



COUNTY OF TULARE
STATE OF CALIFORNIA

CHAPTER 3. NEW CIVIC CENTER - FACILITY FUNCTIONAL PROGRAM

Phase 1

MARCH 2009

PREPARED BY



Construction Management, Inc.



SECTION 4.0 NEW CIVIC CENTER CAMPUS - FACILITY FUNCTIONAL PROGRAM

The primary purpose of the Civic Center - Facility Functional Program is to define the functional and operational characteristics of the proposed facility. This information is to be utilized as a catalyst for the development of an efficient facility design which meets the needs of the County and will yield a high level of service delivery to the general public.

Section 3 of this report, the Countywide Functional Program, provides a functional overview of how this County operates. It also expresses the functional requirements (related to both internal and external relationships) necessary to ensure efficient and productive government operation overall for various levels of countywide management. This New Civic Center Campus - Facility Functional Program extrapolates from Section 3, the functional requirements that pertain to the design and operation of the proposed facility. It also builds upon information presented within the 2007, "Countywide Preliminary Facility Evaluations / New Civic Center Masterplan".

This section of the Functional Program document specifically provides the following defining elements related to the planning, design, and construction of a new County Civic Center Campus:

- **Overall Facility Program**
- **Facility Space Need Update**
- **Facility Department Summaries**

The **Overall Facility Program** for the proposed Civic Center Campus extracts from [Section 3](#), the internal relationship that apply to inter-departmental interactions which must dictate facility design and operation. This includes relationships among all of the departments identified as ideal for inclusion within the facility, as well as each departments relationship to members of the general public who utilize the services to be offered within the facility.

Based upon the revised staffing projections from [Section 3](#), a **Facility Space Need Update** has been provided. This update includes the application of department specific growth factors as well as a more detailed analysis and application of factors for ancillary space needs (department spaces which support function and operation such as conference rooms and file storage areas) and grossing (department and building circulation, mechanical, custodial, and common use support).

To illustrate department specific functional and spatial requirements for this facility, each department has been summarized within an individual **Facility Department Summary** which identifies the functional entities, support components, characteristics, and relationships which must be addressed to ensure the development of an efficient and effective facility design. Further information regarding a departments functional program requirements can be also be found within Section 3 as well as the in-depth Functional Program Documentation within Appendix A.

By combining the information within the Overall Facility Program, Facility Department Summaries, and a Facility Space Need Update, the proposed Civic Center Campus Facility program needs can be realized. To ensure flexibility in planning and designing the facility, multiple facility planning schemes have been generated and provided in [Appendix D](#). These schemes have been developed in response to the

program needs and analyzed in terms of each of the site scenario locations identified within the 2007, "Countywide Preliminary Facility Evaluations / New Civic Center Masterplan". They are preliminary in nature, providing examples of how the Facility Functional Program can be applied to develop realistic options for facility planning and development.

Each scheme provides the graphical representation of a potential facility concept design located on the respective site scenario location. Also provided are various options for implementation phasing, preliminary scheduling, conceptual project costs, parking structure, and utilization versus demolition of existing surrounding facilities. Finally, a facility stacking diagram is provided, illustrating the ideal vertical organization of departments (i.e. which departments should be placed on which floors) within the scheme that is necessary to comply with the facility program requirements (Overall Facility Program, Facility Space Needs Update, and Facility Department Scenarios).



This Page Is Intentionally Left Blank



4.1 OVERALL FACILITY PROGRAM

4.1.1 Facility Program Overview

The Overall Facility Program provides planning information regarding the functional requirements and relationships which are to be met within the development design parameters and options for the proposed facility. This section focuses specifically on the elements of the Facility Department Summaries (provided in Section 4.3) and provides both a departmental relationship matrix and Facility Functional Optimization Network Diagram to establish overall organizational requirements for this facility. Finally, an example stacking diagram is provided, representing an ideal application of the Facility Functional Program to a four story facility utilizing full build-out of departments and projected staffing levels.

Civic Center Departmental Relationship Matrix

The Departmental Relationship Matrix presents an analytical illustration of the specific relationships identified among the departments to be included within this facility based upon the Countywide Functional Summary found in Section 3.1. The relationships identified on this diagram are described as follows:

- R:** **General Relationships** denote a simple, non-spatial connection between entities. For example, a department might require information/data connectivity with another department to support productive workflow.
- P:** **General Proximity Desired** relationships express the need of two entities to be relatively near to each other, but not necessarily adjacent or on the same floor.
- A:** **Direct Adjacency Needed** relationships signify a functional connection between entities that requires physical adjacency.
- S:** **Secure Interface Needed** relationships exist between two entities that requires a secure interface of interaction or access beyond the facility-wide requirements established within the Functional Requirements (e.g. limited and controlled access passage between departments).
- X:** **Separation Required** relationships maintain functional separation between departments that, typically due to the nature of their work, cannot be physically near to each other.
- I:** **Isolated/Private Access Required** relationships represent a departments need for confidentiality and anonymity regarding department activities and visitors.

4.1.2 Functional Requirements

There are specific functional requirements which have been identified through this functional programming process, in addition to the functional relationship, which apply to the development of the new Civic Center Campus Facility. They are specific requirements which apply to all elements/

entities slated to occupy the Civic Center Campus Facility. These requirements are applied “in addition to” those identified in each departments Facility Functional Summary and are listed as follows:

- The need for video surveillance systems at all public access points and parking areas, such as main entrances and/or public entry to the Board Chambers.
- Private, secure entrances for all County staff, separate from and unavailable to the general public with appropriate safety measures in-place.
- Transportation Security Administration (TSA)-style security scanning systems controlling all access to department and board chamber areas, with the exception of the Grand Jury and Law Library.
- A private elevator/access between the Board of Supervisors office and the Board Chambers to provide Board members sufficient privacy and safety related to Board Meetings and other public interaction.
- A separate entrance—*not* equipped with video surveillance—for the Grand Jury.
- A distinct separation in the flow of public traffic between General Government and Criminal Justice departments. For example, an elevator core for criminal justice which is distinct and separate from general government.
- A public reception/lobby area is to be provided, adjacent to the main facility lobby, providing sufficient and secure counter space and distinct/separate staff areas for each department requiring direct access to the general public for day-to-day interaction, including but not limited to, Auditor-Controller, Treasurer-Tax Collector, Assessor, and Clerk-Recorder.
- The Data Center, as well as any other IT equipment storage or lab rooms, require climate controlled, secure access, and power conditioned spaces with dedicated power supply, non-water fire suppression systems, and no water supply or waste collection piping in adjacent spaces.
- The Information Technology Department requires a space which can function as a departmental Emergency Operations Center which meets the stringent guidelines for E.O.C. Operations.
- Client and staff circulation/spaces should be distinctly separated to ensure functional control and security by segregating the facility into the following zones:
 - » General Government vs. Criminal Justice areas/circulation
 - » public vs. staff areas
 - » private vs. shared/public conference, meeting, and training areas

Following this information, in Section 4.1.3, is an explanation of the specific functional relationships between departments, as well as department specific functional diagrams and requirements in Section 4.3.

Note: The aforementioned functional requirements relate to components of the new facility in support of the multiple departments to be included. Each department has individual requirements, identified within Section 4.3, that must be addressed in addition to these requirements. For example, many departments require specialized lobbies distinctly separate from the main facility public reception/lobby identified above.



4.1.3. Functional Relationships

The departments slated for the proposed Civic Center Campus Facility comprise three groups: General Government, Criminal Justice, and Government Support. Close analysis of the Senior Management Surveys generated a cohesive picture of both the relationships between departments and to the public, and the relative strength of each of those relationships needed to achieve an optimized facility design. Proximate relationships due to a high level of interaction, for example, generally require adjacent locations on the same floor of a facility. Each relationship is briefly described, by group, in the following paragraphs and a relationship matrix is provided on the following page. A detailed description for each department can be found in Section 4.3.

The General Government group consists of the Board of Supervisors Office & Chambers, Assessor / Clerk Recorder, Auditor, Purchasing, Human Resources & Development, Grand Jury, County Counsel / Risk Management, and the County Administrative Office departments. Due to the high level of interaction between them, the Board of Supervisors' Office and County Administrative Office require an adjacent relationship. The Board of Supervisors' Office is best suited for a top floor level location with secure access for privacy and security. The Board of Supervisors Chambers, however, must be accessible to the public and located on the first floor. Additionally, the Grand Jury and Elections must also be located on the first floor for public access. The Grand Jury, however, requires a distinctly separate and isolated entry/exit point for public interactions. While the Human Resources Training Room should be located as accessible to the public as is possible, the location of the Human Resources Office should be dictated by the need for relative proximity to County Counsel while still providing sufficient access to the public. Assessor / Clerk Recorder and Auditor/Controller - Treasurer/Tax Collector require proximity to each other with a high accessibility to the public through a shared lobby/counter area. These departments must be placed on the first floor level due to requirements relating to the handling and processing of funds. Purchasing and Auditor also require proximity to each other. County Counsel requires proximity to the Board of Supervisors' Office. The Assessor's office also requires proximity to the location of the Resource Management Agency.

The Criminal Justice group consists of District Attorney, Probation, Public Defender, and Law Library departments. It would generally be advantageous to locate all of the departments within this group near each other. However, because they are of opposing counsels, the District Attorney and Public Defender must not be located on the same floor and would ideally be separated by at least one floor (No shared walls or floors). Additionally, the District Attorney should have close proximity to Human Resources and Probation, as well as to County Counsel, County Administrative Office, RMA, and the County Grand Jury if possible. The Probation department is likely most functional with first floor proximity to meet security/safety concerns, and also requires sufficient proximity to the District Attorney. Finally, the Law Library requires secure and sufficient access to the public.

Government Support group is comprised of the Resource Management Agency (RMA) and Information Technology (IT) departments. IT must not be located on the first floor to ensure sufficient protection for data center equipment. If necessary the RMA can be divided and located on separate, but preferably adjacent, floors. RMA should be in close proximity to IT, Assessor, Auditor, and Purchasing while also being easily accessible to all County departments. Most importantly, the RMA Mail Center must be adjacent or close to the Auditor's Elections division.

Civic Center Departmental Relationship Matrix

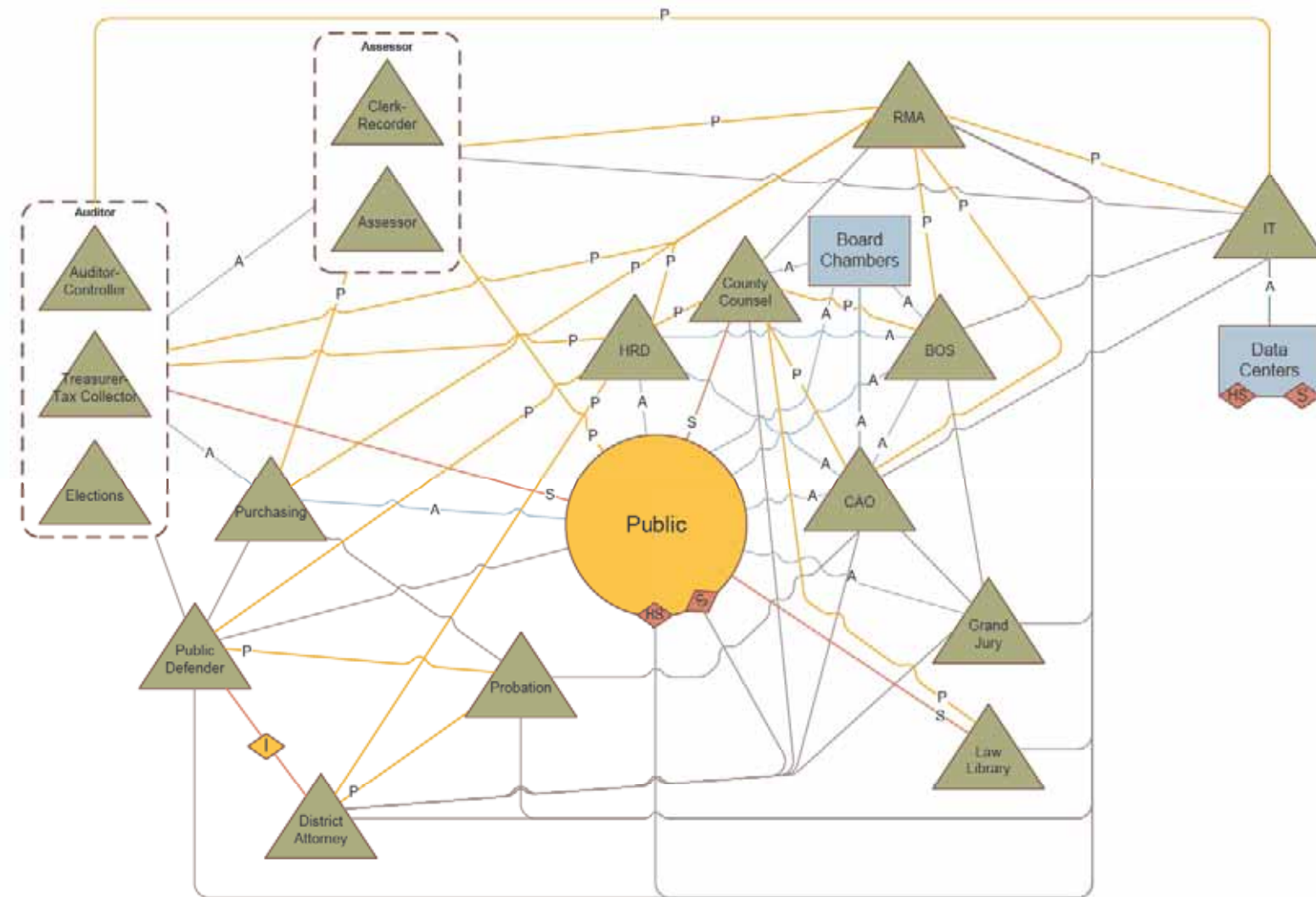
Key

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

	Board of Supervisors	Assessor / Clerk Recorder	Auditor	Purchasing	County Counsel / Risk Management	County Administrative Office	District Attorney	Human Resources & Development	Probation	Public Defender	Resource Management Agency	Law Library	Information Technology	Grand Jury	Public	
Board of Supervisors					P	A		A			P			R	R	A
Assessor / Clerk Recorder			A	P							P			R		P
Auditor				A				P		R	P		P			S
Purchasing									R	R	P					A
County Counsel / Risk Management						P	R	P			R	P				S
County Administrative Office							R	A	R		P			R	R	A
District Attorney								P	P	X	R				R	R
Human Resources & Development										P	P					A
Probation										P	R					
Public Defender											R					R
Resource Management Agency												R	P	R	R	R
Law Library																S
Information Technology																
Grand Jury																I
Public																



4.1.4 Civic Center Functional Optimization Network Diagram (FOND)



Functional Elements		Boundaries		Relationships		Attributes	
	Entities (and Groups)		Collection of Related Entities and/or Components		General Relationship		Moveable-Partition Cubicle
	Support Component(s)		Department Internal Grouping		General Proximity Desired		Fixed-wall Private Office
	Public Entrance		Department Boundaries		Direct Adjacency Needed		Isolation Required
	Private Entrance (Default secure interface)				Secure Interface Needed		Surveillance
							High Security



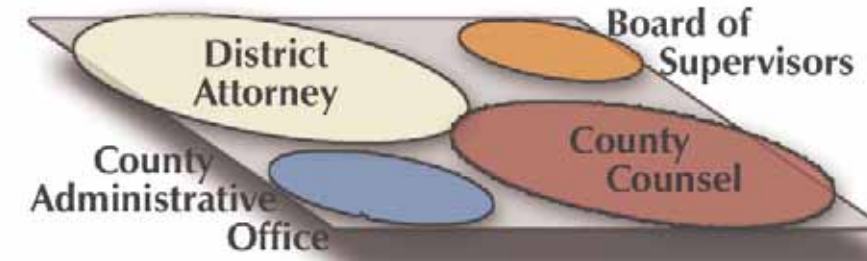
4.1.5 Generic Facility Stacking Diagram

The generic diagram at right illustrates a basic application of the aforementioned requirements/relationship to an actual potential building layout. Each department and/or division has been placed on the appropriate floor level that best meet the functional requirements as they relate to the type, size, and configuration of the building. More detailed building layout schemes/scenarios are presented in Appendix D with the addition of conceptual modeling, site implications, conceptual cost analysis, and conceptual phasing/scheduling options. It is important to note that these are just conceptual representations of possible solutions that may available but that in each case, there are variations to department placement which may represent potential solutions. The final building layout must be prepared by a selected design team in a manner that best meets the Counties actual project budget (once established), detailed timeline, and the detailed architectural program of spaces to be developed in response to this study.

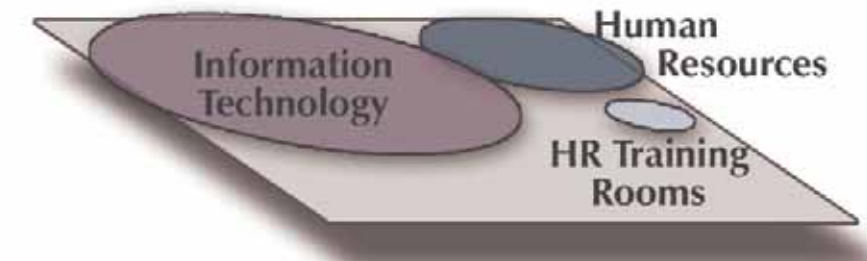
	Department RSF	Total Staff
Floor 1		
Board of Supervisors Chambers	3,127 SF	0
Grand Jury	1,633 SF	1
Assessor	20,304 SF	119
Auditor/Controller - Treasurer/Tax Collector	9,398 SF	66
Purchasing	1,746 SF	7
Law Library	3,536 SF	3
Elections	11,662 SF	11
Probation	10,501 SF	64
First Floor Grossing	27,869 SF	
	89,776 SF	270
Floor 2		
Resource Management Agency	41,194 SF	312
Public Defender	23,426 SF	101
Second Floor Grossing	25,157 SF	
	89,776 SF	413
Floor 3		
Human Resources Office	9,358 SF	37
HR Training Room(s)	1,336 SF	0
Information Technology	35,239 SF	162
Third Floor Grossing	43,843 SF	
	89,776 SF	198
Floor 4		
Board of Supervisors Office	6,328 SF	9
County Administration Office	9,550 SF	24
County Counsel	16,124 SF	86
District Attorney	29,940 SF	171
Fourth Floor Grossing	18,582 SF	
	80,524 SF	290
Building RSF	234,401 SF	1173
Building Grossing	115,451 SF	
Building GSF	349,853 SF	
Parking Garage	326,529 SF	1,399 Spaces

Table 4.2-1 Generic Program

4



3

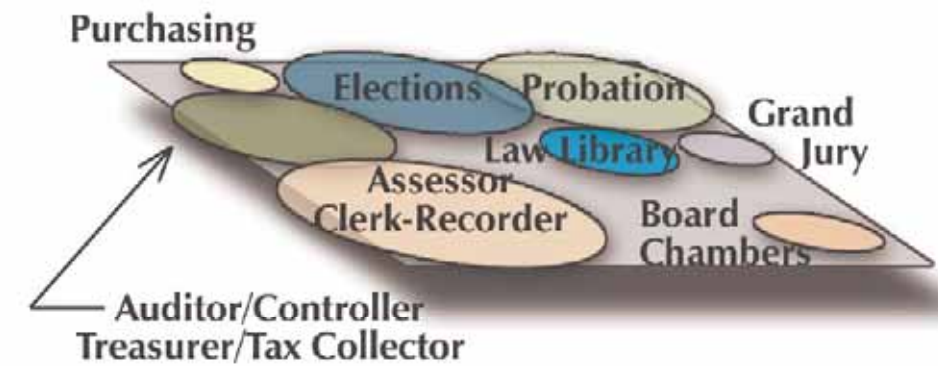


Note: Within this conceptual layout, shared building grossing areas (i.e. shared conferences) are located on the 2nd and 3rd Floor Levels.

2



1





4.2 FACILITY SPACE NEEDS UPDATE

4.2.0 Space Need Update

In conjunction with the development of a Facility Functional Program for the proposed Civic Center Campus Facility, a preliminary space program has been developed. This program includes an analysis of current space needs and space need projections for the years 2016 and 2026 (see **Tables 4.2-2, 4.2-3 & 4.2-4** on the pages that follow). The first and foremost question regarding the development of this new facility is “why?”. Currently, County services in the area of the County Seat are spread throughout the existing County Civic Center and the City of Visalia. Many of these existing facilities have exceed the average building life-cycle of 30 years. Additionally, there are currently subvented functions in County owned facilities and non-subvented functions in leased facilities. Finally, there is a need to meet more than just future growth needs.

Existing facilities are not large enough to accommodate current staff levels in accordance with County and Industry Space Standards. This leads to gross inefficiencies in County operations due to insufficient space and a lack of flexibility to accommodate change. Renovating existing facilities and expanding them to accommodate growth will not be enough to resolve the problems faced by the County. This lead to the need to design and construct a new and efficient facility that not only accommodates growth but also resolves the growing list of spatial, functional, and technological issues. By replacing aging facilities, the cost of facility maintenance will be decreased drastically in two areas. First, the materials and equipment utilized in new constructed buildings are significantly more energy efficient, and require less long-term maintenance as compared to the dated systems on existing facilities. Second, a newly constructed facility can be assigned a lengthy deferred maintenance plan by the nature of installing new equipment. Additionally, a new facility has the potential to be established as a “flagship” for the County in terms of “Green” building design, technology implementation, and the functional optimization of space.

This space need update provides a conceptual evaluation of the minimum space which is to be assigned for each department in terms of total department rentable square feet (rsf) and the addition of an appropriate amount of building gross space. Each space need analysis (**Tables 4.2-2, 4.2-3 & 4.2-4**) is assessed in the following manner:

1. Each table begins with a estimation of the current 2008 staffing level, for each department, which will be included in the new facility. These staffing counts are based upon data from the Human Resources and Development Department as of June 2008.
2. Based upon the department specific update of staffing projections (see the department functional summaries in **Section 3.2**) the staffing counts have been projected to the appropriate planning horizon established for each table (current needs with no projections, 10 year horizon to the year 2016, and 20 year horizon to the year 2026). The growth rate utilized is the average of both the maximum and minimum projected growth rates for each department.

3. Utilizing County Space Standards, adopted by the Board of Supervisors, the appropriate Assignable Net Square Feet (NSF) for each department has been calculated. Assignable NSF is representative of the space that is directly occupied by staff in terms of both private offices and cubical workstations.
4. To accommodate the circulation needs in and around the assignable spaces, an additional 30% is added to the Assignable NSF to establish the Assignable Useable Square Feet (USF).
5. Due to the conceptual level of this space need update, ancillary spaces are evaluated by an estimate of each departments current ratio of assignable to ancillary space utilization. Ancillary spaces are those which are necessary to support department operation such as conference rooms, storage/file rooms, and specialized spaces (i.e. Human Resources and Development requires interview rooms, training rooms and computer labs). By applying this ratio to the projected Assignable USF, each department’s Ancillary USF is calculated. Both the Assignable and Ancillary space needs will need to be further refined into detailed space lists within the development of a final Architectural Program which would be based upon the development of a conceptual budget for the design and construction of this facility.
6. Each departments’ Assignable and Ancillary USF is combined to generate the Total Department Rentable Square Feet (RSF).
7. The summation of all department RSF is then combined with a building grossing factor to determine the Building Total Gross Square Feet (GSF). This building grossing, assessed as 33% of the total GSF, represents the following:
 - o Shared building vertical and horizontal circulation elements
 - o Common support areas (restrooms, janitorial support, equipment rooms, etc.)
 - o Shared use areas (main lobby, shared conference rooms, etc.)
8. Finally, each space need table also provides an approximation of parking structure needs based upon standards set forth by the City of Visalia.

4.2.1 Space Need Efficiency

In accordance with the space projection updates from the Organizational Functional Program (see **Chapter 3**), the space need update for the proposed Civic Center Campus Facility is based upon projections that represent controlled staffing growth levels. This efficient growth pattern is heavily dependent on the consolidation of facilities, ensuring efficient functional operation of departments, and most importantly implementing technological solutions and infrastructure upgrade to ensure each departments ability to improve productivity, thereby controlling changes to staffing levels in an optimal fashion. One way



of justifying these improvements is to analyze the cost impacts of improving the control of staffing growth.

The facility space need update assesses staffing growth for the facility at a rate which represents the average of each department's maximum and minimum projected growth rates. The difference between the average growth rate (utilized for the planning of this facility), and continuing growth in terms of business-as-usual is 113 staff positions distributed among the 14 included departments. These positions represent a total savings in gross square feet of 10,761 for the facility and 34,239 for the supporting parking structure. The total project cost savings, in today's dollars without escalation, is approximately \$26.2 million. Even more impacting would be the cost saving in terms of salaries and burdens. At an estimate average annual staffing cost of \$80,000 per staff position, the total savings would be \$76.1 million.

**Proposed New County Civic Center
Preliminary Functional Program & Conceptual Cost Analysis
Without Projections**

Department	Current 2008 Staffing	Assignable NSF	Assignable USF	Ancillary USF	Area Rentable SF	Total Dept Rentable SF	Bldg Grossing (33% of Total)	Building Total SF
Board of Supervisors	7	1,520	1,976	5,384		7,360		
Board of Supervisors Office	7	1,520	1,976	3,174	5,150			
Board of Supervisors Chambers				2,209	2,209			
County Administration Office	18	1,816	2,361	4,824		7,185		
Assessor	92	7,456	9,693	6,088		15,781		
Auditor/Controller - Treasurer/Tax Collector	58	5,048	6,563	9,347		15,910		
Auditor/Controller - Treasurer/Tax Collector Office	50	4,444	5,777	2,721	8,497			
Elections	8	605	786	6,627	7,413			
Purchasing	6	556	894	691		1,585		
County Counsel	53.65	5,328	6,927	3,125		10,052		
Information Technology	116	9,356	12,163	13,019		25,182		
Human Resources	28	2,416	3,141	5,029		8,170		
Human Resources Office	28	2,416	3,141	4,182	7,323			
HR Training Room(s)				847	847			
Grand Jury	0.6	38	50	1,371		1,421		
Probation	43	3,452	4,488	2,554		7,041		
District Attorney	109	9,793	12,730	6,306		19,037		
Public Defender	60	6,047	7,861	5,980		13,841		
Law Library	2.45	289	376	2,297		2,672		
Resource Management Agency	230	17,788	23,125	7,160		30,285		
Projected Population Growth								
Grand Total	823.7					165,521	81,525.25	247,046 SF
Parking Structure †	Total Parking Spaces	† 1 space per 230 SF building area for a 3 story, 4 level food utilized for parking structure, in accordance with City of Visalia						@ 350 SF / Space
	988							259,399 SF

Table 4.2-2 Current Space Needs



Proposed New County Civic Center
Preliminary Functional Program & Conceptual Cost Analysis
With Space Needs Projected to Year 2016
 Based Upon County Projection Models

Department	Current 2008 Staffing	2016 Projected Staffing	Growth Rate	Assignable NSF	Assignable USF	Ancillary USF	Area Rentable SF	Total Dept Rentable SF	Bldg Grossing (33% of Total)	Building Total SF
Board of Supervisors	7	7.84	1.42%	1,721	2,237	6,095		8,332		
Board of Supervisors Office	7	7.84	1.42%	1,721	2,237	3,482	5,719			
Board of Supervisors Chambers						2,613	2,613			
County Administration Office	18	20.47	1.62%	2,044	2,658	5,431		8,088		
Assessor	92	102.99	1.42%	8,375	10,888	6,838		17,726		
Auditor/Controller - Treasurer/Tax Collector	58	65.70	1.57%	5,738	7,459	10,624		18,083		
Auditor/Controller - Treasurer/Tax Collector Office	50	56.64	1.57%	5,046	6,560	2,514	9,074			
Elections	8	9.06	1.57%	692	900	8,110	9,009			
Purchasing	6	6.60	1.19%	608	894	755		1,649		
County Counsel	53.65	66.19	2.66%	6,597	8,577	3,869		12,446		
Information Technology	116	134.53	1.87%	10,822	14,068	15,058		29,126		
Human Resources	28	31.52	1.49%	2,680	3,484	5,579		9,063		
Human Resources Office	28	31.52	1.49%	2,680	3,484	4,579	8,063			
HR Training Room(s)						1,000	1,000			
Grand Jury	0.6	0.64	0.82%	40	52	1,439		1,492		
Probation	43	51.22	2.21%	4,140	5,383	3,063		8,446		
District Attorney	109	133.22	2.54%	11,982	15,576	7,716		23,292		
Public Defender	60	75.71	2.95%	7,628	9,916	7,544		17,460		
Law Library	2.45	2.79	1.62%	333	433	2,646		3,079		
Resource Management Agency	230	263.41	1.71%	20,393	26,510	8,208		34,718		
Projected Population Growth			1.61%							
Grand Total	823.7	963	1.73%					193,002	95,060.58	288,062 SF
Parking Structure †	Total Parking Spaces	† @ 1 space per 750 SF building area for a 3 story, 4 level (roof utilized for parking) structure, in accordance with City of Visalia								@ 350 SF / Space
	1,152									302,465 SF

Table 4.2-3 2016 Space Needs



Proposed New County Civic Center
Preliminary Functional Program & Conceptual Cost Analysis
With Space Needs Projected to Year 2026
 Based Upon County Projection Models

Department	Current 2008 Staffing	2026 Projected Staffing	Growth Rate	Assignable NSF	Assignable USF	Ancillary USF	Area Rentable SF	Total Dept Rentable SF	Bldg Grossing (33% of Total)	Building Total SF
Board of Supervisors	7	9.02	1.42%	1,953	2,539	6,917		9,456		
Board of Supervisors Office	7	9.02	1.42%	1,953	2,539	3,790	6,328			
Board of Supervisors Chambers						3,127	3,127			
County Administration Office	18	24.04	1.62%	2,414	3,138	6,412		9,550		
Assessor	92	118.58	1.42%	9,593	12,471	7,833		20,304		
Auditor/Controller - Treasurer/Tax Collector	58	76.77	1.57%	6,682	8,687	12,373		21,060		
Auditor/Controller - Treasurer/Tax Collector Office	50	66.18	1.57%	5,882	7,646	1,751	9,398			
Elections	8	10.59	1.57%	801	1,041	10,621	11,662			
Purchasing	6	7.42	1.19%	685	894	851		1,746		
County Counsel	53.65	86.06	2.66%	8,547	11,111	5,013		16,124		
Information Technology	116	161.92	1.87%	13,093	17,020	18,218		35,239		
Human Resources	28	36.54	1.49%	3,163	4,111	6,583		10,694		
Human Resources Office	28	36.54	1.49%	3,163	4,111	5,246	9,358			
HR Training Room(s)						1,336	1,336			
Grand Jury	0.6	0.70	0.82%	44	57	1,576		1,633		
Probation	43	63.73	2.21%	5,148	6,693	3,809		10,501		
District Attorney	109	171.20	2.54%	15,401	20,021	9,918		29,940		
Public Defender	60	101.26	2.95%	10,234	13,304	10,121		23,426		
Law Library	2.45	3.27	1.62%	382	497	3,039		3,536		
Resource Management Agency	230	312.09	1.71%	24,196	31,455	9,739		41,194		
Projected Population Growth			1.61%							
Grand Total	823.7	1,173	1.73%					234,401	115,451.43	349,853 SF
Parking Structure #	Total Parking Spaces	@ 1 space per 250 SF building area for a 3 story, 1 level (not utilized for parking) structure, in accordance with City of Visalia								@ 350 SF / Space
	1,399									367,345 SF

Table 4.2-4 2026 Space Needs



4.3 FACILITY DEPARTMENT SUMMARIES

4.2.0 Introduction

The following sub-sections of this study provide a facility specific functional summary for each of the departments to be included within the proposed Civic Center Campus Facility. Each departments' summary includes the following elements:

- Description of department functions to be included
- Functional Implications - "How does the departments' functional program impact the design strategy for this facility?"
- Department Stacking Requirements
- Facility Specific Functional Diagram

The intent for this section is to provide the building design team with an initial framework for facility design and the County with a program evaluation/verification tool. For a building design to be valid it must successfully incorporate all intended functions elements. It must also ensure the highest level of compliance with the established functional relationships. Finally, it must address each functional characteristics.

Each departments' Facility Specific Functional Diagram provides an illustration of each of these items. First, this diagram is a reiteration of the department's Functional Optimization Network Diagram, located within the subsections of Section 3.2 and Appendix A, with one signification difference. Department functional elements, characteristics, and relationships which will not be included within this facility have been graphically screened within the diagram (see example in Figure 4.3-1).

The Functional Elements on the diagram are representative of both the staff and support spaces to be included. More specifically, an "Entity" represents either a single staff position or a group of positions that work together to accomplish a common function. The support components represent spaces which support entities in their daily duties. A support component may represent one or many items (i.e. the "Conference Room" component may require multiple rooms of various sizes and locations). Potentially, a single space could also accommodate multiple support components as in a meeting room with technology infrastructure which could serve as both the "Meeting Room" and "Training Room" components. Lastly, the "Public Access" and "Private Access" point represent a need for various types of facility ingress & egress and do not represent actual spaces.

Functional Characteristics are attributes related to a functional element, or group of elements, which must be addressed through direct interaction with senior department personnel. As opposed to dictating a specific solution, these characteristics identify to the design team that there is an issue which must be addressed. In other words, these are questions which must be asked of, and defined by, each department. For example, a "High Security" characteristic assigned to a "File Storage" function may represent a need for a basic locked file room or it could require a more stringent level of access control such as cipher locks or key card access. As needs tend to change over time, it is important that detailed solutions be developed at the stage of building design to ensure each solution is appropriate.

Finally, Functional Relationships represent either a physical or general relationship which needs to be upheld in a facility layout to ensure the most efficient functional operation for a department. In many cases, it may not possible to accommodate every identified relationship so it is the responsibility of the design team to interact with department senior management in the event there is a need for prioritization of these relationships.

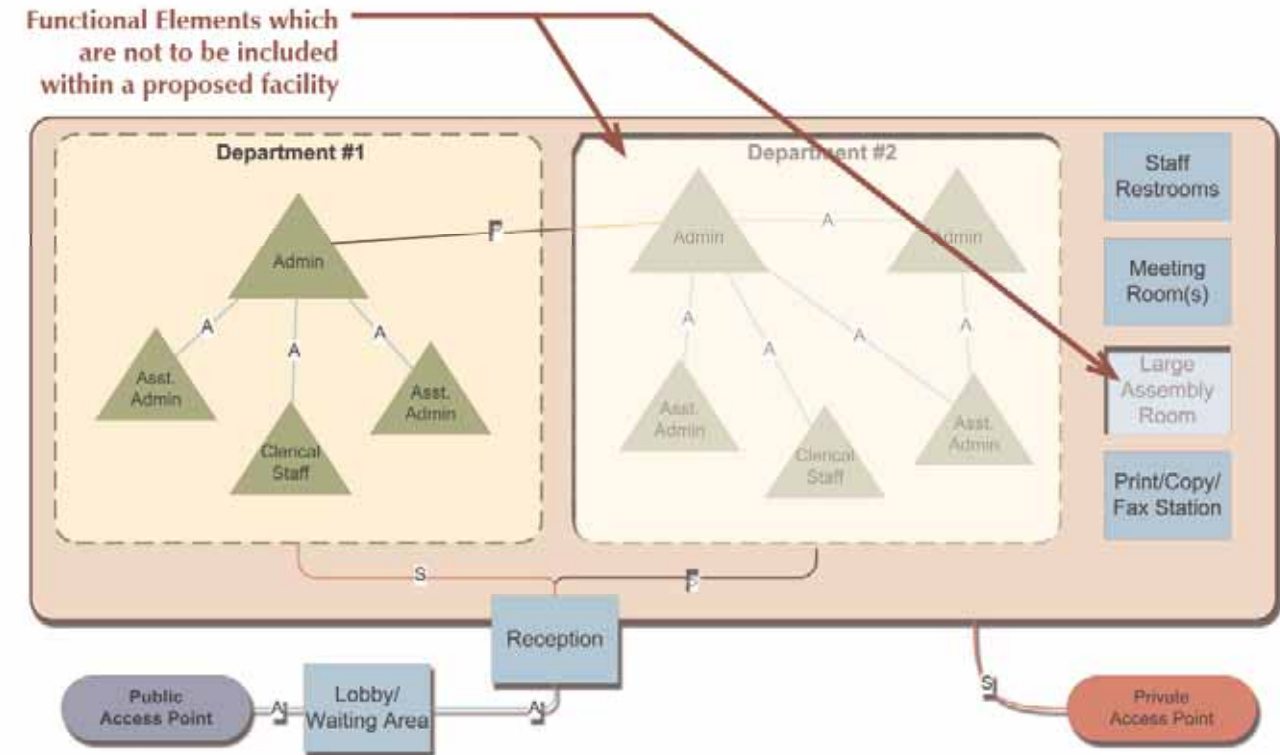


Table 4.3-1 Example Facility Functional Diagram



4.3.1 BOARD OF SUPERVISORS & COUNTY ADMINISTRATIVE OFFICE

4.3.1.0 Department Description

All functions of both the Board of Supervisors (BOS) and County Administrative Office (CAO) will be included within the proposed Civic Center Campus Facility. With the exception of space dedicated within warehouse storage facilities, these two departments are entirely located at the existing civic center site, within the County Administration Building. Ideally, in the new facility these departments would continue to share a common office space with separation between departments where necessary as defined by the department functional programs. For example, Board Member and Board Representative offices should be placed within the department area so as to ensure sufficient isolation from other staff, in both departments, due to the nature of their work. Additionally, these departments directly share common support space such as conference rooms, storage, and the workroom(s). The departments also share a common lobby and reception which is under direct control/observation by both CAO clerical staff and the BOS Deputy Clerks.

4.3.1.1 Functional Implications

Due to the level of transparency these departments require with the general public, it is important that there be ease of access to the Board Chambers and the shared department lobby. Typically, the Board Chambers are located near the building entry, on the first floor. In contrast, the remaining department spaces should be located at or near the topmost floor level as indicated by the departments. To facilitate safe and direct circulation for Board Members and department staff between department spaces and the Board Chambers, a private elevator and vertical alignment of these spaces would be necessary.

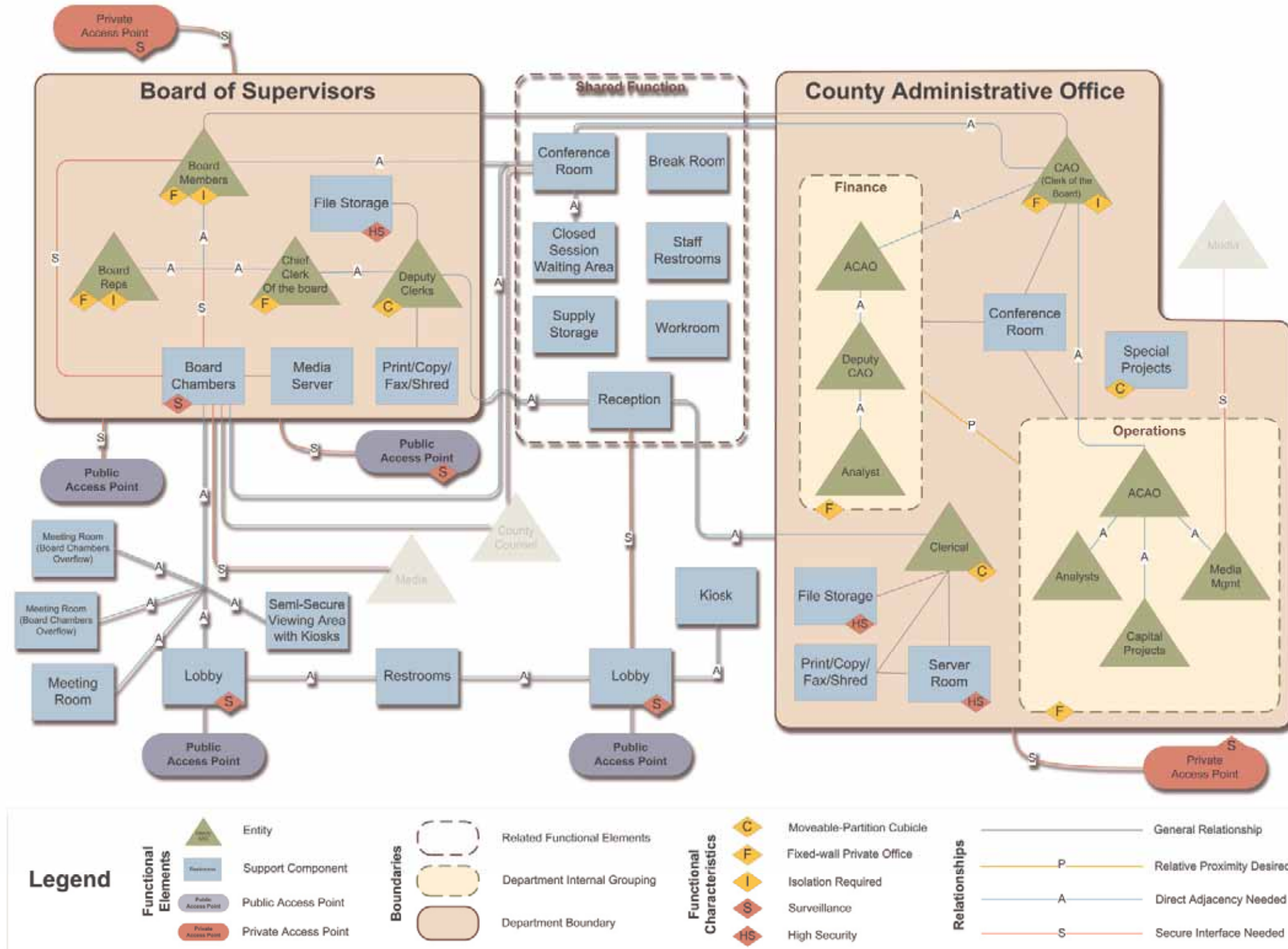
The Board Chambers will also be in need of specific attention to increased security and media/presentation needs to be specified in detail by the departments, during the building design process. As indicated on the functional diagram (see right), the Board Chambers Overflow, Meeting Rooms, and Semi-Secure Viewing Area (with information and public record document access kiosks) should be adjacent to the Board Chambers and Main Lobby.

4.3.1.2 Department Stacking Requirements

As emphasized within the functional implications above, the Board Chambers and associated support functions/space should be located on the first floor level, directly adjacent to the main building lobby. The remainder of department spaces should be located at or near the topmost floor level, accessible by a private staff access point and a shared public lobby for the two departments. These departments also require adjacency to the County Counsel and Human Resources & Development departments.



4.3.1.3 Facility Specific Functional Diagram





4.3.2 GRAND JURY

4.3.2.0 Department Description

All functions of the Grand Jury department will be included within the proposed Civic Center Campus Facility. This department is currently located at the Government Plaza Facility.

4.3.2.1 Functional Implications

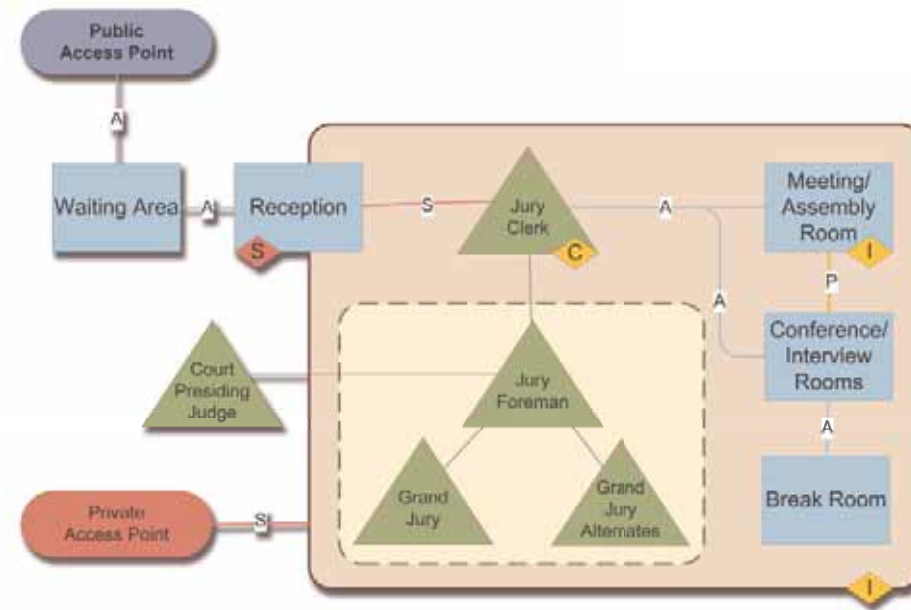
Within the new facility this department will require separate, private, and direct access for staff, jury members, and the general public.

4.3.2.2 Department Stacking Requirements

This department is to be located at, or as near as possible to the first floor level, with separation from the public entry/lobby to ensure the privacy of its functions and interactions with the public. Due to the nature of the relationship between the Jury and the Courts, this department should also maintain close proximity to the Visalia Superior Courthouse in terms of its location within the facility layout.



4.3.2.3 Facility Specific Functional Diagram





4.3.3 ASSESSOR / CLERK-RECORDER

4.3.3.0 Department Description

All functions of the Assessor/Clerk-Recorder department will be included within the proposed Civic Center Campus Facility. With the exception of space dedicated within warehouse storage facilities, this department is currently located at the existing civic center site, within the Visalia Superior Courthouse.

4.3.3.1 Functional Implications

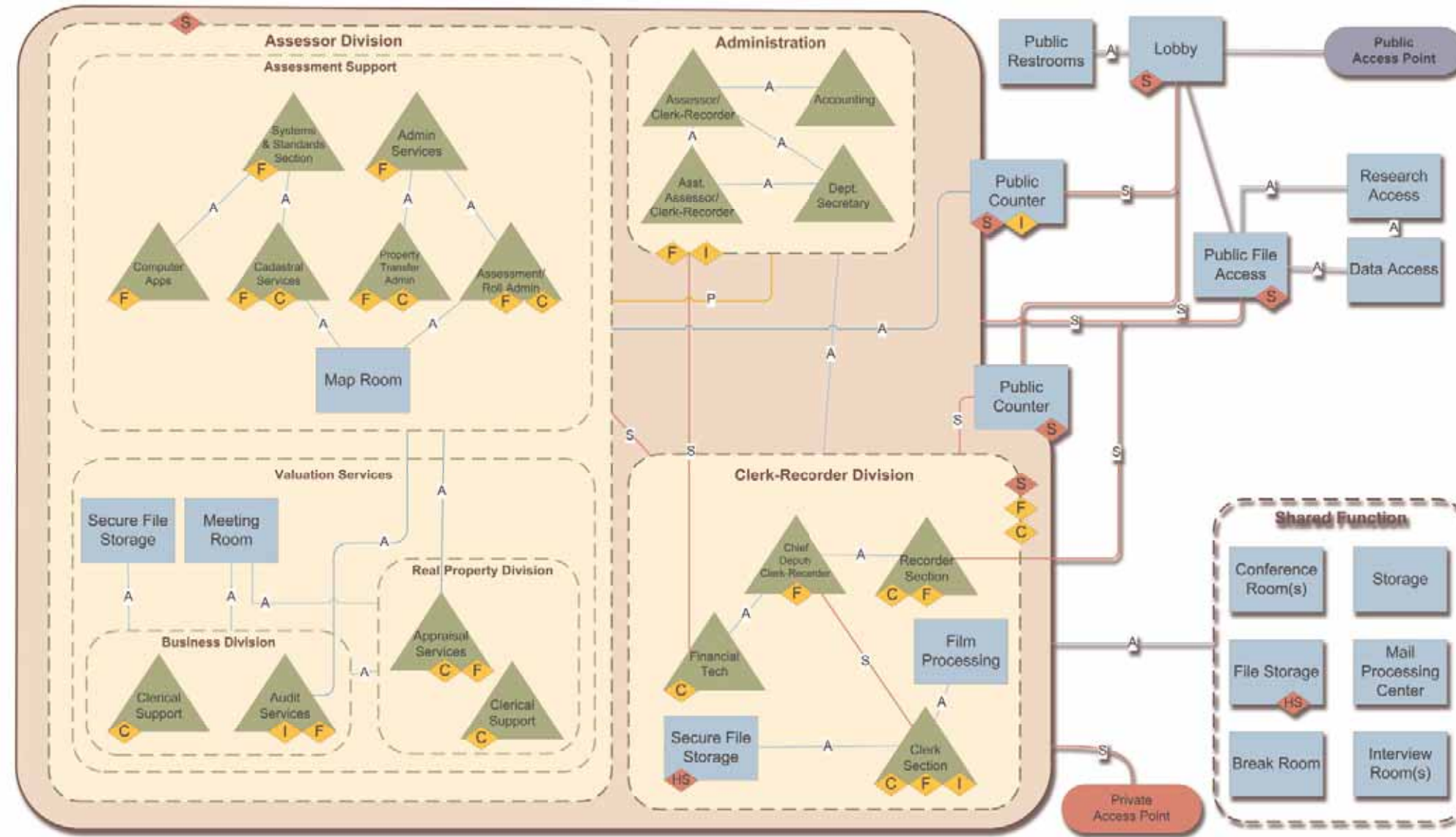
This department is organized with two distinct divisions - Assessor Division and Clerk-Recorder Division - each with specific requirements for security, surveillance, and separation/isolation. All department functions are to be located within a single and consolidated department area with a shared lobby and distinct public counters for each division. Within this area, it is important that each division be distinctly separate from the other due to the nature of their functions.

Adjacent to the public lobby sufficient support spaces are required related to public file access. There must also be a private access point for staff which is distinct and separate from public access.

4.3.1.2 Department Stacking Requirements

This department has emphasized an importance of being located at or near the first floor level to ensure sufficient and direct access to the high volume of public visitors. This department should also be located with direct adjacency to the Auditor-Controller/Treasurer-Tax Collector department including a shared lobby for the public counters. This department would also benefit from close proximity or access to the Resource Management Agency for functions related to Appraisal Services and Mapping & Systems .

4.3.3.3 Facility Specific Functional Diagram





4.3.4 AUDITOR-CONTROLLER / TREASURER-TAX COLLECTOR

4.3.4.0 Department Description

All functions of the Auditor-Controller/Treasurer-Tax Collector, with the exception of the "Outside Audit Space", will be included within the proposed Civic Center Campus Facility. Excluding warehouse storage facilities, the majority of this department is currently located at the existing civic center site, within the Visalia Superior Courthouse. Alternatively, the Elections division is located at the Visalia Government Plaza facility. This department is organized into two distinctly separate branches - Auditor-Controller and Treasurer-Tax Collector (Elections is a distinct division within the Treasurer-Tax Collector branch).

4.3.4.1 Functional Implications

The department branches must be located within a single department area while maintaining distinct and secure separation between the branches. The only interaction between branches will be conducted through an internal pass-through window/counter. The main department area will utilize a shared lobby with distinct public service windows/counters for the following functions:

- Claims & Welfare
- Payroll
- Tax Collection Cashiers
- Treasurer Cashiers

This shared lobby area should also include sufficient support including citizen kiosks and interview areas/room(s).

All department functions related to interaction with the public and the collection of funds must be located on the first floor, regardless of the location of the remainder of the department. Within the department areas, there must also be sufficient accommodation for the high quantity of extra help utilized during peak seasons. The actual quantity of space to be allocated for extra help should be determined during the architectural programming process through direct interaction with department senior management.

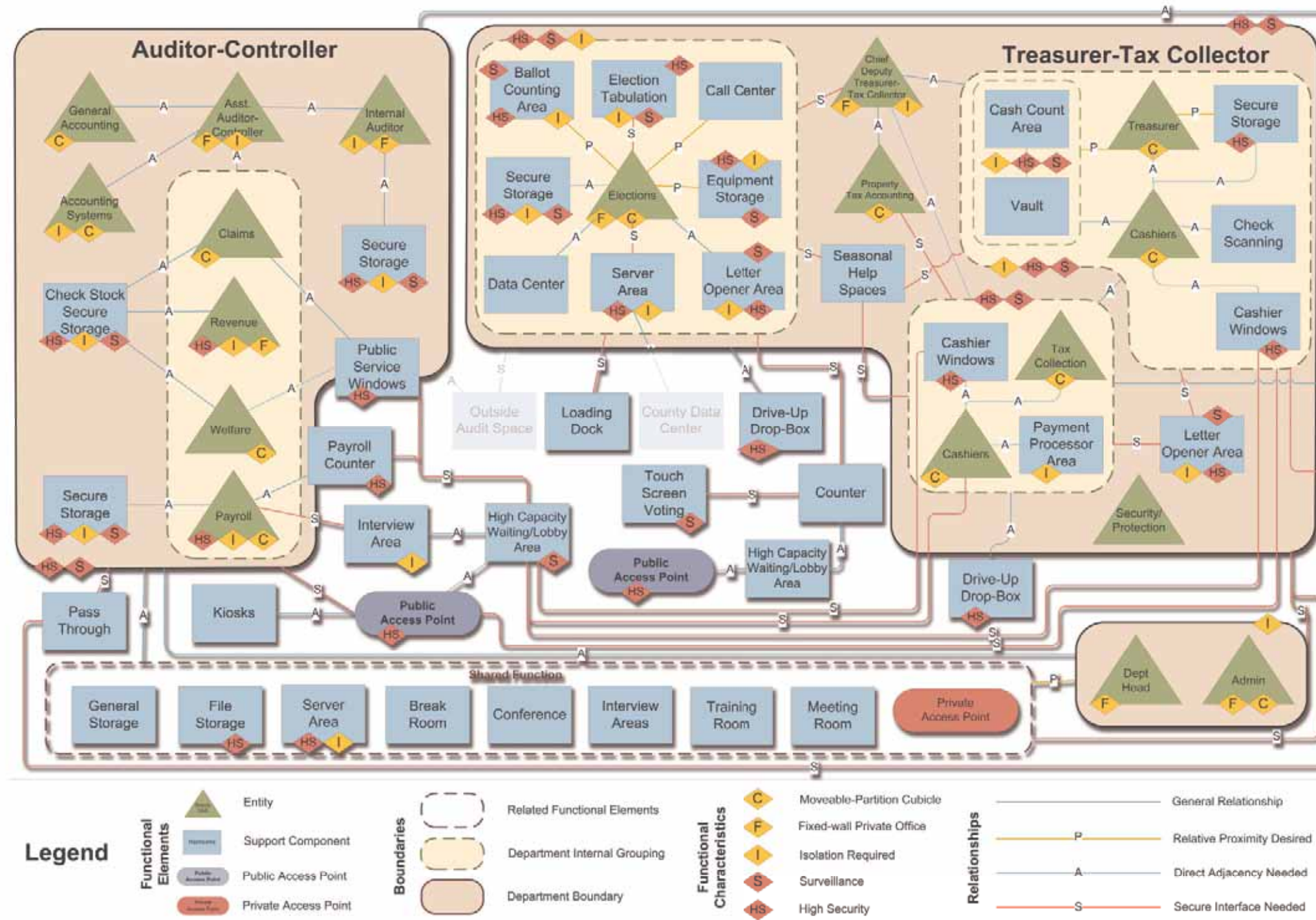
To be most functional, it is best that the entire department be consolidated to a single location on the first floor. There must also be a private access points for staff which are distinct and separate from public access.

4.3.4.2 Department Stacking Requirements

This department has emphasized an importance of being located at or near the first floor level to ensure sufficient and direct access to the high volume of public visitors. This department should also be located with direct adjacency to the Assessor/Clerk-Recorder department via a shared lobby for the public counters. Additionally, adjacency or close proximity within the facility is required with the Purchasing Agency, Human Resources & Development, and both the planning and mail center functions of the Resource Management Agency.



4.3.4.3 Facility Specific Functional Diagram





4.3.5 PURCHASING AGENCY

4.3.5.0 Department Description

Administrative functions of the Purchasing Agency will be included in the proposed Civic Center Facility. The included functions of the Purchasing Agency are currently located within the Visalia Superior Courthouse.

The Surplus Store and its accompanying elements (e.g. vehicle repair, display, and storage areas) will be excluded as they are currently located in sufficient space within the "old" Ag Building, also at the civic center site. While it is important to maintain a relationship between the Purchasing Agency and the Auditor-Controller/Treasurer-Tax Collector Department, the Agency could also function efficiently outside of the new facility if they were to be consolidated with their Surplus Store function. For example, there may currently be sufficient space within the existing "old" Ag Building, adjacent to the Surplus Store, to accommodate the Purchasing Agency administrative functions.

4.3.5.1 Functional Implications

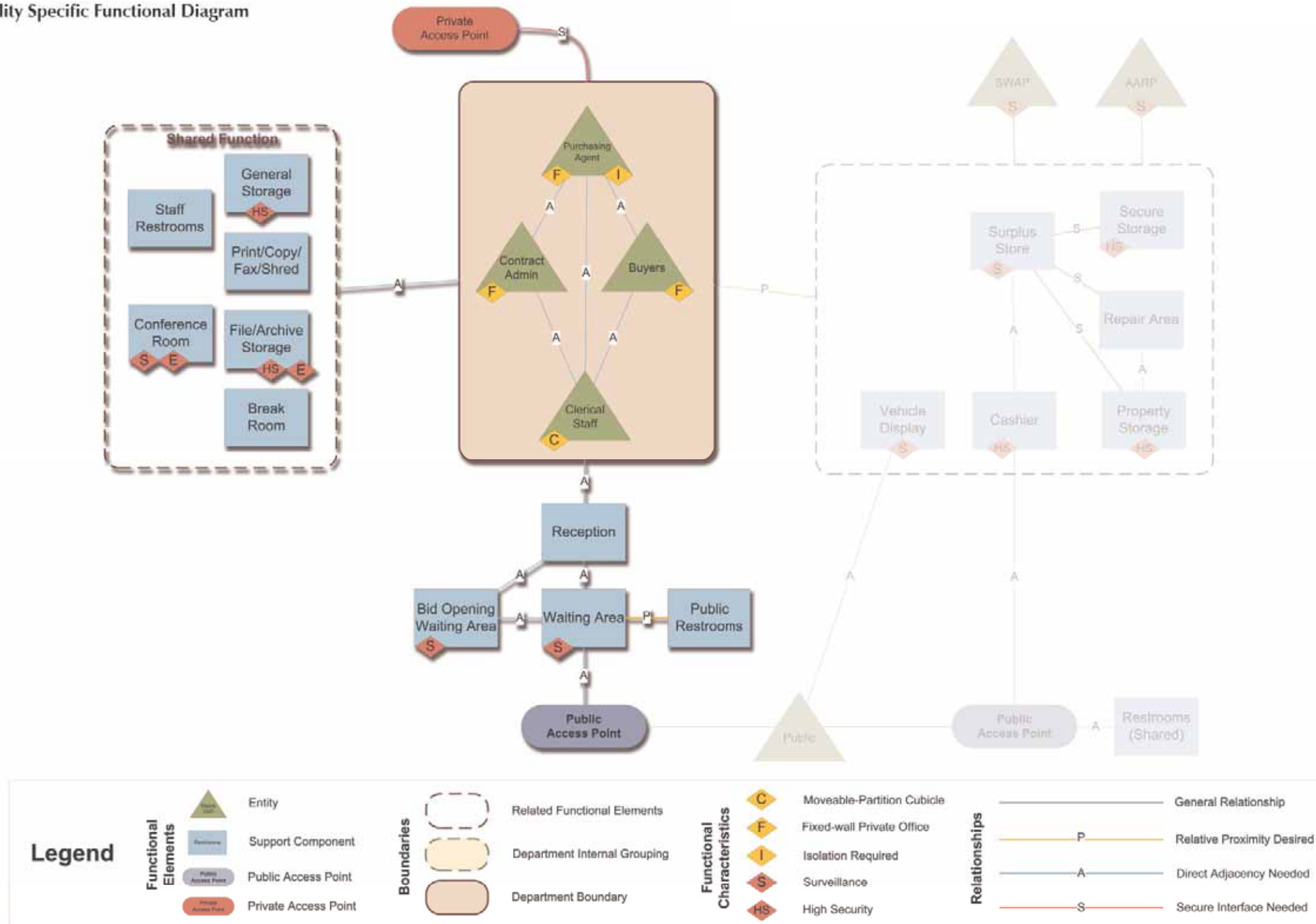
The included portions of the Purchasing Agency represent typical office space layouts as identified by the functional dig ram on the next page.

4.3.5.2 Department Stacking Requirements

The Purchasing Agency must be located adjacent to the Auditor-Controller/Treasurer-Tax Collector department with the exception of a Bid Opening Waiting Area. This waiting and public address area would be most effecting adjacent to the agency but could also be functional and effective if placed adjacent to the first floor lobby which would be more accessible for public functions



4.3.5.3 Facility Specific Functional Diagram





4.3.6 COUNTY COUNSEL

4.3.6.0 Department Description

All elements of the County Counsel Department will be included in the proposed Civic Center Facility with the exception of the satellite Courts function due to their offsite locations. Currently, the included functions of County Counsel are located in either the Personnel Building at the west end of the civic center site, the Visalia WID Building, or the Juvenile Justice Center.

This program includes relocating the Child Protective Services staff from the Juvenile Justice Center to the new facility. To facilitate this, department workspace must remain available within the Juvenile Dependency Court.

4.3.6.1 Functional Implications

County Counsel requires a secure and consolidated office location within the new facility. Within the department area there is to be 6 distinctly separate areas for each of the major department functions (Schools, Resource, Child Protective Services, Litigation, Labor & Employment, and Risk Management). With the exception of Risk Management, all functions require equal adjacency to department administration. Alternatively, Risk Management could be located on an alternate floor level location if space requirements dictate. The preference would be to have the entire department together in one consolidated department area.

Due the sensitive and confidential nature of each division, these divisional areas must maintain a high level of security and access control. Each division also requires individual secure file storage areas as well as dedicated and soundproof conference room(s).

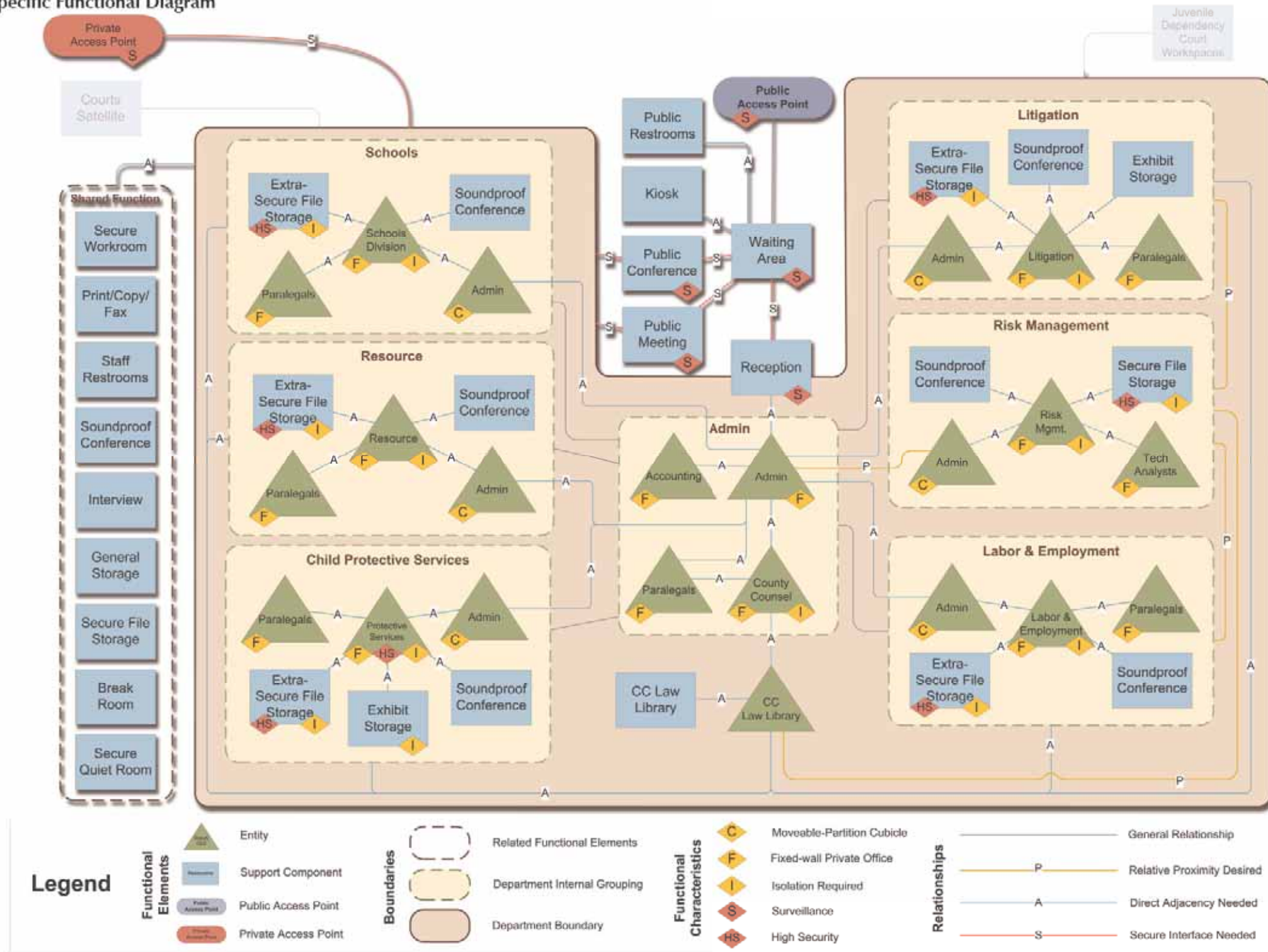
4.3.6.2 Department Stacking Requirements

County Counsel requires proximity to:

- Board of Supervisors
- County Administrative Office
- Human Resources & Development



4.3.6.3 Facility Specific Functional Diagram





4.3.7 INFORMATION TECHNOLOGY

4.3.7.0 Department Description

The Information Technology (IT) Department will be including the majority of its functions within the new facility. Functions to remain elsewhere include:

- Redundant Data Center(s)
- Off-site Backup and Media Licensing Storage
- Telecom Project Coordination
- Telecom and Radio related functions of the IT Operation Services Division

IT staff to be included are currently located within two facilities. The primary data center and associated staff, as well as IT administration and portions of business & project services, are located within the Visalia Superior Courthouse. The secondary data center and remaining staff are located within Government Plaza.

4.3.7.1 Functional Implications

Gathering and maintaining County data demands high levels of security and protection for Information Technology's physical equipment and functional interaction with other departments. The County's Data Center will require a climate-controlled facility with dedicated power supply, dedicated power backup, cooling systems, a secure access system, motion-sensing video surveillance systems, and functional separation from all other departments. The data center must not be located on the first floor level or below due to flood requirements. Additionally, adjacent spaces should not include water supply or waste collection systems. Lastly, the data center should be protected by Non-water and non-corrosive fire suppression.

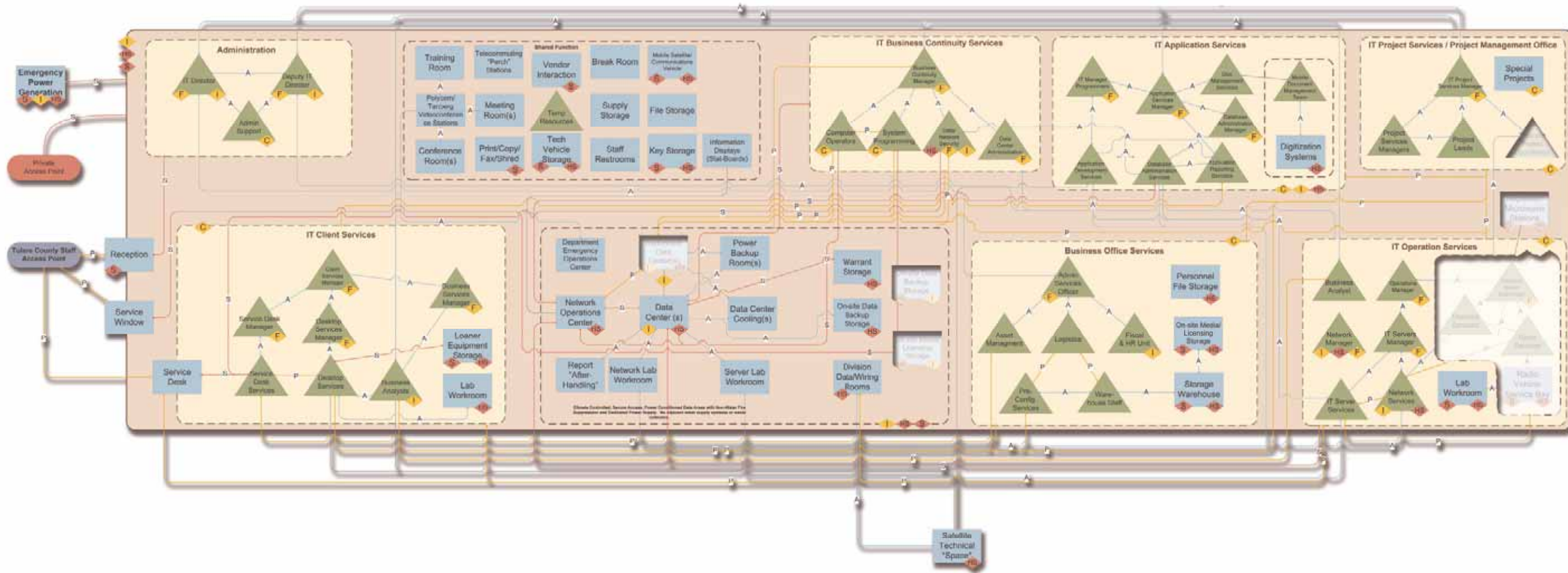
All lab workrooms, the Network Operations Center, and emergency operations center functions must also comply with these requirements. The remainder of department areas should be located adjacent or in close proximity to the data center functions and appropriately address security, surveillance, and separation/isolation requirements.

4.3.7.2 Department Stacking Requirements

The Information Technology Department's need to be functionally separate from all other departments and the general public makes it advantageous for it to be located on the third floor or above. Occasional interaction with the County Administrative Officer and Board of Supervisors also supports IT's location on a higher floor, as the Board offices and County Administrative Office functions will likely be located on the topmost floor.



4.3.7.3 Facility Specific Functional Diagram





4.3.8 HUMAN RESOURCES & DEVELOPMENT

4.3.8.0 Department Description

The Human Resources & Development (HR&D) department is entirely located within the existing Personnel Building at the Civic Center Site with an adjacent modular training facility. The entirety of the department's functions are to be included within the new facility.

4.3.8.1 Functional Implications

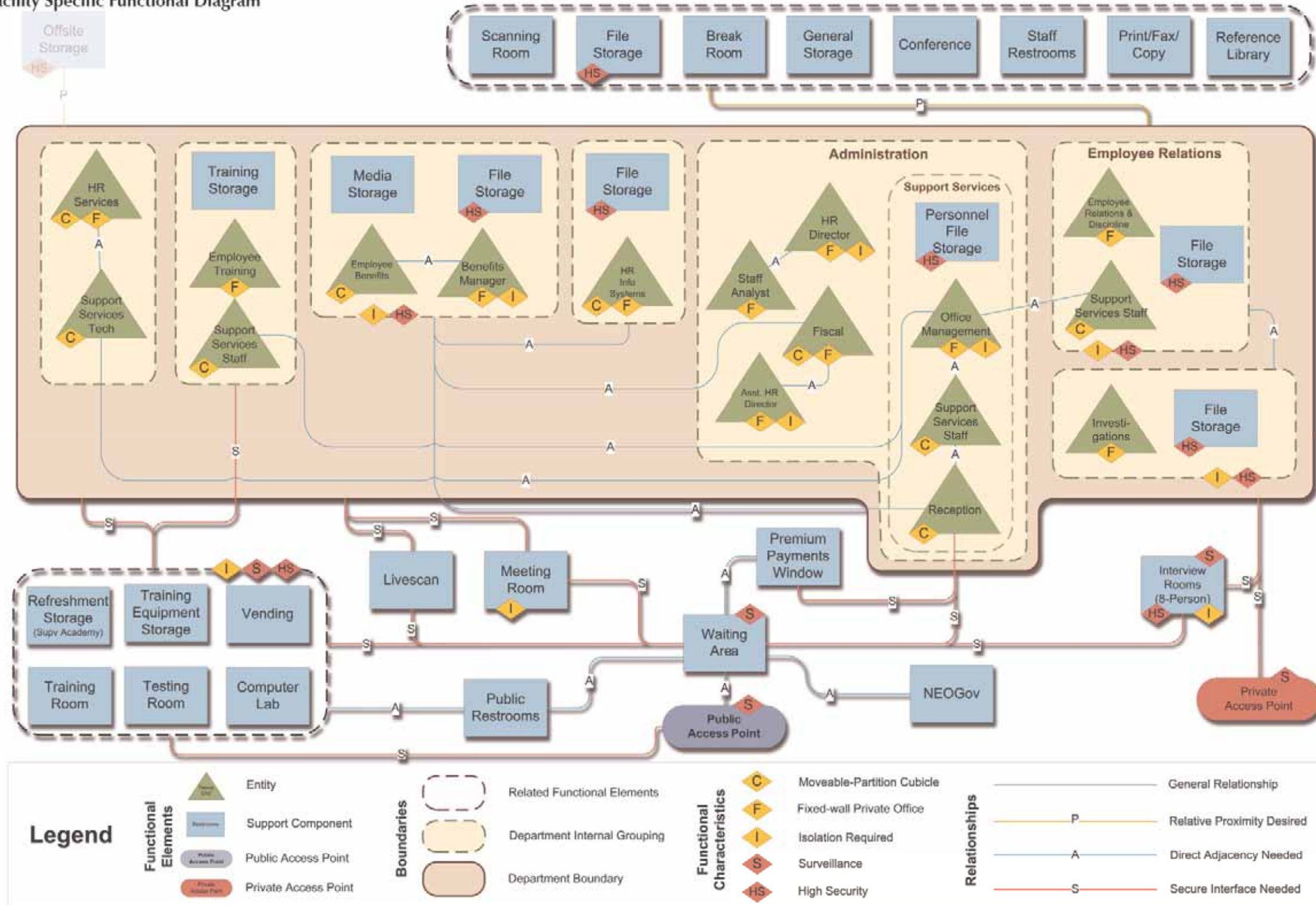
The HR&D department requires an office which is secure for the protection of personnel and data. They also require a high level of accessibility to the public and County staff. This department includes both general office functions, as well as training and testing functions. The training and testing function do not need to be directly adjacent or even on the same floor level as the office space but must remain within close proximity and accessibility to department staff. Within the department staff areas, there are also specific security and isolation/separation requirements which must be defined by department management during the architectural programming and design process.

4.3.8.2 Department Stacking Requirements

This department requires adjacency where possible or close proximity to the County Counsel, County Administrative Office, and Board of Supervisors departments as well as the Auditor-Controller Payroll division



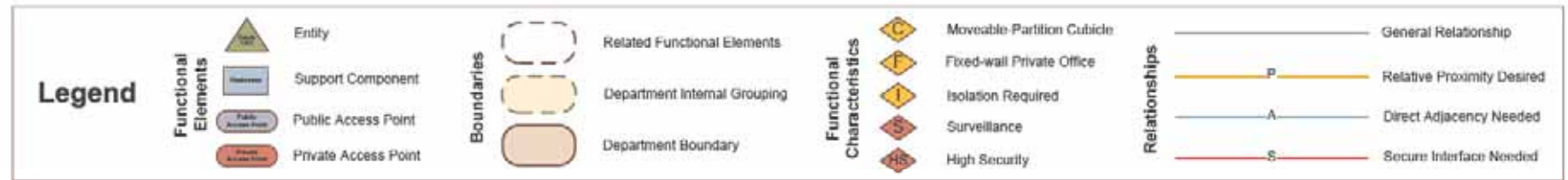
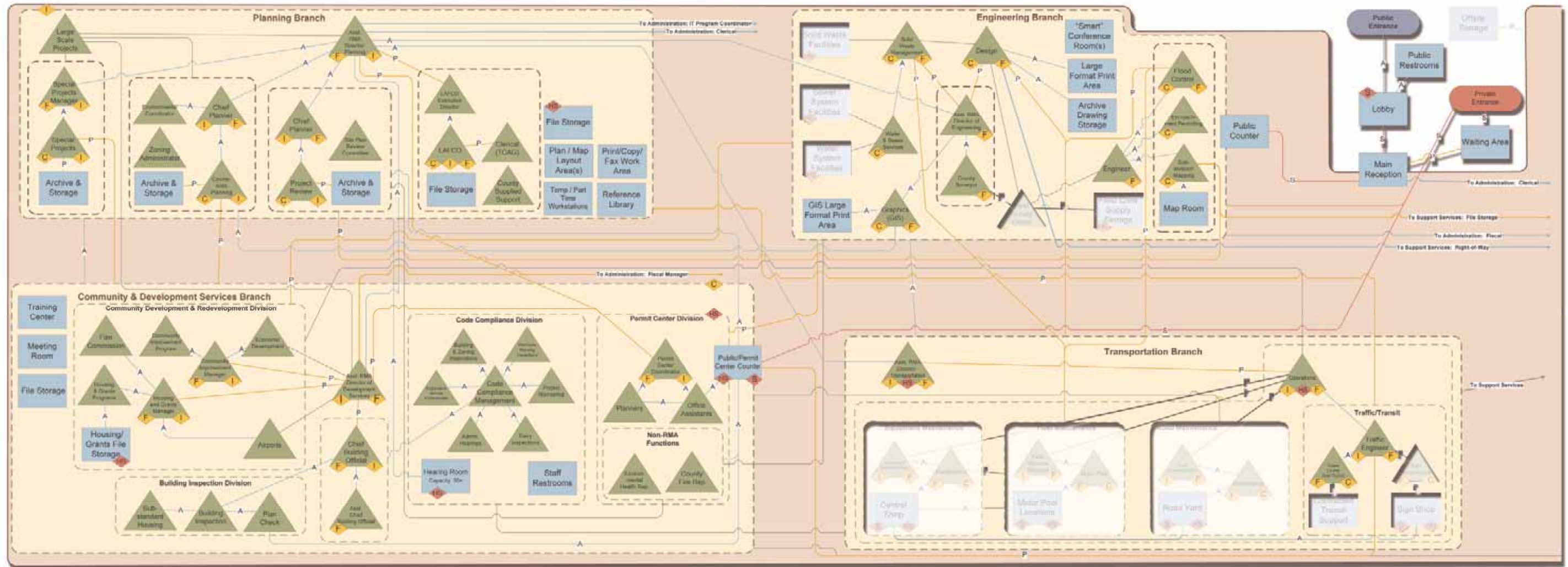
4.3.8.3 Facility Specific Functional Diagram





4.3.9 RESOURCE MANAGEMENT AGENCY

4.3.9.0 Facility Specific Functional Diagram





4.3.9.1 Department Description

Due to the nature of the Resource Management Agency's (RMA) service delivery approach, they currently occupy facilities located throughout the county geography. With the exception of the administrative functions, all staff would remain as they exist so as to continue their support of facilities, infrastructure, transportation, planning efforts, and community development/redevelopment. All administrative functions of RMA are currently housed within the Government Plaza facility in Visalia. These functions are to be included within the new consolidated Civic Center Campus facility.

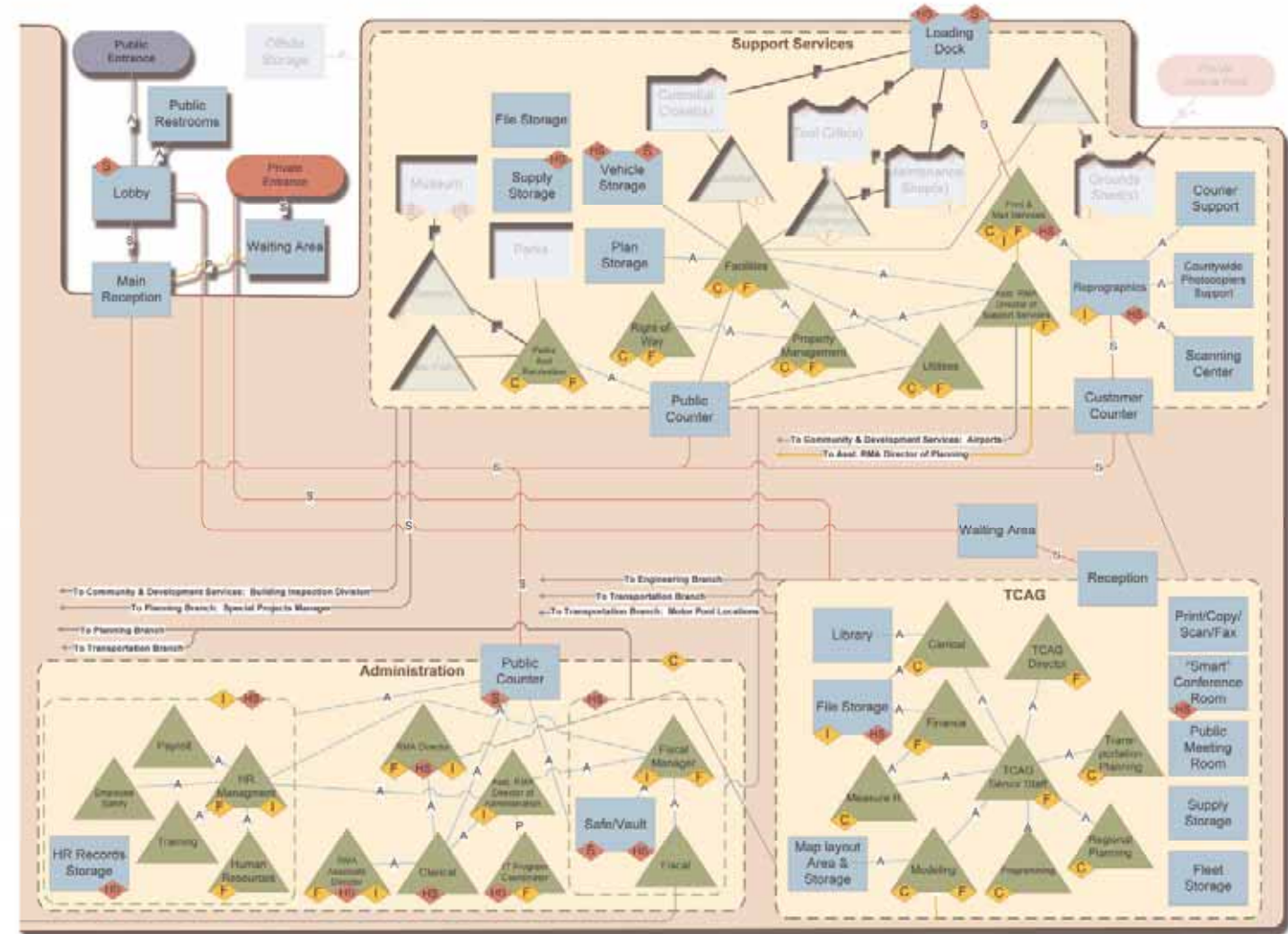
4.3.9.2 Functional Implications

There are multiple needs for security and separation/isolation among the functions of RMA (as identified on the adjacent functional diagrams). The details of these implications are to be defined through interaction with agency management during the architectural programming and facility design phases. Do to the large amount of square footage required by this department, functions can be split among various floor levels as long as the identified relationship requirements are maintained as intended. There are no additional significant implications.

4.3.9.3 Department Stacking Requirements

This department can be placed in any building layout location as long as sufficient ease of access is provided to the public and other County departments requiring services from RMA. Additionally, relative proximity should be maintained between RMA and the following departments:

- Human Resources & Development
- Auditor-Controller/Treasurer-Tax Collector
- Information Technology Department
- Purchasing
- County Administrative Office
- County Counsel
- Assessor/Clerk-Recorder
- Board of Supervisors
- Sheriff





4.3.10 DISTRICT ATTORNEY

4.3.10.0 Department Description

Various functions of the District Attorney department are to be included within the new facility. This includes all administrative and bureau functions currently housed within the Visalia Superior Courthouse. Additionally, the following bureau functions currently located within other facilities will be included:

- Bureau of Investigations
 - » Welfare Fraud office on Main Street in Visalia
 - » Child Support at Visalia Family Support office (8040 Doe Avenue)
 - » Rural Crimes and Action at the Tulare Ag Crimes Unit facility
- Bureau of Administrative Services
 - » Special Programs at
- Bureau of Criminal Prosecution
 - » Community Prosecution Unit at the Tulare Juvenile Restitution facility

4.3.10.1 Functional Implications

This department requires a high level of security and protection for staff and visitors. There should also be multiple methods of access and distinctly separate waiting areas including general public access, victim access/waiting, witness access/waiting, and secured private staff access. Within the office area, the Bureau of Investigation requires an additional level of separation from the other bureaus due to the sensitive nature of their work and the need for armory security.

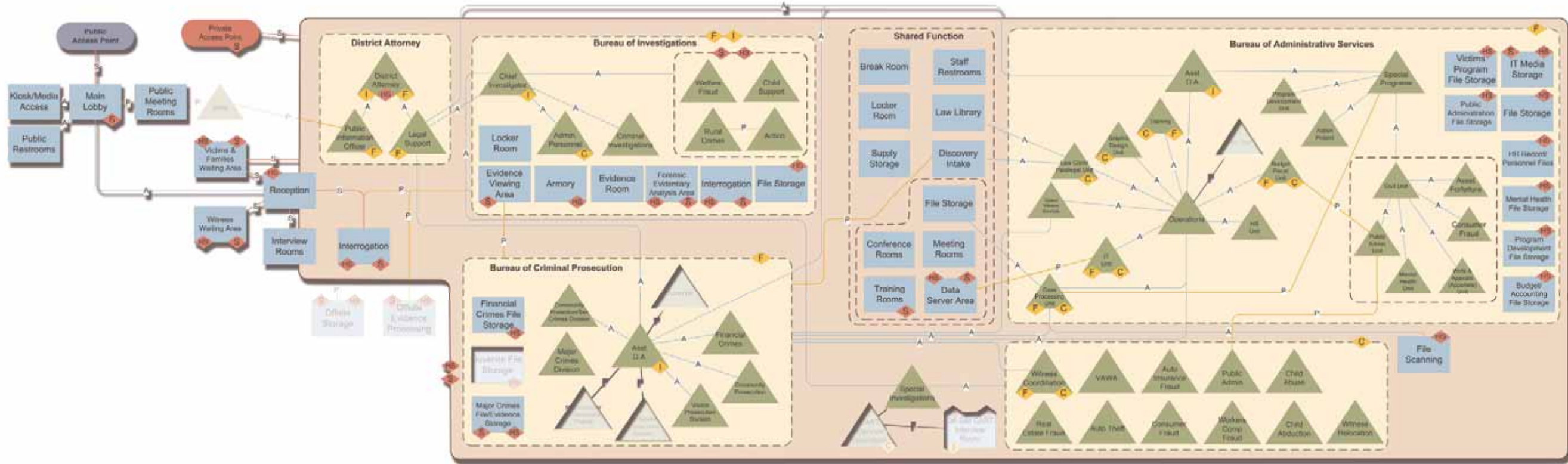
4.3.10.2 Department Stacking Requirements

The District Attorney requires significant separation from the Public Defender. These two department must not be placed on the same floor level. If possible, they should have an complete floor level of separation between them. As the Public Defender is likely to have more need of direct interaction to the public, the District Attorney office should be located on an upper or top floor level of the facility.

The District Attorney requires adjacency to the Court as it relates to building configuration. If possible, adjacency to the Probation department is also preferred.



43.103 Facility Specific Functional Diagram



Functional Elements		Boundaries		Functional Characteristics		Relationships	
	Entity		Related Functional Elements		Moveable-Partition Cubicle		General Relationship
	Support Component		Department Internal Grouping		Fixed-wall Private Office		Relative Proximity Desired
	Public Access Point		Department Boundary		Isolation Required		Direct Adjacency Needed
	Private Access Point				Surveillance		Secure Interface Needed
					High Security		



4.3.11 PROBATION

4.3.11.0 Department Description

Within the new facility, the Probation Department will house all functions related to Administrative Services as well as Adult Court Services that are currently located within Visalia. These services are currently housed within the Visalia Superior Courthouse.

This department also maintains a large contingent of staff at detention facilities which would remain. Juvenile related services would also remain at their current locations to ensure proximity to juvenile detention and juvenile courts. Adult supervision services are currently located in a leased facility within the City of Visalia. Ideally, this department's preference would be to consolidate Administrative Services, Adult Court Services, and Adult Supervision Services into a single location for improved functionality. Upon completion of the new Civic Center Campus facility, it may be possible to alternately locate these services within a recently vacated facility such as the current Personnel Building which could effectively reduce the initial size and cost of the new facility while improving functionality for this department.

4.3.11.1 Functional Implications

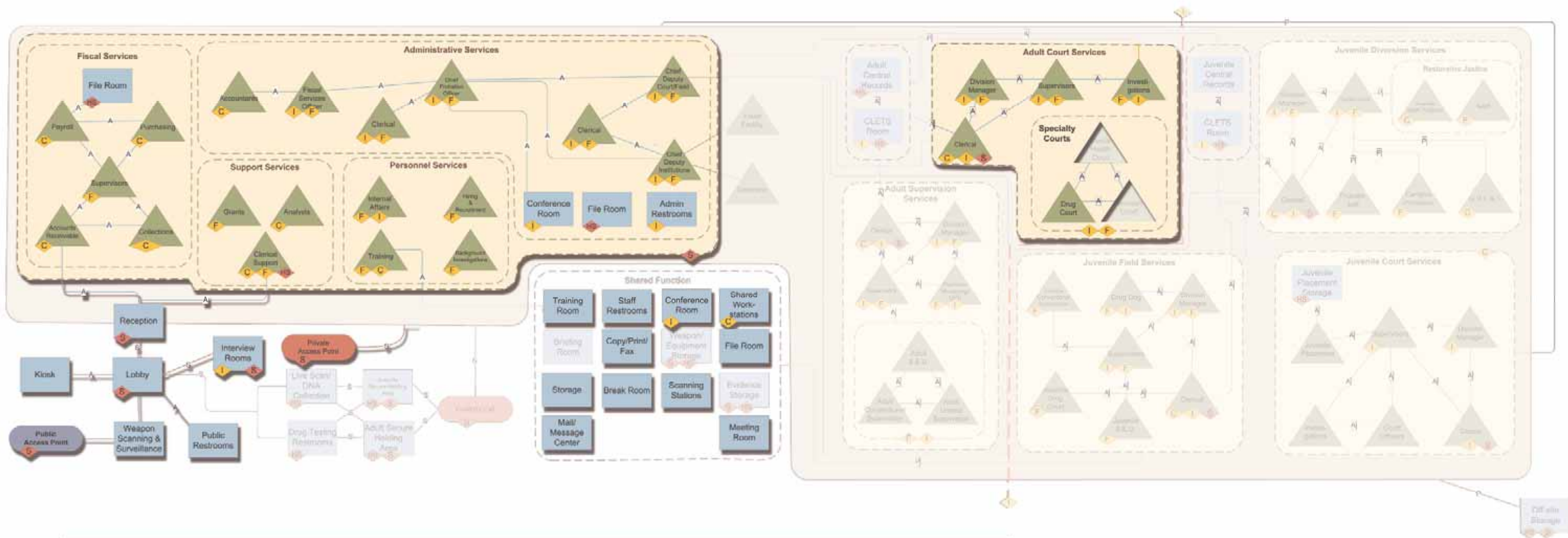
As the included probation services do not entail probationary testing and sampling or in-office arrest functions, the security requirements can be slightly relaxed as compared to other probation facilities. However, there remains a need for basic security and safety requirements as identified by the functional diagram on the next page.

4.3.11.2 Department Stacking Requirements

These functions of the Probation Department require relative proximity to the Courts, CAO/BOS, Purchasing, Auditor-Controller, District Attorney, and Public Defender. If possible, keeping the Sheriff's Department at the civic center site would also assist in supporting the Probation Department's functions. As the probation department interacts highly with the public, the department location should be located in a manner that is easily accessible and available.



43.11.3 Facility Specific Functional Diagram



Functional Elements		Boundaries		Functional Characteristics		Relationships	
	Entity		Related Functional Elements		Moveable-Partition Cubicle		General Relationship
	Support Component		Department Internal Grouping		Fixed-wall Private Office		Relative Proximity Desired
	Public Access Point		Department Boundary		Isolation Required		Direct Adjacency Needed
	Private Access Point				Surveillance		Secure Interface Needed
					High Security		



4.3.12 PUBLIC DEFENDER

4.3.12.0 Department Description

All functions of the Public Defender Department that are currently located in the Visalia Superior Courthouse will be included in the new facility. Additional functions located at satellite offices in Tulare, Porterville, Dinuba, and the detention facilities will remain in those respective locations.

4.3.12.1 Functional Implications

Due to the high level of interaction with the public and criminal justice clientele, this department will require a high level of security and protection.

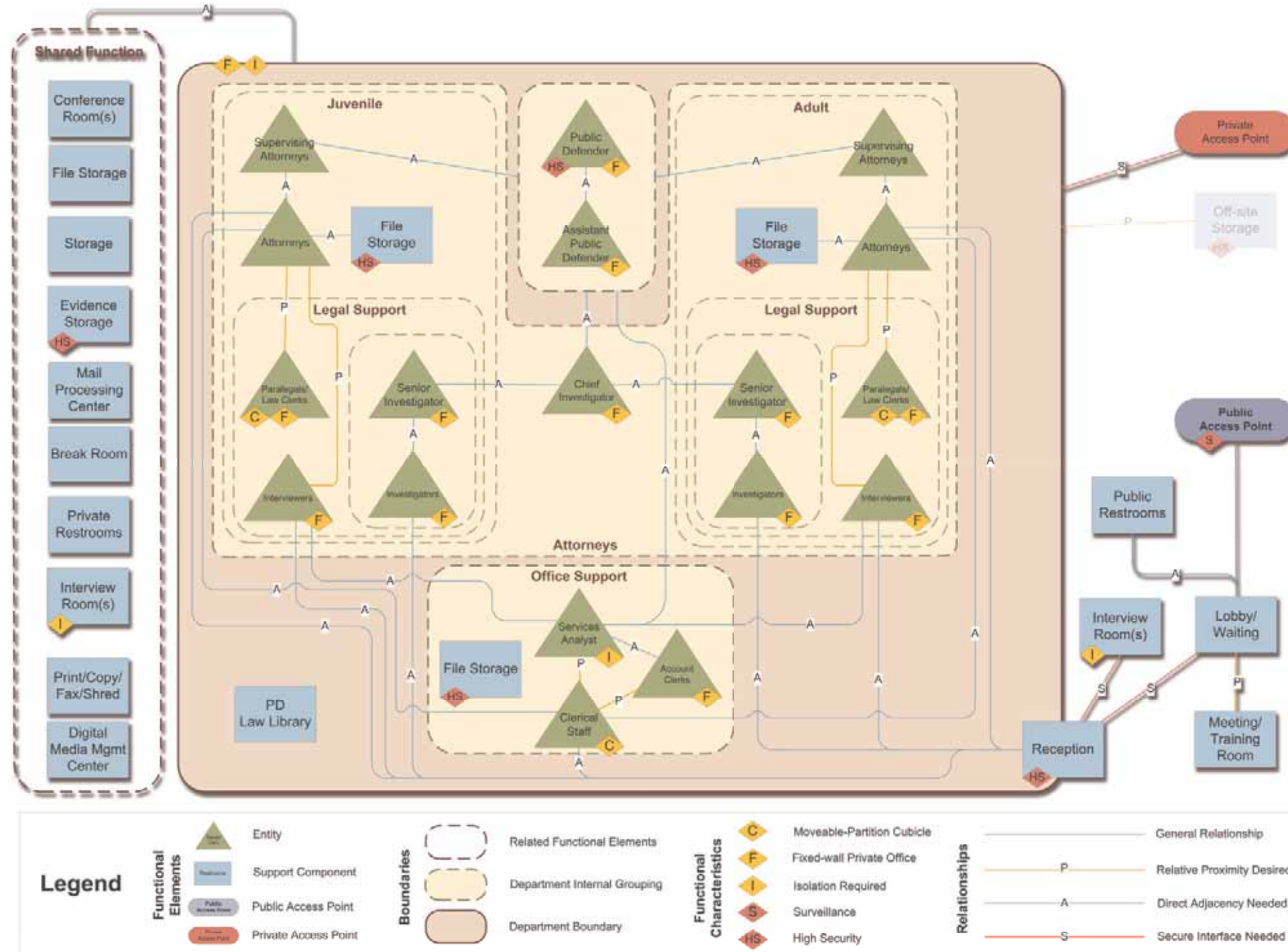
4.3.12.2 Department Stacking Requirements

This department must remain separated and isolated from the District Attorney department. Ideally, there should be at least one complete floor level of separation between these departments where possible. Due to the interactions with the public, the Public Defender should be located at or near the first floor level.

The Public Defender requires close proximity, where possible, with County Counsel, the Board of Supervisors, County Administrative Office, Sheriff's Office, Probation Department, and the County Law Library.



4.3.12.3 Facility Specific Functional Diagram





4.3.13 LAW LIBRARY

4.3.13.0 Department Description

The existing Law Library, currently located within the Visalia Superior Courthouse will be relocated into the new Civic Center Campus facility.

4.3.13.1 Functional Implications

The Visalia Law Library requires secure but available access for the public.

4.3.13.2 Department Stacking Requirements

The Law Library should be located at or near the first floor level for public access. Additionally, there should be close proximity to the Courthouse related to layout within this new facility.



4.3.13.3 Facility Specific Functional Diagram

