



**COUNTY OF TULARE**  
STATE OF CALIFORNIA

## **CHAPTER 2. ORGANIZATIONAL FUNCTIONAL PROGRAM**

### *Phase 1*

*MARCH 2009*

PREPARED BY



Construction Management, Inc.





## SECTION 3.0 COUNTYWIDE FUNCTIONAL PROGRAM

### 3.0 Introduction

This section provides the Countywide Functional Program as well as an overview of the internal and external functions and relationships that occur within each department. The program defines the basic functional requirements of Tulare's countywide structure and individual departments as they relate to strategic planning, capital maintenance, and facility planning/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 adopted County Space Standards.

The functional program does not include an evaluation of actual building space and/or layout. It explicitly expresses important functional requirements and relationships present throughout the County. By studying functional needs without the constraint of actual building space and/or layout, the County has the ability to realize the most efficient organization of County Departments/Agencies.

The County implemented a multi-step process to address current and future spatial, functional, and technological needs. This process began with the development of 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 within the department for their feedback as part of a Functional Program Workshop. The final Functional Optimization Network Diagrams led to the development of a comprehensive department functional program document for each department. Finally, a Space Needs update was developed, incorporating department input.

This detailed program information for each department can be found within [Appendix A](#). Within **Section 3.2** of this volume, each department's functional program has been summarized. The summaries also include a synthesis of many of the changes needed to optimize spatial, functional, and technological efficiency.

Upon completing the Department Functional Program Documents, Countywide functional relationships and structure/organization were analyzed and presented within a Countywide Functional Summary and both internal/external Countywide Functional Optimization Network Diagrams [**Section 3.1**].

### 3.1 Countywide Functional Summary

#### 3.1.0 County Service Population

The County of Tulare, with a population of approximately 426,000 is situated at the base of the Sierra Nevada mountain range known as *Sequoia Valley*. Los Angeles is 200 miles to the south and the San Francisco Bay Area is 225 miles to the north. Located in the heart of the great central California region comprised of sixty-two cities and more than 3.4 million residents, the region has a rapidly growing population that is young and culturally diverse with distinct Hispanic, Anglo and Asian communities.

Strategically located, the County of Tulare offers excellent transportation access to all of California and the West Coast. This makes the County a desirable distribution point for many major corporations. The County is unique in that it is situated in the richest agricultural region in the United States and is recognized as the number one county in the nation for total milk production.

County agribusiness is dynamic and reflects the changing demands of consumer and export markets. The county's agribusiness alone produces over \$4 billion dollars in value for all commodities, an increase of 32 percent since 2000.

In addition to the unincorporated areas, the County serves eight cities: Dinuba, Exeter, Farmersville, Lindsay, Porterville, Tulare, Visalia, and Woodlake. The County provides the following services to its constituents:

- Law Enforcement (Primarily Unincorporated County)
- Fire Protection
- District Attorney
- Public Defender and Alternative Defense
- Jails and Juvenile Facilities
- Probationary Supervision
- Grand Jury
- Coroner and Forensic Services
- Public Assistance
- Public and Mental Health Services
- Child Protection and Social Services
- Environmental Health
- Indigent Medical Services
- Family Support Collection
- Agricultural Commissioner
- Weights and Measures
- Parks
- Libraries
- Building and Safety (Unincorporated County Only)
- Maintenance of County Roads and Bridges
- Oversight and Permitting of Landfills and Solid Waste Disposal and Collection
- Land Use Issues in the Unincorporated County
- Veterans Services
- Elections and Voter Registration
- Clerk-Recorder
- Tax Assessment and Collection
- Animal Care Services
- Airports



### 3.1.1 County Structure

The County of Tulare is one of fifty-eight (58) counties in the State of California. The County is a legal subdivision that serves two functions: 1) delivering state services including health, welfare, and jails to all county residents; and 2) providing municipal services, such as parks, planning, roads, and libraries, to residents of unincorporated areas.

The Board of Supervisors oversees the official conduct of elected County Officers and requires them to faithfully discharge their duties. The Board cannot add to those duties or relieve the officers from these obligations. The officials elected by the County Board of Supervisors include:

- Sheriff-Coroner
- Assessor/Clerk-Recorder
- Auditor/Controller/Treasurer/Tax Collector
- District Attorney-Public Administrator

The Board may not direct or control the day-to-day operations of these County departments, or otherwise limit the exercise of discretion vested by law in a particular officer. For example, the District Attorney, as public prosecutor, is a state or quasi-state officer and is under the direct supervision of the Attorney General.

The Board of Supervisors has the power to create departments/agencies and subsequently appoint officials to manage their development and implementation of services. Although these board-appointed officials primarily oversee board-appointed county services, the board retains authority over how these services will be provided. The appointed departments/services as dictated by the board are as follows:

- Health and Human Services Agency
  - o Mental Health
  - o Human Services
  - o Administration
  - o Health
  - o In-Home Supportive Services
- Resource Management Agency
  - o Engineering
  - o Support Services
  - o Long-Range Planning
  - o Community Development Services
  - o Associate Director
  - o Transportation
  - o Administrative
- County Fire
- Public Defender
- Library
- Workforce Investment Department
- Child Support Services

### 3.1.2 County Organization

The Appointed and Elected Departments/Agencies have been created to support the legislative requirements dictated by the State and provide services to County constituents. The Departments/Agencies have been organized with functional groupings as outlined by the County Operational Plan. This allows the Board of Supervisors and the County Administrative Office to understand the many program linkages, interdepartmental objectives, resource distribution and how these linkages contribute to the achievement of County goals. For the sake of this study, all department specific information is organized in accordance with the functional grouping structure.

The functional groups are:

- **Organizational Performance Group**
  - o Chief Administrative Office
  - o Grand Jury
  - o Executive Committee
- **Finance & General Government Group**
  - o Board of Supervisors
  - o Assessor/Clerk-Recorder
  - o Auditor/Controller – Treasurer-Tax Collector
  - o Purchasing Agency
  - o County Counsel / Risk Management
  - o Information Technology
  - o Human Resources & Development
- **Resource Management Community Services Group**
  - o Agricultural Commissioner
  - o Library
  - o Resource Management Agency
  - o University of California Cooperative Extension
- **Health & Human Services Group**
  - o Child Support Services
  - o Health and Human Services Agency
  - o Public Authority
  - o Workforce Investment Department
- **Safety & Security Group**
  - o District Attorney
  - o Fire Department
  - o Probation
  - o Public Defender
  - o Sheriff/Coroner
  - o Law Library



These functional groupings were developed in alignment with the County's "Strategic Management System" (SMS). SMS is an integrated and dynamic management system which optimizes County resources to plan, implement and monitor the delivery of County programs and services. The SMS is a continuous cycle of "plan, action, check and adjust" activities providing continuous improvement toward achieving County goals beginning with a long-range, five year Strategic Business Plan (see *County of Tulare – 2006-2011 Strategic Business Plan and Management System*).

This entire process has been developed to achieve the County's prime vision of creating:

*"A County government that has earned the trust, respect, and support of its residents through collaboration, fair and effective service."*

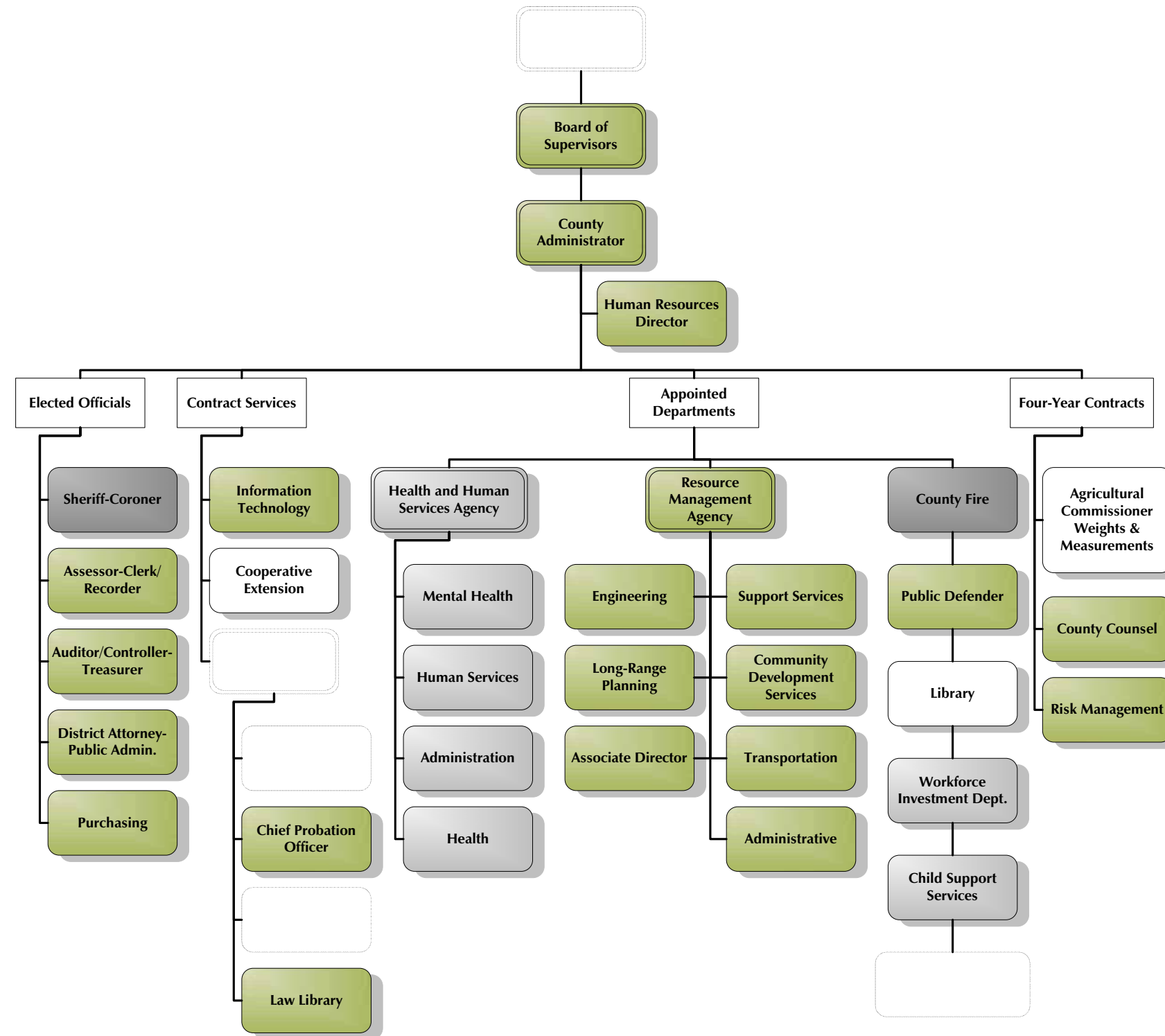
This Countywide Functional Program has been developed to support this vision and the County's strategic goals as a supplement to future strategic planning, both Countywide and within each department/agency. It also serves to guide the development of efficient and optimized capital asset management/planning practices, procedures, and support systems.



### 3.1.3 Heiarchical Organization Chart

The County hierarchy of organization is as shown on this page. For clarification, The color for each department indicates the phase of functional programming they are to be included in.

County of Tulare  
County Organization Chart



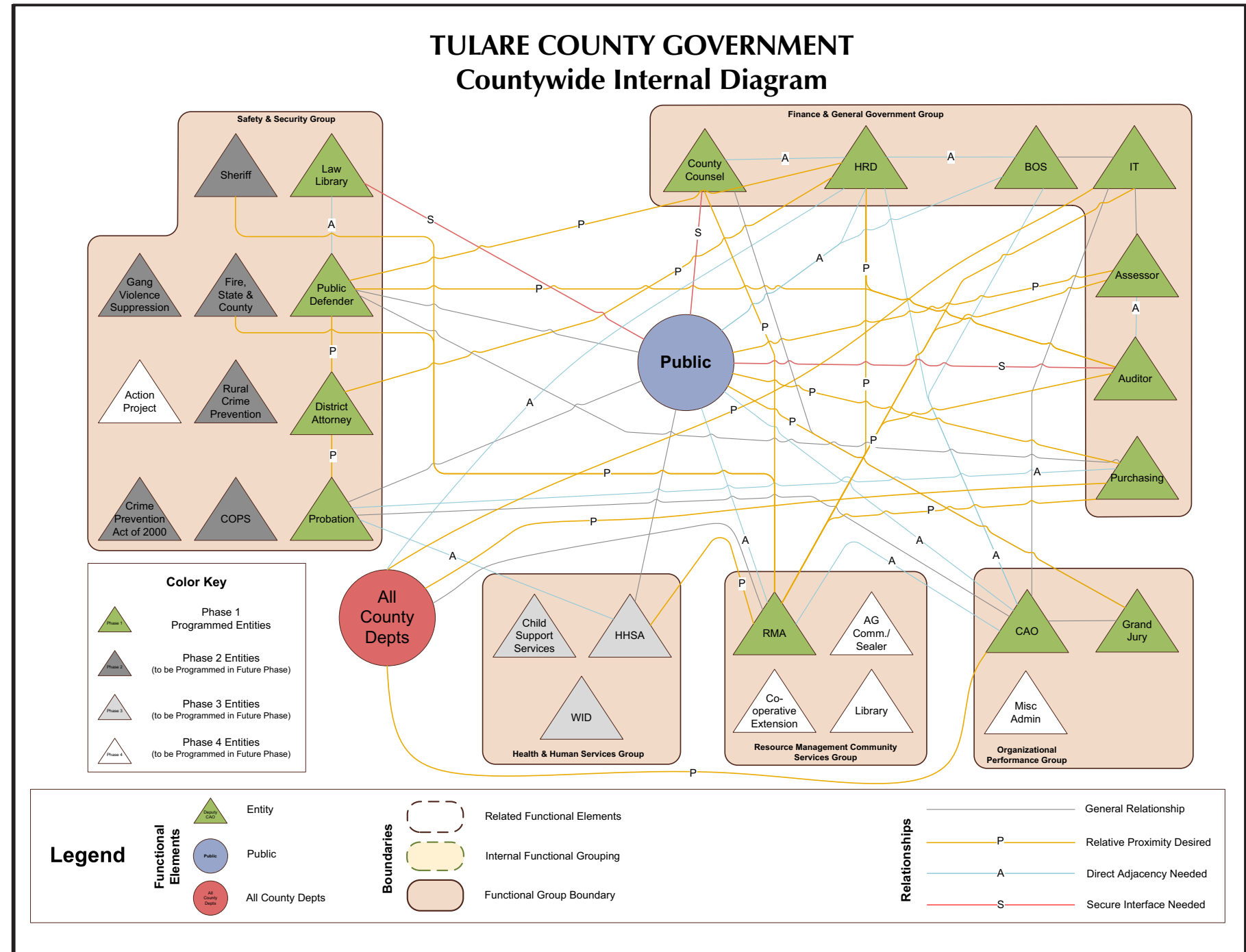
**Color Key**

- Phase 1 **Phase 1**  
Programmed Entity
- Phase 2 **Phase 2**  
Entity to be Programmed in Future Phase
- Phase 3 **Phase 3**  
Entity to be Programmed in Future Phase
- Phase 4 **Phase 4**  
Entity to be Programmed in Future Phase
- Not to Be Phased **Not to Be Phased**  
Entity Not Slated for Future Programming



### 3.1.4 Internal F.O.N.D. Diagram

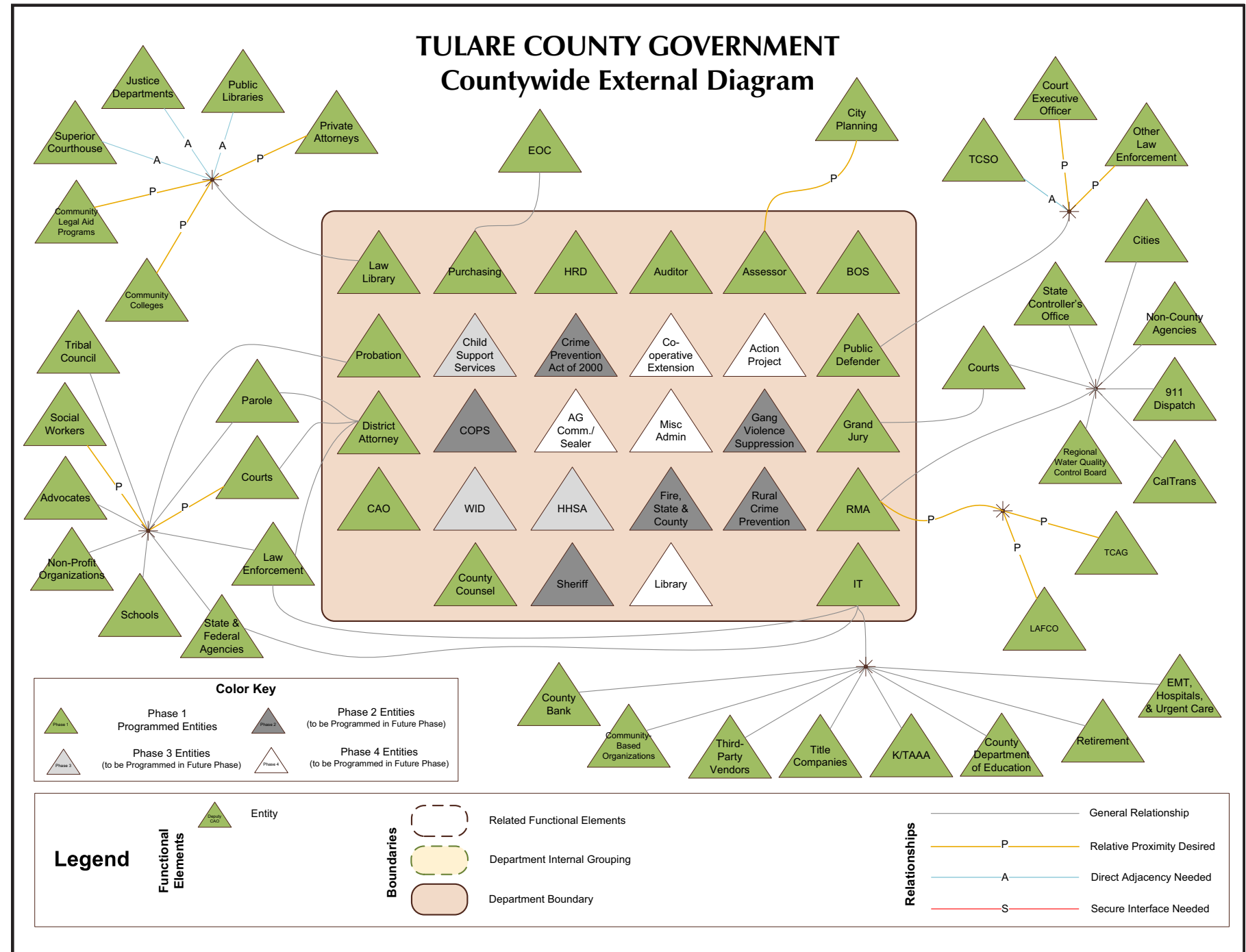
The internal Functional Network Optimization Diagram at right illustrates the county departments and the relationships that must be maintained between them. It also shows the relationships of departments to the general public. On this diagram, Adjacency stresses that two department should be located at the same site, if not within the same building. For proximity, the departments should be within the same general area (for example, not at opposing corners of the City of Visalia). A secure relationship is typically an adjacency with the added layer of security requirements between the two entities. Finally, a general relationship does not directly imply constraints on location but rather emphasizes an interaction that exists and should be addressed. The response to a general relationship can vary for each situation but, for example, ensuring that video-conferencing capabilities exist where locational adjacency is not possible could be a solution for some instances.





### 3.1.5 External F.O.N.D. Diagram

The external Functional Network Optimization Diagram at right illustrates the relationships that exist between county departments and non-county entities.





### 3.2 Department Functional Summaries

The following pages summarize the Organizational Functional Program as it relates specifically to each of the 14 departments included in this phase. Each summaries provides the following elements:

- Functional description
- Assessment of needs
- Brief overview of department involvement in the process
- A Summary Functional Diagram
- Representation of functional solutions
- Updated Staffing Projections/Space Needs

The functional description for each department has been developed from a collection of sources. The majority of the sources included County Budget Books, County Websites, and direct input from departments throughout the survey and functional program development process. The intention is to provide a general overview of how a department is organized and an identification of both the department's staff and users. This information is further supported by a summary functional diagram. This diagram provides a general illustration of department organization, based upon the detailed Functional Optimization Network Diagrams (F.O.N.D.). Further detailed within this section as well as the Functional Program Documentation sections of **Appendix A**.

The functional description is followed by an assessment of spatial, functional, and technological needs. Throughout the programming process, these needs have been collected and reviewed with department senior management to determine what the primary needs are in each area. It is important to note that this study does not provide a detailed solution to any of these needs. Rather, the study illustrates an ideal organizational strategy for each department that would have the greatest potential to resolve the issues and lead to the highest level of efficiency and productivity.

The functional solutions page that follows provides examples how the F.O.N.D. addresses the identified needs. The foremost idea behind these diagrams is to illustrate an organizational structure, independent of facility layouts/design. Furthermore, it establishes a collection of relationships and characteristics which must be addressed by facility planners through direct interaction with County departments and leadership. By addressing these items, the County can ensure that future decisions made regarding facility development/design, as well as strategic planning efforts, are consistently in-line with the functional and organizational needs of each department.

Finally, an update of department staffing projections and tabulation of potential space needs are provided for each department. The update builds upon the 2007 study by incorporating the input and evaluation of department leadership to develop a more refined evaluation of growth. At this stage, this evaluation of growth is defined through a comparison of historical growth patterns to the most quantifiable issues and factors that pertain specifically to each department. More detail regarding the department space need updates can also be found in the Functional Program Documentation sections of **Appendix A**.



### 3.2.1 BOARD OF SUPERVISORS DEPARTMENT & COUNTY ADMINISTRATIVE OFFICE

#### 3.2.1.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Board of Supervisors and County Administrative Office (BOS/CAO) Departments. Development of this department’s functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the BOS/CAO Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Kristin Bennett, Assistant County Administrative Officer - Operations
- Michael Spata, Assistant County Administrative Officer - Finance
- Brian Summers, Senior Capital Improvements coordinator
- Dayna Wild, Operations Analyst
- Martin Meier, Finance Analyst
- Michelle Baldwin, Chief Clerk - Board of Supervisors
- Jeff Forbes, Board Representative

#### 3.2.1.1 Functional Description

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 9:00 a.m. at the County Administrative Building in Visalia, located at 2800 West Burrel Avenue. The Board will occasionally schedule meetings at other times 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, IHSS Public Authority, Public Finance Authority, Redevelopment Agency, and the Terra Bella Sewer Maintenance District.

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.

The BOS/CAO Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

Board of Supervisors

- Board of Supervisors
- Board Representatives

County Administrative Office

- Chief Administrative Officer
- Assistant CAO
- Budget Analysts
- Budget Technicians
- Capital Projects Coordinators
- Media & Tourism Manager
- Chief Clerk of the Board
- Deputy Clerks
- Account Clerk
- Administrative Staff

BOS/CAO staff is also organized into a number of divisional units as follows:

- Board of Supervisors
- County Administrative Office/Clerk of the Board
  - o Finance
  - o Operations
  - o Clerical

General Public/Users include:

- General public
- Constituents
- Department Heads
- Local government representatives
- Local agency officials
- Consultants
- School groups
- Developers
- Vendors

#### 3.2.1.2 Spatial, Functional, and Technological Needs

Twenty-nine (29) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the BOS/CAO Department.

##### Spatial Organization Needs

The BOS/CAO Departments’ primary spatial organization needs are:

- A semi-secure viewing/review area for general public to access paper/electronic public information
- Meeting space and waiting area for Board of Supervisors closed-session meetings

The Department’s Functional Programming Committees also identified the need for:

- Additional conference/meeting rooms
- Small conference rooms for private meetings with constituents—(preferably) separate from secure office space
- Greater availability to file room space
- Parking area to support large meetings



### Functional Organization Needs

Primary functional organization needs are:

- Increased security measures to provide protection to Supervisors and staff
- Surveillance at all exterior entrances, lobby/reception, Board Chambers, and parking lots

The Department’s Functional Programming Committees also identified the need for:

- Isolation of Board members and representatives from other staff
- A more equipped reception counter in order to better assist the public

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Board of Supervisors/County Administrative Office

This department also needs collocation with:

- Auditor/Controller
- Clerk-Recorder
- County Counsel
- Human Resources & Development

### Technological Advancement Needs

The BOS/CAO Department’s primary technological needs are:

- Video-conferencing
- Specific software to enhance productivity in specific areas

The Department’s Functional Programming Committee also identified the need for:

- Expanding public access to electronic forms and data where allowable by law

### 3.2.1.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed “Functional Optimization Network Diagram (FOND),” was developed in order to express the above needs in a way that could synthesize the BOS/CAO Department’s internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the BOS/CAO Department’s functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

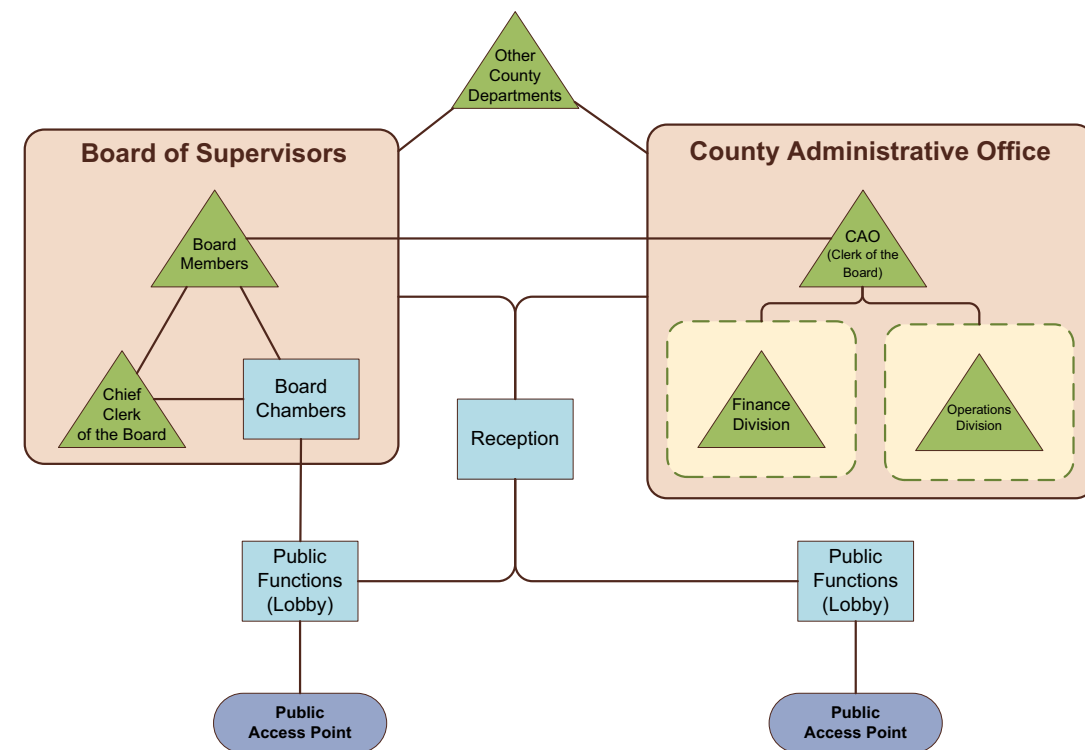
### 3.2.1.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Document. (See [Appendix A – Page A1-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.1-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the BOS/CAO Department.

### 3.2.1.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The BOS/CAO Functional Program Documentation can be found in [Section A1 of Appendix A](#).



**Figure 3.2.1-1 Summary Functional Diagram**  
(See Section A1 of Appendix A for detailed functional diagrams)



3.2.1.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the Department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Board of Supervisors and County Administrative Office, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

Spatial Organization

- 1 A semi-secure viewing/review area for general public to access paper/electronic public information is accounted for with a "Semi-Secure Viewing Area with Kiosks" located adjacent to the Lobby.
- 2 Meeting space and waiting area for Board of Supervisors closed-session meetings is accounted for with multiple Meeting Rooms adjacent to the Lobby.

Functional Organization

- 3 Increased security measures to provide protection to Supervisors and staff is accounted for with a Private Access Point available only for Board members and staff, secure access from Board offices to the Board Chambers, and exclusive, secure access to the Board Chambers for Media personnel.
- 4 Surveillance at all exterior entrances, lobby/reception, Board Chambers, and parking lots is accounted for with the "Surveillance" designation at all appropriate public access points, as shown on the diagram.

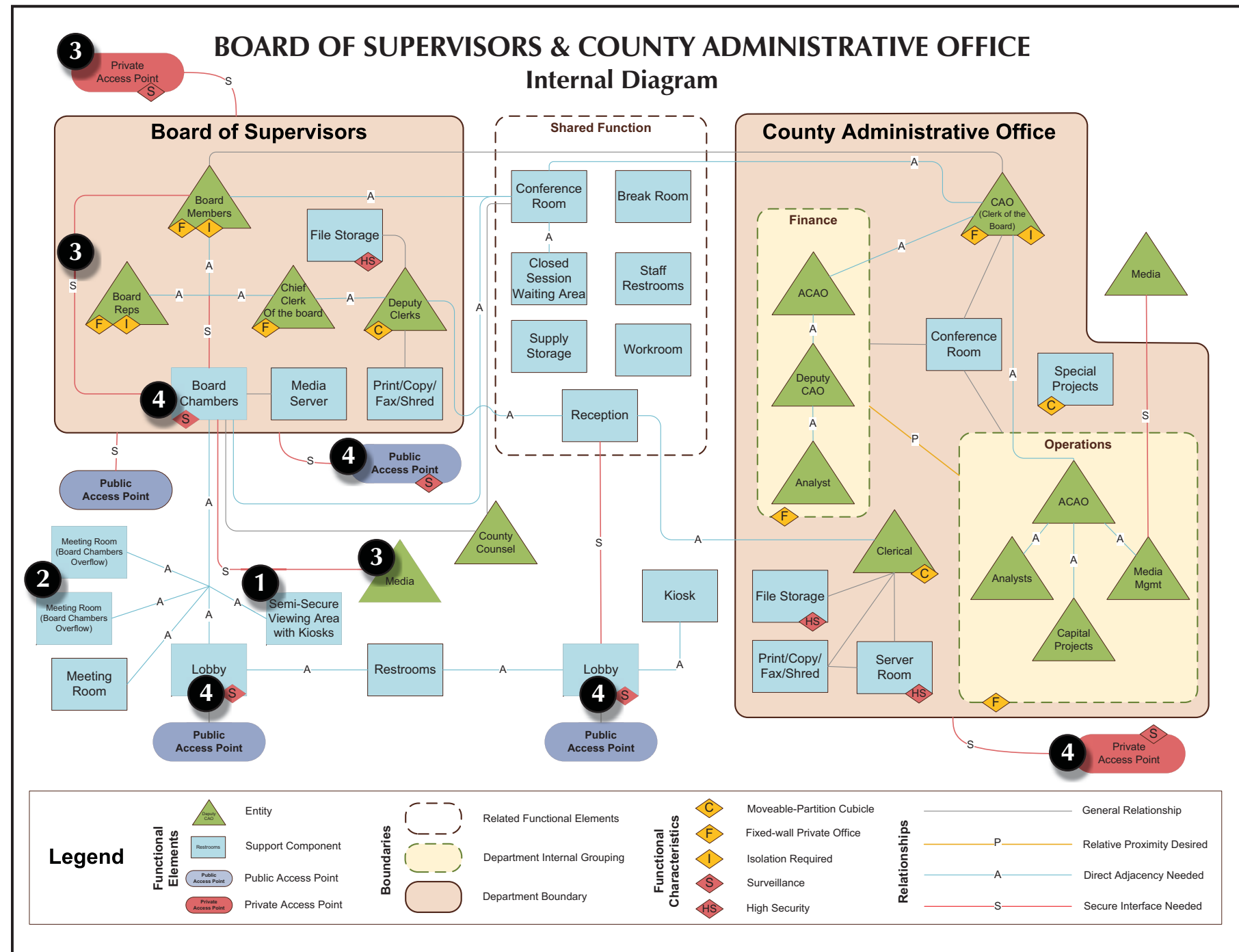


Figure 3.2.1-2 - Final Functional Optimization Network Diagram



### 3.2.1.7 Space Needs

As part of this project, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the Functional Programming Committees in order to estimate the space needs of these departments for the current planning horizon (year 2026).

Based upon these growth factors, staffing projections have been estimated (see **Figure 3.2.1-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is evaluated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square feet) is presented in **Table 3.2.1-4**. Further detail regarding these space need projections can be found on **Page A1-10 of Appendix A**.

### 3.2.1.8 Conclusion

#### Board of Supervisors

In light of events that have taken place during the past few years, the Board of Supervisors are in greater need of security and protection, particularly related to public meeting held in Board Chambers. Future facility renovations or new facility planning must include significant implementation of security controls such as TSA-style security screening equipment and surveillance equipment at all facility access points, lobbies, and the Board Chambers. There is also a need for dedicated semi-secure viewing and review areas to better facilitate access to public information.

Technological solutions which could help to resolve these, and other issues include the implementation of additional software solutions to support department function, expanded access to electronic forms and data, and the addition of citizen kiosks for public information access within semi-secure viewing/reviewing areas. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a growth rate which parallels countywide population growth trends.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **8,068 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.

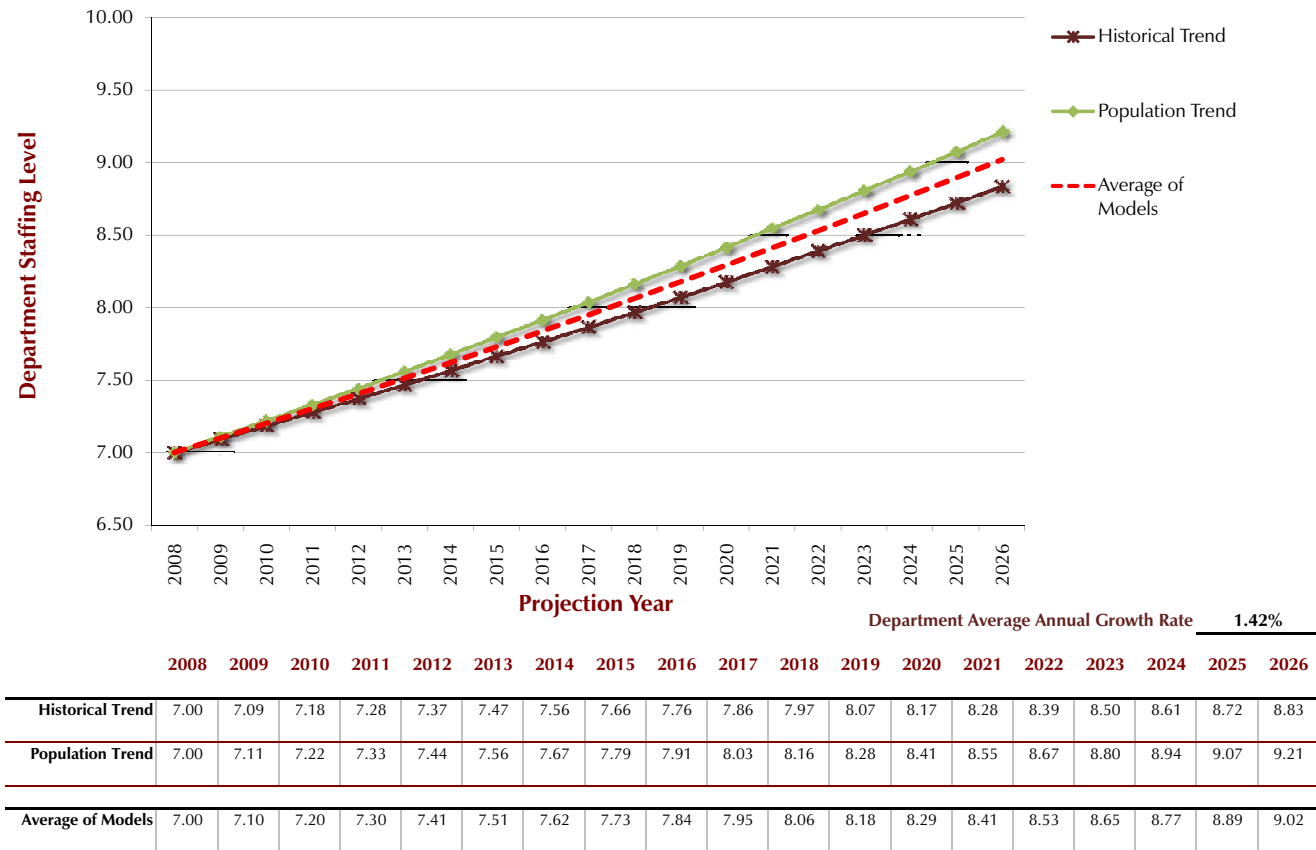


Figure 3.2.1-3 - Board of Supervisors Department Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>2,493 SF - 2,600 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>7,678 SF - 8,008 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>10,171 SF - 10,608 SF</b>

Table 3.2.1-4 - Estimated Department Space Needs

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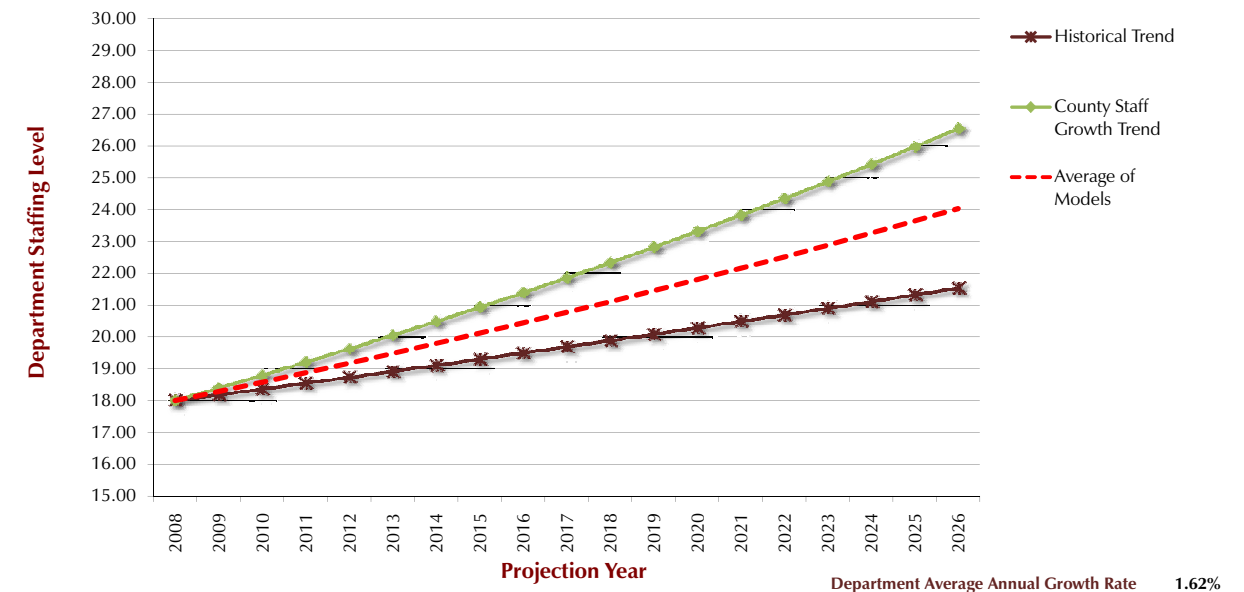


County Administrative Office

The County Administrative Office also faces issues related to security needs. There is currently insufficient security in place related to the CAO's involvement with Board Chamber functions. Future facility renovations or new facility planning must include significant implementation of security controls such as TSA style security screening equipment and surveillance equipment at all facility access points, lobbies, and the Board Chambers. There is also a current lack of sufficient space for department and closed-session board meetings. Additional conference & meeting rooms, preferably separate from secure office space, are needed.

Technological solutions which could help to resolve these, and other issues include the implementation of a video-conferencing system, additional software solutions to support department function, expanded access to electronic forms and data, and the addition of citizen kiosks for public information access within semi-secure viewing/reviewing areas. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a growth rate which parallels countywide staffing growth trends. This potential savings represents approximately 2.5 future staff positions through the year 2026. In today's dollars (without escalation), this translates to \$1.7 million in staffing costs (salaries & burdens) and \$450,000 in facility expansion for a total of \$2.2 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

Note: The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **7,808 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	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
<b>County Staff Growth Trend</b>	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
<b>Average of Models</b>	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 3.2.1-4 - County Administrative Office Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>2,824 SF - 3,481 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>6,523 SF - 8,041 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>9,347 SF - 11,552 SF</b>

Table 3.2.1-5 - Estimated Department Space Needs



## 3.2.2 GRAND JURY

### 3.2.2.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Grand Jury Department. Development of this department's functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County's Functional Program Consultant), and the Grand Jury Department's Functional Programming Committee. The Functional Programming Committee consists of:

- Brian Summers, Senior Capital Improvements Projects Coordinator
- Kristin Bennett, Assistant County Administrative Officer - Operations

### 3.2.2.1 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 issues.

A judicial body authorized by the constitution of the State of California. The Tulare County Grand Jury is appointed by and works closely with the Superior Court Presiding Judge. 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.

The Grand Jury Department's occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- Grand Jury Clerk
- Grand Jury Members

Grand Jury staff is also organized into a number of divisional units as follows:

- none

General Public/Users include:

- General public

### 3.2.2.2 Spatial, Functional, and Technological Needs

Due to the small size of the Grand Jury Department, the survey process used with other departments was substituted with a series of small workshops. These workshops helped establish the basic organization of the Grand Jury department as well as its primary spatial, functional, and technological needs.

### Spatial Organization Needs

The Grand Jury Department's spatial organization needs are primarily related to:

- A large assembly/conference room available specifically for Grand Jury use.
- One to two small interview/meeting rooms for sub-committee meetings.

### Functional Organization Needs

Primary functional organization needs are related to:

- Functional separation from all County departments, but complete and unfettered public access.
- Video surveillance systems and secure public interface for Reception.
- Installation of a door with electronic lock that leads from the Reception to employee work space.

Since the Grand Jury's operations require it to be functionally separate from other County departments. It does not require, and in fact should avoid, unnecessary collocation with other departments.

### Technological Advancement Needs

The Grand Jury Department's primary technological needs are related to

- Implementation of electronic document system for document submittal to the Courts.

### 3.2.2.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Grand Jury Department's internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the Grand Jury Department's functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.2.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

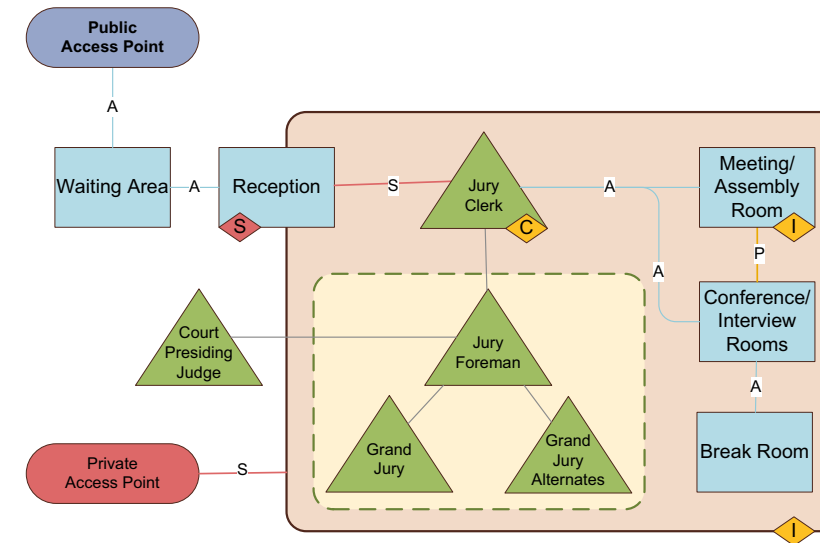
Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive



Department Functional Program Documents (See [Appendix A – Page A2-4](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.2-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Grand Jury Department.

### 3.2.2.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Grand Jury Functional Program Documentation can be found in [Section A2 of Appendix A](#).



**Figure 3.2.2-1 Summary Functional Diagram**  
(See Section A2 of Appendix A for detailed functional diagrams)



3.2.2.6 **Functional Solutions**

Developed from Data Collection Survey information and enhanced by the Department’s Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Grand Jury Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

**Spatial Organization**

- 1 The need for a large meeting/assembly room has been accounted for with the placement of a single large Meeting/Assembly Room adjacent to the Reception area.
- 2 The need for one to two smaller conference/interview rooms has been accounted for with the designation of Conference/Interview Rooms adjacent to the Reception area.

**Functional Organization**

- 3 The Grand Jury’s need to be functionally separate from all other County departments is accounted for with the “Isolation” designation shown on the entirety of its department boundaries.
- 4 The need for video surveillance at the Reception area is accounted for with the “Surveillance” designation shown attached to the Reception support component.
- 5 A secure interface between the reception and employee workspace is accounted for with a Secure relationship from the Reception to the Jury Clerk.

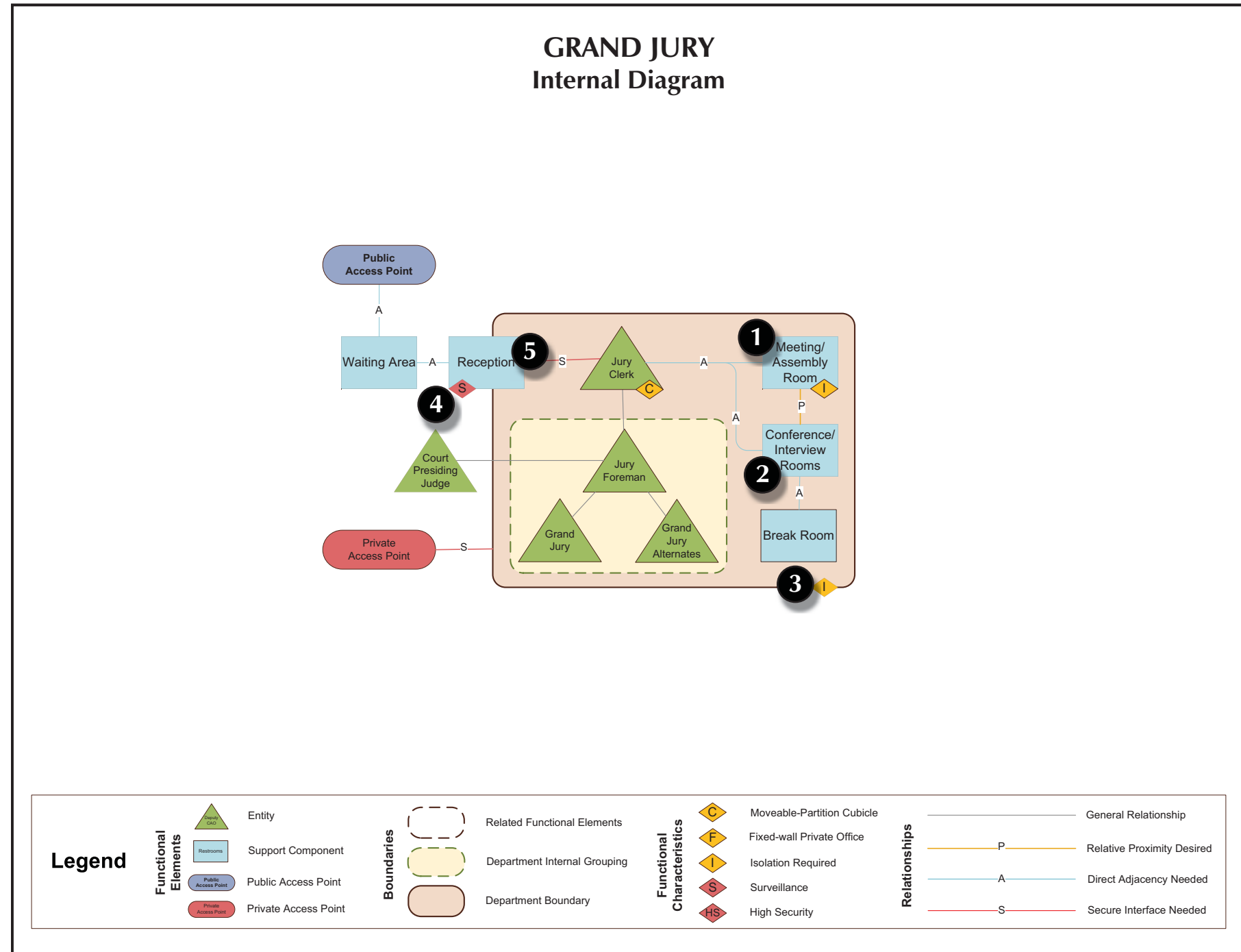


Figure 3.2.2-2 - Final Functional Optimization Network Diagram



### 3.2.2.7 Space Needs

As part of this scope, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the Grand Jury Department for the current planning horizon (year 2026).

Based upon these growth factors, staffing projects have been estimated (See **Figure 3.2.2-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.2-4**. Further detail regarding these space need projections can be found on **page A2-6 of Appendix A**.

### 3.2.2.8 Conclusion

The primary needs related to the Grand Jury include having distinct separation from all other County operations through unfettered public access, basic security and surveillance systems, and ensuring sufficient space dedicated to meeting rooms and interview rooms.

Additional technological solutions which support this departments ability to control growth include the implementation of electronic documentation systems for internal functional as well as interaction with the Courts. By implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a growth rate which parallels countywide population growth trends.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **1,600 GSF**  
The calculations of department space provided in this report (both current and needed) do not included space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.

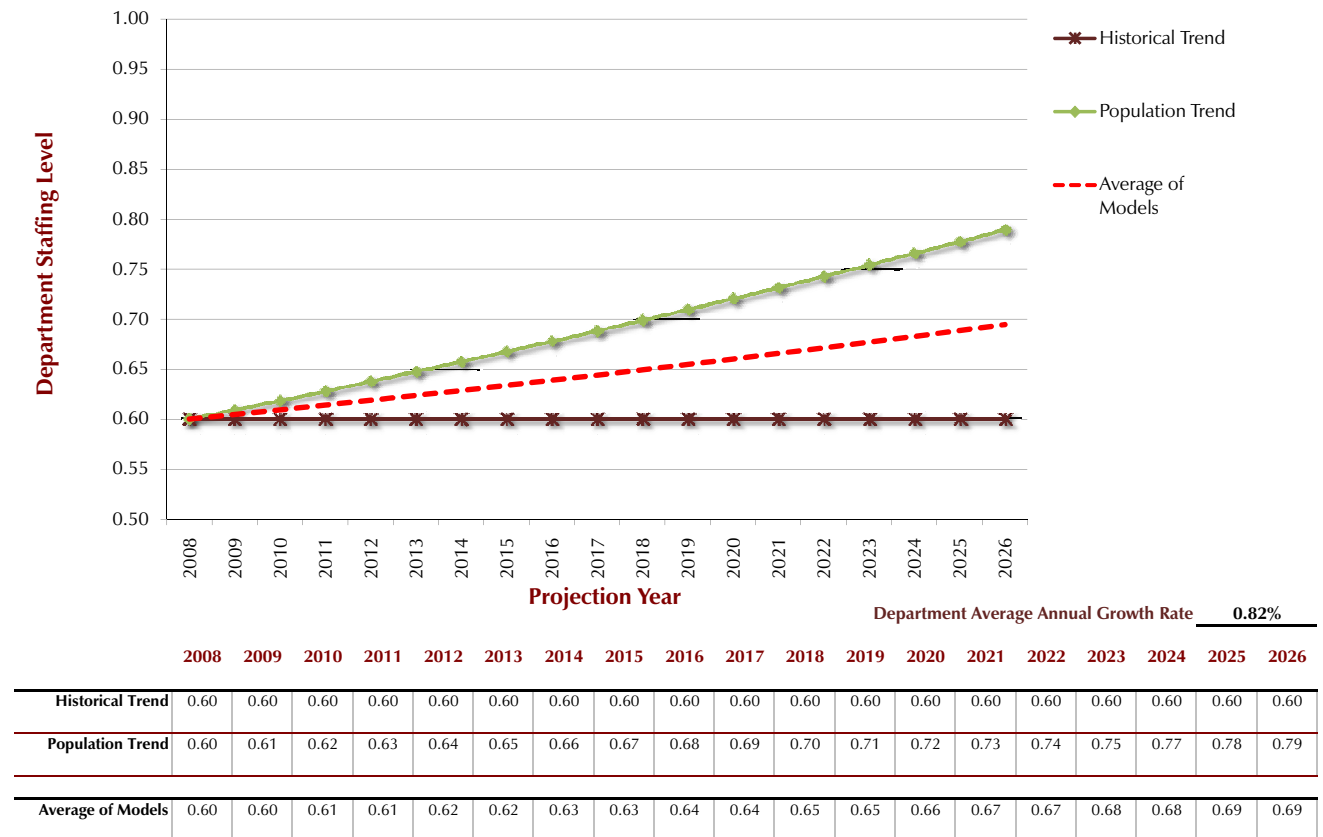


Figure 3.2.2-3 - Grand Jury Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>50 SF - 66 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>1,552 SF - 2,049 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>1,602 SF - 2,115 SF</b>

Table 3.2.2-4 - Grand Jury Estimated Department Space Needs



### 3.2.3 ASSESSOR/CLERK-RECORDER

#### 3.2.3.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Assessor/Clerk-Recorder (Assessor) Department. Development of this department’s functional program was initiated through an initial strategy meeting held on April 3, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Assessor Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Greg Hardcastle – Assessor/Clerk-Recorder
- Andy Barba – Chief Appraiser
- Julie Poochigian – Chief Deputy Clerk-Recorder
- Ron Medlock – Chief Auditor-Appraiser
- Jim Coley – Assessor System Analyst
- Roland Hill – Assistant Assessor/Clerk-Recorder
- Anna Cortez – Chief Assessment Clerk

#### 3.2.3.1 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 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.

The Assessor Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- |                                  |   |
|----------------------------------|---|
| • County Assessor/Clerk-Recorder | • Assistant County Assessor                       |
| • Chief Deputy Clerk-Recorder    | • Chief Assessment Clerk                          |
| • Chief Appraiser                | • Appraisers                                      |
| • Chief Auditor-Appraiser        | • Auditor-Appraisers                              |
| • Cadastral Supervisor           | • Title and Administrative Technician Supervisors |
| • Cadastral Mapping Technicians  | • Title and Administrative Technicians            |
| • Systems Analysts               |   |
| • Department Secretary           |   |

Assessor staff is also organized into a number of divisional units as follows:

- Administration
- Clerk-Recorder Division
- Assessor Division
  - o Assessment Support
  - o Valuation Services
    - » Business Division
    - » Real Property Division

General Public/Users include:

#### Clerk-Recorder Office

- o General public
- o Title companies
- o Escrow companies

#### Assessor Office

- o General Public
- o Attorneys
- o Title Companies
- o Banks
- o Agencies that provide research services
- o Property owners

#### 3.2.3.2 Spatial, Functional, and Technological Needs

Ninety-nine (99) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Assessor Department.

#### Spatial Organization Needs

The Assessor Department’s primary spatial organization needs are:

- Increased file storage in order to consolidate current interdepartmental storage sharing
- Distinct space for additional public-use computers stations

The Department’s Functional Programming Committee also identified the need for:

- An area in the lobby where customers can use their laptop computers to input/receive information electronically
- Designated space for department literature

#### Functional Organization Needs

Primary functional organization needs are:

- Installation of a secured, controlled-access front counter connected to Audit Services to eliminate undesired public access to department work areas
- The ability for Administration to be isolated in fixed-wall, private offices
- The ability for Professional staff to be isolated when discussing audit assessment results with taxpayers

The Department’s Functional Programming Committee also identified the need for:

- Surveillance systems at the Assessor’s Office front counter, Clerk’s Office counter, Recorder’s Office counter, and Audit Division counter



- Assurance that all three (3) elements of the Assessor Department (Assessor, Clerk, Recorder) will remain located in close proximity to each other

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Auditor-Controller/Treasurer-Tax Collector
- Information Technology
- Resource Management Agency
- State Board of Equalization
- Private and public airports
- DMV
- Local engineers & surveyors

This department also needs collocation with:

- Various local planning agencies within Tulare County

### Technological Advancement Needs

The Assessor Department's primary technological needs are related to

- Implementation of document imaging software/equipment to minimize hard-copy file storage

The Department's Functional Programming Committee also identified the need for:

- Conversion of archived documents to electronic format
- Automated voice phone systems
- Access via wireless connection to County network
- Upgrades to computer hardware, software, and printers

### 3.2.3.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Assessor Department's internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the Assessor Department's functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

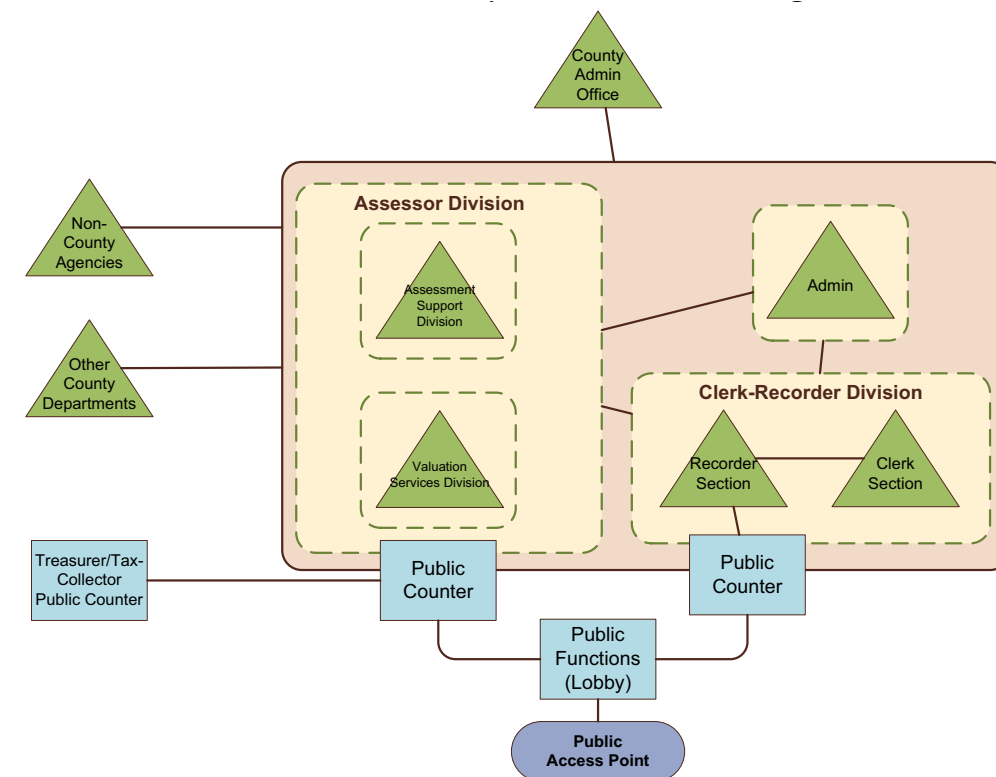
### 3.2.3.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions. Following the Functional Programming Workshop, the Functional Optimization Network Diagram

was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A3- 8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.3-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Assessor Department.

### 3.2.3.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Assessor Functional Program Documentation can be found in [Section A3 of Appendix A](#).



**Figure 3.2.3-1 Summary Functional Diagram**  
(See Section A3 of Appendix A for detailed functional diagrams)



3.2.3.6

**Functional Solutions**

Developed from Data Collection Survey information and enhanced by the Department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Assessor/Clerk-Recorder Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

**Spatial Organization**

- 1 The department's need for increased file storage to consolidate current interdepartmental storage sharing is accounted for with designated secure file storage in Valuation Services and the Clerk-Recorder Division.
- 2 The need for distinct space devoted to public-use computer stations is accounted for with a Public File Access area located in connection with the main Lobby.

**Functional Organization**

- 3 In order to prevent public access to departmental work areas due to audit needs, a Public Counter has been provided that connects securely from the Lobby to Audit Services.
- 4 The ability for Management to be isolated in fixed-wall, private offices is accounted for with the appropriate "Fixed-wall Private Office" and "Isolation Required" designations on the Administration grouping.
- 5 The ability for Professional staff to be isolated while discussing audit assessment results with taxpayers is accounted for with the appropriate "Fixed-wall Private Office" and "Isolation Required" designations on Audit Services.

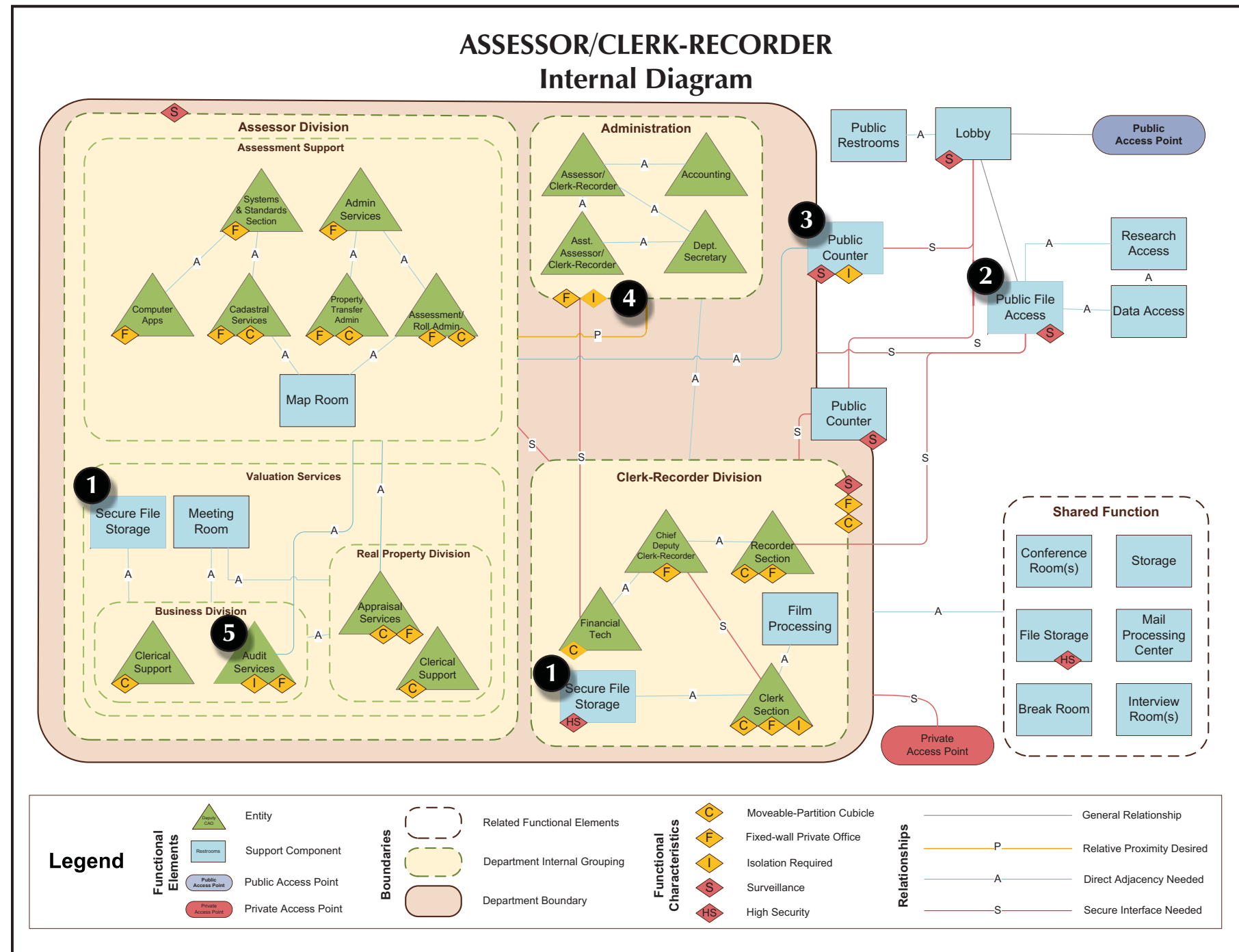


Figure 3.2.3-2 - Final Functional Optimization Network Diagram



### 3.2.3.7 Space Needs

As part of this project, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the Functional Programming Committees in order to estimate the space needs of the probation Department for the current planning horizon (year 2026).

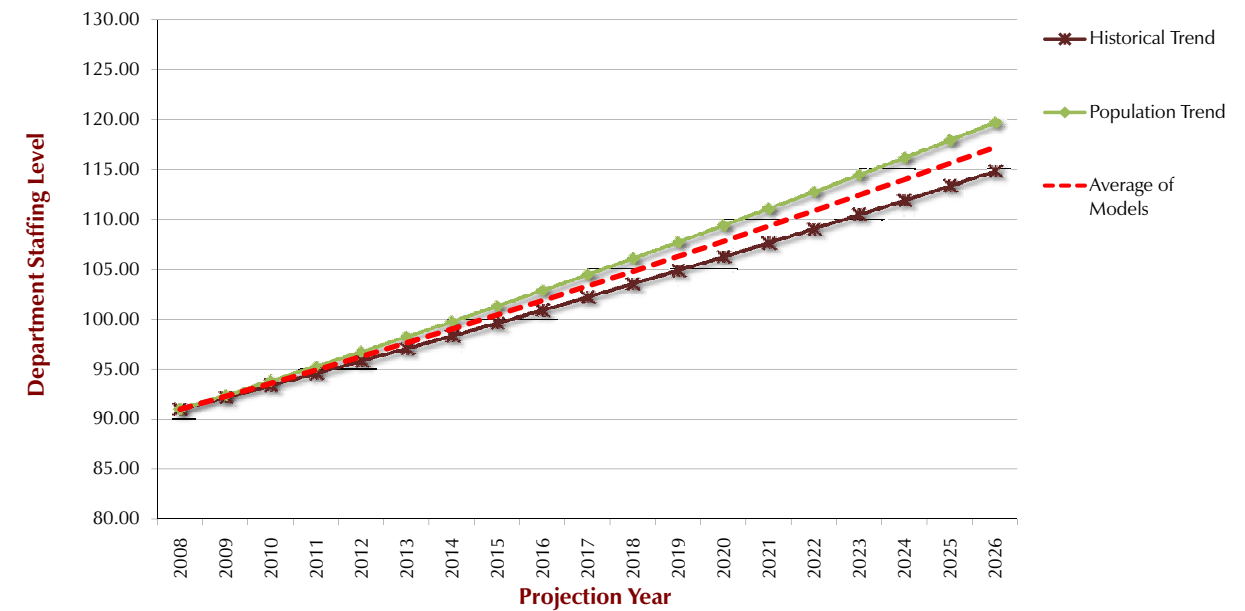
Based upon these growth factors, staffing projections have been estimated (see **Figure 3.2.3-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is evaluated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square feet) is presented in the **Table 3.2.3-4**. Further detail regarding these space need projections can be found on **Page A3-10 of Appendix A**.

### 3.2.3.8 Conclusion

The Assessor/Clerk-Recorder department requires improvements related to public interaction, access control to department spaces, and isolation/separation needs. The public currently have primary access to this department through a public lobby area with public counters. Additional needs for this area include citizen kiosk stations and wireless public access to greatly improve customer service levels and reduce certain types of unnecessary public interaction. Greater access control for other department areas is also needed. There is currently insufficient security for the Audit Services. The public can easily obtain direct access to the locations. A controlled-access front counter is needed for this division.

Certain functions such as Administration and certain professional staff require improved ability for isolation. Administration needs an increase in the quantity of fixed-wall private office for handling sensitive duties such as personnel and management matters. Professional staff also require an ability to become isolated for privacy related to interactions with taxpayers regarding audit assessment results.

Technological solutions needed to resolve these, and other issues include the implementation of document imaging software/equipment to minimize file storage needs, systems to convert archives to electronic format, automated voice phone systems to improve handling telephone interactions, and upgrades to computer hardware, software, and printers. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a rate which parallels countywide population growth trends. This potential savings represents approximately 2.5 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$1.8 million in staffing costs (salaries & burdens) and \$443,000 in facility expansion for a total of \$2.2 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	91.00	92.18	93.38	94.60	95.83	97.07	98.33	99.61	100.91	102.22	103.55	104.89	106.26	107.64	109.04	110.45	111.89	113.34	114.82
<b>Population Trend</b>	91.00	92.40	93.82	95.26	96.73	98.23	99.75	101.30	102.87	104.46	106.08	107.72	109.39	111.08	112.75	114.45	116.17	117.92	119.69
<b>Average of Models</b>	91.00	92.29	93.60	94.93	96.28	97.65	99.04	100.46	101.89	103.34	104.81	106.30	107.82	109.36	110.89	112.45	114.03	115.63	117.26

Department Average Annual Growth Rate **1.42%**

**Figure 3.2.3-3 - Assessor/Clerk-Recorder Staffing Projections**

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)  <b><u>11,994 SF - 12,503 SF</u></b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)  <b><u>8,996 SF - 9,377 SF</u></b>
Department Total Rentable Square Feet  <b><u>20,990 SF - 21,880 SF</u></b>

**Table 3.2.3-4 - Estimated Department Space Needs**

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **16,597 GSF**. The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



### 3.2.4 AUDITOR-CONTROLLER/TREASURER-TAX COLLECTOR

#### 3.2.4.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Auditor-Controller/Treasurer-Tax Collector (Auditor) Department. Development of this department’s functional program was initiated through an initial strategy meeting held on April 3, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Auditor Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Rita Woodard – Auditor/Controller – Treasurer/Tax Collector
- Hiley Wallis – Chief Deputy Treasurer
- Becky Carr – Assistant Auditor/Controller
- Paul Sampietro – Elections Manager
- Sharla Allison – Chief Accountant
- Carol Pightling – Chief Accountant
- Cliff Good – Chief Revenue Officer
- Kim Aguiar – Staff Services Analyst
- Margie Flores – Tax Collection Supervisor
- Frank Vigario – Chief Accountant

#### 3.2.4.1 Functional Description

##### 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.

##### Treasurer

The Treasurer provides banking services and manages the County’s cash-flow.

##### 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.

##### Registrar of Voters

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

The Auditor Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- |  |                          |
|--|--------------------------|
| • Auditor-Controller/Treasurer-Tax Collector | • Chief Revenue Officers |
| • Assistant Auditor-Controller               | • Investment Officer     |
| • Chief Deputy Treasurer-Tax Collector       | • Chief Accountants      |
| • Chief Internal Auditor                     | • Accountants            |
| • Internal Auditors                          |                          |

- |                                  |                                |
|----------------------------------|--------------------------------|
| • Elections Division Manager     | • Payroll Managers             |
| • Elections Supervisor           | • County Financial Technicians |
| • Elections Technicians & Clerks | • Cashiers                     |
| • Tax Collections Supervisor     | • Secretaries                  |
| • Collectors                     |                                |

General Public/Users include:

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

#### 3.2.4.2 Spatial, Functional, and Technological Needs

Seventy (70) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Auditor Department.

##### Spatial Organization Needs

The Auditor Department’s primary spatial organization needs are:

- Insufficient availability of dedicated meeting spaces
- Drive-up windows for tax payments and voter registration/ballots
- Storage space that is larger, more secure, and dedicated specifically to department functions

The Department’s Functional Programming Committee also identified the need for:

- A storage facility that is geographically near to department functions; current facilities require a minimum of 1.5 hours travel time due to their location at Juvenile Detention Facilities.
- Private interview rooms for Payroll, Deferred Compensation, and Internal Audit
- Sound-proofing in support spaces due to loud equipment
- Larger break rooms and office storage
- Training space
- More payment processing space

##### Functional Organization Needs

Primary functional organization needs are:

- Fixed-wall, private offices for “Chiefs”
- Separation of cashiers to prevent unauthorized access to cash
- Isolation for high-speed ballot counting equipment, ballot layout computers, server room, secure storage area, Payroll, payment processing areas, and Internal Audit.



The Department’s Functional Programming Committee also identified the need for:

- Office-wide alarm systems and security cameras
- Access to Payroll by all departments through a secured window
- Card access securities for office
- Internal Audit “lock-down”
- Office “Panic” security system in event of robbery attempt
- Locked cash drawers at public windows

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Assessor/Clerk-Recorder
- Resource Management Agency Mail Room & Printing (for elections)
- Information Technology
- Purchasing
- Department of Education Court

This department also needs collocation with:

- Board of Supervisors
- County Administrative office
- Resource Management Agency Geographical Information Systems
- Resource Management Agency Planning, Local Agency Formation Commissions (LAFCO)
- Superintendent of Schools
- Future collection kiosks/windows

### Technological Advancement Needs

The Auditor Department’s primary technological needs are related to

- Implementation of a new, County-wide cashiering system
- New property tax system with refund claim form status
- Additional computer workstations for “extra help” staff

The Department’s Functional Programming Committee also identified the need for:

- Improved communication and messaging systems
- Improved payments-processing systems
- Additional computer workstations for public users
- Video-conferencing capabilities

### 3.2.4.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed “Functional Optimization Network Diagram (FOND),” was developed in order to express the above needs in a way that could synthesize the Auditor Department’s internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the Auditor Department’s functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.4.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions. Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See **Appendix A – Page A4-10** for the detailed Functional Optimization Network Diagram). **Figure 3.2.4-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Auditor Department.

### 3.2.4.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Auditor Functional Program Documentation can be found in **Section A4 of Appendix A**.

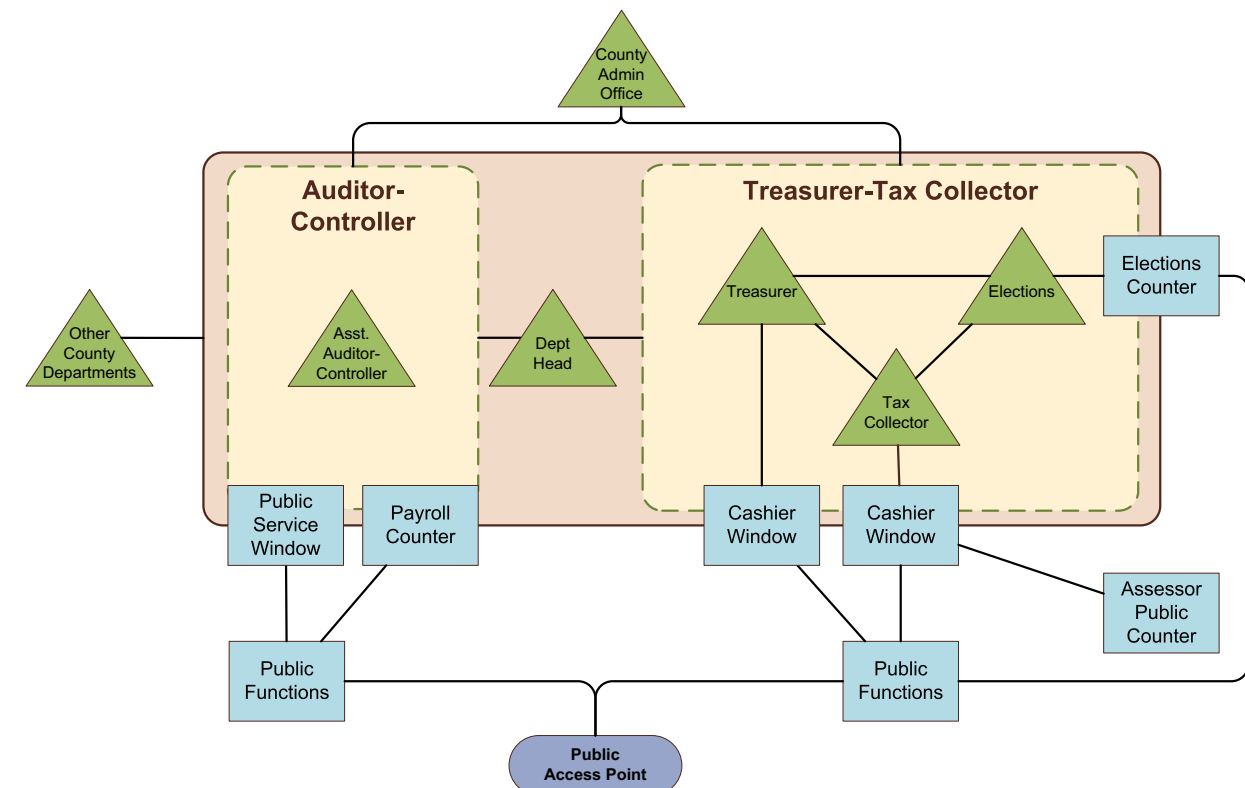


Figure 3.2.4-1 Summary Functional Diagram  
(See Section A4 of Appendix A for detailed functional diagrams)



3.2.4.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the Department’s Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Auditor-Controller/Treasurer-Tax Collector Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

Spatial Organization

- 1 Insufficient availability of meeting spaces is accounted for with designated meeting spaces identified in the “Shared Function” area.
- 2 The need for drive-up windows for tax payments and voter registration/ballots is accounted for with two Drive-up Drop Boxes located in connection with Tax Collection and Elections.
- 3 The need for larger, more secure designated storage space is accounted for with designated, division-specific Secure Storage areas throughout the department.

Functional Organization

- 4 The need for fixed-wall, private offices for “Chiefs” (i.e. Internal Auditor and Chief Deputy Treasurer/Tax-Collector) is accounted for with the Fixed-wall Private Office designation.
- 5 Separation of Cashiers to prevent unauthorized access to cash is accounted for with physical separation noted between the Treasurer and Tax Collection groupings.
- 6 Isolation for high-speed ballot counting equipment, ballot layout computers, server room, secure storage area, Payroll, payment processing areas, and Internal Audit is accounted for with the “Isolation” designation at each of these points on the diagram.

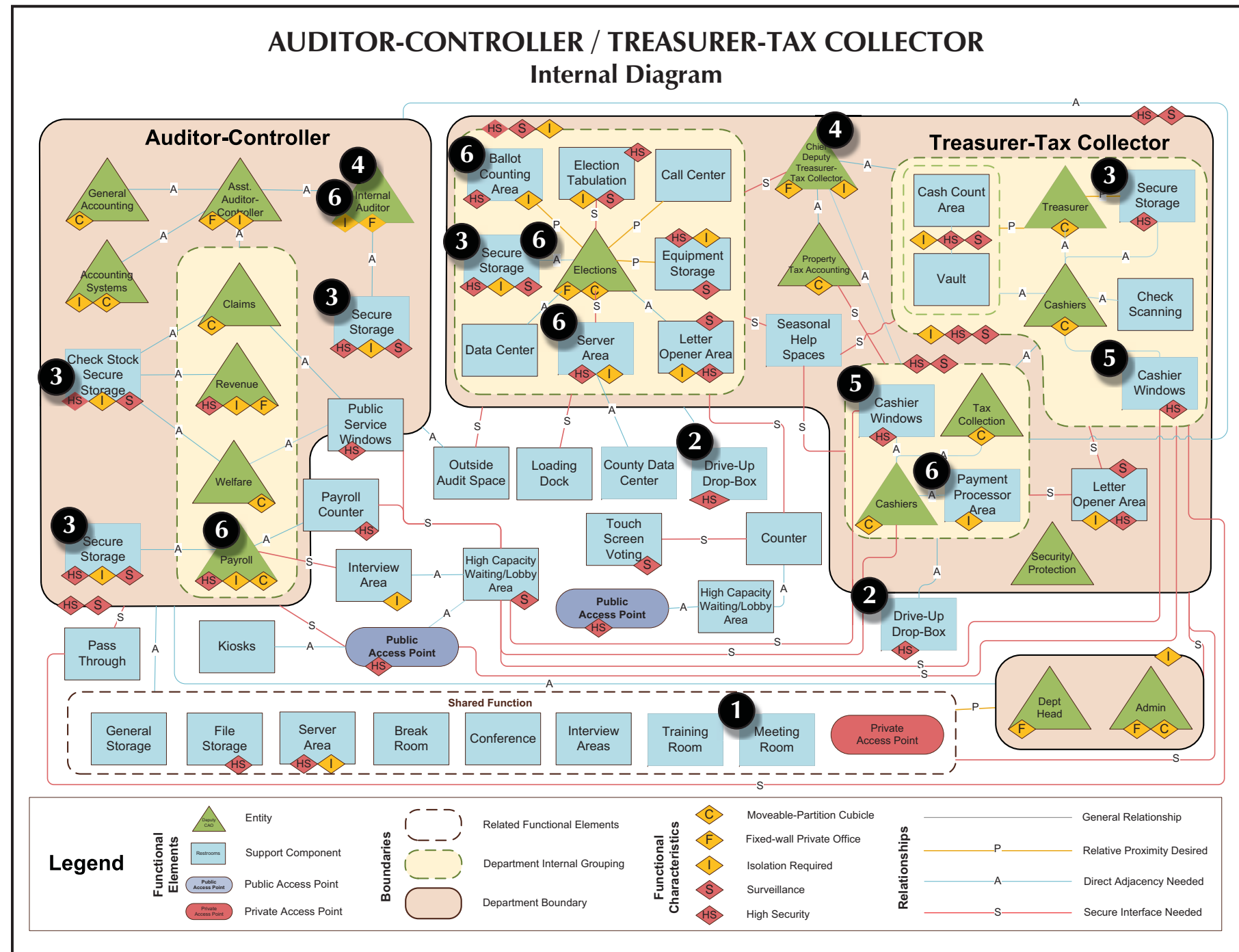


Figure 3.2.4-2 - Final Functional Optimization Network Diagram



### 3.2.4.7 Space Needs

As part of this program, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the Auditor department for the current planning horizon (year 2026).

Based upon these growth factors, staffing projects have been estimated (See **Figure 3.2.4-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.4-4**. Further detail regarding these space need projections can be found on **Page A4-12 of Appendix A**.

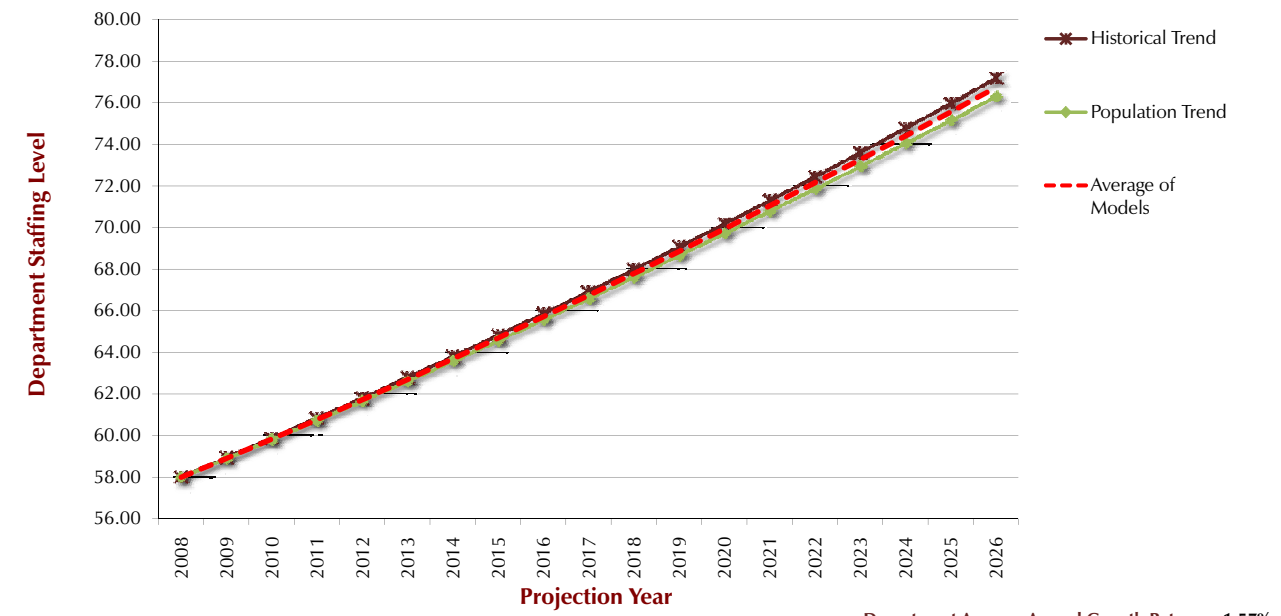
### 3.2.4.8 Conclusion

The Auditor-Controller/Treasurer-Tax Collector department has been proactive in recent years regarding the use of technology and other productivity enhancement methods to control staffing growth. To continue a pattern of controlled growth, additional needs must be met. Currently there is insufficient meeting, training, break room, or secure storage space. Some functions within the department are also in need of private interview rooms. The payment processing spaces are also very cramped and in need of expansion.

To maintain customer service at acceptable levels, this department is also in need of new, secure drive-up windows for public submission of tax payments and voter registration ballots. The public counters also need additional security measures including improved lockable cash drawers, panic buttons/alarm systems, surveillance, and card access control systems.

Additional technological solutions needed to resolve these issues, and others, include the implementation of a countywide cashing system, new property tax system with refund claim form status, additional computer workstations/software for staff and “extra help” positions, improved communication and messaging systems, video-conferencing capability, and citizen kiosks. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could continue to control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a rate which parallels countywide population growth trends.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **17,057 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	58.00	58.93	59.87	60.83	61.80	62.79	63.80	64.82	65.85	66.91	67.98	69.07	70.17	71.29	72.43	73.59	74.77	75.97	77.18
<b>Population Trend</b>	58.00	58.89	59.80	60.72	61.66	62.61	63.58	64.56	65.56	66.58	67.61	68.66	69.72	70.80	71.86	72.94	74.04	75.16	76.29
<b>Average of Models</b>	58.00	58.91	59.83	60.77	61.73	62.70	63.69	64.69	65.71	66.74	67.79	68.86	69.94	71.05	72.15	73.27	74.41	75.56	76.74

**Figure 3.2.4-3 - Auditor-Controller/Treasurer-Tax Collector Staffing Projections**

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>8,584 SF - 8,685 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>13,820 SF - 13,983 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>22,404 SF - 22,668 SF</b>

**Table 3.2.4-4 - Auditor-Controller/Treasurer-Tax Collector Estimated Department Space Needs**



## 3.2.5 PURCHASING

### 3.2.5.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Purchasing Department. Development of this department's functional program was initiated through an initial strategy meeting held on April 3, 2008 between representatives of the County Administrative Office, Vanir CM (the County's Functional Program Consultant), and the Purchasing Department's Functional Programming Committee. The Functional Programming Committee consists of:

- Rita Woodard – Auditor/Controller-Treasurer/Tax Collector
- Al Guzman – Purchasing Agent

### 3.2.5.1 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 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.

The Purchasing Department's occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- Purchasing Agent
- Purchasing Coordinator
- Buyers
- Account Clerk

General Public/Users include:

- County Departments
- Bidders
- Contractors
- Surplus Sales
- Vendors

### 3.2.5.2 Spatial, Functional, and Technological Needs

Eight (8) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Purchasing Department.

### Spatial Organization Needs

The Purchasing Department's primary spatial organization needs are:

- Space dedicated to repairing broken items before they are sold
- A large public area for bid opening
- Bigger conference rooms for holding vendors during bidding conferences and bigger lobby for bid openings

The Department's Functional Programming Committees also identified the need for:

- A larger surplus store
- Larger safe and secure staff restrooms
- More storage space for larger items (computers, cars, et al.)

### Functional Organization Needs

Primary functional organization needs are:

- A video-surveillance system for the Surplus Store
- Public accessibility to bidding conferences and openings as required by State law, County ordinance codes and policies

The Department's Functional Programming Committees also identified the need for:

- The ability for Buyers and Purchasing Agents to isolate themselves when meeting with vendors

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Auditor-Controller/Treasurer-Tax Collector

There are currently no other departments with which the Purchasing Department needs to be collocated.

### Technological Advancement Needs

The Purchasing Department's primary technological needs are:

- A new accounting/purchasing system

The department's Functional Programming Committee also identified the need for:

- A more advanced AFIN system



### 3.2.5.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed “Functional Optimization Network Diagram (FOND),” was developed in order to express the above needs in a way that could synthesize the Purchasing Department’s internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the departments’ functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

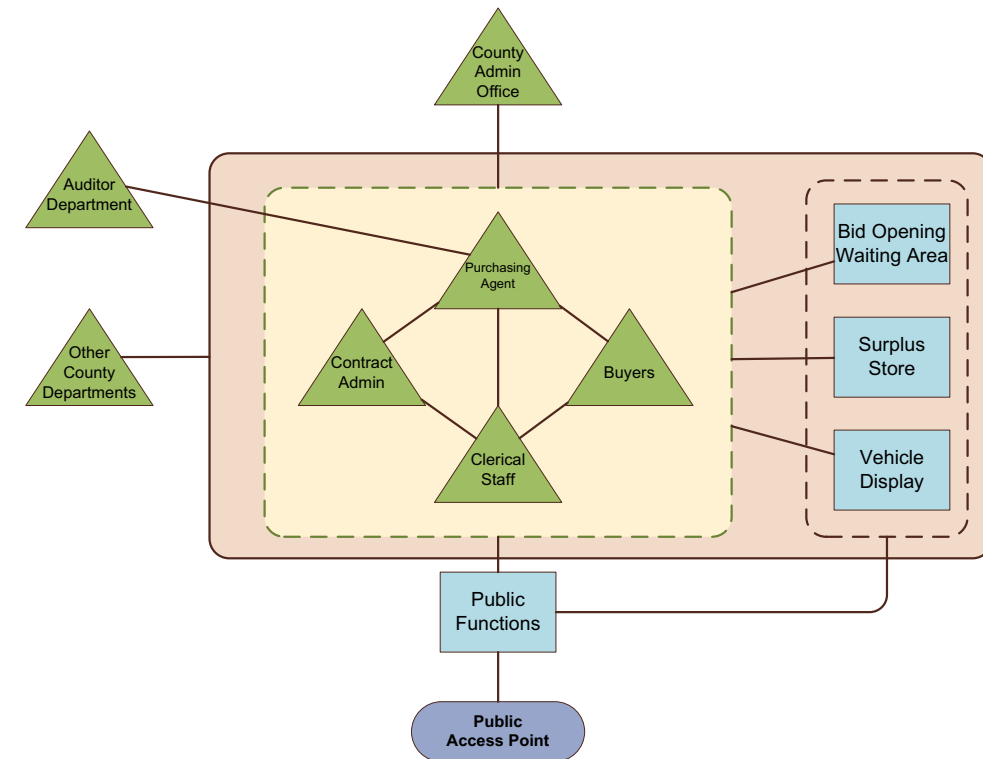
### 3.2.5.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A5-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.5-1** on the next page provides a summary functional diagram identifying the primary elements and relationships that comprise the Purchasing Department.

### 3.2.5.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Purchasing Department Functional Program Documentation can be found in [Section A5 of Appendix A](#).



**Figure 3.2.5-1 Summary Functional Diagram**  
(See Section A5 of Appendix A for detailed functional diagrams)



### 3.2.5.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the Department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Purchasing Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

#### Spatial Organization

- 1 The need for an area designated for repairing broken items before sale is accounted for with a repair area located in the bidding area.
- 2 A large public area for bid opening is accounted for with the Bid Opening Waiting Area and (general) Waiting Area adjacent to the Public Access Point.

#### Functional Organization

- 3 Larger conference rooms to accommodate vendors during bidding conferences and a larger lobby to accommodate bid openings are accounted for with designated Conference Rooms and Waiting Area located within department work area, and adjacent to the Public Access Point, respectively.
- 4 A video-surveillance system for the Surplus Store is accounted for with the "Surveillance" designation as shown on the diagram.
- 5 Public accessibility to bidding conferences and openings as required by State law, County ordinance codes and policies is accounted for with clear access to the Bid Opening Waiting Area and general Waiting Area through the designated Public Access Point.

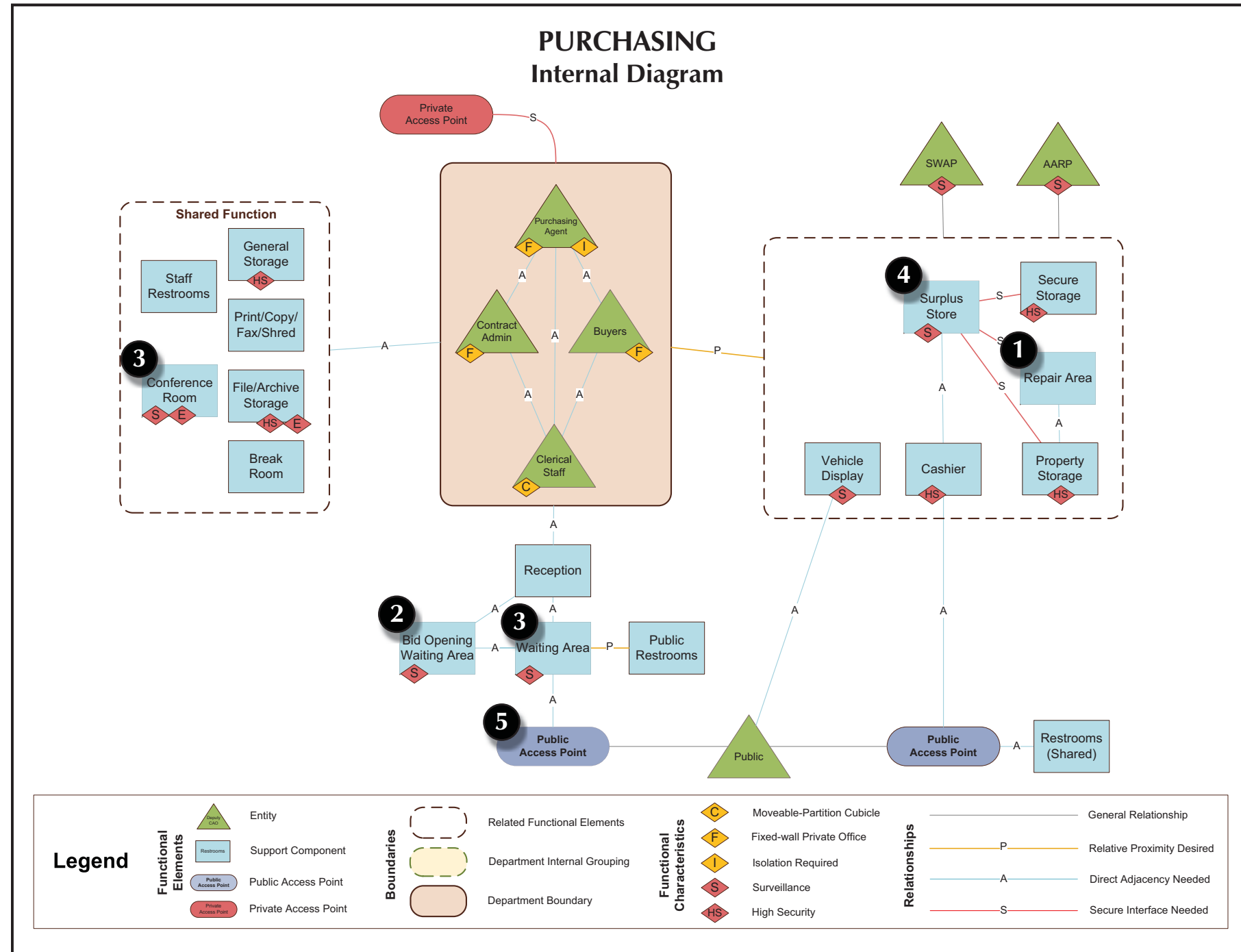


Figure 3.2.5-2 - Final Functional Optimization Network Diagram



### 3.2.5.7 Space Needs

As part of this project, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the Functional Programming Committees in order to estimate the space needs of the Purchasing Agency for the current planning horizon (year 2026).

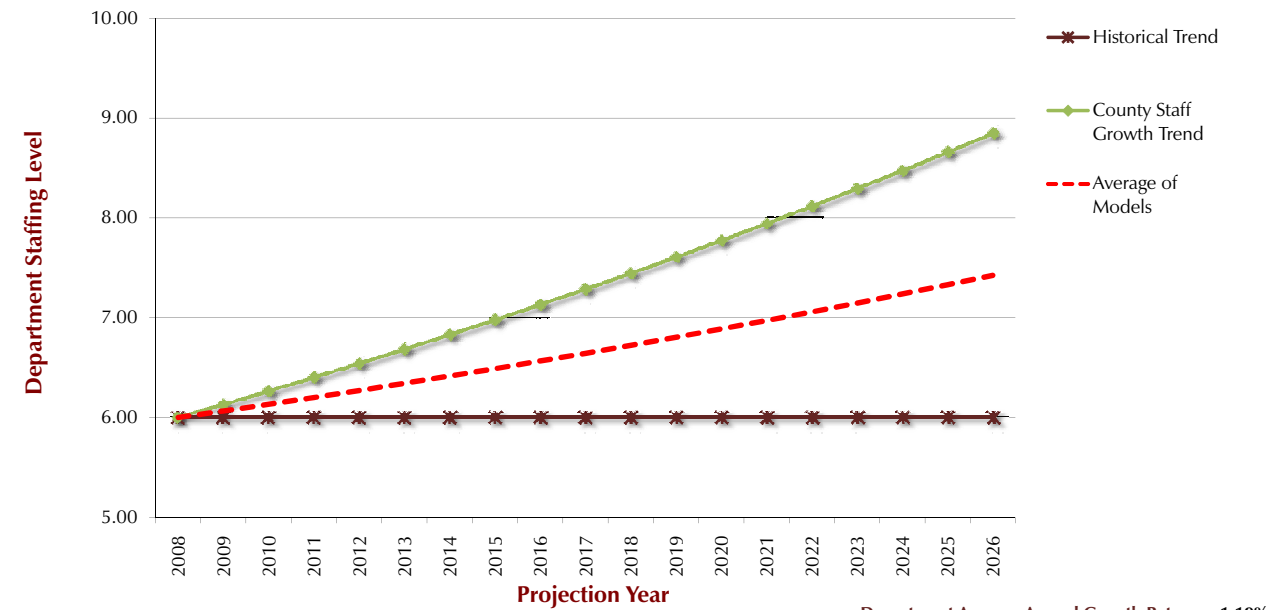
Based upon these growth factors, staffing projections have been estimated (see **Figure 3.2.5-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is evaluated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square feet) is presented in the **Table 3.2.5-4**. Further detail regarding these space need projections can be found on **Page A5-10 of Appendix A**.

### 3.2.5.8 Conclusion

The Purchasing Agency is a department that has been proactive in efforts to control staffing growth. To continue the pattern of efficient operation, the availability of additional technology and expansion capability (related mostly to the surplus store) is necessary. The availability of space for the repair of broken items for resale and a larger public area for bid openings is also needed.

Technological solutions needed to maintain efficient/productive growth and operations include the implementation of video-surveillance systems, an new/up-to-date accounting/purchasing system, and improvements to the AFIN system. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a growth rate which parallels countywide staffing growth trends. This potential savings represents approximately 1.5 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$1 million in staffing costs (salaries & burdens) and \$256,000 in facility expansion for a total of \$1.3 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **10,174 GSF**  
The calculations of department space provided in this report (both current and needed) do not included space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
<b>County Staff Growth Trend</b>	6.00	6.13	6.26	6.40	6.54	6.68	6.83	6.98	7.13	7.29	7.44	7.61	7.77	7.94	8.11	8.29	8.47	8.66	8.85
<b>Average of Models</b>	6.00	6.07	6.13	6.20	6.27	6.34	6.41	6.49	6.56	6.64	6.72	6.80	6.89	6.97	7.06	7.15	7.24	7.33	7.42

Figure 3.2.5-3 - Purchasing Agency Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>723 SF - 1,066 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>9,457 SF - 13,943 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>10,180 SF - 15,009 SF</b>

Table 3.2.5-4 - Purchasing Agency Estimated Department Space Needs



## 3.2.6 COUNTY COUNSEL

### 3.2.6.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the County Counsel Department. Development of this department’s functional program was initiated through an initial strategy meeting held on April 3, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the County Counsel Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Kathleen Bales-Lange – County Counsel
- John Rozum – Chief Deputy, Protective Services
- Ron Rezac (Retired) – Chief Deputy, Labor & Employment
- Julia Roberts – Chief Deputy, Resource
- Gary de Malignon (Retired) – Chief Deputy, Schools
- Teresa Saucedo – Chief Deputy, Litigation
- Brian Frohmuth (Retired) – Risk Manager
- Tammy Wightman – Services Analyst

### 3.2.6.1 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 including, 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 Department’s occupants and users include department staff, County departments, non-County agencies, and opposing counsel. Department staff includes:

- |                                   |                                    |
|-----------------------------------|------------------------------------|
| • County Counsel                  | • Risk Manager                     |
| • Chief Deputy of County Counsels | • Assistant Risk Manager           |
| • Attorneys                       | • Safety & Claims Officer          |
| • Paralegals                      | • County Safety Officer            |
| • Civil Office Assistants         | • Disability Management Specialist |
| • Account Clerks                  | • Risk Management Technicians      |
| • Accountants                     |                                    |
| • Analysts                        |                                    |

The County Counsel are also organized into a number of teams as follows:

- |                       |                      |
|-----------------------|----------------------|
| • Administrative      | • Accounting         |
| • Schools             | • Litigation         |
| • Resource            | • Labor & Employment |
| • Protective Services | • Risk Management    |

This department also interfaces with:

- |                   |                   |
|-------------------|-------------------|
| • Attorneys       | • Process servers |
| • Claimants       | • Vendors         |
| • Plaintiffs      | • Witnesses       |
| • Police officers |                   |

### 3.2.6.2 Spatial, Functional, and Technological Needs

Sixty-two (62) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the County Counsel Department.

#### Spatial Organization Needs

The County Counsel Department’s spatial organization needs are primarily related to:

- General lack of sufficient support spaces, including conversion of Law Library to office space
- A lack of secure and isolated interview rooms to meet with unscheduled members of the public
- The absence of dedicated conference rooms
- The absence of any dedicated meeting or interview rooms.

The Department’s Functional Programming Committee also identified the need for:

- Accessibility to a secured conference room adjacent to the lobby for use in depositions to allow for meetings with sometimes angry constituents and to prevent strangers from entering secure office space
- Increased space and security systems for file storage
- Larger safe and secure lobby and reception areas
- Larger safe and secure staff restrooms

#### Functional Organization Needs

Primary functional organization needs are related to:

- Co-locations of services to a single office
- Soundproofing in private offices
- Deposition areas to handle clients in a safe and secure environment separate from work areas
- Conference/Meeting rooms equipped with security measures to maintain confidentiality
- Ability for teams to temporarily isolate themselves from other teams to due ethical wall considerations



The Department’s Functional Programming Committee also identified the need for:

- Video surveillance in lobby, reception, and parking areas
- Secure storage to maintain confidential personnel information
- Separation of Risk Management personnel for confidentiality purposes
- Greater accessibility to secure conference and meeting rooms

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Human Resources & Development
- County Administrative Office
- Board of Supervisors
- Child Welfare Services
- Juvenile Court Dependency (only workspace is required)

### Technological Advancement Needs

The County Counsel Department’s primary technological needs are related to

- Computer hardware/software upgrades
- Improved remote access for telecommuting
- The implementation of a secure digital file storage system

The Department’s Functional Programming Committee also identified the need for:

- Installation of more servers to accommodate future storage and processing needs
- Conversion of ProLaw software to a SQL server
- Telecommunication and videoconferencing capabilities
- Outfitting courtrooms with computer access to the County network

### 3.2.6.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed “Functional Optimization Network Diagram (FOND),” was developed in order to express the above needs in a way that could synthesize the County Counsel Department’s internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the County Counsel Department’s functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

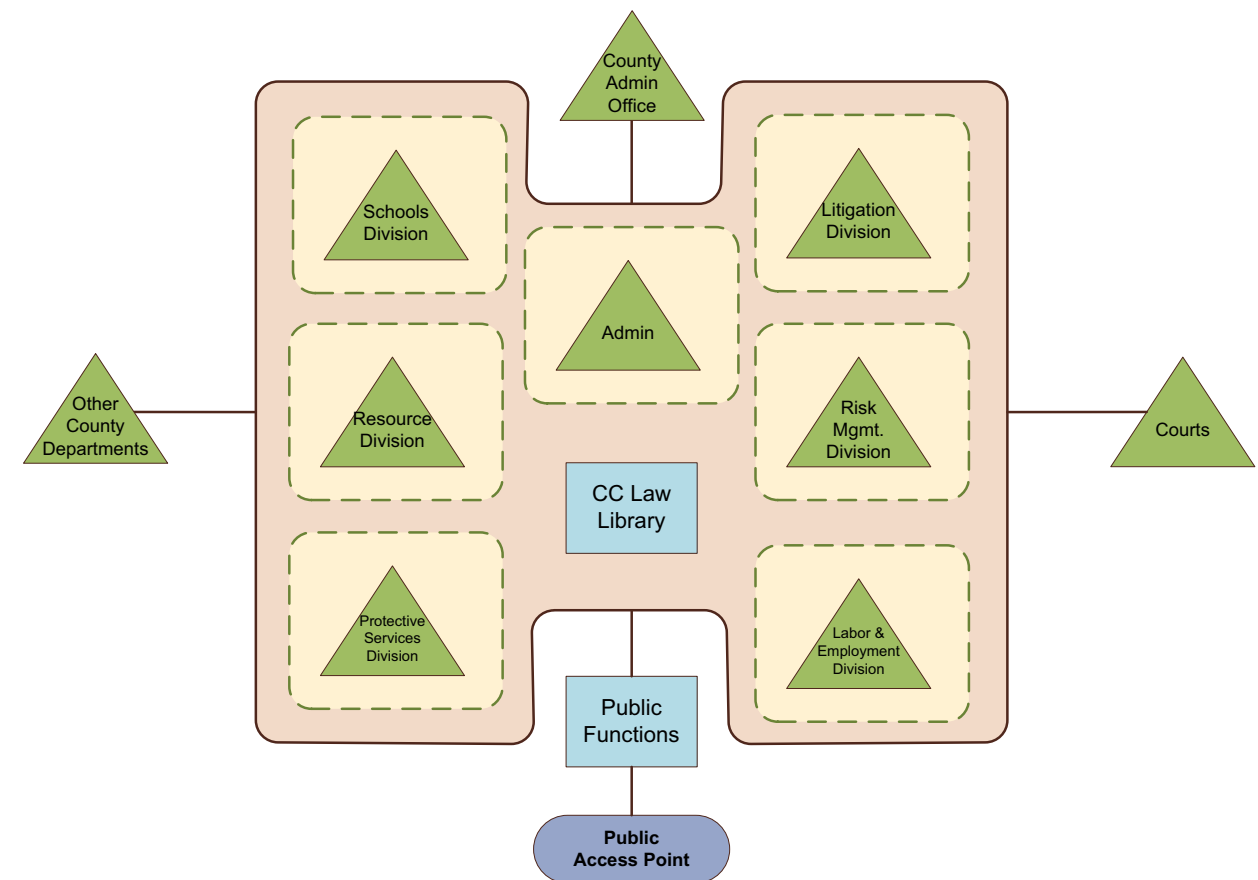
### 3.2.6.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions. Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive

Department Functional Program Documents (See [Appendix A – Page A6-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.6-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the County Counsel Department.

### 3.2.6.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The County Counsel Functional Program Documentation can be found in [Section A6 of Appendix A](#).



**Figure 3.2.6-1 Summary Functional Diagram**  
(See Section A6 of Appendix A for detailed functional diagrams)



### 3.2.6.6 Functional Solutions

This Functional Optimization Network Diagram, developed from information gathered in the Data Collection Surveys, shows the spatial and functional needs expressed by the County Counsel Department's functional programming committee. The visual nature of this diagram enabled the addition and/or placement of spatial or functional entities as needed to optimize the department's overall productivity.

#### Spatial Organization

- 1 The need for secure and isolated interview rooms to meet with unscheduled members of the public is accounted for with added public conference and meeting rooms equipped with video surveillance and adjacent to the public waiting area.
- 2 The complete absence of any meeting/interview/conference rooms is accounted for with dedicated soundproof conference rooms in each divisional unit.

#### Functional Organization

- 3 Co-location of services to single office.
- 4 The need for soundproofing in private offices is accounted for with the utilization of fixed-wall, private offices for upper management positions, as well as the functional isolation of their offices from other departmental personnel.
- 5 The availability of deposition areas to handle clients in a safe and secure environment separate from work areas is accounted for with the location of public meeting spaces away from office functions, adjacent to the public waiting area.
- 6 The need for security measures necessary to maintain confidentiality in meeting/conference spaces is accounted for with sound-proofing in dedicated divisional unit conference rooms.
- 7 Ability of teams to temporarily isolate themselves from other teams due to ethical wall considerations.

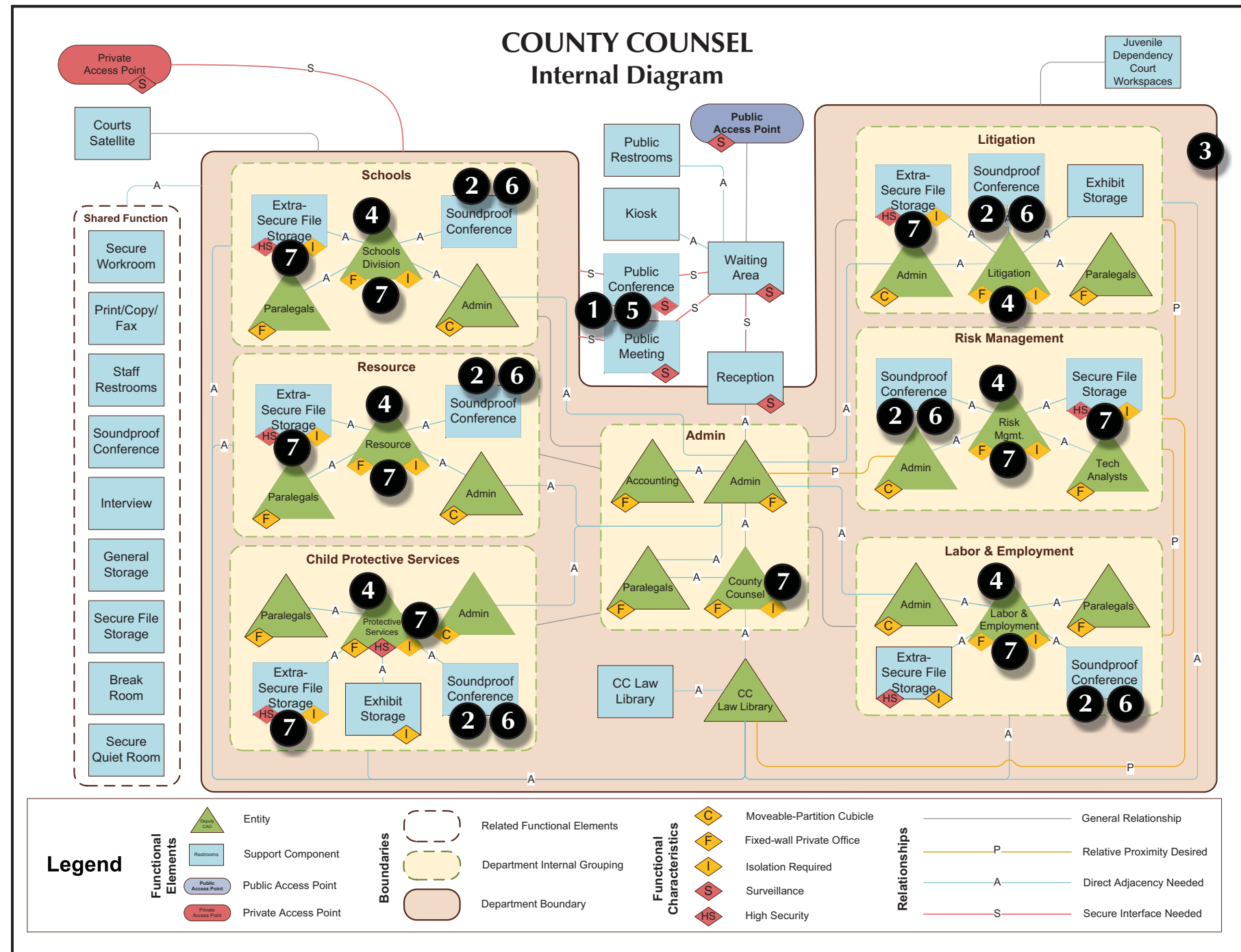


Figure 3.2.6-2 - Final Functional Optimization Network Diagram



### 3.2.6.7 Space Needs

As part of this scope, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the County Counsel department for the current planning horizon (year 2026).

Based upon these growth factors, staffing projects have been estimated See **Figure 3.2.6-3**. The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.6-4**. Further detail regarding these space need projections can be found on **Page A6-10 of Appendix A**.

### 3.2.6.8 Conclusion

The primary concern for the County Counsel department is a considerable lack of space for personnel and support functions. Specifically, there is a lack of secure and isolated interview rooms, dedicated conference rooms, department law library, and a dedicated meeting room. For example, depositions and meetings with sometimes angry constituents should be held in a secure conference or interview area that does not have direct access to internal office space. Currently, these are not available and must be held within the department office which can create a hostile environment for staff. With regards to security, a larger secure lobby and the addition of security/surveillance systems is needed. Lastly, this department would function more efficiently and productively if consolidated to a single location. Currently juvenile functions are located at an alternate facility due primarily to a lack of space.

Technological solutions needed to help resolve these issues include the implementation of improved remote access for telecommuting, secure digital file storage systems, computer hardware/software upgrades, conversion of ProLaw to a more advanced SQL server environment, video-conferencing capabilities, and collaboration with Courts to outfit courtrooms with computer access to the County network. In all, by consolidating services and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a more conservative growth rate which parallels countywide population growth trends. This potential savings represents approximately 15.5 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$10.1 million in staffing costs (salaries & burdens) and \$2.8 million in facility expansion for a total of \$12.9 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

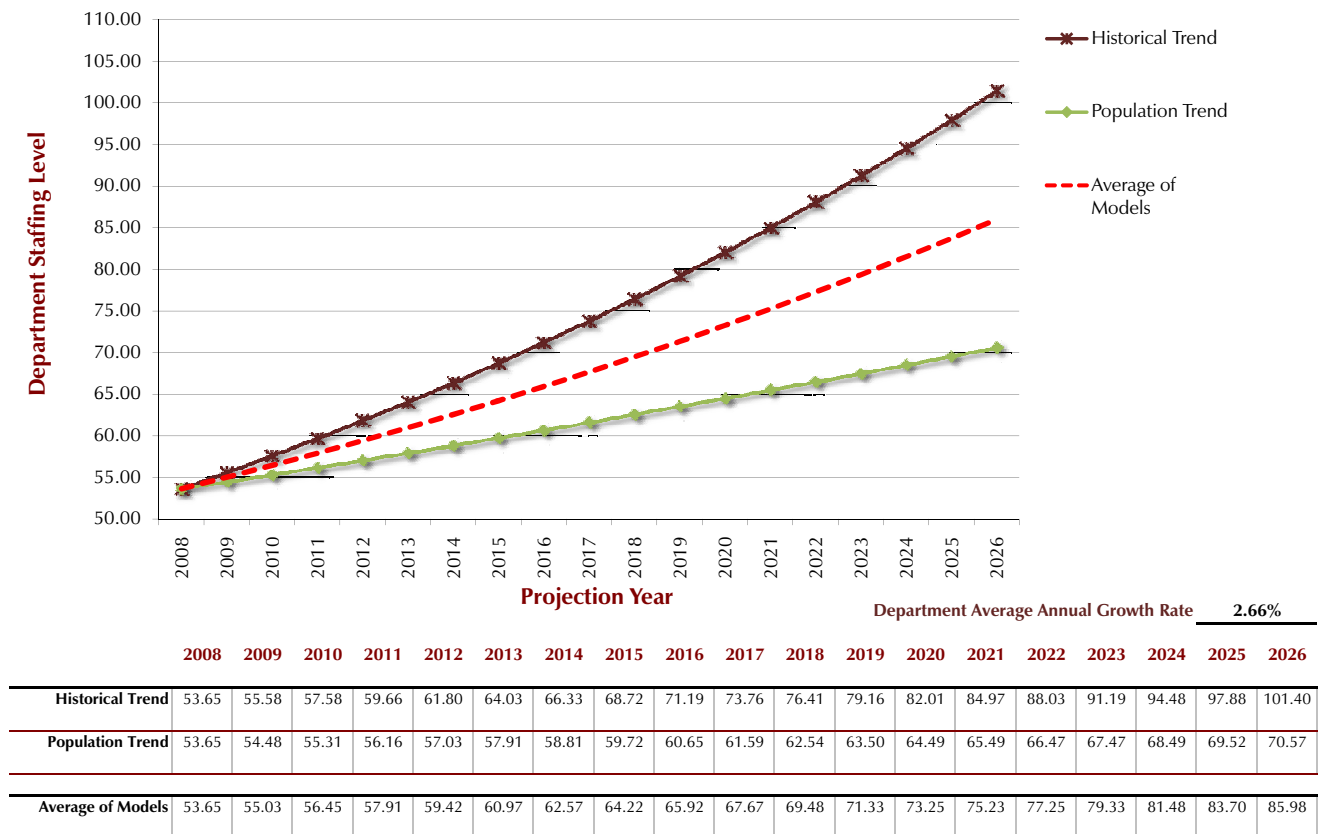


Figure 3.2.6-3 - County Counsel Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>9,107 SF - 13,087 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>4,645 SF - 6,674 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>13,752 SF - 19,761 SF</b>

Table 3.2.6-4 - Estimated Department Space Needs

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **10,464 GSF**. The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



### 3.2.7 INFORMATION TECHNOLOGY

#### 3.2.7.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Information Technology Department. Development of this department’s functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Information Technology Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Peg Yeates – Information Technology Director
- Jay Jones – Division Manager, Operations
- Bob Irvine – Division Manager, Application Services
- Ian Strachan – IT Manager, Application Development Services
- Pam Weller – Division Manager, Project Office
- Leland Root – Division Manager, Client Services
- Joe Pepers – Division Manager, Business Continuity Services
- Angela Rose – Administrative Services Officer

#### 3.2.7.1 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.

The Information Technology Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

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

- Systems & Procedures Analysts
- Administrative Services
- Programmer
- Secretary
- Office Assistant

Information Technology staff is also organized into a number of divisional units as follows:

- |                        |                       |
|------------------------|-----------------------|
| • Administration       | • Client Services     |
| • Operations           | • Business Continuity |
| • Application Services | • Business Office     |
| • Project Office       |                       |

General Public/Users include:

- County Employees/Departments
- Vendors

#### 3.2.7.2 Spatial, Functional, and Technological Needs

One-hundred fourteen (114) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Information Technology Department.

##### Spatial Organization Needs

The Information Technology Department’s primary spatial organization needs are:

- Dedicated backup power generation/conditioning and climate control for Data Centers
- Installation of an enterprise access system for greater security with concern to building and secure area access
- Addition of conference (interview) rooms sufficient for ten (10) occupants, training rooms sufficient for thirty (30) occupants, and large meeting rooms for one hundred (100) occupants

The Department’s Functional Programming Committees also identified the need for:

- A conference room dedicated to Operations
- Access to at least two conference rooms
- Conference rooms, outfitted with computer workstations, for end user training, business meetings with customers, vendors, and IT staff
- Access to a warehouse and secure storage facilities

##### Functional Organization Needs

Primary functional organization needs are:

- Data centers must NOT be adjacent to water supply or waste water collection systems, nor should there be any water-based fire suppression systems in or near the centers.
- Video surveillance systems for computer rooms and wiring closets
- Installation of motion-sensing video surveillance systems at all Data Center locations



The Department's Functional Programming Committees also identified the need for:

- Video surveillance for data closets and storage warehouses
- Greater availability of meeting spaces

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Workforce Investment Department (WID)
- Resource Management Agency (RMA)
- Department of Child Support Services (DCSS)

There are currently no departments with which Information Technology has expressed a need to be collocated.

### Technological Advancement Needs

The Information Technology Department's primary technological needs are related to

- A new IT Data Center designed to readily integrate with new and future technologies that can accommodate:
  - o Blade Servers
  - o Virtual Servers
  - o Storage Area Networks
  - o Fiber distribution, raised floor
  - o 24/7/365 cooling
 (Above all it needs to include a Generator for the data center sized for growth.)
- Data centers that have enterprise UPS, generator with auto switch, and a cooling system (possibly three phase)
- Pathways to add fiber optic network capabilities as well as microwave tower connectivity
- Consolidation and virtualization of servers/applications and related disk storage

The department's Functional Programming Committee also identified the need for:

- Voice-over Internet Protocol (VoIP) systems
- Video-conferencing capabilities
- Wireless laptops
- Web-based project management software
- Collaborative document creation (WIKI) capabilities
- Path towards Information Technology Infrastructure Library (ITIL) capabilities

### 3.2.7.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Information Technology Department's internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the departments' functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.7.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A7-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.7-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Information Technology Department.

### 3.2.7.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Information Technology Department Functional Program Documentation can be found in [Section A7 of Appendix A](#).

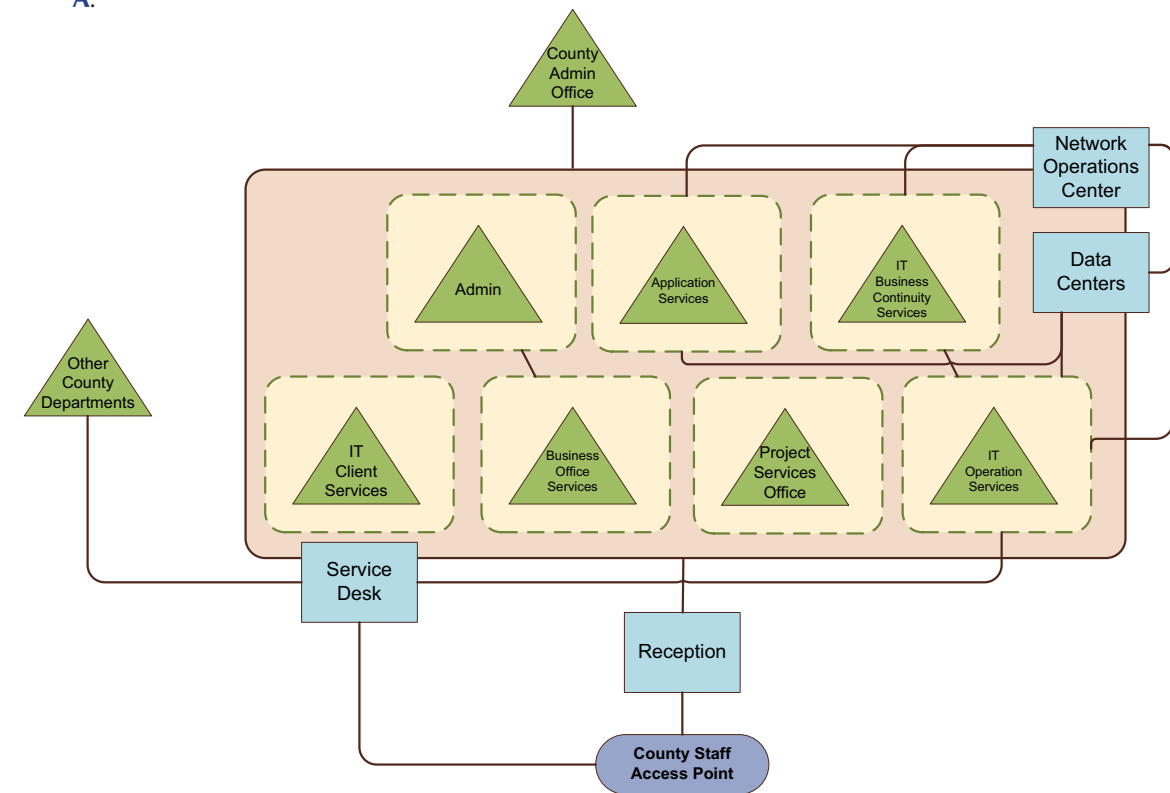


Figure 3.2.7-1 Summary Functional Diagram  
(See Section A7 of Appendix A for detailed functional diagrams)



### 3.2.7.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the Department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Information Technology Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

#### Spatial Organization

- 1 Dedicated backup power generation/conditioning and climate control for Data Centers have been accounted for with Power Backup Room(s) and Data Center Cooling(s) located in the Data Center grouping.
- 2 Installation of an enterprise access system for greater security with concern to building and secure area access is accounted for with the appropriate "Surveillance" and "High Security" designations as shown on the diagram.
- 3 The addition of conference (interview) rooms is accounted for with designated Conference Room(s) located in the "Shared Function" area.

#### Functional Organization

- 4 Isolation of Data Center equipment from water supply, waste water collection, or water fire suppression systems is designated on the diagram with the following note:  
*"Climate Controlled, Secure Access, Power Conditioned Data Areas with Non-Water Fire Suppression and Dedicated Power Supply. No adjacent water supply systems or waste collection."*

- 5 Video surveillance for computer rooms and wiring closets is accounted for with the "High Security" designation for Division Data/Wiring Rooms.

- 6 Installation of motion-sensing video surveillance systems at all Data Center locations is accounted for with "High Security" and "Surveillance" measures.

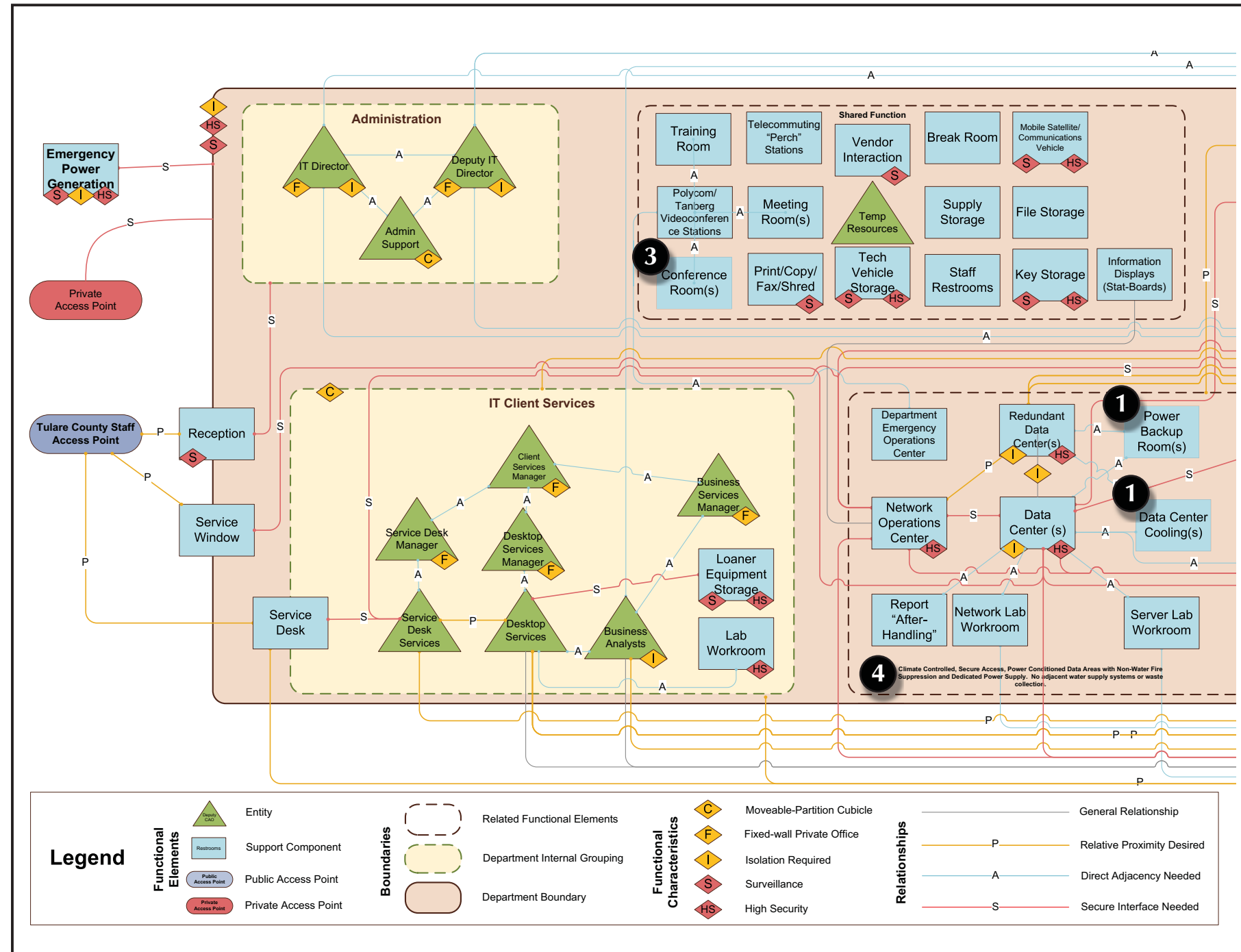


Figure 3.2.7-2 - Final Functional Optimization Network Diagram

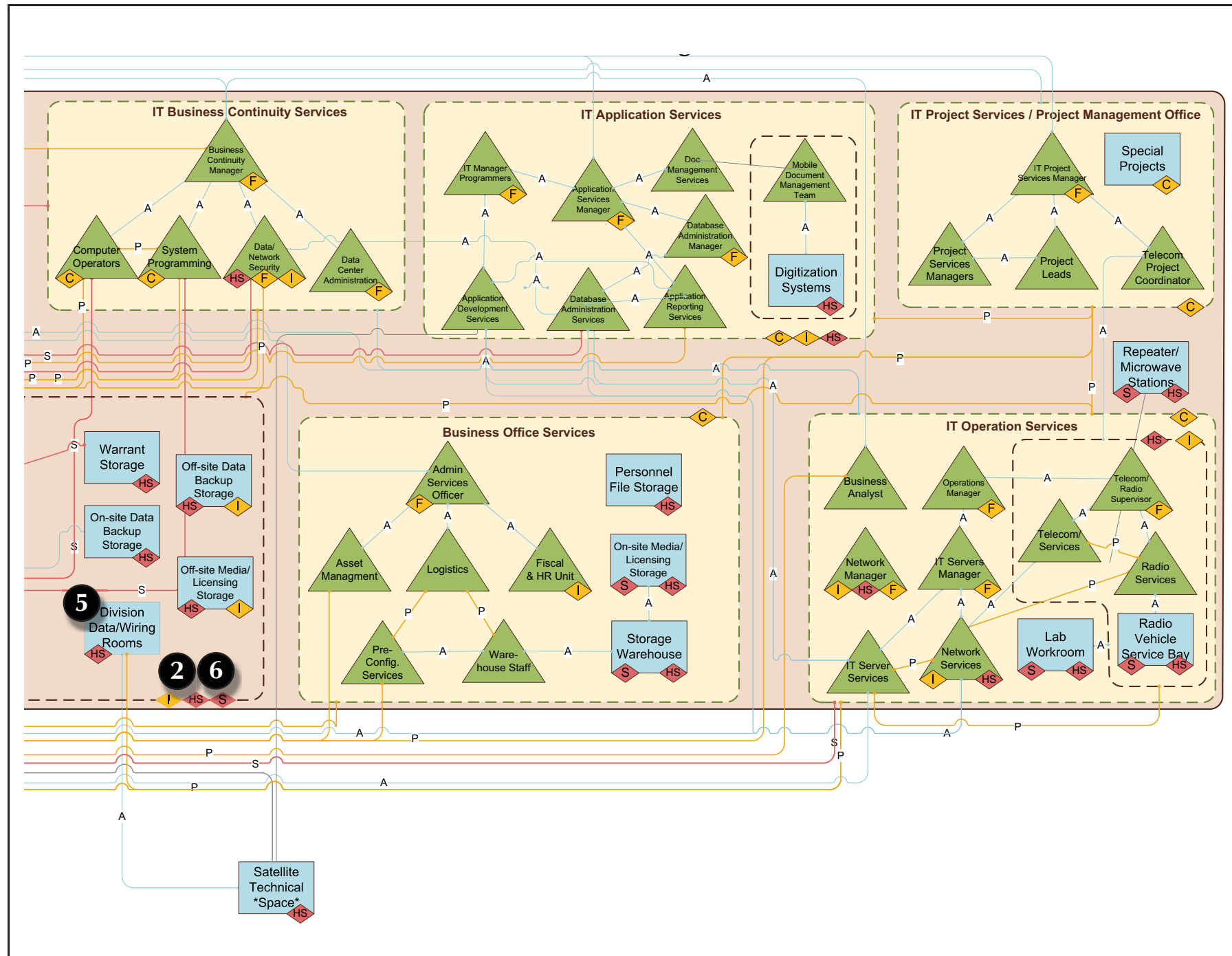


Figure 3.2.7-2 - Final Functional Optimization Network Diagram

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### 3.2.7.7 Space Needs

As part of this project, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the Functional Programming Committees in order to estimate the space needs of the Information Technology Department for the current planning horizon (year 2026).

Based upon these growth factors, staffing projections have been estimated (see **Figure 3.2.7-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is evaluated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square feet) is presented in the **Table 3.2.7-4**. Further detail regarding these space need projections can be found on **Page A7-12 of Appendix A**.

### 3.2.7.8 Conclusion

The newly created Information Technology department is in need of additional space as they continue to consolidate staff and services in an effort to improve efficiency and productivity. As this department is responsible for providing and managing technology solutions to all other County departments, it is important that they be optimized to the highest level of efficiency possible. This includes insuring that current needs for conference/meeting space, interview rooms, training rooms, appropriately designed data centers, and data/equipment storage space be made available. The most critical would be the status of the data centers. Currently, the main data center is located within a FEMA flood area and has insufficient accommodation for backup power generation, climate control, and security access to ensure continuity of services, especially related to E.O.C. operations.

Technological solutions needed to resolve department issues include the implementation of a new, advanced IT Data Center with appropriate infrastructure and expansion capabilities, enterprise UPS and backup generators for all data operation locations (data centers, labs, etc...), improved fiber-optic and microwave capabilities, consolidation and virtualization of servers/application, improved Voice-Over-IP solutions, video-conferencing, web-based project management systems, collaborative document creation capabilities, and installation of an enterprise access system. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between countywide staffing growth trends vs. a rate which parallels countywide population growth trends. This potential savings represents approximately 9.86 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$6.7 million in staffing costs (salaries & burdens) and \$1.8 million in facility expansion for a total of \$8.5 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

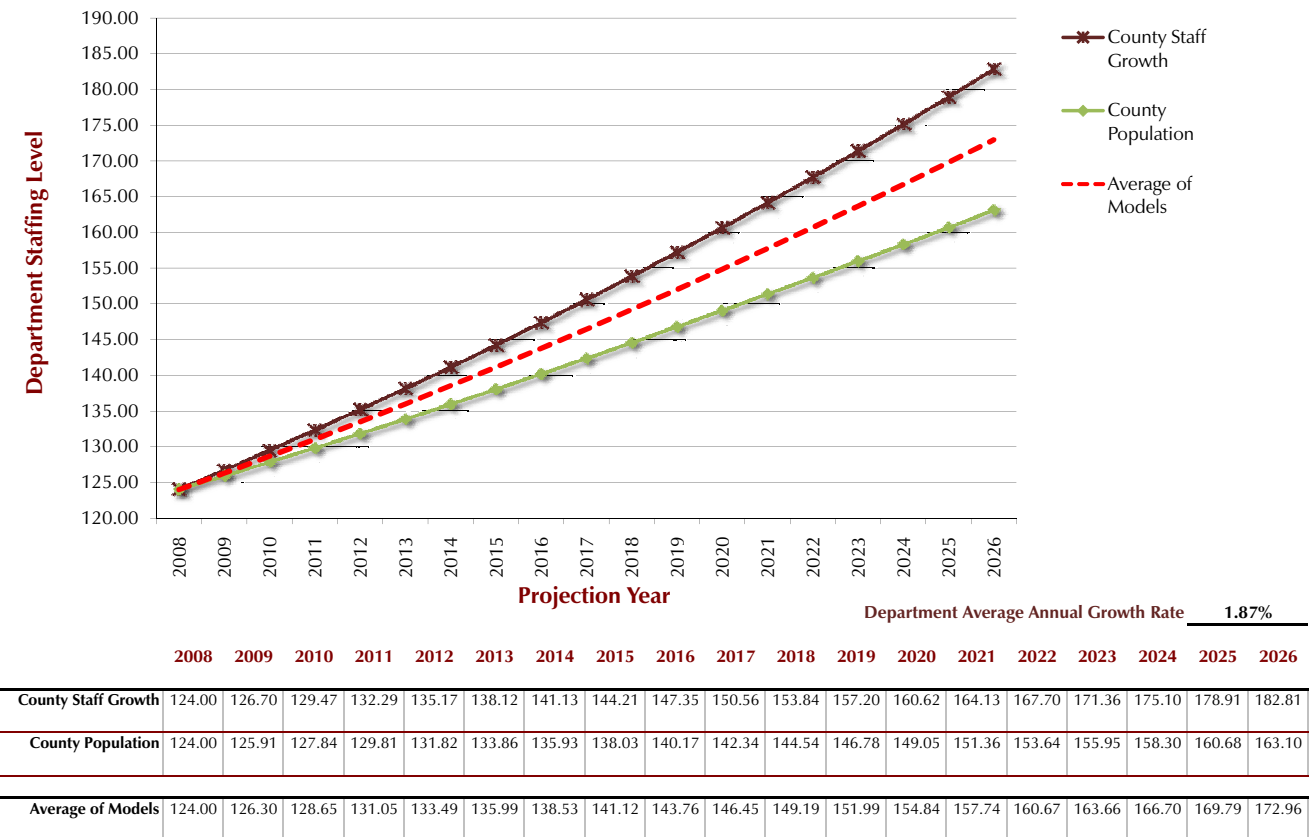


Figure 3.2.7-3 - IT Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>17,045 SF - 19,105 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>20,624 SF - 23,117 SF</b>
Department Total Rentable Square Feet	<b>37,669 SF - 42,222 SF</b>

Table 3.2.7-4 - Estimated Department Space Needs

Note: The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **28,605 GSF**  
The calculations of department space provided in this report (both current and needed) do not included space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



### 3.2.8 HUMAN RESOURCES & DEVELOPMENT

#### 3.2.8.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Human Resources & Development Department. Development of this department’s functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Human Resources & Development Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Tim Huntley – Human Resources Director
- Christine Gillham – Assistant Human Resources Director
- John Rodriguez – Human Resources Manager
- Evelyn Smethers – Human Resources Information Systems Manager
- Eric Martin – Employee Relations Specialist
- Ruth Medlin – County Training Officer

#### 3.2.8.1 Functional Description

The mission of the Human Resources & Development (HR&D) Department is to provide responsive HR services through innovative leadership. This includes providing quality candidates for employment consideration through recruitment and testing of applicant’s knowledge, skills, and abilities and assists departments with the selection process; maintaining and amending the County’s classification and compensation plan to reflect changing organizational structures and responsibilities and to enhance recruitment and retention of essential employees; providing policy guidance and advice on human resources and personnel/pay issues, Equal Employment Opportunities, and various legal mandates, and; investigating allegations of discrimination and harassment related to protected-class matters.

The Human Resources & Development Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- |   |  |
|---|--|
| • Human Resources Director                    | • Human Resources Specialists              |
| • Assistant Human Resources Director          | • Human Resources Analysts                 |
| • Human Resources Manager                     | • Human Resources Technicians              |
| • County Training Officer                     | • Human Resources Certification Technician |
| • Human Resources Officer                     | • Account Clerk                            |
| • Employee Benefits Manager                   | • Accountant                               |
| • Employee Relations Specialist               | • Administrative Personnel                 |
| • Human Resources Information Systems Manager |  |

Human Resources & Development staff is also organized into a number of divisional units as follows:

- |                     |                      |
|---------------------|----------------------|
| • Administration    | • HR Info Services   |
| • HR Services       | • Employee Relations |
| • Employee Training | • Investigations     |
| • Employee Benefits | • Support Services   |

General Public/Users include:

- |                                    |                                      |
|------------------------------------|--------------------------------------|
| • Job applicants                   | • Employees/employee representatives |
| • Process servers                  | • Prior employees                    |
| • Vendors (current and solicitors) |                                      |

#### 3.2.8.2 Spatial, Functional, and Technological Needs

Thirty-four (34) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Human Resources & Development Department.

##### Spatial Organization Needs

The Human Resources & Development Department’s primary spatial organization needs are:

- A large conference room that can incorporate bi-weekly meeting groups of 45 - 65 persons as well as new-employee applicant groups simultaneously
- At least one office with appropriate exit for staff, with emergency viewing window and emergency notification button that displays emergency status
- Increased storage space to ease current overflow
- A greater number and availability of meeting/interview spaces

The Department’s Functional Programming Committee also identified the need for:

- A room or section of lobby for applicants to file NEOGov applications online
- A designated public counter for the Employee Benefits group
- Easier access to employee break rooms and restrooms

##### Functional Organization Needs

Primary functional organization needs are:

- A minimum of one (1) conference room, equipped with emergency alarm or visual surveillance system, for meeting with individuals who could become physically or verbally violent
- Functional isolation for Employee Benefits, Discipline Investigation, and HIPPA-related materials
- A main office alarm system
- Video surveillance systems at all reception areas dealing with County employees as well as the general public



The Department’s Functional Programming Committee also identified the need for:

- Video surveillance systems for Annex building
- Video surveillance systems for entire office perimeter, and parking lot
- Accessibility to additional meeting spaces

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- County Counsel
- Board of Supervisors
- County Administrative Office
- Human Resources Information Systems (HRIS)
- Benefits Specialists

This department also needs collocation with:

- Auditor Payroll
- HHS Training Unit
- Risk Management

### Technological Advancement Needs

The Human Resources & Development Department’s primary technological needs are related to

- The need for an upgraded, more simplified payroll system
- New training software to track employee training programs
- Implementation of software to receive electronic applications, and gather information on educational background of applicants

The Department’s Functional Programming Committee also identified the need for:

- Employee ability to remotely test new software
- Employees to hold interviews, meetings, and trainings using web-conferencing software
- On-Site Livescan Finger-printing capabilities

### 3.2.8.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed “Functional Optimization Network Diagram (FOND),” was developed in order to express the above needs in a way that could synthesize the Human Resources & Development Department’s internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the Human Resources & Development Department’s functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.8.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A8-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.8-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Human Resources & Development Department.

### 3.2.8.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Human Resources & Development Functional Program Documentation can be found in [Section A8 of Appendix A](#).

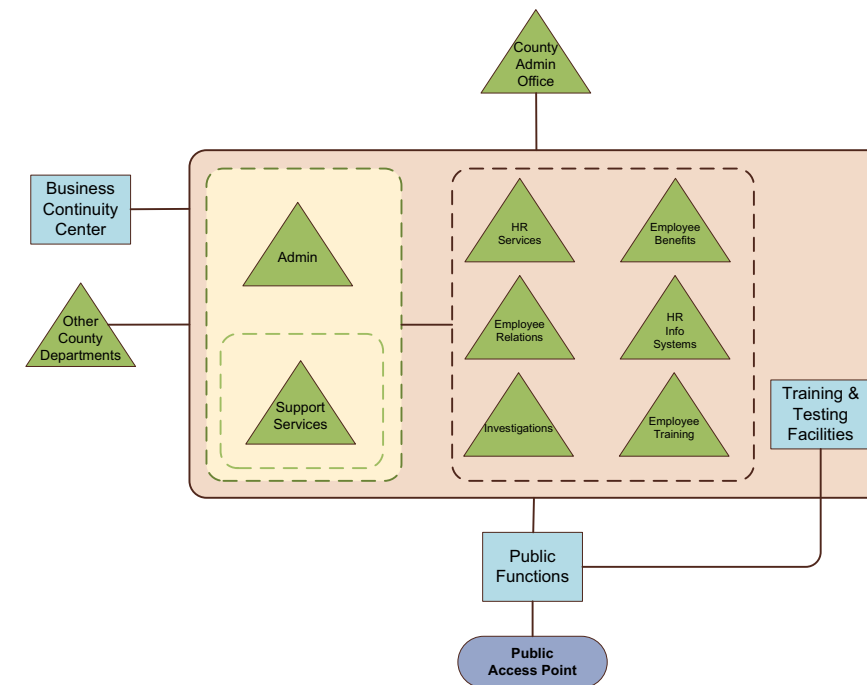


Figure 3.2.8-1 Summary Functional Diagram  
(See Section A8 of Appendix A for detailed functional diagrams)



### 3.2.8.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Human Resources and Development Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

#### Spatial Organization

- 1 A large conference room that can incorporate 80-100+ persons is accounted for with a single large Meeting Room securely connected to the main Waiting Area.
- 2 The need for at least one office with appropriate exit for staff and emergency systems is accounted for with highly-secured Interview Rooms.
- 3 The need for increased storage space to ease current overflow is accounted for with storage areas throughout the department.
- 4 Access to more meeting spaces is accounted for with a Meeting Room and Conference Room(s) as shown on the diagram.

#### Functional Organization

- 5 The need for a conference room equipped with emergency and surveillance systems is accounted for with secure and isolated Interview Rooms adjacent to the Waiting Area.
- 6 Functional isolation for Employee Benefits, Discipline Investigation, and HIPPA-related materials is accounted for with the "Isolation Required" designation as shown on the diagram.
- 7 A main office alarm system is accounted for with the "High Security" designation as shown on the diagram.
- 8 Video surveillance systems at all reception areas is accounted for with the "Surveillance" designation at the Waiting Area as shown on the diagram.

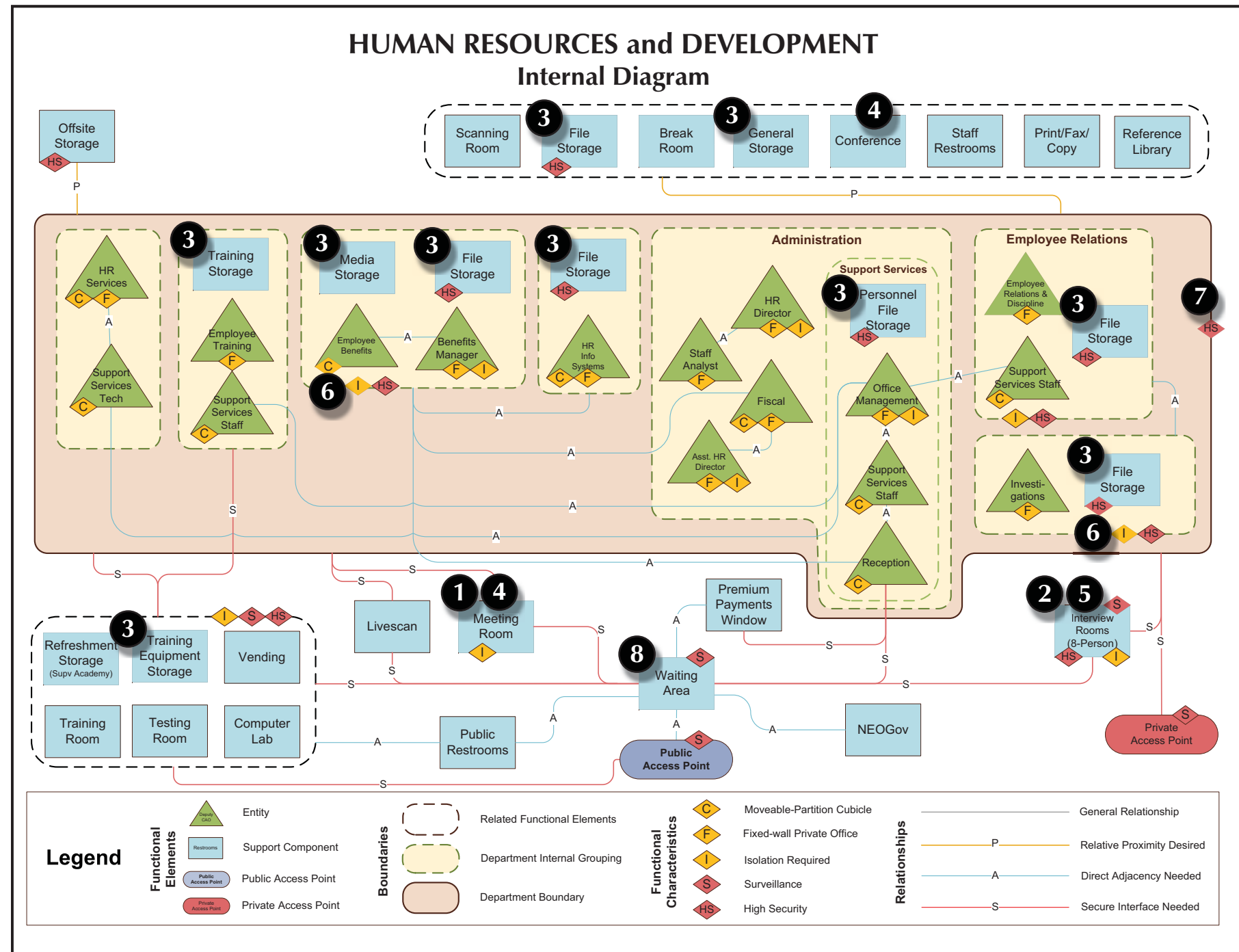


Figure 3.2.8-2 - Final Functional Optimization Network Diagram



### 3.2.8.7 Space Needs

As part of this scope, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization's functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the Human Resources & Development department for the current planning horizon (year 2026).

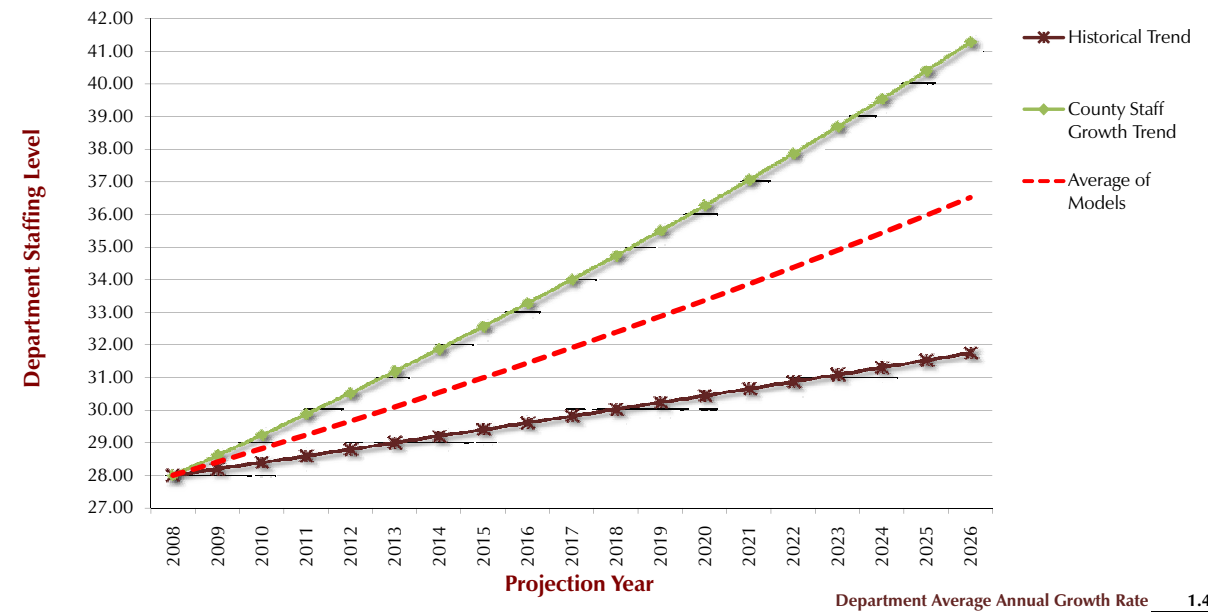
Based upon these growth factors, staffing projects have been estimated [See **Figure 3.2.8-3**]. The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.8-4**. Further detail regarding these space need projections can be found on **Page A8-10 of Appendix A**.

### 3.2.8.8 Conclusion

The Human Resources & Development is another of many departments in dire need of additional space to support productive operations. A large conference or meeting room, additional interview rooms with emergency viewing windows and duress alarms, increased storage, dedicated NEOGov space for new applicants, and an employee benefits public counter are all needed to ensure continuing an appropriate level of service delivery. Additional security concerns also need to be addressed related to surveillance, alarm systems, duress, and access control.

Technological solutions needed to resolve these issues include the implementation of an upgraded and simplified payroll system, new training software to track employee training programs, electronic application processing and background check systems, video and web conferencing availability, and on-site livescan finer-printing capabilities. In all, by ensuring there is sufficient availability of support space and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a growth rate which parallels countywide staffing growth trends. This potential savings represents approximately 5 future staff positions through the year 2026. In today's dollars (without escalation), this translates to \$3.3 million in staffing costs (salaries & burdens) and \$858,000 in facility expansion for a total of \$4.2 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **8,840 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	28.00	28.20	28.39	28.59	28.79	28.99	29.20	29.40	29.61	29.81	30.02	30.23	30.44	30.66	30.87	31.09	31.31	31.53	31.75
<b>County Staff Growth Trend</b>	28.00	28.61	29.23	29.87	30.52	31.19	31.87	32.56	33.27	34.00	34.74	35.50	36.27	37.06	37.87	38.69	39.54	40.40	41.28
<b>Average of Models</b>	28.00	28.40	28.81	29.23	29.66	30.09	30.53	30.98	31.44	31.91	32.38	32.86	33.36	33.86	34.37	34.89	35.42	35.96	36.51

**Table 3.2.8-3 - HR&D Staffing Projections**

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>3,561 SF - 4,630 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>6,445 SF - 8,380 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>10,006 SF - 13,010 SF</b>

**Table 3.2.8-4 - Estimated Department Space Needs**



### 3.2.9 RESOURCE MANAGEMENT AGENCY

#### 3.2.9.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Resource Management Agency. Development of this agency's functional program was initiated through an initial strategy meeting held on May 9, 2008 between representatives of the County Administrative Office, Vanir CM (the County's Functional Program Consultant), and the Resource Management Agency Functional Programming Committee. The Functional Programming Committee consists of:

- Administration
  - o **Henry Hash, Agency Director**
  - o **Roger Hunt**, Assistant RMA Director of Administration
- Community Development & Redevelopment Services
  - o **William Hayter**, Asst. RMA Director, Development Services
  - o **Dan Boone**, Chief Building Official
  - o **Laurie Mercer**, CD&R
  - o **Nealy Miller**, Permit Center Coordinator
  - o **Danny Santos**, RMA I TCRA
- Planning
  - o **Jake Raper**, Assistant RMA Director of Planning
  - o **Dave Bryant**, Division Manager, Special Projects
  - o **David Claxton**, Chief Planner
  - o **Roberto Brady**, Senior Planner
- Transportation/Operations
  - o **Jean Brou**, Assistant Director of RMA, Transportation
  - o **Johnny Wong**, Operations
- Engineering
  - o **Britt Fussel**, Assistant RMA Director of Engineering
- Support Services
  - o **Hal Cypert**, Assistant RMA Director of Support Services
  - o **Art Arreola**, Communication Services Manager
  - o **Lloyd Finley**, Facilities Management
  - o **Neil Pilegard**, Parks Division Information Web Page
- Tulare County Association of Governments (TCAG)
  - o **Ted Smalley**, Executive Director, TCAG Administration
  - o **Elizabeth Wright**, Senior Regional Planner
  - o **Mark Hays**, Associate Regional Planner
  - o **Ramon Lara**, Associate Regional Planner

#### 3.2.9.1 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

The Resource Management Agency's occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• <b>Agency Director</b></li> <li>• <b>Associate Director</b></li> <li>• <b>Asst Director - Support Services</b></li> <li>• Facilities Manager</li> <li>• Property Manager</li> <li>• Property Specialists</li> <li>• Parks &amp; Recreation Div Mgr</li> <li>• Park &amp; Grounds Operations Sup.</li> <li>• Park &amp; Grounds Workers</li> <li>• Park &amp; Grounds Equipment Mech.</li> <li>• Lake Patrol Attendants</li> <li>• County Museum Curator</li> <li>• Building Systems Technicians</li> <li>• Maintenance Supervisors</li> <li>• Maintenance Project Coordinator</li> <li>• Maintenance Staff</li> <li>• Custodial Supervisors</li> <li>• Custodial Workers</li> <li>• Stock Clerk</li> <li>• Print &amp; Mail Services Supervisors</li> <li>• Print &amp; Mail Operators</li> <li>• Digital Equipment Operators</li> <li>• Duplications Equipment Operators</li> <li>• Fleet Services Superintendent</li> <li>• Auto Service Workers</li> <li>• Auto Mechanics</li> <li>• Tire Repairer</li> <li>• Welder-Mechanic</li> <li>• Air Conditioning Mechanics</li> <li>• <b>Asst Director - Engineering</b></li> <li>• Engineers</li> <li>• Engineering Technicians</li> <li>• Engineering Aids</li> <li>• Drafters</li> <li>• Geographic Information Sys Crd</li> </ul> | <ul style="list-style-type: none"> <li>• Geographic Information Sys Analysts</li> <li>• Refuse Site Supervisors</li> <li>• Refuse Site Coordinator</li> <li>• Refuse Site Caretakers</li> <li>• Refuse Site Attendants</li> <li>• Refuse Equipment Operators</li> <li>• Solid Waste Manager</li> <li>• Remediation Systems Specialist</li> <li>• <b>Asst Director - Transportation</b></li> <li>• Road Superintendents</li> <li>• Asst Road Superintendents</li> <li>• Road Use Inspectors</li> <li>• Road Yard Assistants</li> <li>• Heavy Equipment Superintendent</li> <li>• Heavy Equipment Supervisor</li> <li>• Heavy Equipment Mechanics</li> <li>• Construction &amp; Maint Workers</li> <li>• Clerk Dispatcher</li> <li>• Transportation Svs Coordinator</li> <li>• Traffic Control Supervisor</li> <li>• Traffic Control Workers</li> <li>• Transit Coordinator</li> <li>• <b>Asst Director - Planning</b></li> <li>• Chief Planner</li> <li>• Planners</li> <li>• Planning Technicians</li> <li>• <b>Asst Director - Comm &amp; Dev Svcs</b></li> <li>• Chief Building Official</li> <li>• Code Compliance Manager</li> <li>• Code Compliance Officers</li> <li>• Building/Zoning Inspectors</li> <li>• Community Development Specialists</li> <li>• Community Dev Technicians</li> <li>• Permit Center Coordinator</li> <li>• <b>Asst Director - Administration</b></li> </ul> |
|--|--|



- 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

Resource Management Agency staff is also organized into a number of divisional units as follows:

- Administrative Services (Fiscal, Clerical, Administrative, and Human Resources support)
- Community & Development Services Branch (Redevelopment/Community Development, Building Inspection, Code Enforcement, and Permit Center)
- Planning Branch (Countywide Planning, Project Review, Special Projects, and LAFCO)
- Transportation Branch (Road Operations, Fleet/Equipment Maintenance, and Traffic/Transit Services)
- Engineering Branch (County Surveyor, Solid Waste, Flood Control, Engineering/Design, Graphics, Geographic Information Systems (GIS), and Water & Sewer Services)
- Support Services (Building Maintenance, Custodial Services, Grounds Maintenance, Property Management, Communication Services, Utilities, Parks & Recreation, Museums, Utilities, and Print & Mail Services)
- TCAG (Clerical, Finance, Measure R, Modeling, Programming, Regional Planning, and Transportation Planning)

Note: While TCAG and LAFCO Boards are technically not functions of County Services, they are included in this functional programming study due to their relationship and dependence on the Resource Management Agency. Additionally, RMA provides staff (as listed above) to these boards.

General Public/Users include:

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

### 3.2.9.2 Spatial, Functional, and Technological Needs

Five-hundred and thirteen (513) total surveys were issued electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database

and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Resource Management Agency.

### Spatial Organization Needs

The Resource Management Agency’s spatial organization needs are primarily related to:

- An insufficient availability of any dedicated meeting and conference rooms.

### Functional Organization Needs

Primary functional organization needs are related to:

- RMA administration (currently Government Plaza) needs greater access control. Currently the public can gain access to non-public RMA spaces.
- Improved surveillance and security is needed at various locations of equipment, vehicle, or supply storage such as the Road Yards or Ground Shed facilities.

The Agency’s Functional Programming Committees also identified the need for:

- Surveillance is needed in areas where money is collected from the public such as the Permit Center and Administration reception counter.

This agency also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- TCAG

If available, this agency would also benefit from collocation with:

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

### Technological Advancement Needs

The Resource Management Agency’s primary technological needs are related to

- Electronic Filing Systems and Cross Indexing Software.
- Availability, training, and utilization of Geographic Information Systems for the storage and manipulation of data as well as cross referencing between various types of data sets.

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- Simplified and easy to use interface for decision makers and the public to view GIS data with minimal training required.
- E-Government Tracking System(s)

The Agency's Functional Programming Committee also identified the need for:

- GIS based building permitting system
- More software availability for Transportation including Construction Management software.
- Enhanced use of GPS for surveying
- Enhanced availability of web-based tools for the distribution of information
- Web-based work order system
- Countywide implementation of microwave and VOIP systems
- GPS based vehicle location and data terminals for transit vehicle to dispatch communication
- Improved network availability to field locations
- Improved software for Code Compliance violations

### 3.2.9.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Resource Management Agency's internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the Resource Management Agency's functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.9.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions. Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A9-10](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.9-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Resource Management Agency.

### 3.2.9.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Resource Management Agency Functional Program Documentation can be found in [Section A9 of Appendix A](#).

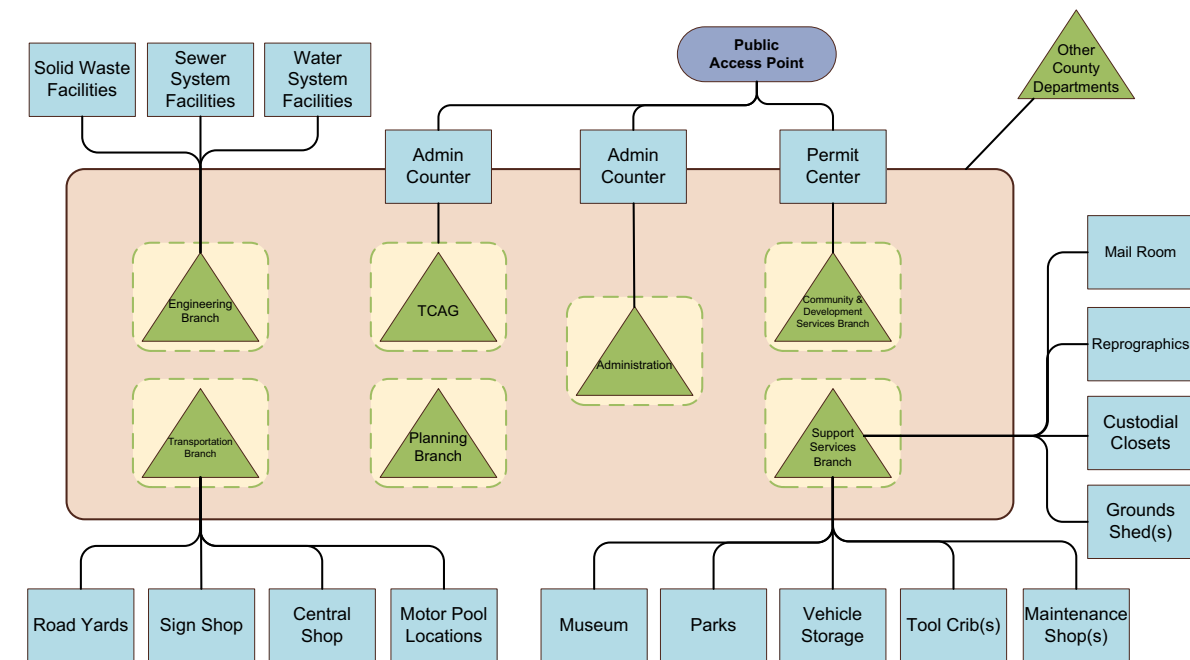


Figure 3.2.9-1 Summary Functional Diagram  
(See Section A9 of Appendix A for detailed functional diagrams)



3.2.9.6

Functional Solutions

Developed from Data Collection Survey information and enhanced by the department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Resource Management Agency, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

Spatial Organization

- 1 An insufficient availability of dedicated meeting and conference rooms has been accounted for through identifying meeting and conference room functions throughout the Agency. The actual quantity of rooms is to be determined during the architectural programming phase of facilities through direct interaction with the Agency, by the design/programming team.

Functional Organization

- 2 The need for improved access control has been accounted for by identifying increased security needs related to all Public Access Points -- especially those leading to Agency office space.
- 3 The need for improved surveillance and security at various locations of equipment, vehicle, or supply storage such as the Road Yards or Ground Shed facilities is accounted for with Surveillance and/or High Security designations at each applicable location.

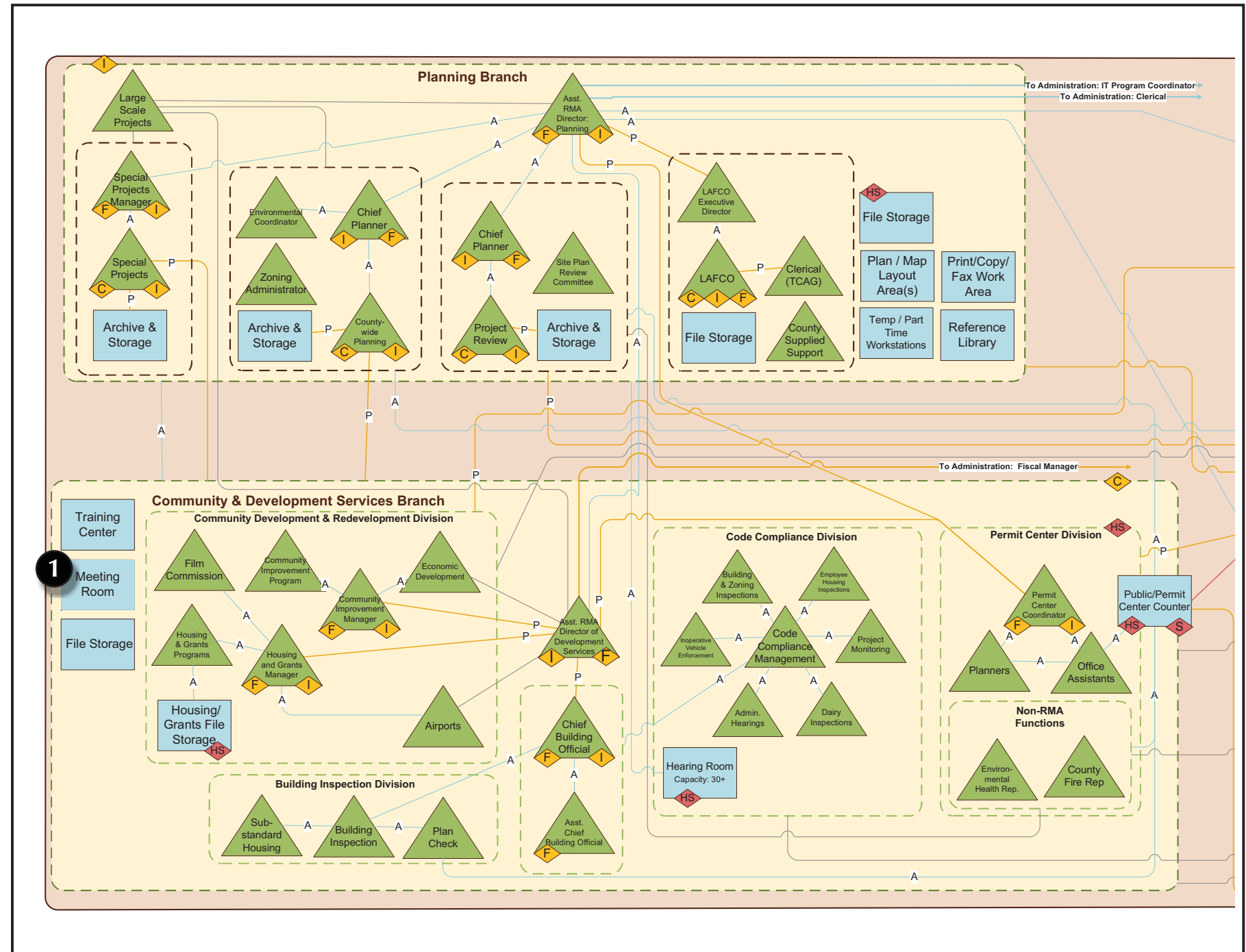


Figure 3.2.9-2A - Final Functional Optimization Network Diagram

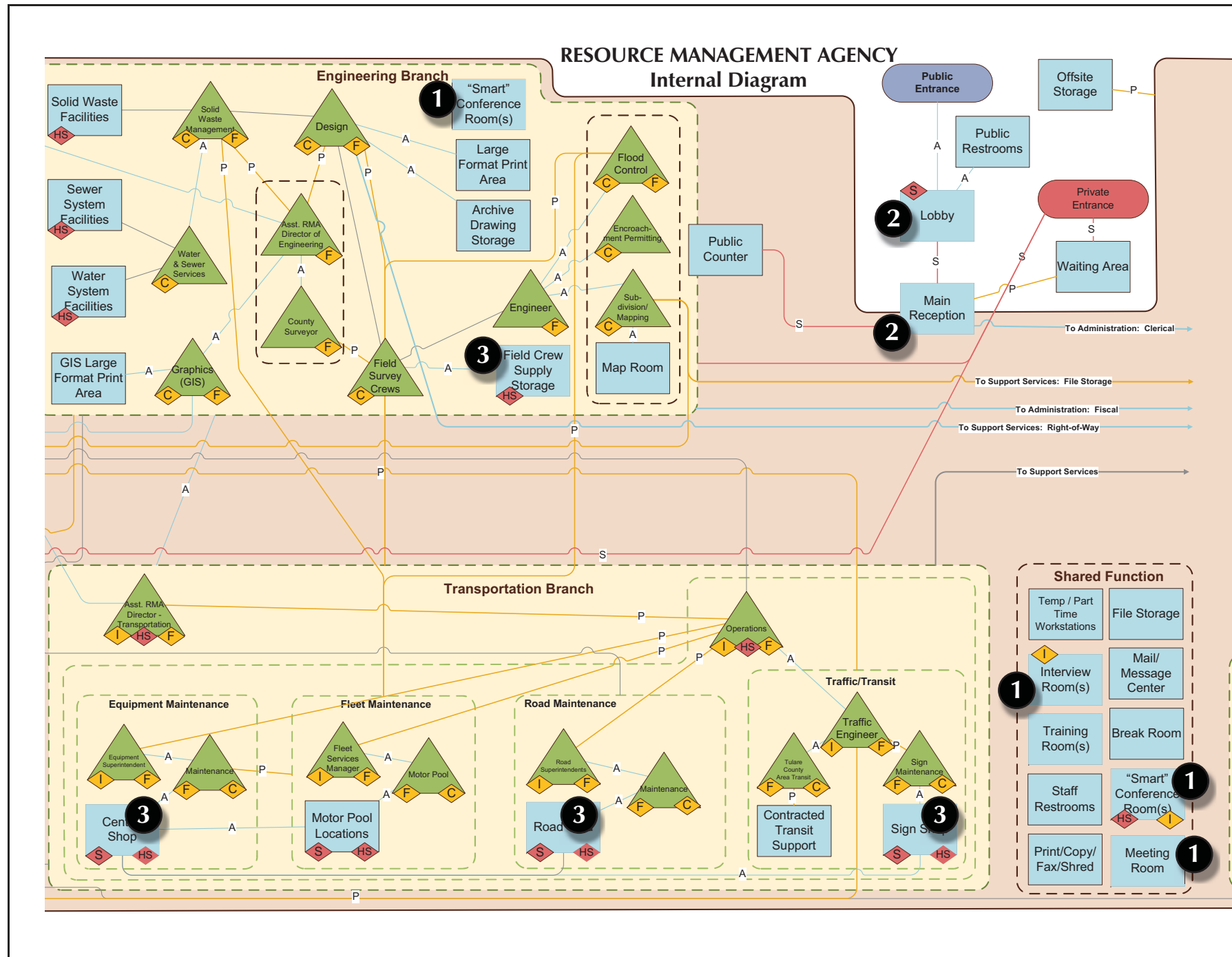


Figure 3.2.9-2B - Final Functional Optimization Network Diagram

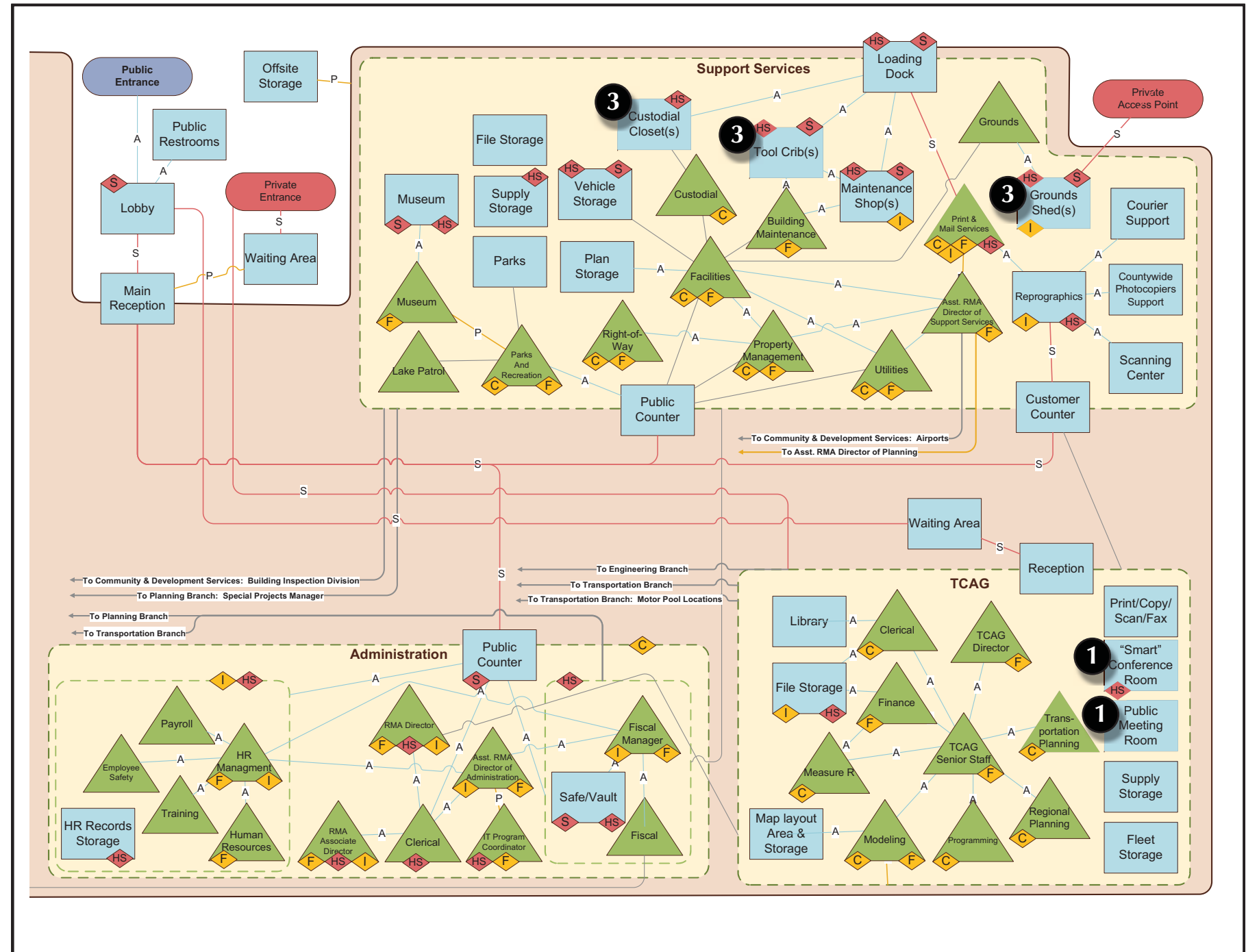


Figure 3.2.9.2C - Final Functional Optimization Network Diagram



### 3.2.9.7 Space Needs

As part of this project, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the Functional Programming Committees in order to estimate the space needs of the Resource Management Agency for the current planning horizon (year 2026).

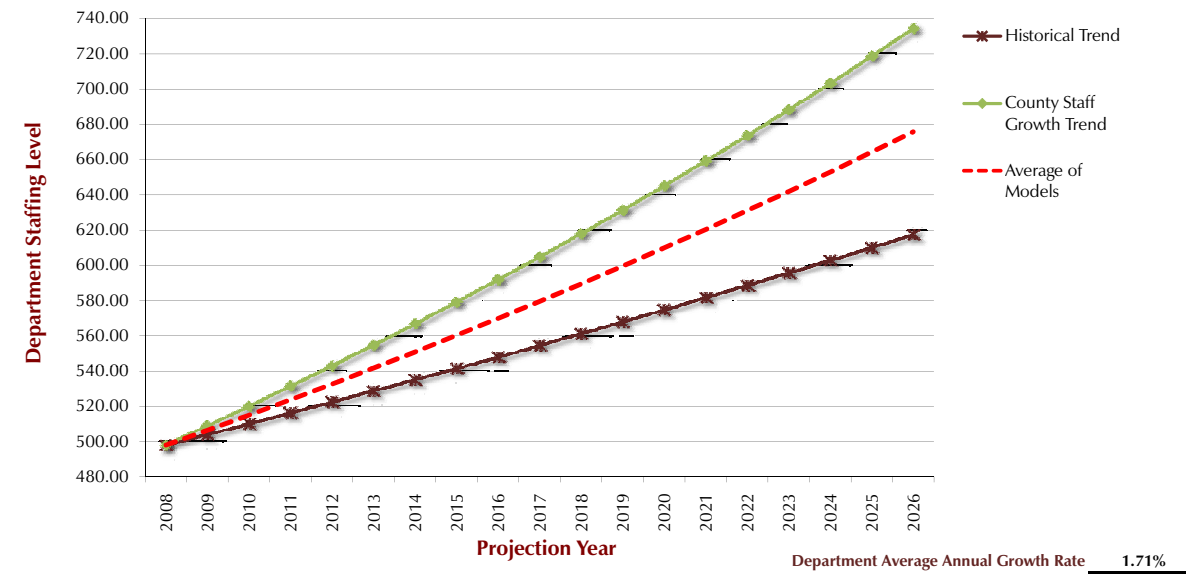
Based upon these growth factors, staffing projections have been estimated (see **Figure 3.2.9.3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is evaluated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square feet) is presented below in the **Table 3.2.9-4**. Further detail regarding these space need projections can be found on **Page A9-14 of Appendix A**.

### 3.2.9.8 Conclusion

The Resource Management Agency is currently in need of additional space dedicated to meeting and conference functions. They also need greater implementation of security and access control systems for the safety and protection of staff and information. For example, improved surveillance needs to be incorporated at various locations to ensure sufficient security related to equipment, vehicle, and supply storage. Surveillance is also needed at locations where money is collected from the public.

Technological solutions needed to improve productivity and efficiency include the implementation of electronic filing/cross-indexing software, training and greater availability of GIS systems, simplified interface for decision makers to view and manipulate GIS information, and E-Government tracking systems. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a growth rate which parallels countywide staffing growth trends. This potential savings represents approximately 58.5 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$40.5 million in staffing costs (salaries & burdens) and \$10.5 million in facility expansion for a total of \$51 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **67,440 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	498.00	503.98	510.02	516.14	522.34	528.61	534.95	541.37	547.86	554.44	561.09	567.83	574.64	581.54	588.51	595.58	602.72	609.96	617.27
<b>County Staff Growth Trend</b>	498.00	508.86	519.95	531.28	542.87	554.70	566.79	579.15	591.77	604.68	617.86	631.33	645.09	659.15	673.52	688.20	703.21	718.54	734.20
<b>Average of Models</b>	498.00	506.42	514.99	523.71	532.60	541.65	550.87	560.26	569.82	579.56	589.48	599.58	609.86	620.34	631.02	641.89	652.97	664.25	675.74

Figure 3.2.9-3 - RMA Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>62,064 SF - 73,820 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>21,722 SF - 25,837 SF</b>
<b>Department Total Rentable Square Feet</b>	<b>83,786 SF - 99,657 SF</b>

Table 3.2.9-4 - Estimated Department Space Needs



### 3.2.10 DISTRICT ATTORNEY

#### 3.2.10.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the District Attorney Department. Development of this department’s functional program was initiated through an initial strategy meeting held on April 3, 2008 between representatives of the District Attorney Department, Vanir CM (the County’s Functional Program Consultant), and the District Attorney Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Phil Cline, District Attorney
- William Yoshimoto, Assistant District Attorney: Bureau of Administration Services
- Don Gallian, Assistant District Attorney: Bureau of Prosecution Services
- John Johnson, Chief Investigator: Bureau of Investigation Services
- Timothy Ward, Supervising Attorney: Bureau of Administration Services

#### 3.2.10.1 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 Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

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

- Graphics Specialists
  - Account Clerks
  - Legal Secretaries
- General Public/Users include:
- General public
  - Victims/Families
  - Witnesses
  - Opposing Counsels
  - Law Enforcement

#### 3.2.10.2 Spatial, Functional, and Technological Needs

Two hundred twenty (220) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the District Attorney Department.

##### Spatial Organization Needs

The District Attorney Department’s primary spatial organization needs are:

- Secure, video-surveilled interview and interrogation rooms with leg chain tie-downs installed in the floor.
- Ample space to house witnesses during prime court hours in a safe and isolated location.

The Department’s Functional Programming Committees also identified the need for:

- A Media Viewing Room for the examination and viewing of photo and video evidence related to child porn, surveillance videos, and intelligence gathering.
- Adequate facilities to accommodate victims and families appearing for court functions.

##### Functional Organization Needs

Primary functional organization needs are:

- A secure interface between the receptionist area and the average 30-50 members of the general public whom visit on a daily basis.
- Access to an appropriate facility to interact with crime victims and their families.
- Functional separation of waiting areas to diminish the current co-mingling of victims, witnesses and the general public.

The Department’s Functional Programming Committees also identified the need for:

- Video surveillance systems for the front lobby/waiting room area, access doors, file storage area, and digital server area.
- Adequate systems to provide security for victims and families waiting areas.

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Adult Protective Services
- Child Welfare Services



- Law enforcement agencies
- State parole

This department also needs collocation with:

- The Courts
- Probation
- Public Defender

### Technological Advancement Needs

The District Attorney Department's primary technological needs are:

- Unilateral, high-speed connectivity to all County Law Enforcement agencies in order receive case referrals electronically along with the ability to "file" cases electronically with the Court.
- Increased IT capabilities to receive "Discovery" (i.e. tapes, videos, photos) in digital format and to provide copies to the Court and/or Counsel digitally.
- The addition of state-of-the-art audio/video production equipment and electronic discovery capabilities.

The Department's Functional Programming Committee also identified the need for:

- Digital video recording equipment for interrogation rooms
- High-tech cellular phones equipped for investigators to communicate between each other, and to the County while in the field.
- Digital discovery
- E-forms
- Digital police reports
- Electronic filing with the courts
- Improved scanning systems with Optical Character Recognition (OCR) capabilities
- Improved wired and wireless support
- Massive digital media storage & long-term offsite redundancy storage
- Video-conferencing
- Improved connectivity with the Public Defender and County Counsel
- Reduced storage via digitization
- Secure telecommuting
- Mobile laptops
- Wifi / Broadband access
- Computer lab & Mock Trial training facility
- Audio/video studio lab for training, outreach, and trial
- Specialized Child Abuse Response Team interview room
- Forensic Investigation Systems for high-tech crimes

### 3.2.10.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the District Attorney Department's internal functions as well as its external relationships to

other County and non-County agencies. This diagram is a means of optimizing the District Attorney Department's functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

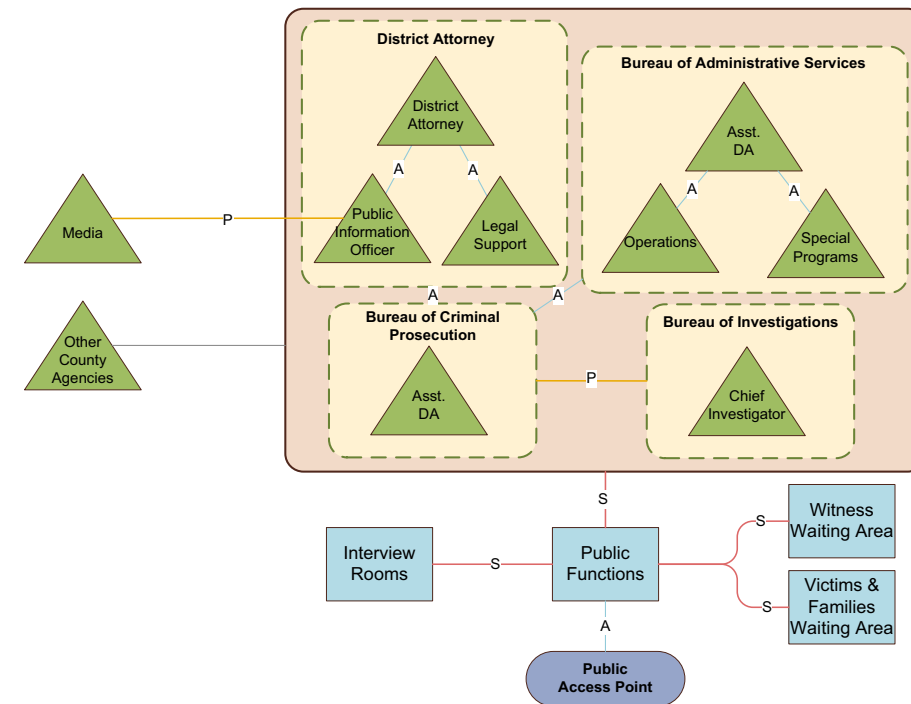
### 3.2.10.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A10-12](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.10-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the District Attorney Department.

### 3.2.10.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The District Attorney Functional Program Documentation can be found in [Section 10 of Appendix A](#).



**Figure 3.2.10-1 Summary Functional Diagram**  
(See Section A10 of Appendix A for detailed functional diagrams)



### 3.2.10.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the Department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the District Attorney Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

#### Spatial Organization

- 1 The need for secure, video-surveilled Interview and Interrogation Rooms with leg-chain tie-downs installed in the floor are accounted for with a secure connection from the Reception area to these spaces.
- 2 Ample space to house witnesses during prime court hours in a safe and isolated location

#### Functional Organization

- 3 The need for a more secure interface between the Reception and 30-50 public members that visit daily is accounted for with the addition of a "High Security" designation at the Reception, which denotes the need for secure bulletproof glass, limited controlled access to department personnel, etc.
- 4 The absence of a secure place to interface with crime victims and their families has been accounted for with a high-security, video-surveilled "Victims & Families Waiting Area" adjacent to the Reception.
- 5 Current co-mingling of victims, their families, and the general public has been resolved with the functional separation of not only victims and their families with a "Victims & Families Waiting Area," but also a special "Witness Waiting Area," both of which will exist as separate areas with secure connections from the main Reception area.

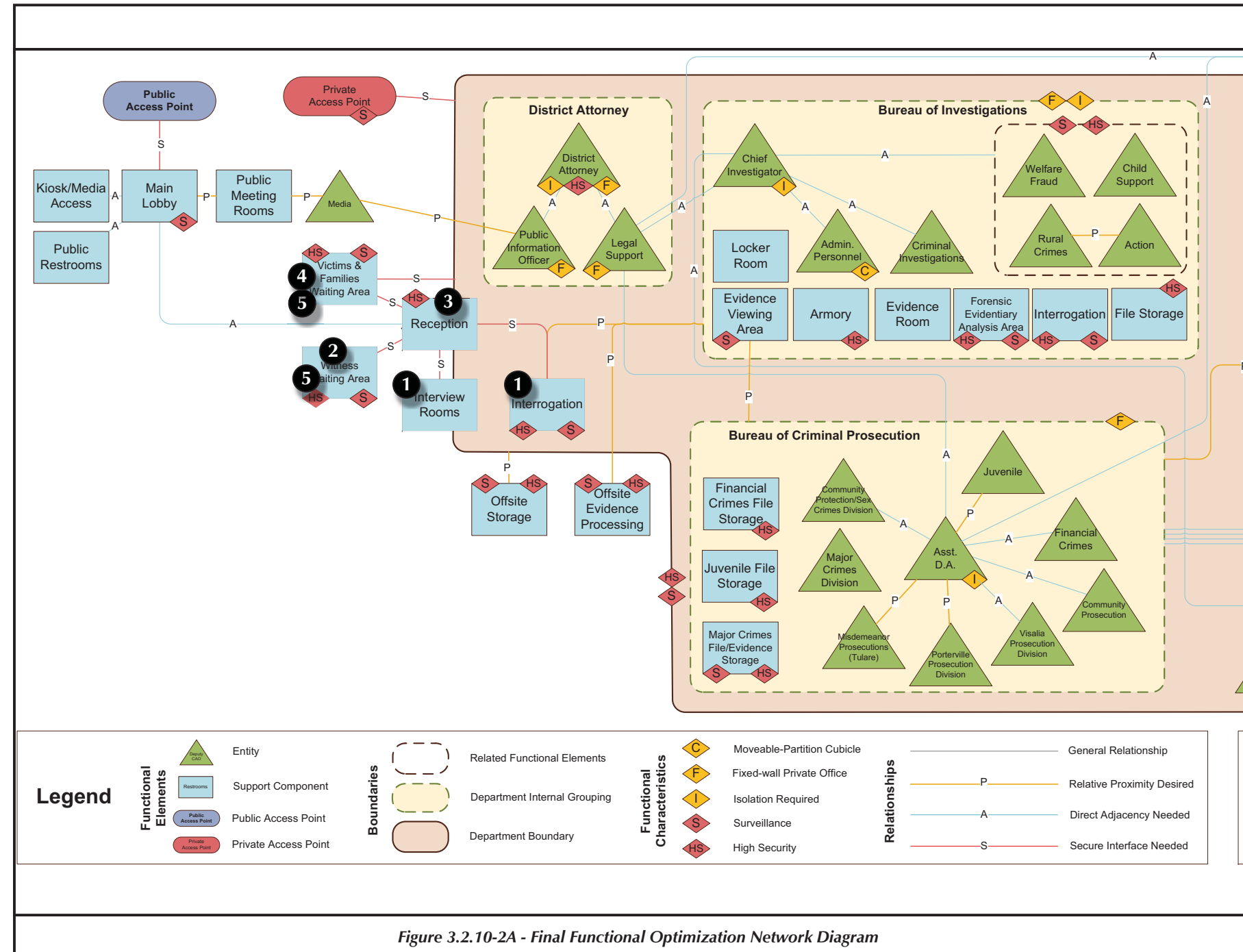


Figure 3.2.10-2A - Final Functional Optimization Network Diagram

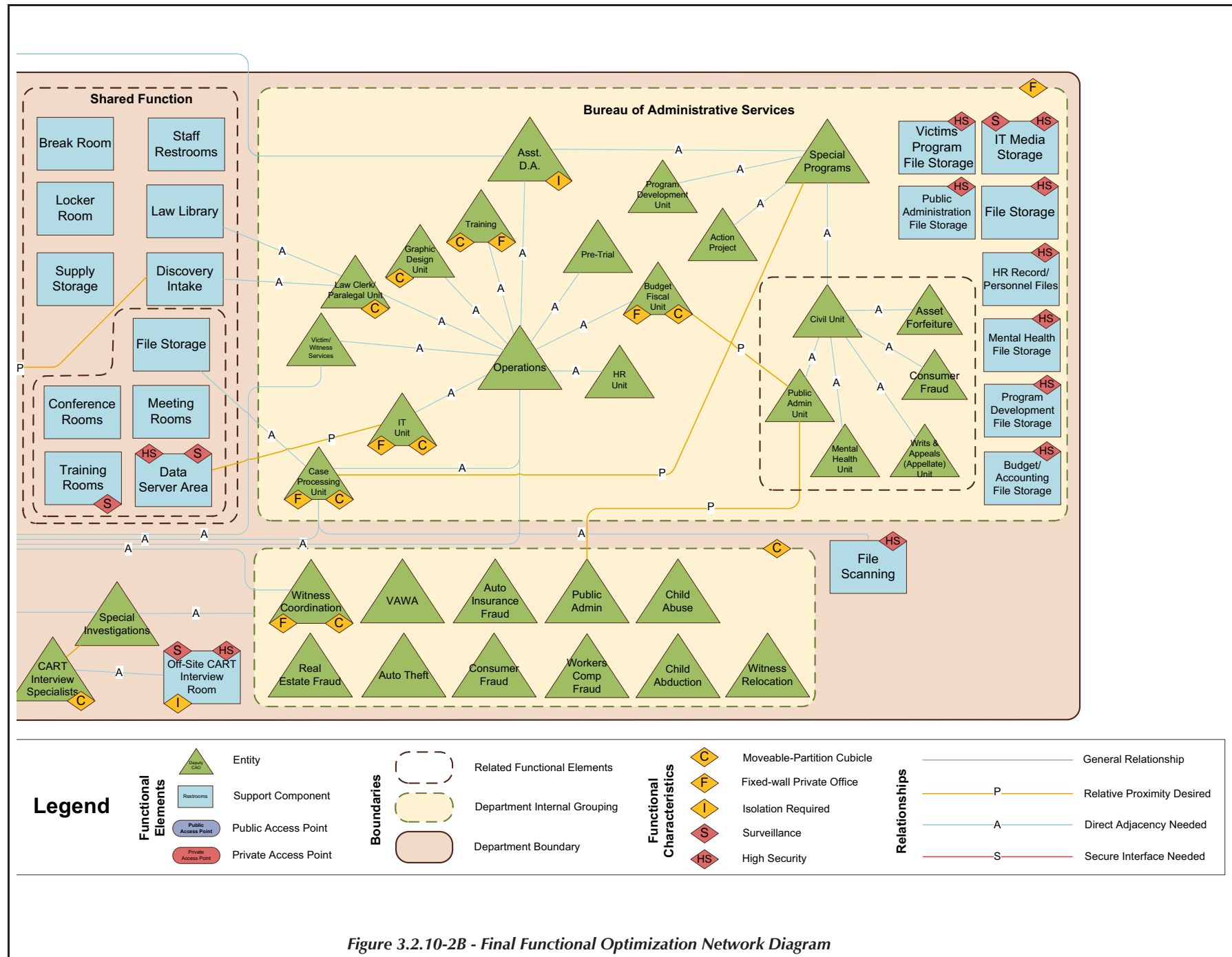


Figure 3.2.10-2B - Final Functional Optimization Network Diagram

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### 3.2.10.7 Space Needs

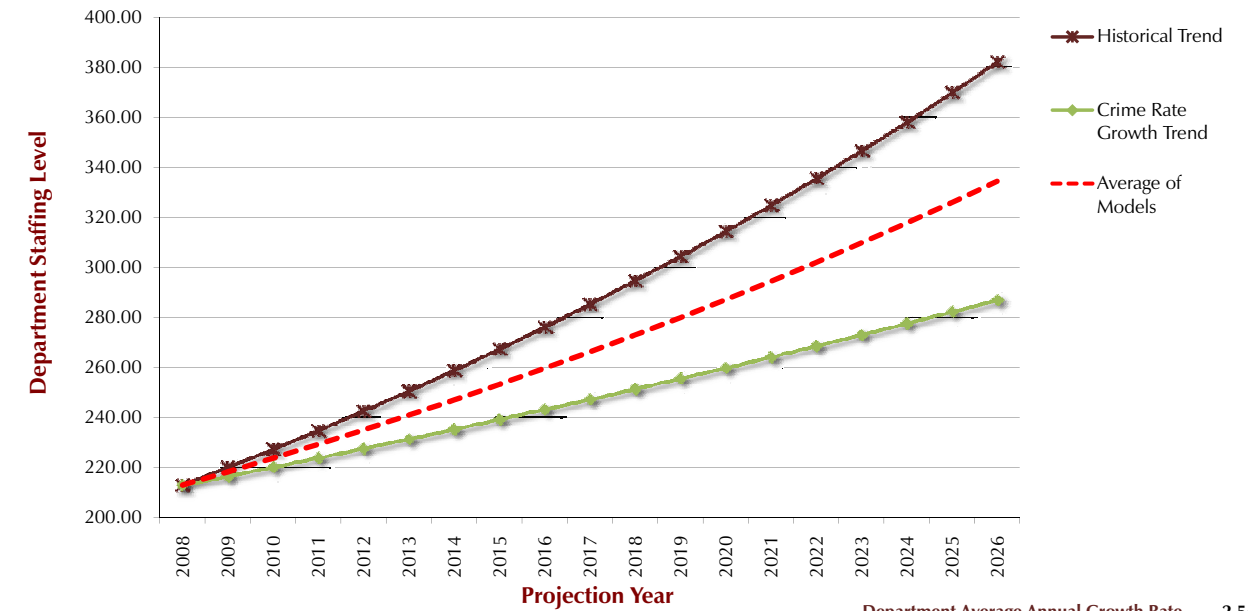
As part of this scope, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the District Attorney for the current planning horizon (year 2026).

Based upon these growth factors, staffing projects have been estimated [See **Figure 3.2.10-3**]. The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.10-4**. Further detail regarding these space need projections can be found on **Page A10-15 of Appendix A**.

### 3.2.10.8 Conclusion

The District Attorney is currently in need of additional support spaces to support department operations. This includes adding ample space to house witnesses in a safe and isolated location, a dedicated media viewing room for the examination of photo and video evidence, adequate facilities to accommodate victims and families, greater separation of waiting areas to isolate witness, victims, and general visitors from each other, specialized interview rooms for various functions, and a computer lab/mock trail training facility.

Technological solutions needed to resolve these issues include the implementation of unilateral high-speed connectivity to all regional law enforcement agencies, electronic case filing with the Courts, increased electronic discovery capabilities, state-of-the-art audio/video production capabilities, digital video recording equipment, E-forms systems, improved OCR scanning systems, video-conferencing, improved data connectivity with the Public Defender and County Counsel, digitization of files, secure telecommuting, and a forensic investigation system for managing high-tech crimes. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a more conservative growth rate which parallels the growth of crime rates in the region. This potential savings represents approximately 47.5 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$31.6 million in staffing costs (salaries & burdens) and \$8.6 million in facility expansion for a total of \$40.2 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Department Average Annual Growth Rate</b>	<b>2.54%</b>																		
<b>Historical Trend</b>	213.00	220.03	227.29	234.79	242.54	250.54	258.81	267.35	276.17	285.29	294.70	304.43	314.47	324.85	335.57	346.64	358.08	369.90	382.11
<b>Crime Rate Growth Trend (From CA Dept of Justice)</b>	213.00	216.56	220.17	223.85	227.59	231.39	235.25	239.18	243.18	247.24	251.37	255.56	259.83	264.17	268.58	273.07	277.63	282.27	286.98
<b>Average of Models</b>	213.00	218.29	223.73	229.32	235.06	240.97	247.03	253.27	259.68	266.26	273.03	280.00	287.15	294.51	302.08	309.86	317.86	326.08	334.54

Figure 3.2.10-3 - District Attorney Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)  <b>33,157 SF - 44,267 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)  <b>18,770 SF - 24,991 SF</b>
Department Total Rentable Square Feet  <b>52,287 SF - 69,618 SF</b>

Table 3.2.10-4 - Estimated Department Space Needs

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **38,691 GSF**. The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



### 3.2.11 PROBATION

#### 3.2.11.0 Introduction

This section provides a summary of the Organizational Functional Program for the County of Tulare, as it pertains to the Probation Department. Development of this department’s functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Probation Departments Functional Programming Committee. The Functional Programming Committee consists of:

- Janet Honadle, Chief Probation Officer
- Christie Myer, Assistant Chief Probation Officer
- Linda Hanson-Wimp, Administrative Services Officer
- Pat Aldrich, Division manager, Special Services
- Mary Raborn, Division Manager, Adult Services

Due to the specialized nature of detention facility planning, functional programming for the Probation Department presents the Juvenile Detention Facility and Probation Youth Facility functions as single elements in the organization without providing a detailed look into these two divisions. These functions should be addressed within a future juvenile detention needs assessment.

#### 3.2.11.1 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.

The Probation Department is also responsible for the administration and management of grant funded, Agency 280 - Juvenile Justice Crime Prevention Act (also referred to as the Restorative Justice Project). This program was created by the passage of the Schiff-Cardenas Crime Prevention Act and is funded yearly through the California State Legislature. The two major programs included within this agency are the Neighborhood Accountability Board (NAB) Program and the Aftercare Program.

The Probation Department’s occupants and users included department staff, County Departments, non-County agencies, and members of the general public, department staff include:

- 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

The Probation staff also organized into a number of divisional units as follows:

- Administration
- Adult Services
- Juvenile Detention Facility
- Juvenile Court Services
- Special Services

General Public/Users Include:

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

#### 3.2.11.2 Spatial, Functional and Technological Needs

Three hundred thirty-eight (338) surveys were issued electronically in three (3) sequential sets: general staff, senior management, and department heads. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Probation department. Survey responses were compiled, summarized, and analyzed in preparation for a functional programming workshop.

##### Spatial Organization Needs:

The Probation Department’s spatial organization needs are primarily related to:

- Each department division needing distinct and separate staff and support spaces to isolate juvenile clients from adult offenders
- A lack of dedicated conference/meeting rooms as upper management are currently uprooted when confidential work space is needed
- A lack of secure and isolated interview rooms.

The Department’s Functional Programming Committee also identified the need for:

- Secure weapons/drug storage
- Live Scan/DNA collection areas
- Separate secure parking for staff
- Larger safe & secure reception/lobby areas
- Gun/Equipment Locker area for staff
- Public Restrooms separate from secure office space and Staff Restrooms
- Evidence Room



- Sufficient parking for clients
- Briefing/De-briefing rooms
- Distinct file rooms
- Sufficient break rooms at all sites

#### Functional Organization Needs:

Primary functional organization needs include:

- Creating weapons scanning and surveillance systems similar to the Transportation Security Administration's security checkpoints for controlled entry to facilities
- Needing an ability to visually survey clerical staff within the office areas in the event of potentially dangerous situations involving office arrests and searches
- Addressing inadequacy of space, security, and isolation for in-office arrests including a need for arrest "hold-rooms" and dedicated custody exit(s).

These issues are of primary concern to the Probation Department as they represent a safety issue to department personnel.

The Department's Functional Programming Committee also identified the need for:

- Privacy/Isolation and secure access control for California Law Enforcement Telecommunications System (CLETS)
- Reception & Interview room surveillance
- Private offices for all Probation officers to conduct confidential business with clients
- Separation between clerical & probation staff rooms
- Parking surveillance
- Isolation for all Administration offices

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently and should remain located with:

- Superior Courts
- Purchasing
- Public Defender
- Sheriff's Department for Gang Officers
- Health & Human Services Agency - Human Services Branch Facilities
- Auditor
- District Attorney
- Schools for Campus Probation Officers
- Police Departments for Thunderbolt Officers

This department also needs collocation with:

- Child Welfare Services
- Sheriff's Department (for all of Probation Department)

#### Technological Advancement Needs:

Primary technological needs include:

- The implementation of automated interface software to improve data sharing/ collection with/between the Sheriff, District Attorney, Public Defender, Health Human Services Agency, and Superior Courts.

The department's functional programming committee also identified technical needs for:

- Video conference capability at all locations
- Key pad access securities
- Digital scanning stations
- Mobile network access systems and laptops for field staff
- General & Duress alarm systems
- Improved upkeep on digital systems
- Wireless internet access/support at all locations
- Updated network communication infrastructure

#### 3.2.11.3 Functional Optimization Network Diagram (FOND)

Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Probation Department's internal functions, and its external relationships to other County and non-County agencies. This diagram is a means of optimizing the Board of Supervisors' and County Administrative Office's functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

This diagram does not depict architectural space and area, nor the count of personnel within the department. It is only a representation of how a department functions. Personnel counts and projections can be found in **Section 3.2.11.7 - Space Needs** and the sizing/arrangement of space will be addressed as part of the architectural program for actual facility design.

#### 3.2.11.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions.

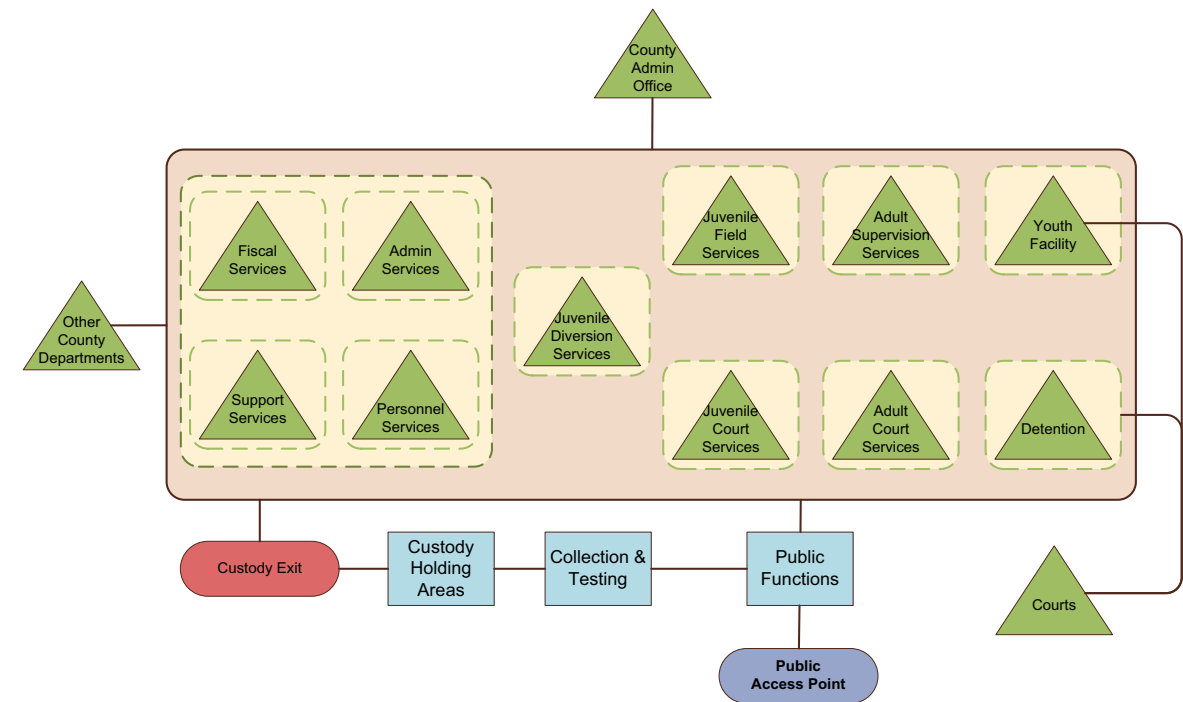
Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program document (see **Appendix A - Page A11-8** for the detailed diagram). **Figure 3.2.11-1** below provides a summary functional diagram identifying the primary elements and relationships that comprise the probation department.

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### 3.2.11.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Probation functional Program documentation can be found in [Section A11 of Appendix A](#).



*Figure 3.2.11-1 Summary Functional Diagram  
(See Section A11 of Appendix A for detailed functional diagrams)*



### 3.2.11.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Probation Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

#### Spatial Organization

- 1 Isolation of juvenile clients from adult offenders is accounted for by establishing a functional demarcation between them.
- 2 Dedicated conference needs are accounted for by ensuring an express connection to adequately sized and accessible conferencing facilities.
- 3 The need for secure and isolated interview rooms is accounted for with the addition of multiple isolated, video surveilled interview room with a secure connection to the lobby. (The lack of connection between the Interview Rooms and internal department functions stresses the importance of the isolation needed to maintain confidentiality.)

#### Functional Organization

- 4 The needs for TSA-style security control is accounted for by identifying a "Weapon Scanning & Surveillance System" adjacent to the public entrance.
- 5 Visual surveillance of clerical staff during office arrests and searches is accounted for by specifically emphasizing the need for video surveillance systems on all divisional clerical functions as well as the entire Administrative group.
- 6 Current inadequacy of in-office arrests is accounted for by creating a secure holding area, collection, and drug testing functions in direct, secure connection to custody exit(s).

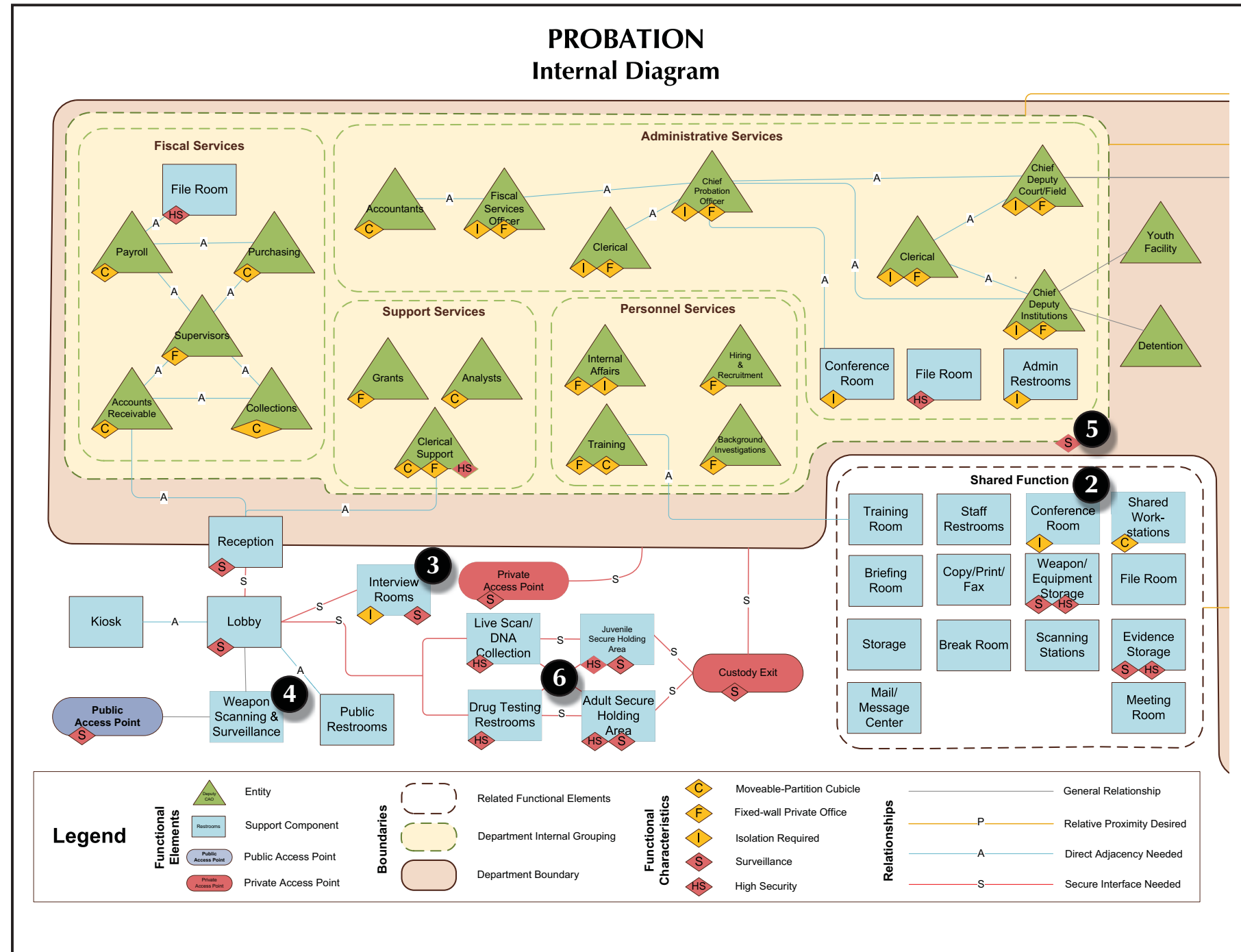


Figure 3.2.11-2A - Final Functional Optimization Network Diagram

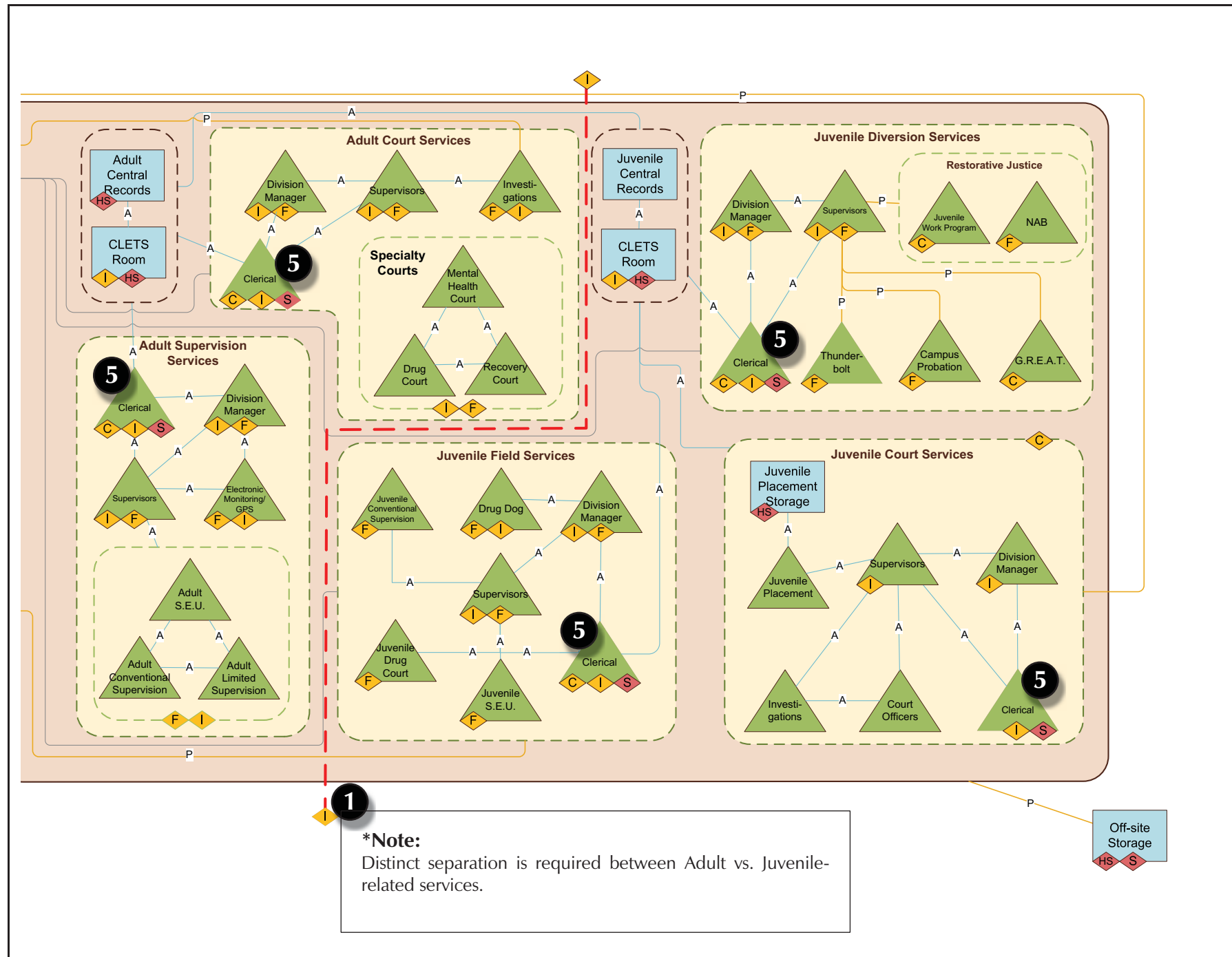


Figure 3.2.11-2B - Final Functional Optimization Network Diagram

### 3.2.11.7 Space Needs

As part of this project, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization's functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the Functional Programming Committees in order to estimate the space needs of the probation Department for the current planning horizon (year 2026).

Based upon these growth factors, staffing projections have been estimated (see **Figure 3.2.11-3**). The range of projections provided have been evaluated in terms of assignable space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is evaluated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is then typically calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. As there is currently insufficient data available to generate a factor for this department, a standard factor has been assigned that represents a minimum factor per industry standard. The summation of assignable and ancillary space (department total rentable square feet) is presented in the **Table 3.2.11-4**. Further detail regarding these space need projections can be found on **Page A11-11 of Appendix A**.

### 3.2.11.8 Conclusion

The Probation Department is currently facing many issues related to the safety/security of staff, privacy/security of information, and inadequate quantities and locations of space. For example, divisions of Probation which are located within Visalia are spread throughout cramped and aging facilities. Some of these facilities are leased which has a greater impact on general funds but are necessary due to a lack of sufficient owned facilities. Most of these facilities also lack sufficient measures of security for handling in-office arrests and the transfer/transportation of detained probation clientele. The ideal solution identified by this program would involve the collocation of all Visalia area functions (with the exception of juvenile or detention services) into a single, secure facility. This facility would require a layout design that incorporates significant measures for the safety and protection of general staff as well as holding areas and sally port access systems. Additional measures must be put in place to ensure security and access control to sensitive data/information including a distinct separation between adult and juvenile central record systems.

Technological solutions needed to resolve these issues include the implementation of automated interface software for data sharing with other agencies, installing digital scanning stations, updating network communication infrastructure, installing key-pad access systems, and greatly improving the general and duress alarm systems. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a more conservative growth rate which parallels the growth of crime rates in the region. This potential savings represents approximately 46 future staff positions through the year 2026. In today's dollars (without escalation), this translates to \$31.2 million



in staffing costs (salaries & burdens) and \$8.3 million in facility expansion for a total of \$39.5 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

**NOTE:**

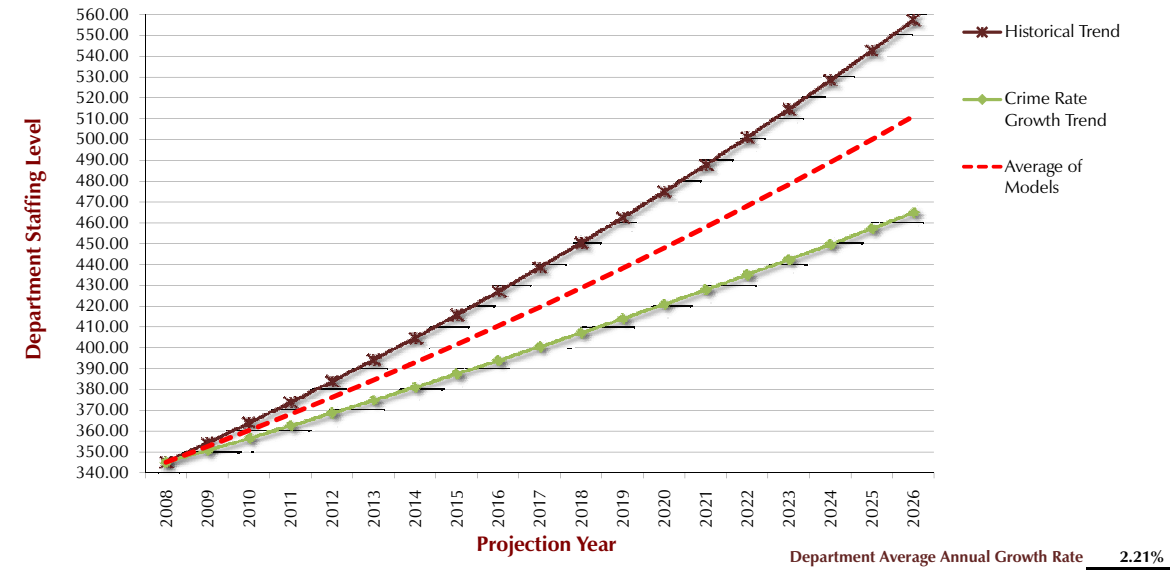
As detention Space Planning is not based upon the application of space standards but rather detention population and State/Federal Mandate, Detention Facilities and Associate Probation Department staff are excluded from the estimated department space needs. However, detention staff levels are included in staffing projections.

**STAFFING PROJECTIONS FOR NON-DETENTION FACILITY STAFF**

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	170.00	174.59	179.30	184.15	189.12	194.22	199.47	204.85	210.38	216.06	221.90	227.89	234.04	240.36	246.85	253.52	260.36	267.39	274.61
<b>Crime Rate Growth Trend (From CA Dept of Justice)</b>	170.00	172.84	175.73	178.66	181.64	184.68	187.76	190.90	194.08	197.33	200.62	203.97	207.38	210.84	214.36	217.94	221.58	225.28	229.04
<b>Average of Models</b>	170.00	173.71	177.51	181.40	185.38	189.45	193.61	197.87	202.23	206.70	211.26	215.93	220.71	225.60	230.61	235.73	240.97	246.34	251.83

Figure 3.2.11-5 - Non-Detention Staffing Projections

Note: The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **33,706 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	345.00	354.31	363.88	373.71	383.80	394.16	404.80	415.73	426.96	438.48	450.32	462.48	474.97	487.79	500.96	514.49	528.38	542.65	557.30
<b>Crime Rate Growth Trend (From CA Dept of Justice)</b>	345.00	350.76	356.62	362.57	368.63	374.79	381.04	387.41	393.88	400.46	407.14	413.94	420.86	427.88	435.03	442.29	449.68	457.19	464.83
<b>Average of Models</b>	345.00	352.54	360.25	368.14	376.21	384.47	392.92	401.57	410.42	419.47	428.73	438.21	447.91	457.84	468.00	478.39	489.03	499.92	511.06

Figure 3.2.11-3 - Probation Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b><u>23,309 SF - 27,946 SF</u></b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b><u>24,241 SF - 29,064 SF</u></b>
Department Total Rentable Square Feet	<b><u>47,550 SF - 57,010 SF</u></b>

Table 3.2.11-4 - Estimated Department Space Needs



## 3.2.12 PUBLIC DEFENDER

### 3.2.12.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Public Defender Department. Development of this department’s functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Public Defender Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Michael Sheltzer – Public Defender
- Lisa Bertolino – Assistant Public Defender
- Ben Smukler – Supervising Attorney
- Rosemarie Lara – Legal Secretary
- Kathleen Walker – Services Analyst

### 3.2.12.1 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.

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.

The Public Defender Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

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

Public Defender staff is also organized into a number of divisional units as follows:

- |                     |                       |
|---------------------|-----------------------|
| • Administration    | • Adult Division      |
| • Office Support    | • Chief Investigation |
| • Juvenile Division |                       |

General Public/Users include:

- |                         |   |
|-------------------------|---|
| • Clients               | • Probation Personnel                     |
| • Family Members        | • Witnesses                               |
| • Court Personnel       | • Other Related Experts/<br>Professionals |
| • Law Enforcement       |   |
| • Prosecution Personnel |   |

### 3.2.12.2 Spatial, Functional, and Technological Needs

Eighty-seven (87) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Public Defender Department.

#### Spatial Organization Needs

The Public Defender Department’s primary spatial organization needs are:

- Larger storage rooms that are situated within close proximity to office functions
- Accessibility to multiple interview rooms, as the few currently available are insufficient for department needs

The Department’s Functional Programming Committees also identified the need for:

- A larger break room
- Secured restrooms available only to department staff

#### Functional Organization Needs

Primary functional organization needs are:

- Upgrading currently insufficiently secured offices to fixed-wall, private offices

The Department’s Functional Programming Committees also identified the need for:

- Greater availability to general meeting spaces

The department needs staffed offices in Dinuba, Porterville, and Tulare courthouses

#### Technological Advancement Needs

The Public Defender Department, regarding technological advancement, primarily needs:

- The ability for Investigators, Interviewers, and Paralegals to communicate electronically and access data wirelessly while in the field
- Improved efficiency of current computer hardware/software systems



The department's Functional Programming Committee also identified the need for:

- Electronic discovery capabilities
- OCR/Scanning capabilities
- Digitization of hard-copy format documents for minimized storage
- Voice-recognition software for data entry

### 3.2.12.3 Functional Optimization Network Diagram (FOND)

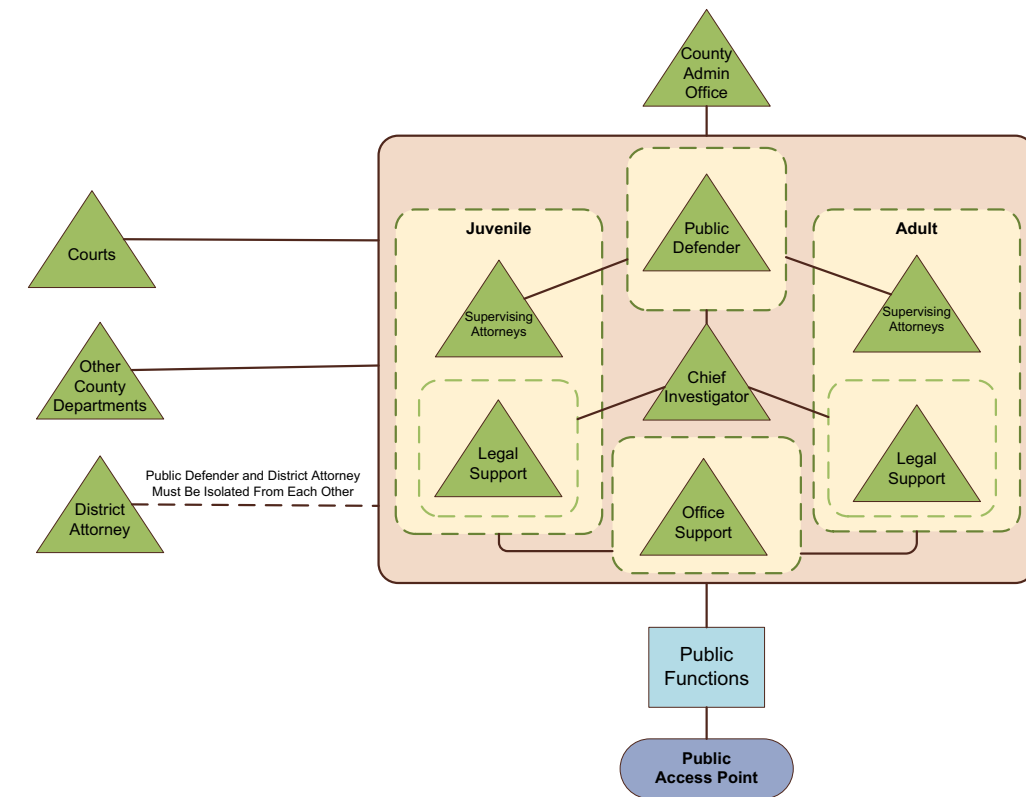
Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Public Defender Department's internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the departments' functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.12.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions. Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A12-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.12-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Public Defender Department.

### 3.2.12.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Public Defender Department Functional Program Documentation can be found in [Section A12 of Appendix A](#).



**Figure 3.2.12-1 Summary Functional Diagram**  
(See Section A12 of Appendix A for detailed functional diagrams)



3.2.12.6

**Functional Solutions**

Developed from Data Collection Survey information and enhanced by the Department's Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Public Defender Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

**Spatial Organization**

- 1** The need for larger storage rooms that are situated within close proximity to office functions is accounted for with designated File Storage areas located throughout the department.
- 2** Accessibility to multiple interview rooms is accounted for with the availability of designated Interview Room(s) in both the "Shared Function" (internal) area and located with a secure connection to the public Reception (external).

**Functional Organization**

- 3** Upgrading currently insufficiently secured offices to fixed-wall, private offices is accounted for with the "Fixed-wall Private Office" designation as shown on the diagram. This designation encompasses the entire office, implying that all offices should be upgraded to fixed-wall, private offices unless designated otherwise.

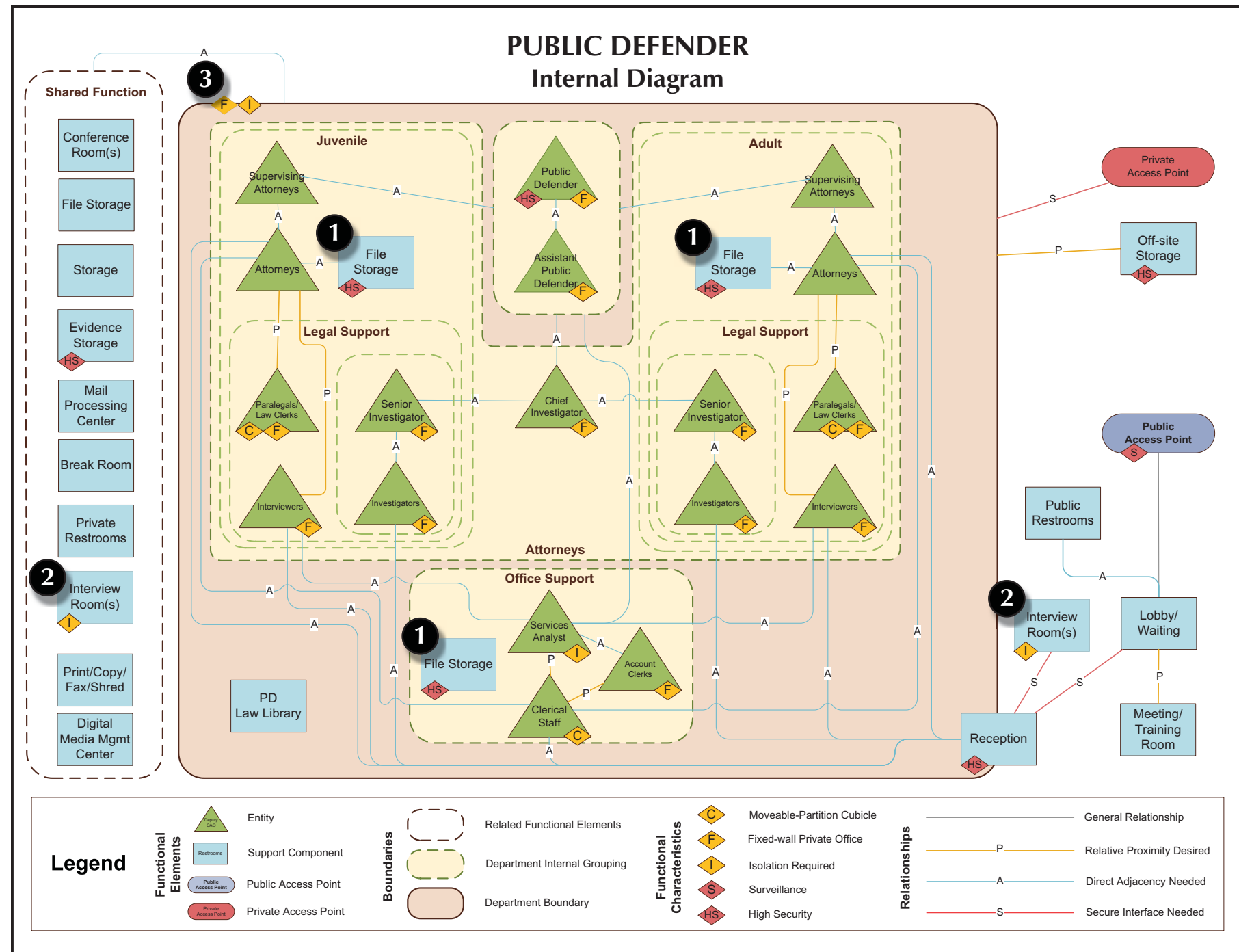


Figure 3.2.12-2 - Final Functional Optimization Network Diagram



### 3.2.12.7 Space Needs

As part of this scope, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the Public Defender department for the current planning horizon (year 2026).

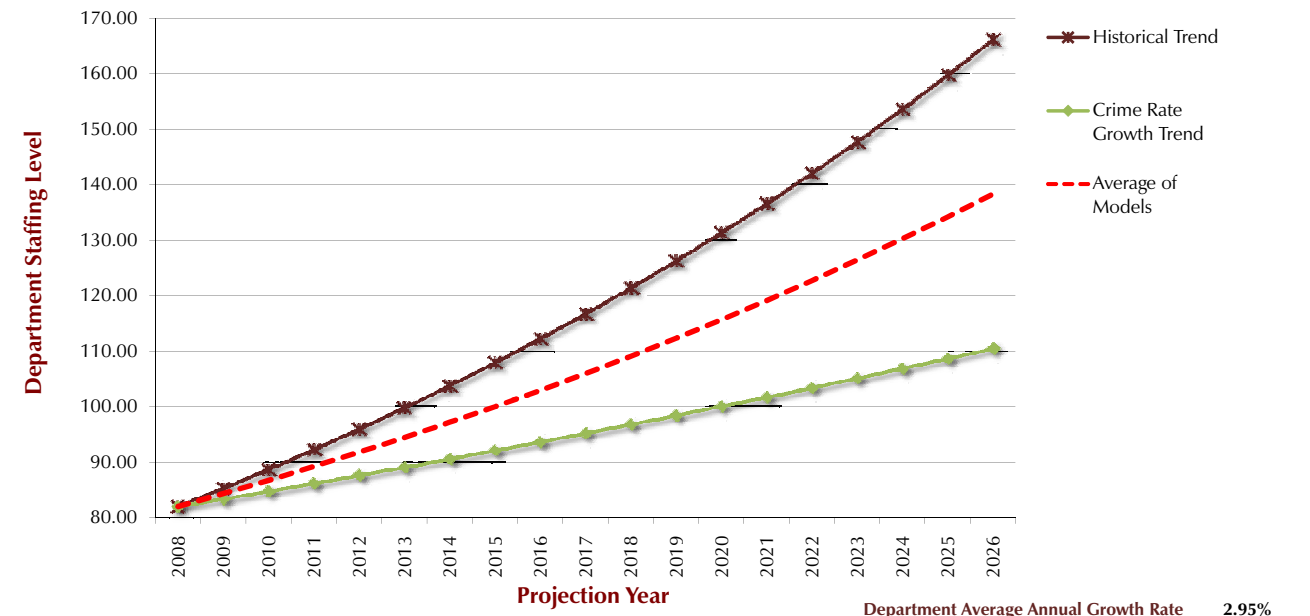
Based upon these growth factors, staffing projects have been estimated [See **Figure 3.2.12-3**]. The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.12-4**. Further detail regarding these space need projections can be found on **Page A12-10 of Appendix A**.

### 3.2.12.8 Conclusion

The Public Defender department is currently in need additional storage space, accessibility to multiple interview rooms (current availability is insufficient), additional break room area appropriate to recent and future growth, greater availability of meeting spaces, and upgrading currently insufficient legal staff workspaces to fixed-wall, private offices to ensure an acceptable level of security and confidentiality where appropriate.

Technological solutions needed to resolve these issues include the implementation of wireless communication solutions for field staff, improved efficiency of computer hardware/software systems, electronic discovery, OCR/Scanning capabilities, digitization of hard-copy documents to electronic formats, and voice-recognition access control systems. In all, by consolidating services where appropriate and implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a more conservative growth rate which parallels the growth of crime rates in the region. This potential savings represents approximately 28 future staff positions through the year 2026. In today’s dollars (without escalation), this translates to \$18.1 million in staffing costs (salaries & burdens) and \$5 million in facility expansion for a total of \$23.1 million of future potential expenditures avoided by optimizing department function and controlling growth at efficient levels.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **20,011 GSF**  
The calculations of department space provided in this report (both current and needed) do not included space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Historical Trend</b>	82.00	85.28	88.69	92.24	95.93	99.77	103.76	107.91	112.22	116.71	121.38	126.24	131.28	136.54	142.00	147.68	153.58	159.73	166.12
<b>Crime Rate Growth Trend (From CA Dept of Justice)</b>	82.00	83.37	84.76	86.18	87.62	89.08	90.57	92.08	93.62	95.18	96.77	98.39	100.03	101.70	103.40	105.13	106.88	108.67	110.48
<b>Average of Models</b>	82.00	84.32	86.73	89.21	91.77	94.42	97.16	99.99	102.92	105.95	109.08	112.31	115.66	119.12	122.70	126.40	130.23	134.20	138.30

Figure 3.2.12-3 - Public Defender Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>14,474 SF - 21,764 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>12,448 SF - 18,717 SF</b>
Department Total Rentable Square Feet	<b>26,922 SF - 40,481 SF</b>

Table 3.2.12-4 - Estimated Department Space Needs



### 3.2.13 LAW LIBRARY

#### 3.2.13.0 Introduction

This section provides a summary of the organizational functional program of the County of Tulare, as it pertains to the Law Library Department. Development of this department’s functional program was initiated through an initial strategy meeting held on May 1, 2008 between representatives of the County Administrative Office, Vanir CM (the County’s Functional Program Consultant), and the Law Library Department’s Functional Programming Committee. The Functional Programming Committee consists of:

- Mike Sheltzer – Member, Board of Law Library Trustees
- Anne Bernardo – Law Library Director

#### 3.2.13.1 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 Law Library Department’s occupants and users include department staff, County departments, non-County agencies, and members of the general public. Department staff includes:

- Law Library Director
- Research Assistants

General Public/Users include:

- Judges
- Attorneys
- Paralegals
- Law Clerks
- Students
- Non-attorneys representing self
- County employees
- General Public

#### 3.2.13.2 Spatial, Functional, and Technological Needs

Five (5) total surveys were completed electronically in three sequential sets: general staff, senior management, and department heads. Survey responses were compiled in a database and information was summarized in a survey analysis and further refined within a functional program workshop. The purpose of these inclusive surveys was to engage the entire department—from the bottom-up—in providing feedback related to the spatial, functional, and technological needs of the Law Library Department.

##### Spatial Organization Needs

The Law Library Department’s primary spatial organization needs are:

- Larger conference rooms
- More storage room (coat closet and smaller conference room currently used for storage)

The Department’s Functional Programming Committees also identified the need for:

- Larger, quieter study areas
- A training room

##### Functional Organization Needs

Primary functional organization needs are related to:

- Surveillance system for public computer workstations and entry/exit doors

The Department’s Functional Programming Committees also identified the need for:

- Greater availability of meeting spaces

This department also requires collocation and/or adjacency with multiple agencies/departments. They are currently, and should remain located with:

- Superior courthouse

The department also needs collocation with:

- Public libraries
- Community colleges
- Community legal aid programs
- All other justice departments

##### Technological Advancement Needs

The Law Library Department’s primary technological needs are related to

- Wi-fi connectivity
- Video-conferencing capabilities



The department's Functional Programming Committee also identified the need for:

- Implementation of technology in conference rooms
- Expanded webpage

### 3.2.13.3 Functional Optimization Network Diagram (FOND)

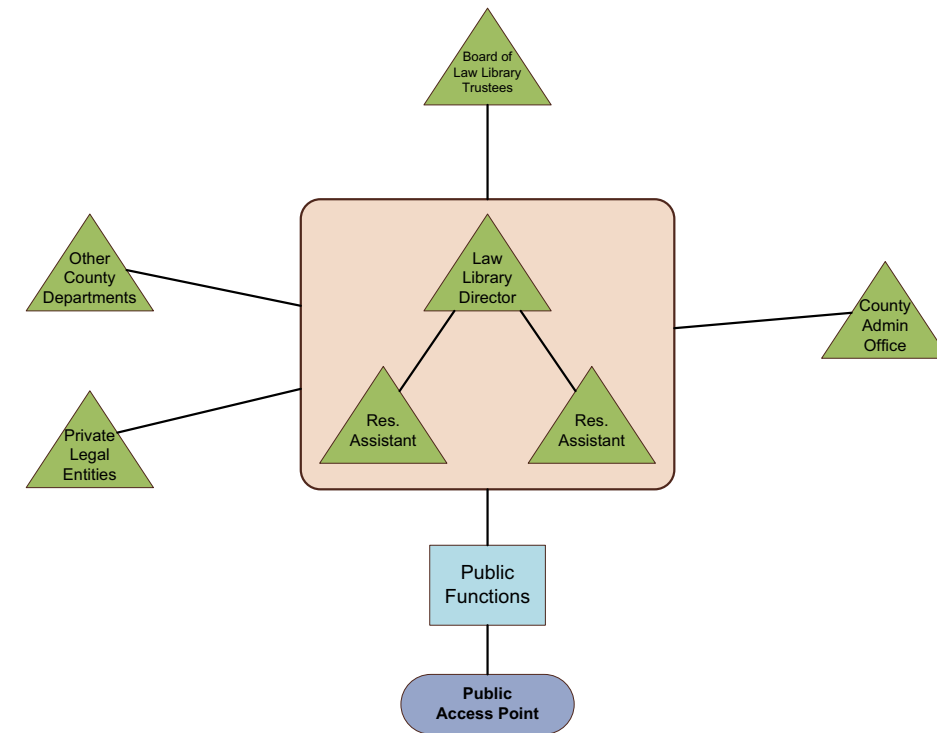
Using the information gathered in the surveys, a functional diagram, termed "Functional Optimization Network Diagram (FOND)," was developed in order to express the above needs in a way that could synthesize the Law Library Department's internal functions as well as its external relationships to other County and non-County agencies. This diagram is a means of optimizing the departments' functions while taking into account its intra-, inter-, and extra-departmental relationships, and how technological advancements will inform these improvements.

### 3.2.13.4 Functional Programming Workshop

As a means of clarifying the Functional Optimization Network Diagram and the survey information from which it was developed, a Functional Programming Workshop was held with the Department Functional Programming Committee to review the diagram and make any necessary corrections or additions. Following the Functional Programming Workshop, the Functional Optimization Network Diagram was revised to reflect any necessary changes, and was a springboard for developing a comprehensive Department Functional Program Documents (See [Appendix A – Page A13-8](#) for the detailed Functional Optimization Network Diagram). **Figure 3.2.13-1** provides a summary functional diagram identifying the primary elements and relationships that comprise the Law Library Department.

### 3.2.13.5 Department Functional Program Documentation

The Department Functional Program Documentation expresses verbally what the Functional Optimization Network Diagram expresses visually. By gathering information from initial department descriptions, data collection surveys, and functional programming workshops, it was possible to present a cohesive view of the needs expressed by the Department Functional Programming Committee. The Law Library Department Functional Program Documentation can be found in [Section A13 of Appendix A](#).



**Figure 3.2.13-1 Summary Functional Diagram**  
(See Section A13 of Appendix A for detailed functional diagrams)



3.2.13.6 Functional Solutions

Developed from Data Collection Survey information and enhanced by the Department’s Functional Programming Committee and Functional Programming Workshop, this final Functional Network Optimization Diagram illustrates the ideal functional organization for the Law Library Department, including solutions to the spatial and functional needs expressed by the Committee. Specifically, solutions to the primary issues are as follows:

Spatial Organization

- 1 The need for larger conference rooms is accounted for with designated Conference Room(s) located in the Law Library’s “Support Function” area.
- 2 Adequate storage room to consolidate the current coat closet and smaller conference room storage usage is accounted for with a designated, highly secured, Storage Room in the “Support Function” area.

Functional Organization

- 3 The need for a video-surveillance system to monitor public usage in the Computer Lab is accounted for with the “Surveillance” designation as shown on the diagram in the “Public Functions” area.

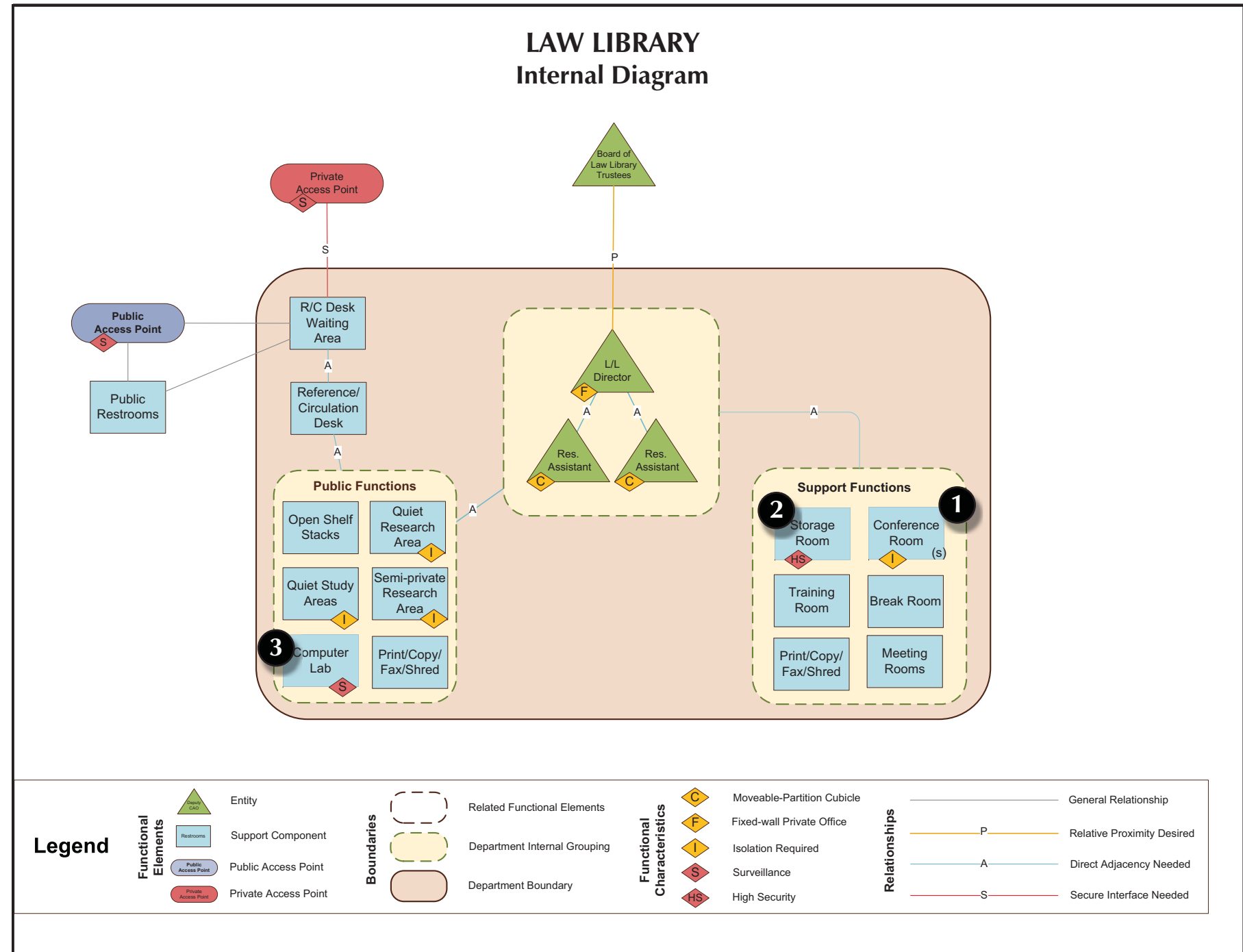


Figure 3.2.13-2 - Final Functional Optimization Network Diagram



### 3.2.13.7 Space Needs

As part of this scope, space needs were analyzed to provide a solid foundation for future planning efforts within Tulare County. The functional programming process covered in other sections of this report addresses each organization’s functional requirements, independent of space. Alternatively, the space needs assessment incorporates growth factors discovered and validated by the functional programming committee in order to estimate the space needs of the Law Library department for the current planning horizon (year 2026).

Based upon these growth factors, staffing projects have been estimated [See **Figure 3.2.13-3**]. The range of projections provided have been evaluated in terms of assignable space (spaces and circulation occupied by personnel) and ancillary space (spaces and circulation which support day-to-day operation). At this stage of programming, assignable space is calculated as the summation of all staff positions in terms of the County Space Standard allocated to each position. Assignable space is calculated by applying the current estimated ratio of total staff to ancillary space to the 2026 staffing projections. The summation of assignable and ancillary space (department total rentable square footage) is presented in **Table 3.2.13-4**. Further detail regarding these space need projections can be found on **Page A13-10 of Appendix A**.

### 3.2.13.8 Conclusion

The Law Library is currently in need of additional space to appropriately respond to recent and future growth needs. Specifically, a larger conference room, additional storage space, larger quiet study areas, and a training room are needed. Surveillance for public computer workstations and entry/exit doors is also needed.

Technological solutions needed to resolve these issues include the implementation of Wi-Fi connectivity, video-conferencing capabilities, better technology solutions related to conference room(s), and an expanded department website. By implementing a higher use of technology, this department could control growth, at a minimum, to a rate that represents the average between continuing historical growth vs. a more conservative growth rate which parallels countywide population growth trends.

**Note:** The quantity of area occupied by this department, within existing owned and leased facilities, as compared to the estimate of department space needs is: **2,970 GSF**  
The calculations of department space provided in this report (both current and needed) do not include space allocated to offsite storage. Offsite storage needs are determined by storage requirements, not staffing levels and are not evaluated within the scope of this study.

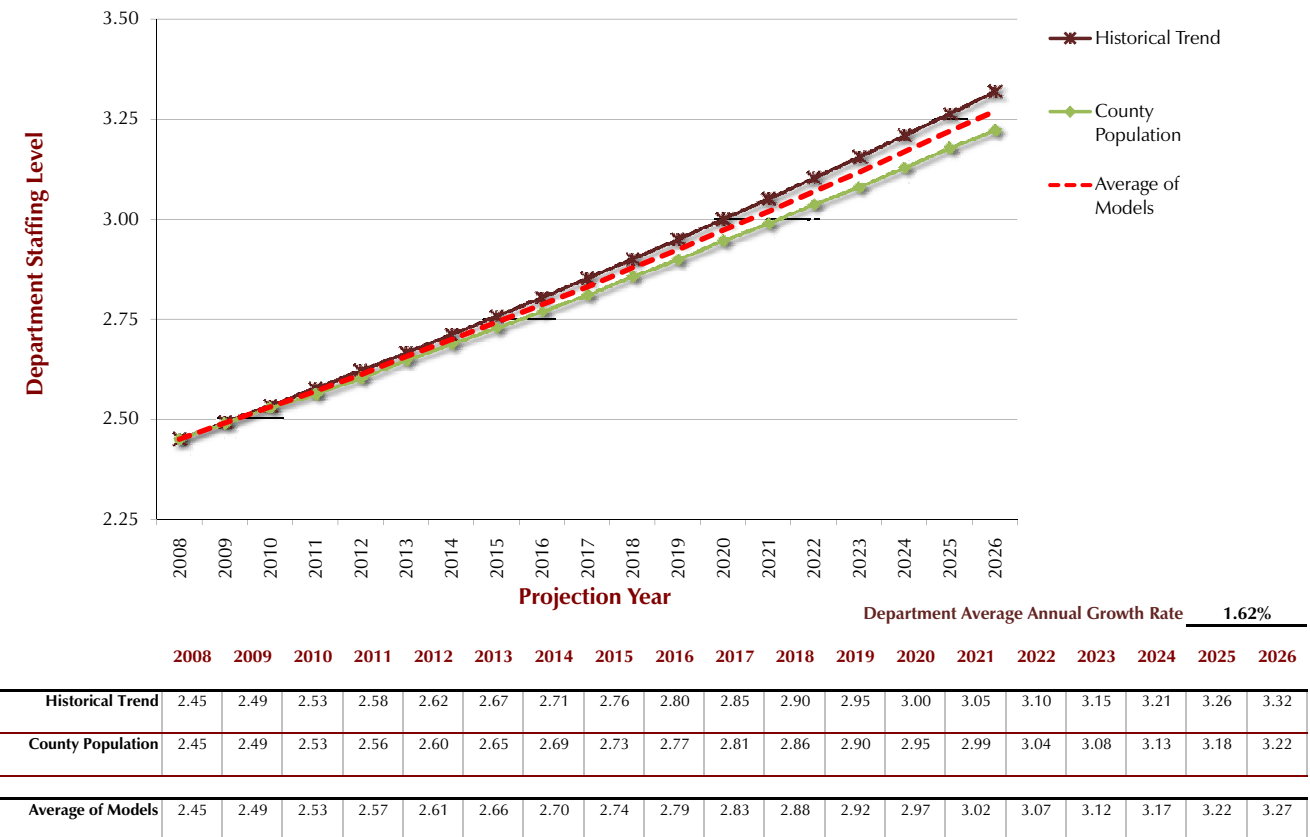


Figure 3.2.13-3 - Law Library Staffing Projections

Assignable Usable Square Feet (i.e. Staff Offices & Circulation)	<b>494 SF - 509 SF</b>
Ancillary Usable Square Feet (i.e. Support Spaces & Circulation)	<b>3,414 SF - 3,517 SF</b>
Department Total Rentable Square Feet	<b>3,908 SF - 4,026 SF</b>

Table 3.2.13-4 - Estimated Department Space Needs

