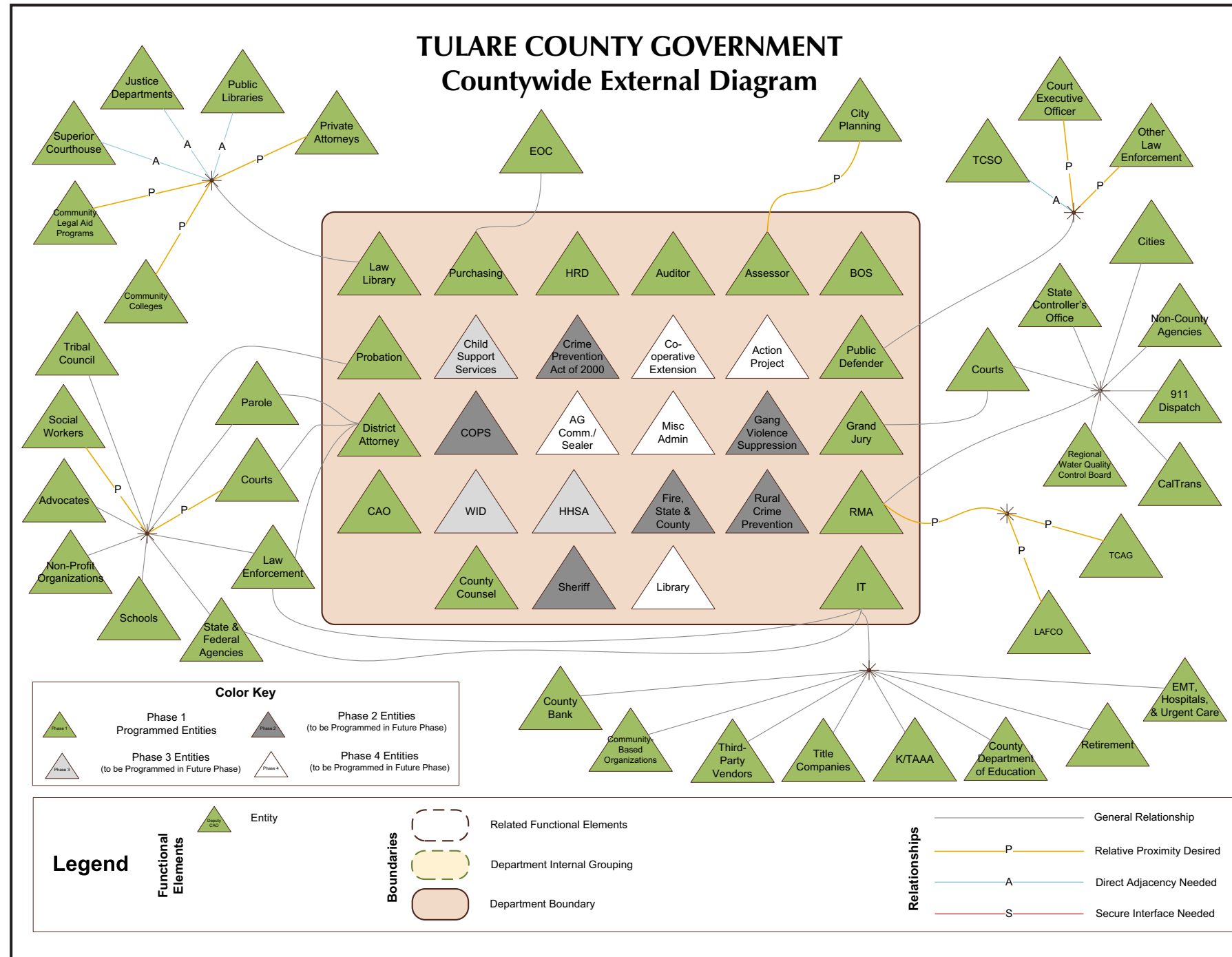
- R General Relationship
- P General Proximity Desired
- A Direct Adjacency Needed
- S Secure Interface Needed
- X Separation Required
- I Isolated/Private Access (Adjacent)



External Countywide Relationship Matrix

	Public Libraries	Real Estate Industry	Regional Water Quality Control Board	State & Federal Courts	State & Federal Offices	State Lands Commission	Superior Courthouse	TCAG	TCSO	Title Companies	Tourism Industry	Transitions	Tribal Council	US Army Corps of Engineers	US Congress	US Dept of Fish & Wildlife	US Dept of Justice	USDA Nat. Res. Conservation
90 - Information Technology										G								
Business Office Services				G	G					G								
IT Client Services																		
IT Operation Services																		
32 - Purchasing		X	X			X		G		G	X	X		X		X	X	X
Safety & Security Group																		
999 - Action Project																		
260 - COPS																		
100 - DA		X	X	P		X		X		X	X	X		X		P	P	X
245 - Fire, State, & County																		
270 - Gang Violence Suppression																		
251 - Law Library	P						D											
205 - Probation				P									G					
Adult Court Services				G														
Adult Supervision Services				G														
Juvenile Court Services																		G
Juvenile Diversion Services																		G
Juvenile Field Services																		G
280 - Juvenile Crime Prevention Act of 2000 (Included Within Probation)																		
210 - Public Defender											D					X	X	
Adult																		
Juvenile																		
265 - Rural Crime Prevention																		
240 - Sheriff																		
Resource Management Community Services Group																		
15 - AG Commissioner/Sealer																		
55 - Co-operative Extension																		
145 - Library																		
230 - RMA		G	G			G		G		G	G	G		G		G	G	G
Health & Human Services Group																		
101 - Child Support Services																		
142 - HHSA																		
120 - WID																		





COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A1 - Board of Supervisors Department & County Administrative Office

Participants:

Jean Rousseau, County Administrative Officer

Kristin Bennett, Assistant County Administrative Officer - Operations

Michael Spata, Assistant County Administrative Officer - Finance

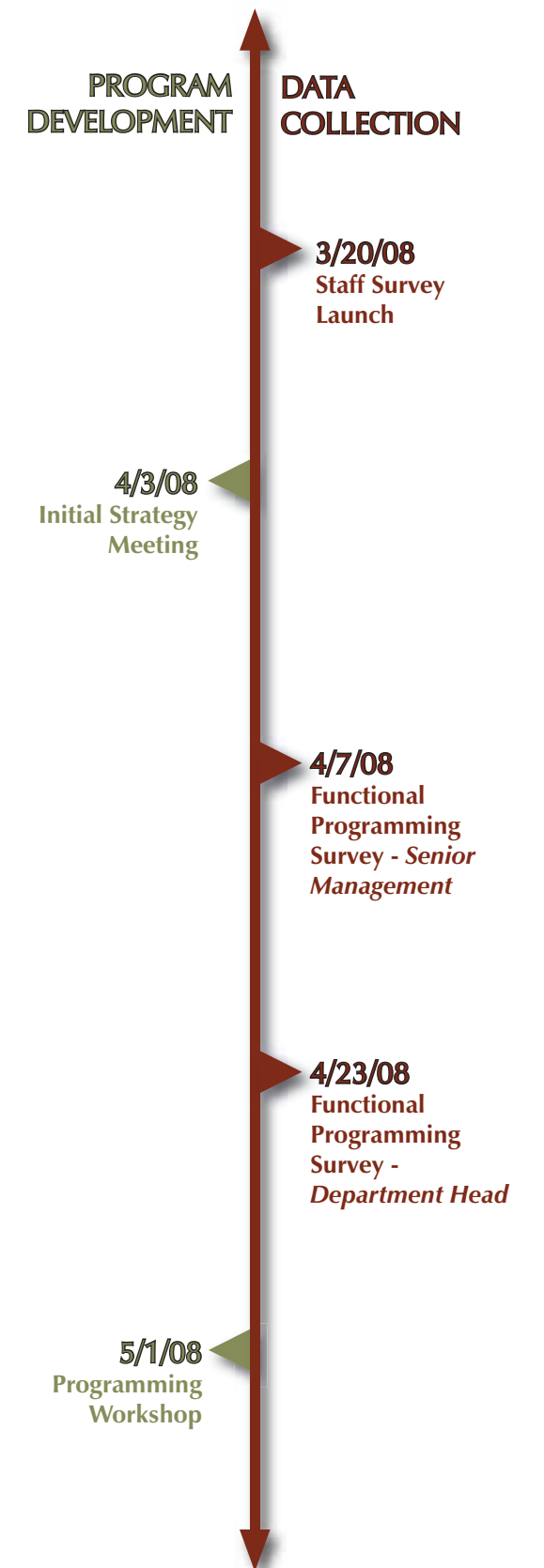
Brian Summers, Senior Capital Improvements Coordinator

Michelle Baldwin, Chief Clerk of the Board

Jeff Forbes, Board Representative

Dayna Wild, Operations Analyst

Martin Meier, Finance Analyst



PREPARED BY



Construction Management, Inc.



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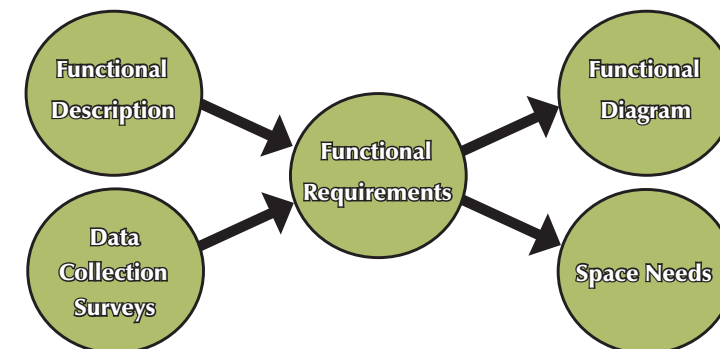
Section A1-1.0 Introduction	Page	A1-1
Section A1-2.0 Functional Description	Page	A1-3
Section A1-3.0 Functional Requirements	Page	A1-9
Section A1-4.0 Internal Functional Optimization Network Diagram	Page	A1-13
Section A1-5.0 External Functional Optimization Network Diagram	Page	A1-17
Section A1-6.0 Space Needs Update	Page	A1-30

***Note:**

Due to the unique relationship that exists between the Board of Supervisors and County Administrative Office departments, the following department functional documentation and diagrams have been combined. Additionally, although the Chief Clerk of the Board and Deputy Clerks are allocated within the County Administrative Office for budgeting and management, they are shown on functional diagrams as functional elements of the Board of Supervisors department due to the nature of these positions.

A1-1.0 Introduction

This section of Appendix A represents the detailed documentation of the organizational functional program and space need refinement for the Board of Supervisors and County Administrative Office departments. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.1\)](#).





A1-2.0 Functional Description

Board of Supervisors Department:

The Board of Supervisors governs the County. This includes:

- Adopting the annual budget
- Making important land use decisions
- Confirming appointment of most non-elected officials
- Leading regional agencies
- Adopting Tulare County Ordinance Code
- Setting most operations policies
- Supervisors also assist citizens in solving problems and addressing local concerns.
- Board members hire the County Executive Officer, to carry out the policy decisions they make and to be responsible for day to day operations of the County. They also hire County Counsel, the County’s legal advisor.
- Voters also elect other officials, including the Assessor, Auditor-Controller, County Clerk / Recorder - Registrar of Voters, District Attorney, Sheriff-Coroner-Marshal, Treasurer-Tax Collector, and Superintendent of Schools, each to four-year terms. They also elect Trial Court judges.

Supervisors are elected by district to four-year terms. Supervisors’ terms are staggered — two Supervisors are elected in one general election, and three Supervisors in the next. The Board meets every Tuesday at 9:00am within the County Administrative Building in Visalia, located at 2800 West Burrel Avenue. The Board will occasionally schedule meetings at night or in another location, depending on County business and public needs. All decisions must be made in sessions open to the public except for decisions regarding confidential personnel, labor and legal issues. On closed session matters, official actions must be reported.

Under the California Constitution and State laws, the Board of Supervisors is both the legislative and executive branch of County Government.

The Board of Supervisors also serves as the Governing Board of the Flood Control District, In-Home Supportive Services, Public Authority, Public Finance Authority, Redevelopment Agency, and the Terra Bella Sewer Maintenance District.

County Administrative Office:

Under the direction of the Board of Supervisors, the County Administrative Officer is responsible for the day-to-day operations of the County, serves as the Clerk of the Board of Supervisors, and prepares the annual budget for the County. Through the coordination of departmental activities, the County Administrative Officer works to resolve differences among departments and ensures that County Government operates effectively and efficiently.

A1-2.1 Days and Hours of Operation

8:00am – 5:00pm, Monday through Friday. Closed on holidays.

A1-2.2 Occupants/Users

Staff

Board of Supervisors Department:

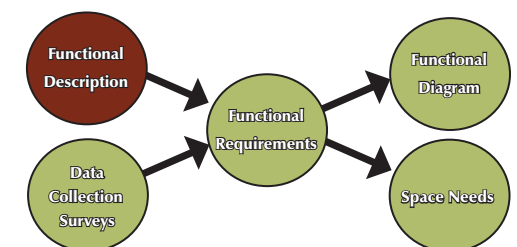
- 5 Board Members
- 2 Board Representatives

County Administrative Office:

- 1 County Administrative Officer (CAO)
- 1 Chief Clerk of the Board
- 2 Deputy Clerks
- 1 Assistant CAO (Finance)
- 1 Deputy CAO (Finance)
- 2 Analyst (Budget Analyst & Technician)
- 1 Assistant CAO (Operations)
- 3 Analysts (Operations)
- 1 Media Management (Tourism/County Media Officer)
- 4 Analysts
- 2 Capital Projects (Coordinators)
- 3 Clerical

Public

- Radio/TV reporters
- General public
- Constituents
- County Department Heads
- Local government representatives





A1-2.3 Activities

Board of Supervisors Department:

Board of Supervisors personnel perform general office activities at workstations and throughout work areas. Activities involve use of computers, voice communication, filing, printing, copying, scanning, faxing, and shredding. The Board holds open- and closed-session Board Meetings every week requiring public gathering and meeting areas. The Board has interaction with the public and other external entities, however, the majority of public interactions fall within the core functions of the County Administrative Office.

Core functions of the Board of Supervisors include:

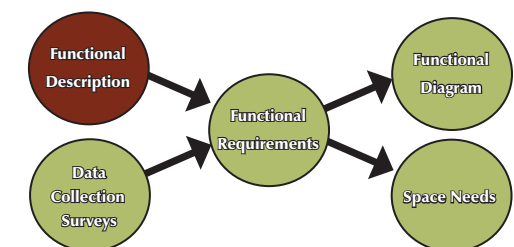
- Enacting ordinances and resolutions
- Approving contracts
- Setting policies
- Adopting annual budgets
- Setting salaries and compensation
- Overseeing departments (via the County Administrative Officer)
- Interaction with the public, other county departments, and local, state, and federal government agencies

County Administrative Office:

County Administrative Office personnel perform general office activities at workstations and throughout work areas. Activities involve use of computers, voice communication, filing, printing, copying, scanning, faxing, and shredding. County Administrative Office has interaction with the public and other external entities.

Core functions of the County Administrative Office include:

- Developing and publishing the county budget
- Generating a master plan for the upcoming County of Tulare Civic Center
- Developing and publishing strategic county plans
- Compiling financial reports
- Administering the Tulare County Indian Gaming Local Community Benefit Committee
- Interaction with the public, other county departments, and local, state, and federal government agencies







A1-2.4 Department Organization

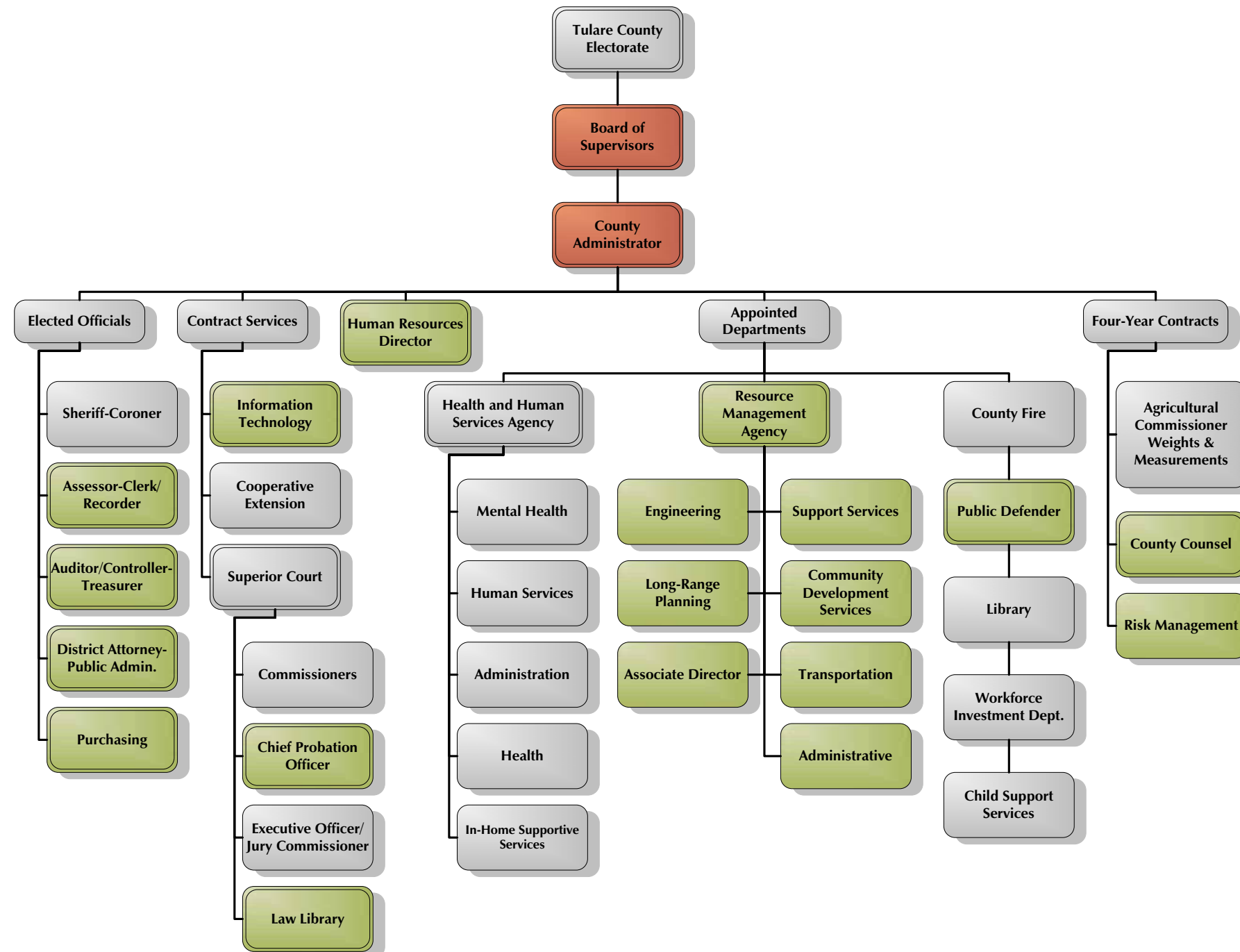
Countywide Organizational Chart

KEY:

 Departments in this Phase

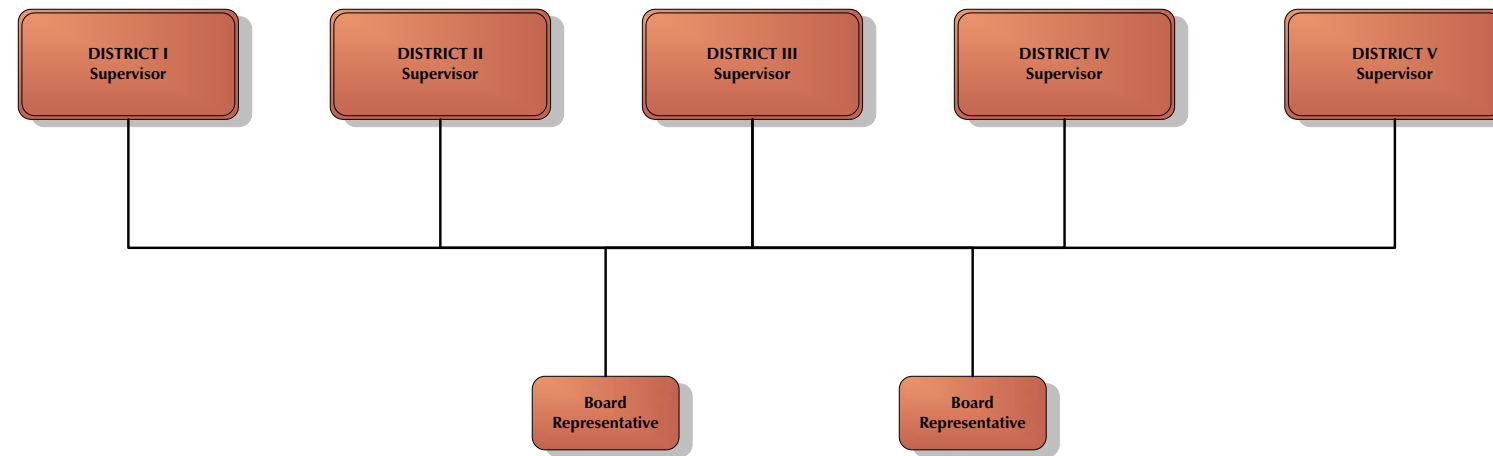
 Focus Department (s)

 Departments not in this Phase

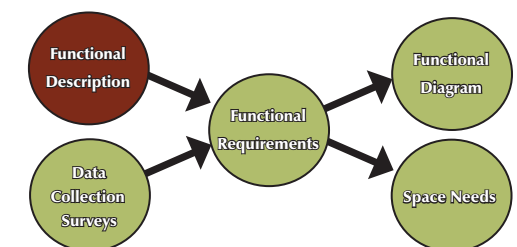
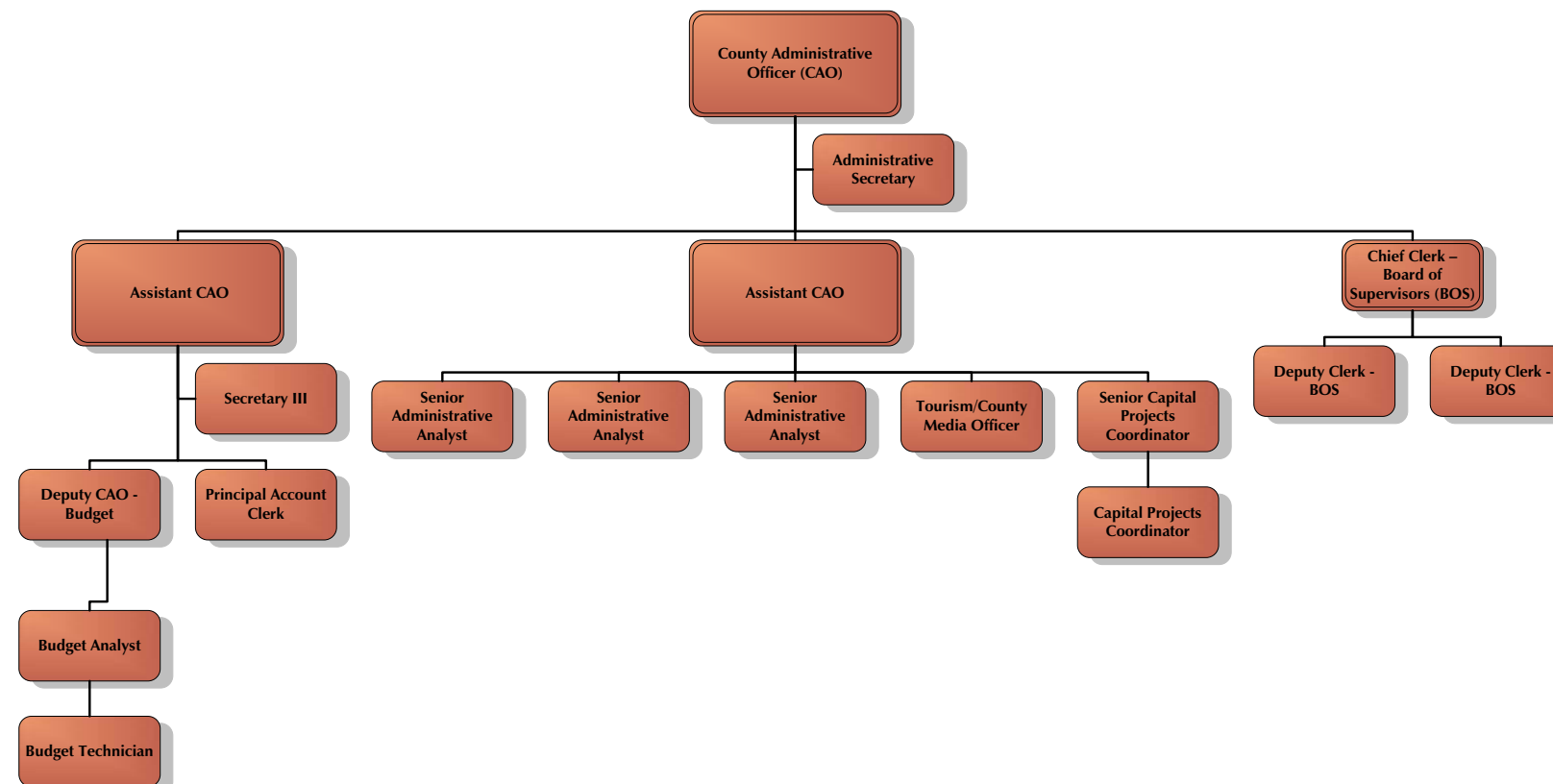




Board of Supervisors Department Organizational Chart



County Administrative Office Organizational Chart



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A1-3.0 Functional Requirements

A1-3.1 Circulation/Relationships

The Board of Supervisors and County Administrative Office require an adjacent relationship. Many office functions, such as conference room areas, staff restrooms, and a break room area can be shared between the two departments. The departments require a shared reception area to be staffed jointly between department personnel. Both departments require lobby areas which can be shared space and should be adjacent to shared public restrooms. Due to the sensitive nature of issues handled by the departments, both should be provided with private entrances to facilitate isolation from the general public. Securable public entrances are required to facilitate public access to the Board Chambers and to services provided by the County Administrative Office.

Close proximity to the County Counsel, Human Resources and Development, and the Auditor/Controller is also preferred by these departments due to the nature of their interactions with these departments.

A detailed graphical depiction of the circulation and relationships is provided within (Sections A1-4.0 and A1-5.0 of this Appendix.)

A1-3.2 Work Flow Process

Paper documents are received at the reception desk from the general public or delivery couriers. Electronic data is received via email or other data storage media. All paper and electronic media are reviewed by those personnel attending to reception duties and distributed to intended recipients within the departments. Outgoing products are also distributed by personnel attending to reception duties.

A1-3.3 Future Trends

The **Board of Supervisors** department does not expect any significant growth based on the fact that the Board structure is geographically based. The Board Representative position may, however, need to increase gradually in alignment with increases to countywide population.

The **County Administrative Office** expects staffing growth to be directly tied to countywide staffing and services growth.

A1-3.4 Openness/Enclosure

The majority of employees require fixed-wall offices. Notable exceptions include the Deputy Clerks which can function in partitioned offices. **Board Members, Board Representatives, and the County Administrative Officer** require the ability to isolate themselves from all other entities for security, privacy, and because of the sensitive and political nature of the issues they deal with on a routine basis.

A1-3.5 Safety and Security

The **Board Chambers** require significant security measures to ensure the safety of elected and other government officials. Board Members should be afforded sufficient security at their respective Board Chambers seating area to prevent harm from heightened members of the general public. Video surveillance should be provided to the Chambers as a passive means of deterring violent acts as well as a means of establishing evidence in the event of a violent act.

For the **Board of Supervisors department** and the **County Administrative Office**, all work areas and file storage areas require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas.

Reception windows require secure, bullet/blast-resistant glass.

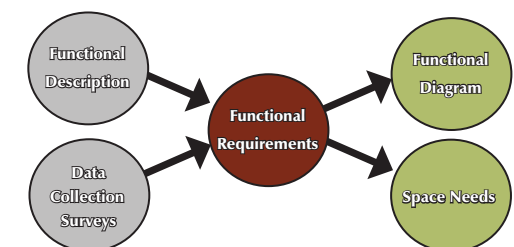
A1-3.6 Equipment and Systems

The **Board of Supervisors department** and the **County Administrative Office** requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage

A1-4.7 Technology Implementation

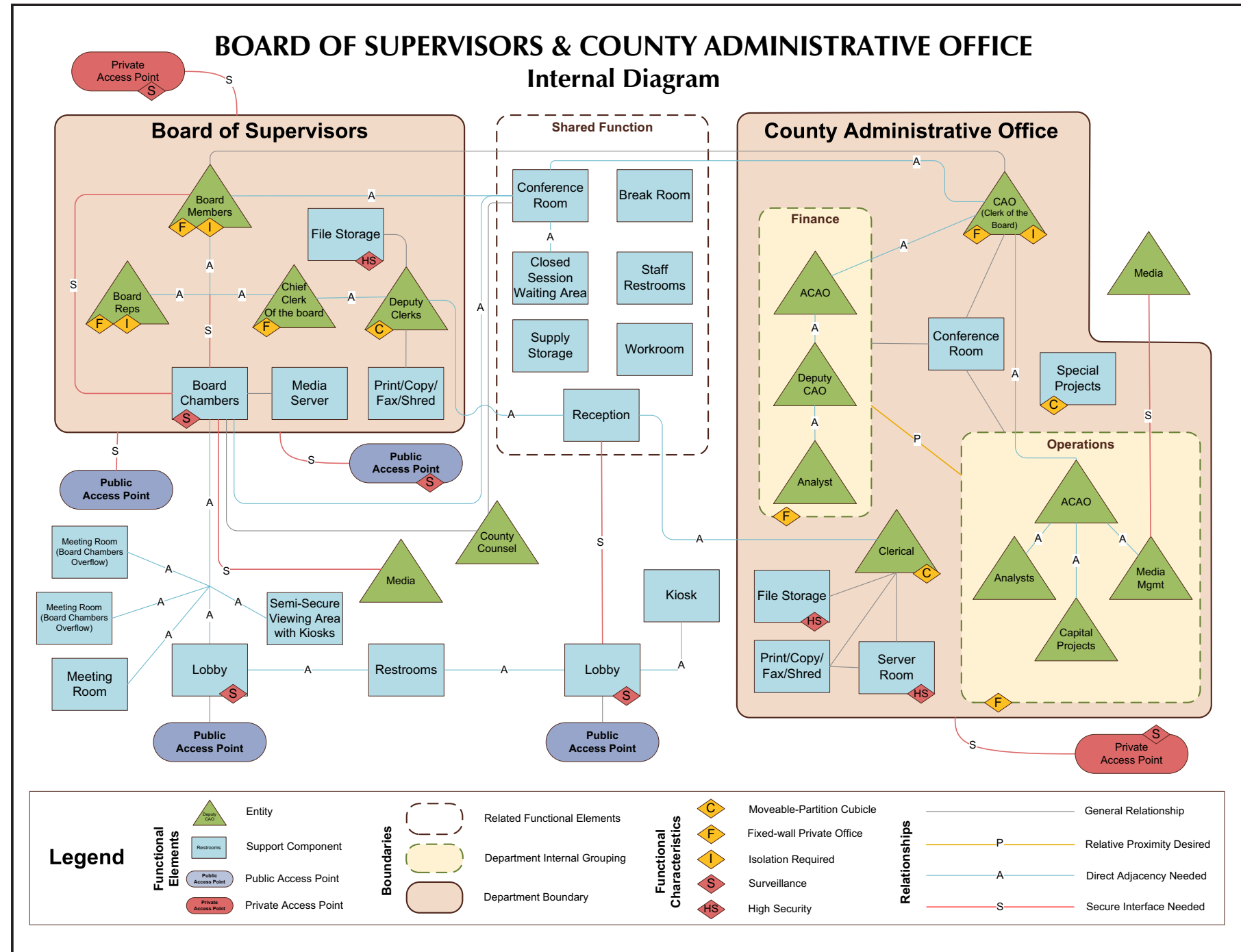
The **Board of Supervisors department** and the **County Administrative Office** believe that the implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by maximizing the quantity and quality of forms and documents available to the general public in electronic format. Further benefits can be achieved by maximizing the ability to electronically submit data typically solicited in hard copy format. These technological implementations are limited by legal requirements to submit and store some documents in hard copy format, however, the vast majority of forms and documents relevant to these departments can legally be digitized to an acceptable electronic format.





A1-4.0 Internal Functional Optimization Network Diagram

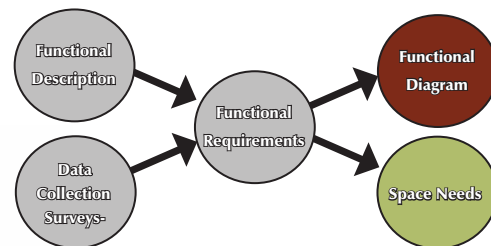
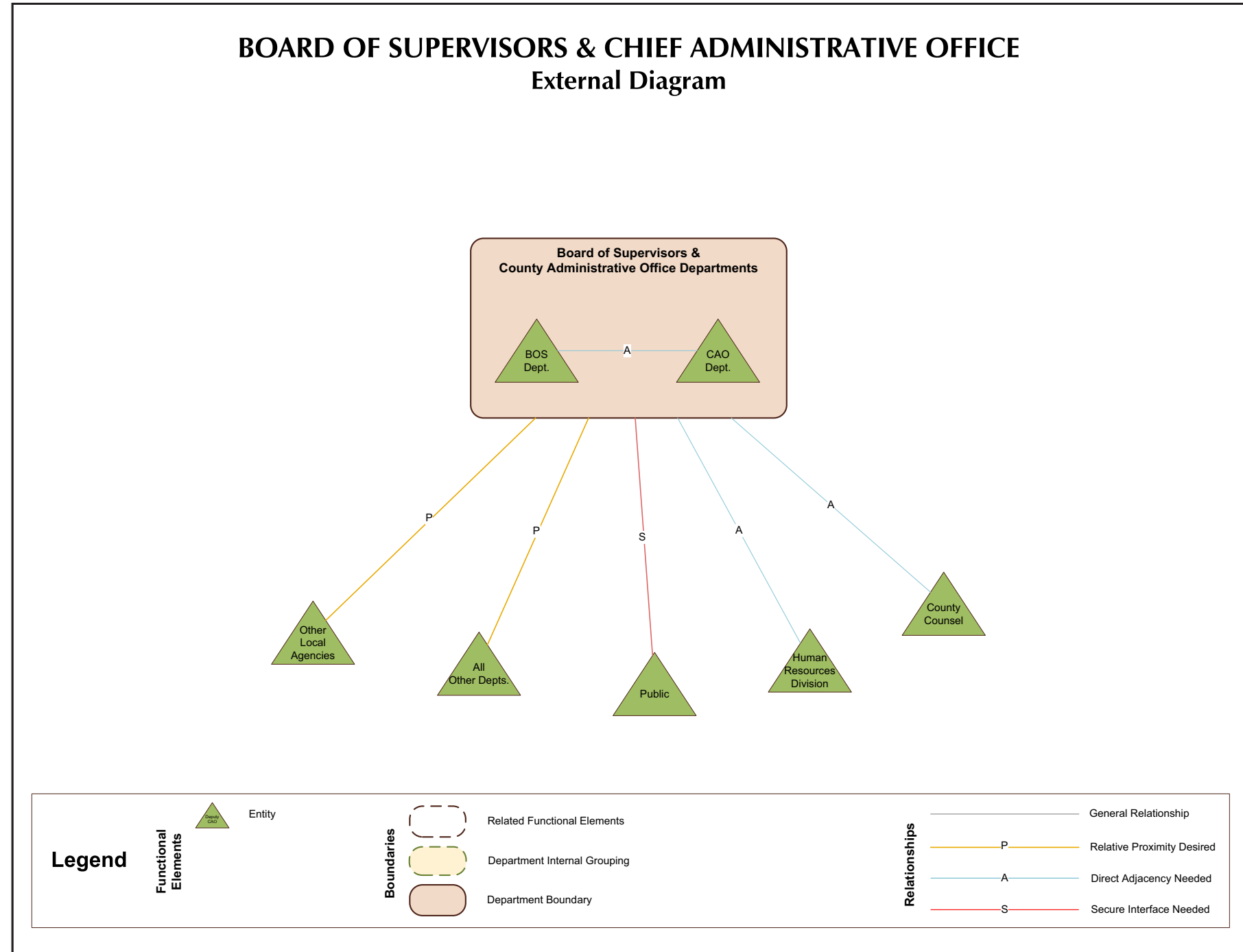
This functional diagram illustrates the functional operation of these departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A1-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of these departments with other entities outside of the departments (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A1-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). **Figures A1-6.0.1** and **A1-6.0.2** quantify the updated staffing levels for these departments as described on the subsequent pages.

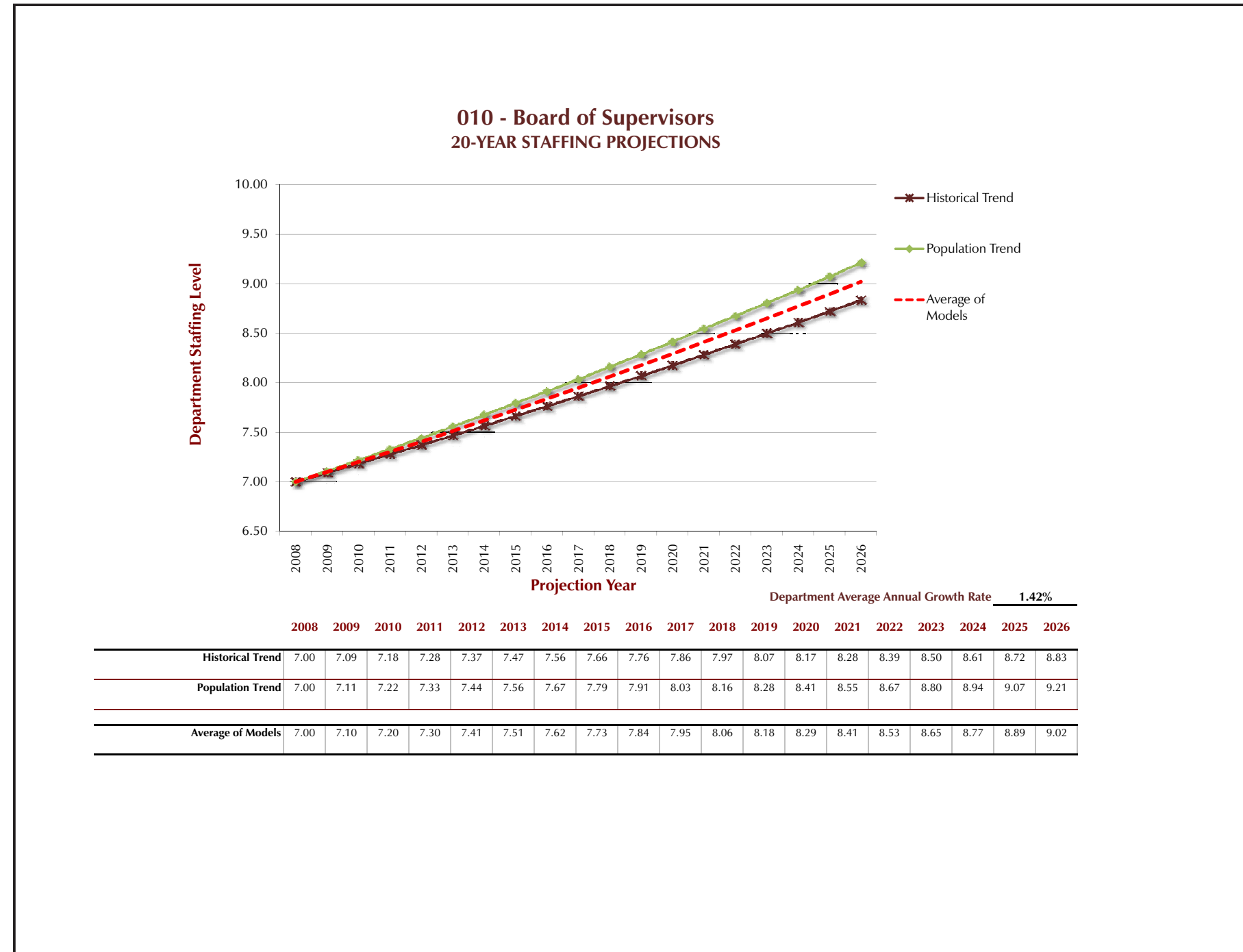
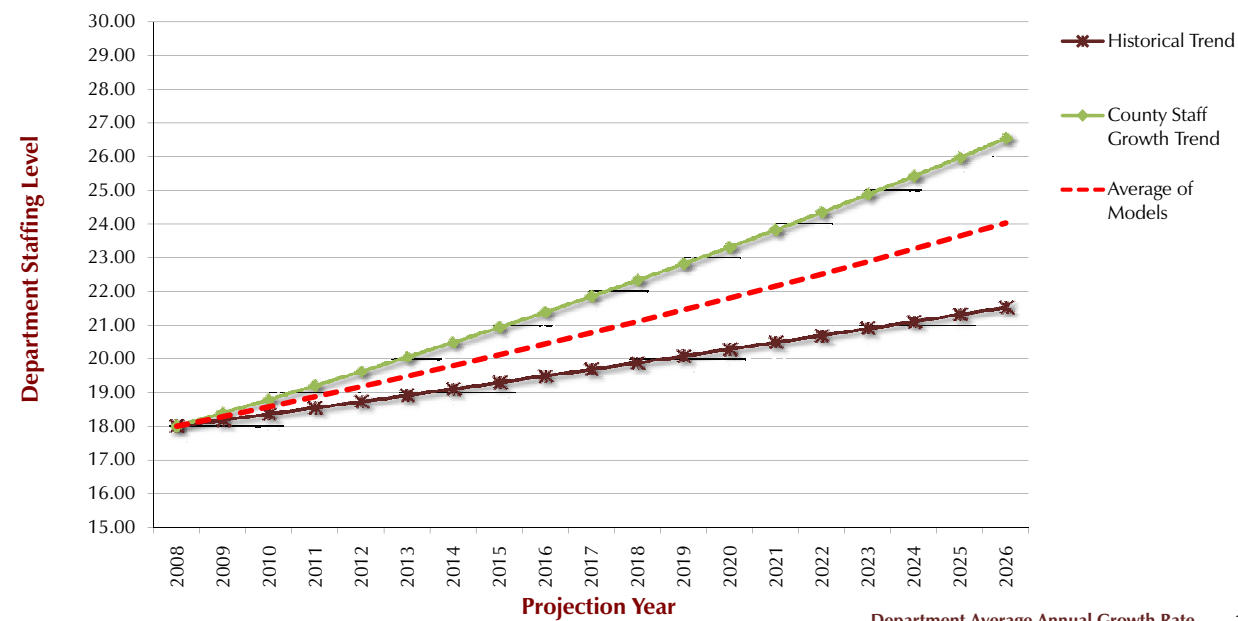


Figure A1-6.0.1 - Board of Supervisors Department Staffing Projections



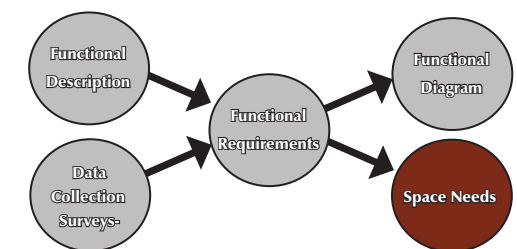
085 - Chief Administrative Office 20-YEAR STAFFING PROJECTIONS



Department Average Annual Growth Rate **1.62%**

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Historical Trend	18.00	18.18	18.36	18.55	18.73	18.92	19.11	19.30	19.49	19.69	19.88	20.08	20.28	20.49	20.69	20.90	21.11	21.32	21.53
County Staff Growth Trend	18.00	18.39	18.79	19.20	19.62	20.05	20.49	20.93	21.39	21.86	22.33	22.82	23.32	23.82	24.34	24.87	25.42	25.97	26.54
Average of Models	18.00	18.29	18.58	18.87	19.18	19.48	19.80	20.12	20.44	20.77	21.11	21.45	21.80	22.16	22.52	22.89	23.26	23.64	24.03

Figure A1-6.0.2 - County Administrative Office Staffing Projections





A1-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

As the **Board of Supervisors** is elected to represent the County population through district representation, their historical growth patterns are tied directly to the need to interact with the public. Throughout the past twenty years, the Board of Supervisors has maintained a total of five districts with one Supervisor representing each district. Growth in this department is a direct factor of providing equal access to the Board for the general public. To support the population growth of the County, the Board has added two Board Representatives to assist in daily interactions with the Board.

The primary purpose of the **County Administrative Office** is the overall management and administrative support for County services, primarily related to County Operation and Finance. Growth in this department has been directly related to increases and decreases in service requirements. One specific area of growth was the creation of a Capital Projects division in 2003. This function that had been traditional handled by one of two Assistant County Administrative Officers was created and expanding to include two full-time Capital Planning Coordinators as well as a temporary position available for special projects.

A1-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Board of Supervisors department, the model utilized is representative of the population growth predictions provided by the State of California, Department of Finance (DOF) and the Tulare County Association of Governments (TCAG). This compound annual growth rate applied is an average of four growth rates. The first two represent directly applying the growth rates indicated by DOF and TCAG respectively. The second two rates are generated by evaluating the current year ratio of staff to population levels and maintaining the same ratio against the DOF and TCAG population

projection totals, respectively for each year within the planning horizon.

For the County Administrative Office, the secondary model is an assignment of the estimated countywide staffing growth rate that had been presented in the 2007 "Countywide Preliminary Facility Evaluations / New Civic Center Master Plan". This model was selected based upon the departments primary function of servicing & managing County departments. As countywide staffing levels increase, this departments' staffing levels will likely need to increase to meet the additional service demands.

Figure A1-6.0.1 and **A1-6.0.2** depict the models chosen to predict staffing growth for these departments. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

For the **Board of Supervisors department** the population-based model was chosen because department management indicated that operational requirements were linked directly to population growth. Management explained that as the county's population has grown, the quantity of work for Board Representatives has grown and, eventually, will result in a need to expand the number of Board Representatives in order to accomplish core functions of the department.

For the **County Administrative Office** the county staff-based model was chosen because the County Administrative Office expressed that department growth would only increase in the event of overall growth of all county departments. This is based on the premise that most workflow handled by the department is input or output from/to county departments.

Board of Supervisors department staff currently includes seven (7) full time employees (FTE). In 2026, staffing is predicted to be between 9.0 FTE (Historical Growth Trend) and 9.1 FTE (Population Growth Trend). The average between both models is 9 FTE.

County Administrative Office staff currently includes fifteen (15) FTE. In 2026, staffing is predicted to be between 21.5 FTE (Historical Growth Trend) and 26.5 FTE (County Staff Growth Trend). The average between both models is 24 FTE.



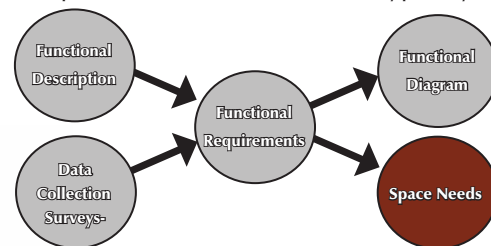
A1-6.3 Board of Supervisors Department Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as



SPACE REQUIREMENTS

10 - Board of Supervisors

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
92822 - BOS Rep 2	2.00	2.1 - 2.1	2.2 - 2.3	2.4 - 2.4	2.5 - 2.6	303 SF - 316 SF	120	Board Representative II
45202 - Sup,BOS-#5	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	323 SF - 337 SF	256	Supervisor, BOS-District #5
45102 - Sup,BOS-#4	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	323 SF - 337 SF	256	Supervisor, BOS-District #4
45002 - Sup,BOS-#3	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	323 SF - 337 SF	256	Supervisor, BOS-District #3
44902 - Sup,BOS-#2	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	323 SF - 337 SF	256	Supervisor, BOS-District #2
44802 - Sup,BOS-#1	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	323 SF - 337 SF	256	Supervisor, BOS-District #1
Total Staffing Counts	7.00	7 - 7	8 - 8	8 - 9	9 - 9			
Assignable NSF Subtotal						1918 SF - 2000 SF		
30% Department Grossing						575 SF - 600 SF		
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						2493 SF - 2600 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Public Restrooms						
Public Restrooms						
Semi-Secure Viewing Area						A public area with suitable electrical and data infrastructure to support information kiosks. Area should afford a degree of privacy to occupants viewing sensitive electronic and hard-copy documents.
Board Chambers Overflow Meeting Room						Area for overflow of public meeting attendees or other occupants during high-attendance Board meetings.
Print/Copy/Fax/Shred						Area with sufficient space and infrastructure to support centralized printing, copying, fax, and shredding equipment.
Secure File Storage						Area to store hard-copy files. Area requires limited-access locking mechanism.
Media Server						Area with sufficient space and infrastructure to support media server system.
Board Chambers						Area readily accessible by the general public to hold Board Meetings. Security features required to prevent harm to government officials.



part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department the estimated ratio of existing staff space (estimated by applying the County Space Standards to existing staff counts and adding an additional 30% grossing factor for staff circulation) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Usable Square Feet” (USF)**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary USF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).

SPACE REQUIREMENTS

10 - Board of Supervisors

Ancillary Space Ratio* (Ancillary SF per Staff SF)	3.08
Ancillary Spaces USF	7678 SF - 8008 SF

Total Department Need

Assignable USF

2493 SF - 2600 SF

Ancillary USF

7678 SF - 8008 SF

Department Total Rentable SF (RSF)

10171 SF - 10608 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



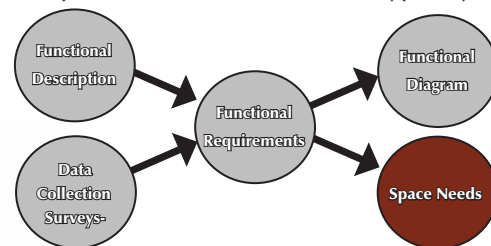
A1-6.4 County Administrative Office Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as



SPACE REQUIREMENTS

85 - County Administration Office

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
96002 - MedTourMgr	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	77 SF - 94 SF	64	Media & Tourism Manager
89000 - SherLtCor	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	120 SF - 147 SF	100	Sheriff's Lieutenant-Correctn
85100 - AdmAnaSr	3.00	3.1 - 3.2	3.2 - 3.6	3.4 - 4	3.6 - 4.4	344 SF - 425 SF	96	Administrative Analyst, Senior
83950 - SrCapPrCd	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	120 SF - 147 SF	100	Senior Capital Projects Coord
83900 - CapProjCrd	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	77 SF - 94 SF	64	Capital Projects Coordinator
80610 - Ana-Budget	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	77 SF - 94 SF	64	Budget Analyst
80600 - BudgTech	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	77 SF - 94 SF	64	Budget Technician
80502 - Ast CAO	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.4 - 2.9	344 SF - 425 SF	144	Assist County Admin Officer
35503 - ActClkPr-K	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	120 SF - 147 SF	100	Account Clerk-Principal-K
14800 - Dp Clk-BOS	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.4 - 2.9	239 SF - 295 SF	100	Deputy Clerk, Brd of Supvs
12202 - CoAdmOfr	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	306 SF - 377 SF	256	County Administrative Officer
7102 - Cf Ck-BOS	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	120 SF - 147 SF	100	Chief Clerk, Brd of Supvs
640 - AdmSecrty	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	77 SF - 94 SF	64	Administrative Secretary
630 - Secrty 3	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.2 - 1.5	77 SF - 94 SF	64	Secretary III
Total Staffing Counts	18.00	19 - 19	19 - 21	20 - 24	22 - 27			
Assignable NSF Subtotal						2172 SF - 2678 SF		
30% Department Grossing						652 SF - 803 SF		
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						2824 SF - 3481 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Staff Restrooms - General						
Staff Restrooms - General						
Work Room - General						
Break Room - General						
Supply Storage - General						
Closed Session Waiting Area						Staging area for occupants to wait until called into closed session Board meetings.



part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department the estimated ratio of existing staff space (estimated by applying the County Space Standards to existing staff counts and adding an additional 30% grossing factor for staff circulation) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Usable Square Feet” (USF)**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary USF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).

SPACE REQUIREMENTS

85 - County Administration Office

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Closed Session Conference Room						Multi-use conference area with primary role of supporting closed-session Board meetings. Sound-attenuated area that can be isolated from all other entities. Area requires limited-access locking mechanism.
Print/Copy/Fax/Shred						Area with sufficient space and infrastructure to support centralized printing, copying, fax, and shredding equipment.
Secure File Storage						Area to store hard-copy files. Area requires limited-access locking mechanism.
Server Room						Area with sufficient space and infrastructure to support server equipment.
Special Projects Office						Area dedicated to long/short term transient/temporary project employees assigned to special projects.
CAO Conference Room						A shared conference area (one or many rooms) accessible to all CAO employees.
Ancillary Space Ratio* (Ancillary SF per Staff SF)					2.31	
Ancillary Spaces USF					6523 SF - 8041 SF	

Total Department Need

<u>Assignable USF</u>	2824 SF - 3481 SF
<u>Ancillary USF</u>	6523 SF - 8041 SF
<u>Department Total Rentable SF (RSF)</u>	9347 SF - 11522 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

COUNTY OF TULARE
STATE OF CALIFORNIA

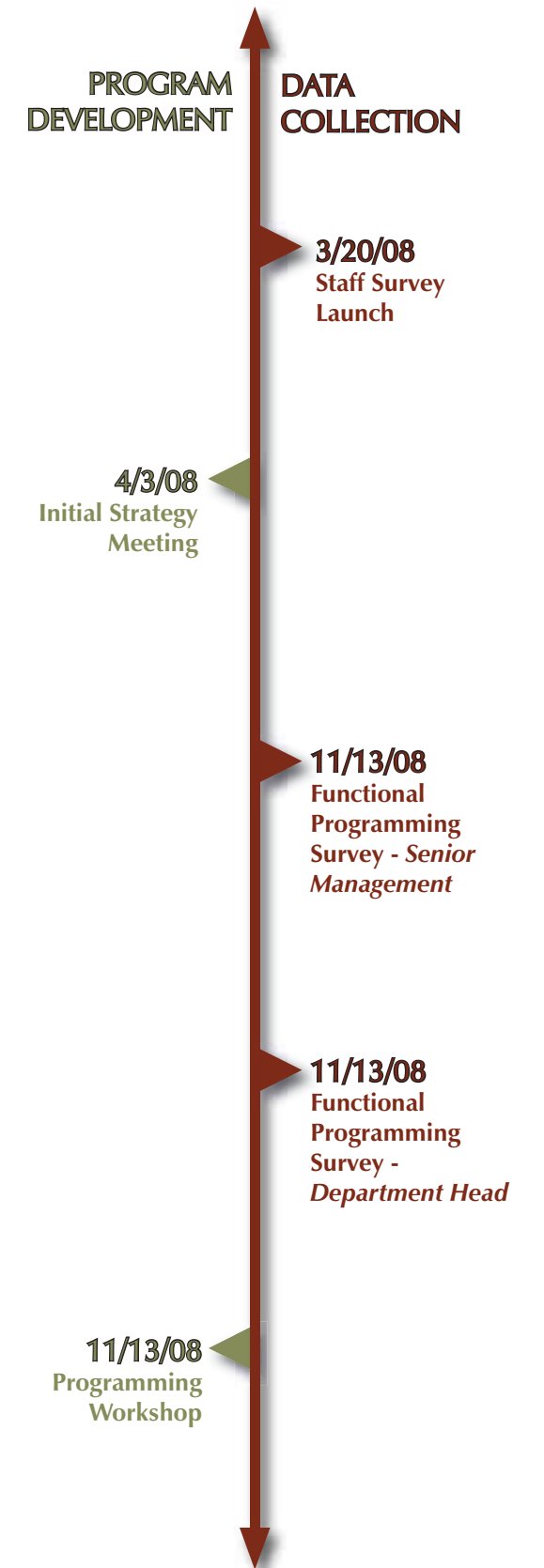
FUNCTIONAL PROGRAM DOCUMENTATION

A2 - Grand Jury

Participants:

Kristin Bennett, Assistant County Administrative Officer - Operations

Brian Summers, Senior Capital Improvements Coordinator



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Construction Management, Inc.

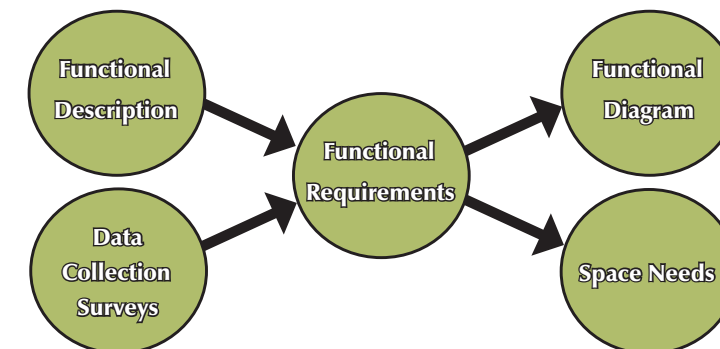


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A2-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Grand Jury department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.2\)](#).





A2-2.0 Functional Description

The Tulare County Grand Jury is a volunteer, fact-finding body that has the potential to make constructive changes and suggest meaningful solutions to a wide range of local government problems.

A judicial body authorized by the constitution of the State of California, the Tulare County Grand Jury is composed of 19 members elected by ballot from a pool of volunteers and nominees of the court. An attempt is made to impanel a jury that represents a diversity of men and women from socioeconomic, ethnic, age, educational background and geographical areas of the county. The jury monitors the performance of local government and makes recommendations that may improve services and save taxpayers' dollars.

A2-2.1 Days and Hours of Operation

8:00am – 12:00pm, Monday through Friday. Closed on holidays.

A2-2.2 Occupants/Users

Staff

- 1 Grand Jury Clerk
- 1 Grand Jury Foreman
- 18 Grand Jury Member

Public

- General public

A2-2.3 Activities

The grand jury is an investigatory body created for the protection of society and the enforcement of the law. Although the responsibilities of a juror are many and diverse, the three predominant functions include:

Civil Government Oversight

- Inspect and audit books, records and financial expenditures to ensure that public funds are properly accounted for and legally spent;
- Inspect financial records of districts in Santa Barbara County;
- Inquire into the conditions of jails and detention centers;
- Inquire into any charges of willful misconduct in office by public officials or employees.

Citizen Complaints

- As part of the civil function, the grand jury receives many letters from citizens alleging mistreatment by officials, suspicions of misconduct or governmental inefficiencies. Complaints received from citizens are acknowledged and investigated for their validity. Such complaints are kept confidential. If the situation warrants, and corrective action is under the jurisdiction of the grand jury, appropriate action is taken.

Criminal Investigations

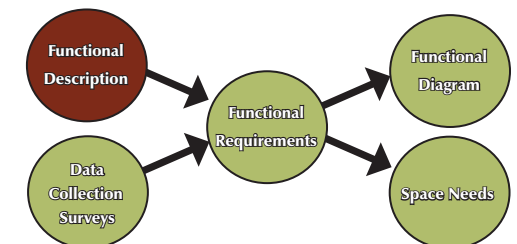
- Occasionally and under certain circumstances, a special Criminal Grand Jury is selected to hold hearings to determine whether evidence presented by the district attorney is of sufficient nature to warrant a person to stand trial in court. A minimum of twelve jurors must vote for an indictment in any criminal proceedings. The types of cases presented to the grand jury by the district attorney usually include:
 - o Cases involving public officials or employees.
 - o Cases involving police officers.
 - o Cases in which the statute of limitations is about to expire.
 - o White collar crimes, and
 - o Other cases the district attorney deems appropriate.

A2-2.4 Policies & Procedures

Jurors are sworn in and begin their 12-month service commencing the first day of July. The Presiding Judge may reappoint jurors to a second term. The Judge appoints a foreperson to preside at the meetings. The jury then organizes itself into committees and examines selected aspects of county and city government, including special districts. Most of the functions involve investigation, analysis, reporting and recommendations.

The grand jury has authority to subpoena evidence as needed. If the grand jury were to conclude there is an indictable offense, the District Attorney would determine how to proceed.

As an independent body, the grand jury alone determines its agenda. The subjects to be investigated are generated by present or past grand jury panels or initiated by citizen concerns. All letters of complaint are kept confidential. The primary function of the grand jury is to make recommendations to improve local government. County Counsel and the Presiding Judge are available for advice.





A2-3.0 Functional Requirements

A2-3.1 Circulation/Relationships

The Grand Jury requires functional and physical separation from all other County activities due to the nature of its purpose. However, the Grand Jury does require proximity to the general public and has general interactions with:

- Courts Presiding Judge
- County Counsel
- County Administrative Office
- Local Government including:
 - o Special Districts
 - o School Districts
 - o City Government

A detailed graphical depiction of the circulation and relationships is provided within (Sections A2-4.0 and A2-5.0 of this Appendix).

A2-3.2 Work Flow Process

The public interacts with the Grand Jury primarily through the Grand Jury Clerk via phone, e-mail, fax, or walk-up interactions. The Grand Jury may also request interviews of members of County staff or the public which are held within the Grand Jury office. Finally, general Grand Jury meetings and sub-committee meetings are held as needed/scheduled.

A2-3.3 Future Trends

The **Grand Jury** department does not expect any significant growth as the count of jury members are set by the Courts.

A2-3.4 Openness/Enclosure

The Grand Jury Clerk functions sufficiently within an open-cubicle, reception station.

A2-3.5 Safety and Security

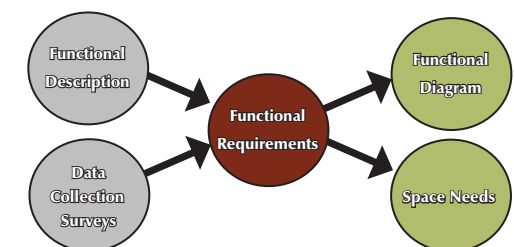
The Grand Jury office requires visual separation from other County departments to protect the identity of visitors. Additionally, the Meeting/Assembly room requires visual and auditory separation from other office functions. Finally, a sufficient level of surveillance is required for the waiting area/reception to ensure the safety of visitors and staff.

A2-3.6 Equipment and Systems

The Grand Jury is a volunteer body that changes from year to year. As such, while access to specific hardware/software may benefit one panel, it may not be of use to subsequent panels. Basic computer capabilities, internet access and phone/fax/copy capabilities are sufficient.

A2-4.7 Technology Implementation

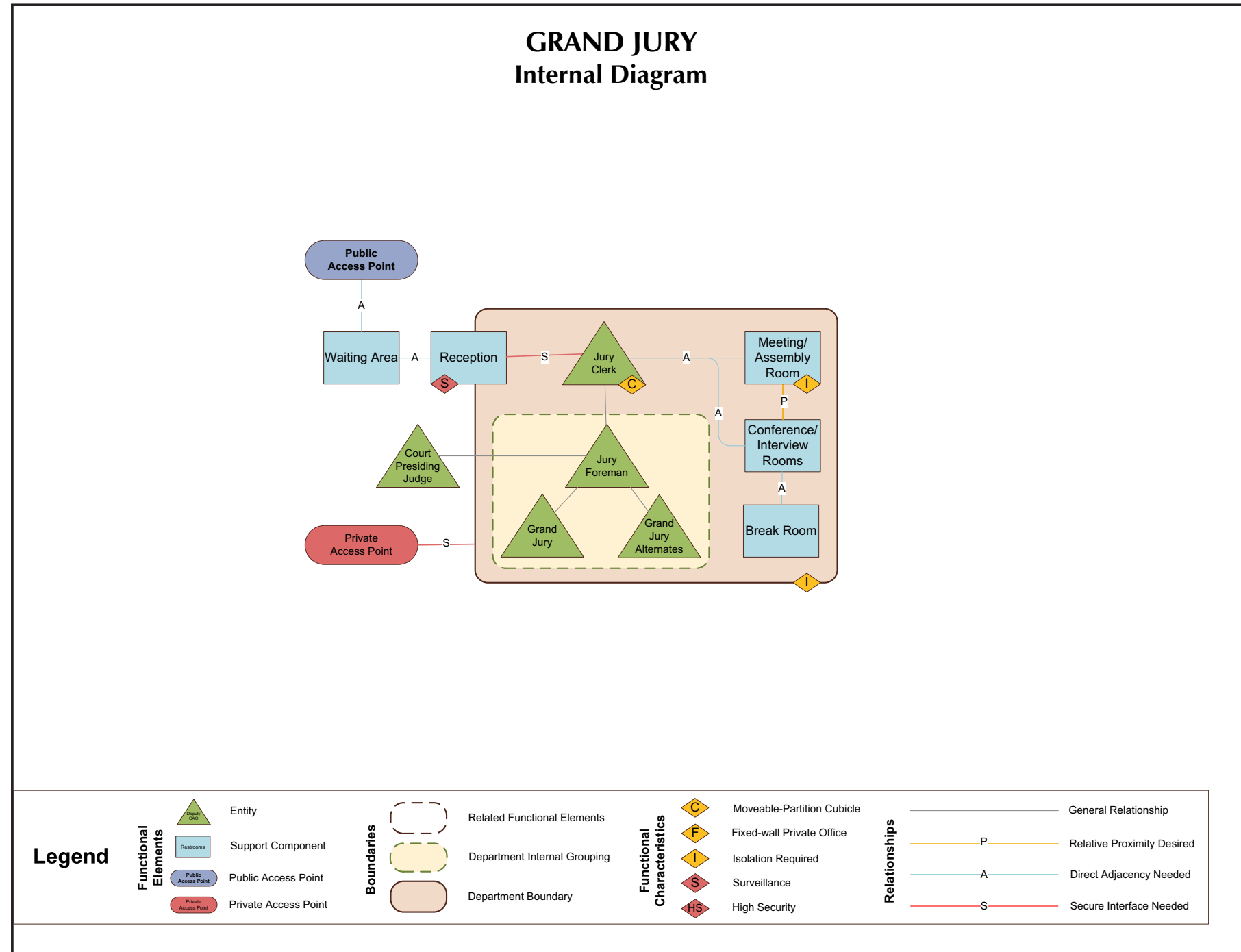
The Grand Jury would benefit from the implementation of an electronic document system related submitting documents to the courts.





A2-4.0 Internal Functional Optimization Network Diagram

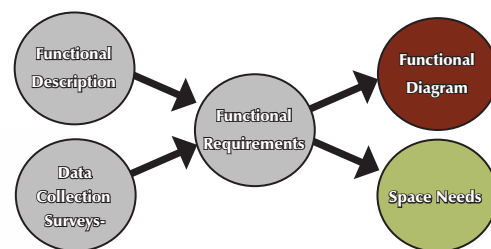
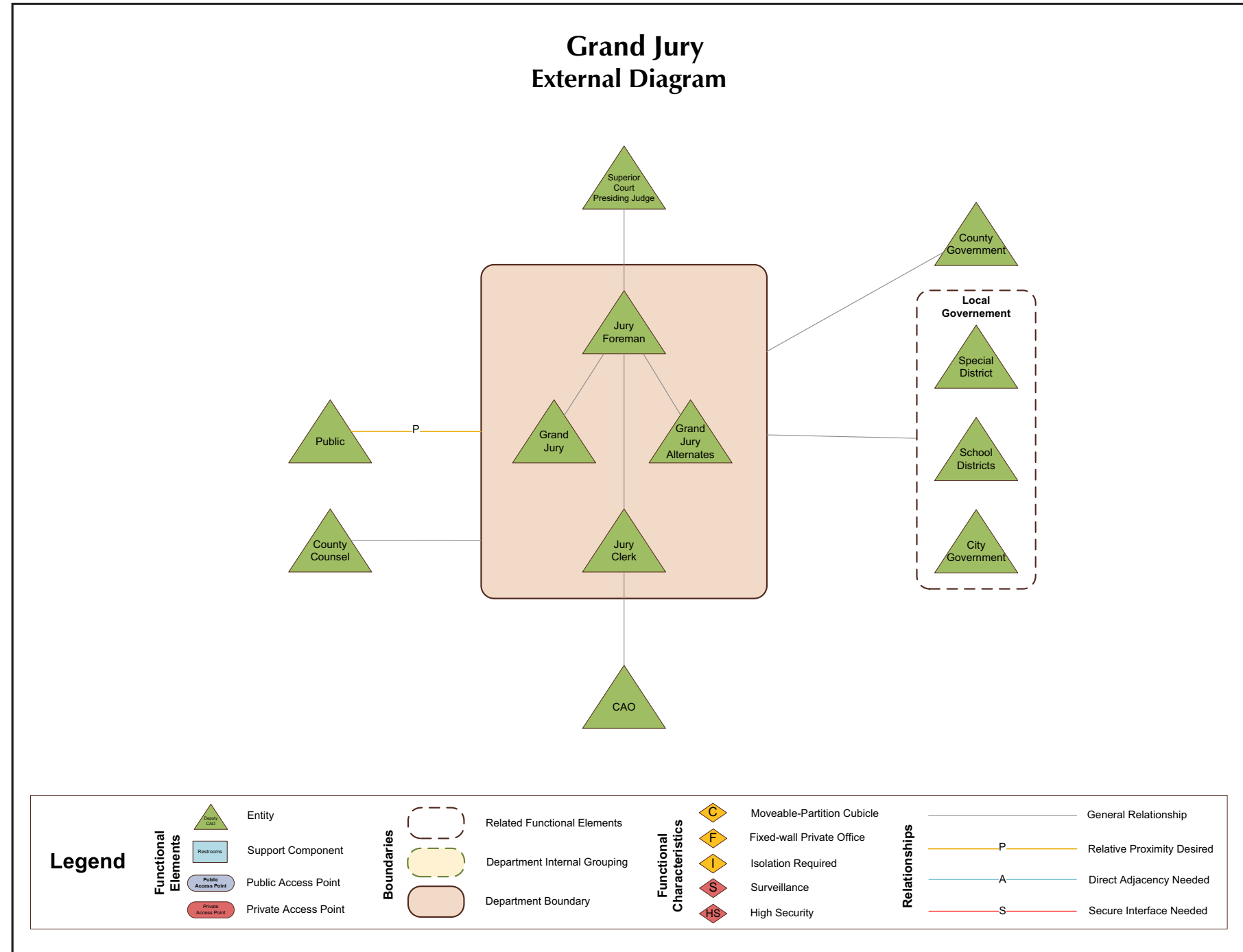
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A2-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A2-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A2-6.0.1 quantifies the updated staffing levels for these departments as described on the subsequent pages.

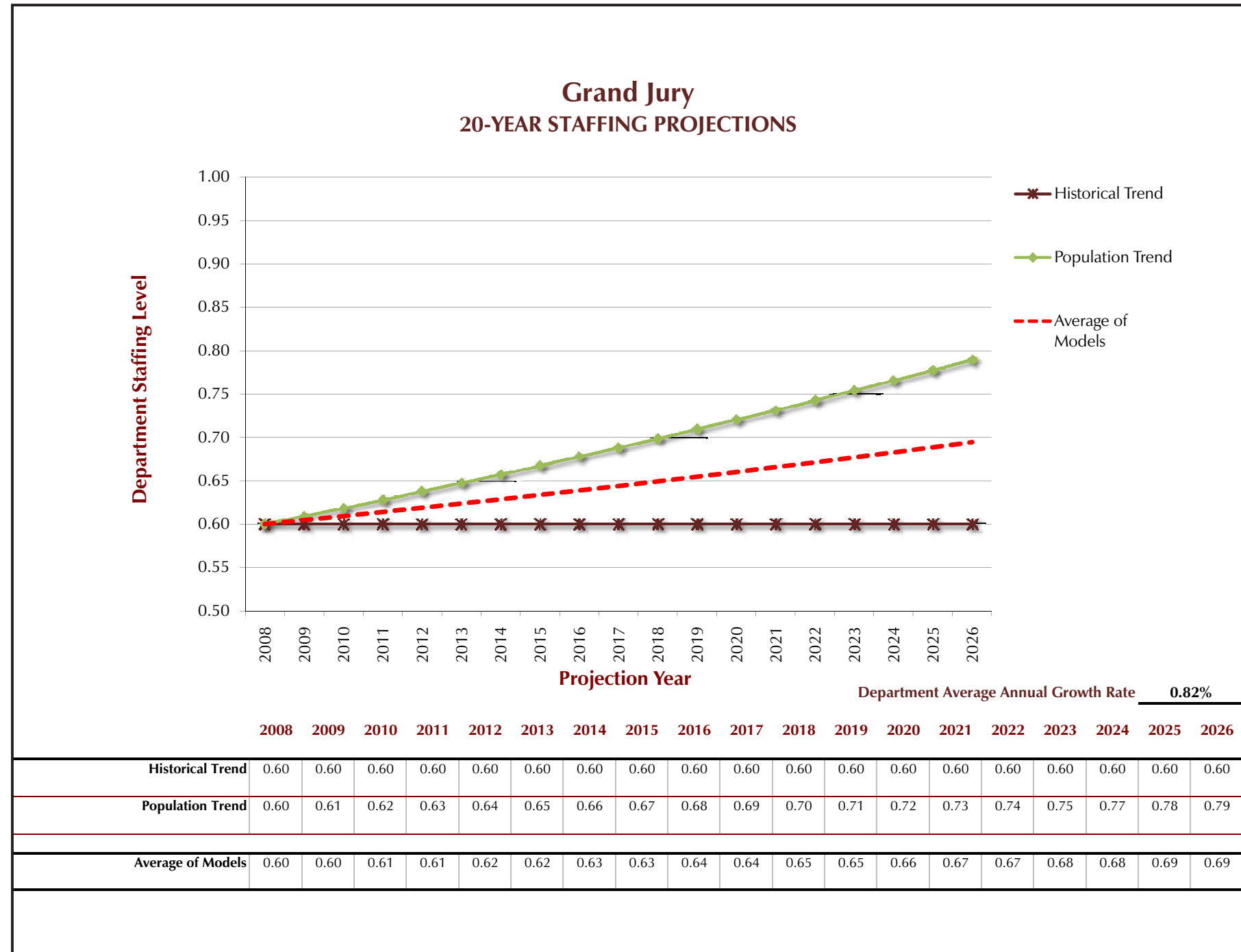


Figure A2-6.0.1 - Grand Jury Staffing Projections



A2-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Grand Jury positions are dictated by legislation and the management/oversight by the presiding court judge. The only position within this department that is managed by the County is the Grand Jury Clerk. The Clerk is a part-time position that is not anticipated to grow within the planning future. The only change to be expected may be an increase in the amount of part-time hours allocated to this position.

A2-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

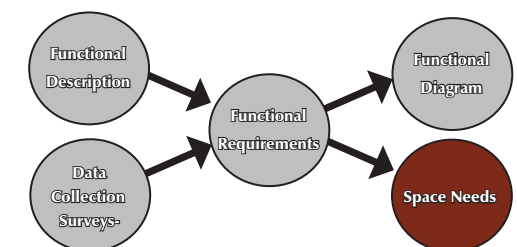
The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Grand Jury, the model utilized is representative of the population growth predictions provided by the State of California, Department of Finance (DOF) and the Tulare County Association of Governments (TCAG). This compound annual growth rate applied is an average of four growth rates. The first two represent directly applying the growth rates indicated by DOF and TCAG respectively. The second two rates are generated by evaluating the current year ratio of staff to population levels and maintaining the same ratio against the DOF and TCAG population projection totals, respectively for each year within the planning horizon.

Figure A2-6.0.1 depicts the models chosen to predict staffing growth for these departments. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

For the Grand Jury the population-based model was chosen because department management indicated that operational requirements were linked directly to supporting the regional population. Management explained that as the county's population has grown, the caseload for the Grand Jury has grown and, eventually, will result in a need to expand the Grand Jury Clerk availability to support accomplishing core functions of the department. As the Grand Jury members are not County employees but rather, volunteers from the public who are serving a defined term length, they are not included in the staffing growth projections. Additionally, the quantity of jury members is controlled by the courts and legislation. As such, the count of jury members and associated space need is likely not to change in the foreseeable future.

Grand Jury staff currently includes one part-time employee estimated at 0.60 FTE. In 2026, staffing is predicted to be between 0.60 FTE (Historical Growth Trend) and 0.79 FTE (Population Growth Trend). The average between both models is 0.7 FTE.





A2-6.3 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this department's functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/functions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department the estimated ratio of existing staff space (estimated by applying the County Space Standards to existing staff counts and adding an additional 30% grossing factor for staff circulation) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **"Usable Square Feet" (USF)**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

The total space need for this department, termed **Department Total "Rentable Square Feet" (RSF)**, is the total sum of Assignable and Ancillary USF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).



SPACE REQUIREMENTS

810 - Grand Jury

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
9210 - Clerk 1	0.60	0.6 - 0.6	0.6 - 0.7	0.6 - 0.7	0.6 - 0.8	38 SF - 50 SF	64	Clerk I
Total Staffing Counts	0.60	1 - 1	1 - 1	1 - 1	1 - 1			
Assignable NSF Subtotal						38 SF - 50 SF		
30% Department Grossing						12 SF - 15 SF		
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						50 SF - 66 SF		

Ancillary Space (i.e. Support Spaces)

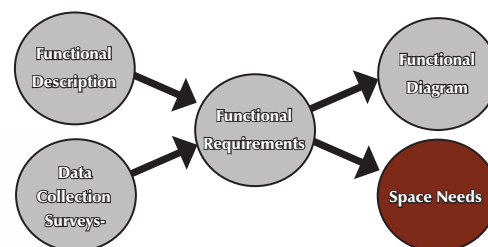
Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Reception						
Waiting Room						
Break Room						
Conference/Interview Rooms						
Meeting/Assembly Room						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					31.05	
Ancillary Spaces USF					1552 SF - 2049 SF	

Total Department Need

<u>Assignable USF</u>	50 SF - 66 SF
<u>Ancillary USF</u>	1552 SF - 2049 SF
<u>Department Total Rentable SF (RSF)</u>	1602 SF - 2115 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A3 - Assessor/Clerk Recorder

Participants:

Greg Hardcastle, Assessor/Clerk Recorder, Department Head

Andy Barba, Chief Appraiser, Responsible for Appraisals & Assessment

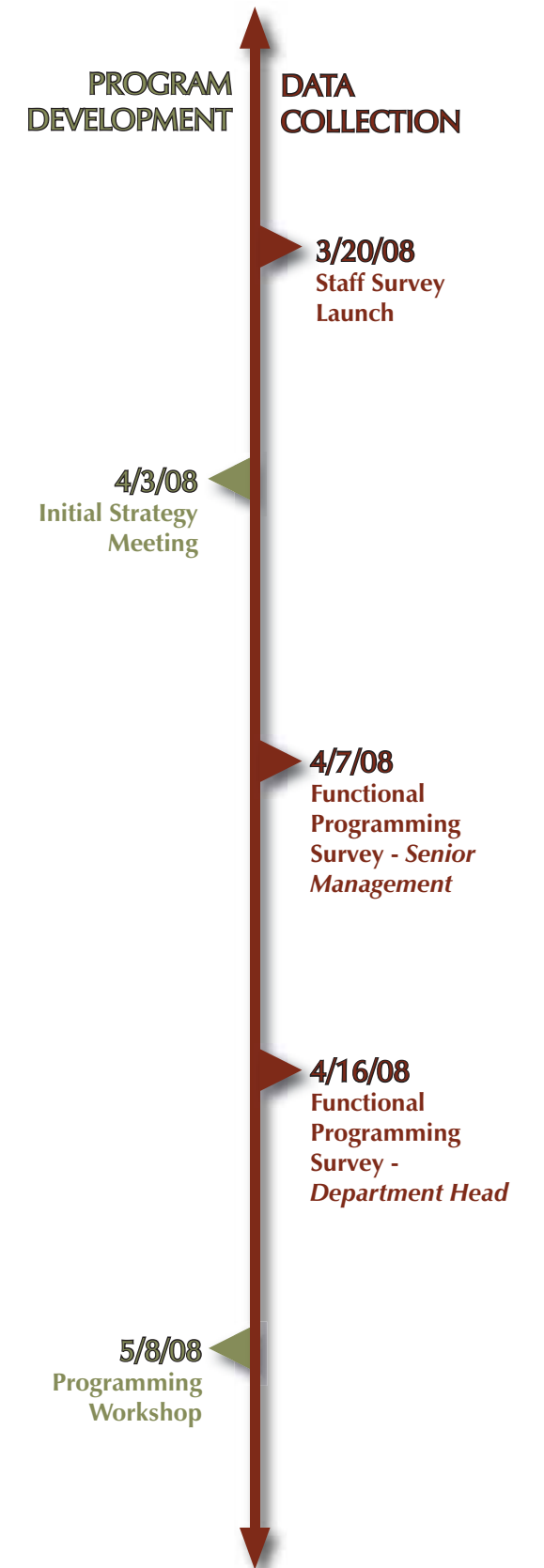
Julie Poochigian, Chief Deputy Clerk-Recorder, Responsible for Clerk Recorder

Ron Medlock, Chief Auditor-Appraiser, Responsible for Audit

Jim Coley, Assessor System Analyst, Responsible for Mapping & Systems

Rolan Hill, Assistant Assessor/Clerk Recorder, Responsible for Assessment Support

Anna Cortez, Chief Assessment Clerk



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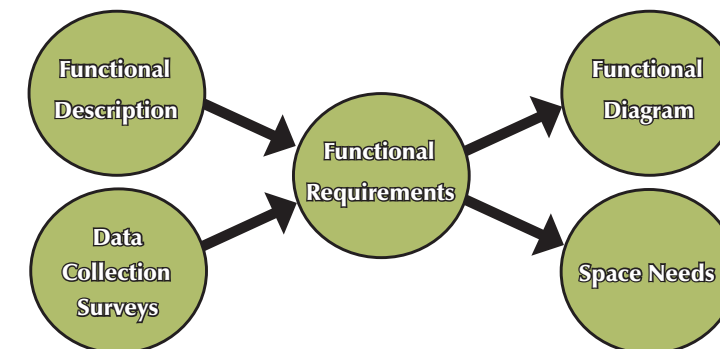


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A3-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Assessor/Clerk-Recorder department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.3\)](#).



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A3-2.0 Functional Description

The Assessor discovers and assesses all property within the County, and tracks all persons owning, claiming, possessing or controlling it. The Assessor produces and delivers an assessment roll in July of each year. The Assessment Roll becomes the base upon which local property taxes are levied, collected and distributed to the state (schools), cities, redevelopment agencies, special districts, and the County of Tulare.

The Assessor:

- Values all taxable property in the County.
- Audits entities doing business in the County.
- Processes all property tax related exemptions in the County.
- Establishes and maintains a set of approximately 5500 maps for assessment purposes, delineating every parcel of land in the County. Parcel maps serve as the basis for assessment of real property in Tulare County for approximately 142,000 parcels. Maps are continuously updated to reflect new subdivisions and surveys. Maps are available for online review and may be purchased at the Assessors Office.
- Provides a public information service to assist taxpayers with questions regarding their property and about assessment practices.
- Responds to appeals from property owners contesting taxable value of their property.

The Clerk’s Division serves as guardian of public records, providing the public with recordation, filing or issuance of documents, and providing quality copies of recorded documents and vital records when requested.

A3-2.1 Days and Hours of Operation

8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A3-2.2 Occupants/Users

Staff

- County Assessor/Clerk-Recorder
- Assistant County Assessor
- Chief Deputy Clerk-Recorder
- Chief Assessment Clerk
- Chief Appraiser/Appraisers
- Chief Auditor-Appraiser
- Auditor-Appraisers
- Title and Administrative Technician Supervisors
- Title and Administrative Technicians

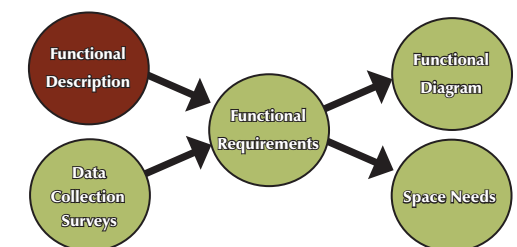
- Cadastral Supervisor
- Cadastral Mapping Technicians
- Systems Analysts
- Department Secretary

Public

- General public
- County Depts./Agencies

A3-2.3 Activities

- Property Discovery
- Property Assessment
 - o Personal
 - » Upon change in ownership
 - » Upon completion of new construction
 - o Business
 - » Annually
 - » Should note the impact of administering Williamson Act (Ag Preserve)
- Partial Ownership Accountability
- Exemptions Processing
- Mapping
- Public Information Service
- Appeals Processing
 - o Assessment appeals board (private citizens appointed by Board of Supervisors)
- Production of Assessment Roll
- Monthly Report of Taxes Collected
 - o Provided to the Auditor by 15th of each month.
- Issuance of Notices of Violation
- Guardian of Public Records
- Recordation, Filing, Issuance of Records
- Providing Quality Copies of Records Upon Request





A3-2.4 Department Organization

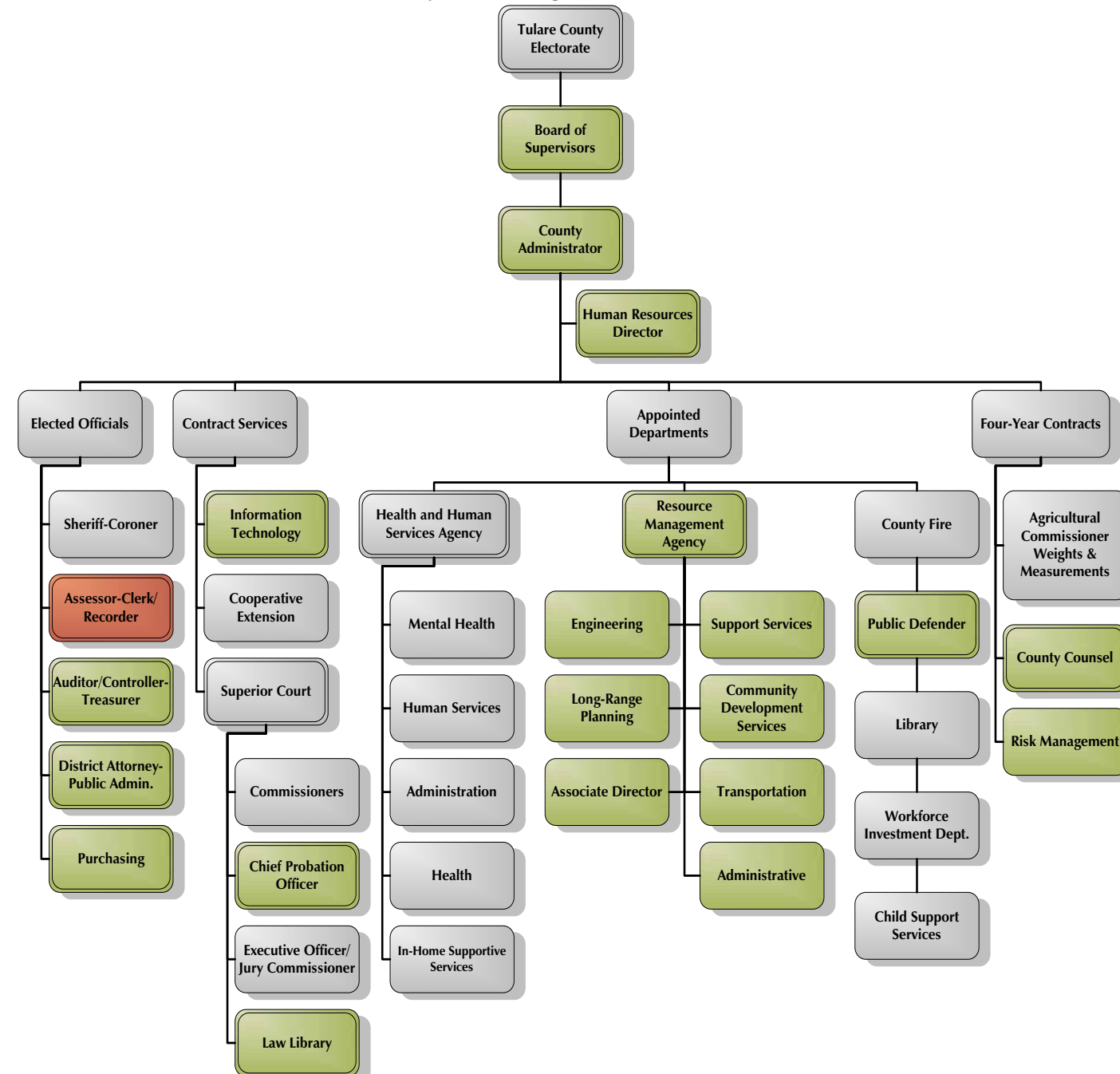
KEY:

 Departments in this Phase

 Focus Department

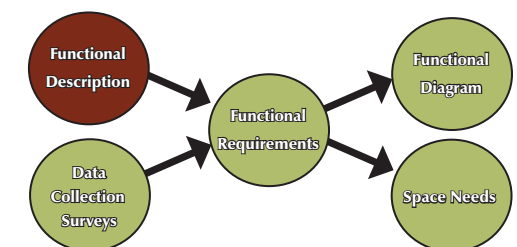
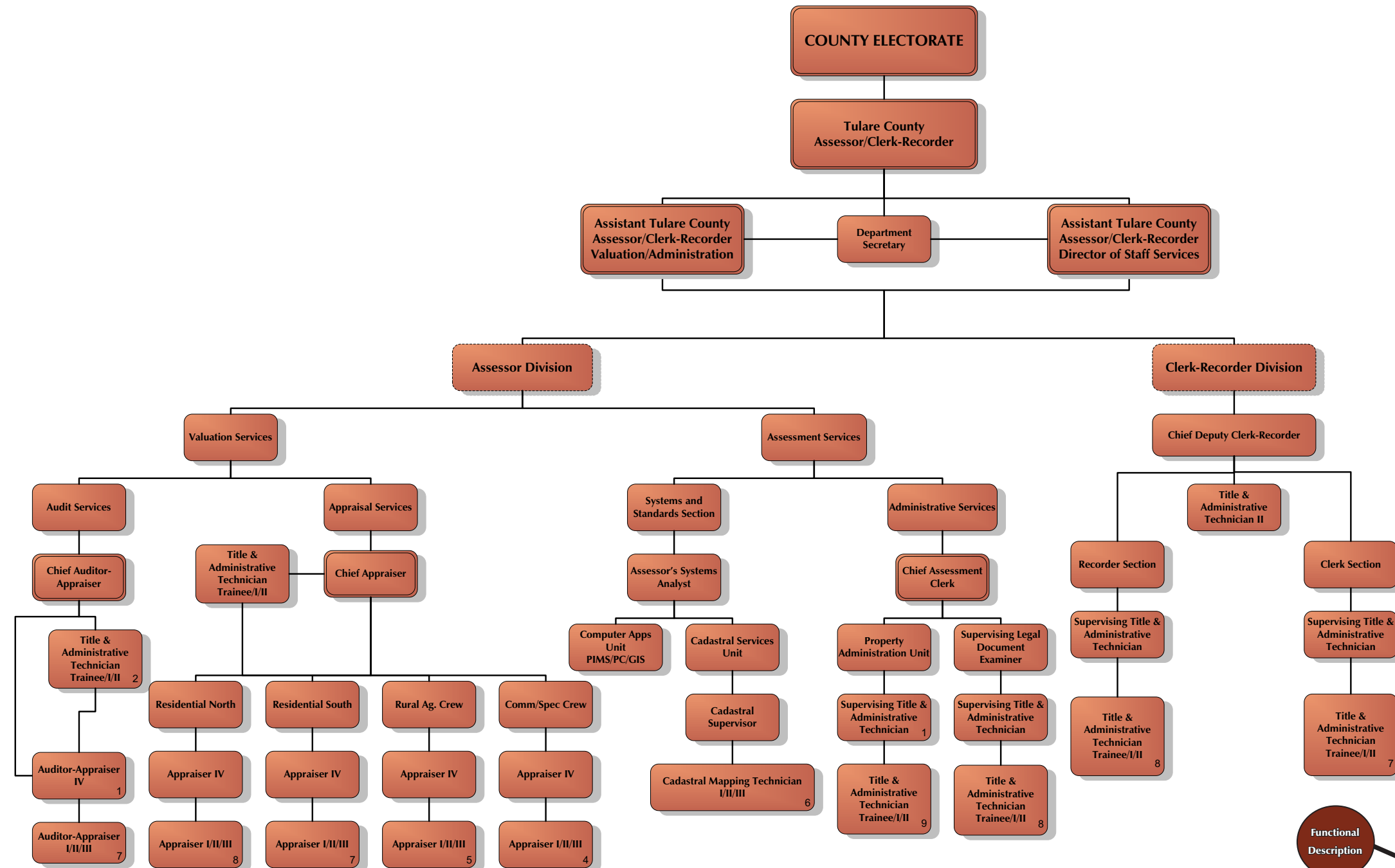
 Departments not in this Phase

Countywide Organizational Chart





Assessor/Clerk-Recorder Organizational Chart





A3-3.0 Functional Requirements

A3-3.1 Circulation/Relationships

Many office functions, such as conference room areas, staff restrooms, and a break room area can be shared among the Assessor / Clerk-Recorders' divisions. The two major divisions (Assessor & Clerk-Recorder) require separate and distinct reception areas to be staffed by personnel from each respective division. Due to the sensitive nature of issues handled by the department, it should be provided with private entrances to facilitate isolation from the general public. Securable public entrances are required to facilitate public access to the Assessor and Clerk-Recorders' services.

Close proximity to the Auditor / Treasurer-Tax Collector, and County Planning is desired.

A3-3.2 Work Flow Process

- Assessor – Appraisal records come in and are sent to file, a field inspection is performed, valuation occurs, and all resulting data is processed and entered into the main system.
- Clerk-Recorder – Documents are delivered by the public; title companies; attorneys; real-estate and lenders, and; federal, state, and local governmental agencies, cashiered, and the necessary information is entered into an automated computer system. The Clerk-Recorder also records and provides an array of public documents such as passports, marriage licenses, vital records, file power of attorneys, surety bonds, and notary bonds.
- Mapping & Systems – Recorded documents that affect parcel boundaries are received and analyzed. Maps are then “re-drawn” as necessary and any necessary changes to the Property System files are forwarded on for keying.

A3-3.3 Future Trends

Continue to assist the County Strategic Business Plan project. Continue modernization of office procedures, methods, and equipment. Continue development/implementation of an Electronic Recording Delivery System (ERDS) in conjunction with oversight from the Department of Justice. Modernization of data delivery to public through improved web access to documents and a new phone system.

A3-3.4 Openness/Enclosure

The department's priorities for enclosed offices are as follows:

- Assessor/Clerk-Recorder
- Assistant Assessor/Clerk-Recorder
- Chief Auditor-Appraiser
- Chief Appraiser



- Assessor’s System Analyst
- Chief Assessment Clerk
- Chief Deputy Clerk-Recorder

The Assessor / Clerk-Recorder can function efficiently with a mix of cubicles and private offices. Due to the nature of their work, the Assessor / Clerk-Recorder meets with a high volume of daily public traffic. However, the Administration, the Clerk Section of the Clerk-Recorder Division, and Audit Services of the Assessor Division all require the ability to isolate themselves from the public due to confidentiality of work.

A3-3.5 Safety and Security

The areas requiring additional security are primarily those connected with the public; due to the nature of the Assessor / Clerk-Recorder’s work, a high volume of public users demands a need for video surveillance at all adjoining parking areas, public entrances, lobby areas, and reception counters to ensure the security and confidentiality of public service delivery.

Within the department itself, both the Assessor Division and Clerk-Recorder Division require video surveillance.

All file storage areas require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by employees.

Reception windows require secure, bullet/blast-resistant glass.

A3-3.6 Equipment and Systems

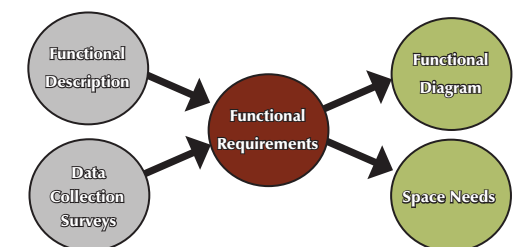
The Assessor / Clerk-Recorder requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- County GIS capabilities
- RIIMS computer system

A3-3.7 Technology Implementation

The Assessor / Clerk-Recorder Department believes that the utilization of new technologies can help improve productivity and efficiency. The implementation of an electronic workflow system is

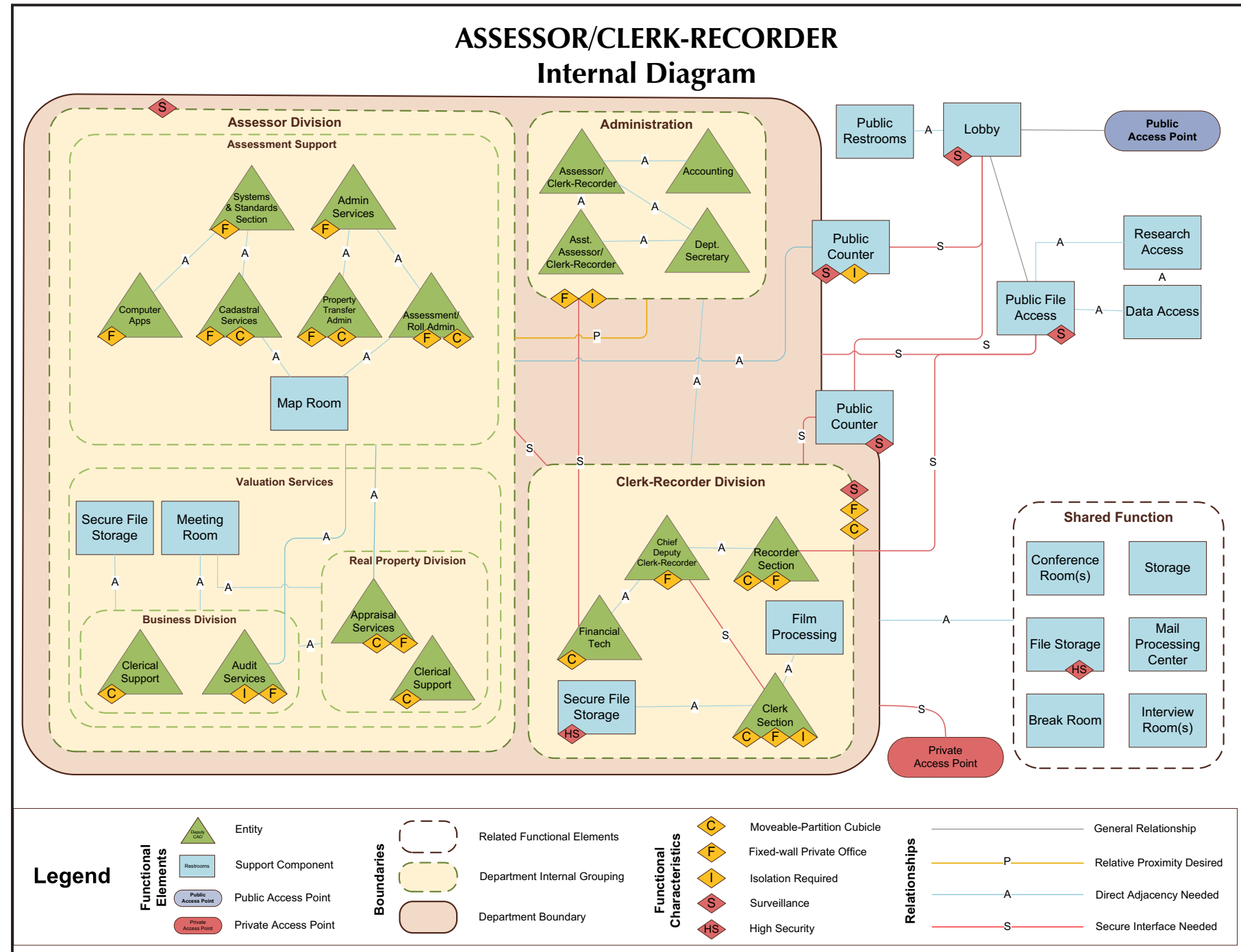
particularly important. In addition, a department-wide enterprise management system, advanced OCR scanning technology, portability through the use of laptops, and the adoption of a professional in-house, department-specific IT personnel will greatly enhance the Department’s efficiency as a whole.





A3-4.0 Internal Functional Optimization Network Diagram

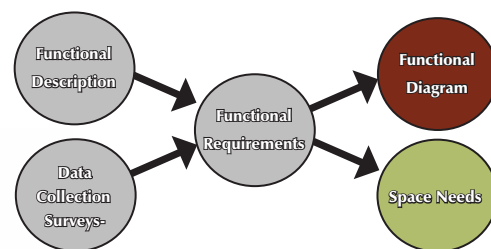
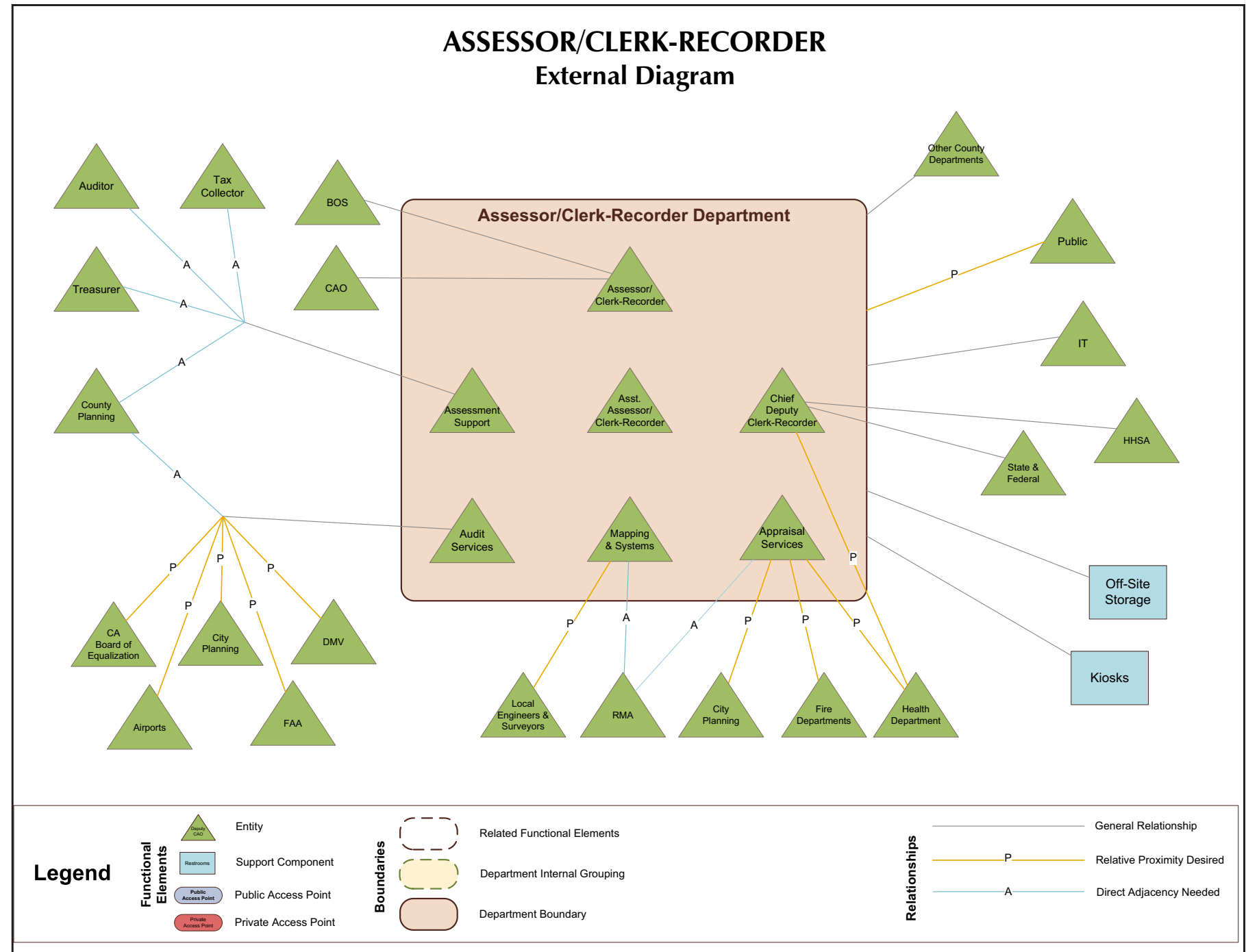
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A3-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A3-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations / New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A3-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

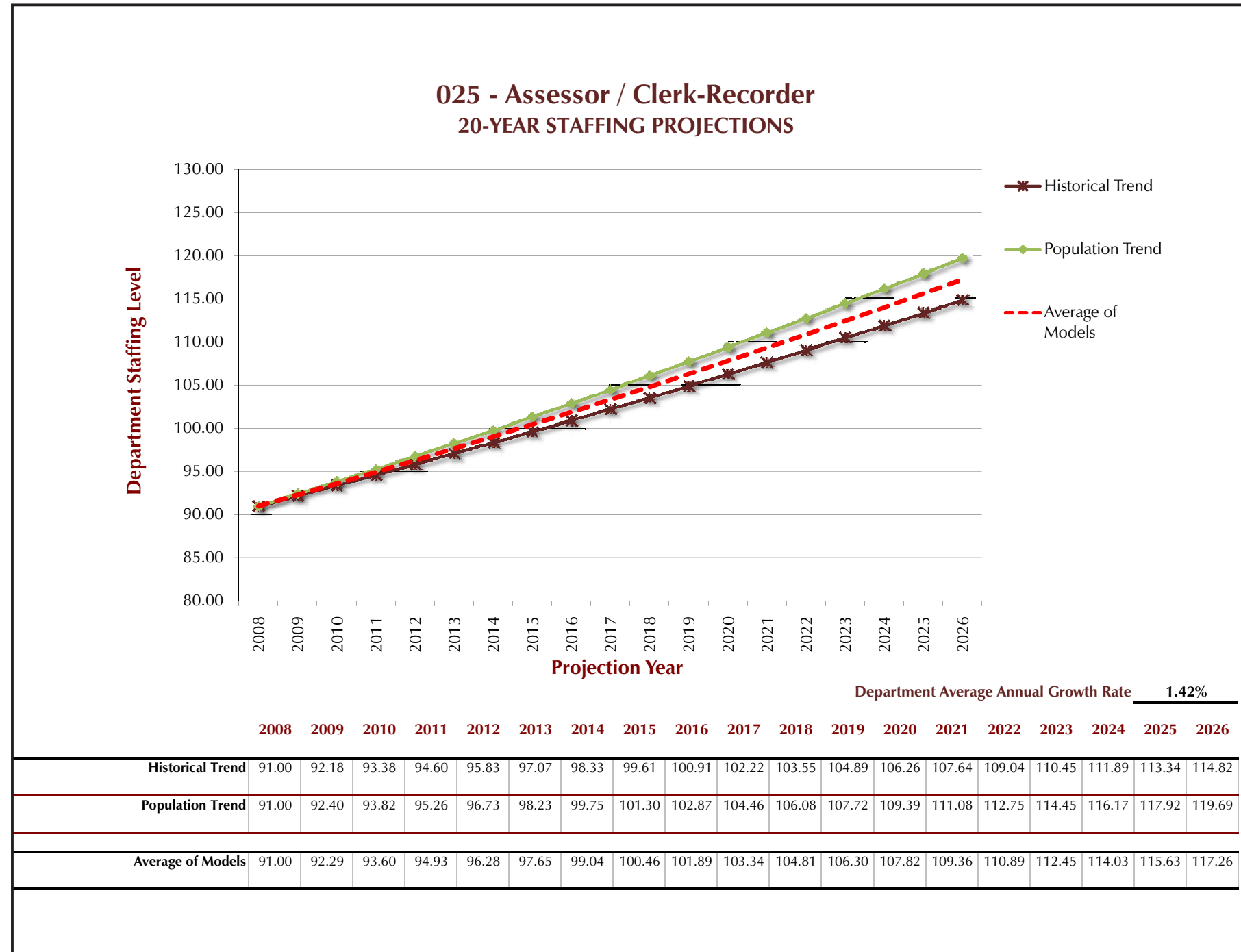


Figure A3-6.0.1 -Assessor/Clerk Recorder Staffing Projections



A3-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

Assessor

This department is currently significantly understaffed, as compared to other counties and the workload to be completed. This is due to a multitude of issues stemming back to the creation of Proposition 13 in 1978 which drastically changed not only the monetary value of property tax assessment but also the methodology by which taxes are assessed. This has lead to both budgetary problems for the County as well as increased workloads for this department.

We are currently very short of staff which is necessary to complete our workload. Currently we have 91 employees but probably actually need at this time at least 100 employees to get the job done. Even if we were granted more employees, we do not have the space to put them.

In more recent times, the housing boom that started in 2005 lead to unprecedented workloads. As this department timeline for work completion is mandated by statutes of limitations, unavailability of sufficient staff also leads to losses in revenue. Currently, the economic/housing crisis is further increasing the need for staff and space due to drastic increases in assessment appeals and property value changes related to the Proposition 8 amendment which allows a temporary reduction in assessed value when property suffers a "decline in value".

Additional concerns related to growth of staff in this department include employee attrition, employee training, and an aging property system. Within the County of Tulare, employee retention is a significant issue for many departments. Even more critical for this department is the need for trained staff. Due to the nature of this department purpose and operations, the majority of staff positions require highly trained individuals. When positions become vacant, there is a lack of qualified individuals in the regional workforce to fill the positions.

Finally, the current property system has not benefited from system upgrades or investment to ensure efficient service delivery. Not only is the dated system a challenge to maintain, it is also insufficient for the amount of data and transactions processed and requires a high cost to utilize and maintain.

Salary and benefit packages are insufficient for employee retention

Department requires significant amount of highly trained staff. No-one available to training as workloads are so high. When people are pulled off of workloads for training purposes we get further behind.

Property system has been lacking in investment and is now high cost, challenging to maintain, and insufficient.

A3-6.2 Basis of Staffing Projections



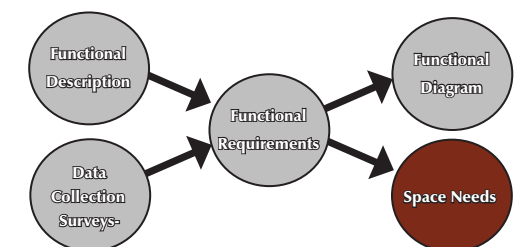
The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For this department, the model utilized is representative of the population growth predictions provided by the State of California, Department of Finance (DOF) and the Tulare County Association of Governments (TCAG). This compound annual growth rate applied is an average of four growth rates. The first two represent directly applying the growth rates indicated by DOF and TCAG respectively. The second two rates are generated by evaluating the current year ratio of staff to population levels and maintaining the same ratio against the DOF and TCAG population projection totals, respectively for each year within the planning horizon.

Figure A3-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

The population-based model was chosen because department management indicated that operational requirements were most directly linked to population growth. Management explained that as the county's population has grown, the quantity of work has grown which results in a need to expand supportive staffing levels in order to accomplish core functions of the department. While this model provides a steady rate of growth, this department is likely to be affected by significant "spikes" in growth over time due to their dependence on legislation as well as both regional and national economic conditions. Department staff currently includes ninety-two (92) full time employees (FTE). In 2026, staffing is predicted to be between 116 FTE (Historical Growth Trend) and 121 FTE (Population Growth Trend). The average between both models is 119 FTE.





A3-6.3 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/functions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio

SPACE REQUIREMENTS

25 - Assessor

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
6900 - Cf AsmtCk	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 132 SF	100	Chief Assessment Clerk
2110 - Appraisr 1	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	81 SF - 84 SF	64	Appraiser I
2120 - Appraisr 2	12.00	12.5 - 12.6	13.3 - 13.6	14.2 - 14.6	15.1 - 15.8	969 SF - 1010 SF	64	Appraiser II
2230 - Appraisr 3	11.00	11.4 - 11.5	12.2 - 12.4	13 - 13.4	13.9 - 14.5	1332 SF - 1389 SF	96	Appraiser III
2340 - Appraisr 4	4.00	4.2 - 4.2	4.4 - 4.5	4.7 - 4.9	5 - 5.3	505 SF - 526 SF	100	Appraiser IV
3202 - Ast Co Asr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	182 SF - 189 SF	144	Assist County Assessor
5210 - Aud-App 1	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 132 SF	100	Auditor-Appraiser I
5330 - Aud-App 3	6.00	6.2 - 6.3	6.7 - 6.8	7.1 - 7.3	7.6 - 7.9	757 SF - 789 SF	100	Auditor-Appraiser III
5340 - Aud-App 4	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 132 SF	100	Auditor-Appraiser IV
650 - Dept Sec	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	81 SF - 84 SF	64	Department Secretary
6800 - Cf Appr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	151 SF - 158 SF	120	Chief Appraiser
94000 - AnaAssrSys	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 132 SF	100	Analyst-Assessor's System
7000 - Cf Ad-Apr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	151 SF - 158 SF	120	Chief Auditor-Appraiser
7300 - Cf DpClkRc	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 132 SF	100	Chief Deputy Clk-Recorder
12302 - Co Asr/Clk	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	323 SF - 337 SF	256	County Assessor/Clerk-Recorder
27700 - TitleTecTr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	81 SF - 84 SF	64	Title & Admin Technician Trnee
27710 - TitleTec 1	27.00	28.1 - 28.3	29.9 - 30.5	31.9 - 33	34.1 - 35.5	2180 SF - 2273 SF	64	Title & Admin Technician I
27720 - TitleTec2	8.00	8.3 - 8.4	8.9 - 9	9.5 - 9.8	10.1 - 10.5	646 SF - 673 SF	64	Title & Admin Technician II
46400 - TitleTcSup	4.00	4.2 - 4.2	4.4 - 4.5	4.7 - 4.9	5 - 5.3	505 SF - 526 SF	100	Title & Admin Technician Supv
83620 - CadMapTec2	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	121 SF - 126 SF	96	Cadastral Mapping Tech II
83630 - CadMapTec3	5.00	5.2 - 5.2	5.5 - 5.7	5.9 - 6.1	6.3 - 6.6	404 SF - 421 SF	64	Cadastral Mapping Tech III
6500 - Cadast Sup	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 132 SF	100	Cadastral Supervisor
Total Staffing Counts	91.00	95 - 95	101 - 103	108 - 111	115 - 120			
Assignable NSF Subtotal						9226 SF - 9617 SF		
30% Department Grossing						2768 SF - 2885 SF		
Assignable "Useable SF" (USF)						11994 SF - 12503 SF		

Ancillary Space (i.e. Support Spaces)



SPACE REQUIREMENTS

25 - Assessor

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Meeting Room - Valuation Services - Assessor Division						
Public Restrooms						
Research Access						
Public File Access						
Data Access						
Public Counter - Assessor Division						
Public Counter - Clerk-Recorder Division						
Lobby						
Secure File Storage - Valuation Services - Assessor Division						
Film Processing						
Conference Room(s)						
Storage						
File Storage						
Mail Processing Center						
Break Room						
Interview Room(s)						
Secure File Storage - Clerk-Recorder Division						
Map Room						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					0.75	
Ancillary Spaces USF					8996 SF - 9377 SF	

Total Department Need

Assignable USF
11994 SF - 12503 SF

Ancillary USF
8996 SF - 9377 SF

Department Total Rentable SF (RSF)
20990 SF - 21880 SF

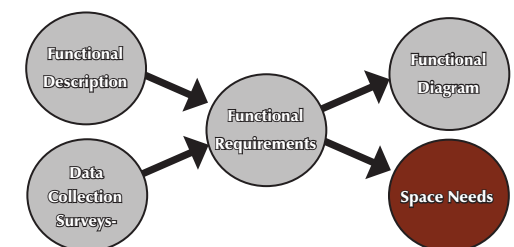
*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **"Net Square Feet"**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space "Useable Square Feet" (USF)**.

The total space need for this department, termed **Department Total "Rentable Square Feet" (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A4 - Auditor-Controller / Treasurer-Tax Collector

Participants:

Rita Woodard, Auditor/Controller

Kim Aguiar, Department Secretary

Becky Carr, Assistant Auditor/Controller

Doreen Hutchings, Chief Internal Audit - Internal Audits

Carol Pightling, Chief Accountant - General Account & Payroll

Cliff Good, Chief Revenue Officer - Claims

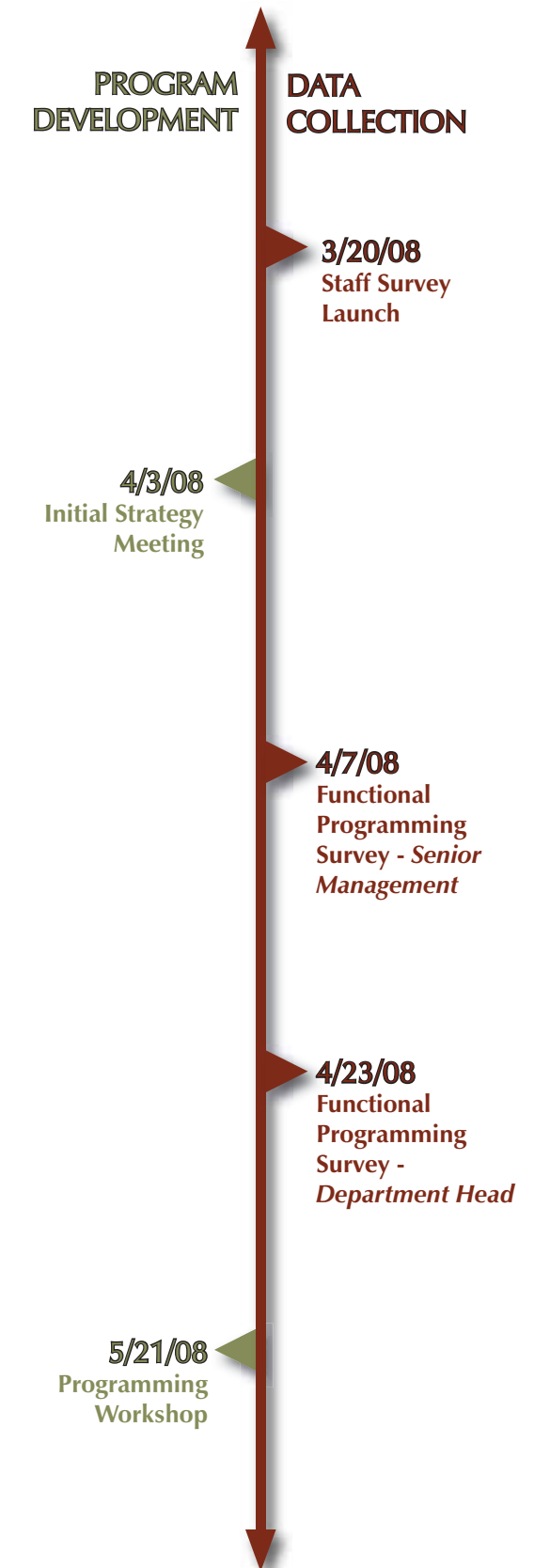
Hiley Wallis, Chief Department Treasurer - Treasurer-Tax Collector

Paul Sampietro, Elections Manager - Elections

Frank Vigario, Chief Accountant - Treasurer

Margie Flores, Tax Collector Supervisor - Tax Collector

Sharla Allison, Chief Accountant - Property Tax Accounting



PREPARED BY



Construction Management, Inc.

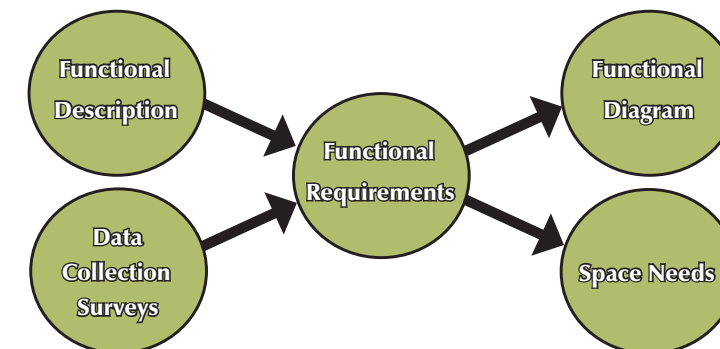


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A4-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Auditor-Controller/Treasurer-Tax Collector department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.4\)](#).





A4-2.0 Functional Description

This Department, led by a single elected position, performs the four distinct functions of Auditor-Controller, Treasurer, Tax Collector, and Registrar of Voters. The Department is responsible for:

- Providing accurate and timely record keeping.
- Distributing fiscal information to various agencies.
- Monitoring and safeguarding County resources.
- Assisting Executive Management and the Board.
- Carrying out, in a professional and timely manner, the election process.

Auditor-Controller

The Auditor-Controller is the chief accounting and Finance/Disbursing Officer of the County. The Auditor-Controller maintains the accounting records of County government and most special districts, maintains cash balances for all school districts, and compiles tax rates and the tax roll. The Auditor-Controller apportions taxes to the various governmental entities and audits County departments. Special audits are performed upon request and revenue estimates are calculated for the County budget. The Auditor-Controller serves other County departments with the County Administrative Office and the Board of Supervisors as chief customers, and provides service to external agencies and the public.

The Auditor-Controller also has oversight responsibility for the County Purchasing Agency. This is a distinctly separate agency with the Purchasing Agent being hired by the Board of Supervisors and reporting to the CAO and BOS.

Treasurer

The Treasurer provides banking services and manages the County's cashflow.

Tax Collector

The Tax Collector's mission is to provide accurate tax information, regarding business licensing, and the billing/collection of property and transient occupancy taxes from the general public. The Tax Collector is required by law to collect and process all property taxes, receive and safeguard county revenues from all other sources, issue annual business licenses in Tulare county's unincorporated areas, and collect and process business license taxes.

Registrar of Voters

The Registrar of Voters is charged with conducting fair and impartial Federal, State, Local, and School elections within the County.

A4-2.1 Days and Hours of Operation

8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A4-2.2 Occupants/Users

Staff

Administration:

- 1 Department Head
- 2 Administration

Auditor-Controller:

- 1 Assistant Auditor-Controller
- 5 Internal Auditor
- 4 General Accounting
- 2 AFIN Accounting Systems
- 5 Claims
- 3 Welfare
- 2 Payroll

Treasurer-Tax Collector:

- 1 Chief Deputy Treasurer-Tax Collector
- 5 Property Tax Accounting
- 2 Treasurer
- 3 Treasurer Cashiers
- 14 Tax Collection
- 8 Elections

Public

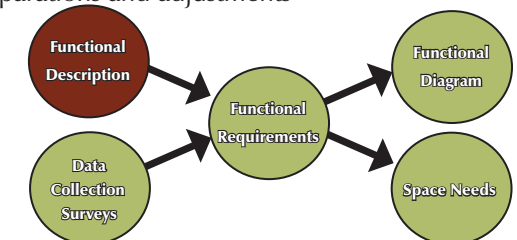
- Taxpayers
- Voters
- Local Business Owners
- Public Agencies/Cities
- Courts
- Schools
- Special Districts
- Law Offices
- Candidates for Public Office



A4-2.3 Activities

- Assist Board of Supervisors in Developing Budget
- Accounting
 - o Manage and account for revenue and expenditures.
 - o Manage existing County funds.
- Claims
- County Employee Deferred Compensation Program
- Generate Financial Reports
- Perform Internal Audits of County Departments
- Collect Taxes
- Property Taxes
 - o Administer and maintain the Auditor-related functions of the State tax law for the County's property tax roll and the property tax levy and apportionment process.
 - o Publish annual property tax rates and prepare special accounting and reporting of the County's valuations and tax distributions to State and other local agencies.
 - o Prepare Special accounting required for the following: annual buyout of Teetered tax rolls, redevelopment projects, tax increment allocation, and pre-AB1290 and Post-AB1290 pass thru calculations and payment including Tiers I and Tiers II.
 - o Administer the Committee to Cancel Property Taxes formed to hear and decide claims for cancellation of property taxes and penalties.
 - o Administer and implement changes to the property tax information system required due to state mandated tax law changes.
 - o Reconcile and maintain the County's 15 tax rolls including secured, unsecured, supplemental, unitary, prior secured, prior unsecured and prior supplemental.
- Business Licenses
- Certify/Approve Funds
- Disburse Funds
- Treasurer Accounting (Fiscal)
 - o Responsible for the complete accountability of all funds under the custody of them County Treasurer and the preparation of various reports mandated by laws and regulations.
- Cashier
 - o Receive and processes treasury deposits from various county departments. Deposits daily collection (cash and checks) to bank. Process return checks from Treasury deposit.

- Investments
 - o Execute routing investment transactions. Verify investment transactions Investment documentation.
- Tax Collector Accounting (Fiscal)
 - o Ensure payments are applied to individual accounts correctly and promptly and to report collections and appointment to the Auditor's Office for distribution to schools, cities and special districts.
- Tax Collector Cashiers
 - o Receives deposits from offices within the County and payment of taxes from tax payers. These collections are deposited to the bank for investments and payment of disbursements made by the offices in the County. The bulk of payments are received in August for Unsecured Taxes and December and April for Secured Taxes. Cashiers process the payments of taxes through the NCR Remittance Processing Machine and cashiering PC software and apply them to individual accounts. Payments processed during the day are posted as paid on the tax roll the next day.
 - o Receive tax payments (cash and checks) at the cashier counters and process such payments, including mail remittances, through the remittance processing system on a daily basis.
 - o Process overpayment refunds.
 - o Process return checks from tax payments.
- Secured Property Current Year Tax Information
 - o The primary responsibilities of the secured property current year unit are the preparation and distribution of current year regular and supplemental tax bills and corrected tax bills, provide tax information and assistance, process payments and payment notices. The unit provides the following current year secured property tax services:
 - » Process current tax bills
 - » Process lost checks
 - » Return incorrect payments
 - » Process supplemental assessments
 - » Process tax payment receipts
 - » Process microfiche and tape sales
 - » Process accounts serviced by lenders
 - » Provide general information
 - » Process segregation, separations and adjustments





- Prior Year Secured Delinquent Tax Redemption
 - o Properties for which taxes are unpaid at the close of the fiscal year are declared Tax-Defaulted for that fiscal year. This unit provides the following prior year tax services:
 - » Redemption information
 - » Subdivision maps
 - » Installment plans
 - » Senior Citizen Property Tax Postponement
 - » Process delinquent tax payment receipts
- Prior Year Secured Tax Defaulted Property
 - o The Tax Collector may offer Tax-Defaulted property, where the taxes remain unpaid for five years or more, for sale through a public auction. This unit provides the following prior year tax services:
 - » Publication of tax defaulted property
 - » Auction sales of tax defaulted property
 - » Sales of tax defaulted property to public agencies
 - » Sealed bid sales of tax defaulted property
- Unsecured Property Tax Administration and Information
 - o The primary responsibilities of the unsecured property tax administration unit are the preparation and distribution of tax bills, providing tax information and assistance, administrate tax liens and process payments, payment notices and collection action. This unit provides the following current year and prior year unsecured property tax services:
 - » Title demands
 - » Property tax billing
 - » Bankruptcies
 - » Alcohol beverage control hold and hold removal
 - » Process payment receipts, current and prior
 - » Process adjusted bills, escapes and refund claims
 - » Issue mobile home tax clearances
 - » Unsecured tax roll inquiries and information
 - » Process possessory interest payments
 - » Bulk transfers File and release certification of liens
- Unsecured Property Tax Collection Enforcement
 - o When delinquent unsecured taxes become subject to collection, this unit provides the following delinquent current year and prior years unsecured tax collection enforcement services:
 - » Processing of liens and summary judgments
 - » Process seizures

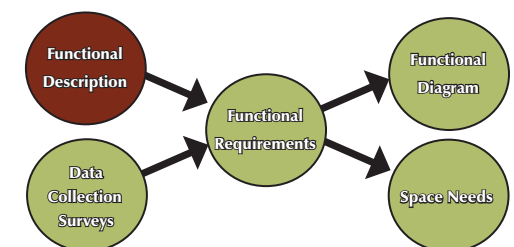
- » Orders of examinations
- » Seizure and sale of unsecured property
- » Bank account levies
- » Discretionary installment plan
- » Process payment receipts
- » Skip tracing
- » Bankruptcy claims and enforcement

Divisions:

- Auditor-Controller
 - o Administration
 - o Exercises general supervision of financial information and accounts of all departments, districts, and agencies under control of the Board of Supervisors.
 - o Establishes accounting policies.
 - o Plans, organizes, and directs daily operations of the Department.
 - o General Accounting/Payroll/Training
 - o Manages Countywide financial system (AFIN).
 - o Processes and monitors financial information for County departments and special districts.
 - o Maintains Countywide general ledger.
 - o Enforces accounting policies and procedures.
 - o Provides accounting training and guidance to all County departments.
 - o Monitors budgetary and fiscal activities.
 - o Ensures financial reporting in accordance with County policies, State and Federal laws and Governmental Accounting Standards Board guidelines.
 - o Prepares the Countywide cost allocation plan for the distribution of overhead expenses in accordance with State and Federal guidelines.
 - o Processes payroll checks and reports for all County employees and selected special districts.
 - o Distributes cash aid payments to Social Services recipients.
 - o Monitors debt service accounting for all existing County long-term debt and provides all required financial data during application for new debt.
 - o Provides projections, history, and analysis of financial information to County management for decision-making purposes.
 - o Revenue/Claims
 - o Monitors and manages General Revenues.
 - o Audits and pays claims from vendors submitted on payment vouchers.
 - o Administers the AFIN Countywide financial system.
 - o Monitors and manages accounts payable and other bookkeeping functions for special districts.
 - o Reconciles cash, warrants payable, vouchers payable and encumbrances.




- o Assists in the preparation and management of the County budget.
- o Prepares the State Controller's Report.
- o Internal Audit
- o Performs audits, internal control reviews, and special projects as requested by County management.
- o Provides technical assistance, cost benefit analysis, research and review of County policies and procedures.
- o Promotes internal controls and responds to inquires regarding deficiencies and/or effectiveness of County operations.
- Treasurer-Tax Collector
 - o Cash Management
 - o Manage pooled funds for the County and other local jurisdictions.
 - o Provide banking and related services.
 - o Generate economically safe and stable investment earnings.
 - o Property Tax Accounting
 - o Prepare the annual Countywide property tax levy.
 - o Distribute tax funds to the State and applicable local agency.
 - o Reconcile and maintain the County's 15 tax rolls.
 - o Publish property tax rates and other property tax-related reports.
 - o Property Collection
 - o Bill and collect secured, supplemental and unsecured property tax assessments.
 - o Reconcile and maintain tax collection trust funds.
 - o Pursue collection of delinquent accounts.
 - o Maintain subdivision, parcel map and lot-line adjustments.
 - o Publish tax delinquency information and, as needed, conduct tax sale auctions.
- Registrar of Voters
 - o Register voters, maintain registration records, and provide voter registration and election information to candidates and campaigns.
 - o Act as Filing Officer for Statements of Economic Interests
 - o File and verify State and local initiatives, referendum and recall petitions.
 - o Conduct, canvass, and certify the results of all elections.





A4-2.4 Department Organization

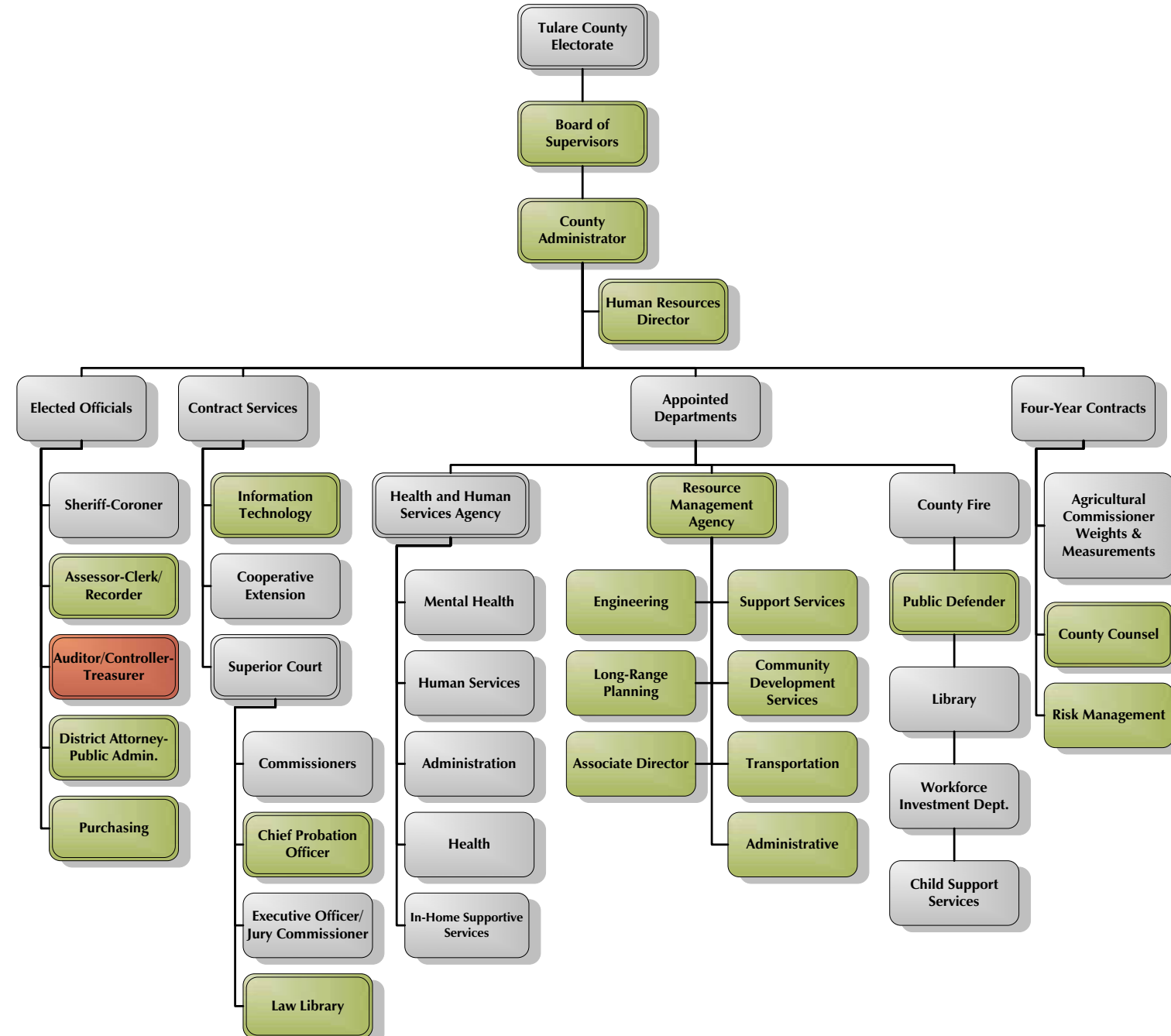
KEY:

 Departments in this Phase

 Focus Department

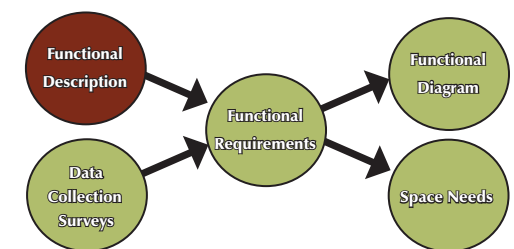
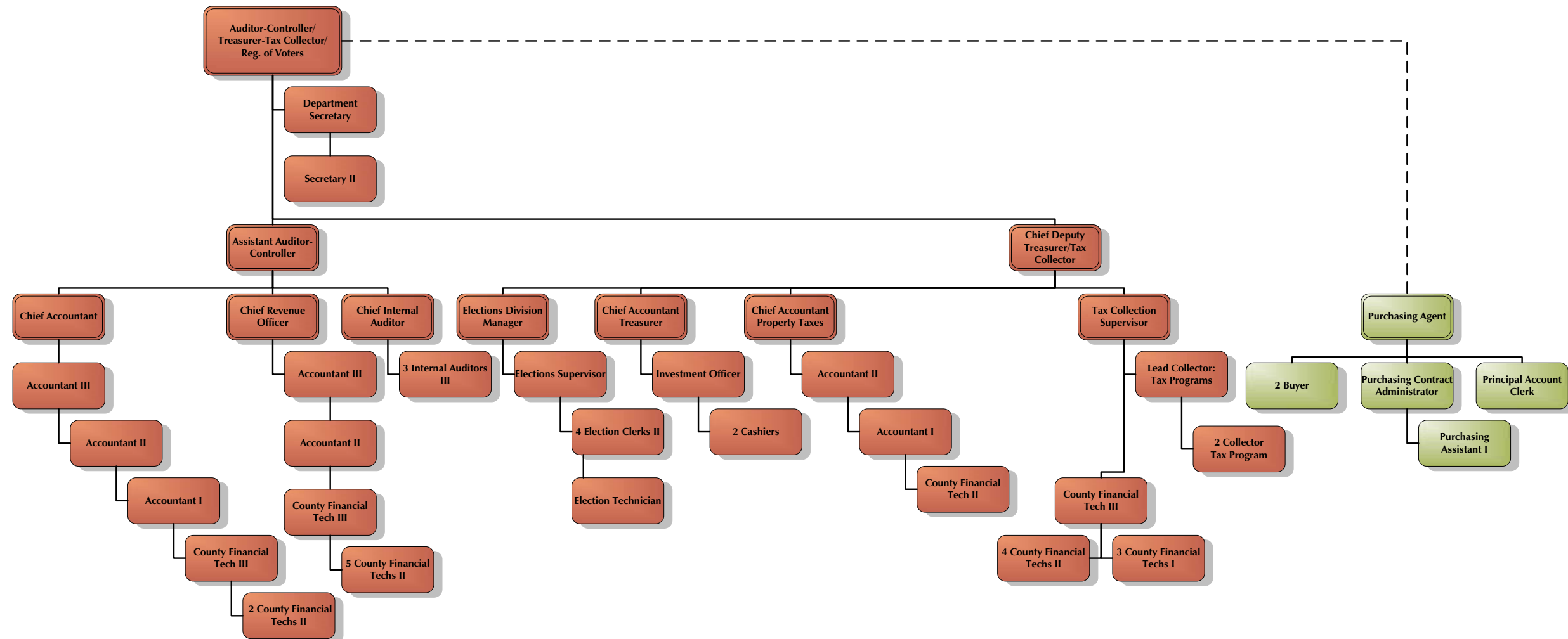
 Departments not in this Phase

Countywide Organizational Chart





Auditor Organizational Chart





A4-3.0 Functional Requirements

A4-3.1 Circulation/Relationships

Some office functions, such as conference room areas, staff restrooms, and a break room area can be shared between the two divisions as long as sufficient separation is available where needed. Each division (Auditor-Controller, and Treasurer-Tax Collector) require distinct public entrances and reception areas to be staffed by personnel from each respective division. Due to the increased protection needed to maintain safety and security, public entrances should be highly secured.

Both divisions require lobby areas which can be shared space and should be adjacent to shared public restrooms. Due to the sensitive nature of issues handled by both divisions, each should be provided with private entrances to facilitate isolation from the general public. Securable public entrances are required to facilitate public access to waiting areas and subsequently to public service windows/counters while maintaining a secure interface with staff.

Direct adjacency to the Assessor/Clerk-Recorder, LAFCO, County Administrative Office, Board of Supervisors, GIS, and Information Technology, RMA (specifically its mail center, Planning Division, and GIS), as well as other County departments, is desired. Close proximity to Citizen Kiosk Collections, Offsite Payroll, and Offsite Storage is desired as well.

A detailed graphical depiction of the circulation and relationships required by both departments is provided in (Section A4-4.0 of this Appendix).

A4-3.2 Work Flow Process

General Accounting – Work is primarily submitted through the AFIN accounting system. Departments submit their accounting entries and are approved by accounting. Deposit documents are faxed while each department physically delivers the actual deposit. Accounting then provides a CR#.

Claims – County departments submit their claims through the AFIN system (Special Districts alternatively brings in their claims to be keyed into the system). Checks are sent out directly once they are printed in IT.

Elections – Paperwork comes in, is entered into the system, and sent to other agencies if necessary. Elections are planned, preparation work is completed, printing and supplies are gathered, sent out and returned, election canvassing is completed and reports are sent to the necessary agencies.

Internal Audit – Through direct contact with the auditee, work is delivered or picked up; all work is performed either at the client's site or at the department office.

Payroll – Electronic files arrive in the system, keyed in by each department, and are then processed. Each pay day every department goes to Payroll, picks up and signs for their payroll checks.

Tax Collector – Payments arrive in the mail, or from the public via the lobby, are posted to an account, and a deposit is made. General account activities support this main function.

Treasury – The Treasurer's Office provides general banking services for all County Departments, School Districts, and Special Districts, and is responsible for the receipt depositing, investing and recording of all funds. The Treasury invests public funds in a manner that ensures the maximum security of principal invested, provides the necessary liquidity to meet participants' cash-flow needs, and achieves the maximum yield possible. The County Treasury also assists the Tax Collector in the collection of Property Tax Payments.

Welfare – A CR# is issued, then aid checks are processed and sent to recipients.

A4-3.3 Future Trends

The Auditor-Controller / Treasurer-Tax Collector expects steady growth in the future due to recent (and increasing) mandates from local, State, and Federal Governments, from GASB, SAS, and other industry standards and guidelines.

Additional changes foreseen to affect the services provided by this department include:

- Implementing new web-based general accounting system.
- Relocating payroll unit to more private location to ensure HIPAA regulation compliance.
- Providing easier self-service access to property tax information.
- Researching to provide multiple methods of receiving property tax payments. Rewrite investment policy and procedures.
- Preparing required notices and reports in an accurate and timely manner.
- Updating election website for bilingual voters.
- Improving election systems and processes to become HAVA compliant.

A4-3.4 Openness/Enclosure

The Auditor requires enclosed private offices for the following staff, at a minimum:

- Auditor-Controller/Treasurer-Tax Collector
- Staff Services Analyst
- Assistant Auditor-Controller
- Chief Deputy Treasurer-Tax Collector
- Chief Accountant
- Chief Revenue Officer
- Chief Internal Auditor
- Elections Division Manager
- Chief Accountant - Treasurer
- Chief Accountant - Property Taxes
- Tax Collection Supervisor



Both divisions require a mix of cubicles and private offices, however they share the common quality of needing isolation from the general public, and in the case of Elections, from other departmental personnel. Due to the high level of confidentiality throughout the Department, isolation and special security measures are required to maintain separation from the public and ensure the safety and confidentiality of work.

A4-3.5 Safety and Security

The Auditor-Controller / Treasurer-Tax Collector require significant security measures to ensure the safety and security of personnel and their work. Both divisions require some level of overall surveillance (e.g. video or physical) in addition to an extra layer of security unique to each specific person or group of personnel.

Elections, due to its extremely high confidentiality of work, requires video surveillance, isolation from other departmental groups, and all other security measures (e.g. cipher locks, limited controlled access, etc.) that are suitable to the space.

Treasury requires a bank-type vault with timed security door and other special safety equipment.

All work areas, unshared (i.e. dedicated to each Division) file and equipment storage areas, ballot-counting area, and cash counting area, all require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas.

Reception windows require secure, bullet/blast-resistant glass.

A4-3.6 Equipment and Systems

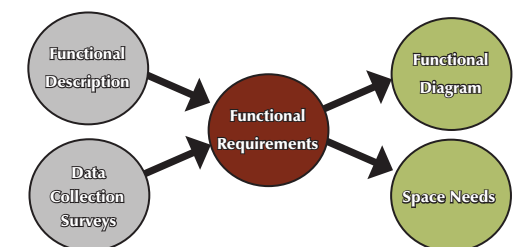
The Auditor-Controller / Treasurer-Tax Collector requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies, plus teleconferencing
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- Networked printers including countywide printing capability directed to the Auditor-Controller / Treasurer-Tax Collector's department
- Custom electronic hardware to accommodate payment processors, letter openers, and voting machines
- Remote deposit scanners

- Cashiering system

A4-3.7 Technology Implementation

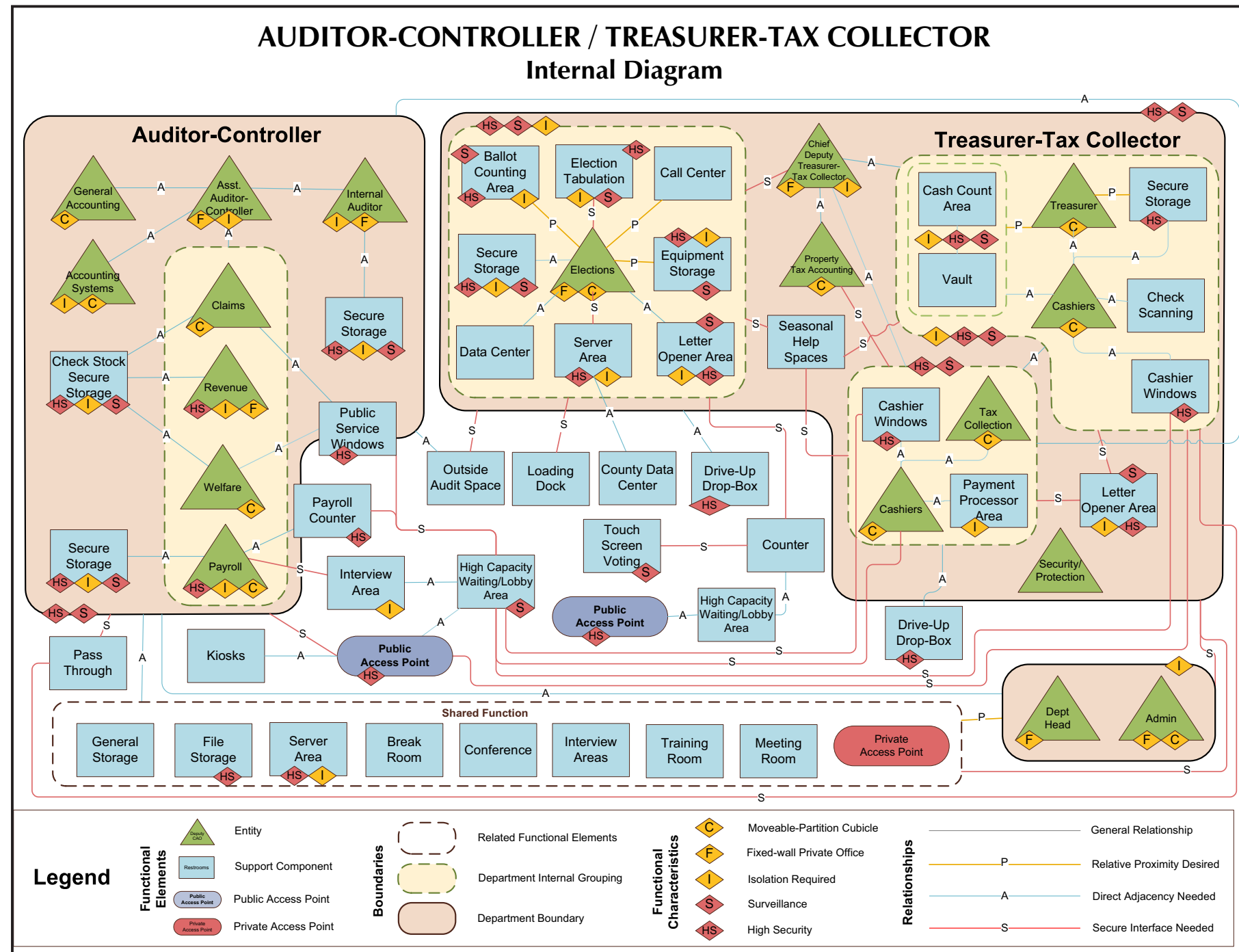
The Auditor-Controller / Treasurer-Tax Collector believes that implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by providing state-of-the-art 'citizen kiosks' to the constituents of Tulare County, establishing a countywide information and emergency call center, adopting an advanced electronic workflow system, and upgrading the department's voice-over IP capabilities.





A4-4.0 Internal Functional Optimization Network Diagram

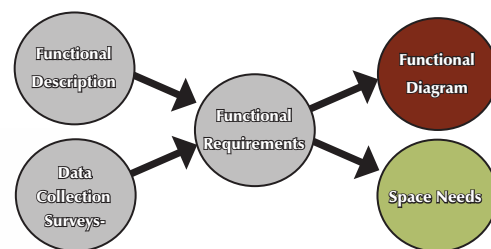
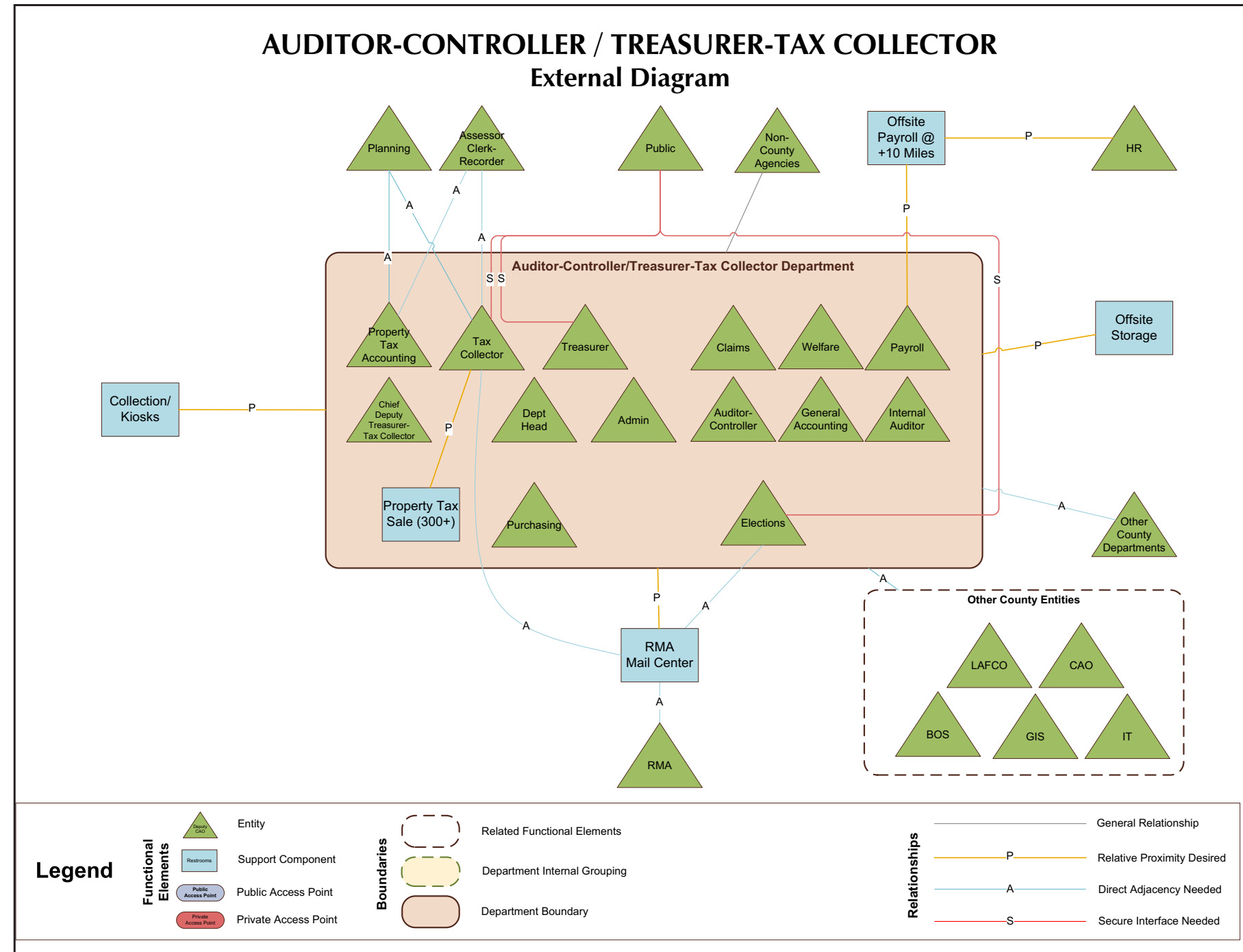
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A4-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A4-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A4-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

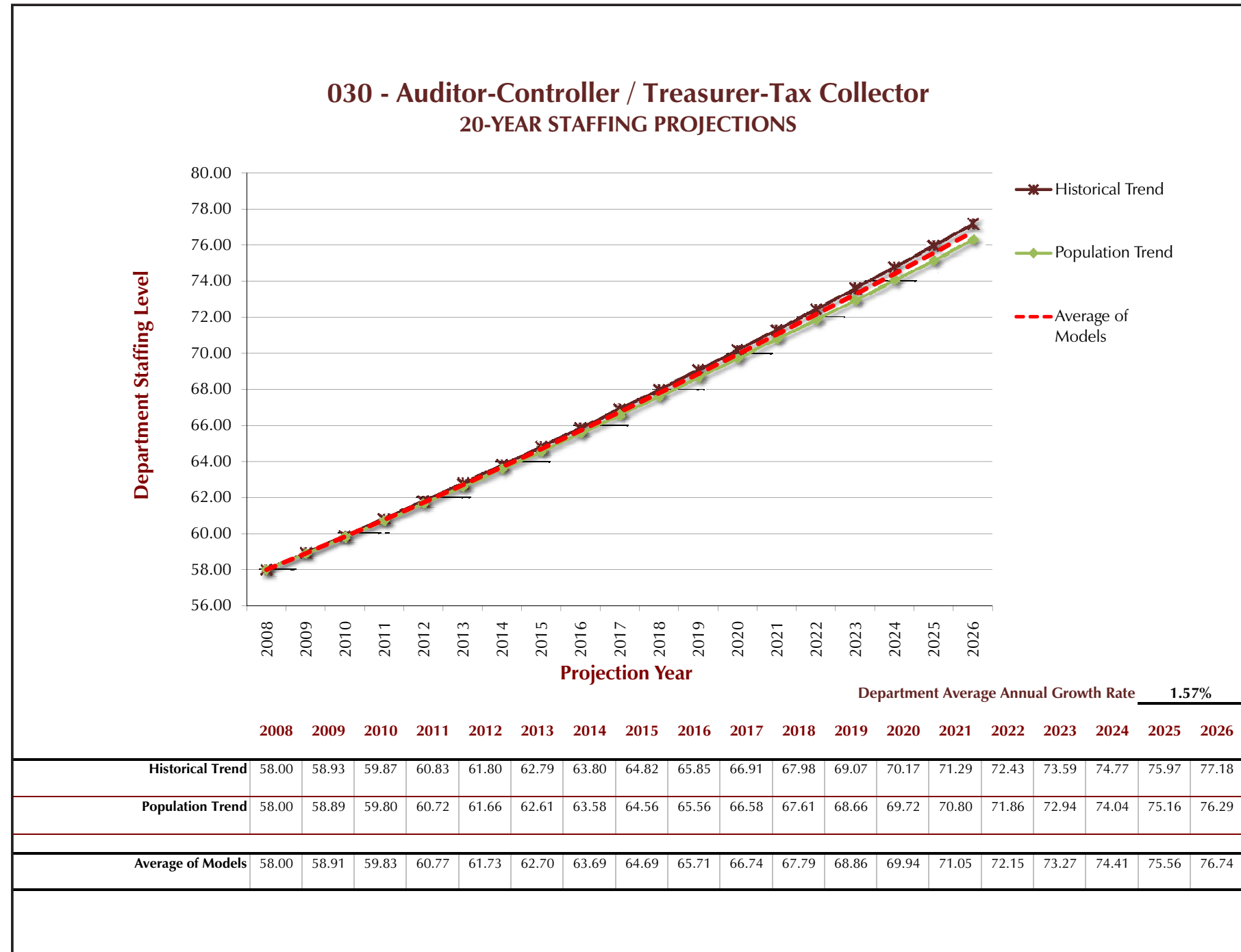


Figure A4-6.0.1 - Auditor-Controller / Treasurer-Tax Collector Staffing Projections



A4-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Auditor-Controller / Treasurer-Tax Collector Department serves primarily to service the general public, as well as other County departments and taxing agencies. As such there is a correlation between department staff growth and countywide population growth. Additionally, Federal and State legislatures, as well as local organization such as redevelopment agencies regularly mandate for increases in service which are to be provided to the public.

These increased service demands during the past 20 years have include changes in both tax and election laws which tend to complicate the way in which related services can be provided. There has also been specific legislation and directives, such as California AB 1290 - Redevelopment Reform and Government Accounting Standards Board (GASB) 34, which have added greatly to the departments' workflow.

To sufficiently accommodate for these changes, this department has focused heavily on improving staff productivity by employing methods such as consolidating staffing locations, outsourcing payment collections where possible, and increase the utilization of technology. These improvements have greatly supported the department in maintaining staffing levels which parallel population growth trends, even with the increases in service demands.

A4-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth and a secondary model based on factors outlined by department managers.

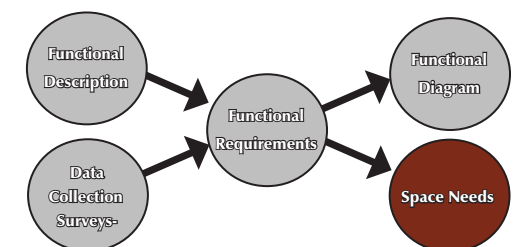
The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents a staffing growth model determined to be most valid for each department, based on information gathered in the management surveys and during functional programming workshops.

Figure A4-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing

growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

As of generating this report, current staffing levels include 58 full time equivalent (FTE) positions. In 2026, staffing is predicted to be between 76 FTE (Population Trend) and 77 FTE (Historical Trend).





A4-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program

SPACE REQUIREMENTS

30 - Auditor

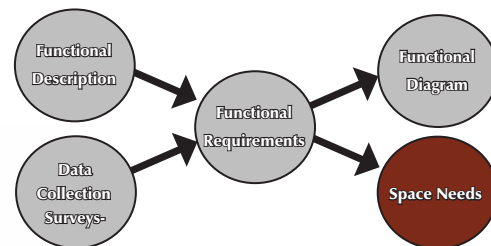
Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
19330 - ElctCk 3	4.00	4.2 - 4.2	4.5 - 4.5	4.9 - 4.9	5.3 - 5.3	337 SF - 341 SF	64	Election Clerk III
230 - Acctnt 3	5.00	5.2 - 5.2	5.7 - 5.7	6.1 - 6.1	6.6 - 6.7	631 SF - 639 SF	96	Accountant III
233 - Acctnt 3-K	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	132 SF - 133 SF	100	Accountant III-K
620 - Secry 2	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	84 SF - 85 SF	64	Secretary II
650 - Dept Sec	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	84 SF - 85 SF	64	Department Secretary
3302 - Ast Co Aud	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	189 SF - 192 SF	144	Assist County Auditor-Contrler
6600 - Cf Acctnt	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	158 SF - 160 SF	120	Chief Accountant
6700 - Cf ActPrp	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	132 SF - 133 SF	100	Chief Accountant-Prperty Taxes
7600 - Election Sup	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 128 SF	96	Elections Supervisor
7700 - Cf Int Aud	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	158 SF - 160 SF	120	Chief Internal Auditor
8000 - Cf Rev Ofr	2.00	2.1 - 2.1	2.3 - 2.3	2.4 - 2.5	2.6 - 2.7	316 SF - 319 SF	120	Chief Revenue Officer
9905 - Collt TxPr	2.00	2.1 - 2.1	2.3 - 2.3	2.4 - 2.5	2.6 - 2.7	168 SF - 170 SF	64	Collector-Tax Programs
210 - Acct 1	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	84 SF - 85 SF	64	Accountant I
12402 - AudTreasTx	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	337 SF - 341 SF	256	Auditor-Control/Treas-Tax Coll
89500 - ChfAcntTrs	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	132 SF - 133 SF	100	Chief Accountant-Treasury
19400 - ElctTch	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	84 SF - 85 SF	64	Election Technician
25330 - Intl Aud 3	3.00	3.1 - 3.1	3.4 - 3.4	3.7 - 3.7	3.9 - 4	395 SF - 399 SF	100	Internal Auditor III
47300 - TaxColSupv	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	132 SF - 133 SF	100	Tax Collections Supervisor
70700 - Invest Ofr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	84 SF - 85 SF	64	Investment Officer
70800 - Cashier	3.00	3.1 - 3.1	3.4 - 3.4	3.7 - 3.7	3.9 - 4	252 SF - 256 SF	64	Cashier
74810 - CoFinTc1	5.00	5.2 - 5.2	5.7 - 5.7	6.1 - 6.1	6.6 - 6.7	421 SF - 426 SF	64	County Financial Technicn I
74820 - CoFinTc2	12.00	12.6 - 12.6	13.6 - 13.6	14.6 - 14.8	15.8 - 16	1010 SF - 1022 SF	64	County Financial Technicn II
74830 - CoFinTec3	3.00	3.1 - 3.1	3.4 - 3.4	3.7 - 3.7	3.9 - 4	395 SF - 399 SF	100	County Financial Technicn III
80200 - Payroll Mg	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	158 SF - 160 SF	120	Payroll Manager
80300 - AstPayMgr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	132 SF - 133 SF	100	Assist Payroll Manager
80400 - ElecDivMgr	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	158 SF - 160 SF	120	Elections Division Manager
89402 - ChfDepTTC	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	189 SF - 192 SF	144	Chief Dep Treas Tax Collector
9930 - Coll-TaxLd	1.00	1 - 1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.3	126 SF - 128 SF	96	Collector-Tax Programs Lead



are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department the estimated ratio of existing staff space (estimated by applying the County Space Standards to existing staff counts and adding an additional 30% grossing factor for staff circulation) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **"Usable Square Feet" (USF)**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

The total space need for this department, termed **Department Total "Rentable Square Feet" (RSF)**, is the total sum of Assignable and Ancillary USF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).



SPACE REQUIREMENTS

30 - Auditor

Total Staffing Counts	58.00	61 - 61	66 - 66	71 - 71	76 - 77	
Assignable NSF Subtotal						6603 SF - 6680 SF
30% Department Grossing						1981 SF - 2004 SF
Assignable "Useable SF" (USF)	- (staff occupied space only - no ancillary support spaces)					8584 SF - 8685 SF

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
T-TC Elections Letter Opener Area						
T-TC Treasurer - Cash Count Area						
T-TC General Letter Opener Area						
T-TC Tax Collection - Payment Processor Area						
T-TC Tax Collection - Cashier Windows						
T-TC Seasonal Help Space						
T-TC Elections Tabulation						
A-C Secure Storage						
T-TC Elections Equipment Storage						
T-TC Treasurer - Check Scanning						
T-TC Elections Server Area						
T-TC Elections Data Center						
T-TC Elections Secure Storage						
T-TC Elections Ballot Counting Area						
A-C Payroll Secure Storage						
A-C Public Service Windows						
A-C Check Stock Secure Storage						
T-TC Elections Call Center						
Public Service Waiting Area						
Training Room						
Interview Areas						
Conference Room(s)						
Break Room						



SPACE REQUIREMENTS

30 - Auditor

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Server Area						
File Storage						
General Storage						
T-TC Treasurer - Vault						
Kiosks						
T-TC Treasurer - Secure Storage						
Touch Screen Voting Area						
Public Elections Counter						
Drive-Up Drop-Box						
Loading Dock						
Outside Audit Space						
T-TC Treasurer - Cashier Windows						
Meeting Room(s)						
Elections Drive-up Drop-Box						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					1.61	
Ancillary Spaces USF					13820 SF - 13983 SF	

Total Department Need

<u>Assignable USF</u>
8584 SF - 8685 SF
<u>Ancillary USF</u>
13820 SF - 13983 SF
<u>Department Total Rentable SF (RSF)</u>
22404 SF - 22668 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

FUNCTIONAL PROGRAM DOCUMENTATION

A5 - Purchasing

Participants:

Al Guzman, Purchasing Agent, Responsible for Purchasing

Hiley Wallis, Chief Deputy Treasurer

Rita Woodard, Auditor/Controller Department Head

Becky Carr, Assistant Auditor/Controller

PROGRAM
DEVELOPMENT

DATA
COLLECTION

4/3/08
Initial Strategy
Meeting

3/20/08
Staff Survey
Launch

4/7/08
Functional
Programming
Survey - Senior
Management

4/23/08
Functional
Programming
Survey -
Department Head

5/21/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

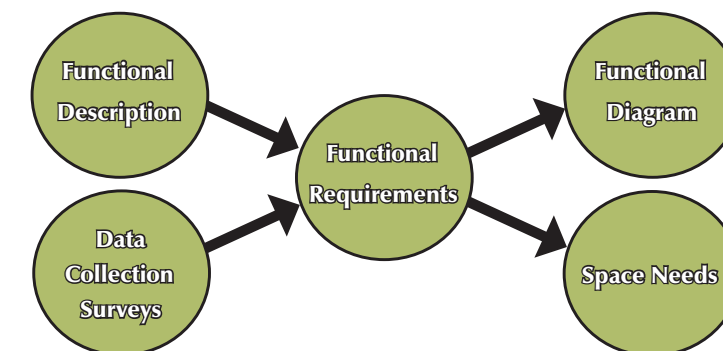


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A5-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Purchasing Agency. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.5\)](#).



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A5-2.0 Functional Description

The purpose of the Purchasing Department, which is overseen by the County Auditor-Controller/Treasurer-Tax Collector, is to acquire goods and services for all County departments at the least possible cost through volume buying, standardization, negotiating, and bidding.

The Purchasing Agent is responsible for the acquisition of all material, equipment and services, except those goods and services contracted directly or approved by waiver by the Board of Supervisors, the County requires to operate, maintain and improve its services. The Purchasing Agent establishes a Lead Time Schedule for submission of requisitions to allow reasonable time for bidding, award and delivery. S/he is also responsible for the following:

- Disposition of property no longer suitable for County use
- Commercial relations with vendors
- Registration and licensing of vehicles
- Contracts for installation or repairs on or in County leased and owned property
- Evaluating new products and source of supply
- All requests for price quotations
- All purchasing
- Selection of vendors with whom the County will do business and determination of the price the County will pay for materials, equipment and service

Related to Contract Services, the Purchasing Department shall be responsible for:

- Securing necessary bids for the purchase of supplies, equipment and certain designated services used by the County from those sources able to offer the best prices consistent with quality, delivery and service
- Securing necessary bids for the sale of surplus, obsolete, or scrap material
- Issuing written purchase orders and/or contracts for materials purchased
- Conducting necessary price adjustment negotiations.
- Preparing, issuing, and signing of professional service agreements and public work contracts.

A5-2.1 Days and Hours of Operation

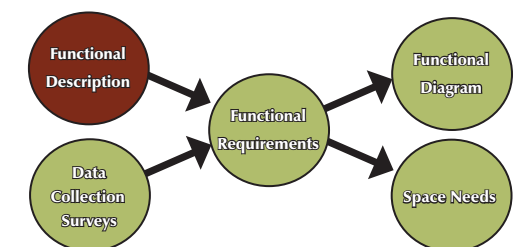
8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A5-2.2 Occupants/Users

- | | | | |
|--------|---|---|-------------------------|
| Staff | • | 1 | Purchasing Agent |
| | • | 1 | Contract Administration |
| | • | 2 | Buyers |
| | • | 2 | Clerical Staff |
| Public | • | | County Departments |
| | • | | Bidders |
| | • | | Contractors |
| | • | | Surplus Sales Customers |
| | • | | Vendors |

A5-2.3 Activities


- Receive Requirements from Departments
- Secure Bids for Purchase of Supplies, Equipment, and Services
- Dispose of Surplus, Obsolete, or Scrap Material
- Issue Written Purchase Orders and/or Contracts
- Conduct Price Adjustment Negotiations
- Prepare, Issue, and Sign Service Agreements/Public Work Contracts
- Develop Commercial Relationships with Vendors
- Register and License County Vehicles
- Evaluate New Products and Sources of Supply






A5-2.4 Department Organization

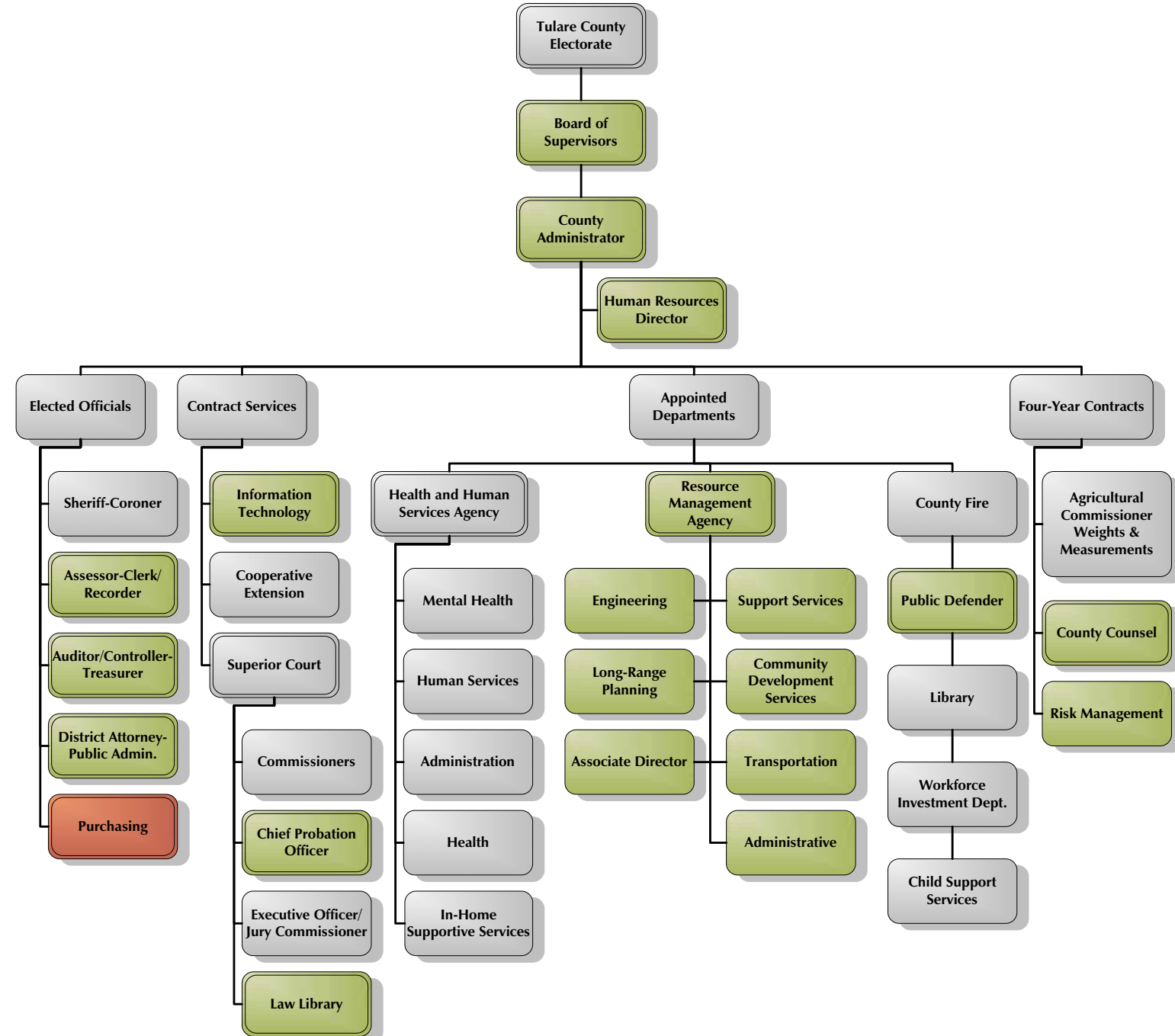
KEY:

 Departments in this Phase

 Focus Department

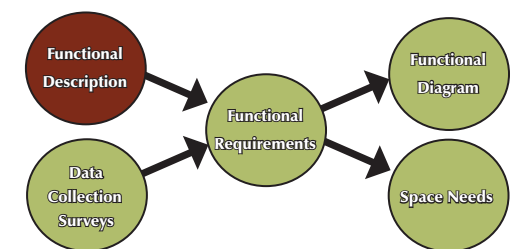
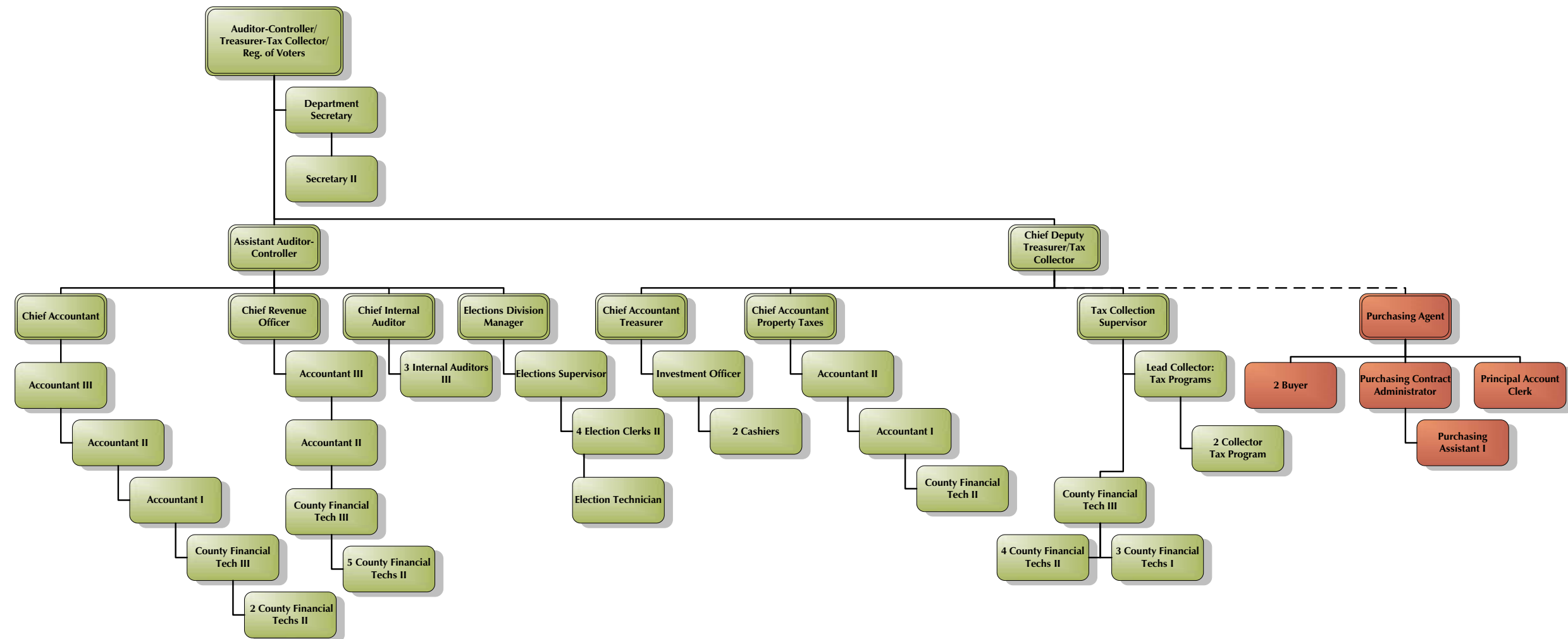
 Departments not in this Phase

Countywide Organizational Chart





Purchasing Organizational Chart



A5-3.0 Functional Requirements

A5-3.1 Circulation/Relationships

Many office functions, such as conference room areas, staff restrooms, and a break room area can be shared by the Purchasing Department as a whole. The public can access either the Purchasing Department's reception area, a Cashier within the Surplus Store or the Vehicle Display in separate areas. Securable public entrances are required to facilitate public access to the services provided by Purchasing. Specifically, security and surveillance is needed for Property Storage.

Close proximity to the Auditor-Controller / Treasurer-Tax Collector, EOC, and the County, in general, is desired.

A detailed graphical depiction of the circulation and relationships required by the Audi is provided in (Section A5-5.0 of this Appendix).

A5-3.2 Work Flow Process

The policies and procedures governing the purchase of supplies, equipment and contracted service by the County of Tulare and any special district whose affairs are under the supervision and control of the Board of Supervisors and other local government entities having duly executed purchasing agreement with the County of Tulare pursuant to SECTION 6502 the Government Code, State of California, are outlined in SECTION 1075 through 1098, Article 2 of the County Ordinance Code and in Article 7, SECTION 25500 of the Government Code (Government of Counties), State of California.

Purchase Orders – Documents are received via computer, reviewed by buyers, released, and processed. This process differs slightly from "Agreement and Contracts";

Agreements and Contracts – Paperwork is generated within the Purchasing Department, then submitted to the Department for review. When the paperwork is returned, it is submitted to a vendor for signature and returned to the Department with a copy of insurance for signature.

Bids – Paperwork is generated within the Purchasing Department, and sent to the Department for review. When it is returned, it is submitted to vendors for bid; bidder conferences are usually held to discuss the id, specification changes are made (if necessary), then the paperwork is submitted to vendors with changes, and returned to Purchasing before the closing date. Bids are open to the public in the Purchasing Department lobby. Some bids require a preliminary walkthrough with the bidders' conference following.

A5-3.3 Future Trends

Purchasing will:

- Work with other Departments to pool resources and coordinate/combine small purchases of products and services

- Strive for faster turnarounds on requests for bids and requests for proposals
- Increase revenue from surplus sales
- Work to implement Purchase module of AFIN

The Purchasing Department does not expect any significant increase in size or staffing levels in the future due to continuous implementation of more efficient processes and procedures.

A5-3.4 Openness/Enclosure

All personnel in the Purchasing Department—with the exception of Clerical Staff—require private offices. The Purchasing Agent and Buyers require the ability to isolate themselves from other entities in order to meet with vendors, and for staff evaluations.

A5-3.5 Safety and Security

The Purchasing Department requires significant security measures to ensure the confidentiality of its work; the public component of the bidding process performed in the Department denotes that security be maintained. Video surveillance should be provided for the Surplus Store as a means of ensuring the honesty of interactions within the Department as well as a means of establishing evidence in the event of suspect occurrences.

All work areas, unshared (i.e. dedicated to the Department) file storage areas, the Surplus Store, Vehicle Display, Cashier, and Bid Opening Waiting Area require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas.

A5-3.6 Equipment and Systems

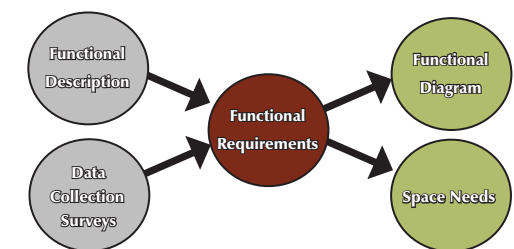
The Purchasing Department requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- The ability to record bidders' conferences
- Cash registers and floor safes
- A forklift, available at all times
- Dollies and carts to move equipment and supplies
- Canopies to adequately cover items needing protection
- A vehicle to transport surplus equipment



A5-3.7 Technology Implementation

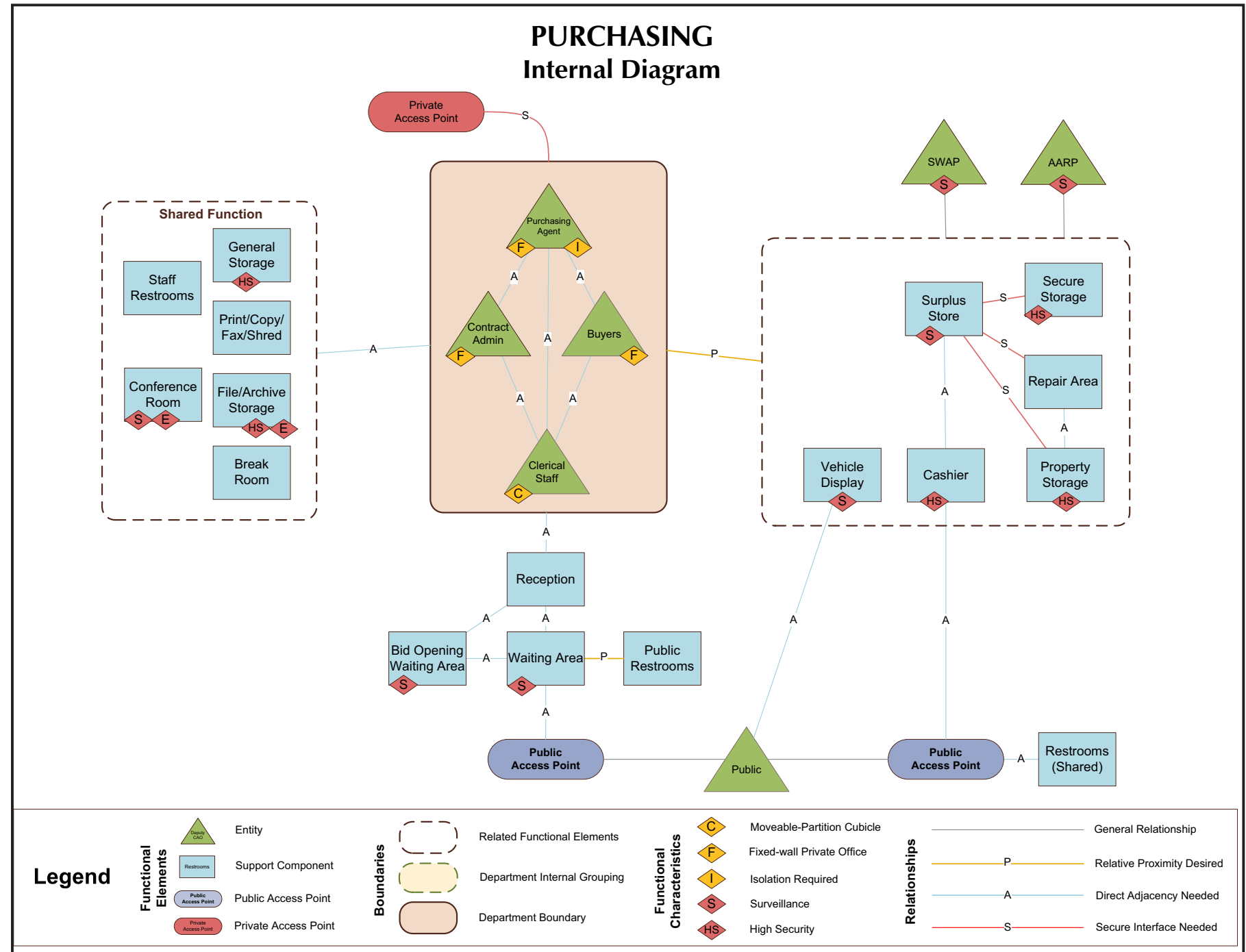
The Purchasing Department believes that implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by maximizing the quantity and quality of forms and documents available to the general public in electronic format. Further benefits can be achieved by maximizing the ability to electronically submit data typically solicited in hard copy format. These technological implementations are limited by legal requirements to submit and store some documents in hard copy format, however, the vast majority of forms and documents relevant to these departments can be legally digitized.





A5-4.0 Internal Functional Optimization Network Diagram

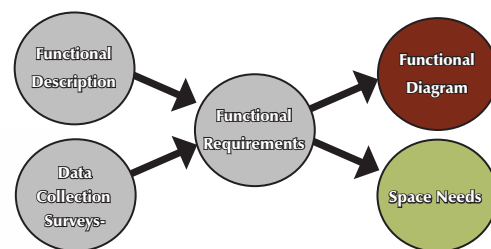
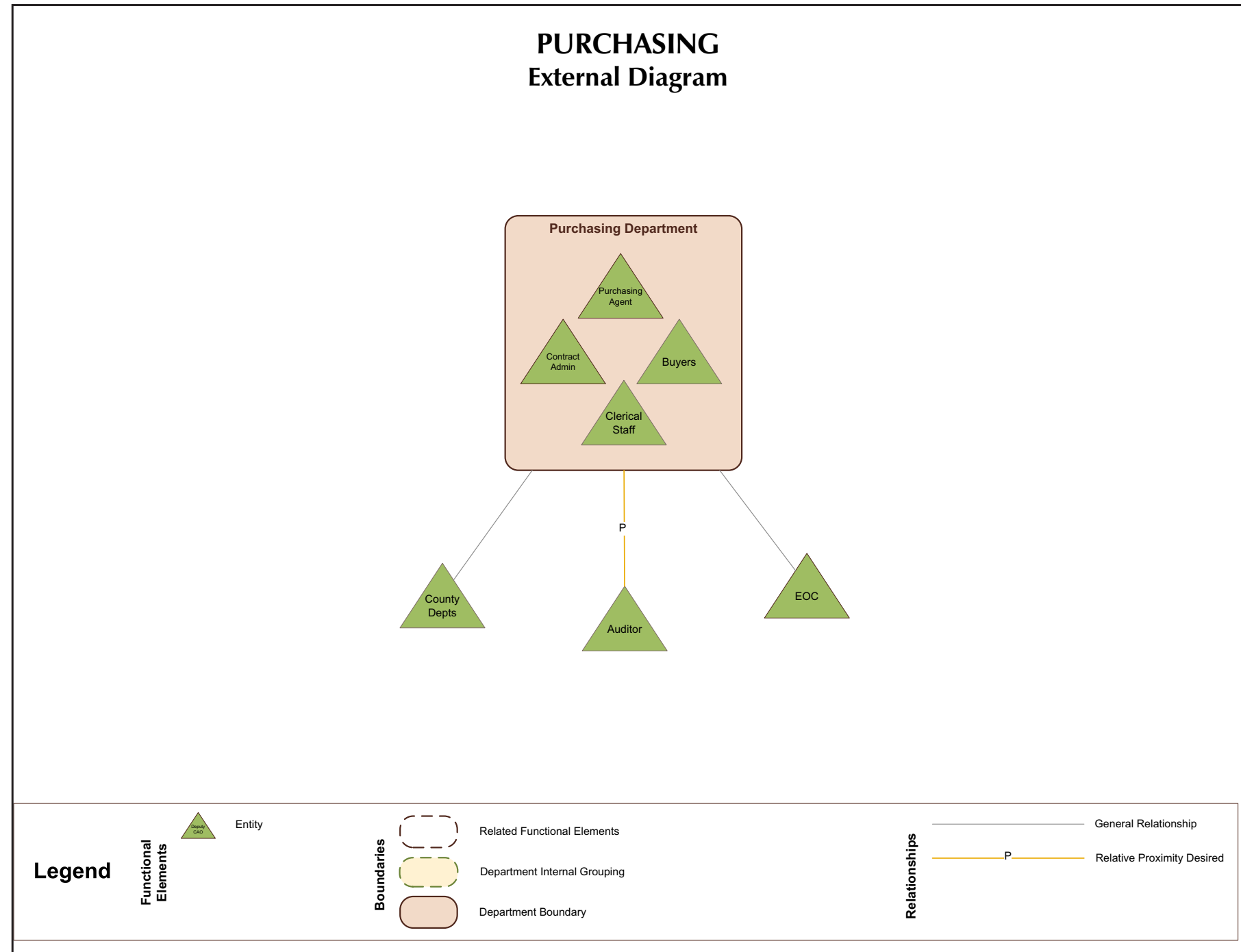
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A5-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A5-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A5-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

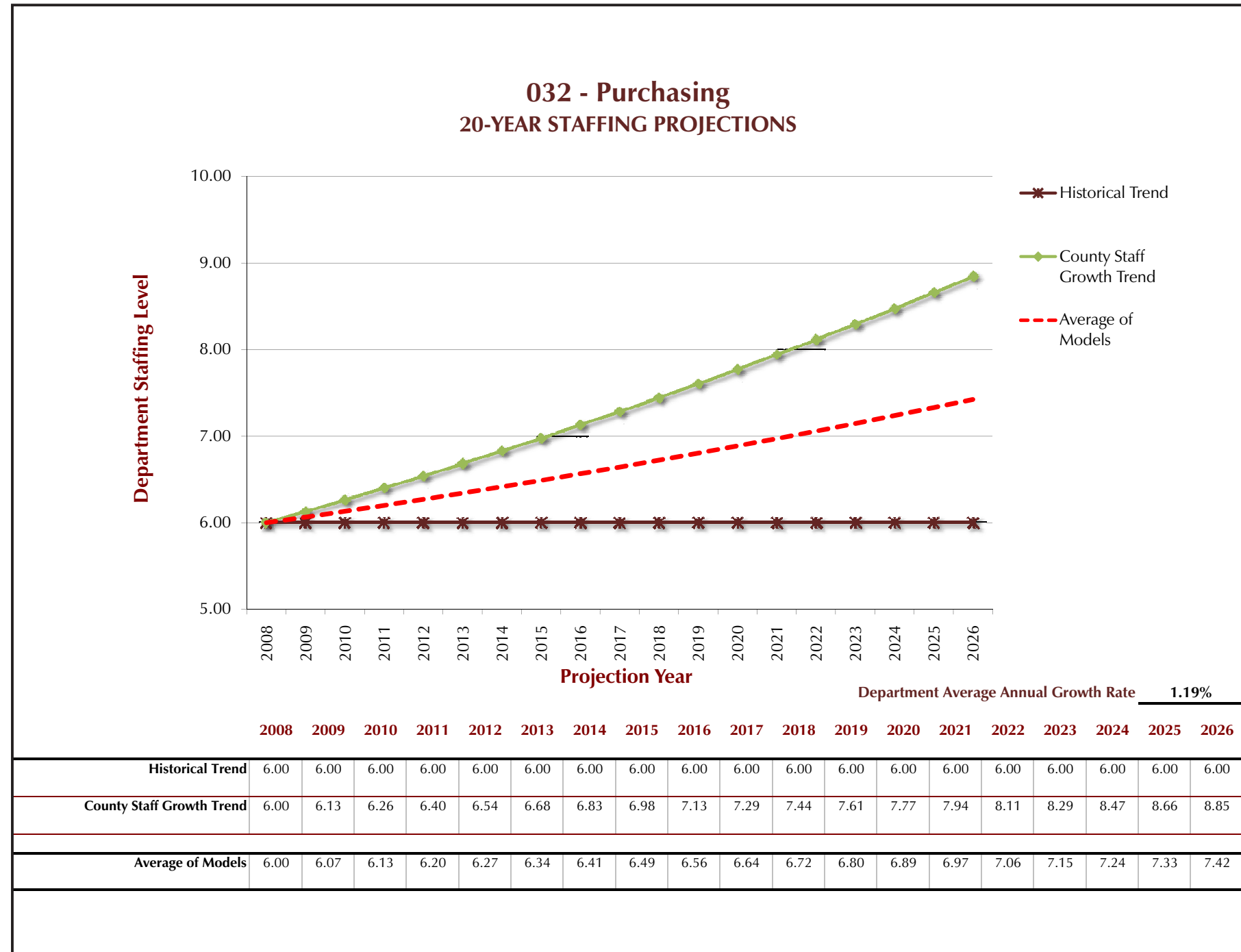


Figure A5-6.0.1 -Purchasing Staffing Projections



A5-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Purchasing Agency functions primarily to services other County departments in acquiring materials/ equipment and managing the preparation/signing of both professional services agreements and public works contracts. During the last 20 years, service demand for this department has greatly increased, mostly related to increases in contracting and bidding requirements. For example, 20 years ago, all projects over \$5,000 were required to be bid. This requirement is now \$25,000 which has increased to workflow within the department for non-bid projects. Contract purchase order limits have also increased from \$16,200 to \$100,000 for Professional services and between \$30,000 and \$125,000 for public work.

As a result of maintaining an aggressive technology implementation policy, this department has successfully accommodated these service demand increases without needing to hire additional staff. Technology has allowed this department to increase staff productivity while not only maintaining service delivery timelines but improving upon them.

A5-6.2 Basis of Staffing Projections

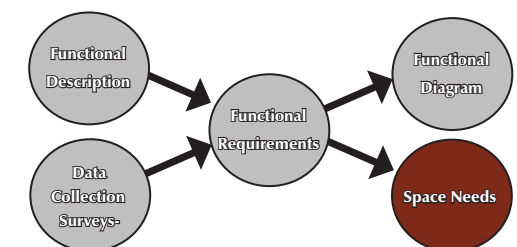
The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth and a secondary model based on factors outlined by department managers.

The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents a staffing growth model determined to be most valid for each department, based on information gathered in the management surveys and during functional programming workshops. For this department, the model utilized is representative of the staffing growth trend identified in the 2007 "Countywide Preliminary Facility Evaluations / New Civic Center Master Plan". This report estimated countywide staffing growth increases, through the year 2026, to meet an average compound annual growth rate of 2.18%. This same rate has been applied to the Purchasing Agency growth model so as to ensure the department's ability to continue providing services to other County departments as they continue to grow.

Figure A5-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

As of generating this report, current staffing levels include 6 full time equivalent (FTE) positions. In 2026, staffing is predicted to be between 6 FTE (Historical Trend) and 9 FTE (County Staff Growth Trend).





A5-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program

SPACE REQUIREMENTS

32 - Purchasing

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
88400 - PurchCoord	1.00	1 - 1.1	1 - 1.2	1 - 1.3	1 - 1.5	120 SF - 177 SF	120	Purchasing Contracts Coord
75500 - Buyer	2.00	2 - 2.1	2 - 2.4	2 - 2.6	2 - 2.9	128 SF - 189 SF	64	Buyer
51000 - Purch Agt	1.00	1 - 1.1	1 - 1.2	1 - 1.3	1 - 1.5	144 SF - 212 SF	144	Purchasing Agent
38010 - PurchAst 1	1.00	1 - 1.1	1 - 1.2	1 - 1.3	1 - 1.5	64 SF - 94 SF	64	Purchasing Assistant I
35500 - ActClkPrin	1.00	1 - 1.1	1 - 1.2	1 - 1.3	1 - 1.5	100 SF - 147 SF	100	Account Clerk-Principal
Total Staffing Counts	6.00	6 - 6	6 - 7	6 - 8	6 - 9			
Assignable NSF Subtotal						556 SF - 820 SF		
30% Department Grossing						167 SF - 246 SF		
Assignable "Useable SF" (USF)						723 SF - 1066 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Property Storage						
Repair Area						
Secure Storage						
Surplus Store						
Cashier						
Vehicle Display						
Bid Opening Waiting Area						
Waiting Area						
Staff Restrooms						
Conference Room						
Break Room						
File/Archive Storage						
Print/Copy/Fax/Shred						
General Storage						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					13.08	
Ancillary Spaces USF					9457 SF - 13943 SF	



SPACE REQUIREMENTS

32 - Purchasing

Total Department Need

Assignable USF
723 SF - 1066 SF

Ancillary USF
9457 SF - 13943 SF

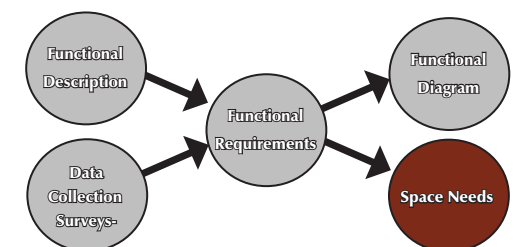
Department Total Rentable SF (RSF)
10180 SF - 15009 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department the estimated ratio of existing staff space (estimated by applying the County Space Standards to existing staff counts and adding an additional 30% grossing factor for staff circulation) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **"Usable Square Feet" (USF)**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

The total space need for this department, termed **Department Total "Rentable Square Feet" (RSF)**, is the total sum of Assignable and Ancillary USF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A6 - County Counsel

Participants:

Kathleen Bales-Lange, County Counsel/Department Head

John Rozum, Chief Deputy, Responsible for Protective Services

Ron Rezac (Retired) , Chief Deputy, Responsible for Labor & Employment

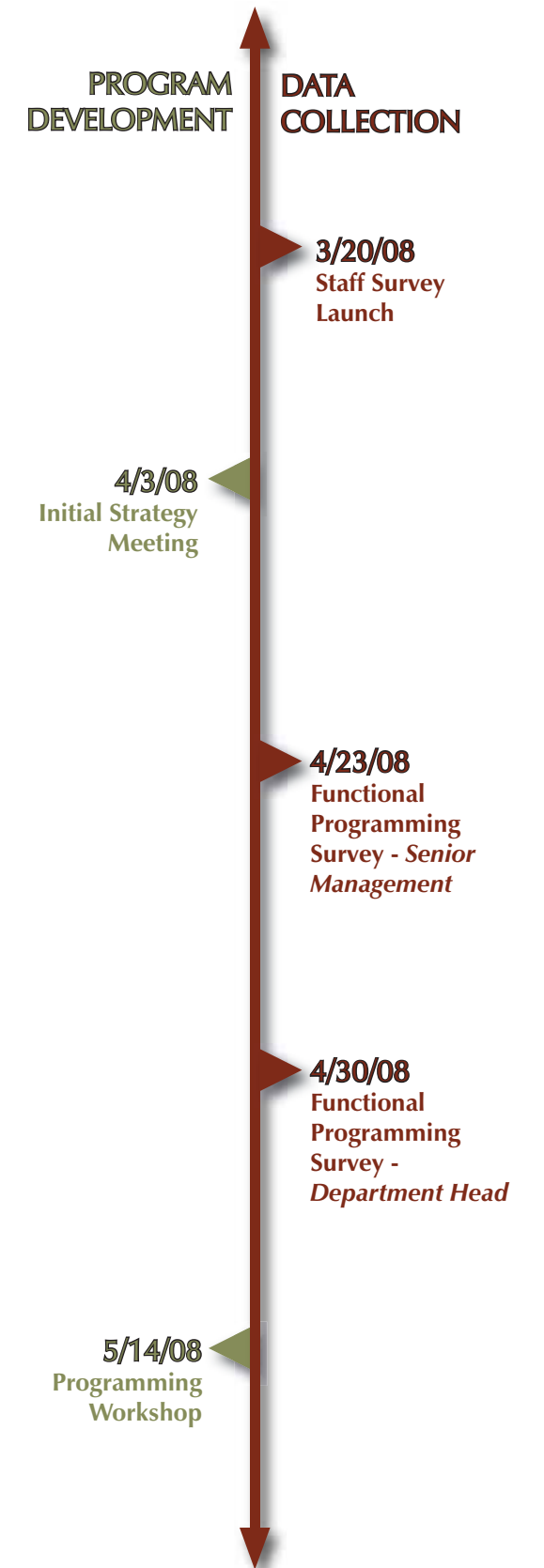
Julia Roberts, Chief Deputy, Responsible for Resource

Gary de Malignon (Retired) , Chief Deputy, Responsible for Schools

Teresa Saucedo, Chief Deputy, Responsible for Litigation

Brian Frohmuth (Retired) , Risk Manager, Responsible for Risk Management

Tammy Wightman, Administrative Services Analyst, Responsible for Administration



PREPARED BY



Construction Management, Inc.

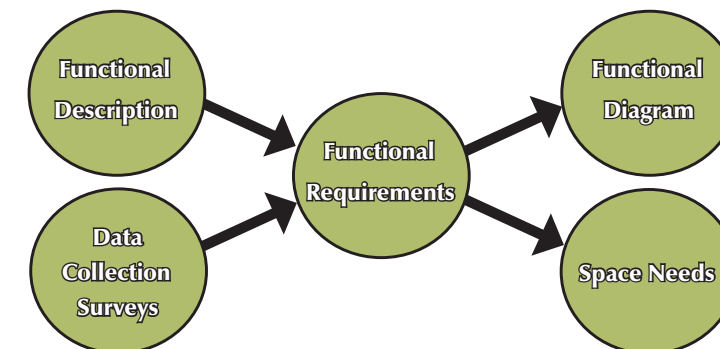


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A6-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the County Counsel department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.6\)](#).



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A6-2.0 Functional Description

The office of County Counsel renders legal services to the county. This includes representing and advising the officers and employees of the county in matters of civil concern. The County Counsel does not provide legal advice to private citizens of the county. The Office of County Counsel also represents other public agencies when not in conflict with its primary duty to represent the county and its Board of Supervisors. Other public agencies include, but are not limited to, the courts, the judges, certain special districts, the County Superintendent of Schools, 48 school districts, a community college district, and a variety of special districts and joint powers agencies located within the County of Tulare.

The County Counsel is made up of several teams to assist the county in legal services. These teams include Schools, Protective Services, Labor and Employment, Litigation, Resource, Risk Management, and Administration.

The County Counsel:

- Provides representation of the Health and Human Services Agency in petitions for the protection of abused or neglected children.
- Provides advice on the open-meeting laws and Public Records Act.
- Assists staff with lease, financing and bond matters and construction projects.
- Provides advice and representation for a very broad range of personnel related issues, including the application and interpretation of personnel rules and policy, Americans with Disabilities Act (ADA) issues, violence in the workplace, medical separation and fitness for duty, Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), personnel leave issues, probationary and at-will releases from employment, and discipline hearings.
- Responds to and defends Department of Fair Employment and Housing (DFEH) and Equal Economic Opportunity Commission (EEOC) and other discrimination complaints.
- Drafts local ordinances.
- Prepares or reviews contracts.
- Provides representation in litigation at the administrative, superior court and appellate court levels.

A6-2.1 Days and Hours of Operation

7:30am – 5:30pm, Monday through Thursday, 8:00am - 12:00pm Friday. Closed on holidays.

A6-2.2 Occupants/Users

Staff:

- County Counsel
- Chief Deputy of County Counsels

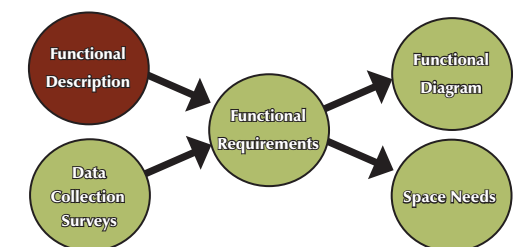
- Attorneys
- Paralegals
- Civil Office Assistants
- Account Clerks
- Accountants
- Analysts
- Risk Manager
- Assistant Risk Manager
- Safety & Claims Officer
- County Safety Officer
- Disability Management Specialist
- Risk Management Technicians

Public

- County Departments
- Attorneys
- Claimants
- Process Servers
- Plaintiffs
- Witnesses
- Police Officers

A6-2.3 Activities

- Files petitions, pursued appeals and appellate writs for the protection of abused or neglected children.
- Pursues collection of bail bond forfeitures.
- Reviews law enforcement policies.
- Advises on open-meeting laws and Public Records Act.
- Provides advice and representation for the County on personnel related issues.
- Responds to and defends the DFEH and EEOC.
- Drafts local ordinances.
- Prepares and reviews contracts.
- Provides representation for the County administration, courts, and appellate court levels.






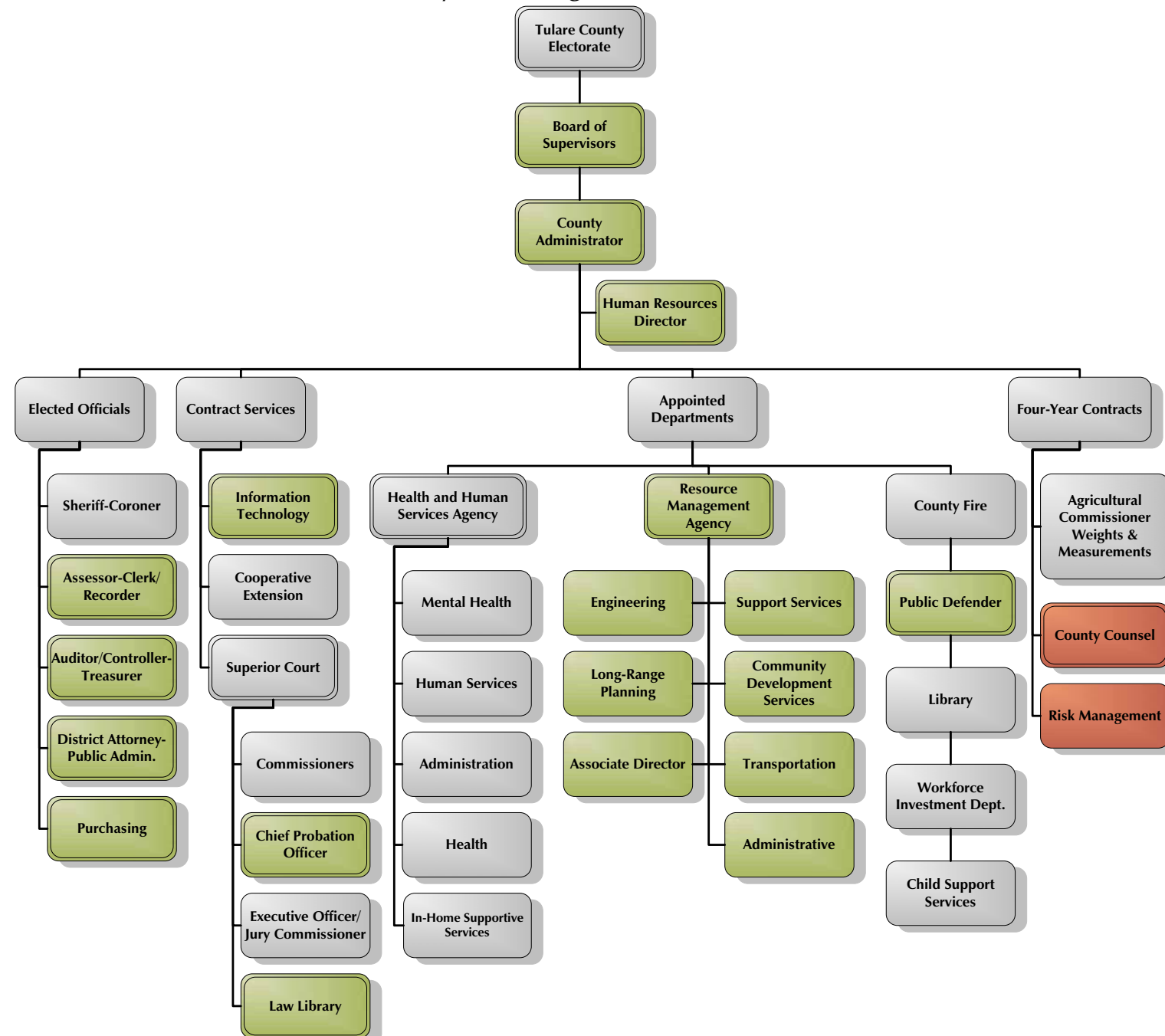


A6-2.4 Department Organization

Countywide Organizational Chart

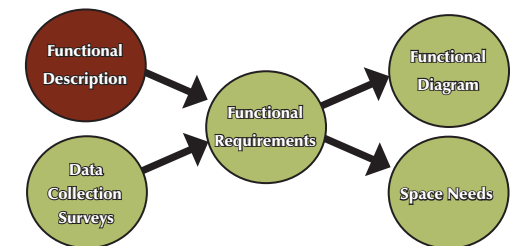
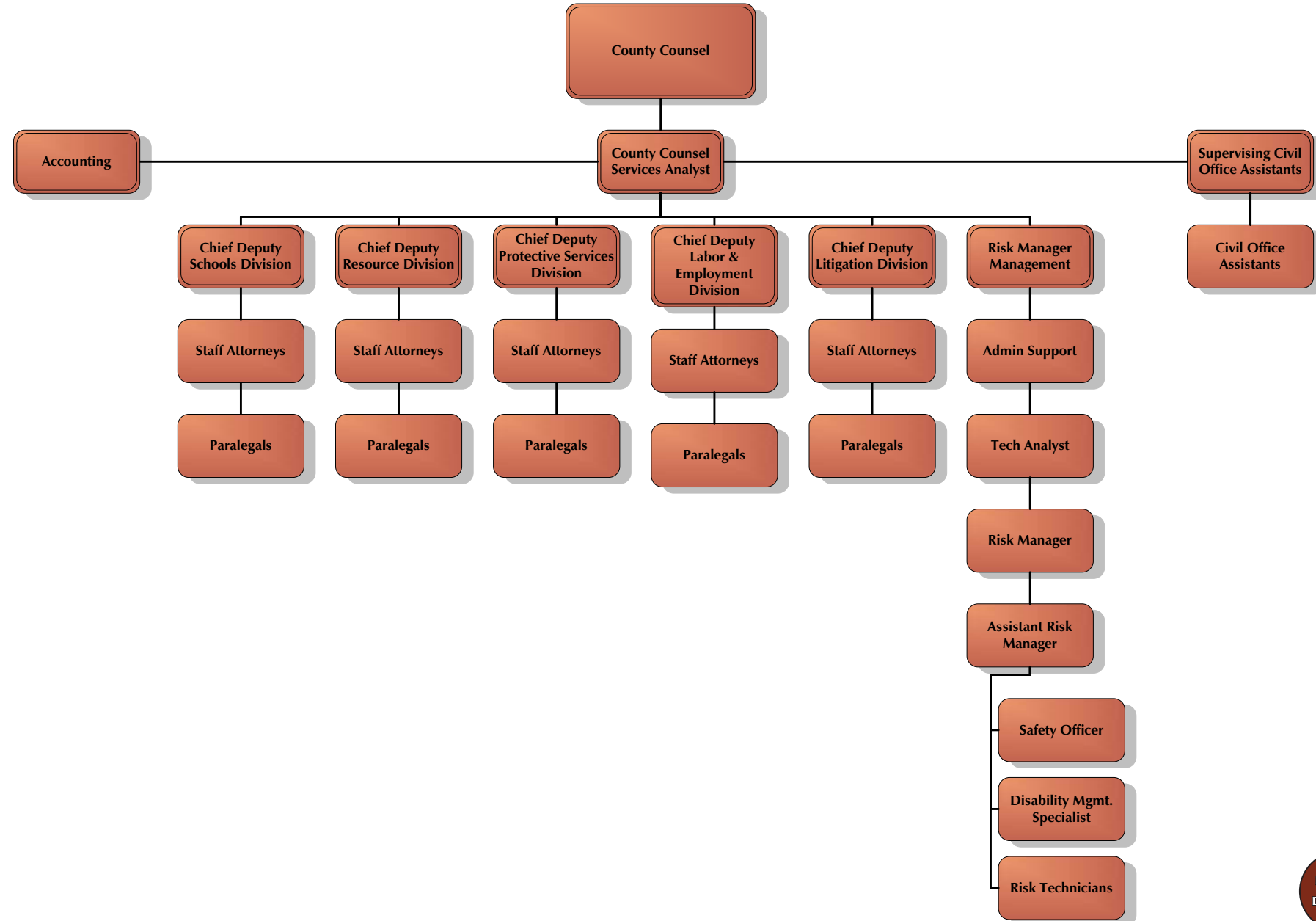
KEY:

-  Departments in this Phase
-  Focus Department
-  Departments not in this Phase





County Counsel Organizational Chart



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A6-3.0 Functional Requirements

A6-3.1 Circulation/Relationships

Circulation/Relationships County Counsel's six divisions require direct adjacency to the main reception hub, as Administrators from each division interact frequently through this conduit. Common areas such as conference rooms, break rooms, and staff restrooms can be shared among the six divisions and should be completely isolated from public access. Due to the sensitive work of County Counsel, securable surveillance-equipped private entrances should be provided for all county personnel. Likewise, all public entrances should facilitate access to County Counsel services while ensuring security.

A6-3.2 Work Flow Process

Client request forms, complaints, or other petitions arrive at the reception desk. Paperwork or electronic documents are then communicated to any other county departments that are involved, information is exchanged, and the service request is processed through a series of discovery requests and litigation.

A6-3.3 Future Trends

The department anticipates continuing to develop training for new attorneys. Regarding growth in size and staffing levels, County Counsel expects a steady level of growth attributed to increasing numbers of claims/assignments and new laws.

A6-3.4 Openness/Enclosure

The majority of employees require fixed-wall offices with an added layer of isolation. The notable exception to this is Administrative Personnel, who can work efficiently in cubicles and have frequent contact with the front reception (and thus the public).

A6-3.5 Safety and Security

All work areas and unshared file storage areas require limited controlled access in the form of cipher lock or equivalent. Conference rooms require an added layer of sound attenuation. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas.

Reception windows require secure, bullet/blast-resistant glass.

A6-3.6 Equipment and Systems

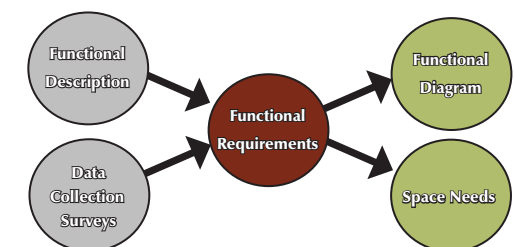
County Counsel requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- Pro-Law software
- Implementation of voice recognition software for users
- Legal & risk software

A6-3.7 Technology Implementation

County Counsel believes that implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by maximizing the quantity and quality of forms and documents available to the general public in electronic format. Further benefits can be achieved by maximizing the ability to electronically submit data typically solicited in hard copy format. These technological implementations are limited by legal requirements to submit and store some documents in hard copy format, however, the vast majority of forms and documents relevant to these departments can be legally digitized.

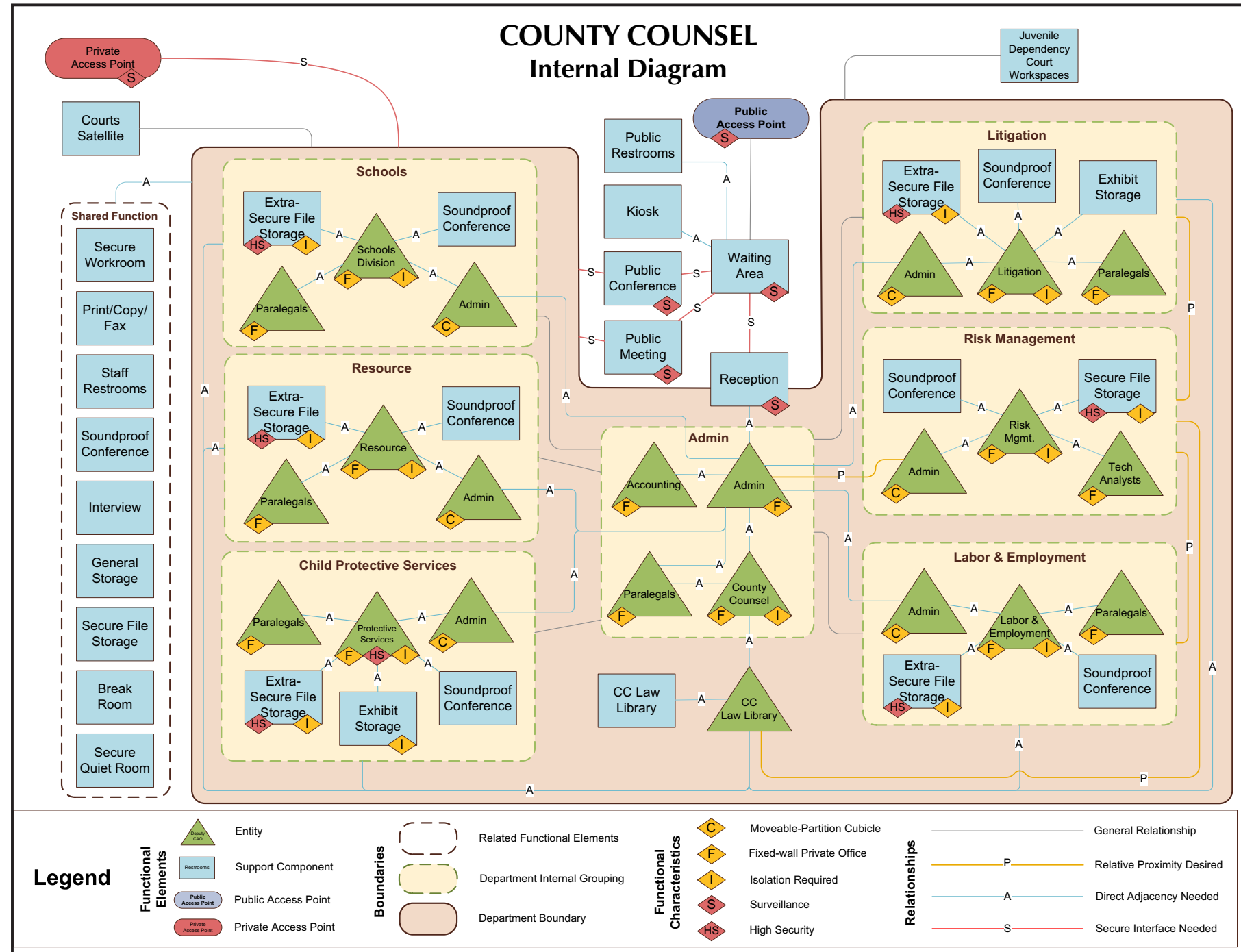
Enhanced video-conferencing capabilities could also be an improvement by eliminating drive time and travel expenses, and facilitating quicker, more efficient communication between County Counsel and other County agencies.





A6-4.0 Internal Functional Optimization Network Diagram

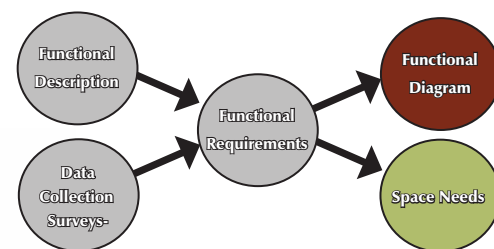
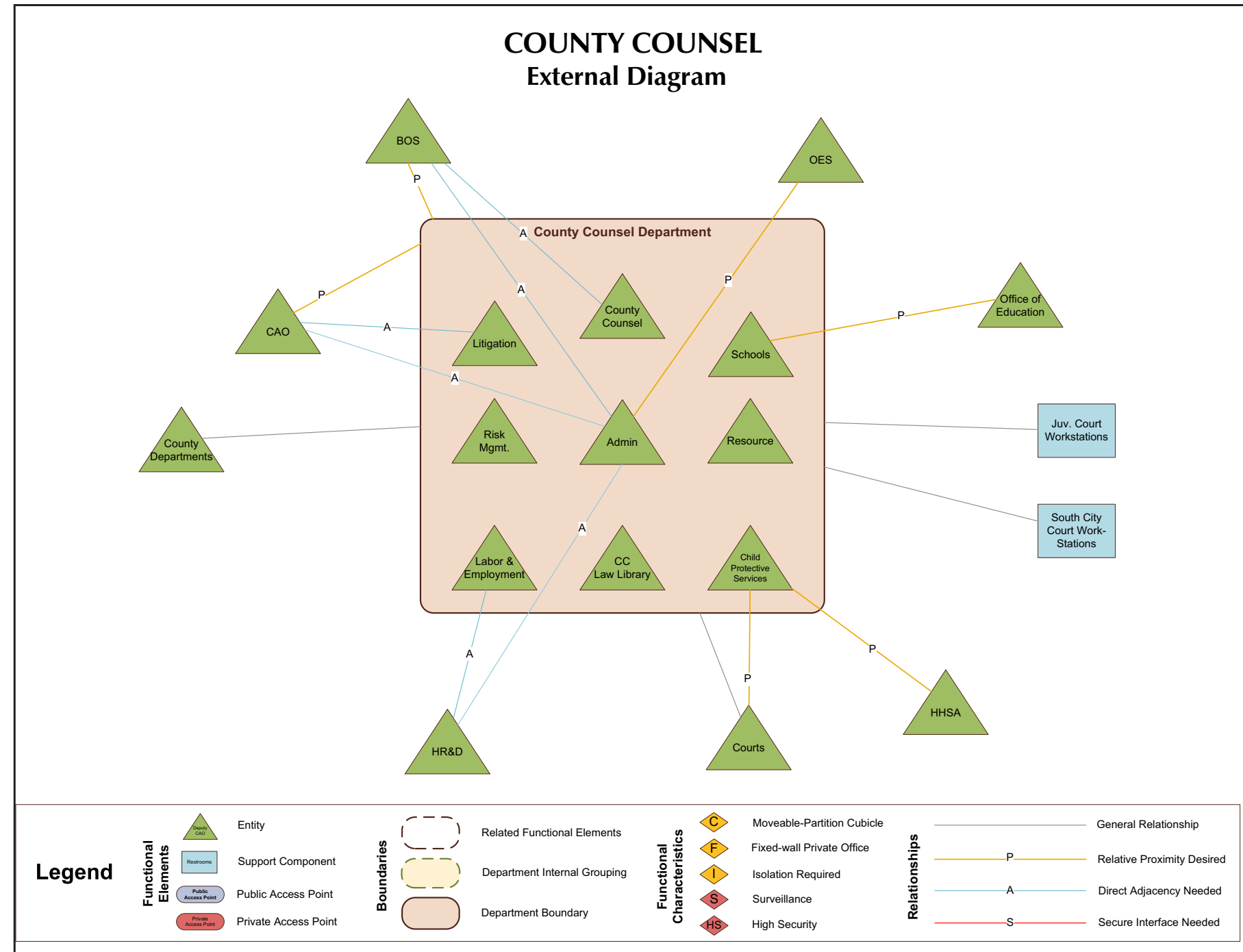
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A6-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A6-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A6-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

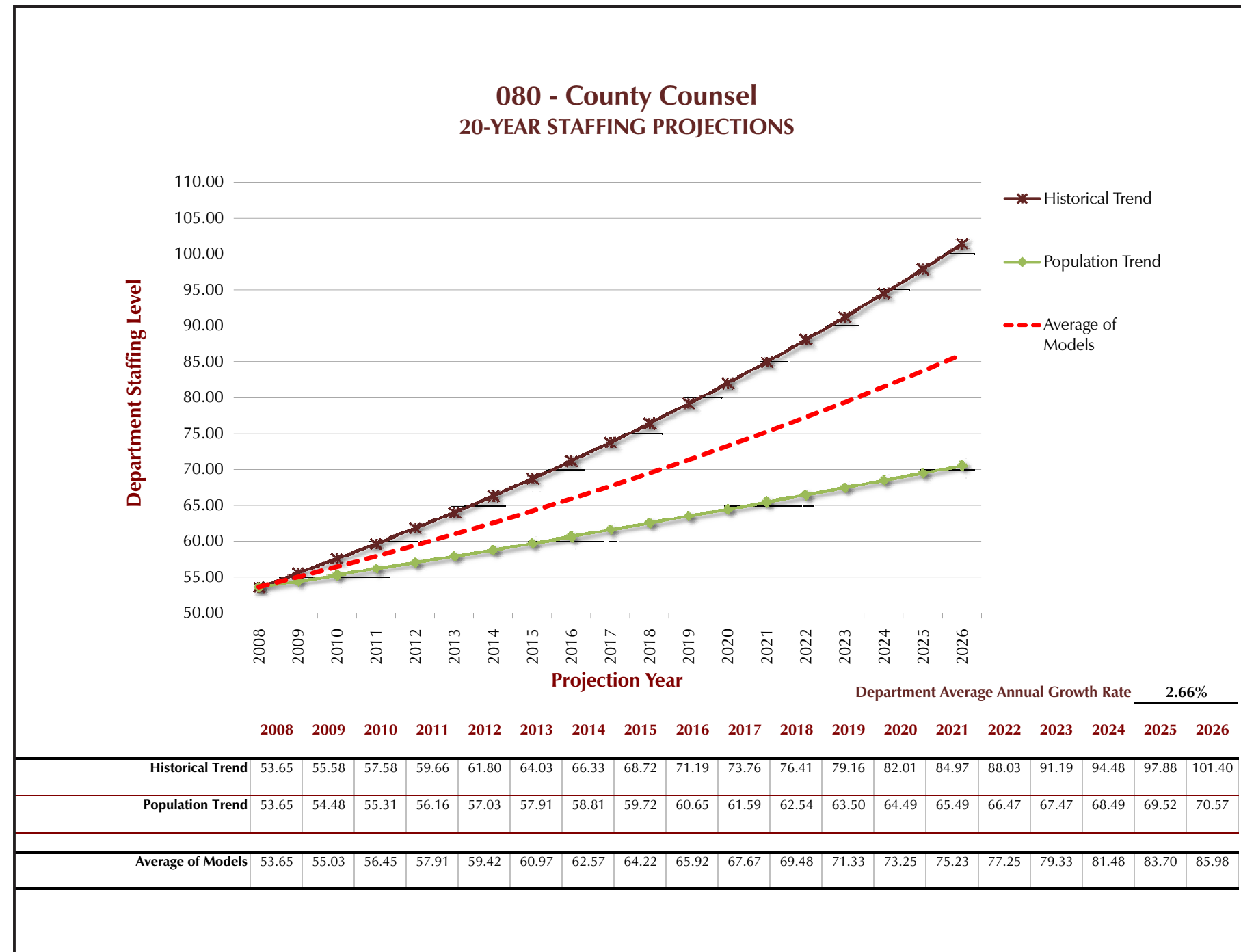


Figure A6-6.0.1 - County Council 20 Year Staffing Projections



A6-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Office of County Counsel will continue to grow in the near future due to the following:

Continued increase in overall population in the County of Tulare. As a service department, there is a direct correlation between the service provided and the number of persons served. While the Office does not directly serve members of the public, nonetheless, it should be assumed that as the overall population of the County increases, so too will the staff at various County agencies, to some extent, need to expand to meet the increasing number of residents. County Counsel serves as legal counsel for all County departments and the various school districts throughout the county. Due to continued favorable conditions in Tulare County (particularly the cost of housing) we predict a natural increase in staffing levels at other county departments and schools and consequently a need for more staff at County Counsel to meet those legal needs. For example, as more schools are built, and more school employees are hired there will be a proportional increase in the legal services required from those schools.

Changing dynamics and demography in the County of Tulare. As we have seen in the past several years, the demography of Tulare County is changing. This is particularly evident in the use of land as the County has become more developed. This transition has brought with it several legal challenges which have required a great deal more time from County Counsel to address. Even with land that has essentially remained rural, difficult legal issues have arising that were not present before, such as challenges to siting more dairies in the County. With a more urban population can come a different set of challenges that may tax such services as Child Welfare, Public Health, and law enforcement all of which receive legal service from County Counsel. We predict this trend to continue as the County still does remain a desirable place to locate.

Further, we believe a reliable predictor of future growth is past growth, particularly the immediate past, and our office has seen tremendous growth over the past ten years. It appears the trends that fueled that growth will continue, at the least into the near future, and therefore we predict our office will continue to experience growth and the need for additional office space.

According to the current General Plan update information:

According to the State Department of Finance, the total County population in 1980 was 250,800, out of that 130,200 resided in incorporated areas and 120,600 resided in the unincorporated areas. The total County population in 2004 was 396,800, out of which 249,525 resided in the incorporated areas and 147,275 resided in the unincorporated areas. The **unincorporated population increased by 26,675 during this 14 year period**; the incorporated population increased by 119,325.

It is anticipated that the County's population in 2020 will be 492,370 out of which 347,680 will be in the incorporated areas and 144,690 will be in the unincorporated areas. This postulates an overall decrease in population in the unincorporated areas with growth in the unincorporated communities but

a reduction of population in the other unincorporated areas. With the projected incorporated growth of over 100,000 over the next 15 years, we may be able to interpolate another 50% growth need in the County Counsel's office over the next 15 years of about 20 to 22 employees. This does not include Risk Management technical or admin staff.

A6-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

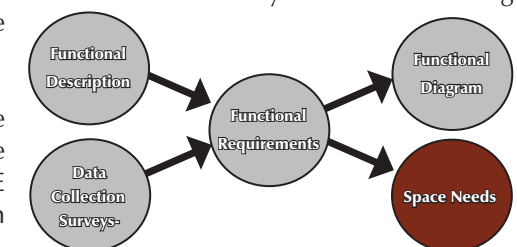
The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Grand Jury, the model utilized is representative of the population growth predictions provided by the State of California, Department of Finance (DOF) and the Tulare County Association of Governments (TCAG). This compound annual growth rate applied is an average of four growth rates. The first two represent directly applying the growth rates indicated by DOF and TCAG respectively. The second two rates are generated by evaluating the current year ratio of staff to population levels and maintaining the same ratio against the DOF and TCAG population projection totals, respectively for each year within the planning horizon.

Figure A6-6.0.1 depicts the models chosen to predict staffing growth for these departments. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

For County Counsel the population-based model was chosen because department management determined this was the most accurate growth available growth trend. As the county's population has grown, the caseload for County Counsel has also grown and will result in a need to expand availability to support accomplishing core functions of the department. There are other factors which impact staffing growth levels in this department that could not be quantified within a statistically relevant growth trend. As additional data becomes available in the future and is deemed statistically correlated to staffing growth these projections should be revised to improve the accuracy of the predictions.

County Counsel staff currently includes 54 full time employees (FTE). In 2026, staffing is predicted to be between 101 FTE (Historical Growth Trend) and 71 FTE (Population Growth Trend). The average between both models is 86 FTE.





A6-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this department's functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/functions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio

SPACE REQUIREMENTS

80 - County Counsel

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
41100 - Saf&ClmOf	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	84 SF - 121 SF	64	Safety & Claims Officer
223 - Acctnt 2-K	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	84 SF - 121 SF	64	Accountant II-K
4842 - Aty,Cv 4-N	2.00	2.1 - 2.2	2.3 - 2.7	2.4 - 3.2	2.6 - 3.8	316 SF - 454 SF	120	Attorney, Civil IV-N
4852 - Aty,Cv 5-N	15.65	16.4 - 17.4	17.7 - 20.8	19.1 - 24.8	20.6 - 29.6	2470 SF - 3550 SF	120	Attorney, Civil V-N
7422 - CfDpCslCPS	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	189 SF - 272 SF	144	Chief Deputy Co Cnsl-CPS
7432 - CfDpCslLnd	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	189 SF - 272 SF	144	Chief Deputy Co Cnsl-Land/Jus
7442 - CfDpCslPer	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	189 SF - 272 SF	144	Chief Deputy Co Cnsl-Pers
7452 - ChDpCslSch	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	189 SF - 272 SF	144	Chief Deputy Co Cnsl-Schools
12502 - Co Counsel	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	337 SF - 484 SF	256	County Counsel
103 - Acct Clk-K	2.00	2.1 - 2.2	2.3 - 2.7	2.4 - 3.2	2.6 - 3.8	168 SF - 242 SF	64	Account Clerk-K
40602 - Risk Mgr	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	189 SF - 272 SF	144	Risk Manager
89600 - CCSvsAnst	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	158 SF - 227 SF	120	Analyst-County Counsel Svs
58400 - COA Supv	2.00	2.1 - 2.2	2.3 - 2.7	2.4 - 3.2	2.6 - 3.8	263 SF - 378 SF	100	Civil Office Assisnt-Supv
58404 - COA-KB	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	132 SF - 189 SF	100	Civil Office Assisnt-Supv-K-B
58520 - Civil OA 2	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	84 SF - 121 SF	64	Civil Office Assistant II
58530 - Civil OA 3	5.00	5.2 - 5.6	5.7 - 6.6	6.1 - 7.9	6.6 - 9.5	421 SF - 605 SF	64	Civil Office Assistant III
74400 - DisabMgSp	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	132 SF - 189 SF	100	Disability Mgmt Specialist
74502 - AstRiskMgr	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	158 SF - 227 SF	120	Assist Risk Manager
74923 - Para 2-K	9.00	9.4 - 10	10.2 - 11.9	11 - 14.3	11.8 - 17	758 SF - 1089 SF	64	Paralegal II-K
74924 - Para 2-K-B	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	84 SF - 121 SF	64	Paralegal II-K-B
84400 - RiskMgtTec	3.00	3.1 - 3.3	3.4 - 4	3.7 - 4.8	3.9 - 5.7	252 SF - 363 SF	64	Risk Management Technician
12700 - Co Safe Of	1.00	1 - 1.1	1.1 - 1.3	1.2 - 1.6	1.3 - 1.9	158 SF - 227 SF	120	County Safety Officer
Total Staffing Counts	53.65	56 - 60	61 - 71	65 - 85	71 - 101			
Assignable NSF Subtotal						7005 SF - 10067 SF		
30% Department Grossing						2102 SF - 3020 SF		
Assignable "Useable SF" (USF)						9107 SF - 13087 SF		

Ancillary Space (i.e. Support Spaces)



SPACE REQUIREMENTS

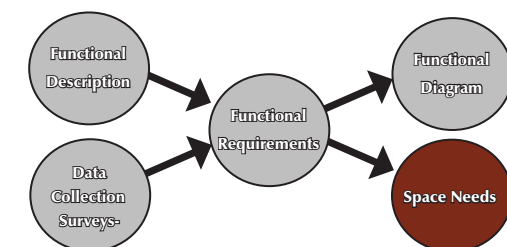
80 - County Counsel

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Secure File Storage - Risk Management						
Kiosk - General						
Public Conference - General						
Public Meeting - General						
Reception - General						
Extra-Secure File Storage - Schools						
Soundproof Conference - Schools						
Extra-Secure File Storage - Resource						
Soundproof Conference - Resource						
Extra-Secure File Storage - Protective Services						
Exhibit Storage - Protective Services						
Soundproof Conference - Protective Services						
Courts Satellite - General						
Soundproof Conference - Labor & Employment						
Secure Quiet Room - General						
Soundproof Conference - Risk Management						
Extra-secure File Storage - Litigation						
Soundproof Conference - Litigation						
Exhibit Storage - Litigation						
Secure Workroom - General						
Print/Copy/Fax/Shred - General						
Staff Restrooms - General						
Soundproof Conference						
Interview - General						
General Storage - General						
Secure File Storage - General						

of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).





SPACE REQUIREMENTS

80 - County Counsel

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Break Room - General						
Extra-Secure File Storage - Labor & Employment						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					0.51	
Ancillary Spaces USF					4645 SF - 6674 SF	

Total Department Need

Assignable USF
9107 SF - 13087 SF

Ancillary USF
4645 SF - 6674 SF

Department Total Rentable SF (RSF)
13752 SF - 19761 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A7 - Information Technology

Participants:

Peg Yeates, Department Head

Bob Irvine, Division Manager, IT Application Services

Joe Pepers, Division Manager, IT Business Continuity Services

Agnela Rose, Administrative Services Officer

Leland Root, Division Manager, IT Client Services

Pam Weller, Division Manager, Project Services Office

Jay Jones, Division Manager, IT Operations Services

Ian Strachan, IT Manager, Application Development Services

PROGRAM
DEVELOPMENT

DATA
COLLECTION

4/3/08
Initial Strategy
Meeting

3/20/08
Staff Survey
Launch

6/2/08
Functional
Programming
Survey - Senior
Management

6/11/08
Functional
Programming
Survey -
Department Head

6/30/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

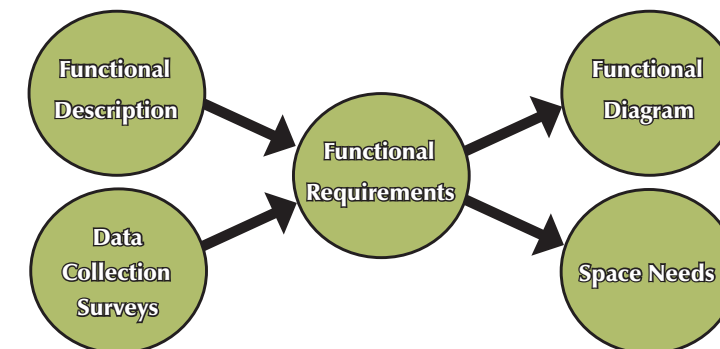


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A7-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Information Technology department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.7\)](#).





A7-2.0 Functional Description

The Information Technology department offers unique technological solutions to the County of Tulare’s functional and governmental needs. They are also responsible for ensuring that the County’s operations run smoothly and are supported by the necessary technological means for inter- and intra-county communication.

Furthermore, with the advent of new technology, the Information Technology Department is constantly researching new ways to address and absolve the County’s technological issues while continuously finding ways to improve its own ability to provide resources to other County departments.

A7-2.1 Days and Hours of Operation

8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A7-2.2 Occupants/Users

Staff

- IT Director
- IT Deputy Director
- IT Division Managers
- IT Managers
- IT Network Administrators
- IT Data Center Administrator
- IT Database Administrators
- IT senior Systems Programmer
- IT Security Administrators
- IT Server Administrators
- IT Logistics Planners
- IT Project Lead
- IT business Analysts
- Communication Services Supervisor
- Communications Network Specialist
- Communications Project Coordinator
- Telecommunications Technicians
- Radio Installer
- Computer Services Technicians
- IT Desktop Technicians
- IT Computer Operators
- Administrative Services Officer
- Systems & Procedures Analysts
- Administrative Services Programmer
- Secretary
- Office Assistant

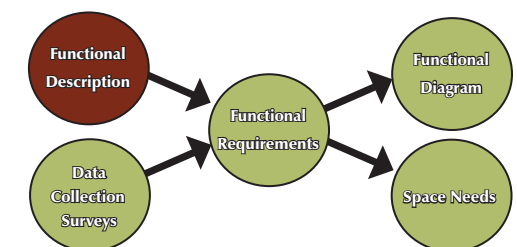
Public

- County Employees/Departments
- Vendors

A7-2.3 Activities

Information Technology’s tasks include:

- Developing and operating support for the County’s automated application systems
- Monitoring network usage to watch for security incident
- Operations of computers
- Assisting in the installation of hardware
- Monitoring power usage of the infrastructure and temperature within the computer room
- Managing inter-departmental IT Customer Relationships and Projects
- Overseeing department-by-department IT work
- Monitoring server hardware and application performance
- Designing the network infrastructure and VoIP telephone systems
- Troubleshooting disk space utilization problems, adding disk space to systems
- Adding and removing user IDs and authorization, researching security violations
- Analyzing business ventures
- Providing user-acceptance testing and end-user training





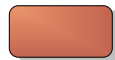
A7-2.4 Department Organization

Countywide Organizational Chart

KEY:



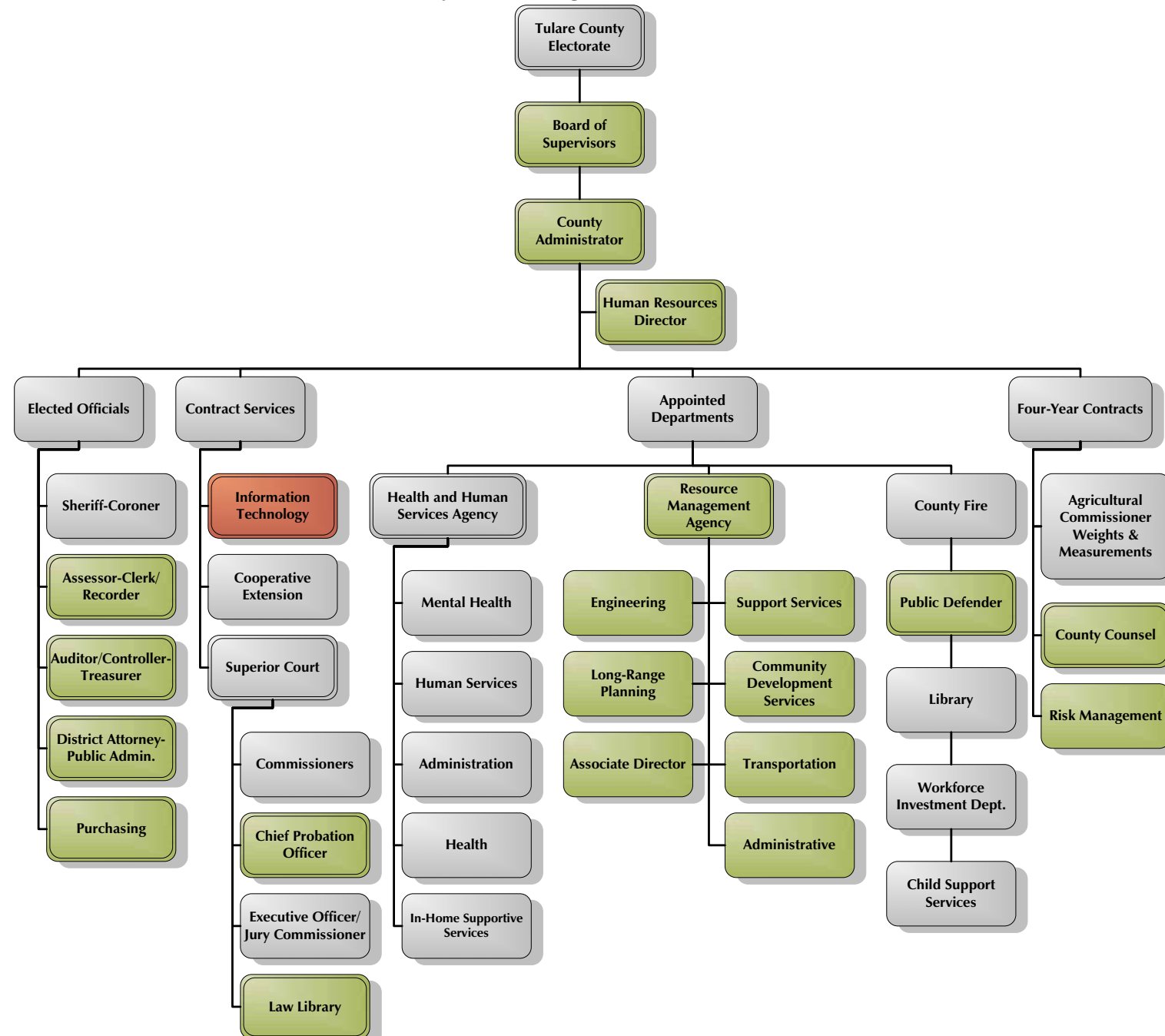
Departments in this Phase



Focus Department

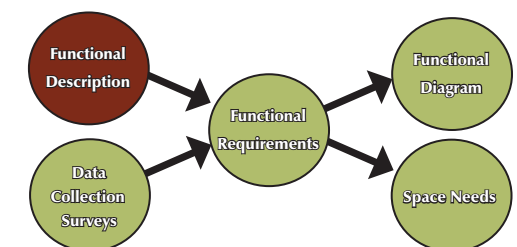
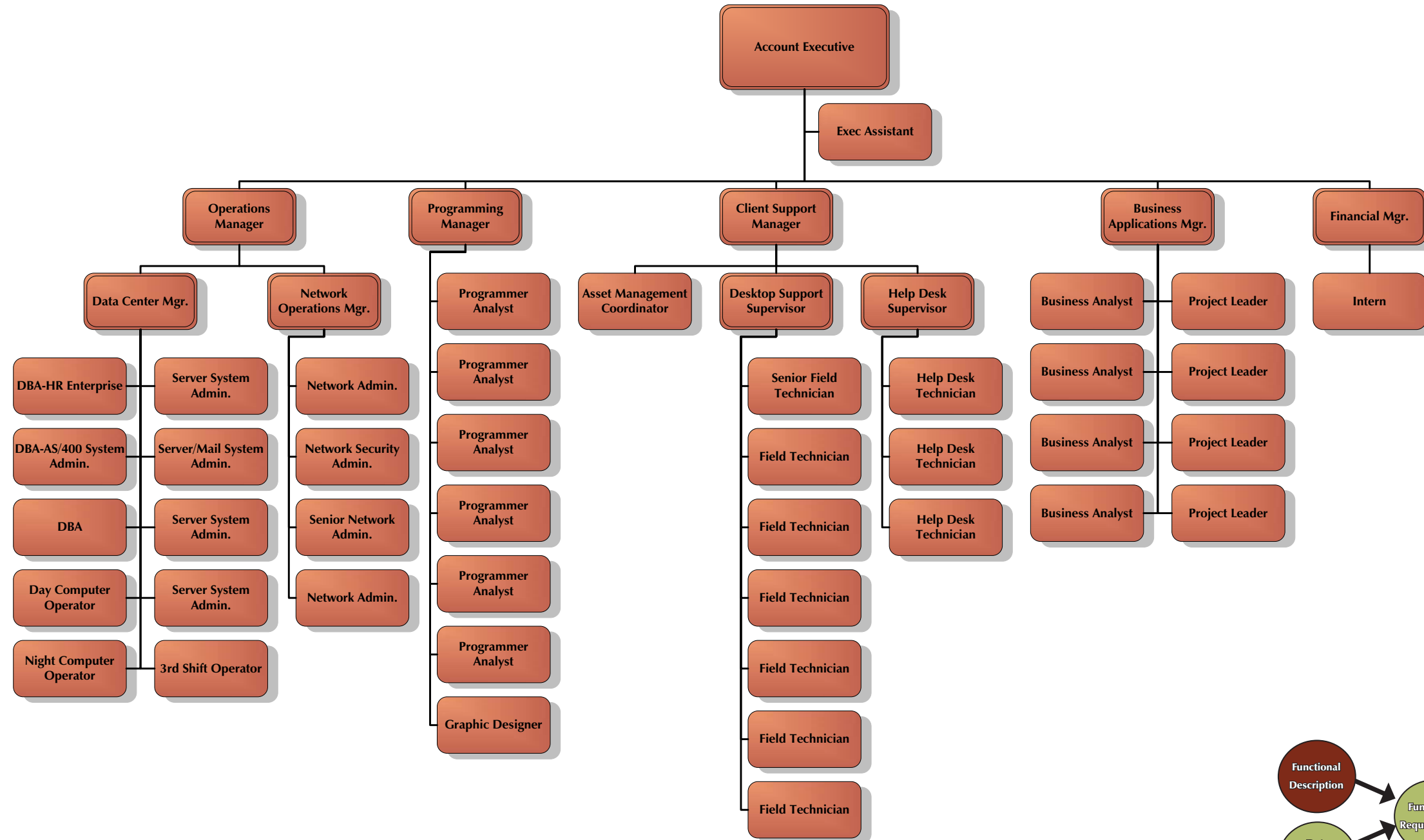


Departments not in this Phase





Information Technology Organizational Chart





A7-3.0 Functional Requirements

A7-3.1 Circulation/Relationships

The nature of Information Technology's workflow requires that the Reception area and Service Window be of paramount importance. Because IT deals mainly with other County personnel, the majority of requests for information, assistance, or computer equipment come through these two main access points. Many office functions, such as conference room areas, staff restrooms, and a break room area can be shared among Information Technology's divisions.

Direct adjacency to the Purchasing Department is desired, and an on-site presence (i.e. an in-house IT representative) in the Resource Management Agency Department, Department of Child Support Services, Health and Human Services Agency, and the Sheriff's office is also needed.

A detailed graphical depiction of the circulation and relationships required by both departments is provided in (Section A7-5.0 of this Appendix).

A7-3.2 Work Flow Process

Requests for Information Technology's services arrive either through the Service Desk or directly from County staff. Whereas typical IT assistance requests concern computer issues, requests that come directly from County staff often regard security research or network monitoring activity; these are the two main routes through which the County accesses IT. Once a request is made, it is assigned to an appropriate team within the Department, a daily schedule is drafted, the project is gradually completed, and upon completion the request is returned to the team's supervisor for authorization. Often, research is initiated into new products and software to meet specific requests for functions needed by County departments.

A7-3.3 Future Trends

The Information Technology Department foresees a steady growth in staffing levels due to an increase in automated information-processing technologies. Although many new applications have the potential to reduce IT staffing levels, it is more likely that any reduction due to more advanced technology will be for end-users.

A7-3.4 Openness/Enclosure

Information Technology can function most efficiently with a mix of cubicles and private offices. For the most part, Directors and Managers should be provided with private offices while lowest level staff can function efficiently in cubicles. The IT Director, Deputy IT Director, Network Manager, Network Services, and Business Analysts all require the ability to isolate themselves from other County personnel due to the sensitive and confidential nature of their work.

A7-3.5 Safety and Security

Because a high quantity of information, most of which is confidential, is stored and maintained by Information Technology, the department requires a significant amount of security, both physical and electronic. As IT works largely on case-specific projects and does not frequently interact otherwise with County personnel, it is important for the Department as a whole to be able to isolate itself from all departments in order to maintain classification of work. This allows for IT personnel to assess/troubleshoot/install hardware or software at the job sites while maintaining highly limited access of County personnel within the IT Department spaces.

All work areas and unshared (i.e. dedicated to the Department) file storage areas, require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees. Furthermore, all data centers, data closets, storage areas, warehouses, computer rooms and wiring closets should be equipped with video surveillance and should be isolated to ensure an appropriate level of security.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas.

A7-3.6 Equipment and Systems

Information Technology requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- Uninterruptible power systems for the computer room and wiring closets and other areas within the County buildings that will provide a 24/7 power supply
- Projectors for conference rooms
- New data center should have microwave tower connectivity capability

Additionally, all data storage, data access, and lab rooms require the following additional measures:

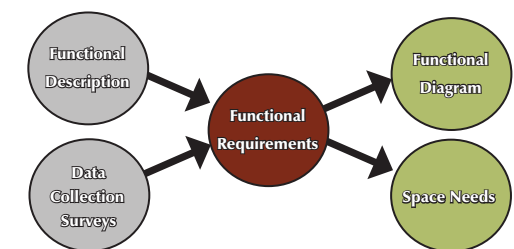
- High Security
- Climate Control (Sufficient cooling systems to maintain all data equipment at a constant temperature of 72 degrees Fahrenheit)
- Power Conditioning
- Non-water fire suppression systems
- Dedicated power supply
- No adjacent water supply systems
- No adjacent waste collection systems
- Dedicated backup power generation systems



A7-3.7 Technology Implementation

The Information Technology Department believes that it can drastically enhance its breadth of scope and efficiency of work with a number of technological advancements:

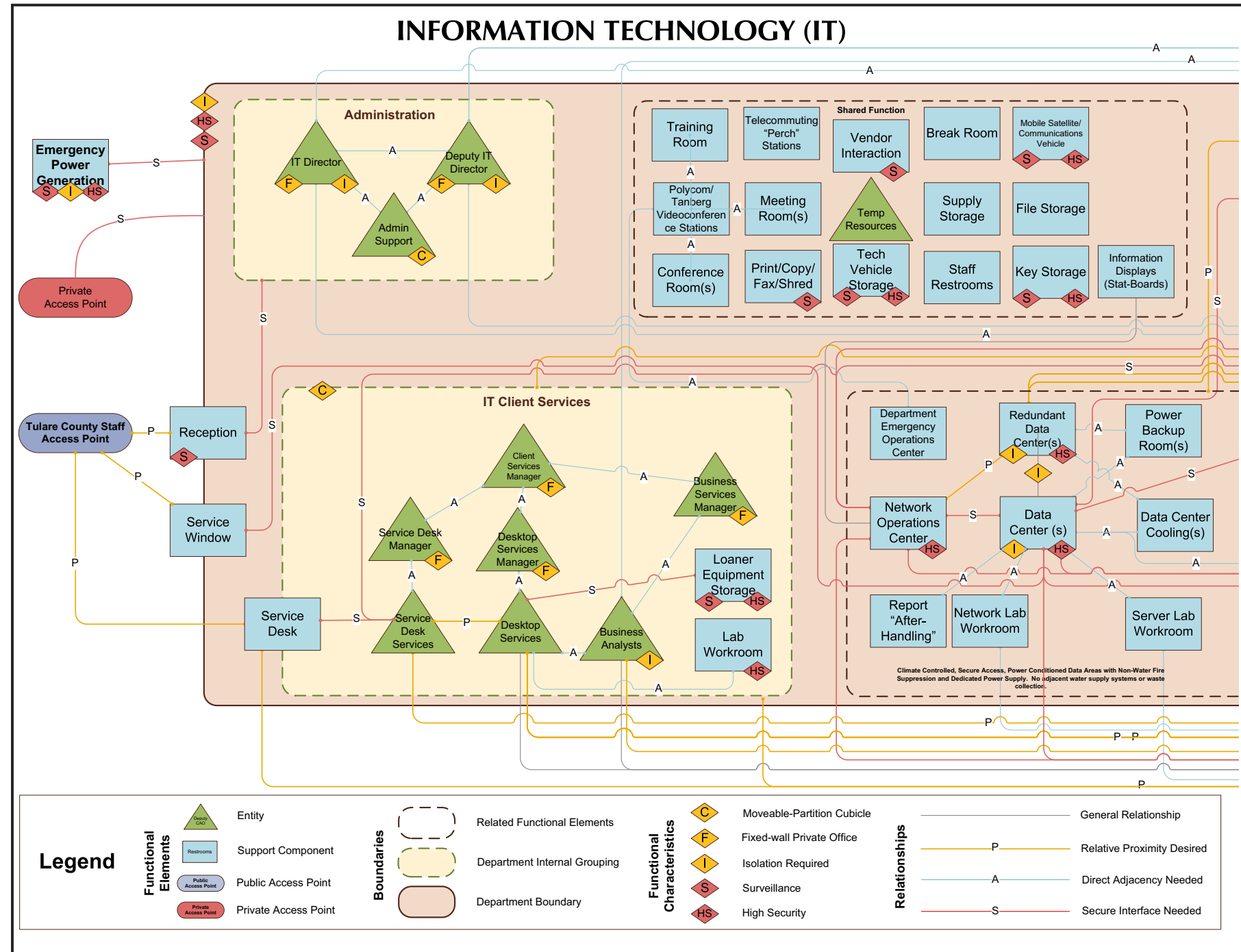
- County-wide Call Center
- Electronic Discovery
- Electronic File Storage
- Electronic Forms (eForms)
- Electronic Workflow
- IT Service Catalog
- Knowledge Access – Potential
- Multi-agency Data Sharing
- Online Testing (where reasonable)
- Scanning / OCR Technology
- Telecommuting capabilities
- Video Conferencing capabilities
- Webinar capabilities
- 311/Self-Service System for Public
- Remote Management and Controls
- Support of RF Technology
- County-“owned” Data Transmission Infrastructure
- Support for Large File Transfers (FTP)
- Digital Global Asset Management
- Digitization Strike Team
- Information Lifecycle Management

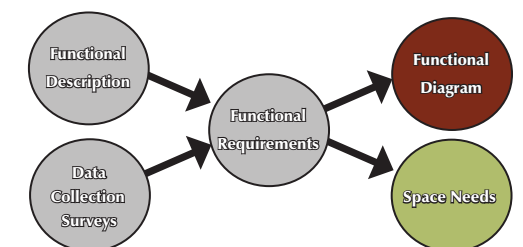
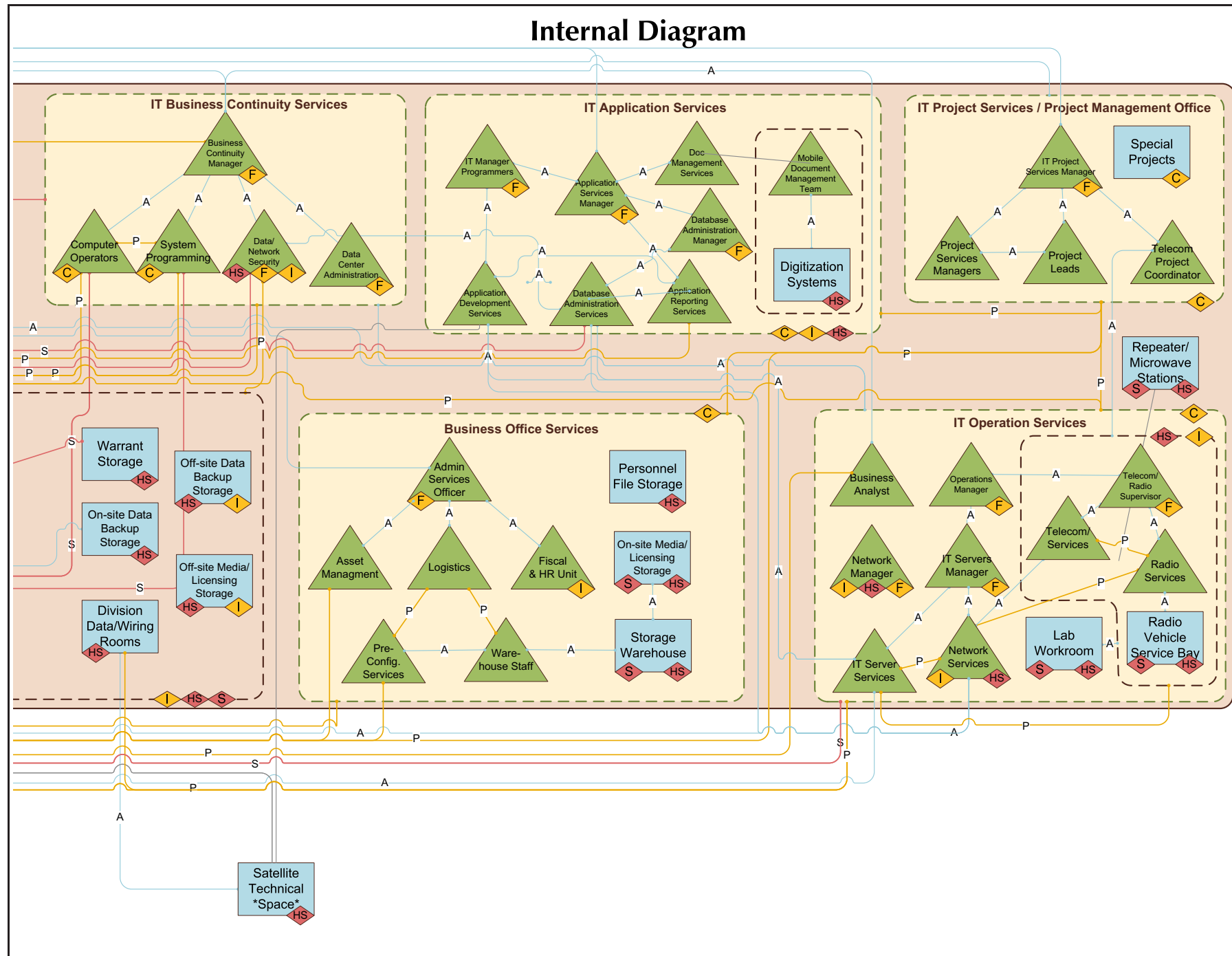




A7-4.0 Internal Functional Optimization Network Diagram

This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).



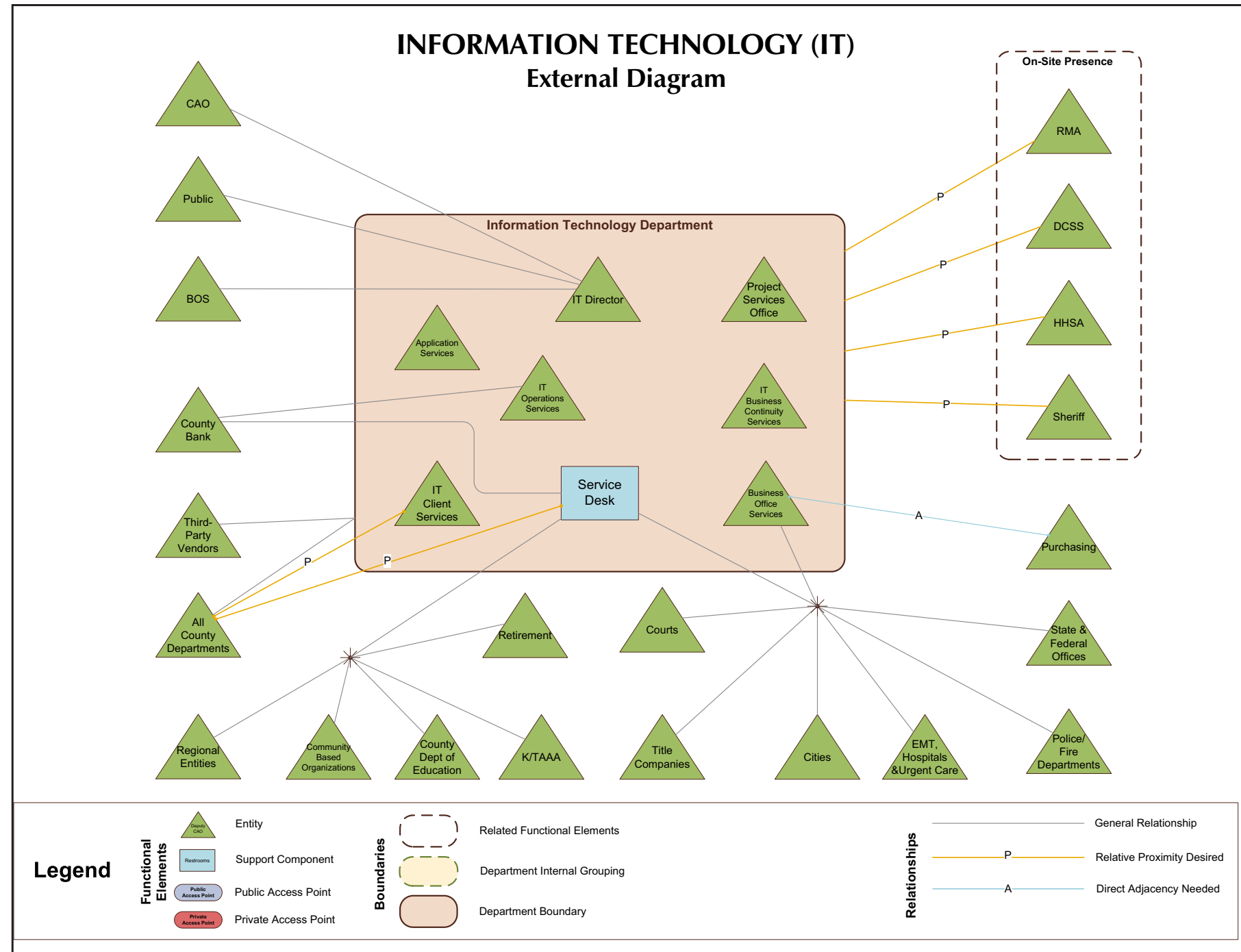


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A7-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A7-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A7-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

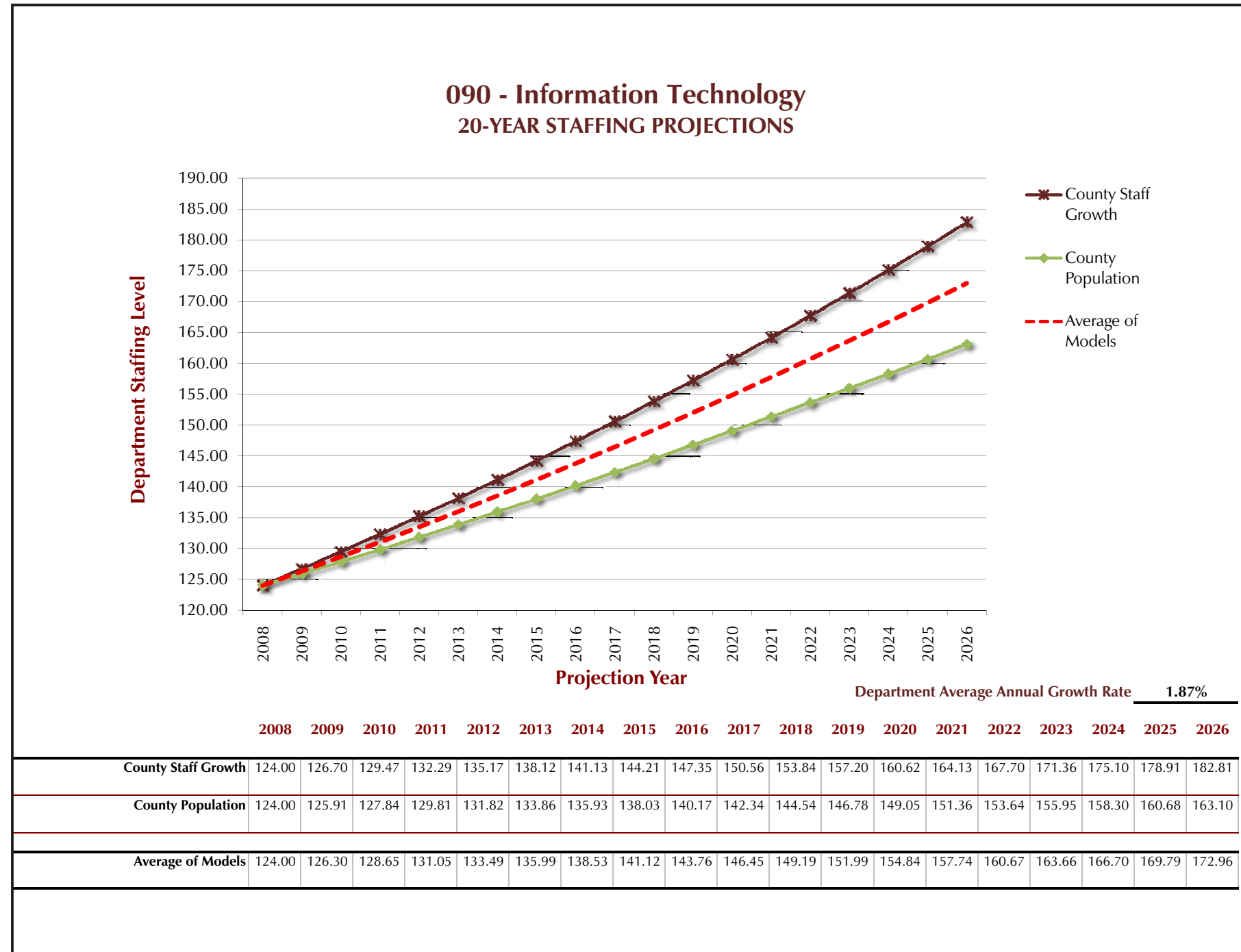


Figure A7-6.0.1 - Information Technology 20 Year Staffing Projections



A7-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

Though the Information Technology Department has only been in existence since December of 2007, the Information Technology Industry has been around for some time. In the last 20 years we have seen a dramatic change. We have gone from simple dumb terminals to complex desktops more powerful than the original mainframes. Twenty (20) years ago it was not unusual to request information and then proceed to wait for it. Today we expect all information to be at our fingertips in an instant. This ever changing industry has impacted the County of Tulare. Today we have to not only process information faster but, we must process more of it. Additionally since 9/11 security concerns have become paramount in every area. Much of the County information is public record but, the information that is not is extremely confidential. There's patient information, criminal information, and employee data to name but a few. A breach of security could be devastating to the Constituents of the County of Tulare, criminal cases could unjustly won or lost by a breach, health information released could devastate a family. Often the security demands on the County are driven by an outside agency. These mandates must be met. The number of this mandates has grown dramatically over the past 5 years.

We may indeed be able to work smarter, and have more tasks handled by each Information Technology person but the caliber of person has changed. The need for many computer operators that knew little more than how to load paper, hang tapes, or type in specific instructions left for them has changed to needing people who are sophisticated in programming, networks, servers, security, radio and desktops.

A7-6.2 Basis of Staffing Projections

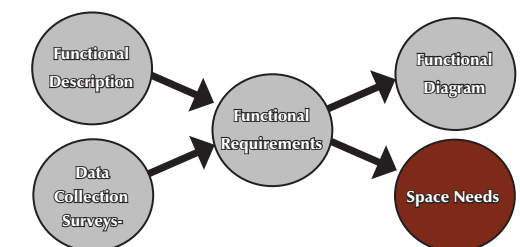
The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

The first model for County departments is typically based upon historical staff growth. As the Information Technology department was recently created, during fiscal year 2007/2008, there is currently no historical data available. As such, the two models of growth selected for this department were chosen based upon interaction with department staff to determine the most valid possible predictors of staff growth. The model selected to replace the historical growth model is based upon the estimated countywide staffing growth rate that had been presented in the 2007 "Countywide Preliminary Facility Evaluations / New Civic Center Master Plan". This model was selected based upon the departments primary function of servicing County departments for their IT needs. As countywide staffing levels increase, IT department staffing levels will likely need to increase to meet the additional service demands.

The secondary model utilized is representative of the population growth predictions provided by the State of California, Department of Finance (DOF) and the Tulare County Association of Governments (TCAG). This compound annual growth rate applied is an average of four growth rates. The first two represent directly applying the growth rates indicated by DOF and TCAG respectively. The second two rates are generated by evaluating the current year ratio of staff to population levels and maintaining the same ratio against the DOF and TCAG population projection totals, respectively for each year within the planning horizon.

Figure A6-6.0.1 depicts the models chosen to predict staffing growth for these departments. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

Information Technology staffing currently includes 124 full time employees (FTE). In 2026, staffing is predicted to be between 183 FTE (Countywide Staffing Trend) and 163 FTE (Population Trend). The average between both models is 173 FTE.





A7-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as

SPACE REQUIREMENTS

90 - Information Technology

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
75622 - AdmSvsPrg2	10.00	10.5 - 10.7	11.3 - 11.9	12.2 - 13.2	13.2 - 14.7	842 SF - 944 SF	64	Analyst II-Admin Svs Programr
610 - Secrty 1	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	84 SF - 94 SF	64	Secretary I
96910 - ITNetAdm1	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Network Administrator I
96702 - IT Directr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	337 SF - 377 SF	256	IT Director
96502 - IT Manager	7.00	7.3 - 7.5	7.9 - 8.3	8.5 - 9.3	9.2 - 10.3	1105 SF - 1238 SF	120	IT Manager
96402 - IT Div Mgr	5.00	5.2 - 5.3	5.7 - 5.9	6.1 - 6.6	6.6 - 7.4	947 SF - 1062 SF	144	IT Division Manager
88300 - ComSvsSupv	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	132 SF - 147 SF	100	Communications Services Supv
88200 - ComNetSpec	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	126 SF - 142 SF	96	Communications Network Spec
96930 - ITNetAdm3	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Network Administrator III
85500 - ComProjCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	84 SF - 94 SF	64	Communications Project Coord
97720 - ITLogPla2	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Logistics Planner II
47500 - TelecomTch	3.00	3.1 - 3.2	3.4 - 3.6	3.7 - 4	3.9 - 4.4	252 SF - 283 SF	64	Telecommunications Technician
47220 - S&P Ana 2	3.00	3.1 - 3.2	3.4 - 3.6	3.7 - 4	3.9 - 4.4	395 SF - 442 SF	100	Systems & Procedures Ana II
38500 - Radio Inst	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	84 SF - 94 SF	64	Radio Installer
33330 - Oa 3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	84 SF - 94 SF	64	Office Assistant III
11520 - CompSvTc 2	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	Computer Svs Technician II
11510 - CompSvTc 1	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	Computer Svs Technician I
730 - ASO III	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	158 SF - 177 SF	120	Administrative Svs Officer III
85600 - TeleTechSr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	126 SF - 142 SF	96	Telecommunications Tech - Sr
98130 - ITBusAna3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	84 SF - 94 SF	64	IT Business Analyst III
98700 - ITDCAdmn	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Data Center Administrator
98620 - ITDbAmn2	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Database Administrator II
98610 - ITDbAmn1	4.00	4.2 - 4.3	4.5 - 4.8	4.9 - 5.3	5.3 - 5.9	337 SF - 377 SF	64	IT Database Administrator I
98500 - ITSenSysProg	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	84 SF - 94 SF	64	IT Senior Systems Programmer
98420 - ITSecAdm2	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Security Administrator II
98330 - ITServAdm3	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Server Administrator III
98320 - ITServAdm2	3.00	3.1 - 3.2	3.4 - 3.6	3.7 - 4	3.9 - 4.4	252 SF - 283 SF	64	IT Server Administrator II
96920 - ITNetAdm2	5.00	5.2 - 5.3	5.7 - 5.9	6.1 - 6.6	6.6 - 7.4	421 SF - 472 SF	64	IT Network Administrator II
98200 - ITProjLead	5.00	5.2 - 5.3	5.7 - 5.9	6.1 - 6.6	6.6 - 7.4	421 SF - 472 SF	64	IT Project Lead



SPACE REQUIREMENTS

90 - Information Technology

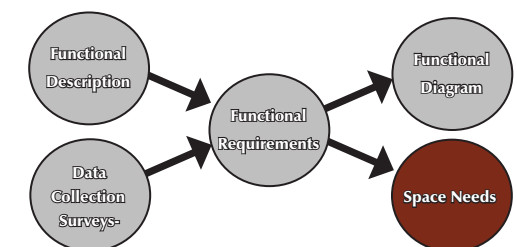
98800 - ITDpDir	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.3 - 1.5	189 SF - 212 SF	144	IT Deputy Director
98120 - ITBusAna2	12.00	12.6 - 12.8	13.6 - 14.3	14.6 - 15.9	15.8 - 17.7	1010 SF - 1132 SF	64	IT Business Analyst II
98110 - ITBusAna1	7.00	7.3 - 7.5	7.9 - 8.3	8.5 - 9.3	9.2 - 10.3	589 SF - 660 SF	64	IT Business Analyst I
97930 - ITDtpTch3	5.00	5.2 - 5.3	5.7 - 5.9	6.1 - 6.6	6.6 - 7.4	631 SF - 708 SF	96	IT Desktop Technician III
97920 - ITDtpTch2	11.00	11.5 - 11.7	12.4 - 13.1	13.4 - 14.6	14.5 - 16.2	1389 SF - 1557 SF	96	IT Desktop Technician II
97910 - ITDtpTch1	6.00	6.3 - 6.4	6.8 - 7.1	7.3 - 7.9	7.9 - 8.8	758 SF - 849 SF	96	IT Desktop Technician I
97820 - ITCOp2	2.00	2.1 - 2.1	2.3 - 2.4	2.4 - 2.6	2.6 - 2.9	168 SF - 189 SF	64	IT Computer Operator II
97730 - ITLogPla3	3.00	3.1 - 3.2	3.4 - 3.6	3.7 - 4	3.9 - 4.4	252 SF - 283 SF	64	IT Logistics Planner III
98310 - ITServAdm1	3.00	3.1 - 3.2	3.4 - 3.6	3.7 - 4	3.9 - 4.4	252 SF - 283 SF	64	IT Server Administrator I
Total Staffing Counts	124.00	130 - 132	140 - 147	151 - 164	163 - 183			
Assignable NSF Subtotal						13111 SF - 14696 SF		
30% Department Grossing						3933 SF - 4409 SF		
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						17045 SF - 19105 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Vendor Interaction						
Staff Restrooms - General						
Tech Vehicle Storage - General						
Print/Copy/Fax/Shred - General						
Conference Room(s) - General						
File Storage - General						
Supply Storage - General						
Meeting Room(s) - General						
Polycom/Tanberg Videoconference Stations - General						
Emergency Power Generation - General						
Break Room - General						
Department Emergency Operations Center - Data Center						
Telecommuting "Perch" Stations - General						
Training Room - General						
Lab Workroom - Client Services						

part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department the estimated ratio of existing staff space (estimated by applying the County Space Standards to existing staff counts and adding an additional 30% grossing factor for staff circulation) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **"Usable Square Feet" (USF)**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

The total space need for this department, termed **Department Total "Rentable Square Feet" (RSF)**, is the total sum of Assignable and Ancillary USF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).





SPACE REQUIREMENTS

90 - Information Technology

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Loaner Equipment Storage - Client Services						
Service Desk - Client Services						
Service Window - General						
Reception - General						
Satellite Technical *Space* - General						
Tulare County Staff Access - General						
Mobiel Satellite/Communiations Vehicle - General						
Warrant Storage - Data Center						
Lab Workroom - Operation Services						
Repeater/Microwave Stations - General						
Special Projects - Project Services						
Digitization Systems - Application Services						
Storage Warehouse - Business Office Services						
On-site Media/Licensing Storage - Business Office Services						
Personnel File Storage - Business Office Services						
Off-site Media/Licensign Storage - Data Center						
Off-site Data Backup Storage - Data Center						
Key Storage - General						
On-site Data Backup Storage - Data Center						
Information Displays (Stat-Boards) - General						
Server Lab Workroom - Data Center						



SPACE REQUIREMENTS

90 - Information Technology

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Network Lab Workroom - Data Center						
Report "After-Handling" - Data Center						
Data Center Cooling(s) - Data Center						
Data Center(s) - Data Center						
Network Operations Center - Data Center						
Power Backup Room(s) - Data Center						
Redundant Data Center(s) - Data Center						
Radio Vehicle Service Bay - Operation Services						
Division Data/Wiring Rooms - Data Center						
Ancillary Space Ratio* (Ancillary SF per Staff SF)				1.21		
Ancillary Spaces USF					20624 SF - 23117 SF	

Total Department Need

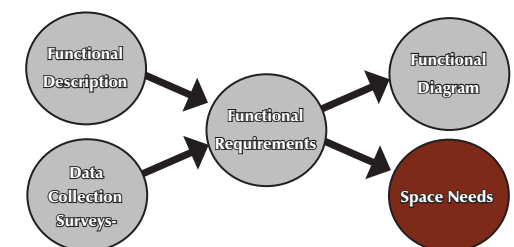
Assignable USF
17045 SF - 19105 SF

Ancillary USF
20624 SF - 23117 SF

Department Total Rentable SF (RSF)
37669 SF - 42222 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A8 - Human Resources & Development

Participants:

Tim Huntley, Human Resources Director

Christine Gillham, Assistant Human Resources Director

John Rodriguez, Human Resources Manager

Evelyn Smethers, Human Resources Information Systems Manager

Monica Emerson, Responsible for Employee Benefits

Eric Martin, Employee Relations Specialist

Ruth Medlin, County Training Officer

PROGRAM
DEVELOPMENT

DATA
COLLECTION

3/20/08
Staff Survey
Launch

5/5/08
Functional
Programming
Survey - Senior
Management

5/9/08
Initial Strategy
Meeting

5/14/08
Functional
Programming
Survey -
Department Head

5/30/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

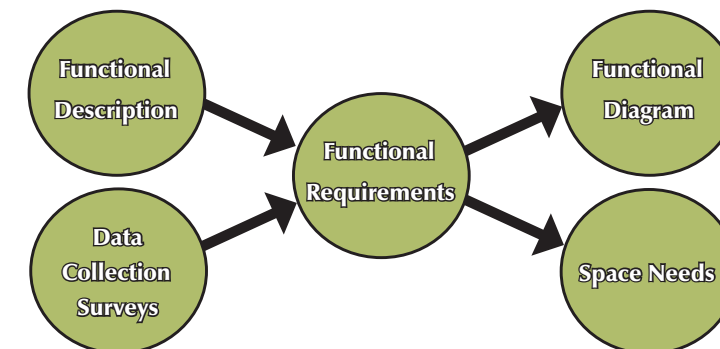


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A8-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Human Resources & Development department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.8\)](#).





A8-2.0 Functional Description

The mission of the Human Resources & Development (HR&D) Department is to provide responsive HR services through innovative leadership. The following are the primary service areas:

Administration

Supports, assists and maintains the operations of all programs in each division by providing direction and guidance as needed. Ensures that the department is responsive to the public, Board of Supervisors, County departments, employees, employee organizations, and applicants. Provides policy guidance and advice on human resources issues including labor relations, disciplinary actions, performance management, Equal Employment Opportunities, and various legal mandates.

Human Resources

Provides quality candidates for employment through recruitment and examination/testing of applicant's knowledge, skills, and abilities. Assists departments with the selection process. Maintains and amends the County's classification and compensation plan to reflect changing organizational structures and responsibilities and to enhance recruitment and retention of essential employees.

Employee Benefits

Provides and administers a competitive package of employee benefit programs that supports County recruitment and retention objectives and encourages employee health and planning and options for employees to retire with financial security.

Employee Relations

Employee Data Services

Assists departments in maintaining and reporting employment data through the Enterprise Human Resources Information System. This data feeds the payroll system, assists the budget process, is essential to Position Control, and provides demographic and classification tracking in support of numerous department functions.

Training Support

Provides Supervisory and management training. Arranges and facilitates training and learning resources for County departments and employees.

A8-2.1 Days and Hours of Operation

7:30am – 5:30pm Monday through Thursday, 8:00am – 12:00pm Friday. Closed on holidays.

A8-2.2 Occupants/Users

Staff

- 1 HR Director
- 1 Assistant HR Director
- 1 Administrative Staff Analyst
- 2 Fiscal
- 1 Office Management
- 5 Support Services Staff (Support Services Division)
- 2 Employee Relations & Discipline
- 5 HR Services
- 2 Support Services Tech
- 1 Employee Training
- 1 Benefits Manager
- 3 Employee Benefits
- 3 HR Information Systems
- 1 Reception

Public

- Job Applicants
- County Employees/Employee Representatives
- Prior Employees
- Process Servers
- Vendors (current and solicitors)

A8-2.3 Activities

Human Resources

- Provides quality candidates for employment consideration through recruitment and testing of applicant's knowledge, skills, and abilities and assists departments with the selection process.
- Maintains and amends the County's classification and compensation plan to reflect changing organizational structures and responsibilities and to enhance recruitment and retention of essential employees.
- Provides policy guidance and advice on human resources and personnel/pay issues, Equal Employment Opportunities, and various legal mandates.
- Investigates allegations of discrimination and harassment related to protected-class matters.



Employee Benefits

- Negotiates and administers a comprehensive employee benefits program that supports County recruitment and retention objectives and meets the diverse and changing needs of Tulare County employees.
- Communicates benefit programs to participants and provides education on how to be smart benefits consumers.
- Encourages employee health and options for employees to retire with financial security.
- Acts as liaison between participants and insurance vendors.

Employee Relations

- Provides policy guidance, advice, and training on labor relations, disciplinary actions, performance management, and proper interpretation and application of memoranda of understanding.
- Analyzes and evaluates employee organization requests and proposals for meet and confer negotiation sessions and contract negotiations.
- Represents management in grievance hearings, contract negotiations, and meet and confer matters.

Employee Data Services

- Assists and provides training to departments in maintaining and reporting employment data through the Enterprise Human Resources Information System (HRIS). This data feeds the payroll system, assists the budget process, is essential to Position Control, and provides demographic and classification tracking in support of numerous department functions.
- Maintains department internet and intranet sites.

Training

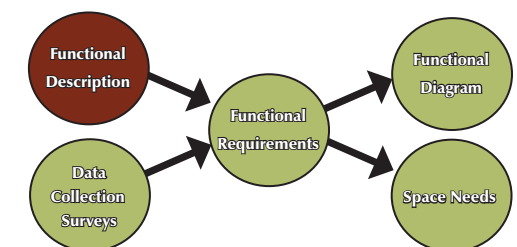
- Provides supervisory and management training to County employees.
- Arranges and facilitates training and learning resources for County departments and employees.

Support

- Supports and assists the operations of all division programs.
- Oversees County Service Awards and Employee Recognition Awards programs.

Administration

- Plans, organizes, and directs the daily operations of the Department.
- Ensures that the Department is responsive to the public, Board of Supervisors, County departments, employees, employee organizations, and applicants.






A8-2.4 Department Organization

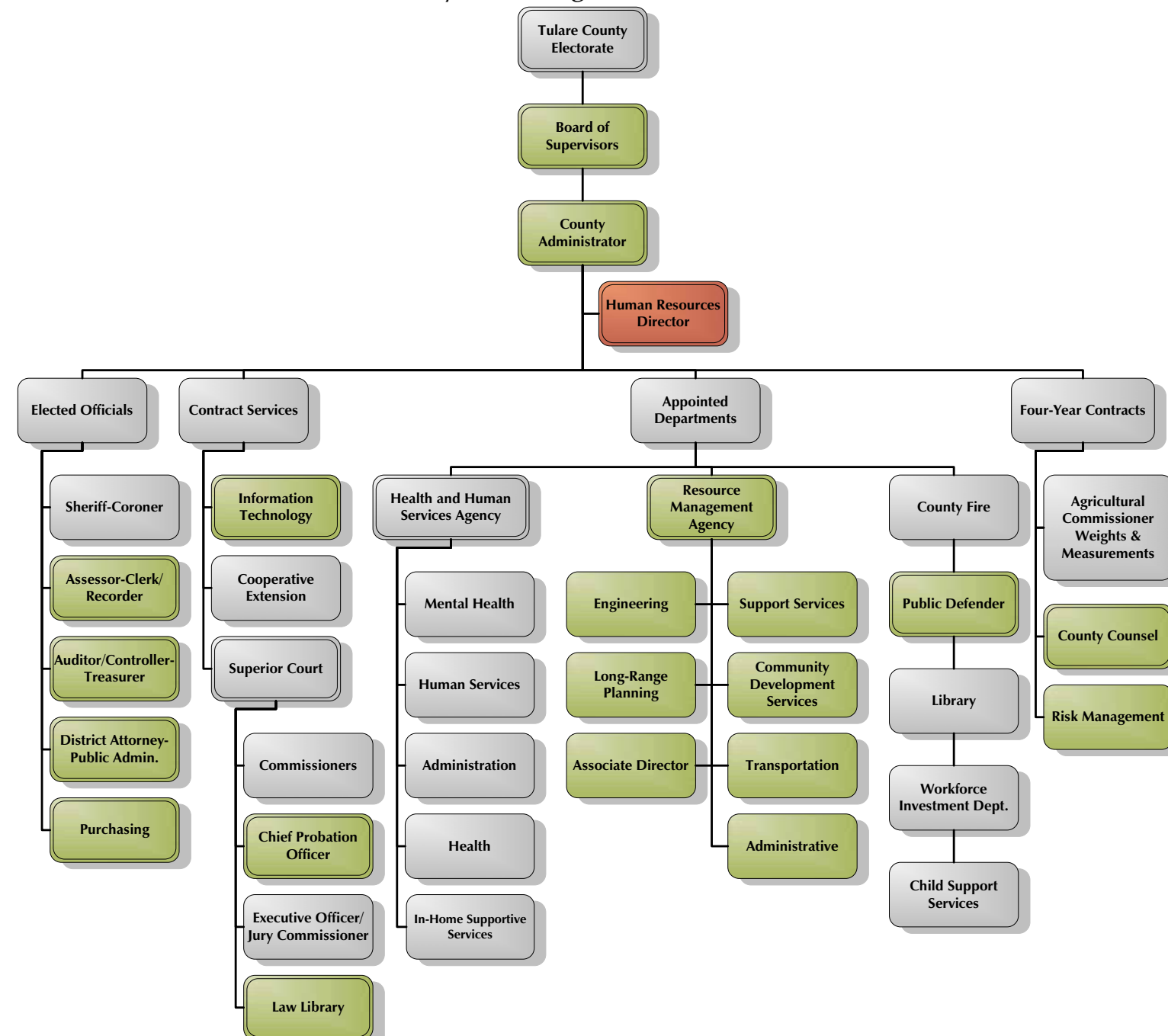
KEY:

 Departments in this Phase

 Focus Department

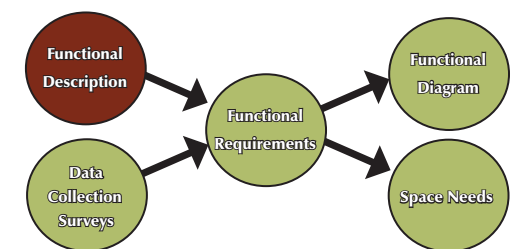
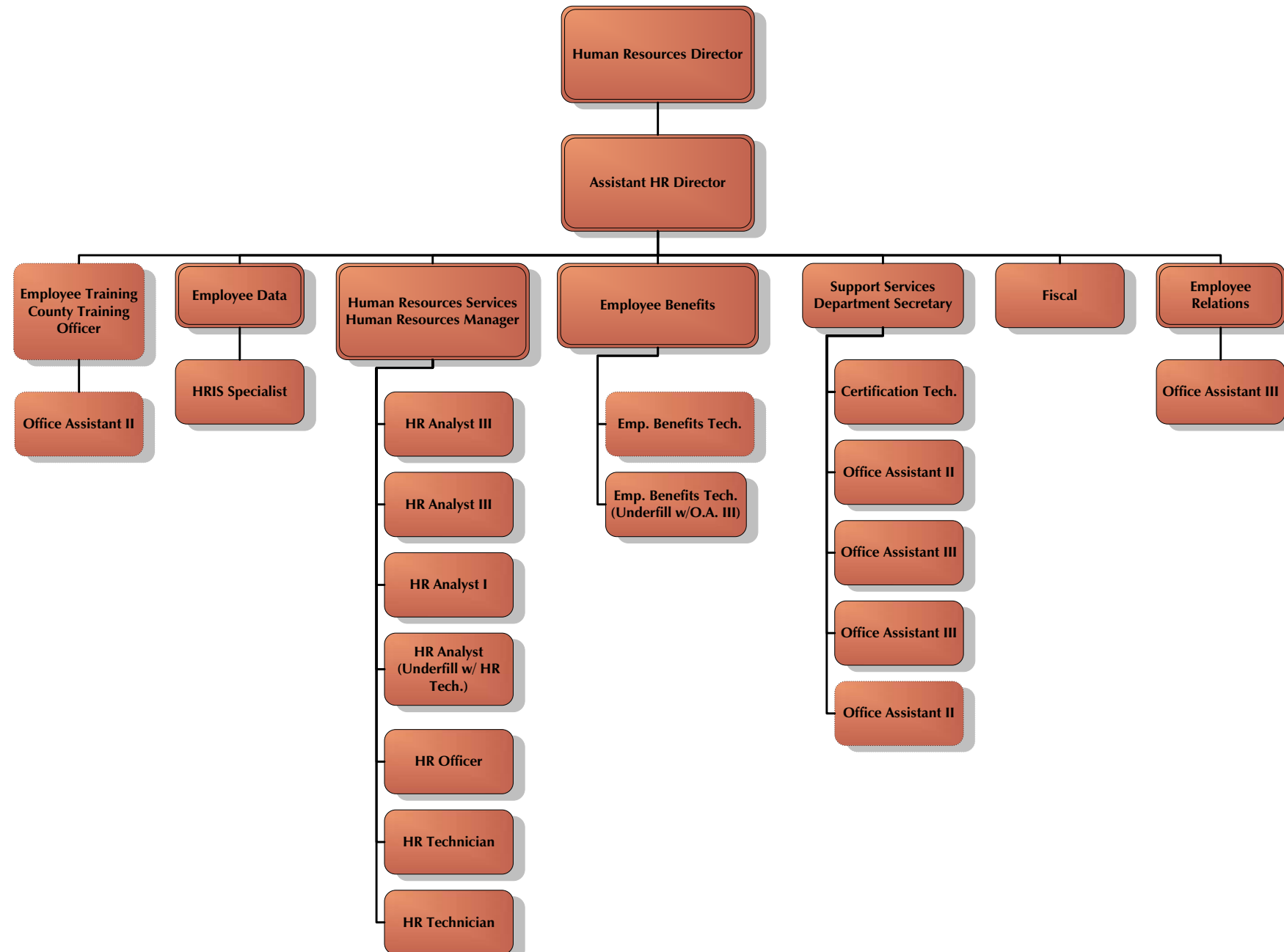
 Departments not in this Phase

Countywide Organizational Chart





Human Resources and Development Organizational Chart



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A8-3.0 Functional Requirements

A8-3.1 Circulation/Relationships

The Human Resources and Development Department and its subdivisions can share many office functions, such as conference room areas, staff restrooms, and a break rooms. A secure waiting area should be provided and should be adjacent to shared public restrooms.

Close proximity to the Auditor Payroll, County Counsel/Risk Management, RMA Print/Mail Room, CAO, other County departments, and Business Continuity Center is desired.

A8-3.2 Work Flow Process

A8-3.3 Future Trends

The Human Resources and Development Department expects steady growth in size and staffing levels in the future due to increased union activity, and the addition of three new bargaining units in the last eighteen months, with the addition of a fourth soon; this is an increase from six to ten bargaining units in less than two years.

A8-3.4 Openness/Enclosure

The majority of the Human Resources and Development staff require private offices. Notable exceptions include all Support Services Staff, Employee Benefits, a portion of HR Info Systems, a portion of Fiscal, and Reception. The HR Director, Benefits, Employee Relations, Investigations, and Support Services Office Management require the ability to isolate themselves from public contact as well as other departmental entities in order to protect their work's confidentiality.

A8-3.5 Safety and Security

The Human Resources and Development Department requires significant security measures to ensure the security and confidentiality of employee services, as well as the safety of employees. Some type of visual surveillance should be provided for all interview rooms, as well as the Department's shared function area, which includes the Refreshment Storage, Training Equipment Storage, Vending, Training Room, Testing Room, and Computer Lab.

All work areas, unshared (i.e. dedicated to the Department) file storage areas, and all other private functions require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining

parking areas.

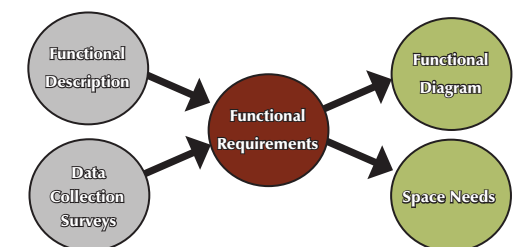
A8-3.6 Equipment and Systems

The Human Resources and Development Department requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- Live Scan finger-printing
- Designated fire alarm for training area
- Video-conferencing capability
- NOTE: All equipment must be HIPAA compliant

A8-3.7 Technology Implementation

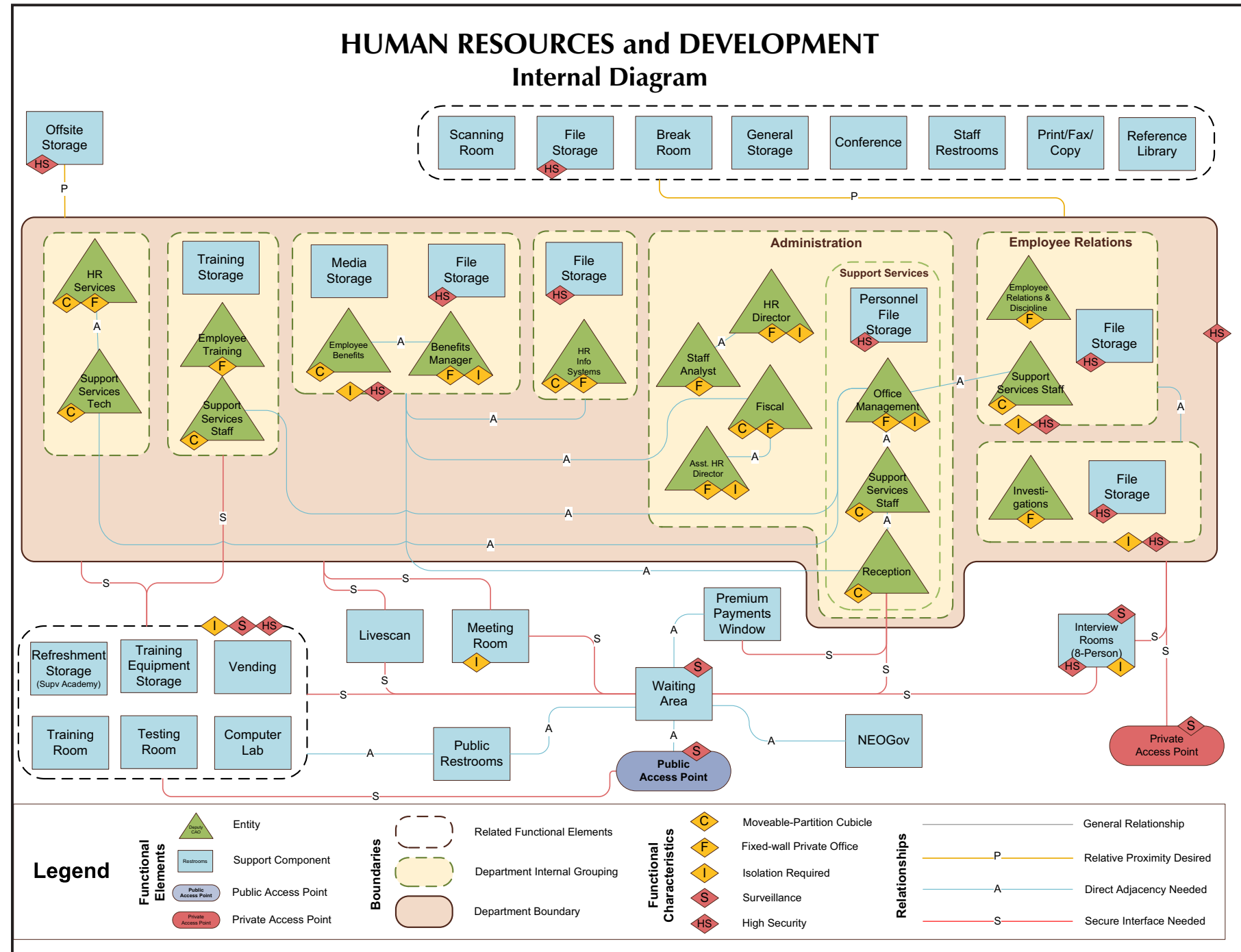
The Human Resource and Development Department believes that implementation of additional hardware and software improvements will increase staff productivity. More specifically, the adoption of an enterprise management system, and the capacity for online testing will respectively enable the Department to automate and thus track its data more efficiently, and provide online resources to the general public and its employees.





A8-4.0 Internal Functional Optimization Network Diagram

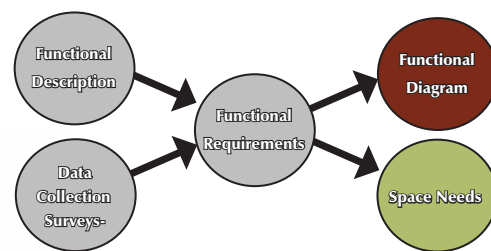
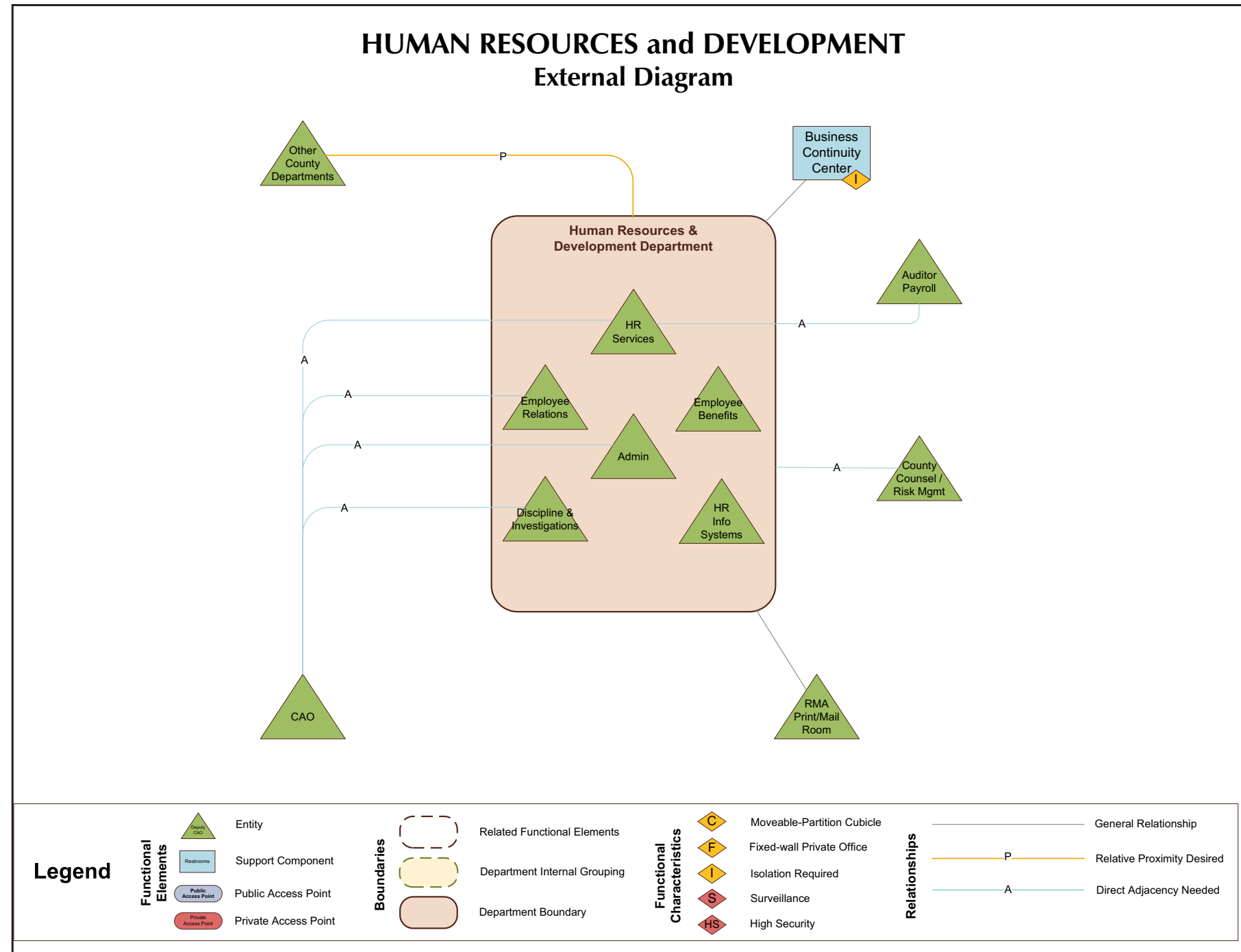
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A8-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A8-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations / New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A8-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

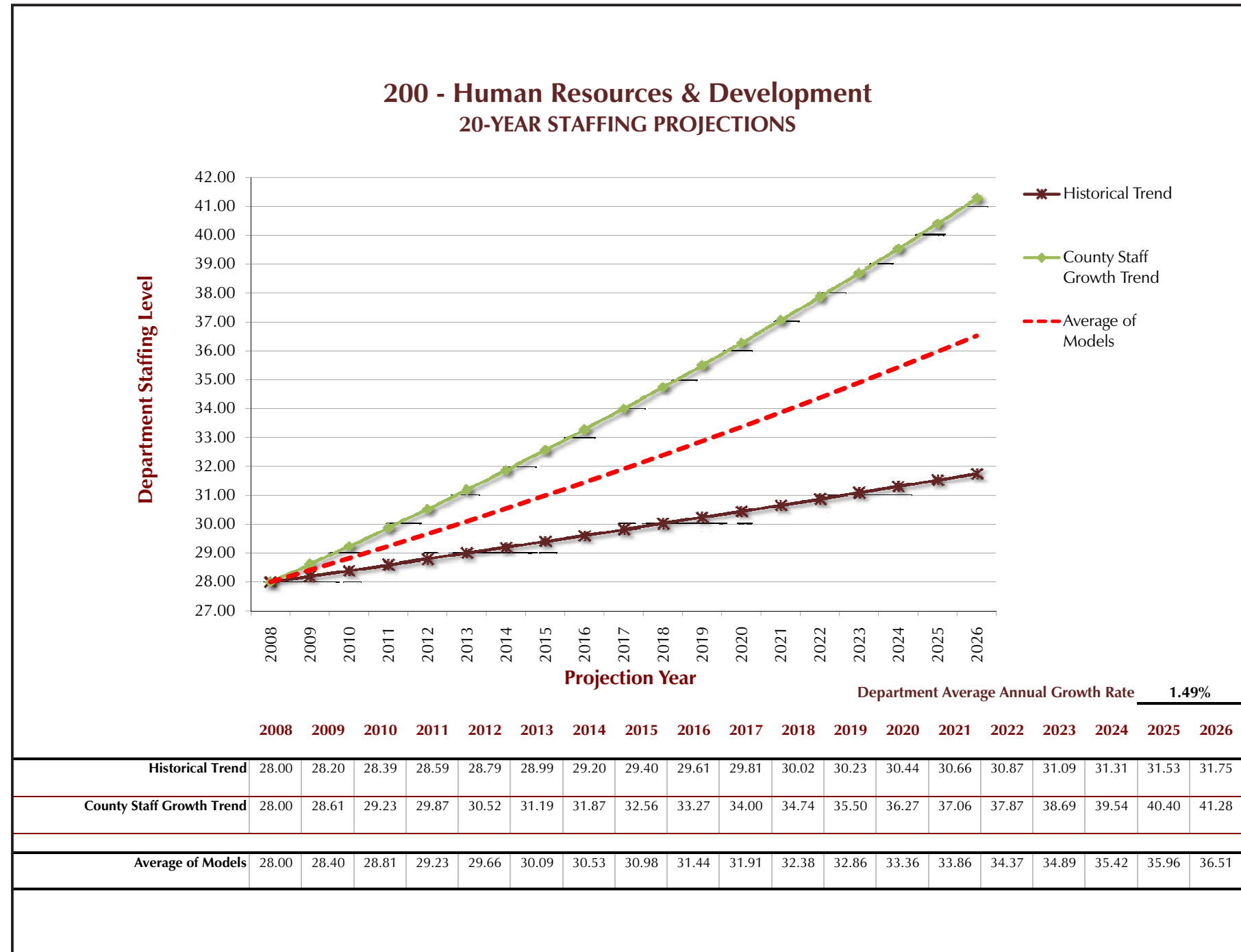


Figure A8-6.0.1 - Human Resources & Development 20 Year Staffing Projections



A8-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

Although the primary purpose of this department is to manage and support staffing efforts within the County, the department’s historical growth rate has been less than the countywide growth rate. Even though department staffing has not increased parallel to countywide staffing, the workload and responsibilities for the department have increased. For example, 20 years ago union activity was almost non-existent. Over the years, this has gradually changed to a point that now, unions are very active and there is a greater involvement by County staff in union efforts. Additionally, training needs and requirements have grown considerably. Federal and state legislation have also contributed to increased workload. Through all of these changes, very little staff have been added, if at all. The implication of continuing these trends for change in the future may now require additional staff to be able to “keep-up” with workload requirements. Current staff levels will no longer be able to accommodate additional tasks and mandates without supplementing with new personnel or implementing significant productivity enhancements.

In the future, there may also need to be re-evaluation of management strategies in specific areas such as centralization and compensation. Currently, the County utilizes a partial decentralization of human resource operations. The central Human Resources & Development department manages the majority of human resource activities while some larger department also have their own component of human resource management. These functions may need to be centralized into a single unit/location to increase efficiencies in light of troubling economic and state government crises.

Once the economic status returns to an “up-cycle”, there will also need to be an evaluation of compensation and benefits. The County will need to make a decision whether to better compensate existing employees to improve productivity and retention, or to maintain compensation at existing levels and bring in additional staff. Both strategies have unique implications on this department’s workload and staffing levels.

A8-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

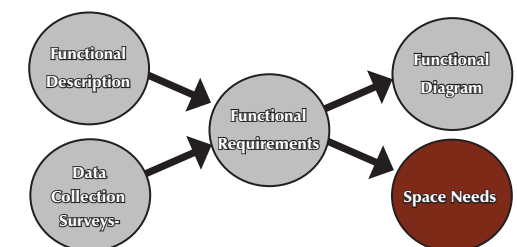
The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during

the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department’s service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Human Resources & Development department, the secondary model is an assignment of the estimated countywide staffing growth rate that had been presented in the 2007 “Countywide Preliminary Facility Evaluations / New Civic Center Master Plan”. This model was selected based upon the departments primary function of servicing & managing County staff. As countywide staffing levels increase, this departments’ staffing levels will likely need to increase to meet the additional service demands.

Figure A1-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

Human Resource & Development staff currently includes twenty-eight (28) full time employees (FTE). In 2026, staffing is predicted to be between 32 FTE (Historical Growth Trend) and 41 FTE (Population Growth Trend). The average between both models is 37 FTE.





A8-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/functions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio

SPACE REQUIREMENTS

200 - Human Resources & Development

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
33333 - Oa 3-K	2.00	2 - 2.1	2.1 - 2.4	2.2 - 2.6	2.3 - 2.9	145 SF - 189 SF	64	Office Assistant III-K
233 - Acctnt 3-K	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	113 SF - 147 SF	100	Accountant III-K
650 - Dept Sec	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	73 SF - 94 SF	64	Department Secretary
1910 - Ana-HR 1	2.00	2 - 2.1	2.1 - 2.4	2.2 - 2.6	2.3 - 2.9	145 SF - 189 SF	64	Analyst-Human Resources I
1920 - Ana-HR 2	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	73 SF - 94 SF	64	Analyst-Human Resources II
1930 - Ana-HR 3	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	109 SF - 142 SF	96	Analyst-Human Resources III
2040 - HR Manager	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	136 SF - 177 SF	120	Human Resources Manager
12800 - Co Trng Of	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	73 SF - 94 SF	64	County Training Officer
103 - Acct Clk-K	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	73 SF - 94 SF	64	Account Clerk-K
33323 - Oa 2-K	3.00	3.1 - 3.2	3.2 - 3.6	3.3 - 4	3.4 - 4.4	218 SF - 283 SF	64	Office Assistant II-K
93110 - HR Spec I	4.00	4.1 - 4.3	4.2 - 4.8	4.4 - 5.3	4.5 - 5.9	290 SF - 377 SF	64	Human Resources Specialist I
60000 - HRIS Mgr	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	136 SF - 177 SF	120	Human Resource Info Sys Mgr
60400 - HR Directr	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	290 SF - 377 SF	256	Human Resources Director
60700 - HR DirAsst	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	163 SF - 212 SF	144	Asst Human Resources Director
73700 - HR CertTec	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	109 SF - 142 SF	96	Human Resources Cert Tech
78400 - EmpBenMgr	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	113 SF - 147 SF	100	Employee Benefits Manager
82800 - HR Tech	2.00	2 - 2.1	2.1 - 2.4	2.2 - 2.6	2.3 - 2.9	145 SF - 189 SF	64	Human Resources Technician
85100 - AdmAnaSr	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	109 SF - 142 SF	96	Administrative Analyst, Senior
87900 - EmpRelSpc	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	113 SF - 147 SF	100	Employee Relations Specialist
24702 - HRO	1.00	1 - 1.1	1.1 - 1.2	1.1 - 1.3	1.1 - 1.5	113 SF - 147 SF	100	Human Resources Officer
Total Staffing Counts	28.00	29 - 30	30 - 33	31 - 37	32 - 41			
Assignable NSF Subtotal						2739 SF - 3562 SF		
30% Department Grossing						822 SF - 1069 SF		
Assignable "Useable SF" (USF)						3561 SF - 4630 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
File Storage - Employee Relations						



SPACE REQUIREMENTS

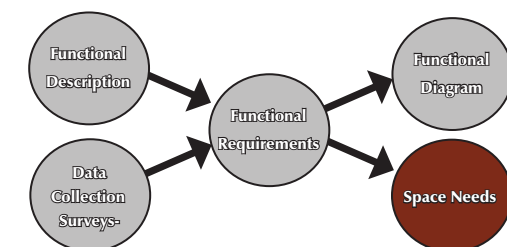
200 - Human Resources & Development

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Scanning Room - General						
File Storage - General						
Break Room - General						
General Storage - General						
Conference Room(s) - General						
Staff Restrooms - General						
Print/Fax/Copy/Shred - General						
Reference Library - General						
Training Storage - Employee Training						
Media Storage - Benefits						
File Storage - Benefits						
Offsite Storage - General						
File Storage - Support Services - Administration						
Interview Rooms (8-person) - General						
File Storage - Investigations						
Refreshment Storage (Supv Academy) - General						
Training Equipment Storage - General						
Vending - General						
Training Room - General						
Testing Room - General						
Computer Lab - General						
Livescan - General						
Meeting Room(s) - General						
Premium Payments Window - General						
Waiting Area - General						
NEOGov - General						
File Storage - HR Info Systems						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					1.81	
Ancillary Spaces USF					6445 SF - 8380 SF	

of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).





SPACE REQUIREMENTS

200 - Human Resources & Development

Total Department Need

Assignable USF

3561 SF - 4630 SF

Ancillary USF

6445 SF - 8380 SF

Department Total Rentable SF (RSF)

10006 SF - 13010 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A9 - Resource Management Agency

Participants:

Henry Hash, Agency Director

Roger Hunt, Assistant RMA Director of Administration

Willima Hayter, Assistant RMA Director of Development Services

Jake Raper, Assistant RMA Director of Planning

Jean Brou, Assistant RMA Director of Transportation

Britt Fussel, Assistant RMA Director of Engineering

Hal Cypert, Assistant RMA Director of Support Services

Ted Smalley, Executive Director, TCAG

PROGRAM
DEVELOPMENT

DATA
COLLECTION

5/9/08
Initial Strategy
Meeting

3/20/08
Staff Survey
Launch

5/19/08
Functional
Programming
Survey - Senior
Management

6/4/08
Functional
Programming
Survey -
Department Head

11/24/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

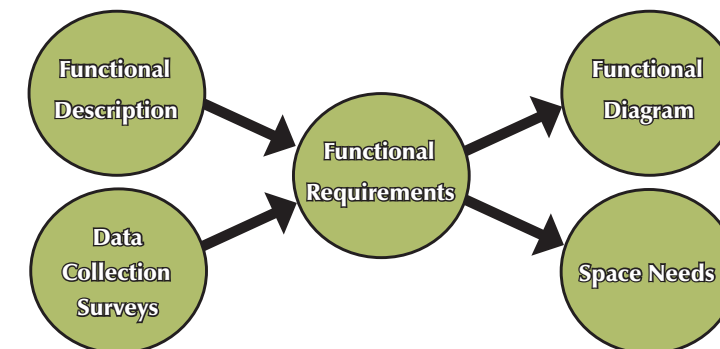


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Section A9-6.0 Space Needs Update	Page	A9-30

A9-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Resource Management Agency. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.9\)](#).





A9-2.0 Functional Description

The Resource Management Agency is comprised of the former Planning & Development, Public Works, General Services and Parks & Recreation Departments. The Agency is responsible for several funds and budgets including special funds, enterprise funds and internal service funds.

These departments were consolidated into a single agency to coordinate activities and provide a balance of:

- Economic Development consistent with County goals
- Stewardship of natural resources to protect the health, welfare and safety of the public
- Infrastructure and services including flood control, transportation, and refuse disposal
- County-owned/leased facility management and internal support services to support all County department's service delivery

A9-2.1 Days and Hours of Operation

7:30am - 5:30pm Monday through Thursday. 8:00am- 12:00pm Friday. Closed on Holidays.

A9-2.2 Occupants/Users

Staff

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Agency Director • Associate Director • Asst Director - Support Services • Facilities Manager • Property Manager • Property Specialists • Parks & Recreation Div Mgr • Park & Grounds Operations Sup. • Park & Grounds Workers • Park & Grounds Equipment Mech. • Lake Patrol Attendants • County Museum Curator • Building Systems Technicians • Maintenance Supervisors • Maintenance Project Coordinator • Maintenance Staff • Custodial Supervisors • Custodial Workers • Stock Clerk | <ul style="list-style-type: none"> • Print & Mail Services Supervisors • Print & Mail Operators • Digital Equipment Operators • Duplications Equipment Operators • Fleet Services Superintendent • Auto Service Workers • Auto Mechanics • Tire Repairer • Welder-Mechanic • Air Conditioning Mechanics • Asst Director - Engineering • Engineers • Engineering Technicians • Engineering Aids • Drafters • Geographic Information Sys Crd • Geographic Information Sys Analysts |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- Refuse Site Supervisors
- Refuse Site Coordinator
- Refuse Site Caretakers
- Refuse Site Attendants
- Refuse Equipment Operators
- Solid Waste Manager
- Remediation Systems Specialist
- **Asst Director - Transportation**
- Road Superintendents
- Asst Road Superintendents
- Road Use Inspectors
- Road Yard Assistants
- Heavy Equipment Superintendent
- Heavy Equipment Supervisor
- Heavy Equipment Mechanics
- Construction & Maint Workers
- Clerk Dispatcher
- Transportation Svs Coordinator
- Traffic Control Supervisor
- Traffic Control Workers
- Transit Coordinator
- **Asst Director - Planning**
- Chief Planner
- Planners
- Planning Technicians
- **Asst Director - Comm & Dev Svcs**

Public

- General Public
- Landowners
- Residential Builders/Developers
- Commercial Builders/Developers
- Agribusiness
- Local Transit Authorities (TCAG)
- Local Cities
- LAFCO
- County Departments

A9-2.3 Activities

Engineering Services — Surveyor's Office and Cross Valley Canal

- Protects the health, safety and welfare of the County and its residents under Federal, State and local laws and regulations by providing administration to the Solid Waste management, and Subdivision / Mapping divisions and the Flood Control District.

- Chief Building Official
- Code Compliance Manager
- Code Compliance Officers
- Building/Zoning Inspectors
- Community Development Specialists
- Community Dev Technicians
- Permit Center Coordinator
- **Asst Director - Administration**
- Administrative Services Officer
- Safety & Claims Officer
- Personnel Services Officers
- Staff Services Analysts
- Systems & Procedures Analyst
- Donation Coordinator
- Accountants
- Account Clerks
- Secretaries
- Office Assistants
- Administrative Aides
- **Executive Director - TCAG**
- Regional Planners
- Planner
- Transportation Planning Technician
- Office Assistant
- Secretary



Transportation Services — Utility Support

- Oversees, protects and preserves the County’s road system
- Provides property access, mobility and the movement of goods and services in a safe and efficient manner that is consistent with the level of resources available
- Reduces traffic accidents on the County’s roadways to the greatest extent possible through the use of approved traffic control devices, roadway improvements and public education
- Administers the County’s public transit system

Transportation/Operations Division

- Includes Professional Engineers, a Maintenance Manager, a Transit Coordinator, Road Yard Superintendents, Construction Inspectors, Road Use Investigators, Engineering Technicians, Engineering Aides, and a Pavement Management Coordinator, as well as, the many dedicated road maintenance workers in the field. Tasks include:
 - o Transportation services
 - o Contract administration
 - o Construction management
 - o Maintains the county road system and bridges
 - o Responds to public concerns about the conditions of county roads, traffic control, signage and transit
 - o Yard shops located in the Dinuba, Visalia, Porterville, and Terra Bella areas
 - o Smaller shops are located in Badger, Kennedy Meadows, and Earlimart
 - o Asphalt overlay
 - o Blade patching, chip sealing, oiling, and pothole filling

Development Services

- Project Review
- Building Inspection
 - o The 43 employees of this Branch oversee plan approval, building inspection and code enforcement of land development and building activities throughout unincorporated Tulare County
 - o Additional Branch activities include dairy monitoring, fire inspection, and substandard housing abatement as well as state-funded Employee Housing and Abandoned Vehicle Abatement Programs.
- Code Compliance
 - o Building and Zoning Inspector responsible for enforcing the Tulare County Ordinance Code to all county land
 - o Takes in complaints and perform inspections/investigations involving violations against the Tulare County Ordinance Codes
 - o Code Compliance Inspectors will attend and speak at community meetings to educate the community of our focus and mission.
- Employee Housing
 - o Inspects and permits Employee Housing facilities in Tulare County

- o Refers to housing provided by employers or private property owners for five employees or more
- o May consist of any living quarters, dwelling, boardinghouse, tent, bunkhouse, maintenance-of-way car, mobile home, manufactured home, recreational vehicle, travel trailer, or other housing accommodations, maintained in one or more buildings or on one or more sites, and the premises upon which they are situated or the area set aside and provided for parking of mobile homes or camping of five or more employees
- Abandoned Vehicle Abatement
 - o Implemented by the State Legislature under Sections 22660-22664 of the Vehicle Code of California to remove abandoned, wrecked, dismantled, or inoperable vehicles or parts thereof, from private and public property as nuisances
- Permit Center
 - o Main hub for the public seeking permits (building and land use), zoning information, code compliance information, Employee Housing administration and Abandon vehicle abatement information
 - o Processes and issues building permits and land use permits.

Countywide Planning

- Responsible for the development, maintenance, and implementation of long range plans, including the Tulare County General Plan 2030 Update and maintenance, Community Plans, new towns, and various resource management plans
- Responsible for projects that are important to Tulare County in the conservation and protection of agricultural lands (Williamson Act and Farmland Security Zone contracts)
- Reviews and permits of projects under the Surface Mining and Reclamation Act (SMARA)
- Reviews and monitors of projects under the California Environmental Quality Act (CEQA)
- Provides staff analysts to the Airport Land Use Commission (ALUC), Agricultural Advisory Committee (AAC), and the Local Agency Formation Commission (LAFCO).

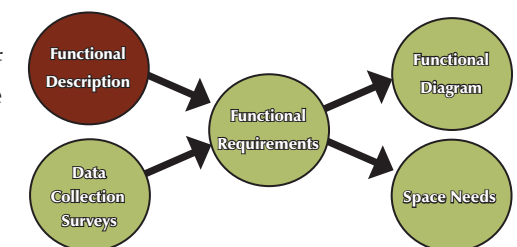
Geographical Information Systems (GIS)

- The GIS division is all about maps and the information that goes into making them. They are responsible for developing and maintaining accurate, up to date, computer based mapping files for use by all County departments.
- Provides support for other county GIS software users and train new GIS users when needed.

(From TCAG Website):

Tulare County Association of Governments (TCAG)

- The Tulare County Association of Governments (TCAG), is made up of the



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five Tulare County Supervisors, an elected official from each incorporated city, three at-large representatives, and a representative from Caltrans

- Oversees and plans projects that do not always recognize man-made boundaries (issues such as roads and air quality)
- Works closely with the county and each of its cities, helping to bring tax money back home to fund bus service, road improvements, projects that will improve our air quality, and more

Local Agency Formation Commission (LAFCO)

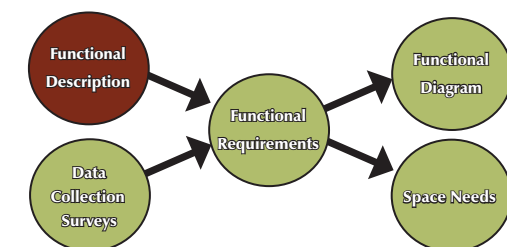
- Coordinates logical and timely changes in local governmental boundaries, conducting special studies which review ways to reorganize, simplify, and streamline governmental structure and preparing Spheres of Influence for each city and special district within each county
- Sees that services are provided efficiently and economically while agricultural and open-space lands are protected.

Support Services

- Parks and Recreation: "Positively Affecting Family Heritage and the Quality of Life in Tulare County"
- Property Management
- Facilities Management
- Countywide Courier
- Reprographics

Administrative Services

- Provides support for the management, budget direction and oversight of Agency programs and services through clerical, employee safety, accounting and human resource functions.
- Consists of the following divisions:
 - o Clerical
 - » The Clerical Division is responsible of the Agency's clerical functions including public reception, telephone reception, ingoing and outgoing mail, and word processing and document preparation.
 - o Fiscal
 - » The Fiscal Division is responsible for the Agency's general accounting including budget preparation, procurement, accounts receivable and accounts payable.
 - o Human Resources
 - » The Human Resources Division is responsible for administering the Agency's personnel programs, payroll, employee relations, staffing, risk and records.
 - o Employee Safety
 - » The Employee Safety Division is responsible for administering the Agency's safety and accident prevention programs and for coordinating the Agency's response to accident and property loss claims.





A9-2.4 Department Organization

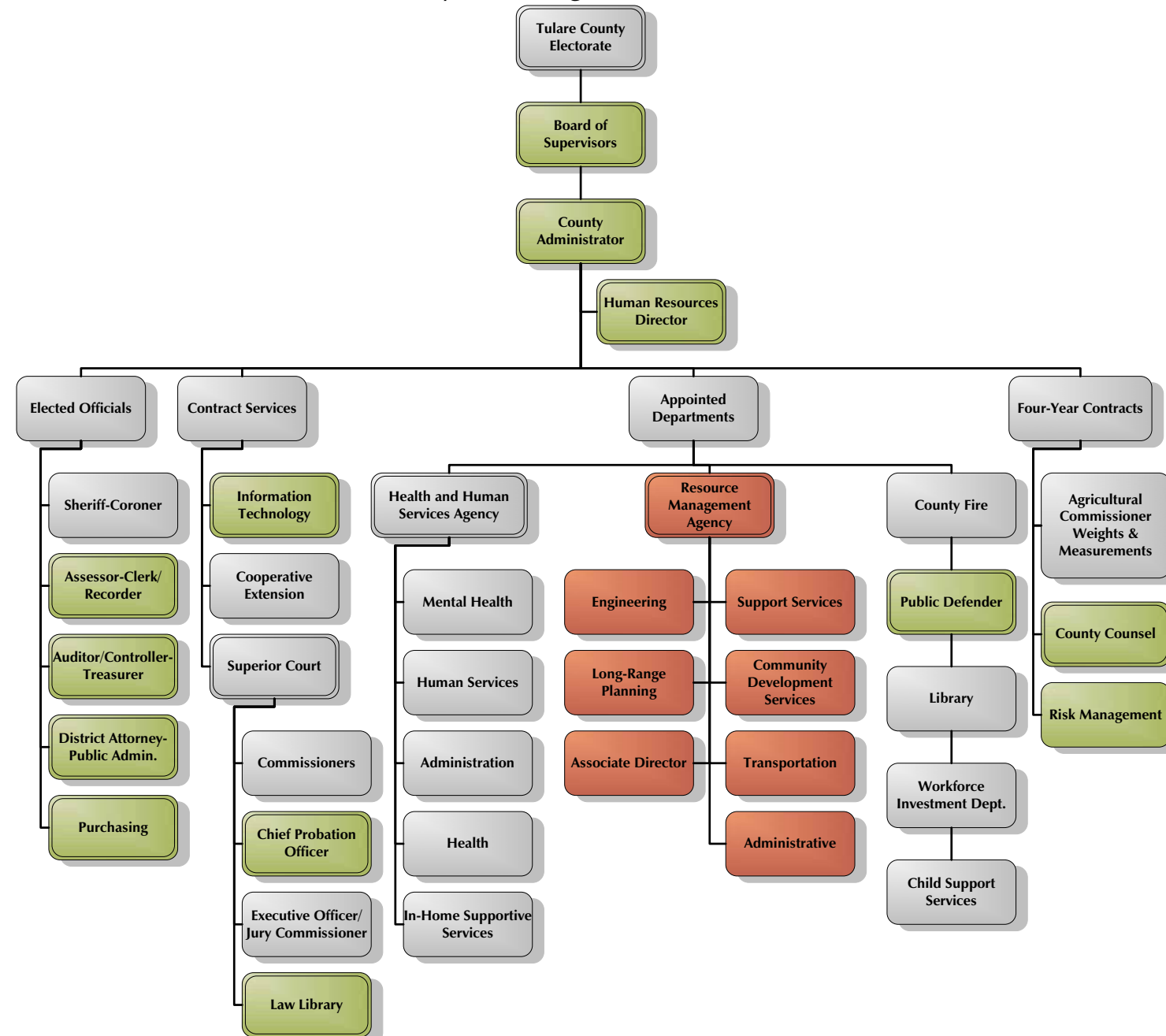
KEY:

 Departments in this Phase

 Focus Department

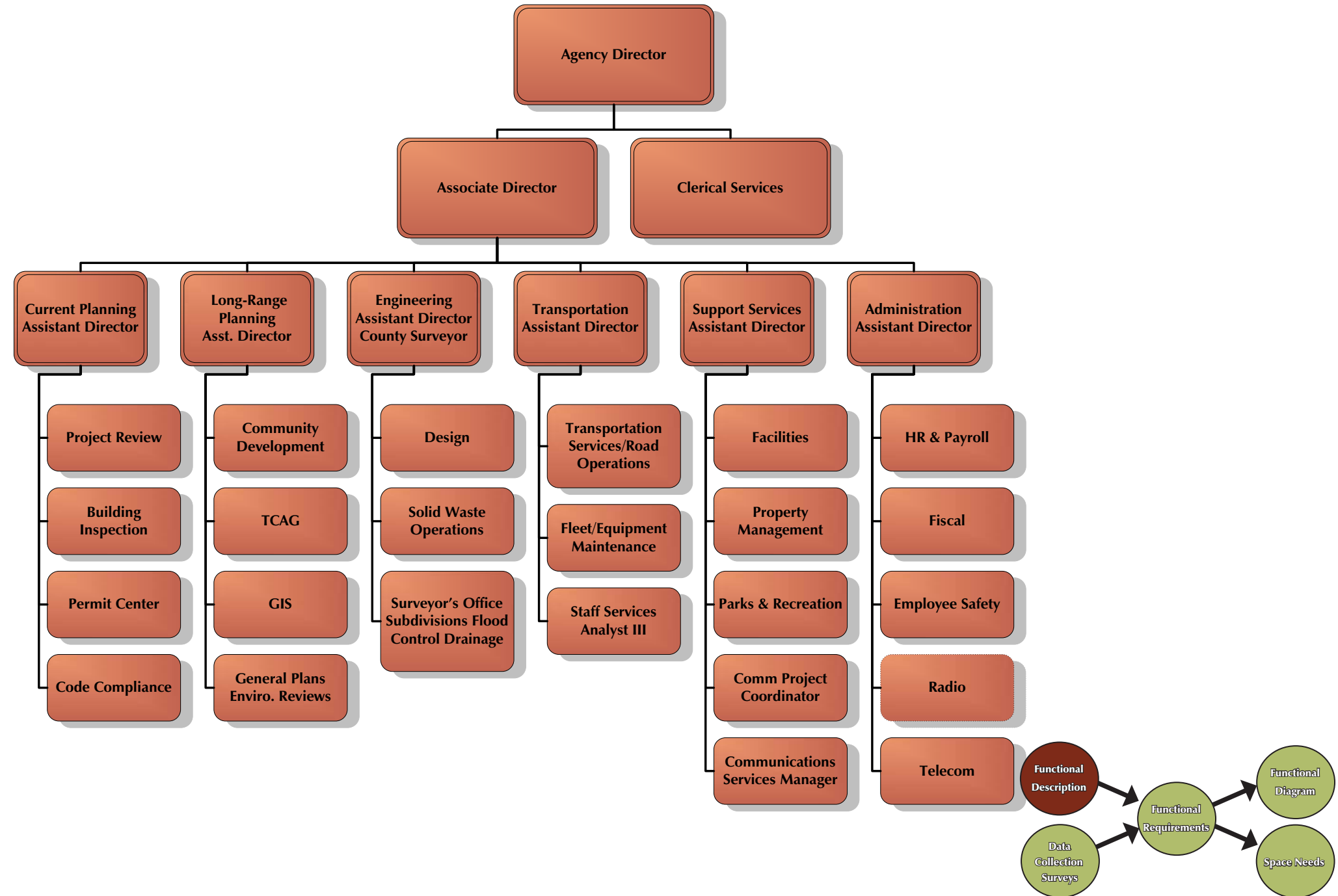
 Departments not in this Phase

Countywide Organizational Chart





Resource Management Agency Organizational Chart





A9-3.0 Functional Requirements

A9-3.1 Circulation/Relationships

The Resource Management Agency has identified the necessity for adjacency to the Purchasing, Clerk-Recorder, Board of Supervisor, and County Administrative Office departments. Additionally, close proximity is needed to Elections. As RMA is also responsible for facility maintenance management, sufficient space for RMA is needed in all facilities for activities such as building maintenance, janitorial storage, equipment storage, etc.

A9-3.2 Work Flow Process

Work is coordinated as required under the direction of the Assistant Agency Director's. Workflow for some specific branches/divisions are as follows:

Administration: Responsible for admin services and employee safety as well as:

- HR: Work flows from other divisions to HR (timecards and from HR to HR&D and Auditor
- Fiscal: Work flows from other divisions to Fiscal (requisitions, budget requests) and from Fiscal to other divisions (invoices for approval) as well as Auditor-Treasurer, Purchasing, and other departments
- Clerical: Work flows from other divisions to Clerical (correspondence, Agenda items) and from Clerical to other divisions (phone calls)

Reprographics: Orders are received, processed and sent back to customers via courier. Paper and other supplies are received via commercial trucking.

Community Development & Redevelopment: Community Development and Redevelopment includes:

- Administration of the Tulare County redevelopment Agency including housing and capital improvement programs
- Grants section secures state federal funding for housing and Capital Projects promotes economic development and administers the Business Incentive Zone
- Administers the Tulare County Film Commission
- Administers the Tulare County Construction Trades Training Program
- Administers the microenterprise program

General workflow is as follows:

- Permit Center – intake of permit zoning requests are transferred to affected divisions or other County depts. (i.e. Building Inspection, Planning, Fire, Health and Engineering). Division managed by the Permit Center Coordinator
- Building Inspection – is both plan-check for conformance with Building Codes and physical inspection of construction. Requests for inspection are assigned electronically and inspections entered into laptops in field transfer to permit system at end of work day

- Code Enforcement – is complaint-driven for health and safety inspections and assigned via planning section for special-use permit conformance inspections. A new complaint is received by phone, person, or email. An intact form is created and the violation is confirmed in the field. A letter is generated in the office and after 30 days the property is once again inspected. If it is still in violation, a Second Notice is generated and the property is once again inspected after 30 days. If the property is in violation a Hearing Notice is issued and a hearing is held after 30 days. A contract for abatement is allowed, giving time for correction and another field inspection is performed at the end of the allotted time. Fines and fees are generated and a lien is placed on the property.
- Community Development – Housing Section monitors grant performance, files reports, writes applications
- Community Development Community Improvement Program – writes funding grant applications, implements programs, and closes out audit grantees

Permit Center: The Permit Center is the main hub for the public seeking permits (building and land use). Zoning information, code compliance information. Process and issue building permits and land use permits. Applications for special use permits, zone change, etc. Customers apply for various permits which are sent to appropriate departments for approvals and then back to the permit center for issuance.

LAFCO: LAFCO primarily processes various applications for annexation:

- Receipt of application
- Staff research of proposal
- Preparation of staff report and recommendations
- Presentation before LAFCO Commission

Engineering Branch: The engineering branch provides GIS services, solid waste management services, flood control services, county surveyor services, subdivision/parcel map map checking services, issuance of encroachment permits, review of building permits for FEMA compliance engineering services for construction/maintenance of roads and landfills, and other similar services you would find in an engineering branch.

- Work is submitted by the public to the surveyors' office; it is reviewed by staff and returned to the submitting individual for correction. It is then resubmitted for final review and approval.
- Engineering Design projects pass through several levels of review by staff before the plans and specifications are complete and ready for bid. The Board of Supervisors must approve the plans and specifications before they are allowed to be bid.
- The Solid Waste Division collects information and completes and files regulatory reports with the state regulatory agencies. Board agenda items are prepared by staff and submitted through the branch assistant director for approval before submission to the director for final approval. Invoices are reviewed by staff, initialed for approved and forwarded to fiscal for approval.
- Project review cases are reviewed by subdivisions staff for conformance with County public works and engineering policies. Building permit applications are reviewed by encroachment permit staff for needed public improvements and by flood control staff for conformance



to FEMA regulations. There is interaction between design engineering staff and transportation operations staff during the design process and the construction oversight process.

Tulare County Area Transit: Oversees the county transit system. Invoices are paid, reports are generated, and answers to customer complaints/requests are issued.

A9-3.3 Future Trends

To to the size and breadth of work completed by this Agency, there are many factors affecting the future of this agency's service delivery. This includes (but is not limited to) the following:

- Changes and needs within County departments
- Submittal of applications for larger scale development projects
- Increase in regulations affecting the disposal of solid waste
- Increase in demands for engineering design services resulting from additional funding being available for projects
- Increase in map checking requirements from increased population growth
- Major Transportation/Infrastructure projects
- New environmental regulations and guidelines
- Legal issues
- Increased industrial and commercial development
- Permitting of food vendors and annual inspections
- Development of vocational education programs

A9-3.4 Openness/Enclosure

The agency functions with a collection of enclosed offices, open cubical layouts, and open shop workstation environments, each with varying needs for security and/or isolation/separation. Please refer to the Functional Optimization Network Diagrams (**Sections A9-4.0** and **A9-5.0**) for additional identification of these needs. Due to the complexity of this department, the specifics of these needs should be established through interaction with Agency senior management during the planning and design of future facilities.

A9-3.5 Safety and Security

In general, the Agency requires that sufficient measures be in-place to ensure the safety and security of County staff and visitors. Additionally, areas where money is received such as the Permit Center and Admin reception counter require specific security measures. Some functions of RMA are also regulated by HIPPA requirements for security. Lastly, all off-site road yards, tool cribs, grounds sheds, maintenance shops, supply storage, and custodial closets require sufficient security and surveillance to ensure the protection of County assets.

A9-3.6 Equipment and Systems

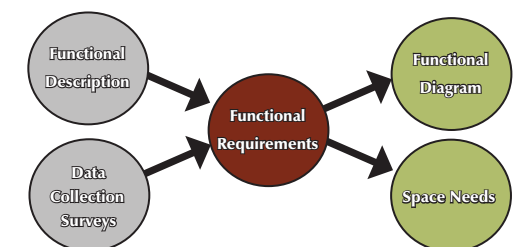
The following systems are necessary to ensure proper workflow within the Agency:

- Countywide voice mail system
- Sufficient printers and copiers of varying formats to meet the needs and demands of the agency and its branches
- Standard electrical, phone and data outlets
- Cell phones with data capabilities to implement electronic dispatching and resolution of work orders by technicians and their supervisors
- Large copiers may require 220 volt receptacles
- Cell phones
- Email

A9-4.7 Technology Implementation

The Agency has identified the following specific technology improvements which may drastically improve service delivery and productivity if implemented:

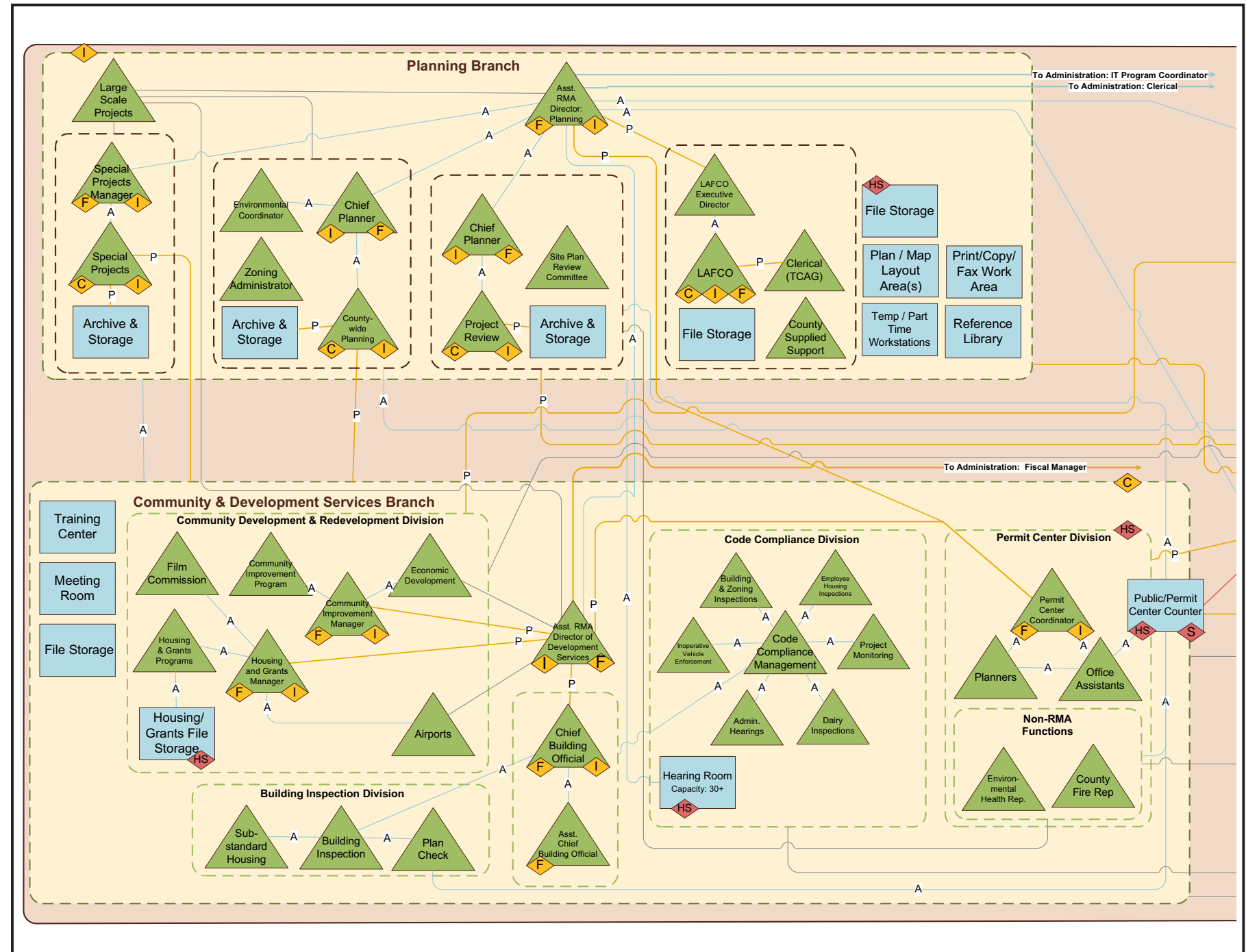
- More Software (e.g. Adobe Acrobat standard or professional to create and manage/manipulate digital documents)
- Web-based work order system
- Construction Management Software
- Upgraded GIS system
- Enhanced use of GPS for surveying and transit capability
- Enhanced computer workstations
- Enhanced use of the internet to distribute information (e.g. E-Government)
- Automated vehicle locator system
- Data terminals for bus to dispatch communications
- Electronic filing system and cross-indexing software usage
- GIS-based building permit system
- "Tickler" software for Code Compliance violations would allow the staff to work better

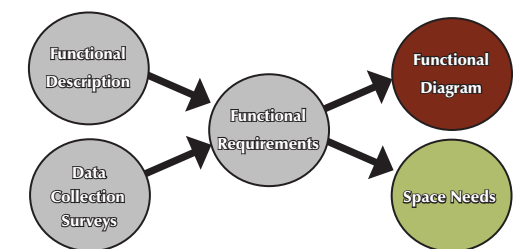
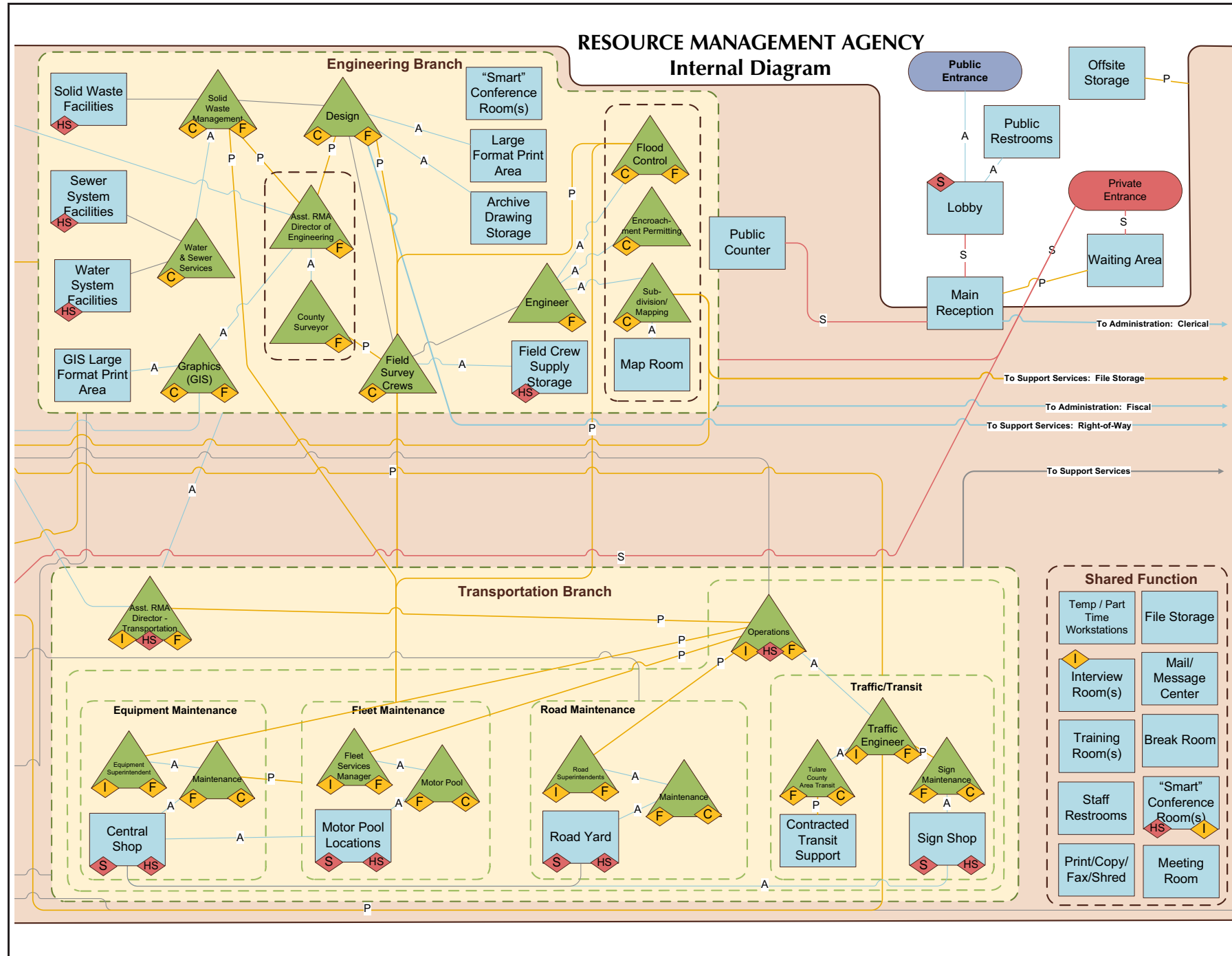


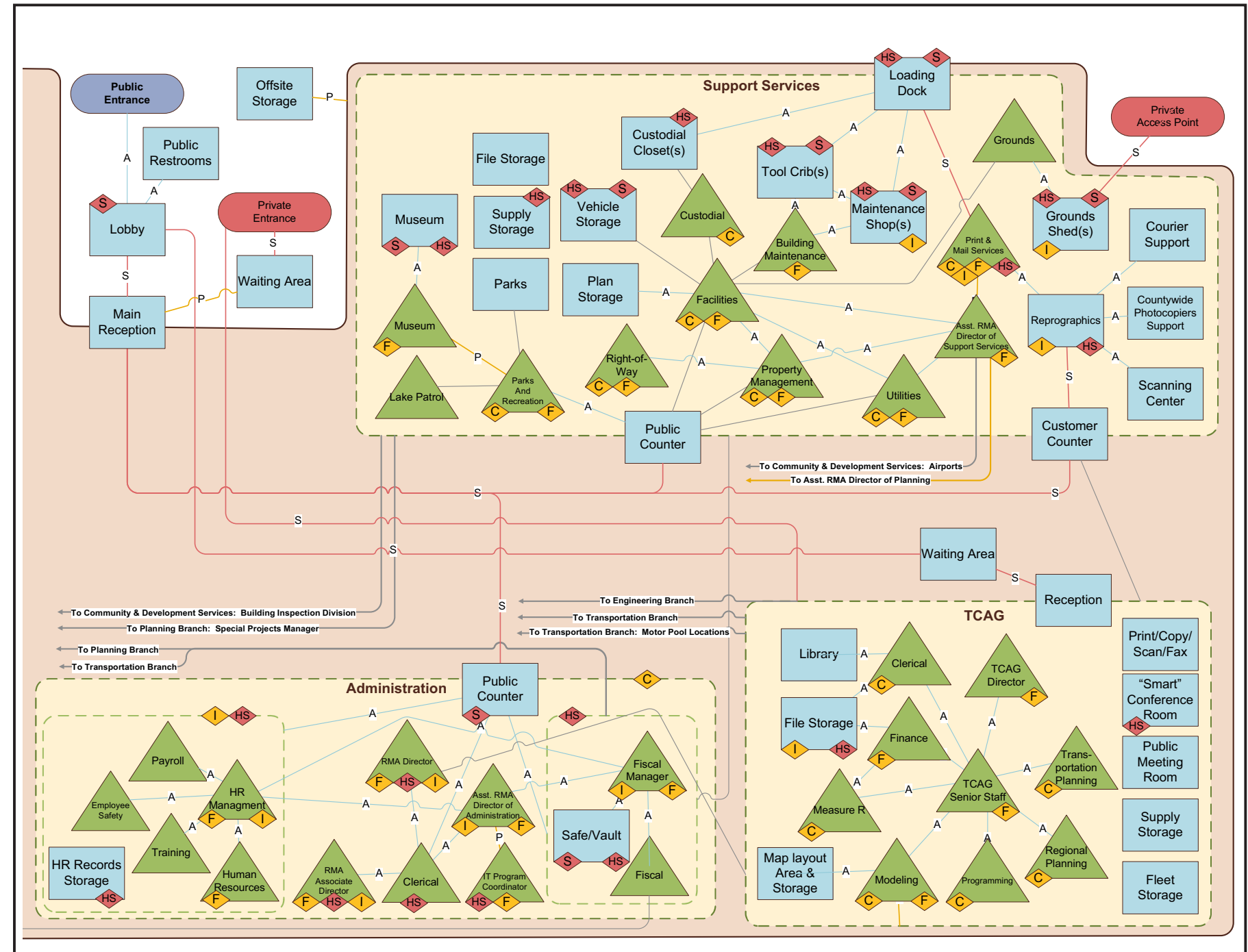


A9-4.0 Internal Functional Optimization Network Diagram

This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).



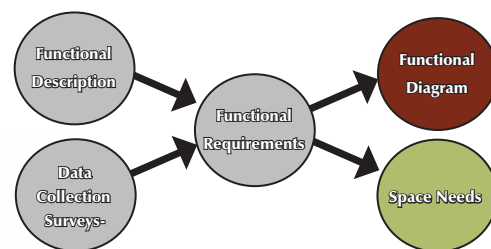
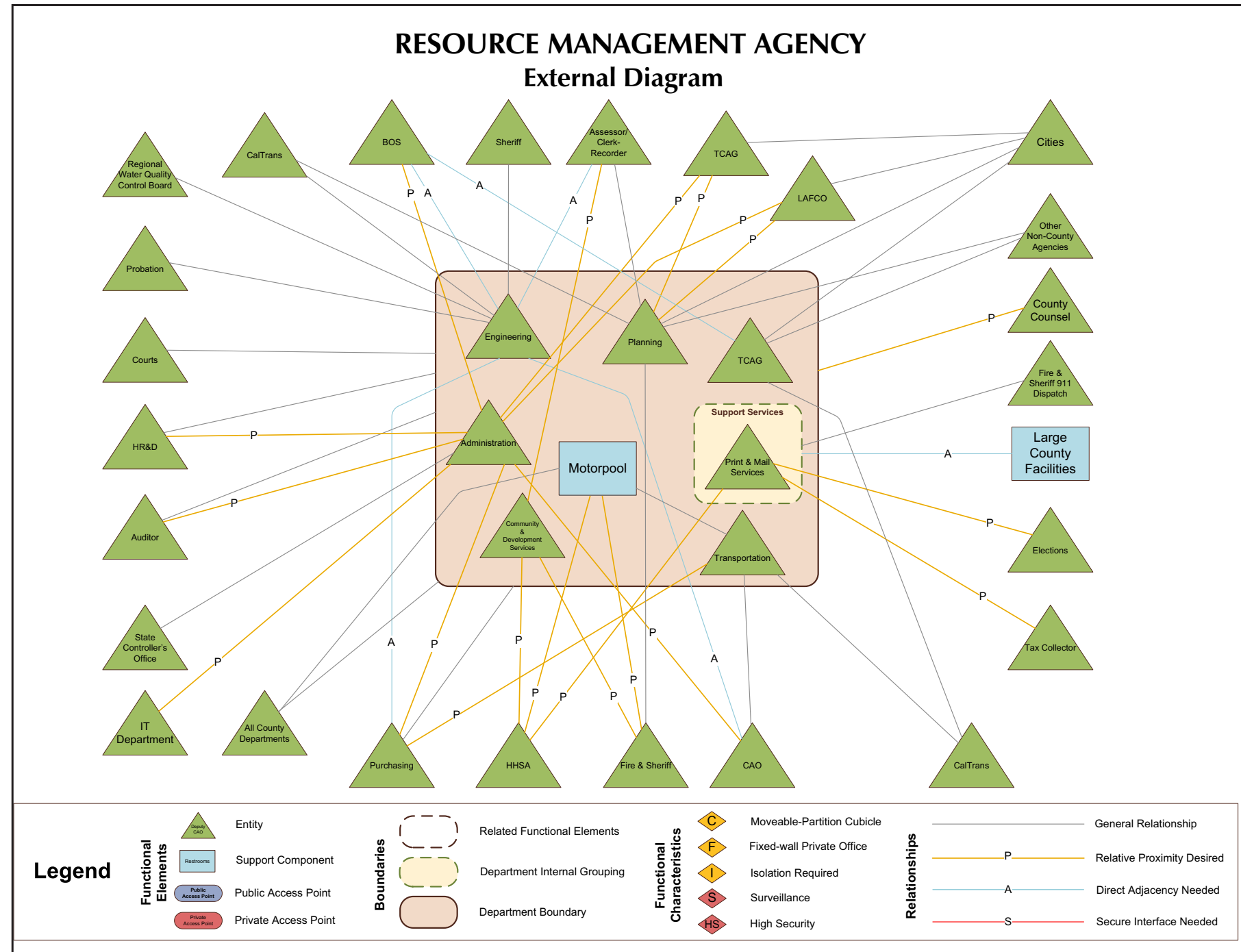






A9-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A9-6.0 Space Needs Update

The 2007 "Countywide Preliminary Facility Evaluations / New Civic Center Master Plan" did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments' functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A9-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

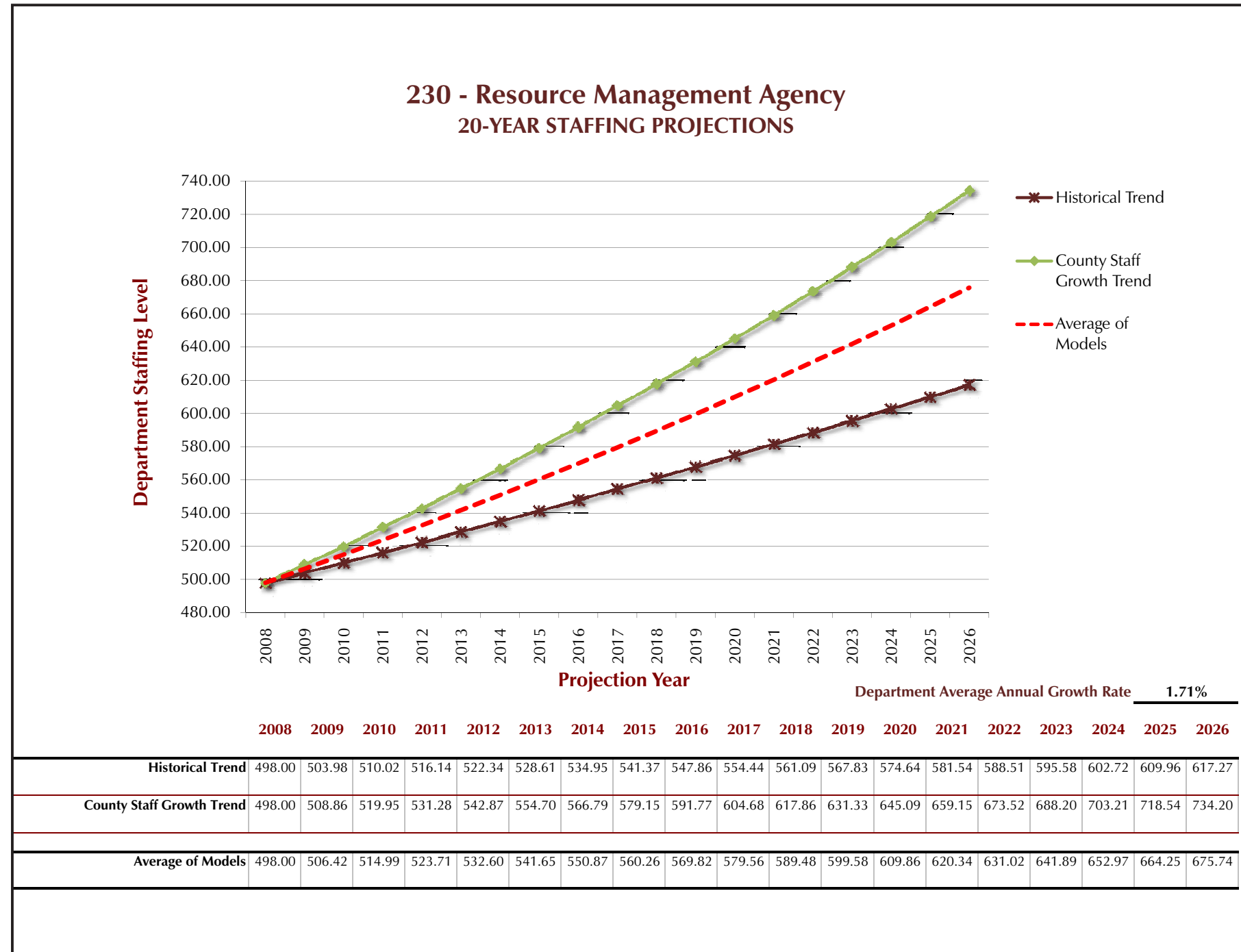


Figure A9-6.0.1 - Resource Management Agency 20 Year Staffing Projections



A9-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

“No Content Provided”

A9-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department’s service demand and requirements which can be effected by changes in local, state and federal legislation.

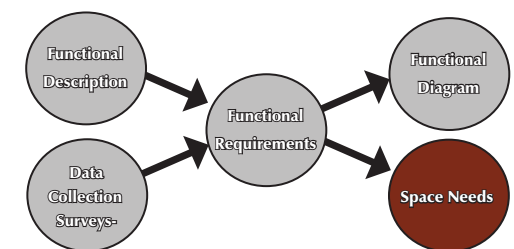
The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Resource Management Agency, the secondary model is an assignment of the estimated countywide staffing growth rate that had been presented in the 2007 “Countywide Preliminary Facility Evaluations / New Civic Center Master Plan”. This model was selected based upon the departments significant function of servicing departments & managing County facilities/capital assets. As countywide staffing levels increase, this departments’ staffing levels will likely need to increase to meet the additional service demands.

Figure A1-6.0.1 depict the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

For the Resource Management Agency the county staff-based model was chosen because senior management expressed that department growth would likely increase in the event of overall growth of all county departments. While there are many other factors that affect this departments work load and staffing requirements, there is not currently sufficient data available to generate an alternate growth

trend which is statistically correlated to staffing growth.

Agency staff currently includes 498 full time employees (FTE). In 2026, staffing is predicted to be between 617 FTE (Historical Growth Trend) and 734 FTE (County Staff Growth Trend). The average between both models is 676 FTE.





A9-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio

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Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
29600 - Maint Supv	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	496 SF - 590 SF	100	Maintenance Supervisor
20230 - Engineer 3	14.00	14.5 - 14.9	15.4 - 16.6	16.3 - 18.5	17.4 - 20.6	1735 SF - 2064 SF	100	Engineer III
33600 - P&G EqpMch	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Parks & Grounds Equipment Mech
33330 - Oa 3	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	397 SF - 472 SF	64	Office Assistant III
33320 - Oa 2	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	397 SF - 472 SF	64	Office Assistant II
30500 - Mech Hlpr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Mechanic's Helper
33800 - P&G Wkr	6.00	6.2 - 6.4	6.6 - 7.1	7 - 7.9	7.4 - 8.8	476 SF - 566 SF	64	Parks & Grounds Worker
29820 - Mt Wkr 2	22.00	22.8 - 23.5	24.2 - 26.1	25.7 - 29.1	27.3 - 32.4	1745 SF - 2076 SF	64	Maintenance Worker II
35020 - Planner 2	15.00	15.5 - 16	16.5 - 17.8	17.5 - 19.9	18.6 - 22.1	1785 SF - 2123 SF	96	Planner II
29500 - Maint Elec	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Maintenance Electrician
24520 - HvyEqMch 2	12.00	12.4 - 12.8	13.2 - 14.3	14 - 15.9	14.9 - 17.7	952 SF - 1132 SF	64	Heavy Equipment Mechanic II
23000 - GeoInfoCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Geographic Information Sys Crd
22600 - Fleet Svs	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Fleet Svs Superintendent
20420 - Eng Aide 2	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	397 SF - 472 SF	64	Engineering Aide II
100 - Acct Clrk	6.00	6.2 - 6.4	6.6 - 7.1	7 - 7.9	7.4 - 8.8	476 SF - 566 SF	64	Account Clerk
29930 - Mt Wkr 3	8.00	8.3 - 8.5	8.8 - 9.5	9.3 - 10.6	9.9 - 11.8	952 SF - 1132 SF	96	Maintenance Worker III
38910 - RfEqpOpr 1	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Refuse Equipment Operator I
39502 - AscRMADir	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assoc RMA Director
39400 - RfSitSup	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	496 SF - 590 SF	100	Refuse Site Supervisor
39300 - RfSitCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Refuse Site Coordinator
39200 - RfSitCar	7.00	7.3 - 7.5	7.7 - 8.3	8.2 - 9.3	8.7 - 10.3	555 SF - 660 SF	64	Refuse Site Caretaker
39100 - RfSitAt	6.00	6.2 - 6.4	6.6 - 7.1	7 - 7.9	7.4 - 8.8	476 SF - 566 SF	64	Refuse Site Attendant
33700 - P&G OprSup	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Parks & Grounds Operations Sup
38920 - RfEqpOpr 2	18.00	18.7 - 19.2	19.8 - 21.4	21 - 23.8	22.3 - 26.5	1428 SF - 1698 SF	64	Refuse Equipment Operator II
20220 - Engineer 2	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	238 SF - 283 SF	96	Engineer II
38500 - Radio Inst	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Radio Installer
38400 - RadioComTc	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Radio Communications Technician



SPACE REQUIREMENTS

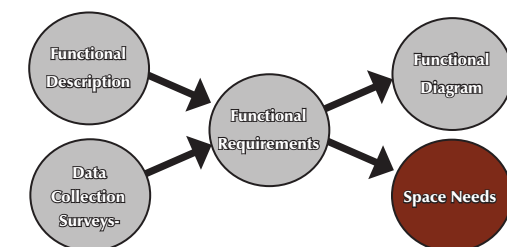
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35500 - ActClkPrin	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	248 SF - 295 SF	100	Account Clerk-Principal
35320 - PlanTech 2	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	317 SF - 377 SF	64	Planning Technician II
35240 - Planner 4	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Planner IV
35130 - Planner 3	10.00	10.4 - 10.7	11 - 11.9	11.7 - 13.2	12.4 - 14.7	1240 SF - 1474 SF	100	Planner III
39030 - RfEqpOpr 3	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	357 SF - 425 SF	96	Refuse Equipment Operator III
1300 - AirCondMec	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Air Conditioning Mechanic
20340 - Engineer 4	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	595 SF - 708 SF	120	Engineer IV
5600 - Auto SvWkr	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Auto Service Worker
5530 - Auto Mch 3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Auto Mechanic III
5420 - Auto Mch 2	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Auto Mechanic II
4400 - Ast Rd Sup	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	496 SF - 590 SF	100	Assist Road Superintendent
6430 - B/Z In 3	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	238 SF - 283 SF	96	Building/Zoning Inspector III
1820 - AnaStfSv 2	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	397 SF - 472 SF	64	Analyst-Staff Services II
9300 - Clerk-Disp	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Clerk-Dispatcher
720 - AdmSerOf 2	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Administrative Svs Officer II
630 - Secrty 3	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Secretary III
610 - Secrty 1	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Secretary I
300 - Admin Aide	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	317 SF - 377 SF	64	Administrative Aide
230 - Acctnt 3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	119 SF - 142 SF	96	Accountant III
220 - Acctnt 2	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Accountant II
1830 - AnaStfSv 3	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Analyst-Staff Services III
13700 - Cust Supv	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	248 SF - 295 SF	100	Custodial Supervisor
18220 - LkPat 2	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Lake Patrol Attendant II
17500 - Donate Cor	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Donation Coordinator
17120 - Dup Eqp 2	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Duplications Equipment Op II
17030 - Drafter 3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Drafter III
16920 - Drafter 2	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Drafter II
6320 - B/Z In 2	13.00	13.5 - 13.9	14.3 - 15.4	15.2 - 17.2	16.1 - 19.2	1031 SF - 1227 SF	64	Building/Zoning Inspector II
13820 - Cust Wkr 2	34.00	35.2 - 36.3	37.4 - 40.4	39.7 - 45	42.1 - 50.1	2697 SF - 3208 SF	64	Custodial Worker II
40802 - Rd Suprnt	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	595 SF - 708 SF	120	Road Superintendent
11940 - C/M Wkr 4	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	476 SF - 566 SF	96	Construction & Maint Wkr IV
11830 - C/M Wkr 3	40.00	41.5 - 42.7	44 - 47.5	46.7 - 52.9	49.6 - 59	3173 SF - 3774 SF	64	Construction & Maint Wkr III
11720 - C/M Wkr 2	19.00	19.7 - 20.3	20.9 - 22.6	22.2 - 25.1	23.6 - 28	1507 SF - 1793 SF	64	Construction & Maint Wkr II

of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).





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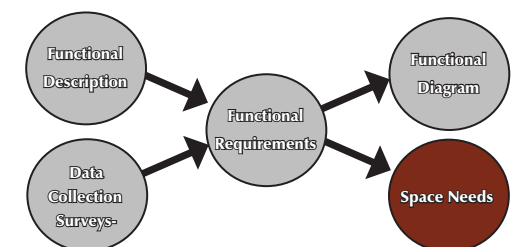
10840 - C/D Spc 4	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	298 SF - 354 SF	120	Community Development Spec IV
10730 - C/D Spc 3	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	496 SF - 590 SF	100	Community Development Spec III
10620 - C/D Spc 2	6.00	6.2 - 6.4	6.6 - 7.1	7 - 7.9	7.4 - 8.8	476 SF - 566 SF	64	Community Development Spec II
13930 - Cust Wkr 3	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	476 SF - 566 SF	96	Custodial Worker III
85600 - TeleTechSr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	119 SF - 142 SF	96	Telecommunications Tech - Sr
39702 - AstRMA Plg	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assist RMA Dir-Planning
88200 - ComNetSpec	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	119 SF - 142 SF	96	Communications Network Spec
88100 - MaintPrCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	119 SF - 142 SF	96	Maintenance Project Coord
86500 - PrtMailSup	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	248 SF - 295 SF	100	Print and Mail Svs Supervisor
86300 - PermitCCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Permit Center Coordinator
89110 - ComDevTec1	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Community Development Tech I
85700 - CommSvsMgr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Communications Svs Manager
89120 - ComDevTec2	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Community Development Tech II
85500 - ComProjCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Communications Project Coord
84700 - RemSysSpec	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Remediation Systems Specialist
84220 - PrtMailOp2	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Print and Mail Operator II
84210 - PrtMailOp1	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	317 SF - 377 SF	64	Print and Mail Operator I
83020 - DigEgOpr 2	4.00	4.1 - 4.3	4.4 - 4.8	4.7 - 5.3	5 - 5.9	317 SF - 377 SF	64	Digital Equipment Operator II
76530 - PropSpc3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Property Specialist III
85802 - AstRMA CDS	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assist RMA Dir-Comm & Dev Svs
91200 - RoadUseIns	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Road Use Inspector
96100 - MaintPlmbr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Maintenance Plumber
93800 - BldgSysTec	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Building Systems Technician
93700 - MaintPaint	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Maintenance Painter
93000 - CodeComMgr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Code Compliance Manager
92330 - SrReg Plnr	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	298 SF - 354 SF	120	Planner-Senior Regional
88300 - ComSvsSupv	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Communications Services Supv
92310 - Reg Plnr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Planner-Regional
76300 - ChBldgOfc	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Chief Building Official
90800 - TranSvsCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Transportation Svs Coordinator



SPACE REQUIREMENTS

230 - Resource Management Agency

90700 - HvyEqSupv	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Heavy Equipment Supervisor
90600 - HvyEqSup	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Heavy Equipment Superintendent
90500 - Chf Planr	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	298 SF - 354 SF	120	Chief Planner
90330 - CodeCom3	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	119 SF - 142 SF	96	Code Compliance Ofcr III
90320 - Code Com2	8.00	8.3 - 8.5	8.8 - 9.5	9.3 - 10.6	9.9 - 11.8	635 SF - 755 SF	64	Code Compliance Ofcr II
92320 - AscRegPlnr	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	620 SF - 737 SF	100	Planner-Associate Regional
42700 - P&G Wkr-Sr	6.00	6.2 - 6.4	6.6 - 7.1	7 - 7.9	7.4 - 8.8	714 SF - 849 SF	96	Parks & Grounds Worker-Senior
47500 - TelecomTch	3.00	3.1 - 3.2	3.3 - 3.6	3.5 - 4	3.7 - 4.4	238 SF - 283 SF	64	Telecommunications Technician
47220 - S&P Ana 2	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Systems & Procedures Ana II
44620 - StockClk 2	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Stock Clerk II
44500 - SolidWstMg	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Solid Waste Manager
43700 - TrafConWk3	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	238 SF - 283 SF	96	Traffic Control Worker III
76520 - PropSpec2	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Property Specialist II
43500 - TrafConSup	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Traffic Control Supervisor
48300 - TreeMtSpec	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Tree Maintenance Specialist
42600 - MntPtr-Sr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Maintenance Painter-Senior
42500 - LakPatr-Sr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Lake Patrol Attendant-Senior
41500 - ActClk-Sr	7.00	7.3 - 7.5	7.7 - 8.3	8.2 - 9.3	8.7 - 10.3	833 SF - 991 SF	96	Account Clerk-Senior
41100 - Saf&CImOf	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Safety & Claims Officer
41000 - Rd Yd Ast	6.00	6.2 - 6.4	6.6 - 7.1	7 - 7.9	7.4 - 8.8	476 SF - 566 SF	64	Road Yard Assistant
96200 - TransitCrd	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Transit Coordinator
43620 - TrafConWk2	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	397 SF - 472 SF	64	Traffic Control Worker II
58100 - Co Mus Cur	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	119 SF - 142 SF	96	County Museum Curator
39802 - RMA Dirctr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	317 SF - 377 SF	256	Resource Mgmt Agency Director
76202 - AstRMASupS	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assist RMA Dir-Support Sys
75802 - AstRMA-Adm	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assist RMA Director-Admin
75202 -	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Deputy Executive Director TCAG
70502 - PksDivMgr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Parks & Recreation Div Mgr
70402 - AstRMA-Eng	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assist RMA Dir-Engineering
47800 - TireRepair	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Tire Repairer
62720 - Ana-GIS 2	2.00	2.1 - 2.1	2.2 - 2.4	2.3 - 2.6	2.5 - 2.9	159 SF - 189 SF	64	Analyst-Geographic Info Sys II
48220 - TransPln 2	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	79 SF - 94 SF	64	Transportation Planning Tch II





SPACE REQUIREMENTS

230 - Resource Management Agency

50830 - Eng Tch 3	7.00	7.3 - 7.5	7.7 - 8.3	8.2 - 9.3	8.7 - 10.3	868 SF - 1032 SF	100	Engineering Technician III
50720 - Eng Tch 2	18.00	18.7 - 19.2	19.8 - 21.4	21 - 23.8	22.3 - 26.5	1428 SF - 1698 SF	64	Engineering Technician II
50320 - PerSvsOf 2	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Personnel Services Officer II
50210 - PerSvsOf 1	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	124 SF - 147 SF	100	Personnel Services Officer I
49700 - Welder-Mec	5.00	5.2 - 5.3	5.5 - 5.9	5.8 - 6.6	6.2 - 7.4	397 SF - 472 SF	64	Welder-Mechanic
76400 - FacilityMgr	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	149 SF - 177 SF	120	Facilities Manager
70302 - AstRMATran	1.00	1 - 1.1	1.1 - 1.2	1.2 - 1.3	1.2 - 1.5	178 SF - 212 SF	144	Assist RMA Dir-Transportation
Total Staffing Counts	498.00	516 - 531	548 - 592	582 - 659	617 - 734			
Assignable NSF Subtotal						47742 SF - 56784 SF		
30% Department Grossing						14322 SF - 17035 SF		
Assignable "Useable SF" (USF)	- (staff occupied space only - no ancillary support spaces)					62064 SF - 73820 SF		

Ancillary Space (i.e. Support Spaces)

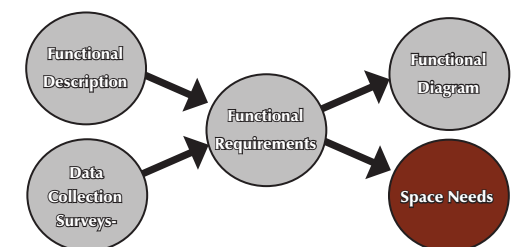
Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Support Services - Reprographics						
Support Services - Custodial Closet(s)						
Support Services - Vehicle Storage						
Support Services - Plan Storage						
Support Services - File Storage						
Support Services - Supply Storage						
Support Services - Parks						
Engineering - Archive Drawing Storage						
Support Services - Grounds Shed(s)						
Support Services - Loading Dock						
Support Services - Courier Support						
Support Services - Countywide Photocopiers Support						
Support Services - Scanning Center						



SPACE REQUIREMENTS

230 - Resource Management Agency

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Support Services - Reprographics Customer Counter						
Support Services - Public Counter						
Engineering - "Smart" Conference Room(s)						
Training Room(s)						
Support Services - Museum						
Main Reception						
Mail/Message Center						
Meeting Room						
Break Room						
"Smart" Conference Room(s)						
Print/Copy/Fax/Shred						
Staff Restrooms						
File Storage						
Support Services - Tool Crib(s)						
Main Lobby						
Support Services - Maintenance Shop(s)						
Waiting Area						
Public Restrooms						
Offsite Storage						
Admin - Public Counter						
Admin - Safe/Vault						
Admin - HR Records Storage						
Engineering - Filed Crew						
Supply Storage						
Interview Rooms						
TCAG - Reception						
Planning - Project Review						
Planning Archive & Storage						
Planning - LAFCO Storage						
Planning - File Storage						
Planning - Plan/Map Layout Area(s)						





SPACE REQUIREMENTS

230 - Resource Management Agency

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Temp/Part Time Workstations						
Planning - Print/Copy/Fax Work Area						
Engineering - Large Format Print Area						
TCAG - Waiting Area						
CD&S - File Storage						
TCAG - Library						
TCAG - File Storage						
TCAG - Map layout area & storage						
TCAG - Print/Copy/Scan/Fax						
TCAG - "Smart" Conference Room						
TCAG - Public Meeting Room						
TCAG - Supply Storage						
Planning - Reference Library						
Transportation - Contracted Transit Support						
Engineering - Map Room						
Engineering - Solid Waste Facilities						
Engineering - Sewer System Facilities						
Engineering - Water System Facilities						
Engineering - GIS Large Format Print Area						
Engineering - Public Counter						
Transportation - Central Shop						
Planning - Countywide Planning Archive & Storage						
Transportation - Road Yards						
Planning - Special Projects Archive & Storage						
Transportation - Sign Shop						



SPACE REQUIREMENTS

230 - Resource Management Agency

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Community & Development Services (CD&S) - Public/Permit Center Counter						
CD&S - Hearing Room						Capacity 30+
CD&S - Housing/Grants File Storage						
CD&S - Training Center						
CD&S - Meeting Room						
TCAG - Fleet Storage						
Transportation - Motor Pool Locations						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					0.35	
Ancillary Spaces USF					21722 SF - 25837 SF	

Total Department Need

Assignable USF

62064 SF - 73820 SF

Ancillary USF

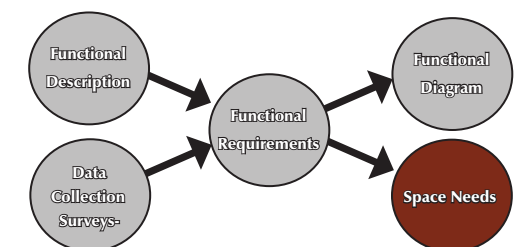
21722 SF - 25837 SF

Department Total Rentable SF (RSF)

83786 SF - 99657 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A10 - District Attorney

Participants:

Phil Cline, District Attorney

Don Gallian, Assistant District Attorney, Bureau of Prosecution Services

Bill Yoshimoto, Assistant District Attorney, Bureau of Admin. Services

Tim Ward, Supervising Attorney, Bureau of Admin. Services - Operations Division

Barbara Greaver, Supervising Attorney, Bureau of Admin. Services - Special Projections Divsion

John Johnson, Chief Investigator, Responsible for Investigations

Eric Grant, Investigations - Division

PROGRAM
DEVELOPMENT

DATA
COLLECTION

4/3/08
Initial Strategy
Meeting

3/20/08
Staff Survey
Launch

4/7/08
Functional
Programming
Survey - Senior
Management

4/23/08
Functional
Programming
Survey -
Department Head

10/27/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

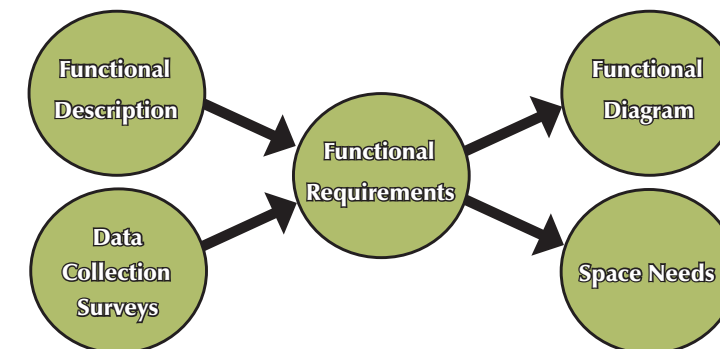


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Section A10-3.0 Functional Requirements	Page	A10-9
Section A10-4.0 Internal Functional Optimization Network Diagram	Page	A10-13
Section A10-5.0 External Functional Optimization Network Diagram	Page	A10-17
Section A10-6.0 Space Needs Update	Page	A10-30

A10-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the District Attorney department. It is intended to supplement the Department Functional Summary provide within **(Section 3.2.10)**.





A10-2.0 Functional Description

The District Attorney conducts all prosecutions for public offenses, per Government Code. The District Attorney prosecutes all criminal cases, adult and juvenile. No one may institute criminal proceedings without the concurrence, approval, or authorization of the District Attorney.

The District Attorney provides advice and assistance to the Grand Jury in its investigation of crime. Grand Jury investigations and post filing criminal investigations are also the responsibility of the District Attorney.

The jurisdiction of the District Attorney extends to all places and locations within the County, including within the boundaries of incorporated cities.

The District Attorney is also responsible for the investigation of crime. Local police departments and the County Sheriff usually conduct routine investigations, whereas especially complex, specialized, and sensitive investigations mostly fall to the District Attorney. The District Attorney's divisions are as follows:

Bureau of Administrative Services

The Bureau of Administrative Services is divided into two divisions, Administrative Operations Division and Special Programs Division, each with a Supervising District Attorney. The Administrative Operations Division provides infrastructure, human resource and fiscal support for the entire District Attorney's Office and includes our Budget/Fiscal Unit, Case Processing Unit, HR Unit, Information Technology Unit, Graphic Design Unit, Bad Check Program, Training and Staff Development Program and the Victim Center Program. The Special Programs Division includes our consumer fraud unit, the mental health unit, public administration unit, writs & appeals unit, appellate unit, ACTION Project, grant programs unit, and is responsible for special projects and program development.

Bureau of Criminal Prosecutions

The Bureau of Criminal Prosecutions is separated into seven divisions – Visalia; Tulare; Porterville; Juvenile/Dinuba which includes Rural/Agricultural Crime unit; Major Crimes which includes specialized units in homicides, gangs and career criminals; Financial Crimes which includes units in white collar crime, workers comp fraud, auto insurance fraud, real estate fraud, and agricultural crime; and Community Protection which includes units for child sexual assault, rape, violence against women, major narcotics and domestic violence. Additionally, our Community Prosecution Unit offers a unique approach to juvenile crime in our local neighborhoods.

Bureau of Investigations

The primary purpose of the Bureau of Investigations is to provide professional investigative support for the District Attorney's Office. The Bureau of Investigations is divided into three

divisions: the Criminal Division, the Special Investigations Division and Welfare Fraud/Family Support Division reporting directly to the District Attorney. The Bureau is staffed by some of the best investigators in Tulare County. It is administered by Chief Investigator John Johnson who provides oversight and leadership of each Division through three Assistant Chief Investigators.

A10-2.1 Days and Hours of Operation

8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A10-2.2 Occupants/Users

Staff

- District Attorney
- Assistant District Attorneys
- Chief Investigator
- Assistant Chief Investigators
- Supervising Attorneys
- Attorneys
- Investigators
- Investigating Auditor
- Investigating Technicians
- Investigator Aides
- Victim/Witness Coordinator
- Victim/Witness Worker Supervisor
- Victim/Witness Workers
- Victim/Witness Claims Specialist
- Grants & Programs Director
- Subpoena Services Supervisor
- Crime Systems Specialist
- Child Interview Specialists
- Law Clerk
- Analysts
- Paralegals
- Prosecution Assistant
- Legal Office Assistant Supervisors
- Legal Office Assistants
- Accountants
- Administrative Services Officer
- Administrative Aids
- Graphics Specialists
- Account Clerks
- Legal Secretaries



Public

- General public
- Victims/Families
- Witnesses
- Opposing Counsels
- Law Enforcement

A10-2.3 Activities

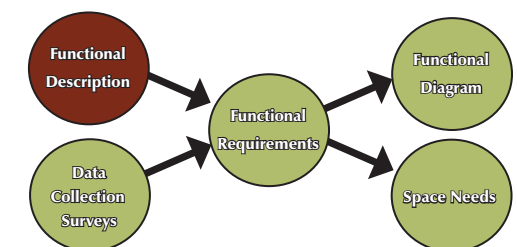
Bureau of Administrative Services

- Admin Operations
- Special Programs

Bureau of Criminal Prosecutions

- Major Crimes Division
 - o This division consists of seven attorneys and one supervising attorney. This division is responsible for prosecuting career criminals, assaults against peace officers, murders and criminal street gangs. These attorneys, located in the Visalia Office, vertically prosecute cases arising throughout the County which fall within targeted areas.
- Financial Crimes Division
 - o This division consists of nine attorneys and one supervising attorney. Operating primarily out of the Visalia Office, this division is responsible for the prosecution of cases arising anywhere in the County which come within the areas of White Collar Crime, (embezzlement, economic crime), Auto Theft, Auto Insurance Fraud, Welfare Fraud/Child Support, Worker’s Compensation Insurance Fraud, Real Estate Fraud, Agricultural Crime, Bad Checks and Public Administration matters. Cases are handled using the true vertical prosecution model.
- Community Protection/Sex Crimes Division
 - o This division consists of nine attorneys and one supervising attorney. Operating out of the Visalia Office, this division is responsible for the prosecution of felony cases arising anywhere in the County which come within the areas of Child Abuse, Domestic Violence, Adult Rape, Elder Abuse and Violence Against Women. In protecting our community, illegal drugs are also targeted by our Major Narcotics Vendors Program, Clandestine Methamphetamine Lab Program (CalMeth) and the Interagency Narcotics Enforcement Team (INET) Program. Cases are handled using the true vertical prosecution model.

- Juvenile Division
 - o The juvenile division is made up of five attorneys and a supervising attorney. This division is responsible for prosecuting all juvenile crime in Tulare County. This past year has seen team members handling a variety of cases, including car theft, child molestation, rape and murder. In addition, members of the juvenile team interact on a daily basis with probation department officials and other social service providers in an ongoing effort to develop an efficient response to the increasing number of juvenile crimes.
- Community Prosecutions Division
 - o The Community Prosecution Unit taps the creativity of the District Attorney’s Office by placing a prosecutor in the local community. The program is designed to deter youthful offenders from involvement with juvenile crime and hold them accountable to repair the harm that they have caused to the victims of crime, the community and themselves. This program is the first of its kind in Tulare County and is being piloted in the communities of Alta Vista in East Porterville, Pixley in the south county and Goshen in the north county.
 - o The prosecutor will work with the local citizens, businesses and schools to reshape the community conditions specific to their local needs to enhance the quality of life in their neighborhoods. They will work together to identify trouble spots, buildings with possible code violations, vacant lots being used for dumping trash, graffiti related offenses and other violations that affect the quality of life in the community. The prosecutor will work with the local citizens to develop a mechanism for community participation and strategic planning and will allow direct communication with our office.
 - o The program is a collaboration with the Tulare County Probation Department, Health and Human Services, Sheriff’s Office and Community Services and Employment Training (CSET) Inc. Volunteers will be recruited in each community to serve on Neighborhood Accountability Boards (NABs). These volunteers will be screened and receive special training in order to serve on the Boards. The NAB serves as a “neighborhood court” and allows communities the opportunity to share directly in the responsibility of handling and correcting youthful transgressions. This is accomplished by levying sanctions such as restitution for damages, assigning community service, setting goals for youth competency development and making amends to the community and victims.





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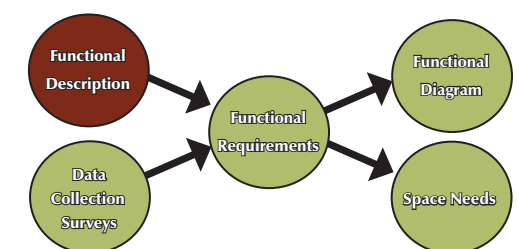


Bureau of Investigations

- Criminal Division
 - o The Criminal Division is responsible for investigating all District Attorney initiated criminal investigations, police and public official misconduct investigations, grand jury investigations, and post filing investigations for pending felony and misdemeanor cases. They also investigate domestic violence cases, conduct prior crime investigations under Evidence Code sections 1101(b), 1108 and 1109 due to increases in rape, domestic violence and child abuse matters.
- Special Investigations Division
 - o The Special Investigations Division is responsible for the areas of auto theft, auto insurance fraud, consumer fraud, workers' compensation fraud, gang crimes, child abduction, child abuse and the new real estate fraud unit. Also under this Division is the Child Abuse Response Team unit and Subpoena Services Unit. This Division is tasked to preserve the integrity of our systems designed to assist those in need and protect our most important socio-economic infrastructure.
- Welfare Fraud/Child Support/Rural Crimes/ACTION Division
 - o The Welfare Fraud/Child Support/Rural Crimes/ACTION Division is tasked to preserve the integrity of our systems designed to assist those in need and protect our most important socio-economic infrastructure. The nationally innovative and unique Agricultural Crime Technology Information Operations Network (ACTION) Project and the Central Valley Rural Crime Prevention Program are located in this Division. This unit is responsible for investigations of welfare fraud and child support cases. This unit also investigates agricultural crimes in Tulare County and coordinates a thirteen county task force related to agricultural crimes.

Victim Witness Assistance Bureau


The program has offices in Visalia and Porterville, and services the courts county-wide. Victims of violent crime can incur major financial and emotional losses. The Victims' center can assist victims in applying for assistance from the California Victim and Government Claims Board, in Sacramento. Losses that are covered include medical and counseling services, assistance with funeral/burial expenses, relocation expenses for victims of sexual assault and domestic violence, and crime-scene clean-up. The fully-trained staff provides excellent referral services designed to help victims with their recovery. In addition, the Center's staff offers court support for those victims called to testify in a criminal jury trial.





A10-2.4 Department Organization

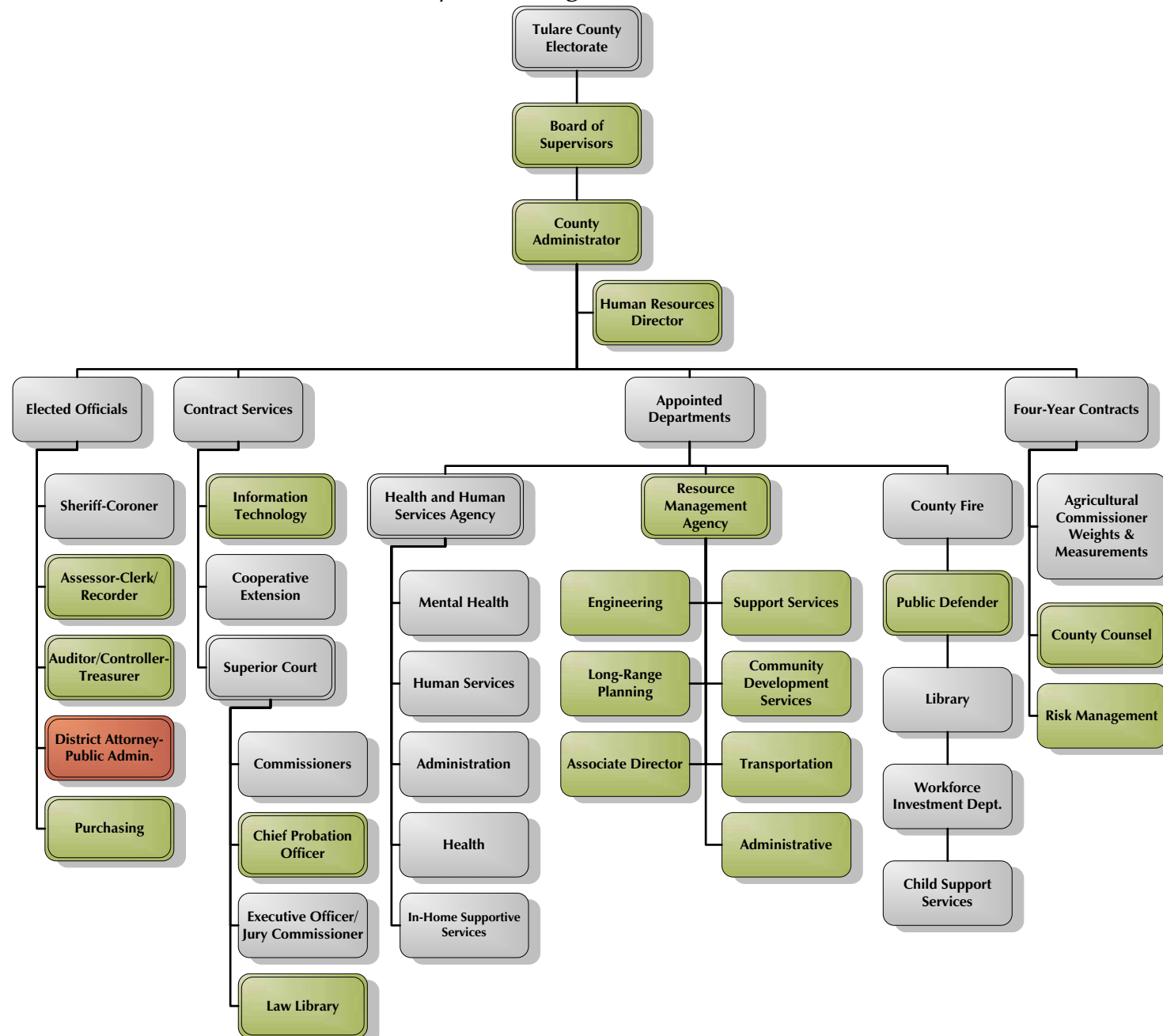
KEY:

 Departments in this Phase

 Focus Department

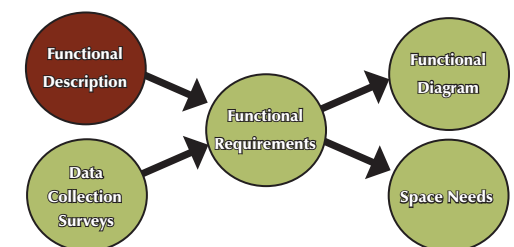
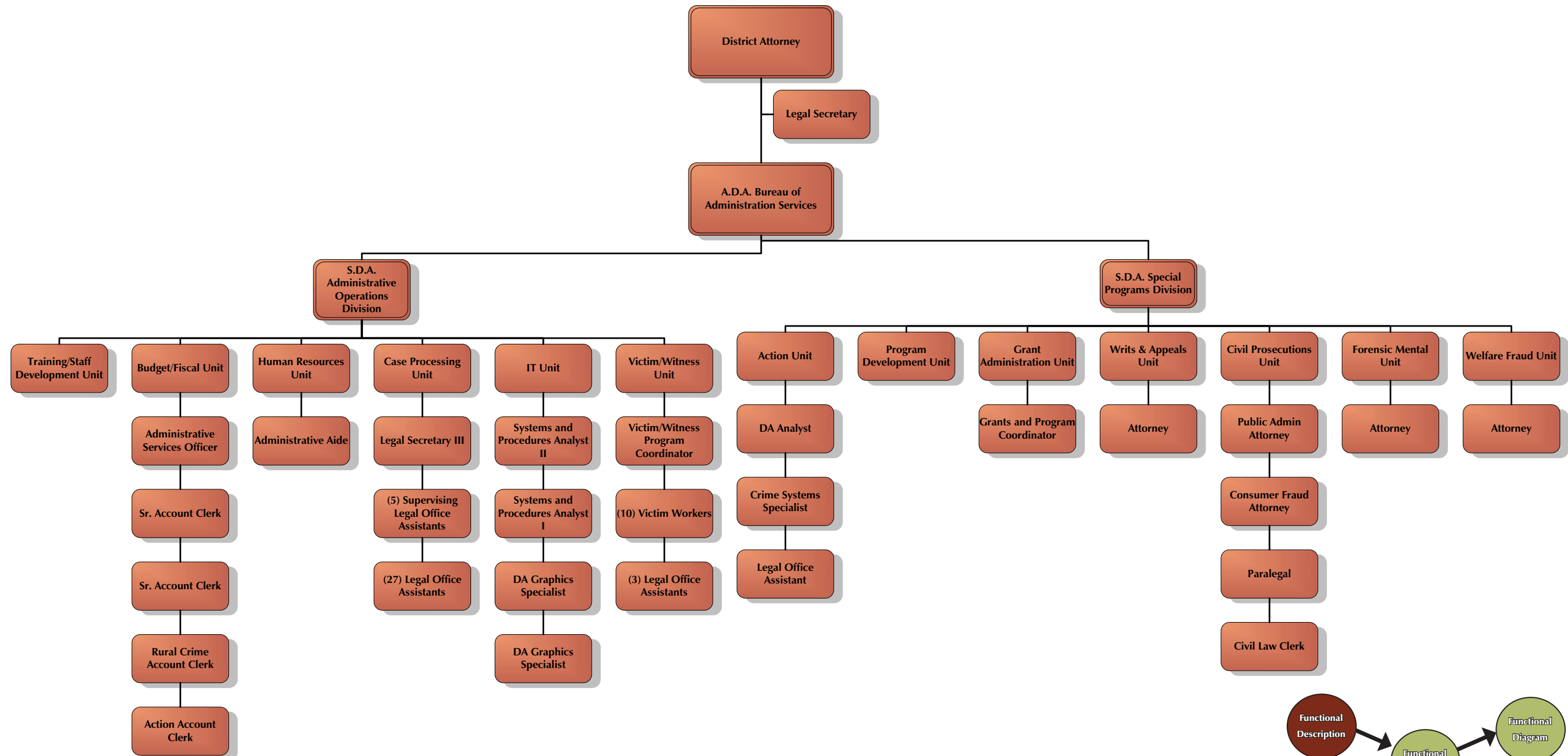
 Departments not in this Phase

County of Tulare
Countywide Organizational Chart





District Attorney Bureau of Administration Services Organizational Chart

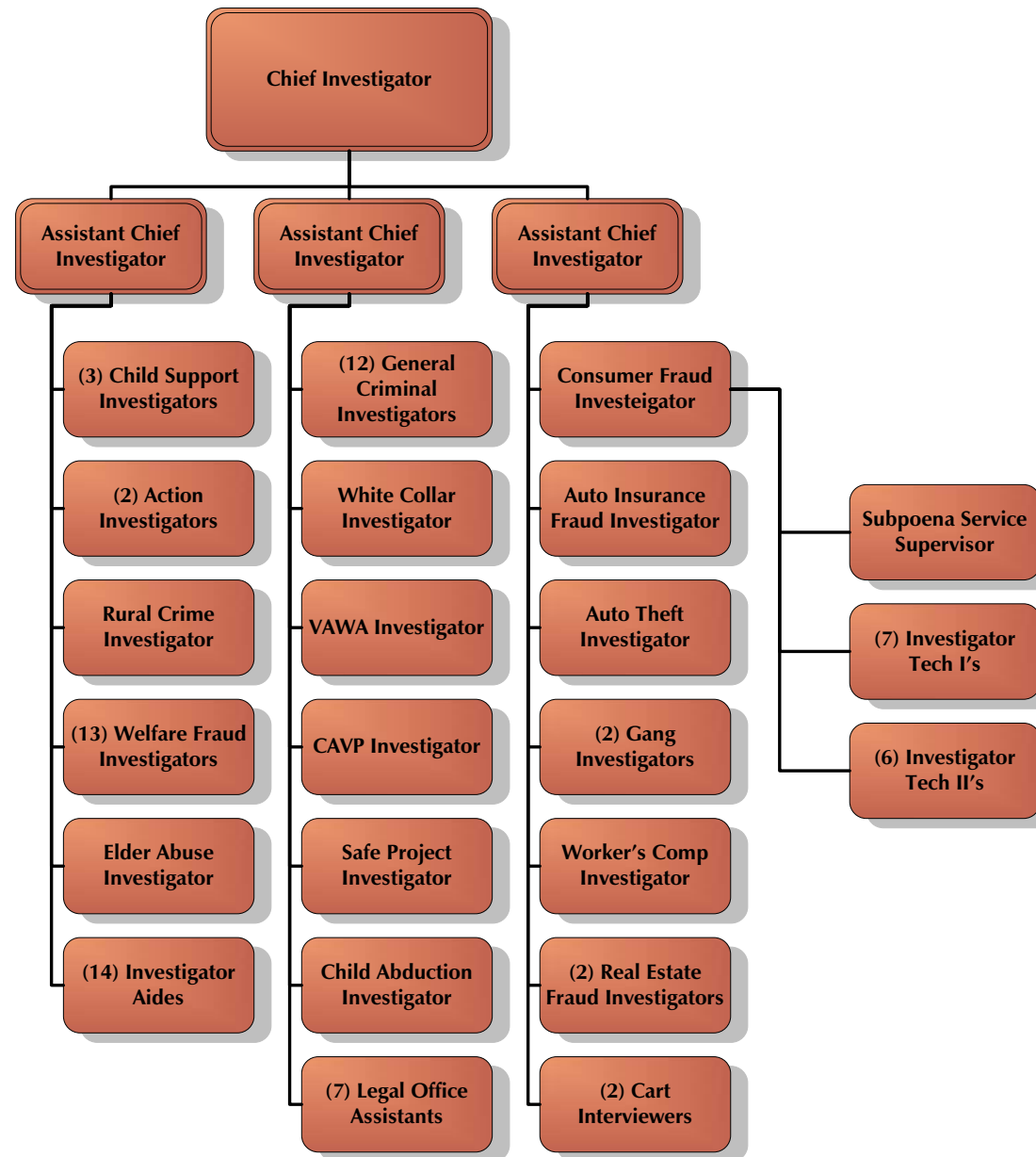




District Attorney

Bureau of Investigations

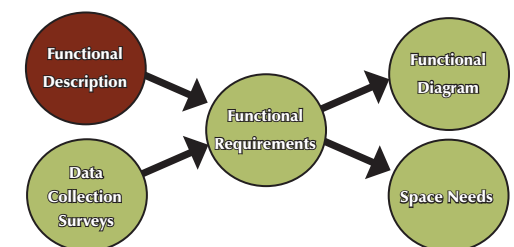
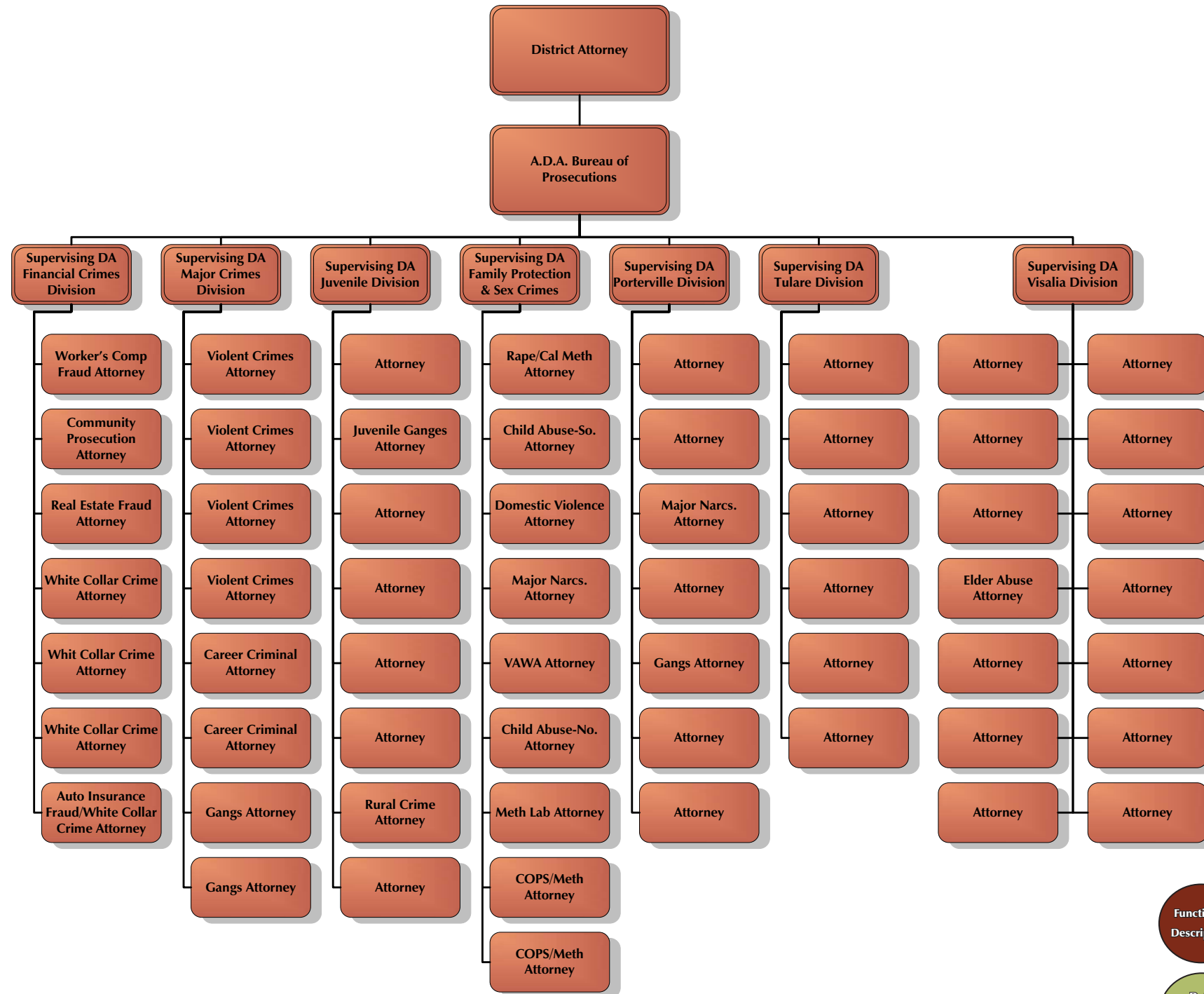
Organizational Chart





District Attorney

Bureau of Prosecutions
Organizational Chart



A10-3.0 Functional Requirements

A10-3.1 Circulation/Relationships

The District Attorney requires close working and locational relationships with Probation and the Courts due to the nature of their work. Additionally, there is a preference to be in close proximity to HHS's Adult Protective Services & Child Welfare Services as well as the state parole board. The department has a number of general relationships with other departments. Including the Public Defender. It is important to note that while the District Attorney and Public Defender benefit from being in close proximity to each other, there must be sufficient separation in place to ensure privacy between these departments and to prevent interaction between visitors to each department (e.g. no shared or adjacent lobbies, separate circulation pathways to each department, and significant soundproofing within any shared walls or floors/ceilings).

A10-3.2 Work Flow Process

- Enormous amount of file storage likely required.
- The District Attorney works with the entire range of human emotional, psychological, and sociocultural factors. Special accommodations are required where heightened people are likely to frequent

A10-3.3 Future Trends

The department focuses on improving core functions and conducting community outreach for consumer fraud, elder abuse, insurance fraud, and real estate fraud. The District Attorney will continue working with County Administration to improve salary and benefits packages for attorneys, in order to aid morale and retention.

A10-3.4 Openness/Enclosure

The following staff require enclosed office space due to the sensitive nature of their work:

- The District Attorney
- Assistant District Attorney (Qty 2)
- Chief Investigator
- Victim / Witness Program Coordinator
- Accounting Division Lead
- Systems and Procedures Analyst II
- Legal Secretary III

Additionally, the Off-Site CART Interview Room and the Bureau of Investigations require separation/isolation from other department functions. The specifics of these separations should be clarified at the time of future facility planning/design which includes either of these functions.



A10-3.5 Safety and Security

This department requires significant security/safety measures to ensure to protection of staff and visitor/victims/witnesses. Appropriate implementations of security and surveillance are necessary of all lobbies and waiting areas, interrogation rooms, evidence viewing/storage, file storage, armories, and private staff access points.

A10-3.6 Equipment and Systems

The District Attorney's offices require:

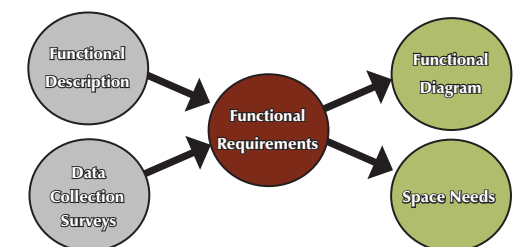
- Up-to-date computer workstations
- Reliable and secure voice mail
- Sufficient security for data communications
- Numerous and ubiquitous network data jacks and electrical outlets
- High-capacity outlets for multiple units of high-speed copiers
- Network printers
- Complete connectivity to information systems for all staff, including mobile/field personnel
- Heavy requirements on digital processing such as scanning and printing
- Sufficient bandwidth for digital file access and management
- Separate gateway/internet access for Internet Child-Porn related investigations to isolate these activities from the County network

A10-4.7 Technology Implementation

The District Attorney's offices would benefit substantially from the implementation of the following technology enhancements:

- Dedicated audio/video studio lab for training, outreach, and trial functions
- Improved cellular phone services/availability for communication in the field
- Mock trial training facility
- Connectivity with all county law enforcement agencies
- Connectivity with the Public Defender and County Counsel departments
- Digitized police reporting capabilities
- Digital video recording equipment for interrogation rooms
- Electronic discovery, file storage/cross indexing, E-forms, and workflow
- Forensic investigations systems for high-tech crimes
- High capacity digital media storage
- Integration of justice system with the Courts
- Mobile workstations
- Redundant network systems
- Scanning/OCR technology

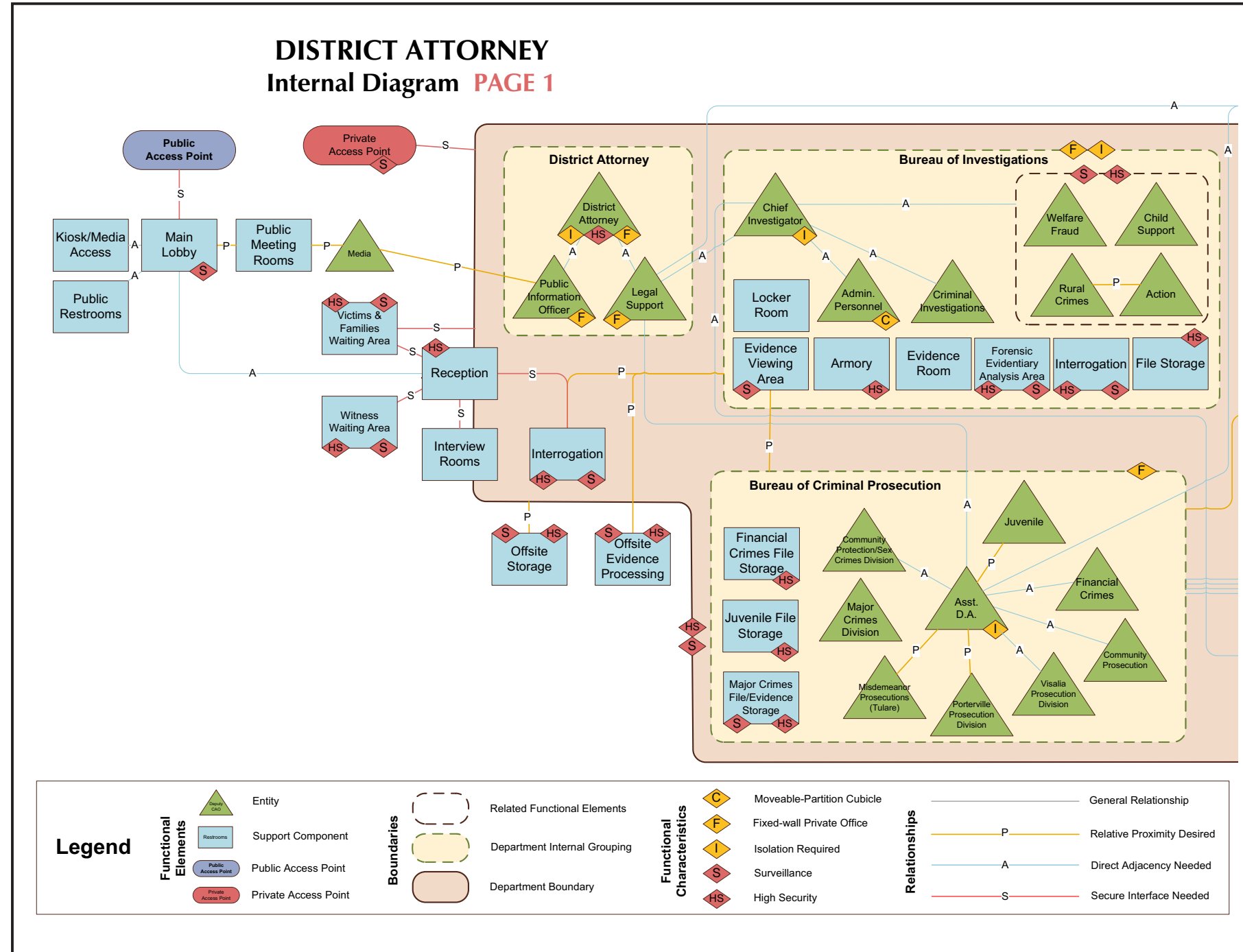
- Telecommuting capabilities
- Video-conferencing
- Wireless communications





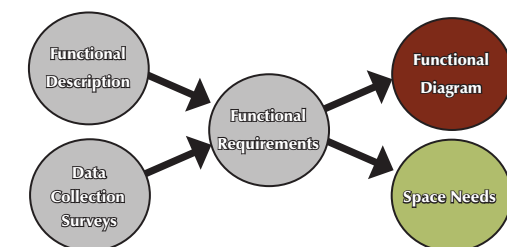
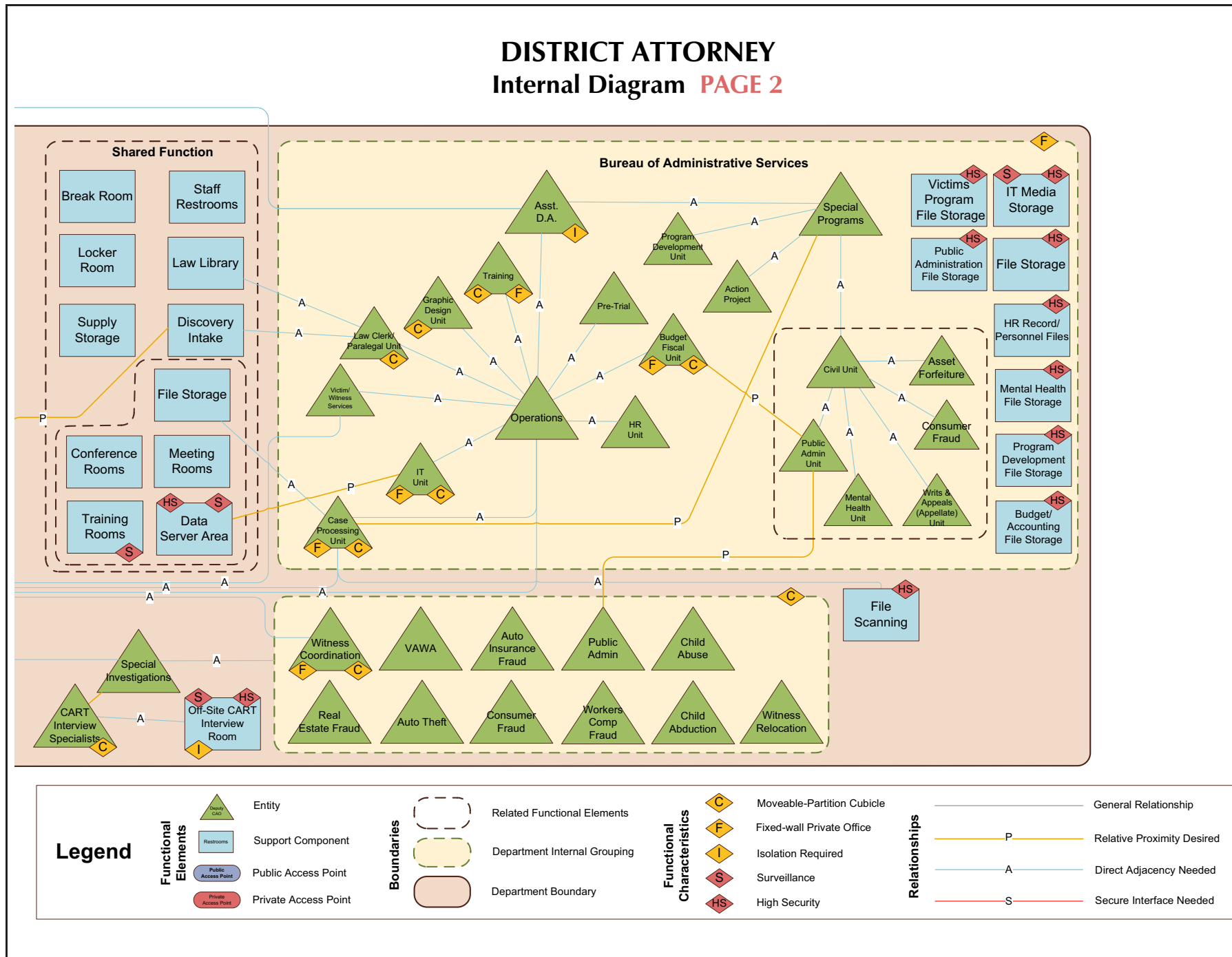
A10-4.0 Internal Functional Optimization Network Diagram

This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





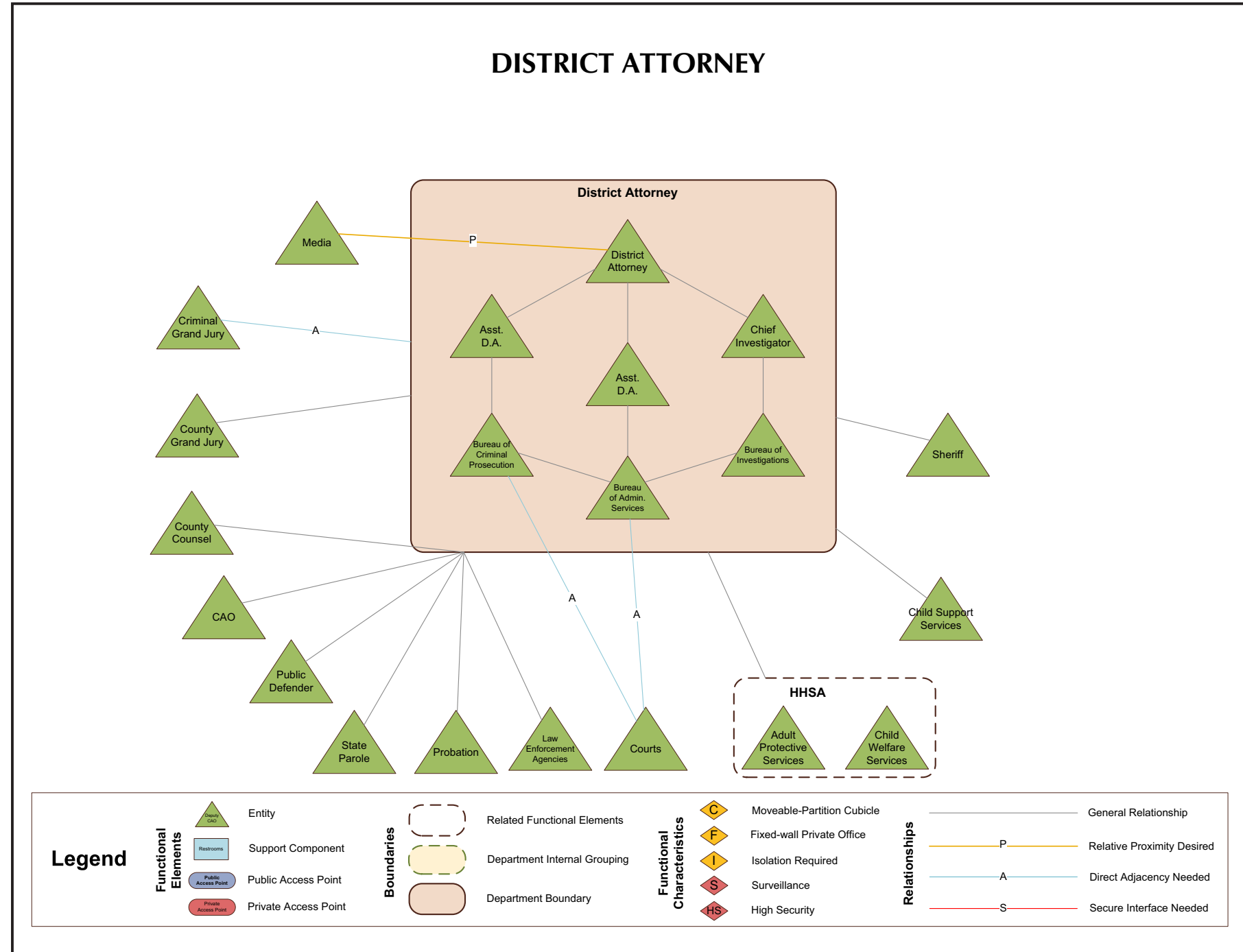
DISTRICT ATTORNEY Internal Diagram PAGE 2





A10-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A10-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A10-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

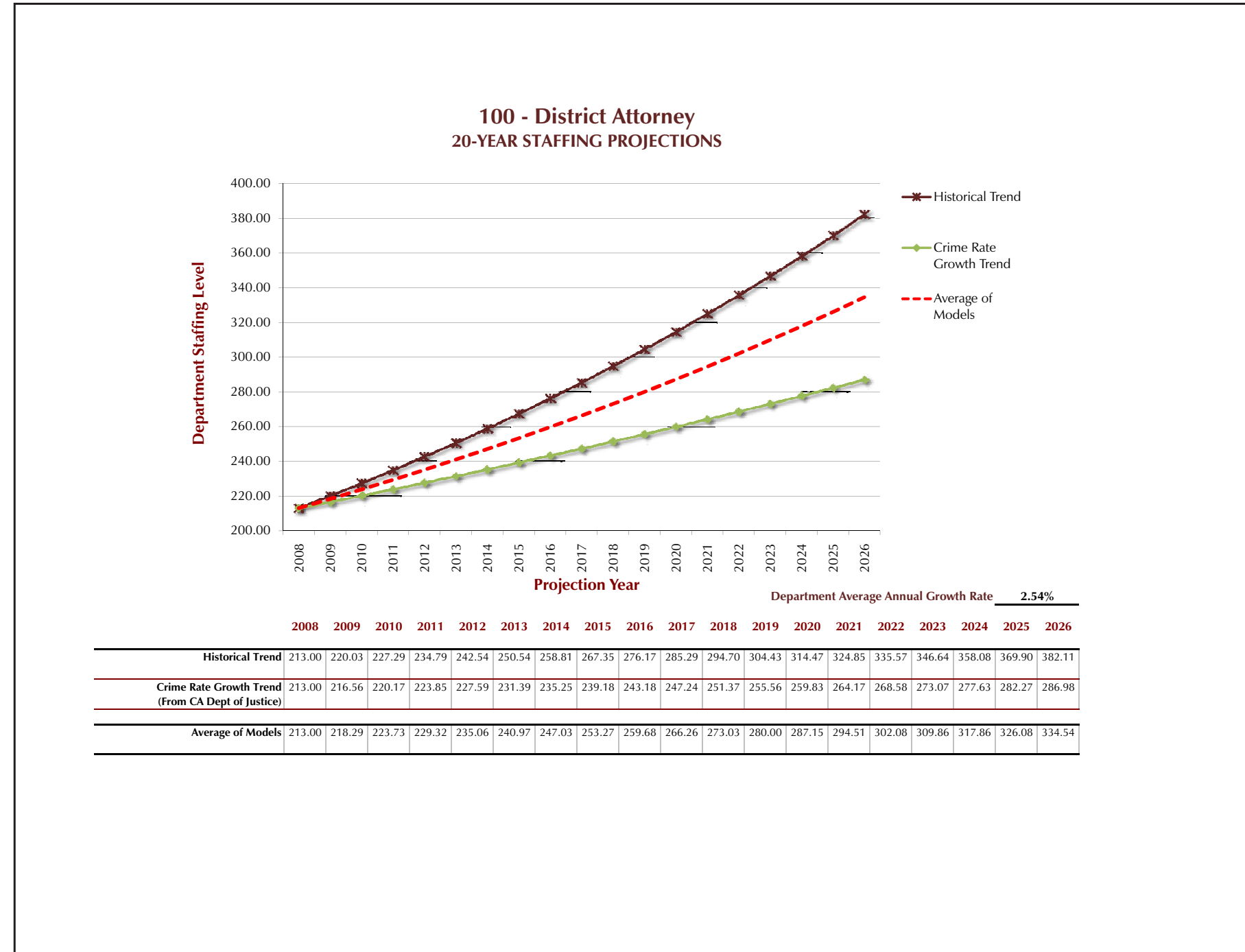
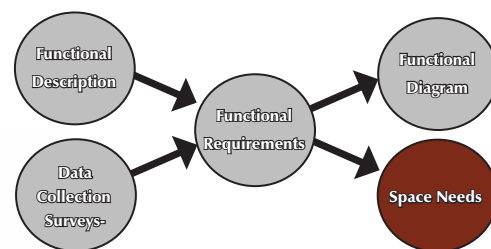


Figure A10-6.0.1 - District Attorney 20 Year Staffing Projections





A10-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Growth of the District Attorney's Office stems from the complex confluence of increasing population, economic conditions, gang violence, technology, the inability of the State to house prisoners and the enactment of municipal sales tax increases. Population increase is an obvious driver in growth and can be readily modeled to project Office growth. More volatile are economic conditions and the dramatic impact of gang violence. Economic downturn often results in greater criminality. The escalation of deadly violence has a disproportionate and exponential impact on resources necessary to meet this challenge. It just takes more staff and more time to prosecute such matters. As greater numbers of state prisoners are released back into the community the number of individuals with a known propensity to commit crimes grows. Statistically, it is this portion of the population which accounts for a large share of the crime.

Information technology has opened a whole new arena for criminals. Identity theft and electronic theft are labor intensive and difficult to prosecute. Resource intensity will approach that necessary to prosecute homicide cases. The number of cases is on a meteoric rise. Criminal street gangs have engaged identity theft as the new crime of choice to fund their nefarious activities.

The enactment of sales tax surcharges to supplement local police agencies has had a significant impact on the District Attorney's Office. More cops on the street equals more crimes submitted for prosecution. We experienced a 25% increase in case referrals due to the increased number of officers on patrol. Growth is necessary to service this increase which has little to do with increases in population or economic conditions.

A10-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each

department, based upon information gathered in the management surveys and during functional programming workshops. For the District Attorney department, the model utilized is representative of historical crime rate growth trends provided by the State of California, Department of Justice. Population growth is currently the most available growth trend predictor and the crime rates focus specifically on the sector of the population growth that has the greatest involvement with District Attorney services. As crime rates increase, the demand for services will likely increase accordingly. There are other factors for growth in this department that are tied to state/federal mandates, economic conditions, and the quantity of law enforcement arresting officer, which cannot be predicted based upon available data. Future changes to these factors have the potential to, in some cases, greatly affect these projections in the future. If additional data becomes available in the future and is deemed statistically more reliable than the crime rate growth rate model, these projections should be revised to increase the reliability of growth predictions.

Figure A1-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

District Attorney staff currently includes three-hundred 213 full time employees (FTE). In 2026, staffing is predicted to be between 382 FTE (Historical Growth Trend) and 287 FTE (Crime Rate Growth Trend). The average between both models is 335 FTE.



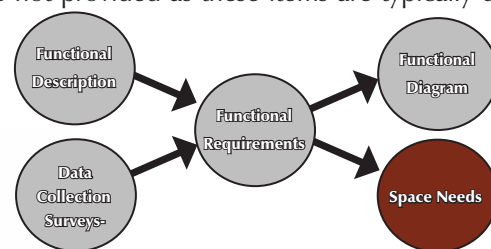
A10-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as



SPACE REQUIREMENTS

100 - District Attorney

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
8200 - Ch Intv Sp	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	270 SF - 359 SF	100	Child Interview Specialist
28200 - Lgl Sec 2	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Legal Secretary II
27840 - LOA 4	3.00	3.2 - 3.3	3.4 - 3.9	3.7 - 4.6	4 - 5.4	388 SF - 517 SF	96	Legal Office Assistant IV
27830 - Loa 3	27.00	28.4 - 29.8	30.8 - 35	33.5 - 41.2	36.4 - 48.4	2328 SF - 3100 SF	64	Legal Office Assistant III
27820 - Loa 2	5.00	5.3 - 5.5	5.7 - 6.5	6.2 - 7.6	6.7 - 9	431 SF - 574 SF	64	Legal Office Assistant II
25701 - Inv-CS-B	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Investigator-Child Support-B
25700 - Inv-CS	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Investigator-Child Support
25601 - Inv-DA-B	4.00	4.2 - 4.4	4.6 - 5.2	5 - 6.1	5.4 - 7.2	345 SF - 459 SF	64	Investigator-District Atty-B
25600 - Inv-DA	22.00	23.1 - 24.3	25.1 - 28.5	27.3 - 33.6	29.6 - 39.5	1897 SF - 2526 SF	64	Investigator-District Attorney
220 - Acctnt 2	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Accountant II
16402 - Dist Atty	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	345 SF - 459 SF	256	District Attorney
45502 - Atty-Sup-N	9.00	9.5 - 9.9	10.3 - 11.7	11.2 - 13.7	12.1 - 16.1	1455 SF - 1937 SF	120	Attorney-Supv-N
7800 - Cf InvstDA	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	194 SF - 258 SF	144	Chief Investigator-Dist Atty
5052 - Atty,Cr 5-N	62.00	65.2 - 68.3	70.8 - 80.4	76.9 - 94.6	83.5 - 111.2	10024 SF - 13347 SF	120	Attorney, DA/PD V-N
4922 - Atty,Cr 2-N	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	162 SF - 215 SF	120	Attorney, DA/PD II-N
4900 - Law Clerk	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Law Clerk
3402 - AstDistAty	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	388 SF - 517 SF	144	Assist District Attorney
3000 - Ast Chf In	3.00	3.2 - 3.3	3.4 - 3.9	3.7 - 4.6	4 - 5.4	485 SF - 646 SF	120	Assist Chief Investigator-DA
730 - ASO III	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	162 SF - 215 SF	120	Administrative Svs Officer III
300 - Admin Aide	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	172 SF - 230 SF	64	Administrative Aide
230 - Acctnt 3	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	129 SF - 172 SF	96	Accountant III
25400 - Inv Aide	3.00	3.2 - 3.3	3.4 - 3.9	3.7 - 4.6	4 - 5.4	259 SF - 344 SF	64	Investigator Aide
49801 - Inv-Welf-B	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Investigator-Welfare-B
93900 - Inv Auditr	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Investigative Auditor
91400 - V/Wit Supv	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	135 SF - 179 SF	100	Victim Witness Worker-Supv
89800 - DA Analyst	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Analyst-District Attorney
87720 - DA GrphSpc	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	259 SF - 344 SF	96	Graphics Specialist-DA
86020 - InvTech2	7.00	7.4 - 7.7	8 - 9.1	8.7 - 10.7	9.4 - 12.6	604 SF - 804 SF	64	Investigative Technician II
86010 - InvTech1	8.00	8.4 - 8.8	9.1 - 10.4	9.9 - 12.2	10.8 - 14.4	690 SF - 918 SF	64	Investigative Technician I



part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).

SPACE REQUIREMENTS

100 - District Attorney

85400 - SubpoenSup	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	135 SF - 179 SF	100	Subpoena Services Supervisor
83800 - CrimSysSpc	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Crime Systems Specialist
82600 - Inv-CS Sup	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	135 SF - 179 SF	100	Investigator-Child Suprt Supv
28300 - Lgl Sec 3	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Legal Secretary III
74920 - Para 2	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	172 SF - 230 SF	64	Paralegal II
41500 - ActClk-Sr	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	259 SF - 344 SF	96	Account Clerk-Senior
49800 - Inv-Welf	10.00	10.5 - 11	11.4 - 13	12.4 - 15.3	13.5 - 17.9	862 SF - 1148 SF	64	Investigator-Welfare
49420 - V/WitWk2	6.00	6.3 - 6.6	6.9 - 7.8	7.4 - 9.2	8.1 - 10.8	517 SF - 689 SF	64	Victim Witness Worker II
49300 - V/WitCrd	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	135 SF - 179 SF	100	Victim Witness Coordinator
49220 - V/WitClms2	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	172 SF - 230 SF	64	Victim Witness Claims Spec II
47220 - S&P Ana 2	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	135 SF - 179 SF	100	Systems & Procedures Ana II
47110 - S&P Ana 1	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Systems & Procedures Ana I
47000 - Inv-WelSup	2.00	2.1 - 2.2	2.3 - 2.6	2.5 - 3.1	2.7 - 3.6	270 SF - 359 SF	100	Investigator-Welfare, Supv
46500 - LOA-Sup	5.00	5.3 - 5.5	5.7 - 6.5	6.2 - 7.6	6.7 - 9	674 SF - 897 SF	100	Legal Office Assistant-Supv
95800 - Pros Asst	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	86 SF - 115 SF	64	Prosecution Assistant
77800 - DA Gr/PrgC	1.00	1.1 - 1.1	1.1 - 1.3	1.2 - 1.5	1.3 - 1.8	162 SF - 215 SF	120	DA Grants & Program Coordinato
Total Staffing Counts	213.00	224 - 235	243 - 276	264 - 325	287 - 382			
Assignable NSF Subtotal						25782 SF - 34329 SF		
30% Department Grossing						7735 SF - 10299 SF		
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						33517 SF - 44627 SF		

Ancillary Space (i.e. Support Spaces)

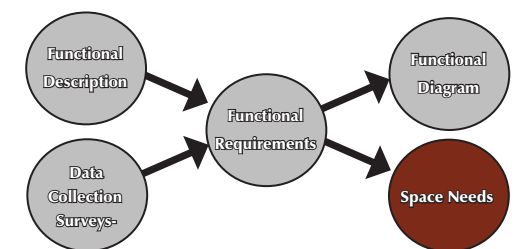
Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Offsite Storage						
Kiosk/Media Access						
Financial Crimes File Storage						
File Storage						
Interrogation						
Forensic Evidentiary Analysis Area						
Evidence Room						
Armory						
Evidence Viewing Area						



SPACE REQUIREMENTS

100 - District Attorney

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Major Crimes File/Evidence Storage						
Offsite Evidence Processing						
Break Room						
Interrogation						
Interview Rooms						
Reception						
Witness Waiting Area						
Victims & Families Waiting Area						
Public Meeting Rooms						
Main Lobby						
Public Restrooms						
Locker Room						
Training Rooms						
Program Development File Storage						
Mental Health File Storage						
HR Record/Personnel Files File Storage						
Public Administration File Storage						
IT Media Storage						
Victims Program File Storage						
File Scanning						
Juvenile File Storage						
Data Server Area						
Budget/Accounting File Storage						
Meeting Rooms						
Conference Rooms						
File Storage						
Discovery Intake						
Supply Storage						
Law Library						
Locker room						
Staff Restrooms						
Off-Site CART Interview Room						





SPACE REQUIREMENTS

100 - District Attorney

Ancillary Space Ratio* (Ancillary SF per Staff SF)	0.56
Ancillary Spaces USF	18770 SF - 24991 SF

Total Department Need

Assignable USF

33517 SF - 44627 SF

Ancillary USF

18770 SF - 24991 SF

Department Total Rentable SF (RSF)

52287 SF - 69618 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.

COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A11 - Probation

Participants:

Jan Honadle, Chief Probation Officer

Christie Myer, Assistant Chief Probation Officer

Pat Aldritch, Division Manager, Special Services

Mary Raborn, Division Manager, Adult Services

Linda Hanson-Wimp, Administrative Services Officer

PROGRAM
DEVELOPMENT

DATA
COLLECTION

5/1/08
Initial Strategy
Meeting

3/20/08
Staff Survey
Launch

5/5/08
Functional
Programming
Survey - Senior
Management

5/14/08
Functional
Programming
Survey -
Department Head

5/28/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

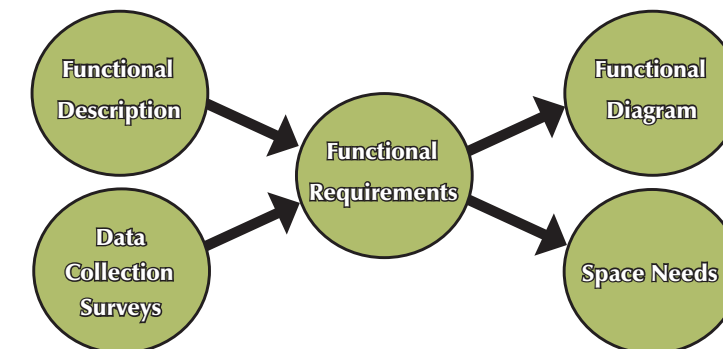


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A11-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Probation department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.11\)](#).





A11-2.0 Functional Description

Section 270 of the California Welfare and Institutions Code and Sections 1203.5 and 1203.6 of the California Penal Code statutorily mandate the Office of the Chief Probation Officer. These statutes authorize the appointments of Deputy Probation Officers to carry out their duties as directed by the Courts and the Juvenile Justice Commission. The Probation Department is further mandated by statute and/or the judiciary to hold offenders accountable through the enforcement of court orders, to complete investigations for the court, and to facilitate the rehabilitation of offenders. Welfare and Institutions Code Section 850 establishes the requirement for a Juvenile Hall and Welfare and Institutions Code Section 854 places the appointment of the staff assigned to the Juvenile Hall under the direction of the Chief Probation Officer.

These include:

- Enforcing terms and conditions of probation
- Conducting face-to-face interviews for court reports
- Drug testing
- Searching persons and property
- Making arrests
- Preparing court reports
- Working in collaboration with schools, community-based organizations, and other law enforcement agencies.
- Processing minors in the booking area
- Escorting minors as need to medical units
- Providing living unit activities for minors

A11-2.1 Days and Hours of Operation

8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A11-2.2 Occupants/Users

Staff:

- Chief Probation Officer
- Office Support
- Probation Officers
- Detention Support
- Administrative Services Officer
- Account Clerks & Supervisors
- Principal Clerks
- Accountants & Analysts
- Administrative Support
- Probation Senior Management

- Detention Services Officer
- Probation Institution Supervisor
- Probation Correctional Officers

Public:

- Victims
- Offenders
- Attorneys
- Local & Regional Law Enforcement

A11-2.3 Activities

- Adult Services Division
 - o The Adult Services Division is statutorily mandated to provide pre-sentence and other investigative reports to the Court and to maintain detailed supervisory case notes on offenders released on probation. Offenders released on probation are subject to Court-ordered terms and conditions that may include search; drug testing; treatment referral; and the payment of fines, fees and victim restitution.
 - o The Adult Services Division helps maintain a safe community by providing a wide array of supervision services. These services ensure compliance with Court-ordered terms and conditions and facilitate the successful rehabilitation of offenders. Those who fail to comply are returned to custody.
- Juvenile Detention Facility
 - o The operation of the Tulare County Juvenile Detention Facility is mandated by statute. The California Department of Corrections and Rehabilitation, Corrections Standards Authority sets the minimum standards for the operation and maintenance of juvenile halls for the confinement of minors. These standards are regulated through Title 15 of the California Code of Regulations, Minimum Standards for Local Juvenile Facilities. Both the Juvenile Detention Facility and the Youth Facility conform to these standards.
- Juvenile/Special Services Division
 - o The Juvenile Services Division is statutorily mandated to complete investigations and assessments, and prepare written reports with recommendations to assist the Juvenile Court in administering justice and making decisions. Additionally, juvenile case supervision is mandated by the terms and conditions of probation, as ordered by the Juvenile Court. These orders involve a wide variety of activities and include drug testing; search; collection of fines, fees and victim restitution; monitoring of school performance; and compliance with referrals of minors/families to various community treatment interventions.
 - o The Juvenile Division provides a comprehensive range of assessment, prevention, intervention and treatment services to juvenile offenders. The Division is mandated to



conduct investigations and assessments, and prepare written reports to assist the Juvenile Court in making decisions. A continuum of programs and services are provided for minors and their families in order to protect the community and assist offenders in successfully complying with court orders so that they may become healthy, law-abiding adults. In addition to the Court investigation and general community supervision services, the division provides the following variety of programs directed at community protection and improving the lives of youthful offenders and their families:

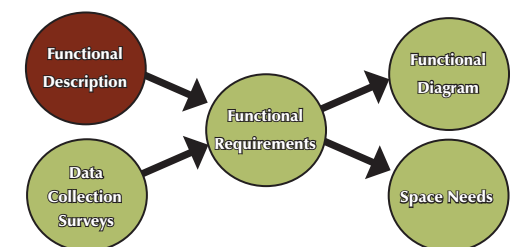
- o Diversion
 - » The Thunderbolt Program is an early intervention program which focuses on diverting offenders from the formal juvenile justice system.
- o Intensive Intervention/Supervision
 - » Juvenile Drug Court, Campus Probation Officer, Team Supervision, Community School, Gang Unit, and Juvenile Accountability Block Grant Program.
- o Placement (Foster Care/Group Homes)
 - » Out-of-home placement services include the use of professional foster homes and residential group homes.
- o Services provided through this broad continuum of programs are directed at facilitating behavioral changes and preparing youth for making positive, healthy transitions into adulthood. These community services include:
 - » Diversion and informal probation supervision for younger or less serious offenders.
 - » Supervising and enforcing Juvenile Court orders for minors on probation in the community.
 - » Administering appropriate sanctions and providing motivational incentives as needed.
 - » Providing community treatment referrals for minors and their families.
 - » Facilitating residential placement and supervising minors who require out of home placement.
 - » Processing criminal citations and record sealing applications.

• Youth Facility

- o The Youth Facility is a secure facility responsible for providing a safe, secure and structured environment for minors 14 to 18 years of age, who have been committed to the program by the Juvenile Court. The Youth Facility offers a variety of services including, but not limited to: a full school program, visitation for parents and legal guardians, inter-denominational religious services, and recreational activities. As part of the admissions process, medical and mental health assessments are completed in an effort to identify and meet physical and psychological needs. The primary objective of staff is to maintain a safe and

healthy living environment. Programs and leisure time activities are designed to address physical, educational, mental health, and social needs.




- Administrative/Fiscal and Support Division
 - o The Administrative/Fiscal and Support Division is comprised of Administration, Accounting, Collections, Payroll, and Clerical Support.
 - o Administrative activities include interaction with the Board of Supervisors and other County departments including, but not limited to, County Administrative Office, Sheriff, District Attorney, and Auditor-Controller. The Division provides advice and support to program managers in overseeing Department contracts and State/Federal grant awards and to administrative and technical staff in the areas of communications, departmental policies and procedures, external audits and internal operational studies.
 - o Besides routine payroll/personnel activities, some other significant activities include: budget preparation including salary projections, forecasts, and justification; requisition, purchase, and procurement of office supplies and equipment; accounts payable and accounts receivable functions; management of petty cash fund; budgetary support to administrative staff; fixed asset management, and collection functions related to probationer accounts for fines, fees, and restitution as ordered by the Courts.
 - o Clerical Support activities include routine to complex tasks related to the processing of legal and other official documents, updating the department case management system, various reception duties, and scheduling appointments with clients. Other activities include facilities management; equipment acquisition and maintenance related to telephones, copiers, and fax machines; ordering of office supplies and equipment; statistical analysis and reporting; and automation planning.



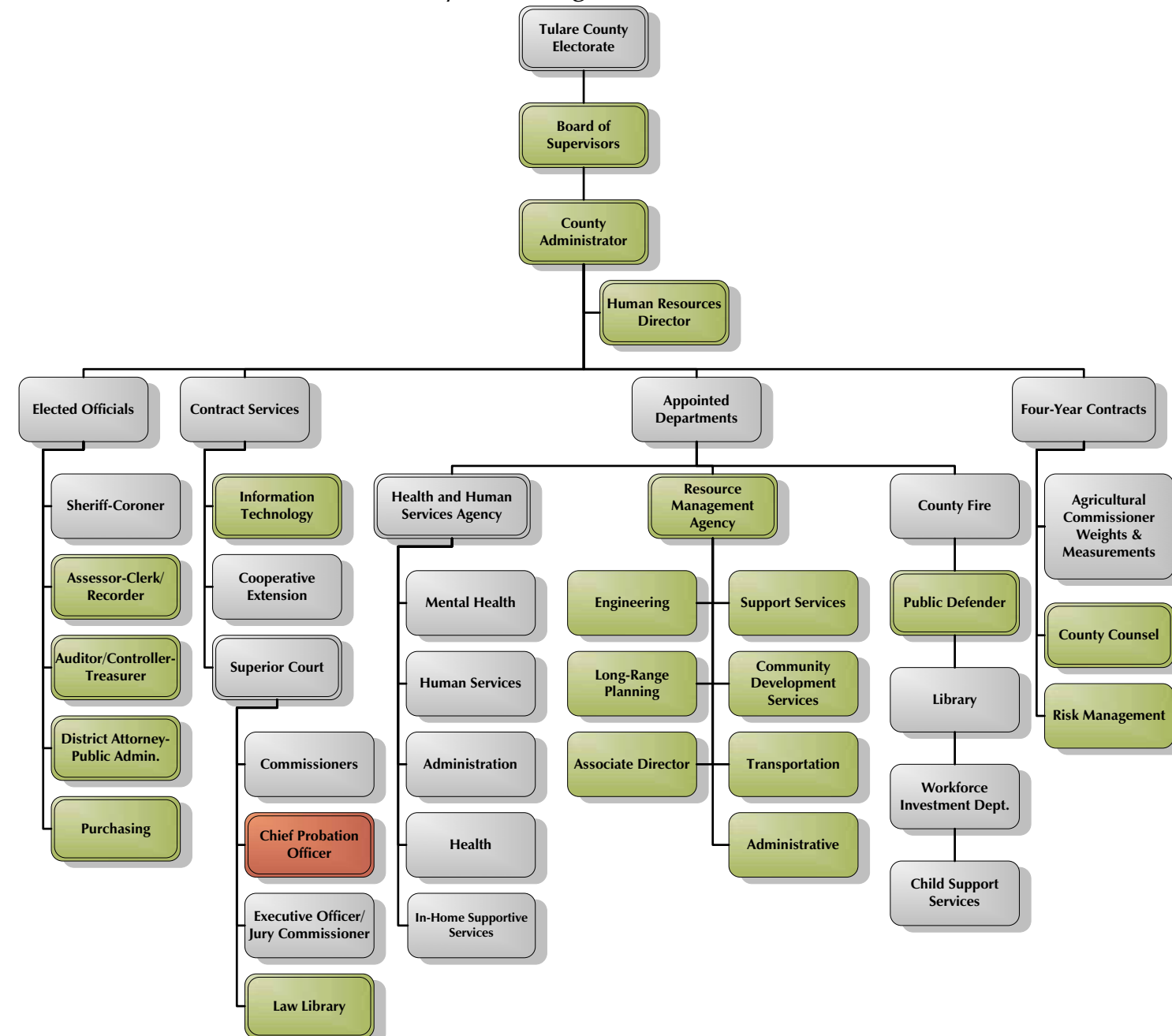


A11-2.4 Department Organization

KEY:

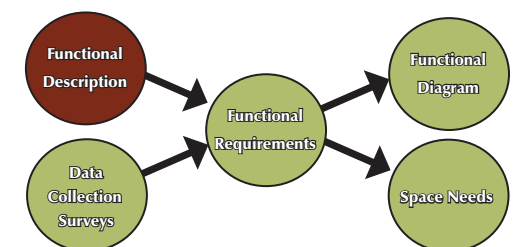
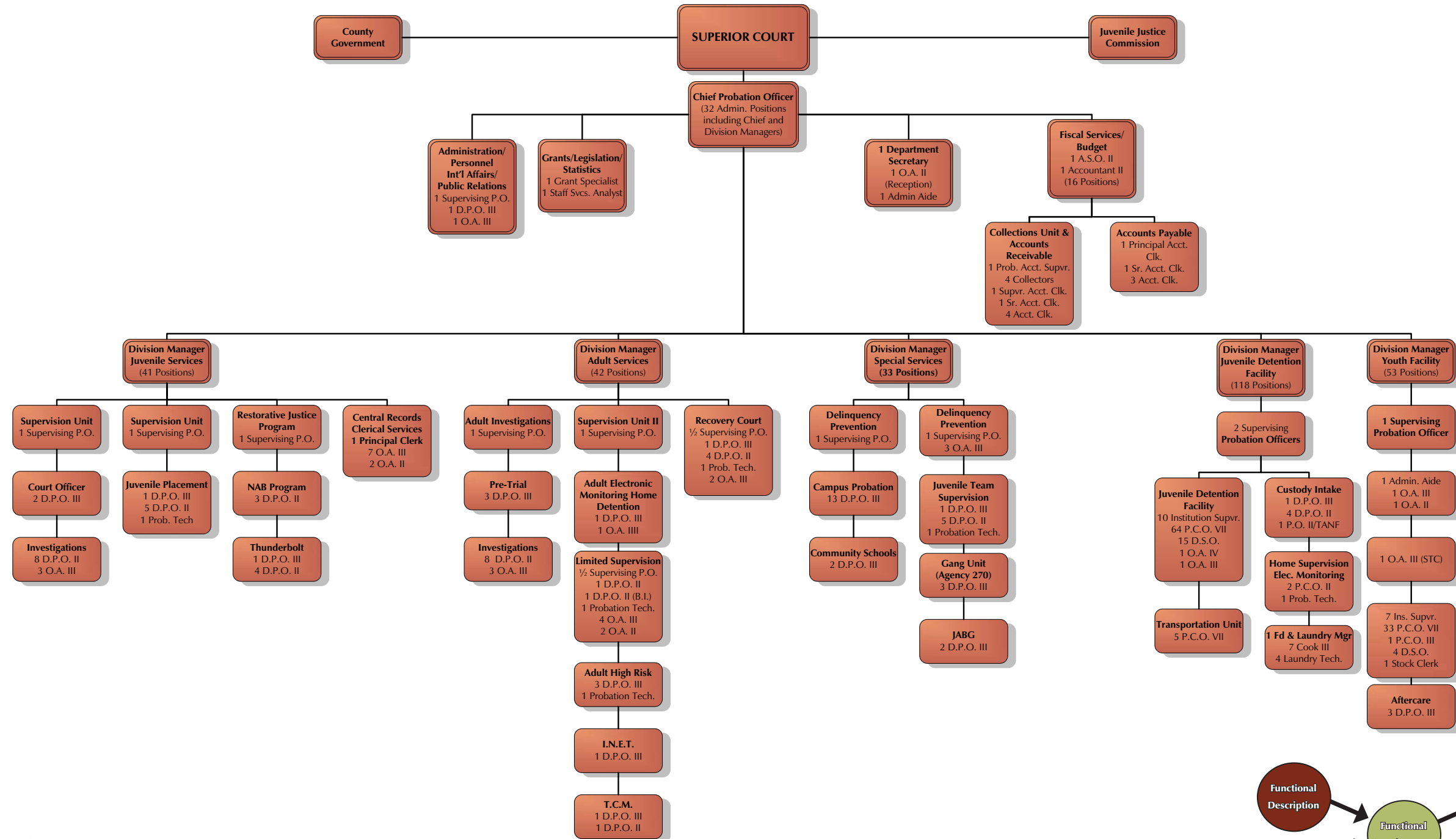
-  Departments in this Phase
-  Focus Department
-  Departments not in this Phase

County of Tulare
Countywide Organizational Chart





Probation Organizational Chart





A11-3.0 Functional Requirements

A11-3.1 Circulation/Relationships

The Probation Department requires a mix of space types; due to the confidential nature of its work, mostly private offices are required, while lower-level staff can function efficiently in cubicle formation. In addition to shared functions such as Conference Rooms, a Break Room, and Staff Restrooms, a number of divisions within Probation require space that is designated to highly secure records, evidence, weapons, and equipment.

A11-3.2 Work Flow Process

Clerical staff receives an e-mailed referral from the Court for a report and recommendation or some type of court report. The referral goes from the Fairway office to the SPO in charge of investigation at the courthouse. The case is assigned to an investigator who obtains documents either from the District Attorneys' office directly or via computer. The defendant makes an appointment. The investigator interviews the defendant either at the office or in jail, contacts the victim to obtain information for restitution, and dictates the report. The report is reviewed by the supervisor, corrected, returned, and then filed with the court and the attorneys, defense and prosecution. After sentencing, the file information is sent via computer to the Fairway Complex for processing. After clerical puts it into the case management system, the case is transferred to a supervisor who assigns it to a Probation officer. The case is returned to the clerical for completion and to make an appointment for the defendant to come into the office to review the terms and conditions of probation with the officer. An appointment is made in the office for the defendant; when the defendant arrives, he/she enters the lobby and is greeted by the receptionist who contacts the officer to advise of their arrival. The officer takes the defendant to his/her office area to review terms, make referrals, and ask/answer questions as needed. Often a urine test is performed, witnessed by the officer.

Probation Administration requires direct adjacency to Purchasing and the Auditor, and desires proximity to the Courts; the Chief Probation Officer requires adjacency to the Board of Supervisors and County Administrative Office; Special Services requires direct adjacency to the District Attorney, Public Defender, Courts, and Sherriff's Department, and desires proximity to the Mental Health Branch and Child Services Division; Adult Services requires adjacency to the Sherriff's Department, Court Clerks, District Attorney, Public Defender, and the Courts; Detention requires adjacency to the District Attorney, Public Defender, and Courts, and desires proximity to HHSA, Social Workers, and County Attorneys; Juvenile Services desires proximity to the Sheriff's Department.

A detailed graphical depiction of the circulation and relationships required is provided in (**Section A11-5.0 of this Appendix**).



A11-3.3 Future Trends

Overall, Probation expects a steady increase in staffing due to increase in crime rates, number of judges, and responsibilities for supervision of state commitments (resulting in higher caseloads).

A11-3.4 Openness/Enclosure

The majority of employees require fixed-wall offices. Most upper division staff require the ability to isolate themselves from public contact in order to maintain security, privacy, and because of the sensitive and judicial nature of the issues they deal with on a day-to-day basis.

A11-3.5 Safety and Security

Probation requires significant security measures to ensure the safety of clerical staff and other personnel due to frequent contact with clients. With the exception of receptionists (who need to meet frequently with defendants), employees should be provided with sufficient isolation from direct public contact to ensure confidentiality of work and prevent the breach of access-related restrictions.

All work areas and unshared file storage areas require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas. Surveillance is also required for Weapon/Equipment Storage, Off-site Storage, and Interview Rooms. Visual (i.e. physical) surveillance is required for Adult Services to ensure the safety of its employees during public contact (e.g. office arrests and searches).

Reception windows require secure, bullet/blast-resistant glass.

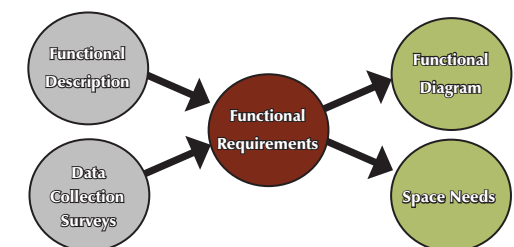
A11-3.6 Equipment and Systems

The Probation Department requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- A DNA Live Scan machine
- Automon; JALAN; Sustain; AFIN; Budget System; Equifax; CLETS

A11-3.7 Technology Implementation

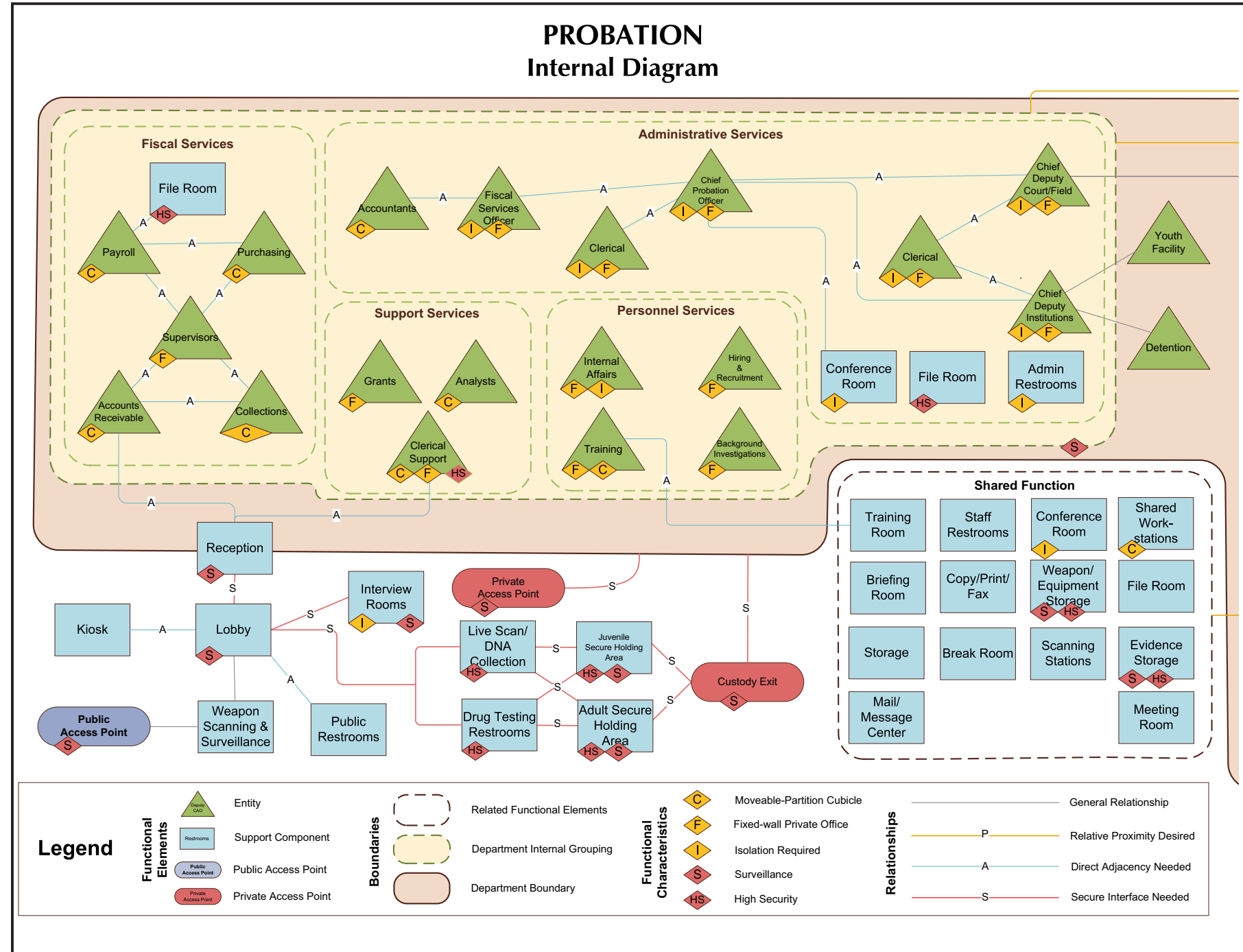
Probation believes that implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by maximizing the quantity and quality of forms and documents available to the general public in electronic format. Further benefits can be achieved by maximizing the ability to electronically submit data typically solicited in hard copy format. These technological implementations are limited by legal requirements to submit and store some documents in hard copy format, however, the vast majority of forms and documents relevant to these departments can be legally digitized.

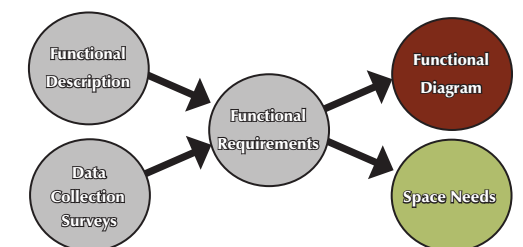
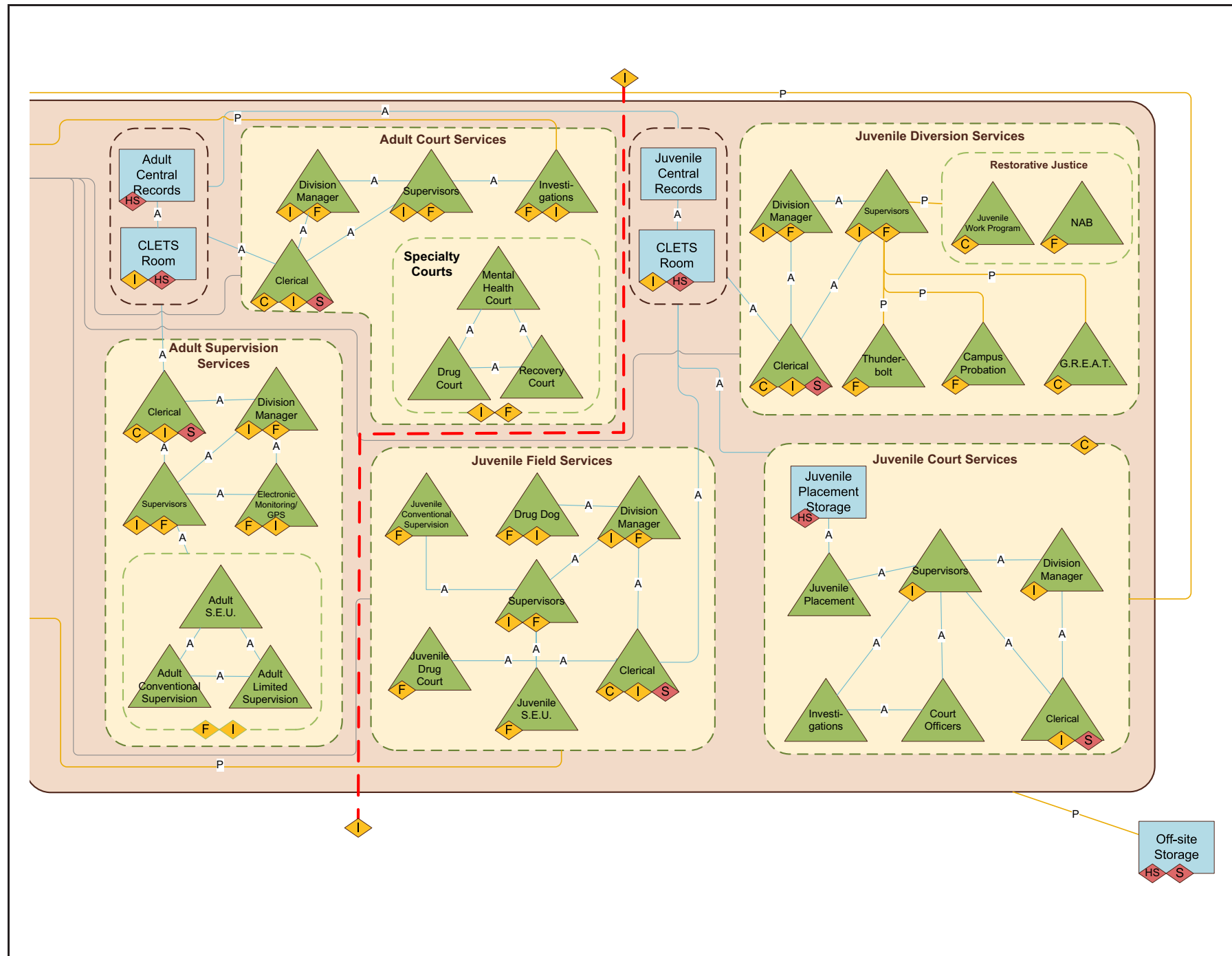




A11-4.0 Internal Functional Optimization Network Diagram

This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).

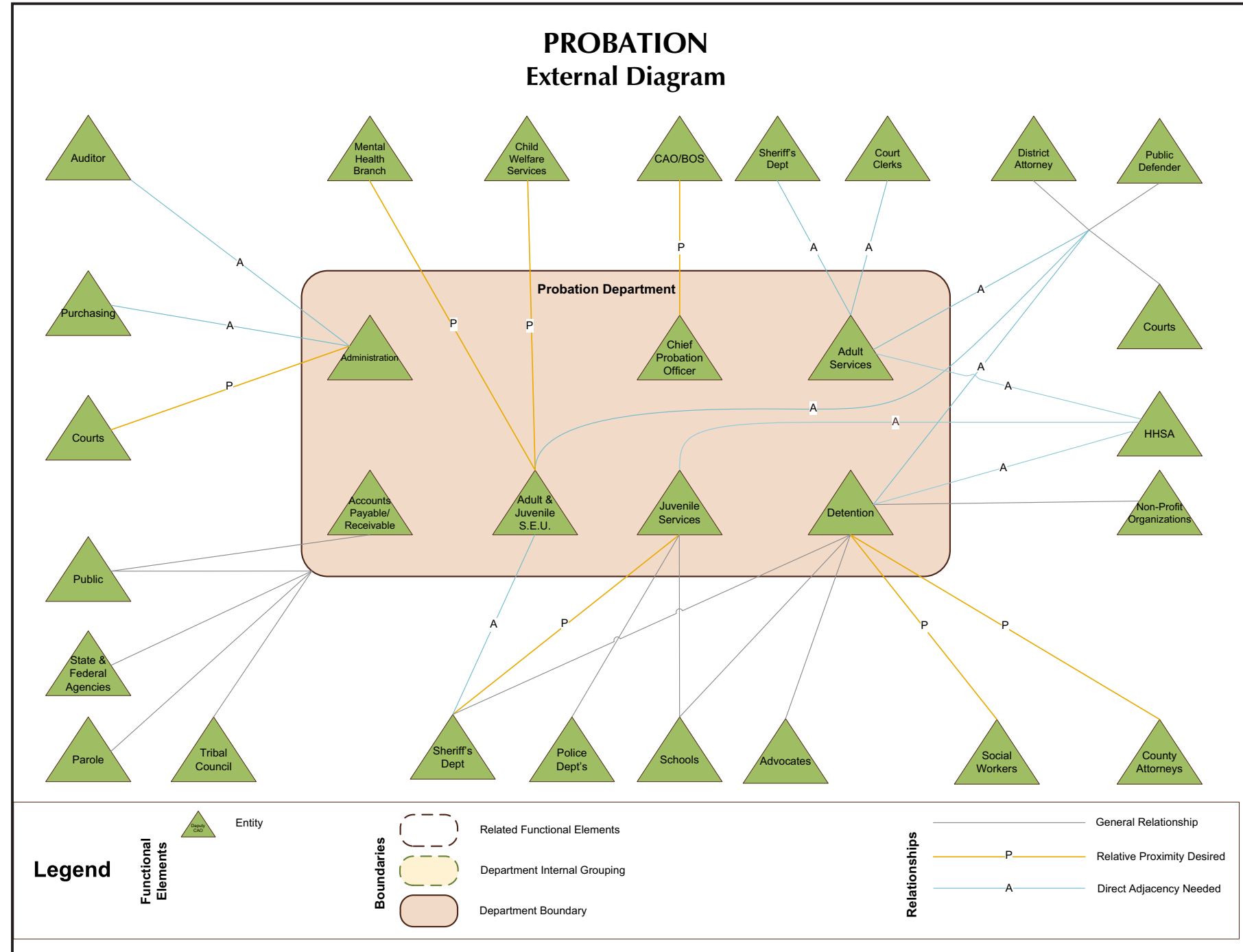






A11-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A11-6.0 Space Needs Update

The 2007 "Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan" did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments' functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A11-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

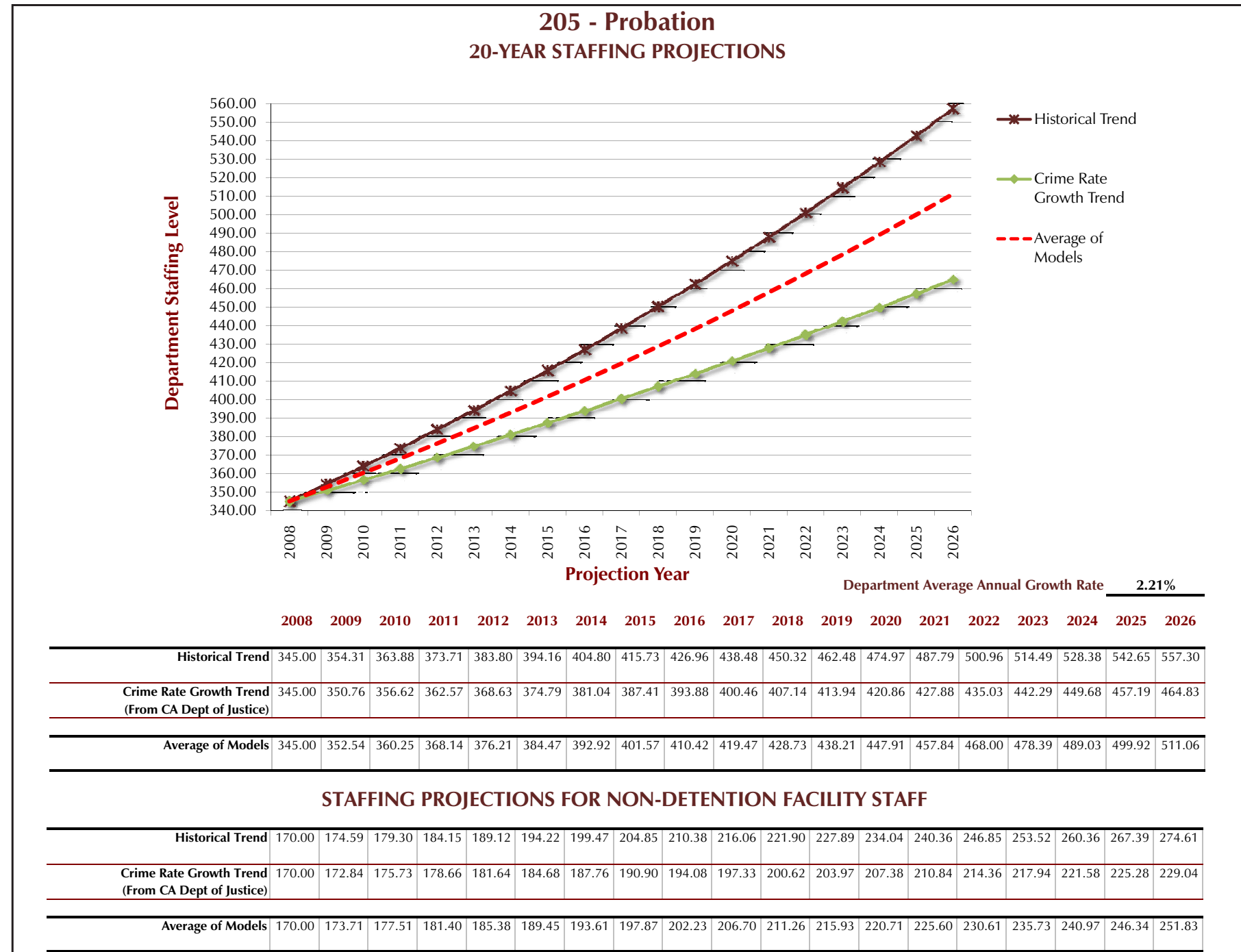
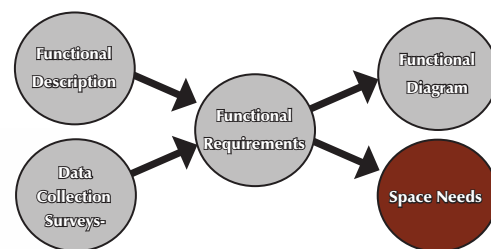


Figure A11-6.0.1 - Probation Staffing Projections





A11-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Probation Department serves primarily to investigate crimes for the courts, supervise offenders on probation, assist victims and provide a safe treatment for juveniles detained in court correctional facilities. As such, there is a partial relationship to the overall crime rate within the region as well as the growth of both local and regional law enforcement. More importantly, this departments staffing levels have been heavily tied to the availability of budgetary funding in response to local and state level mandates for probation activities and involvement. State mandates such as SB 81 (Department of Juvenile Justice realignment) which increases juvenile probation requirements for Counties as well as Court Consolidation which led to Direct calendars that lead to increases in adult probation investigation requirements to support the increases in court judges, have drastic impacts on staffing levels for this department. Currently, the departments' operational budget is approximately 59% paid for by County general fund revenue. This amount has seen minimal increase over the past twenty years in comparison to actual staffing and case-load increases. The remainder of the budget is supplemented through grants and state funding tied to the increase in service requirements mandated at the State level.

This department has historically been, and is currently, deficient in space needs. The department will also likely need to continue increasing staffing needs in the near and distant future. By increasing the productivity of existing staff through implementing technology improvements and co-location of departments, some of these growth impacts have the potential to be minimized while others, such as probationary supervision and investigations staffing needs will likely continue to increase in direct relation to state mandates.

A11-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each

department, based upon information gathered in the management surveys and during functional programming workshops. For the Probation department, the model utilized is representative of historical crime rate growth trends provided by the State of California, Department of Justice. As crime rates increase, the demand for probation services will increase accordingly. There are other factors for growth in this department that are tied to state mandates which cannot be predicted based upon available data. Future changes to these mandates and other legislation have the potential to, in some cases, greatly affect these projections in the future.

Figure A1-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

Probation staff currently includes three-hundred forty-five (345) full time employees (FTE). In 2026, staffing is predicted to be between 557 FTE (Historical Growth Trend) and 465 FTE (Crime Rate Growth Trend). The average between both models is 511 FTE.



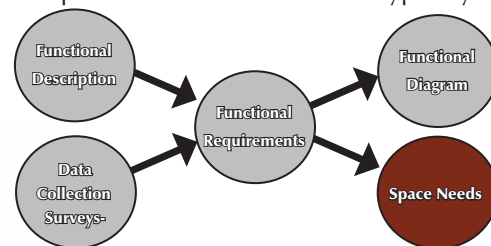
A11-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as



SPACE REQUIREMENTS

205 - Probation

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
35600 - Clk-Pncpl	2.00	2.1 - 2.2	2.3 - 2.5	2.5 - 2.8	2.7 - 3.2	270 SF - 323 SF	100	Clerk-Principal
220 - Acctnt 2	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	86 SF - 103 SF	64	Accountant II
300 - Admin Aide	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	86 SF - 103 SF	64	Administrative Aide
650 - Dept Sec	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	86 SF - 103 SF	64	Department Secretary
730 - ASO III	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	162 SF - 194 SF	120	Administrative Svs Officer III
1830 - AnaStfSv 3	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	86 SF - 103 SF	64	Analyst-Staff Services III
3102 - Ast Chf PO	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	194 SF - 233 SF	144	Asst Chief Probation Officer
7902 - Cf Prob Of	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	345 SF - 414 SF	256	Chief Probation Officer
9910 - Colltr 1	4.00	4.2 - 4.3	4.6 - 5	5 - 5.7	5.4 - 6.5	345 SF - 414 SF	64	Collector I
23420 - PrCorOf2	2.00	2.1 - 2.2	2.3 - 2.5	2.5 - 2.8	2.7 - 3.2	172 SF - 207 SF	64	Prob Correctional Officer II
33320 - Oa 2	2.00	2.1 - 2.2	2.3 - 2.5	2.5 - 2.8	2.7 - 3.2	172 SF - 207 SF	64	Office Assistant II
33320 - Oa 2	3.00	3.2 - 3.2	3.4 - 3.7	3.7 - 4.2	4 - 4.8	259 SF - 310 SF	64	Office Assistant II
33330 - Oa 3	2.00	2.1 - 2.2	2.3 - 2.5	2.5 - 2.8	2.7 - 3.2	172 SF - 207 SF	64	Office Assistant III
100 - Acct Clrk	6.00	6.3 - 6.5	6.9 - 7.4	7.4 - 8.5	8.1 - 9.7	517 SF - 620 SF	64	Account Clerk
35500 - ActClkPrin	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	135 SF - 162 SF	100	Account Clerk-Principal
87520 - GrantSp2	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	129 SF - 155 SF	96	Grants Specialist II
35700 - ProbActSup	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	135 SF - 162 SF	100	Probation Accounts Supervisor
35800 - ProbDivMg	3.00	3.2 - 3.2	3.4 - 3.7	3.7 - 4.2	4 - 4.8	582 SF - 698 SF	144	Probation Division Manager
36020 - ProbOf 2	10.00	10.5 - 10.8	11.4 - 12.4	12.4 - 14.1	13.5 - 16.2	862 SF - 1034 SF	64	Probation Officer II
36020 - ProbOf 2	46.00	48.3 - 49.8	52.5 - 56.9	57.1 - 65	62 - 74.3	3966 SF - 4756 SF	64	Probation Officer II
36021 - ProbOf 2-B	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	86 SF - 103 SF	64	Probation Officer II-B
36030 - ProbOf 3	3.00	3.2 - 3.2	3.4 - 3.7	3.7 - 4.2	4 - 4.8	388 SF - 465 SF	96	Probation Officer III
36030 - ProbOf 3	33.00	34.7 - 35.7	37.7 - 40.8	40.9 - 46.7	44.5 - 53.3	4268 SF - 5117 SF	96	Probation Officer III
36200 - Prob Tch	5.00	5.3 - 5.4	5.7 - 6.2	6.2 - 7.1	6.7 - 8.1	431 SF - 517 SF	64	Probation Technician
41500 - ActClk-Sr	2.00	2.1 - 2.2	2.3 - 2.5	2.5 - 2.8	2.7 - 3.2	259 SF - 310 SF	96	Account Clerk-Senior
45400 - ActClk-Sup	1.00	1.1 - 1.1	1.1 - 1.2	1.2 - 1.4	1.3 - 1.6	135 SF - 162 SF	100	Account Clerk-Supv
46700 - ProbOf-Sup	2.00	2.1 - 2.2	2.3 - 2.5	2.5 - 2.8	2.7 - 3.2	270 SF - 323 SF	100	Probation Officer-Supv
46700 - ProbOf-Sup	10.00	10.5 - 10.8	11.4 - 12.4	12.4 - 14.1	13.5 - 16.2	1347 SF - 1615 SF	100	Probation Officer-Supv
33330 - Oa 3	23.00	24.2 - 24.9	26.3 - 28.5	28.5 - 32.5	31 - 37.2	1983 SF - 2378 SF	64	Office Assistant III



part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).

SPACE REQUIREMENTS

205 - Probation

Total Staffing Counts	170.00	179 - 184	194 - 210	211 - 240	229 - 275	
Assignable NSF Subtotal						17930 SF - 21497 SF
30% Department Grossing						5379 SF - 6449 SF
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						23309 SF - 27946 SF

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
CLETS Room - Juvenile						
Briefing Room - General						
Shared Workstations - General						
Conference Room(s) - General						
Staff Restrooms - General						
Training Room - General						
Conference Room - Administrative Services						
Juvenil Placement Storage - Juvenile Court Services						
File Room - General						
Juvenile Central Records						
CLETS Room - Adult						
Adult Central Records						
File Room - Fiscal Services						
Admin Restrooms - Administrative Services						
File Room - Administrative Services						
Off-site Storage - General						
Meeting Room(s) - General						
Adult Secure Holding Area - General						
Juvenile Secure Holding Area - General						
Drug Testing Restrooms - General						
Live Scan/DNA Collection - General						
Weapon Scanning & Surveillance - General						
Interview Room(s) - General						



SPACE REQUIREMENTS

205 - Probation

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Print/Copy/Fax/Shred - General						
Reception - General						
Weapon/Equipment Storage - General						
Mail/Message Center - General						
Evidence Storage - General						
Scanning Stations - General						
Break Room - General						
Storage - General						
Custody Exit - General						
Kiosk - General						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					1.04	
Ancillary Spaces USF					24241 SF - 29064 SF	

Total Department Need

Assignable USF

23309 SF - 27946 SF

Ancillary USF

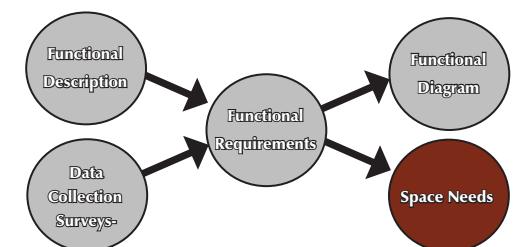
24241 SF - 29064 SF

Department Total Rentable SF (RSF)

47550 SF - 57010 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A12 - Public Defender

Participants:

Michael Sheltzer, Public Defender

Lisa Bertolino, Assistant Public Defender

Ben Smukler, Supervising Attorney

Kathleen Walker, Services Analyst

Rosemarie Lara, Legal Secretary

PROGRAM
DEVELOPMENT

DATA
COLLECTION

5/1/08
Initial Strategy
Meeting

3/20/08
Staff Survey
Launch

5/5/08
Functional
Programming
Survey - Senior
Management

5/14/08
Functional
Programming
Survey -
Department Head

5/29/08
Programming
Workshop

PREPARED BY



Construction Management, Inc.

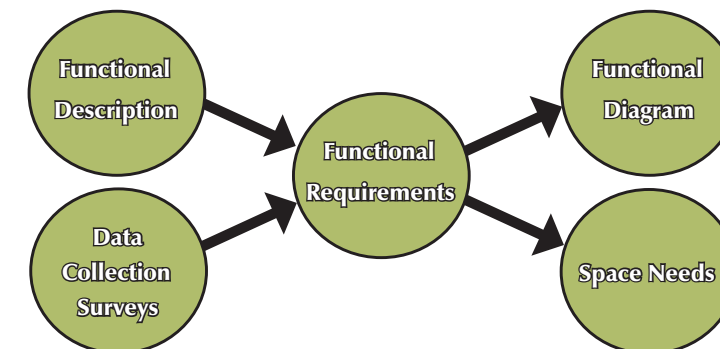


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A12-1.0 Introduction

This section of Appendix "A" represents the detailed documentation of the organizational functional program and space need refinement for the Public Defender department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.12\)](#).





A12-2.0 Functional Description

The Tulare County Public Defender acts to provide competent, effective, ethical and economical legal representation to individuals unable to afford private counsel in certain cases where life or liberty interests are at stake. Such representation is mandated by the United States Constitution and California State law, primarily the Constitution, Government Code, Penal Code and Welfare and Institutions Code.

Attorneys from the Public Defender's Office are typically appointed by the Tulare County Superior Court to represent:

- Adult defendants accused of crimes in misdemeanor and felony cases;
- Juveniles in delinquency cases;
- Mentally disabled individuals facing involuntary mental health commitments;
- Defendants facing incarceration in contempt of court cases arising out of a failure to obey civil court orders.

Enabling statutes mandate the work that the Public Defender must do, and the primary responsibility is to clients, however, the role as a County agency is broader. The Public Defender's Office is an integral part of the administration of justice for the citizens of Tulare County and highly values its criminal justice partnership with law enforcement agencies and Probation to ensure just outcomes for its clients.

Department Organization

- Deputy Public Defenders are the backbone of the Department. They handle case management and client contact from the inception of a case until final sentencing. They direct all actions from client and witness interviews to initiating investigation requests, evaluating evidence, conducting legal research and writing motions. Attorneys negotiate cases with their counterparts in the District Attorney's Office and with judges. When necessary, they try cases to juries.
- Investigators follow up on leads, interview witnesses, serve subpoenas, gather and analyze evidence, help create trial exhibits, advise attorneys and strategize trial tactics. They often act as witness coordinators for attorneys who are in trial, sit at counsel table as the defense investigating "officer" and sometimes testify in court.
- Support staff open and close files, answer telephones and maintain a case management database program. Legal support staff includes paralegals and law clerks that assist attorneys with legal research and writing and provide trial support on complex matters including death penalty cases. Interviewers make initial client intake contact. The Department's account clerk processes payroll and all department financial transactions. Administrative, personnel and budget tasks are handled or delegated by the Departmental Services Analyst.
- The majority of Public Defender staff have their offices in the main courthouse. While there is some overlap in duties, most attorneys have specifically defined assignments:

- o Felony Attorneys handle the most serious cases that come into the office. Felony charges upon conviction can lead to state prison sentences. Felony crimes include drug offenses, sex crimes, robbery and burglary, serious assaults and murder.
- o Misdemeanor Attorneys range in experience from recent law school graduates who have just passed the bar exam to lawyers with several years criminal law experience. Upon conviction, a misdemeanor client may serve a maximum of 1 year in the County jail. These clients face a variety of less serious charges for crimes like driving under the influence of alcohol, petty theft, simple assaults and domestic violence.
- o Civil Attorneys—none of the attorneys in the office carry an exclusively civil caseload, instead, the civil cases are rotated between several lawyers. These weekly civil calendars include:
 - » Conservatorship proceedings for individuals alleged to be unable to feed, clothe or care for themselves because of a mental disorder or due to their advanced age.
 - » Welfare and Institutions Code §6500 proceedings wherein developmentally disabled individuals are facing involuntary commitment to a State hospital.
 - » Civil Contempt proceedings for people alleged to have willfully violated lawful court orders, primarily for failure to pay child support.
 - » Certain guardianship and adoption cases.
 - » Hearings for people involuntarily detained in mental health facilities or those involuntarily compelled to take psychotropic medications.
 - » Hearings for people facing re-commitments as sexually violent predators; those found not guilty by reason of insanity, but still deemed insane; and mentally disordered offenders.
- Specialty Court Attorneys—while no attorney works exclusively in these specialty courts, we do assign lawyers to represent clients in:
 - o Drug Court—a "voluntary" specialty court for individuals with drug problems charged with a variety of non-violent offenses who would otherwise likely be facing State prison or local incarceration. Instead, they agree to a rigorous program of court monitored and enforced drug treatment.
 - o Proposition 36 "Recovery Court"—a statutorily mandated drug treatment program for all non-violent drug possession offenders. Upon successful completion of this court ordered community based treatment, the case is dismissed against the defendant.
- The office at the Juvenile Justice Center houses the Juvenile Attorney team, clerical support, investigators, paralegals and an interviewer. It will also likely be the home base for the pretrial facility attorney.
- Juvenile Attorneys are 4 attorneys assigned to the juvenile unit who rotate into the unit for at least a year. Juvenile work is highly specialized and requires specific training and additional education. These attorneys handle all phases of representing juveniles charged with criminal offenses. Consequences for these young clients may include informal in-home supervision, formal probation supervision, removal from parental control and custody and commitment to a group



home, or assignment to a local "boot camp," other local long-term detention program, or as a final resort to the State Division of Juvenile Justice (formerly the California Youth Authority). Pretrial Attorney began in April 2006 representing in-custody clients on last day arraignments in the courtroom at the Pretrial Facility. Attorneys assigned to this court are able to inform inmates of the charges against them, advise them in entering pleas, and settle various (mostly older) cases that are in the clients' best interest to quickly resolve. The attorney in the Pretrial Facility is assisted by a paralegal and clerical support employee.

A12-2.1 Days and Hours of Operation

8:00am to 5:00pm Monday through Friday. Closed on holidays. Certain individuals may work outside of business hours.

A12-2.2 Occupants/Users

Staff:

- Public Defender
- Assistant Public Defender
- Attorneys
- Chief Investigator
- Investigators
- Interviewers
- Paralegals
- Supervising Law Clerk
- Services Analyst
- Legal Office Assistants
- Account Clerks
- Legal Secretary

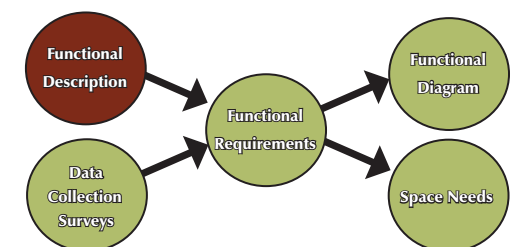
Public:

- Clients
- Family Members
- Court Personnel
- Law Enforcement
- Prosecution Personnel
- Probation Personnel
- Witnesses
- Other Related Experts/Professionals

A12-2.3 Activities

Core functions of the Public Defender include:

- Investigating and writing reports
- Defending public clients
- Interviewing clients
- Researching, writing, and managing cases



A12-3



A12-2.4 Department Organization

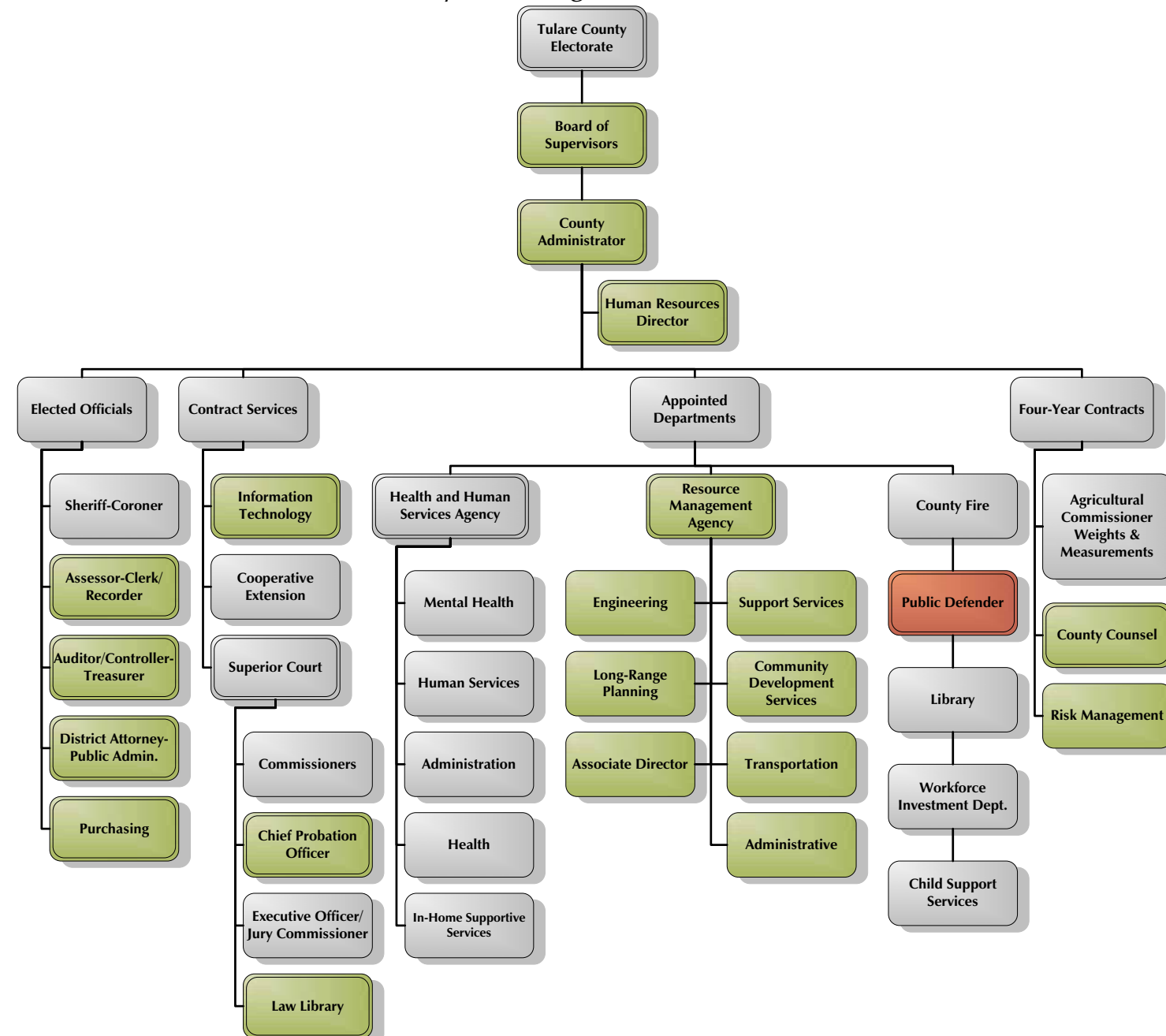
KEY:

 Departments in this Phase

 Focus Department

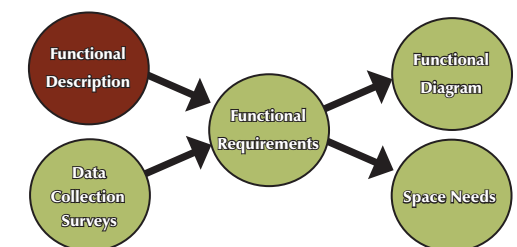
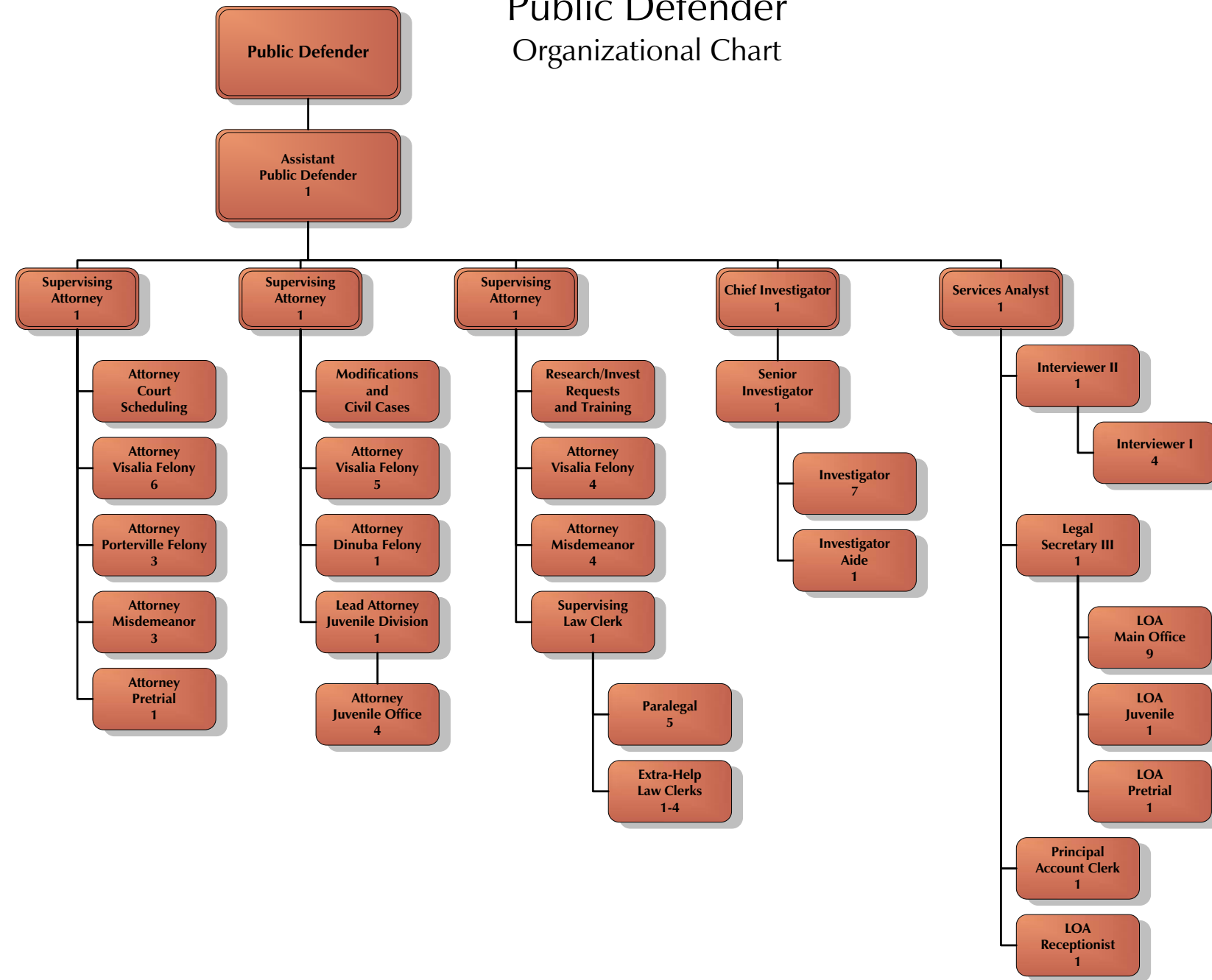
 Departments not in this Phase

County of Tulare
Countywide Organizational Chart





Public Defender Organizational Chart



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A12-4.0 Functional Requirements

A12-4.1 Circulation/Relationships

The Public Defender requires a mix of space types; due to the confidential nature of its work, mostly private offices are required, whereas lower-level staff such as lower-level attorneys and clerical staff can function effectively in a cubicle formation. In addition to the common functional amenities such as Conference Rooms, a Break Room, and Staff Restrooms, the Public Defender requires ample space for two levels of storage: (1) evidence storage, and (2) legal document storage. A secure interface is needed between the public and the Public Defender to maintain security,

Adjacency to the Sheriff’s Office, Probation, and County Law Library is desired. Close proximity to the County Counsel, District Attorney, Human Resources & Development, Information Technology, Auditor, Pre-Trial Facility, and Juvenile Justice Center is desired. The position of Public Defender requires direct adjacency to the Board of Supervisors, County Administrative Office, and County Counsel, and desires close proximity to the Court Executive Officer

A detailed graphical depiction of the circulation and relationships required by the Public Defender is provided in (vvv A12-5.0 of this Appendix).

A12-4.2 Work Flow Process

After the Public Defender is appointed to a client via the Court, paperwork is sent through the Clerical Staff to the Interviewers. The Interviewers scan the documents for conflicts of interest, and then contact the client at the jail facility, by phone, or mail for a client interview. The file continues to an attorney for any preparation work that is needed. Investigation and research requests are submitted by attorneys to their supervisors when extra litigation is necessary for understanding a case. Clerical staff gathers the needed papers for the day of a case, the case is either closed with a hearing or a new court date is set, the attorney records the court proceedings, and the case is dealt with accordingly.

A12-4.3 Future Trends

The Public Defender expects steady growth due to a continuous rise in crime and their subsequent prosecutions. One direct result of this phenomenon is an increase in the number of judges and courtrooms needed for case prosecution, creating a demand for a greater number of staff.

A12-4.4 Openness/Enclosure

The majority of employees require fixed-wall offices. Attorneys and Investigators require the ability to isolate themselves from public contact in order to maintain security, privacy, and because of the sensitive and judicial nature of the issues they deal with daily.

A12-4.5 Safety and Security

The Public Defender requires significant security measures to ensure the safety of clerical staff and other personnel due to frequent contact with clients. Employees should be provided with sufficient isolation from direct public contact to assure confidentiality of work and prevent the breach of access-related restrictions.

All work areas and unshared file storage areas require limited controlled access in the form of cipher lock or equivalent. Private and public entrances should be securable by department employees.

Video surveillance is required on all exterior entrances, lobby and reception areas, and any adjoining parking areas.

Reception windows require secure, bullet/blast-resistant glass.

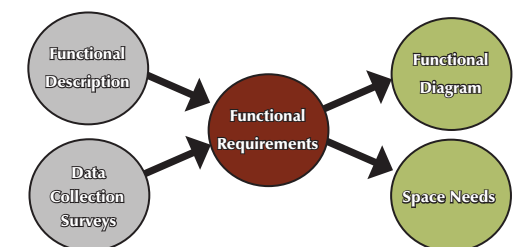
A12-4.6 Equipment and Systems

The Public Defender requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- High quality scanning capability
- Color and black and white copying capability
- A designated media management center
- Secure network storage

A12-4.7 Technology Implementation

The Public Defender believes that implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by maximizing the quantity and quality of forms and documents available to the general public in electronic format. Further benefits can be achieved by maximizing the ability to electronically submit data typically solicited in hard copy format. These technological implementations are limited by legal requirements to submit and store some documents in hard copy format, however, the vast majority of forms and documents relevant to these departments can be legally digitized.

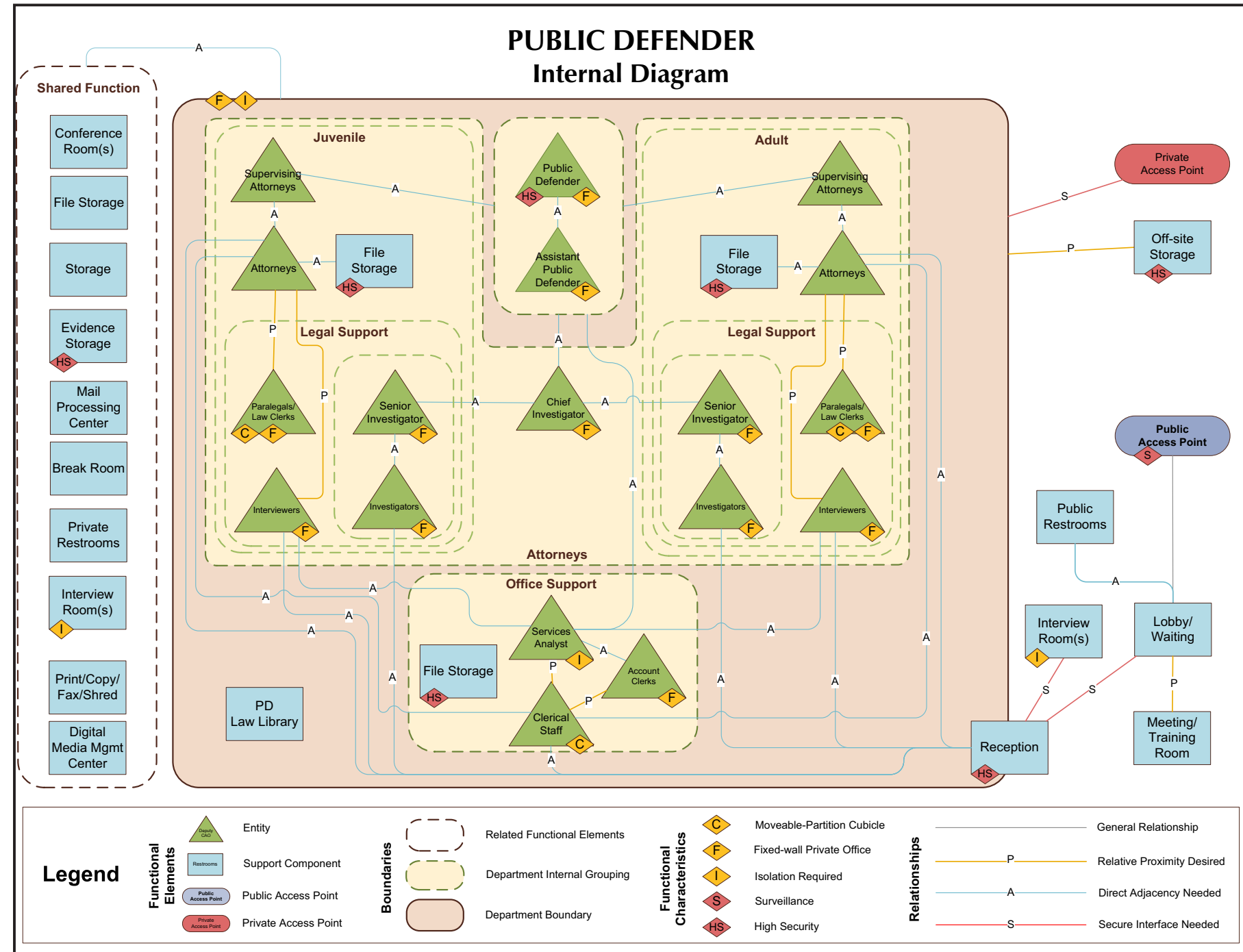


A12-7



A12-4.0 Internal Functional Optimization Network Diagram

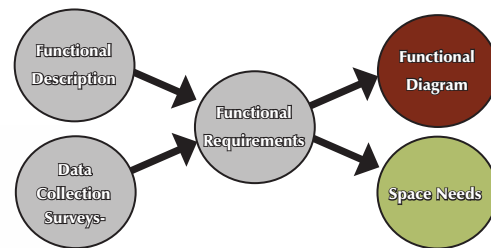
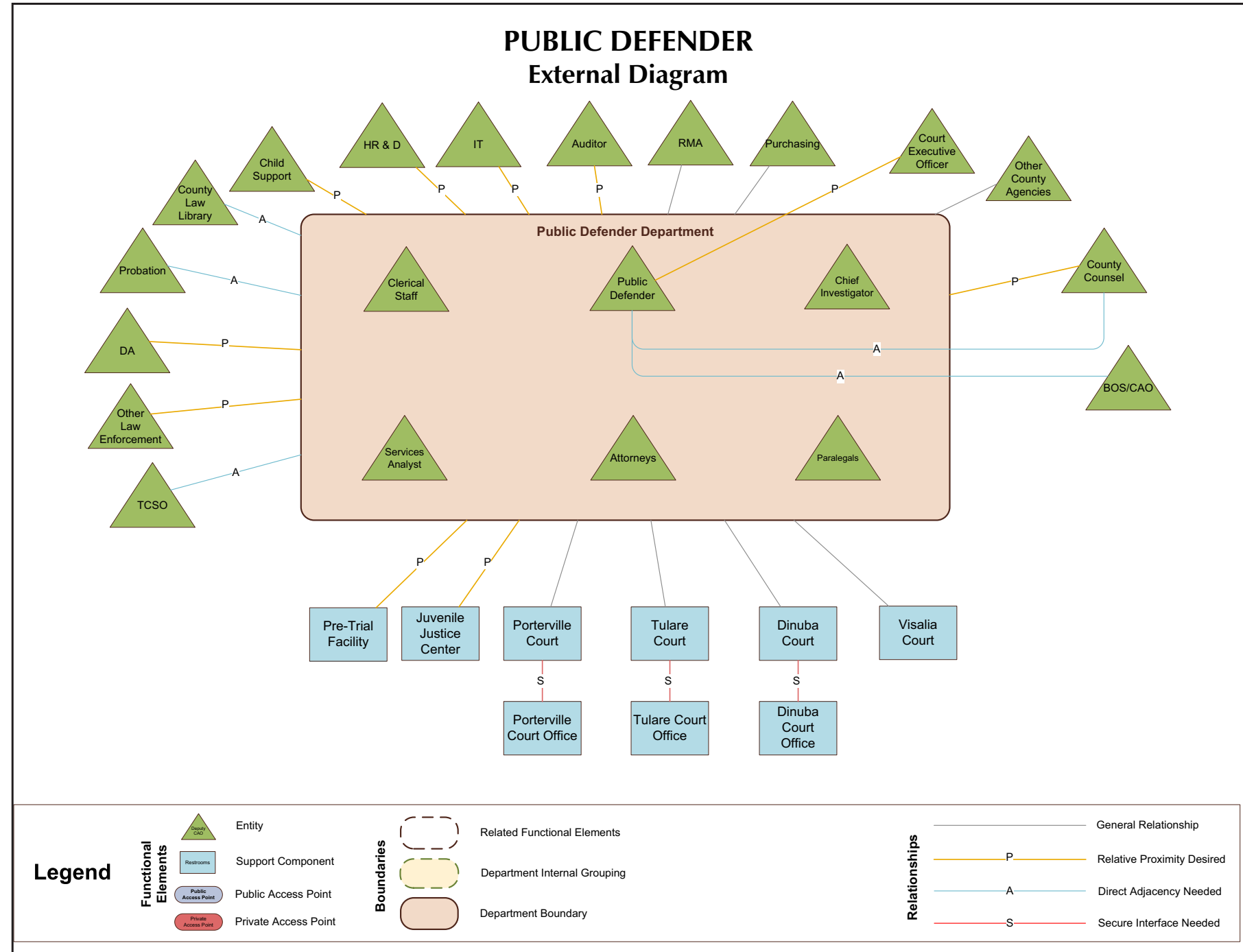
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A12-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A12-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A12-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

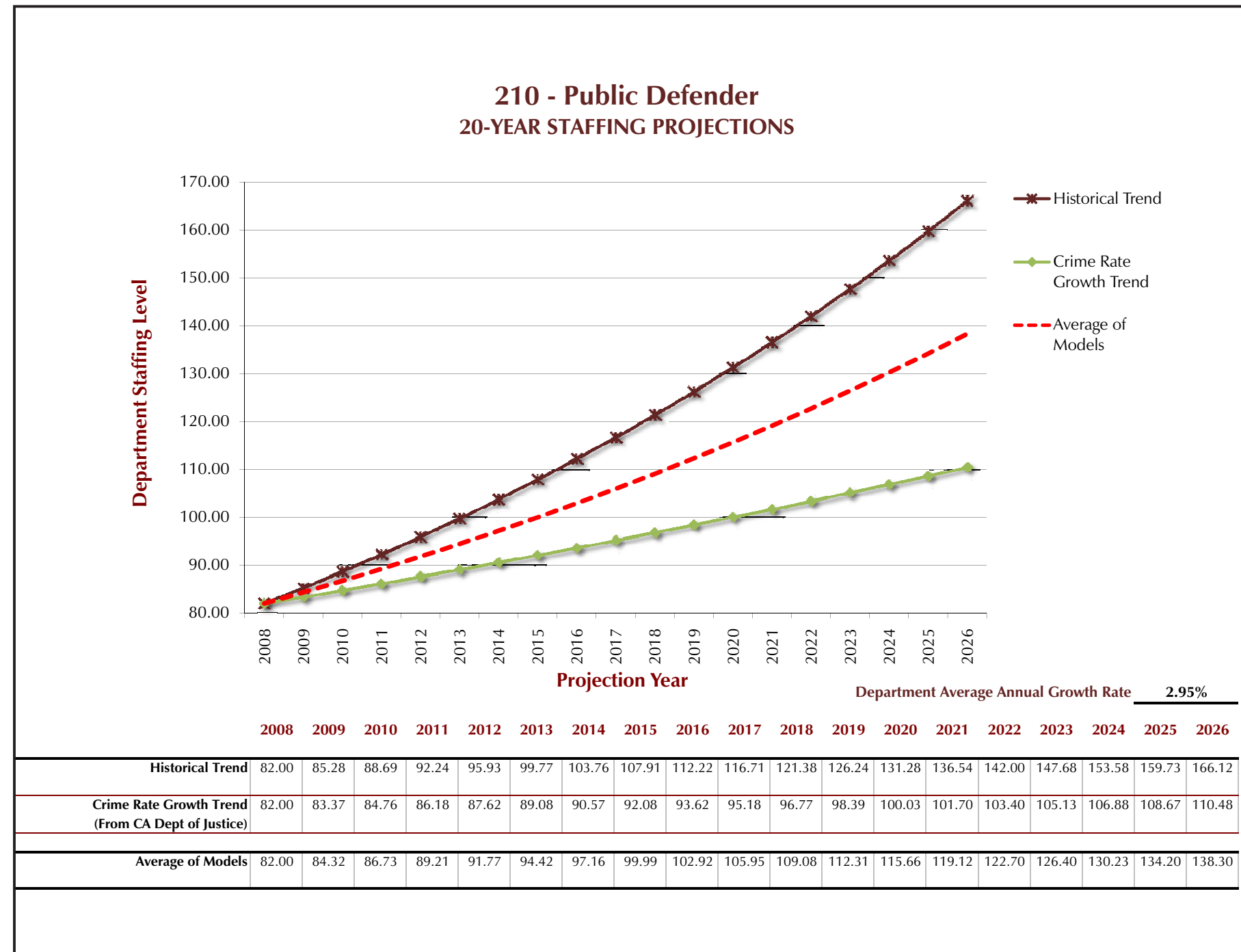


Figure A12-6.0.1 - Public Defender 20 Year Staffing Projections



A12-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The Public Defender Department serves primarily to provide legal representation to individuals unable to afford private counsel as mandated by federal and state regulation/legislation. As this representation pertains only to cases where life or liberty interests are at stake, there is a direct relationship between case-loads and crime rate. Historically, however, this departments' staffing growth rate has far exceeded the crime growth rate (according to the State of California – Department of Justice). The additional growth can be primarily attributed to factors including increases in the number of judges and courtrooms (leads to increases in quantity of cases that can be processed at a given time) as well as additions/changes to federal, state, and local statutes (such as increases in the types and methodologies by which cases are managed). One example in particular is the increase in types of juvenile cases that are no longer managed by the State but must now be managed by the County.

A12-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

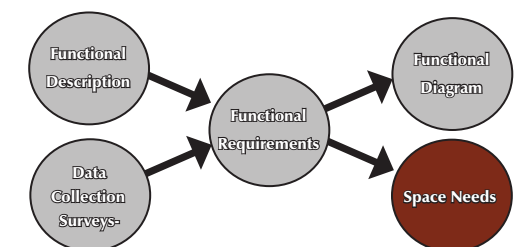
The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Public Defender department, the model utilized is representative of historical crime rate growth trends provided by the State of California, Department of Justice. As crime rates increase, the demand for probation services will increase accordingly. There are other factors for growth in this department that are tied to state mandates which cannot be predicted based upon available data. Future changes to these mandates and other legislation have the potential to, in some cases, greatly affect these projections in the future.

Figure A1-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out

& expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

Public Defender staff currently includes eighty-two (82) full time employees (FTE). In 2026, staffing is predicted to be between 166 FTE (Historical Growth Trend) and 110 FTE (Crime Rate Growth Trend). The average between both models is 138 FTE.





A12-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/fucntions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio

SPACE REQUIREMENTS

210 - Public Defender

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
28300 - Lgl Sec 3	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	86 SF - 130 SF	64	Legal Secretary III
4202 - AstPubDef	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	194 SF - 292 SF	144	Assist Public Defender
4950 - SupvLawClk	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	135 SF - 203 SF	100	Supervising Law Clerk
5052 - Atty,Cr 5-N	36.00	37.8 - 40.5	41.1 - 49.3	44.6 - 59.9	48.5 - 72.9	5820 SF - 8752 SF	120	Attorney, DA/PD V-N
25400 - Inv Aide	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	86 SF - 130 SF	64	Investigator Aide
25810 - PD Inv 1	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	86 SF - 130 SF	64	Investigator I-Public Def
25820 - PD Inv 2	2.00	2.1 - 2.2	2.3 - 2.7	2.5 - 3.3	2.7 - 4.1	172 SF - 259 SF	64	Investigator II-Public Def
25821 - PD Inv 2B	4.00	4.2 - 4.5	4.6 - 5.5	5 - 6.7	5.4 - 8.1	345 SF - 519 SF	64	Investigator II-Public Def-B
1895 - Ana-PD Svs	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	129 SF - 194 SF	96	Analyst-Public Defender Svs
27840 - LOA 4	2.00	2.1 - 2.2	2.3 - 2.7	2.5 - 3.3	2.7 - 4.1	259 SF - 389 SF	96	Legal Office Assistant IV
74920 - Para 2	6.00	6.3 - 6.7	6.9 - 8.2	7.4 - 10	8.1 - 12.2	517 SF - 778 SF	64	Paralegal II
35500 - ActClkPrin	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	135 SF - 203 SF	100	Account Clerk-Principal
37502 - Pub Defend	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	345 SF - 519 SF	256	Public Defender
37610 - PD Int 1	5.00	5.3 - 5.6	5.7 - 6.8	6.2 - 8.3	6.7 - 10.1	674 SF - 1013 SF	100	Public Defender Interwvr I
37720 - PD Int 2	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	135 SF - 203 SF	100	Public Defender Interwvr II
42300 - Inv-PD-Sr	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	129 SF - 194 SF	96	Investigator-Pub Def-Senior
42301 - InvPD-SrB	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	129 SF - 194 SF	96	Investigator-Pub Def-Senior-B
45502 - Atty-Sup-N	4.00	4.2 - 4.5	4.6 - 5.5	5 - 6.7	5.4 - 8.1	647 SF - 972 SF	120	Attorney-Supv-N
74300 - Chf Inv-PD	1.00	1.1 - 1.1	1.1 - 1.4	1.2 - 1.7	1.3 - 2	162 SF - 243 SF	120	Chief Investigator-Pub Def
27830 - Loa 3	11.00	11.6 - 12.4	12.6 - 15.1	13.6 - 18.3	14.8 - 22.3	948 SF - 1426 SF	64	Legal Office Assistant III
Total Staffing Counts	82.00	86 - 92	94 - 112	102 - 137	110 - 166			
Assignable NSF Subtotal						11134 SF - 16742 SF		
30% Department Grossing						3340 SF - 5022 SF		
Assignable "Useable SF" (USF)						14474 SF - 21764 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Public Defender Law Library - General						



of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).

SPACE REQUIREMENTS

210 - Public Defender

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Interview Room(s) - Secure Public Access						
Meeting/Training Room - General						
Reception - General						
File Storage - Office Support						
File Storage - Adult						
File Storage - Juvenile						
Off-site Storage - General						
Print/Copy/Fax/Shred - General						
Conference Room(s) - General						
Interview Room(s) - Private Access Only						
Private Restrooms - General						
Break Room - General						
Mail Processing Center - General						
Evidence Storage - General						
Storage - General						
File Storage - General						
Digital Media Management Center - General						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					0.86	
Ancillary Spaces USF					12448 SF - 18717 SF	

Total Department Need

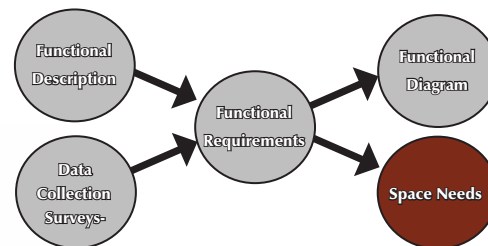
Assignable USF
14474 SF - 21764 SF

Ancillary USF
12448 SF - 18717 SF

Department Total Rentable SF (RSF)
26922 SF - 40481 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



COUNTY OF TULARE
STATE OF CALIFORNIA

FUNCTIONAL PROGRAM DOCUMENTATION

A13 - Law Library

Participants:

Michael Sheltzer, Member, Board of Law Library Trustees

Anne Bernardo, Law Library Director



PREPARED BY



Construction Management, Inc.

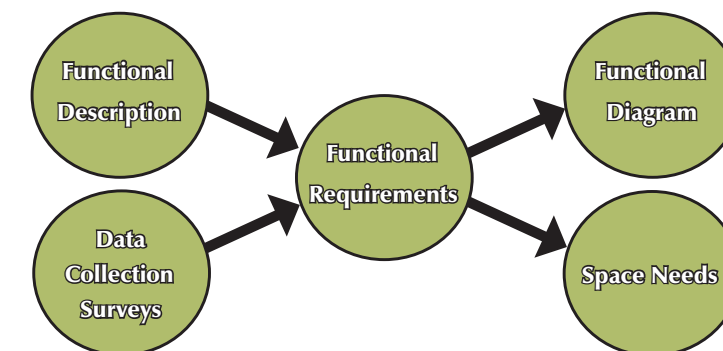


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A13-1.0 Introduction

This section of Appendix “A” represents the detailed documentation of the organizational functional program and space need refinement for the Law Library department. It is intended to supplement the Department Functional Summary provide within [\(Section 3.2.13\)](#).



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A13-2.0 Functional Description

The Tulare County Public Law Library is established under the authority of Chapter 5 of Division 3 of the California Business & Professions Code, comprised of sections 6300 through 6364 of that Code, and Tulare County Ordinance, Section 1-03-2130. The primary obligation of the Library is to provide legal information and information services to members of the legal community and citizens who reside or practice in Tulare County. It is the goal of the Library to provide current legal material which supports the knowledge of law in Tulare County. The collection shall be maintained in good order and accessible to all users. Public service shall be provided to assist Library users in the utilization of the Library’s holdings. The Library also seeks to make available the benefits of new technology to enhance and widen services.

The Tulare County Public Law Library is a free law library serving the citizens, legal professionals, and judicial officers of Tulare County. California statutes have provided for a County Public Law Library system—a separate governmental entity—in each county of the State since 1891. The Tulare County Public Law Library focuses on practice materials for attorneys and laypersons. Funded by a small share of the superior court civil case filing fee, the Tulare County Public Law Library receives no tax support or contribution from the county’s general fund.

The Board of Trustees establishes library policy and budget. Membership consists of five Superior Court judicial officers, the chairman of the Tulare County Board of Supervisors or representative, and an attorney appointed by the Board of Supervisors. The Director of the Law Library serves as Secretary to the Board. Board meetings are open to the public and agendas are posted on the Public Law Library’s hallway bulletin board.

A13-2.1 Days and Hours of Operation

8:00am – 5:00pm Monday through Friday. Closed on holidays.

A13-2.2 Occupants/Users

Staff

- Law Library Director
- Research Assistants

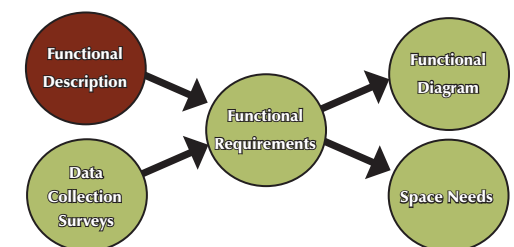
Public

- Judges
- Attorneys
- Paralegals
- Law Clerks
- Students

- Non-attorneys representing self
- County employees
- General Public

A13-2.3 Activities

- Provide legal material for public and private reference
 - o Provides legal information for legal research, public interest, and assists in finding appropriate and applicable legal material. Staff, however, cannot comment or assess how a law might apply to a patron’s situation.
- Provide training and instruction on legal research
 - o In print and online, Westlaw, LexisNexis, Alexandria online catalog, office software programs, typewriters, inter-library lending, public FAX, and conference rooms
- Focuses on practice materials for attorneys and lay persons




A13-3



A13-2.4 Department Organization

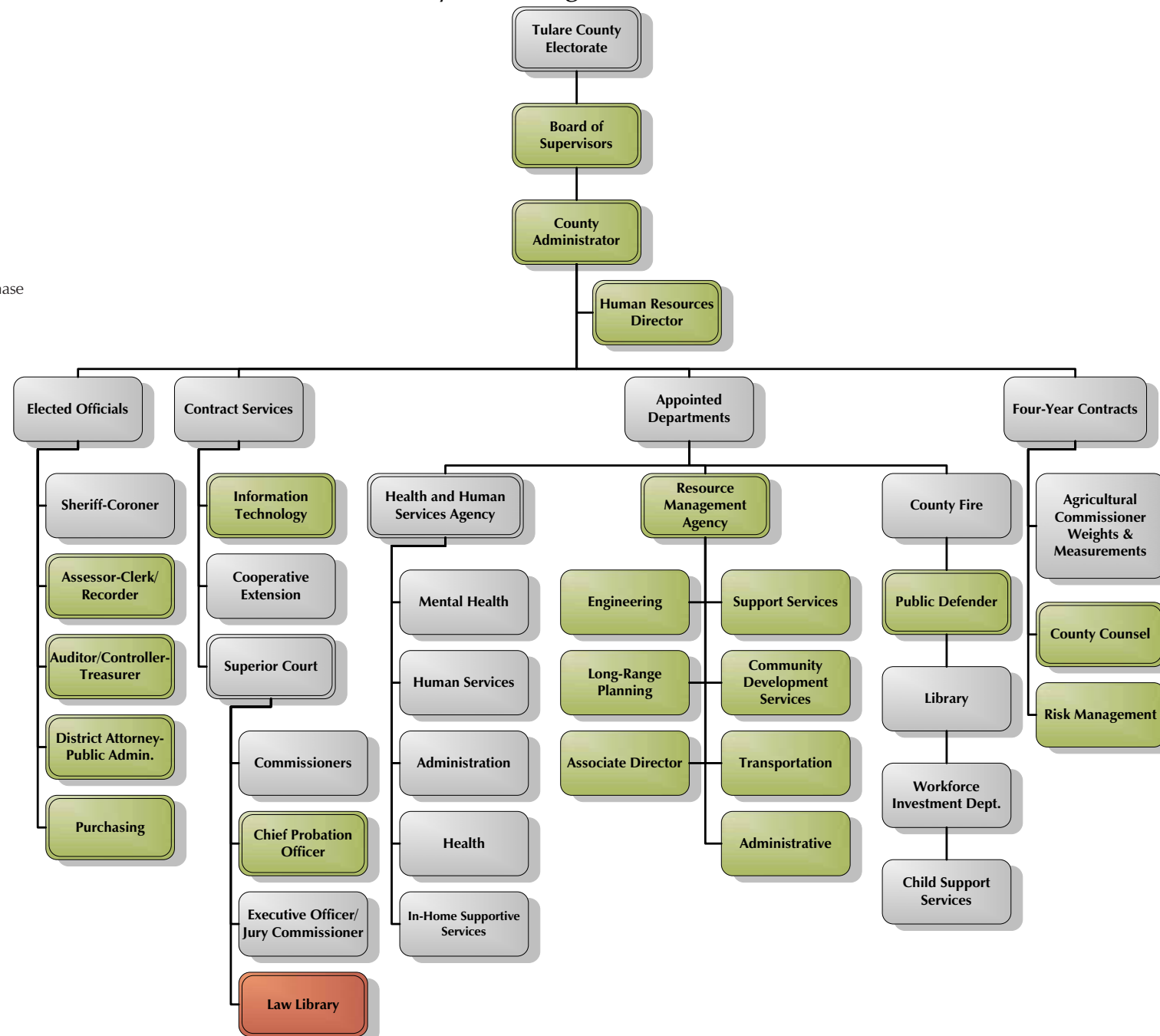
Countywide Organizational Chart

KEY:

 Departments in this Phase

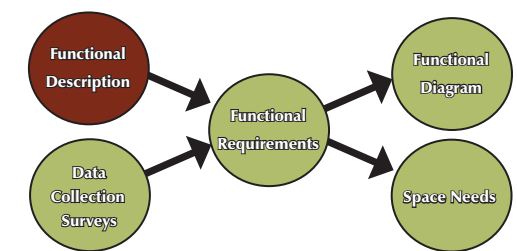
 Focus Department

 Departments not in this Phase





Law Library Organizational Chart





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A13-3.0 Functional Requirements

A13-3.1 Circulation/Relationships

The Law Library Director requires a private office and Reference Assistants can function efficiently in cubicles.

The Law Library requires direct adjacency to the Superior Courthouse and Justice Departments, and desires proximity to public libraries, community colleges, community legal aid programs, and private attorneys.

A13-3.2 Work Flow Process

Reference Assistants are the first point of contact for the public, either for reference service or directional assistance. The Director will help when the number of patrons exceeds the number of reference assistants. Reference assistants handle the daily updating of legal material, shelving, and records.

The Law Library Director communicates with departments or outside agencies regarding policies set in place by the Board of Law Library Trustees. The Director also oversees the budget, supervises staff, and negotiates vendor contracts, payments, IT services, and operational activities.

A13-3.3 Future Trends

The Law Library does not expect any significant growth in staff count or inventory in the future.

A13-3.4 Openness/Enclosure

The Law Library Director requires a fixed-wall private office; Reference Assistants can function efficiently in cubicles. The Quiet Research Area, Semi-private Research Area, and Quiet Study Areas require isolation for the purposes of solitude and security.

A13-3.5 Safety and Security

The Law Library does not require significant security measures, however, all entrances require some type of digitally recorded surveillance. The Law Library Storage Room also requires an extra layer of security due to confidentiality of content.

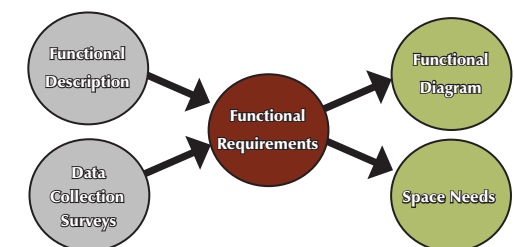
A13-3.6 Equipment and Systems

The Law Library requires:

- Personal computer workstations
- Hard line and secure wireless access to the internet and county intranet/network
- Standard telephone and voice-over-IP technologies
- Fax capability
- Conference calling
- High quality scanning capability
- Color and black and white copying capability
- Secure network storage
- Technology in conference rooms
- Inter-office mail; outside mail services
- Package pickup and delivery

A13-4.7 Technology Implementation

Law Library personnel believe that implementation of hardware and software improvements will increase productivity. More specifically, benefits can be realized by maximizing the quantity and quality of forms and documents available to the general public in electronic format. Further benefits can be achieved by maximizing the ability to electronically submit data typically solicited in hard copy format. These technological implementations are limited by legal requirements to submit and store some documents in hard copy format, however, the vast majority of forms and documents relevant to these departments can be legally digitized.

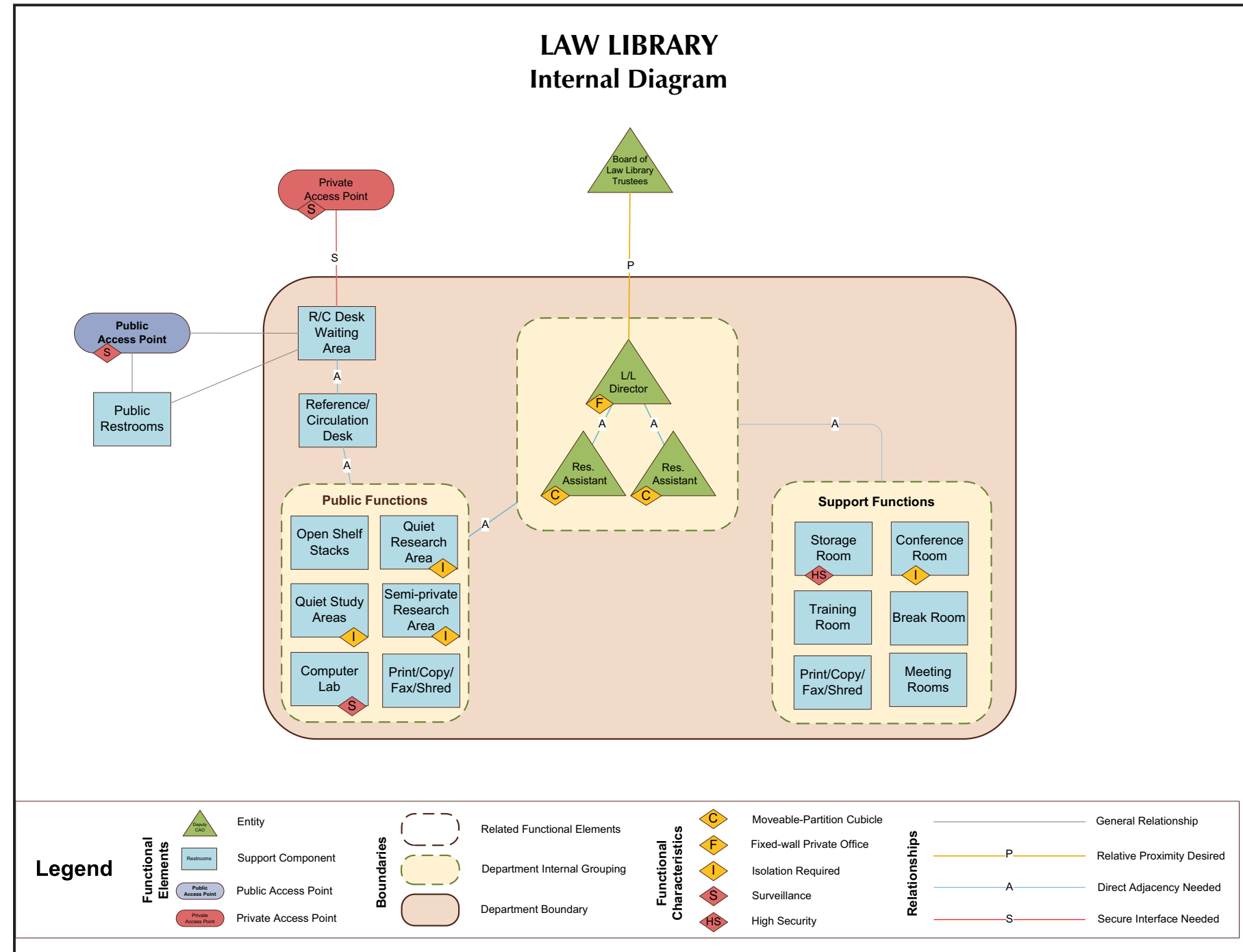


A13-7



A13-4.0 Internal Functional Optimization Network Diagram

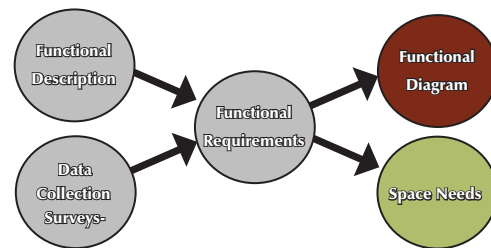
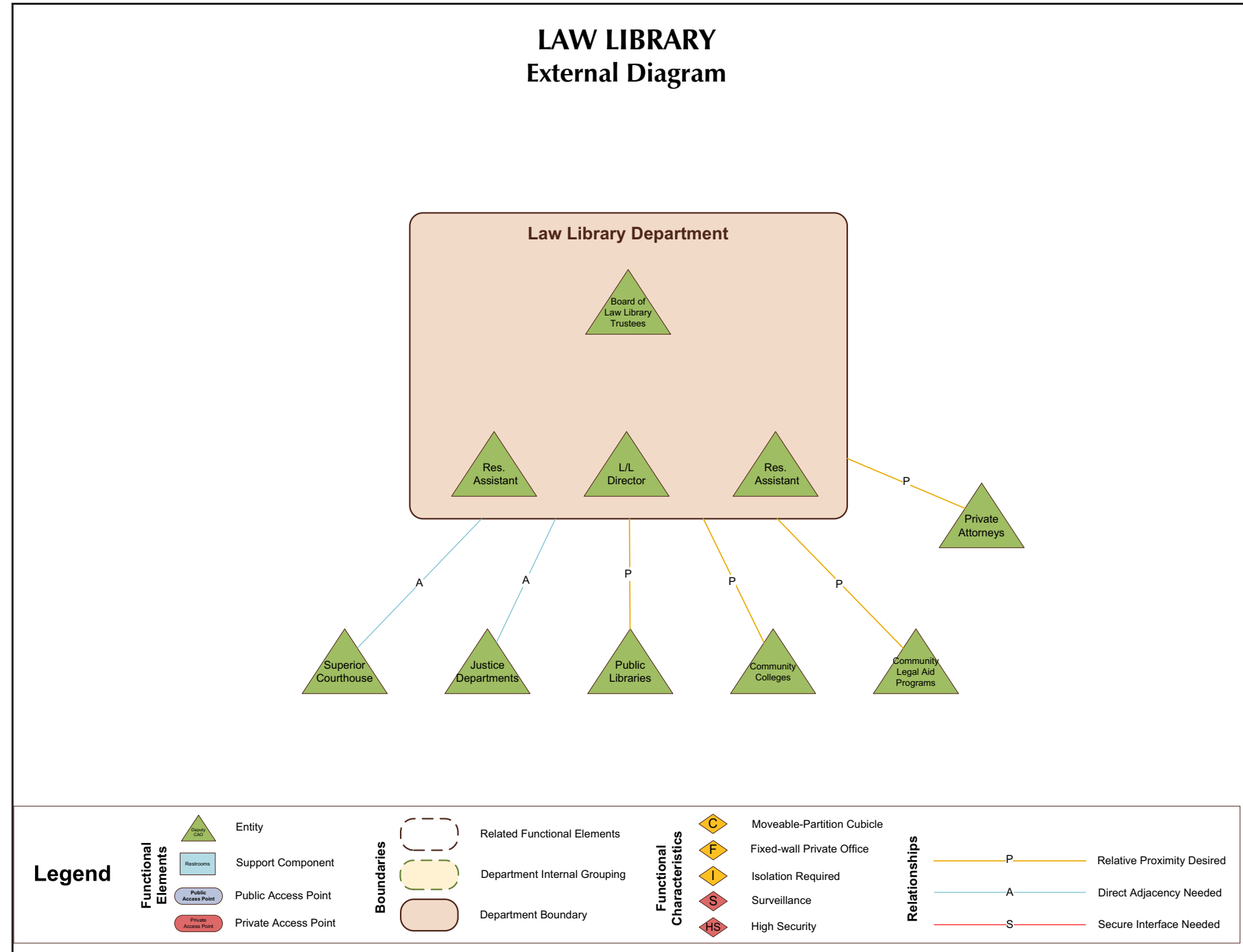
This functional diagram illustrates the functional operation of this departments as a unit. For further information regarding the symbols and layout of this diagram see (Section A0-4.0).





A13-5.0 External Functional Optimization Network Diagram

This functional diagram illustrates the functional operation and relationships of this departments with other entities outside of the department (eg. other department or non-county agencies). For further information regarding the symbols and layout of this diagram see (Section A0-5.0).





A13-6.0 Space Needs Update

The 2007 “Countywide Preliminary Facility Evaluations/ New Civic Center Master Plan” did not include the solicitation input of department personnel so as to achieve a preliminary evaluation of potential space need requirements. As one of the intentions for this project included eliciting department input, an update to Space Need requirements has been completed.

The functional programming process covered in other sections of this report specifically addresses each departments’ functional requirements, independent of physical space allocation. Alternatively, this space need update incorporates the growth factors discovered and validated during the functional programming process in order to more reliably predict the space need of each department for the current planning horizon (through the year 2026). Figure A13-6.0.1 quantifies the updated staffing levels for this departments as described on the subsequent pages.

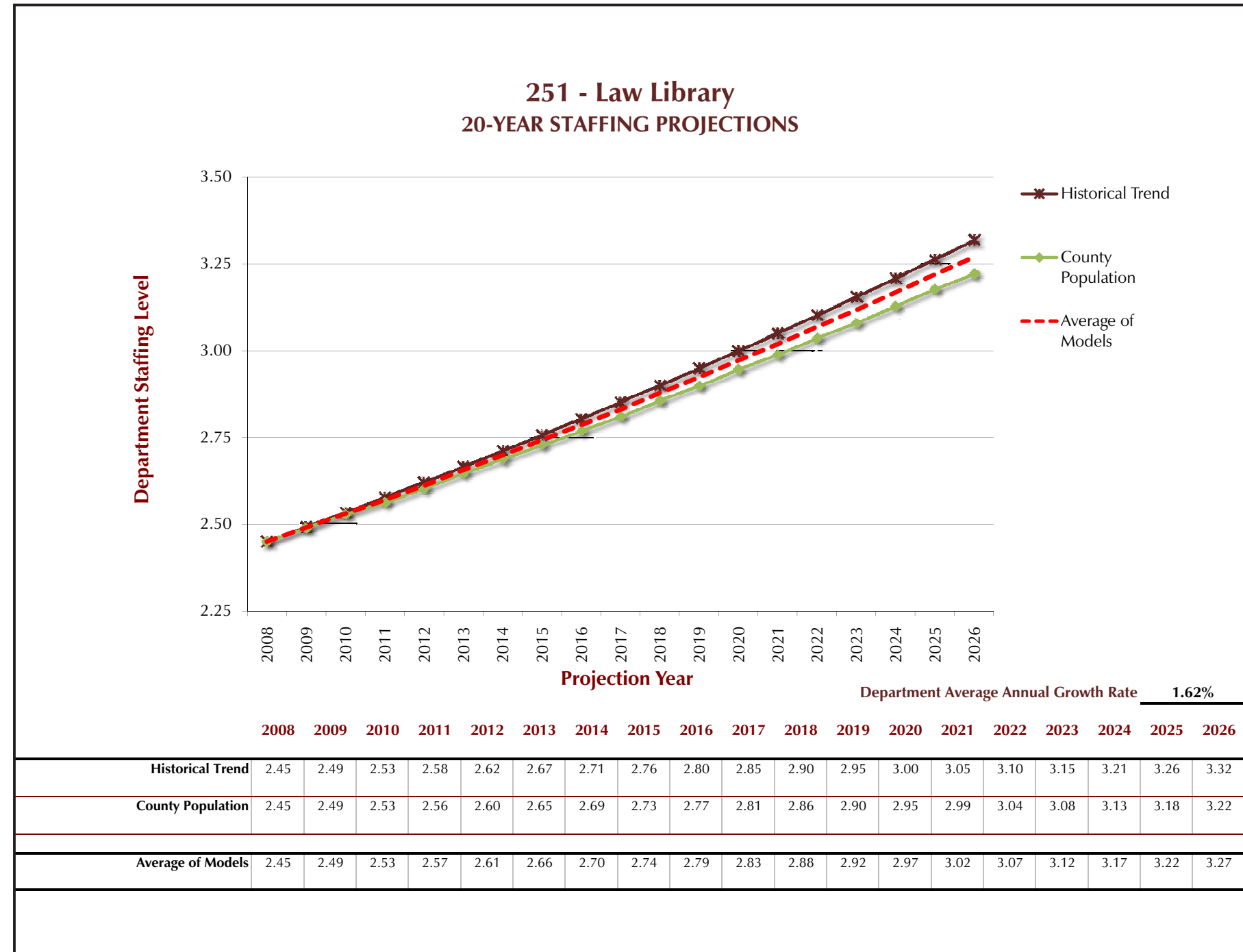


Figure A13-6.0.1 - Law Library 20 Year Staffing Projections



A13-6.1 Historical Growth Patterns

The following statement was provided directly by a senior representative of this department to explain historical growth patterns as they relate to the factors this department believes will grow in affect the future.

The public law library is a legal resource center and its staff must be experts in finding the law, be accustomed to making community service referrals, and can assist all patrons in using print and electronic tools to find and understand the law.

One of the most significant impacts on our staff has been the increase of self-represented litigants and those handling their own legal matters in the library. The number of non-attorneys using the library here has grown to nearly eighty percent, and of those, seventy percent require reference assistance. We anticipate this growth to continue.

Another issue has long been the law library's funding. The library's primary source of revenue comes from a portion of the civil filing fee collected by the superior court. Because this funding is dependent on the number of paid filings (versus waived fees and other economic and social variables), the law library must constantly monitor its resource materials and staffing levels to be able to continue providing the best possible service it can afford.

A13-6.2 Basis of Staffing Projections

The purpose of modeling staff growth is to provide an aid for making decisions regarding facility sizing based on predicted levels of staffing at the time of construction completion. For purposes of this study, two models were chosen to predict staff growth for each department: historical staff growth, and a second model based on factors outlined by department managers.

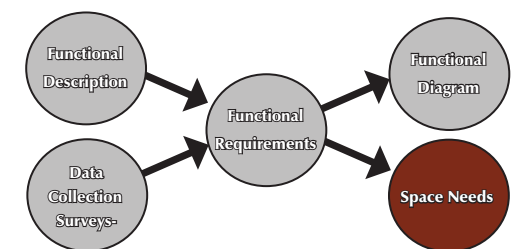
The first model for all departments is based upon historical staff growth. Historical staff growth holds high statistical validity because it takes into account all factors affecting a department over the course of time. This naturally assumes that the types, quantity, and nature of the factors all remain similar during the prediction interval. Finally, the historical growth model also takes into account a history of changes to a department's service demand and requirements which can be effected by changes in local, state and federal legislation.

The secondary model represents the staffing growth model determined to be most valid for each department, based upon information gathered in the management surveys and during functional programming workshops. For the Law Library department, the model utilized is representative of the population growth predictions provided by the State of California, Department of Finance (DOF) and the Tulare County Association of Governments (TCAG). This compound annual growth rate applied is an average of four growth rates. The first two represent directly applying the growth rates indicated by DOF and TCAG respectively. The second two rates are generated by evaluating the current year ratio of staff to population levels and maintaining the same ratio against the DOF and TCAG population projection totals, respectively for each year within the planning horizon.

Figure A1-6.0.1 depicts the models chosen to predict staffing growth for this department. The two prediction models generate a range of potential staffing growth values within which actual staffing growth is most statistically likely to fall within based upon the information that is currently available. For the purpose of space planning, the lower prediction model represents a minimum boundary for facility planning requirements. The upper model represents an estimate of maximum facility build-out & expansion potential. The recommendation is to plan & design new facilities in such a manner that the basic building size meets an average of the prediction models (also indicated on the figures) with the ability to be easily expanded so as to accommodate the maximum potential build-out if necessary.

The population-based model was chosen because the most reliable growth data available is related to countywide population growth. Management explained that as the county's population has grown, the quantity of public users in the library has grown and, eventually, will result in a need to expand the number staff in order to accomplish core functions of the department.

Law Library staff currently includes 2.45 full time employees (FTE). In 2026, staffing is predicted to be between 3.32 FTE (Historical Growth Trend) and 3.22 FTE (Population Growth Trend). The average between both models is 3.27 FTE.





A13-6.4 Space Requirements

In order to fully realize the impacts of staffing growth on planning efforts, it is important to analyze the potential space requirements necessary to accommodate the projected staff counts. The following Space Requirements table indicates this department's potential space need for the 20 year planning horizon. The table is separated into two areas of space allocation: **Assignable Space** and **Ancillary Space**.

Assignable Space is representative of the areas of a building that are available for assignment to an occupant (full-time, part-time, or temporary/seasonal staff). An occupant's assignable space is based upon the total size of the County Space Standard that has been assigned to the occupant's job classification. The Space Requirements table groups occupants into categories that represent the entities from this departments functional program and provides the total count of existing staff for the entity, as well as a range of projected staff for the next twenty years, presented in five year increments, and finally a projected subtotal of the 20 year assignable space need. Within this table, the range is representative of the difference between staffing projections based upon the historical growth trends vs. the a growth trend related to how the department operates/functions.

The total of all assignable spaces for a department is termed the **Assignable "Net Square Feet" (NSF)**. To accommodate circulation within and around assignable spaces, a grossing factor of 30% is added to the Assignable NSF to achieve a total **Assignable "Useable Square Feet" (USF)**.

Ancillary Space is defined as those spaces which are necessary to support the day-to-day operations of a department, as well as specialized uses, but does not include areas specifically related to the operation of the building. At this stage of planning, Ancillary Components from the functional program are listed but specific space area requirements and quantities are not provided as these items are typically determined as part of the architectural programming process related to the design of a specific facility. To predict the potential space need for the ancillary spaces, there must first be an analysis of current space utilization. For each department, the ratio

SPACE REQUIREMENTS

251 - Law Library

Assignable Space (i.e. Staff Offices)

Job Classification	Existing Staff	2011 Staff	2016 Staff	2021 Staff	2026 Staff	2026 Space Need	Standard Area Per F.T.E.	Job Description
40000 - Resrch-Law	1.45	1.5 - 1.5	1.6 - 1.7	1.8 - 1.8	1.9 - 2	191 SF - 196 SF	100	Research Assistant-Law Library
27402 - LawLibrDir	1.00	1 - 1.1	1.1 - 1.1	1.2 - 1.2	1.3 - 1.4	189 SF - 195 SF	144	Law Library Director
Total Staffing Counts	2.45	3 - 3	3 - 3	3 - 3	3 - 3			
Assignable NSF Subtotal						380 SF - 391 SF		
30% Department Grossing						114 SF - 117 SF		
Assignable "Useable SF" (USF) - (staff occupied space only - no ancillary support spaces)						494 SF - 509 SF		

Ancillary Space (i.e. Support Spaces)

Component Name	County Standard	County Standard Size	County Standard Area	Qty	Total Area	Component Description
Reference/Circulation Desk						
Waiting Area						
Reference/Circulation Desk						
Meeting Rooms						
Break Room						
Training Room						
Conference Room						
Storage Room						
Print/Copy/Fax/Shred						
Semi-private Research Area						
Quiet Research Area						
Computer Lab						
Quiet Study Areas						
Open Shelf Stacks						
Ancillary Space Ratio* (Ancillary SF per Staff SF)					6.91	
Ancillary Spaces USF					3414 SF - 3517 SF	



of existing staff space (calculated as the department total count of staff multiplied by an average of 150 SF per person) to existing space occupied by the departments, termed the **Ancillary Space Ratio**, is applied to the 20 year projected staffing levels to generate an Ancillary Spaces **“Net Square Feet”**. In calculating the ratio, warehouse storage space has not been included as this space need is a function of legislative storage requirements and cannot be attributed to staffing levels.

As was done with the assignable spaces, a 30% grossing factor has been applied to the Ancillary Spaces NSF to generate a total **Ancillary Space “Useable Square Feet” (USF)**.

The total space need for this department, termed **Department Total “Rentable Square Feet” (RSF)**, is the total sum of Assignable and Ancillary NSF. The RSF does not include spaces necessary for the general operation of a facility (i.e. general building circulation/lobbies, vertical circulation, facility restrooms, custodial areas, structural space, and mechanical/electrical space).

SPACE REQUIREMENTS

251 - Law Library

Total Department Need

Assignable USF

494 SF - 509 SF

Ancillary USF

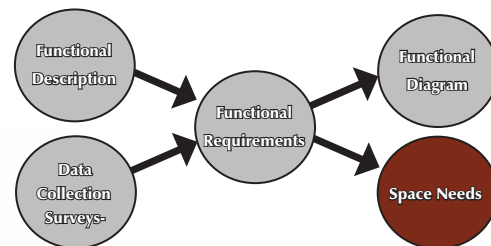
3414 SF - 3517 SF

Department Total Rentable SF (RSF)

3908 SF - 4026 SF

*Note: At this stage in the planning process, ancillary space planning is calculated based upon estimating the current ratio of staff-to-ancillary spaces and applying the same factor to the projected staffing levels. The ancillary space grossing factor is included within this factor as it is based upon the total space currently occupied the department.

As current staff space allocation is also unavailable at this time, this ratio is estimated by applying the County Space Standards to existing staff counts and adding a 30% grossing factor for staff circulation.



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