

SONOMA COUNTY REAL ESTATE & FINANCIAL VISION

Comprehensive County Facilities Plan



90' x 330'

Property of the County of Sonoma

Prepared by Gensler for the County of Sonoma

Version 2

Issued: -- November 2012

Gensler

Gensler would like to thank the following people for their contributions to this document:

Jose Obregon
Rob Kambak
Rich Van Anda
Mark Hummel
Mike Wagner
Department of General Services
The Department Leaders and Staff of Sonoma County

The Gensler Team:

Laura Crescimano
Erin Cubbison
Nambi Gardner
Devin Koba
Bill Lim
Paul Natzke
Lexi Neibart
Kevin Rosenstein
Judy Frank, Asset Strategies
Aaron Gruen, Gruen Gruen + Associates
Andrew Ratchford, Gruen Gruen + Associates
Bob Wetmore, Keyser Marston Associates
Dan Potash, DVP Associates

REAL ESTATE & FINANCIAL VISION

Sonoma County | Version 2 | November 2012

- 01 EXECUTIVE SUMMARY**
- 02 APPROACH & METHODOLOGY**
- 03 REAL ESTATE OVERVIEW**
- 04 ALIGNMENT WITH SERVICE DELIVERY VISION**
- 05 SPACE REQUIREMENTS**
- 06 CRITICAL ADJACENCIES**
- 07 EXTERNAL FACTORS**
- 08 REAL ESTATE SCENARIOS**
- 09 DEVELOPMENT OPPORTUNITIES**
- 10 FINANCIAL EVALUATION**

[this page intentionally left blank]

[this page intentionally left blank]

01

EXECUTIVE SUMMARY

CCFP Overview	8
Approach & Methodology	10
Service Delivery Vision Overview	12
Portfolio Overview: Supply	14
Portfolio Overview: Demand	22
Critical Adjacencies	30
Market Conditions	32
Real Estate Scenarios	38
Development Opportunities	46
Financial Evaluation	52

Comprehensive County Facilities Plan (“CCFP”)

Overview

The Comprehensive County Facilities Plan (“CCFP”) is part of the County’s overall Strategic Plan adopted in 2007. The goal of the CCFP is to “plan, procure, operate, maintain, and manage Sonoma County’s facilities and real estate assets at their highest and best use, such that they provide the best value for the County.”

This goal was reconfirmed by the *2010 Vision Statement and Strategic Plan Update*, aligning with the “Invest in the Future” strategic focus area.

The CCFP provides a road map for strategic use of facilities and real estate. This Real Estate and Financial Vision is one of several documents which comprise the CCFP. Other documents include the Service Delivery Vision, Veteran’s Hall Report, and the Implementation Guide.

In terms of the CCFP, “highest and best use” has been broadened beyond property values to include the benefit or value that a particular real property can bring to the County in terms of increased service delivery effectiveness.

Because of this particular focus, the CCFP is primarily driven by the County’s need and desire to provide high quality, cost effective services to the public and between intra-government departments. The *Service Delivery Vision* document provides a framework for reviewing and evaluating service delivery at all levels. It includes recommendations on how services can be delivered more effectively in the future. These recommendations cover a wide terrain with strategies that involve organizational policy, technology, financing, transportation, sustainability, siting, and space type.

In this, the Real Estate and Financial Vision, recommendations from the *Service Delivery Vision* guide the development of ideal adjacency models and space needs. These ‘demand models’ were synthesized together with an assessment of the County’s portfolio, market conditions, and best practices to generate a recommended real estate scenario.

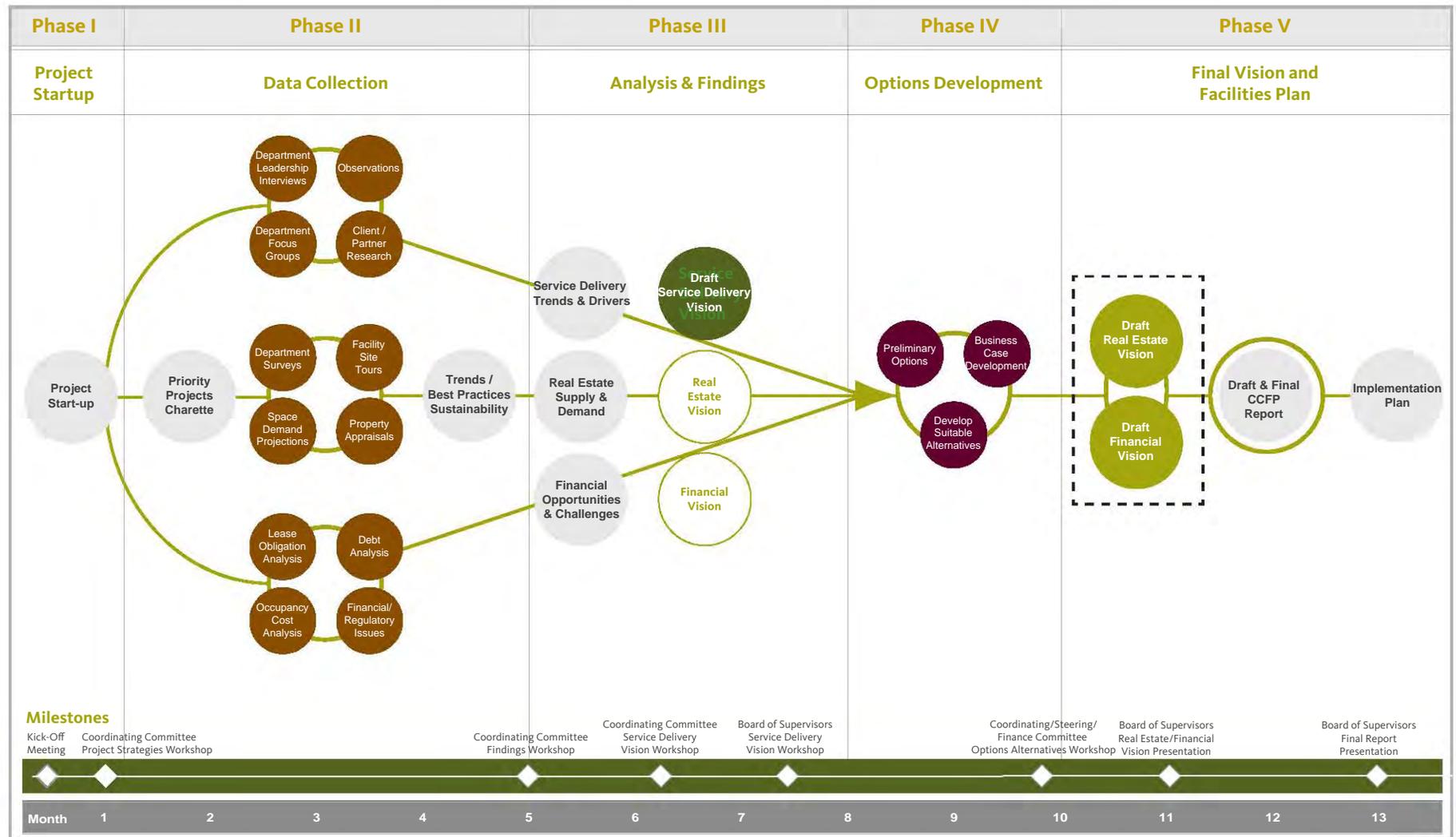
In addition, the Real Estate and Financial Vision looks at portions of the County’s portfolio that are underutilized and could be used to generate revenue. This approach, i.e. interrelating service delivery goals, financial considerations, and real estate opportunities, provides the County with a strategic roadmap founded on clear and relevant principles. And, the framework allows flexibility under a variety of different economic and political futures.

Approach & Methodology

Based upon the goals from the Project Charter, Gensler outlined a work process to understand County services, recommend improvements to service delivery, distill implications related to real estate, and develop a vision for the County's real estate and facilities. The Real Estate Vision focused on three major categories:

1. Central government campus
2. Decentralized locations
3. Developable properties

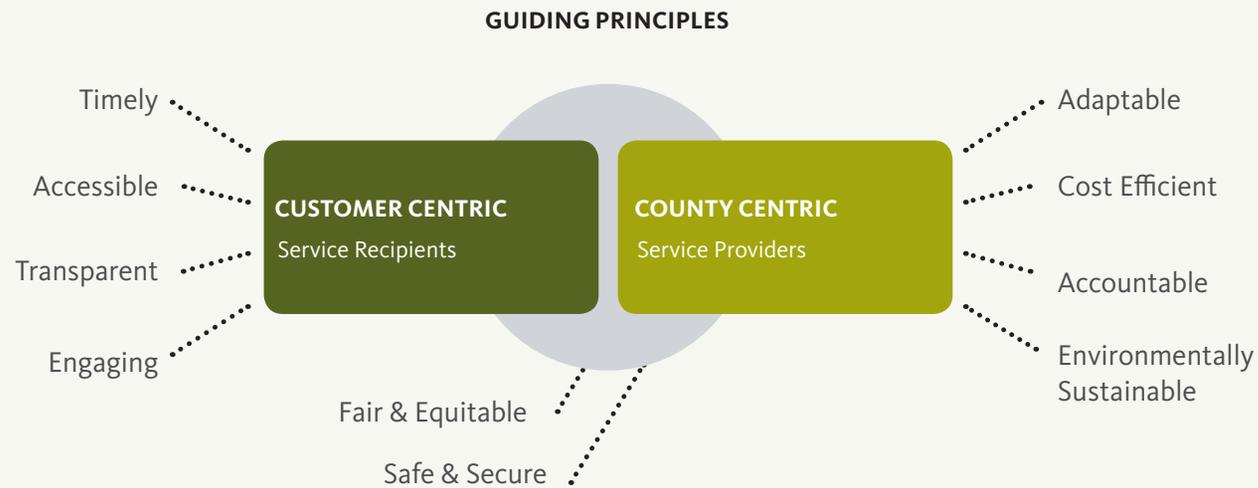
Comprehensive Country Facility Plan (CCFP) project process



Service Delivery Vision Overview

The *Guiding Principles* offer the essential aspirations and imperatives for service delivery in the County. The Goals and Strategies offer a means to fulfill the mission of the Guiding Principles.

The idea of recognizing the perspectives between service recipients and service providers is critical to understanding the specific components of the CCFP.



Service Delivery Vision: Goals and Strategies

1. Clearly communicate the County's mission through people, space, and technology

- Community place-making
- Environmental design and campus wayfinding
- Information design standards

5. Support 'Mobile' staff at a County-wide level

- Connectivity in the field
- Drop-in offices

2. Streamline and integrate operations, administration, and planning

- Centralized administration
- Internal support 'service centers'
- Electronic records and case management
- On-going comprehensive planning

6. Leverage resources (equipment, technology, and space) for County-wide benefit

- Centralized meeting and training center(s)
- Leveraged mail processing and courier services
- Shared warehousing
- Centralized food services/kitchens

3. Create a welcoming, enriching experience for all customers without compromising safety and security

- 'Level-of-risk' design standards
- Encourage and reward professionalism
- Transit-oriented service delivery
- Bilingual resource teams

7. Reduce the environmental impact of service delivery and celebrate the savings

- 'Green' data management and wireless technology
- Building performance auditing & reporting
- Transportation metrics monitoring
- Sustainable operations performance guidelines
- Sustainable purchasing guidelines

4. Maximize customer convenience through services bundling and virtual delivery channels

- Bundled services
- Virtual status checks
- Alternative delivery channels
- Localized service delivery

8. Seek revenue-generating/cost-reducing opportunities and partnerships to enhance core service delivery

- Upstream investment
- Broadened fee-based services
- Regional, fee-based training centers
- Mixed-use development

Portfolio Overview (Supply)

The Sonoma County real estate portfolio is large and diverse, with approximately 2 million square feet of owned and leased facilities across 170 individual structures in or around the populated areas of the County. The vast majority of County facilities are located within Santa Rosa.

Supply

The CCFP focused on 55 unique locations.

28 Owned Facilities

497,500 sq. ft.

1,734 headcount



27 Leased Facilities

342,000 sq. ft.

1,093 headcount

55 CCFP Facilities

839,500 total sq. ft.

2,827 total seats

The scope of the Comprehensive County Facilities Plan (CCFP) included a large portion of the County's owned and leased portfolio, focusing on 55 unique locations and individual facilities ranging in size from the 3,500 SF Mental Health facility on Professional Drive to the 61,000 SF Sheriff's building at the County Administration Center. The Probation Department's portion of the 188,000 SF Hall of Justice was also included. Cumulatively, the facilities included in the CCFP total approximately 839,500 SF and house 2,827 staff, approximately 75% of the total budgeted County workforce.

The facilities included in the CCFP contain office and service-related functions, as well as certain specialty facilities (Road Yards, Veterans Halls, and Animal Care & Control). Excluded from the CCFP were non-governmental departments and custodial facilities (Valley of the Moon, Adult Detention, Juvenile Detention).

INCLUDED IN CCFP

- **Priority Land Properties**
Underutilized land owned by the County that is eligible for disposal, lease or redevelopment.
- **Specialty Facilities**
Veterans Halls, Road yards, Animal Care & Control
- **Office & Service Related Facilities**
Building space to house general staff activities, not including custodial, equipment or storage-based facilities

EXCLUDED FROM CCFP

- **Non-Governmental Departments**
- **Custodial**
Includes Valley of the Moon, Adult Detention, Juvenile Detention

Key Findings: Current Conditions

This section identifies the current conditions that form the drivers of the real estate strategies addressed by the CCFP. This analysis is based on a framework that looks at the supply and demand for space over a short and long-term horizon. The planning horizon identified for the CCFP is twenty years, a relatively long period for any planning purposes (some considerations, i.e. financing, extend further).

To ensure consistent review of this document, we have included definitions of different square footage categories (see page 69). These are referenced through the report.

Space Utilization

Space utilization is expressed as the amount of rentable square feet per person within typical office space.

- The County does not have an up-to-date space planning metric for office space.
- The current average for office and service space is 302 rentable square feet per person. The 302 SF/PP average excludes specialty spaces and facilities, such as large training rooms, storage, and server rooms.
- This average RSF/person is higher than current best practices and varies by department and facility.

RSF/PERSON



Average by Department (2010)

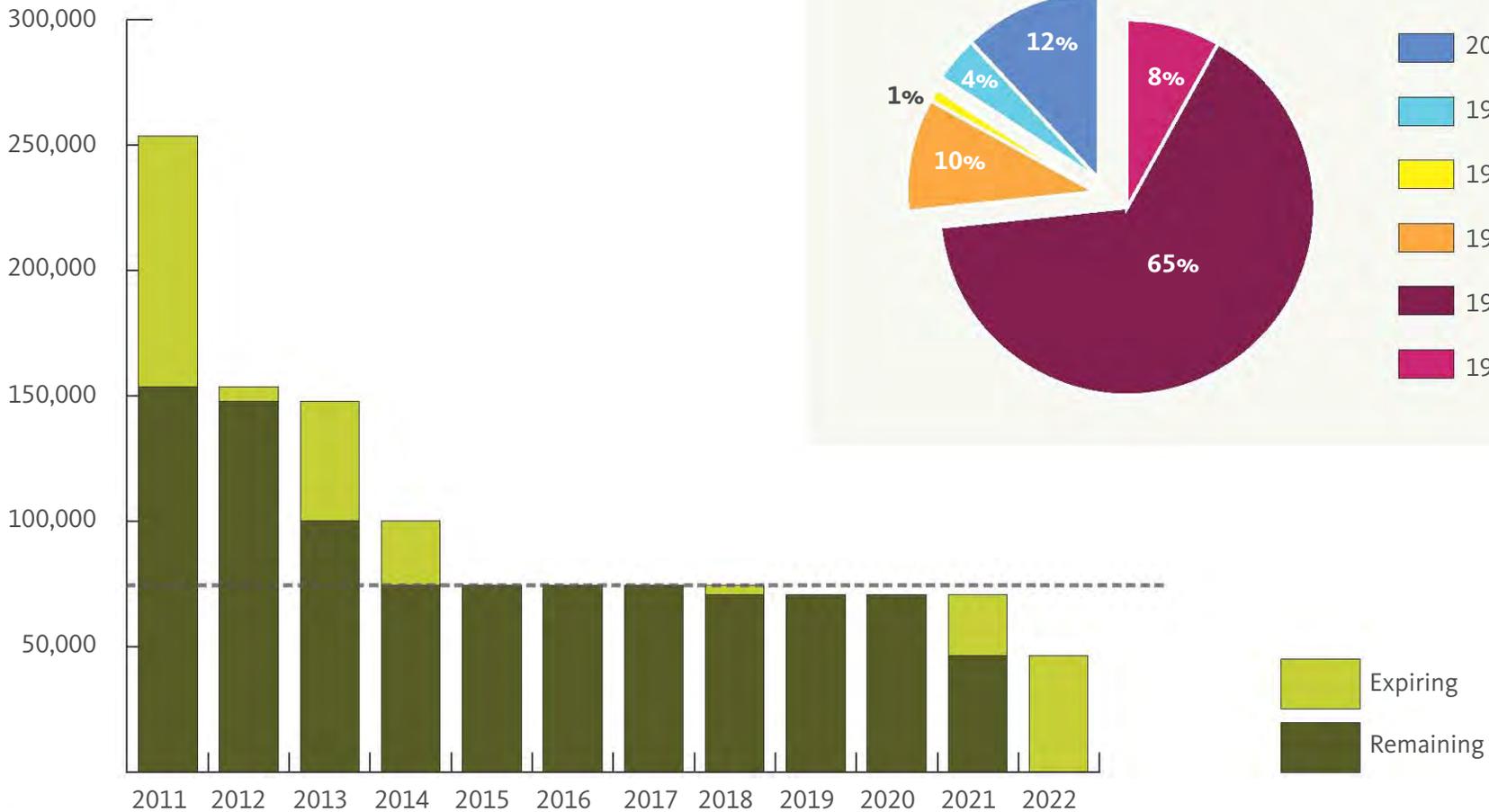


Average RANGE by Department (2010)

Current County Real Estate Snapshot

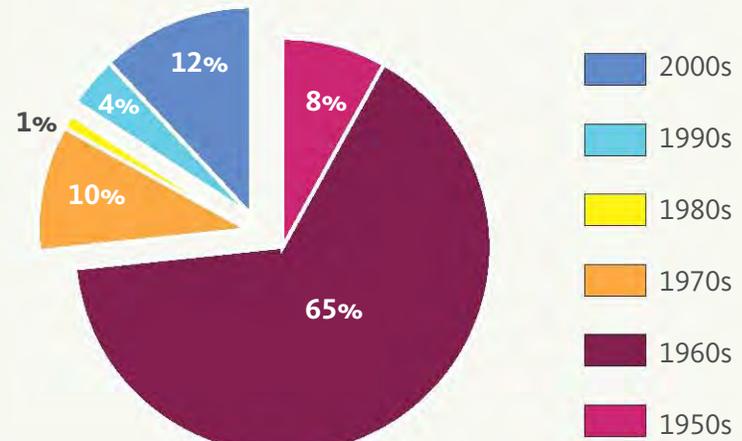
LEASE EXPIRATIONS

Almost 1/2 of the leased portfolio is on a month-to-month basis.



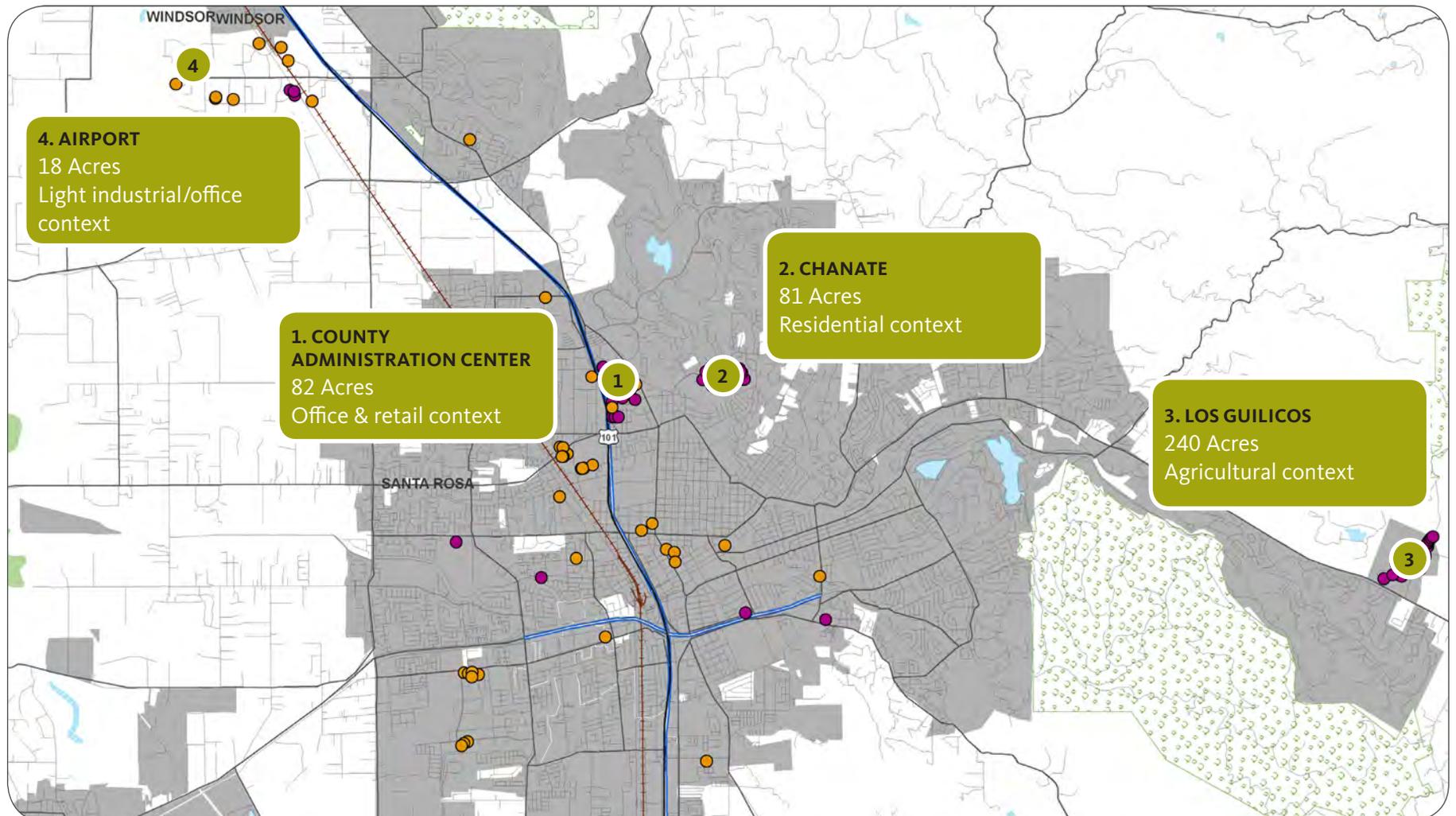
CAC BUILDING AGE

The age of almost 3/4 of the owned square footage at the County Administration Center (“CAC”) (617,644) exceeds 40 years.



Priority Land Properties

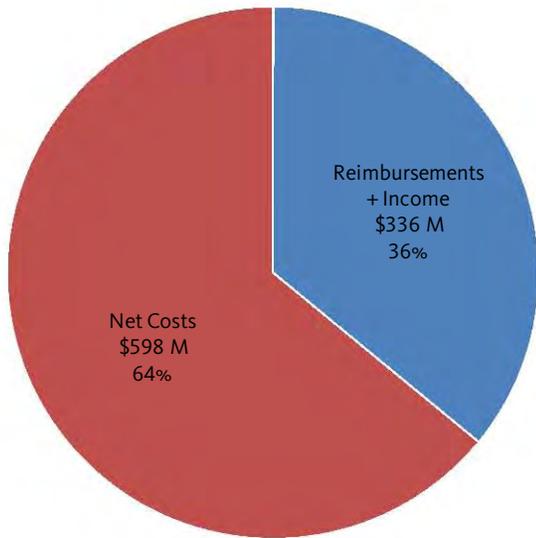
The CCFP addresses issues and opportunities at four “Priority Land Properties.” These properties include developed and under-utilized land owned by the County that could be available for disposal, lease, or redevelopment.



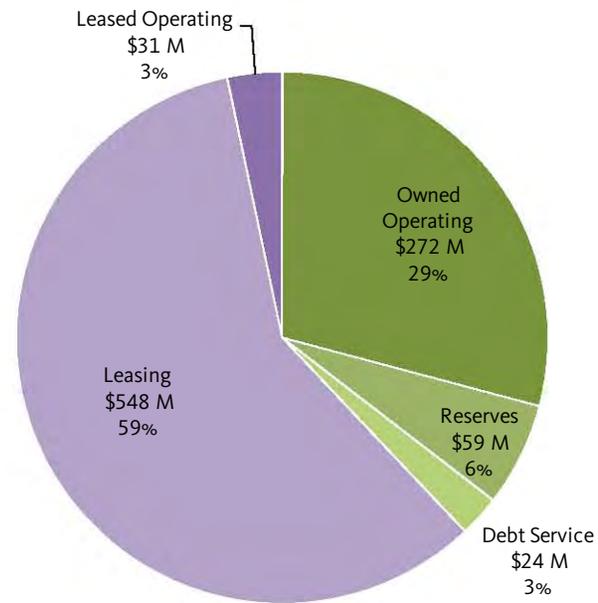
Net and Gross Occupancy Costs: 2010-2050 (Status Quo)

Occupancy costs were estimated for the County’s current portfolio assuming no new development or major renovations would occur.

- Leasing is currently the single largest category of County real estate costs (62% combined).
- 36% of total operating costs are offset by reimbursements and other income.
- Of the 36% in offsets, 34% comes from federal programs and 2% from other income sources.
- Capital reserves for owned properties are assumed to total \$1 per square foot annually.



**TOTAL OCCUPANCY COSTS: 2010-2050 (IN MILLIONS)
NET VS. REIMBURSED**



**TOTAL OCCUPANCY COSTS: 2010-2050 (IN MILLIONS)
OWNED VS. LEASED**

[this page intentionally left blank]

Portfolio Overview: Demand

The “demand” analysis of County real estate and facilities includes several key areas of investigation, including space utilization, planning metrics, headcount projections, and space projections. This portion of the Real Estate Vision primarily focuses on space for offices and related functions. Custodial, storage, parks, and infrastructural spaces are not included.

KEY STRATEGIES

The following are key strategies to enhance the quality and efficiency of County workspace.

- **Reduce** space per person through efficient design.
- **Reduce** office storage through the use of electronic communications and filing.
- **Leverage** large scale specialty spaces to reduce redundancy, such as training rooms.
- **Implement** a mobility strategy that allows the mobile employees to share a common pool of desks (shown in the recommendations as an optional overlay).

Seatcount Projections

Seatcount projections incorporated trends in overall county population growth, County employment, and self-reported headcount growth by each County department.

- In total, departments predicted 3% growth from 2010 to 2015, then another 8% growth from 2015 to 2020.
- The average annual projected growth in seat count over the 10-year period is .5%.
- Most departments cited “changes to funding” as the primary factor used to project seatcount.
- Approximately 75% of the County’s 2010-11 budgeted workforce is included in the CCFP.

Department	2010 Seatcount	2015 Seatcount	2020 Seatcount
ACTTC	107	109	112
Agriculture Commissioner	50	42	42
Board of Supervisors	16	20	23
CAO	16	17	19
Child Support Services	114	112	102
Clerk, Recorder, Assessor	113	119	127
Communit Dev. Comm.	43	47	47
County Counsel	40	44	48
Economic Development	11	11	11
Emergency Services	20	26	26
General Services	45	40	40
Health Services	463	461	461
Human Resources	59	64	70
Human Services	618	644	672
Information Systems	126	130	138
PRMD	122	130	135
Regional Parks	49	50	52
TPW	55	55	55
UC Coop. Extension	25	25	25
TOTALS	2,091	2,146	2,205

Space Projections

Using the seatcount growth trends, Department space projections were developed for the next 20 years using a consistent application of the new recommended space standards.

Based on projected seatcount growth, and the new recommended planning metric of 216 SF per person, the County will require approximately 477,853 rentable square feet of office and service space by budget year 2020. This represents a 5% total increase in seats over the 10 years.

UP TO **38%** IN
TOTAL REAL ESTATE SAVINGS
POSSIBLE WITH THE
IMPLEMENTATION OF NEW
STANDARDS.

Group	2010	2015		2020	
	Seatcount	Seatcount	RSF	Seatcount	RSF
Administration	522	543	118,265	577	125,767
Development	300	319	72,774	326	74,449
Health & Human Services	1,195	1,217	261,209	1,235	265,525
Other	75	67	12,113	67	12,113
TOTALS	2,091	2,146	464,360	2,205	477,853
TOTALS (with Mobility)	2,091	2,146	379,835	2,205	392,511

Planning Metrics

Three standards were developed to support the range of functions across County departments and divisions.

The focus is on streamlining space utilization based on the commonalities of work modes. The standards are assigned based on the work functions reported in the Service Delivery Vision.

Consultation & Transaction Staff



245 RSF/PP

All Office-Based Staff



225 RSF/PP

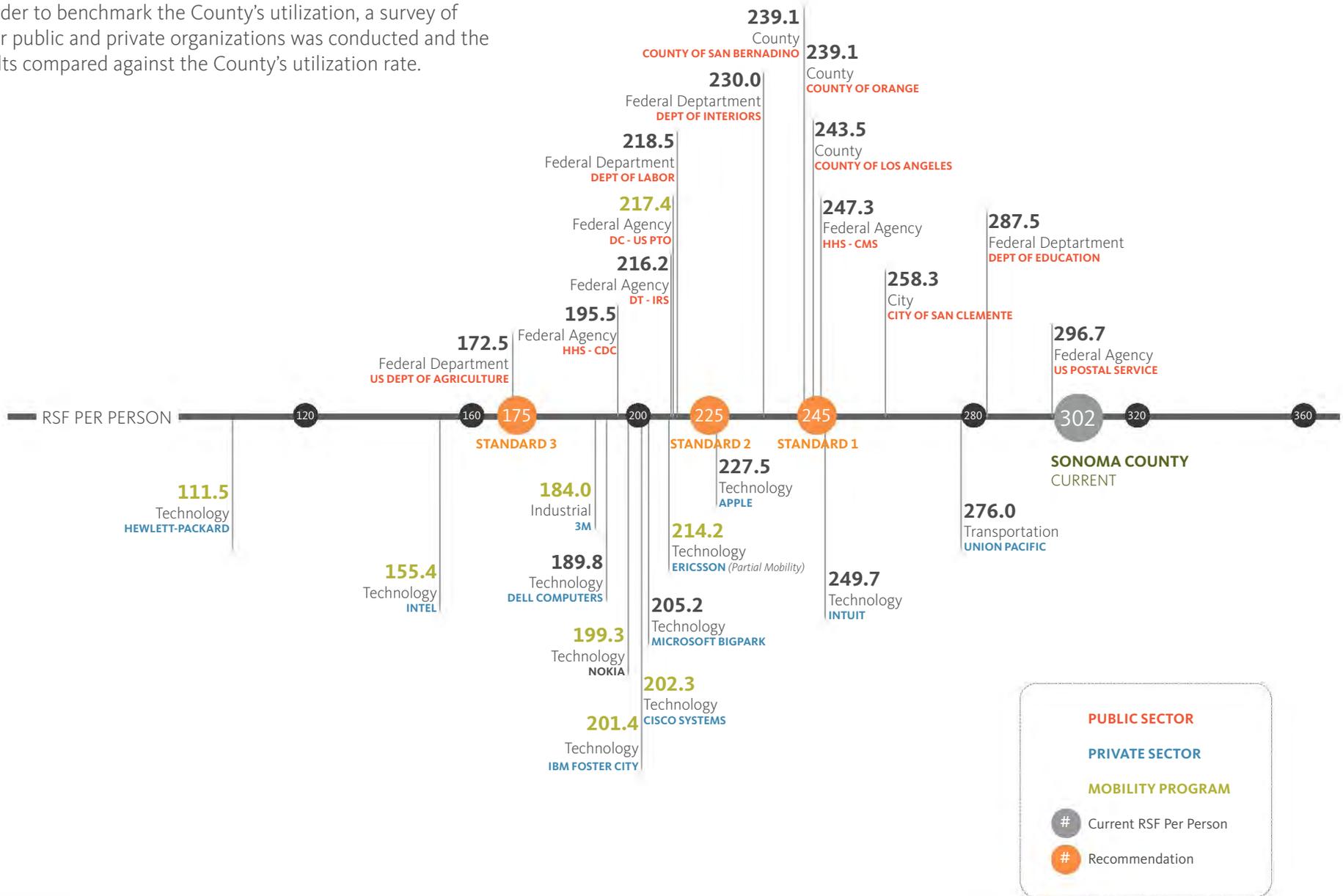
Investigatory, Field Workers, Inspectors



175 RSF/PP

Space Allocation Benchmarking

In order to benchmark the County's utilization, a survey of other public and private organizations was conducted and the results compared against the County's utilization rate.



Workforce Mobility

A mobile workplace offers variety and choice in how, when and where work is accomplished. Individuals have the ability to work freely both within and outside the office walls.

A significant number of traditionally office-based workers no longer need to be desk-bound.

Through a mobility program, Sonoma County has the opportunity to realize significant savings in real estate costs, reduce greenhouse gas emissions, and increase employee attraction and retention.



Final Gross-Up Factor

Gross square footages are identified in order to more accurately determine development costs.

For development planning purposes, the rentable square footage (RSF) was converted to gross square footage (GSF) using a conservative 15% markup. The actual relationship between rentable and gross will vary depending on the size and efficiency of specific building and floor plan types.



Demand Summary

With more efficient space utilization, Sonoma County requires between 24% and 38% less office space than it has now to accommodate 5% more staff.

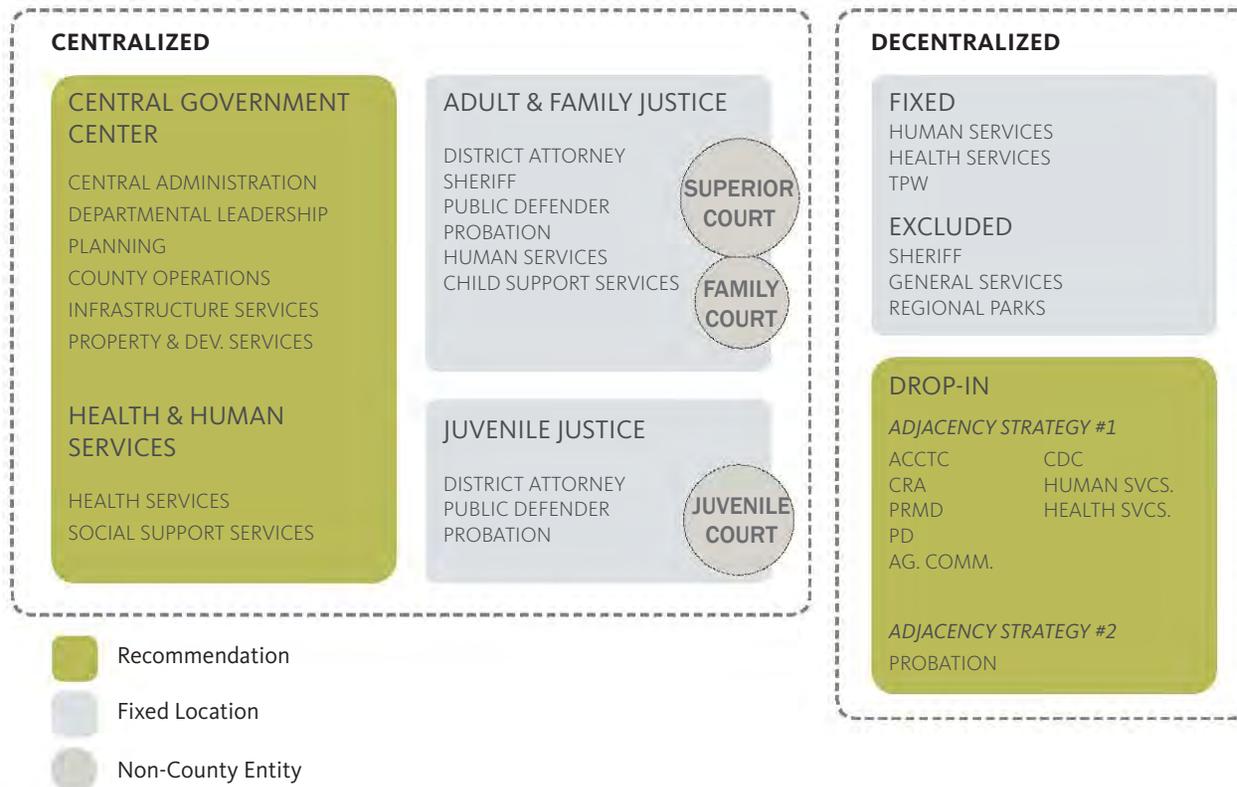
	Standard	With Mobility	Unit
Existing	302	302	SF/person
Proposed	216	180	SF/person
Potential Savings	86	122	SF/person
Current SF	631,919	631,919	RSF
Projected SF by 2020	477,853	392,511	RSF
SF Decrease	(154,066)	(239,408)	RSF
% Decrease	-24%	-38%	
Existing Seatcount	2,091	2,091	Seats
Projected Seatcount by 2020	2,205	2,205	Seats
Seatcount Growth	114	114	Seats
% Increase	5%	5%	

Critical Adjacencies

Since department location is such a critical part of service delivery effectiveness, an in-depth analysis was completed to develop the critical demand-side building blocks of the real estate plan. The building blocks were created based upon a thorough understanding of the services provided by each department and division.

Selected Adjacency Scenario

The Selected Adjacency Scenario is comprised of three major components. The first is the centralization of all County administrative functions with the Health and Social Service functions into a single consolidated campus. The departments within the Central Government Center should be grouped together to maximize organizational efficiencies. The divisions under Health & Human Services should be consolidated on-site to create a single customer service destination for county residents. The second component co-locates all justice functions with their respective court and detention facilities. The last component consists of the decentralized facilities that should be located per their key adjacency strategies.



PARAMETERS AND DEFINITIONS

CENTRAL GOVERNMENT CENTER

- Composed of two distinct centers within the single campus
- Utilize owned property if feasible
- Locate near downtown
- Locate near major public transit lines

ADULT & FAMILY JUSTICE

- Must remain adjacent to the Superior Court and Family Court

JUVENILE JUSTICE

- Must remain adjacent to the Juvenile Court

DECENTRALIZED: FIXED

- Must remain at current location

DECENTRALIZED: EXCLUDED

- Not included in CCFP study

DECENTRALIZED: DROP-IN

- Adjacency Strategy #1: Locate by All-County & Vulnerable Population Demand Maps
- Adjacency Strategy #2: Co-locate with Sheriff Stations.

Market Conditions

As part of the CCFP, Gensler retained Keyser Marston to evaluate the local commercial and residential markets in terms of development opportunities for several County-owned properties. The general characterizations and specific market valuations, along with the appraisal work done by Howard Levy Appraisal Group, form the basis for the potential revenue generation opportunities identified later in this report. Complete versions of these studies are included in the Appendix.

Note that this analysis was performed in early 2010 and does not reflect any changes in the market since that time.

Office Market Conditions

The review of office market conditions was largely done in order to evaluate the current supply of office space and rents, should the County decide to use leased facilities to house staff.

- Virtually no speculative office or industrial projects are financeable today in Sonoma County.
- There is a tremendous amount of vacant office space in the general area around the CAC, and development of any new office space would not likely occur in the foreseeable future.
- The office market will continue to be highly favorable for buyers and renters.
- The average lease rate around the Downtown area ranges from \$1.65 - \$2.00 per square foot (full service gross).
- The County currently pays an average of \$1.84 per square foot (before reimbursements).



Vacant office space in Santa Rosa.

Residential Market Conditions

Residential market conditions were also analyzed because several underutilized County properties may be suitable for residential use.

- There will likely be excellent market support for introduction of mid to high end residential development at the Chanate Campus once the housing market stabilizes.
- Pricing for single family homes reached their peak in 2005, with the average price reaching \$674,388 and the median price hitting \$591,000.
- Prices for single family homes fell precipitously through 2009, with the current pricing about 60% of the 2005 peak pricing, with the average price dropping to \$414,585 and the median price to \$340,000.
- The residential areas in the vicinity of the Chanate Campus contain some of the most desirable residential neighborhoods in Santa Rosa as evidenced by price, ranging from \$575,000 to \$1,000,000.



New luxury apartment complex in downtown Santa Rosa.

Retail Market Conditions

To a much lesser extent, retail uses are also included in the financial models, as ancillary uses to the assumed residential developments.

- The CAC is well-located in respect to population in Santa Rosa (approximately 107,200 persons within 3 miles; this is nearly 2/3 of the city's population).
- The overall retail market in Santa Rosa is significantly constrained.
- There is a small-scale retail opportunity at the Chanate Campus focused on serving the shopping needs of local residents.
- The retail situation on Mendocino Avenue in the vicinity of the Administration Center is dominated by smaller scale convenience and service uses that cater predominantly to students at Santa Rosa Junior College and to a more diversified clientele related to the County Administration Center, Kaiser Hospital, and office uses north of Steele Lane.



Retail space on Mendocino Avenue, Santa Rosa

CCFP Benefits

Successful implementation of the CCFP will address long-term County facilities and space needs and bring many specific benefits to Sonoma County.

- Improve service delivery by eliminating multiple leases (i.e. creating a centralized health and human services facility).
- Develop an iconic County Government Center that would reflect the County's commitment to enrich the quality of life in Sonoma County through superior public service.
- Consolidate general government departments into a single physical location, creating organizational, physical and economic efficiencies.
- Take advantage of modern construction methods that would yield the well-recognized benefits of sustainability and lower operating costs.
- Repurpose under-utilized Veterans Halls for use as drop-in sites outside of Santa Rosa.
- Provide a newer, more flexible office environment to take advantage of alternative workplace strategies and attract and retain great workers.
- Right-size employee and visitor parking while encouraging and supporting the use of SMART and other public transportation alternatives.
- Optimize real estate assets that are not needed for County purposes.



Aerial image of the CCFP plan

[this page intentionally left blank]

Real Estate Scenarios

The real estate scenarios described in the following pages represent a culmination of the research, analysis and thinking developed from the previous phases of the study. The scenarios capture the operational efficiencies identified in the *Service Delivery Vision*, and include the space and occupancy needs analyzed in the Real Estate Vision.

Real Estate Goals

In a collaborative process with the County, Real Estate Goals were established to provide a framework for planning and evaluating the real estate scenarios. These Goals were distilled from the *Service Delivery Vision* implications related to real estate and facilities, the project charter, and the Gensler team's past experience on similar projects.

- Support and express County values
- Increase legibility and presence
- Maximize utilization
- Support flexibility
- Catalyze neighborhood improvement
- Reduce vehicle miles traveled
- Maximize transit accessibility
- Provide minimum required parking
- Minimize customer trips
- Provide access to amenities
- Reduce energy usage
- Minimize operational costs
- Minimize capital costs
- Utilize reimbursements and programs
- Generate revenue

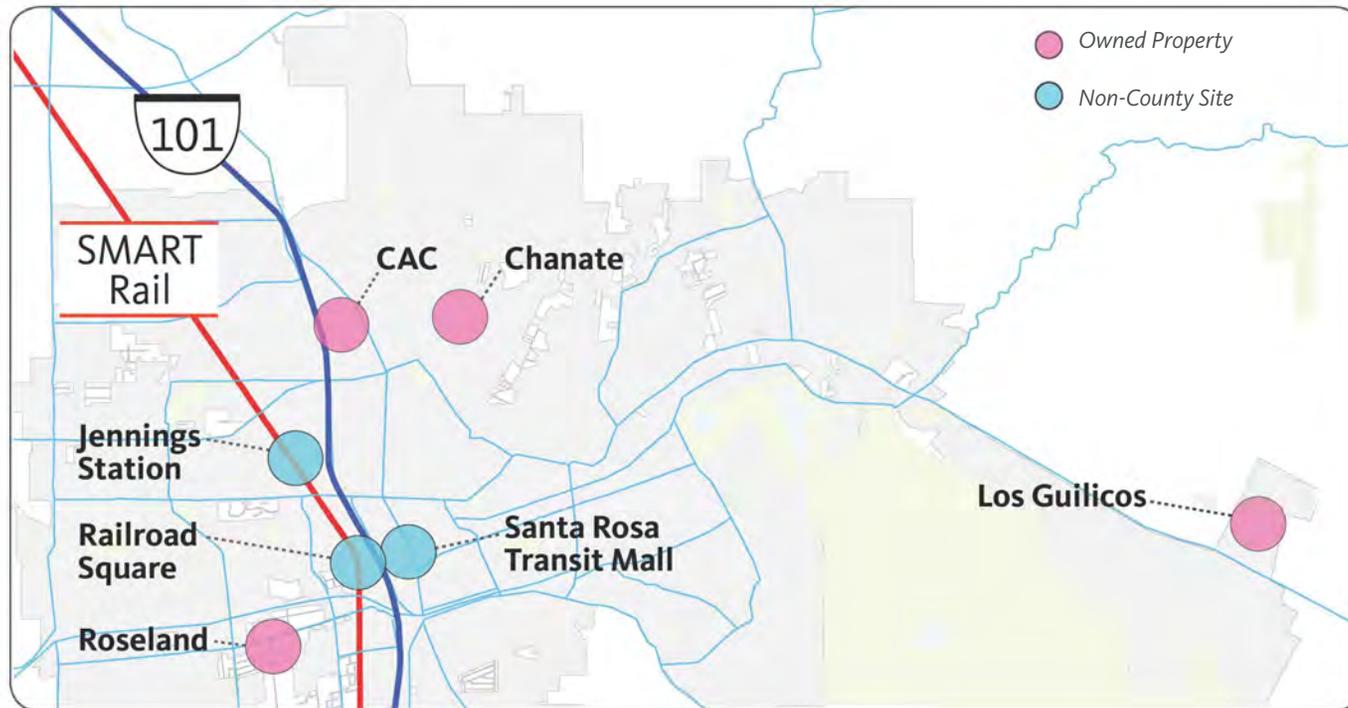


Site Selection

Seven potential sites within Santa Rosa were explored as potential locations on which to develop a centralized campus.

The analysis included four existing county-owned sites and three locations near major public transportation hubs. Although there are many important factors involved in the selection of a centralized campus location, the site selection criteria on this page represent three of the most important considerations expressed by Sonoma County: Developable Area, Accessibility, and Site Context.

Ultimately, the existing CAC provided the best opportunity to develop a new centralized campus. This decision is based on the County's ownership of available land, and reasonable proximity to existing transit lines, and is already known as the central Sonoma County hub. Centralizing at CAC also provided the opportunity to redevelop the other sites.



SITE SELECTION CRITERIA

Developable Area

LAND AVAILABILITY

Sufficient land must be available to meet County needs with low to mid-rise buildings.

DEVELOPMENT COSTS

Projected costs associated with acquisition and/or construction must be affordable.

Accessibility

PUBLIC TRANSIT

Proximity to transit is a key sustainability and service delivery goal for Sonoma County. The development of the SMART Rail increases the amount of potential opportunity sites that meet this important accessibility goal.

ROADS & HIGHWAYS

The most common form of transportation continues to be vehicular. Adjacency to major streets and highways is important to meet the needs of customers.

Site Context

SURROUNDING LAND USE

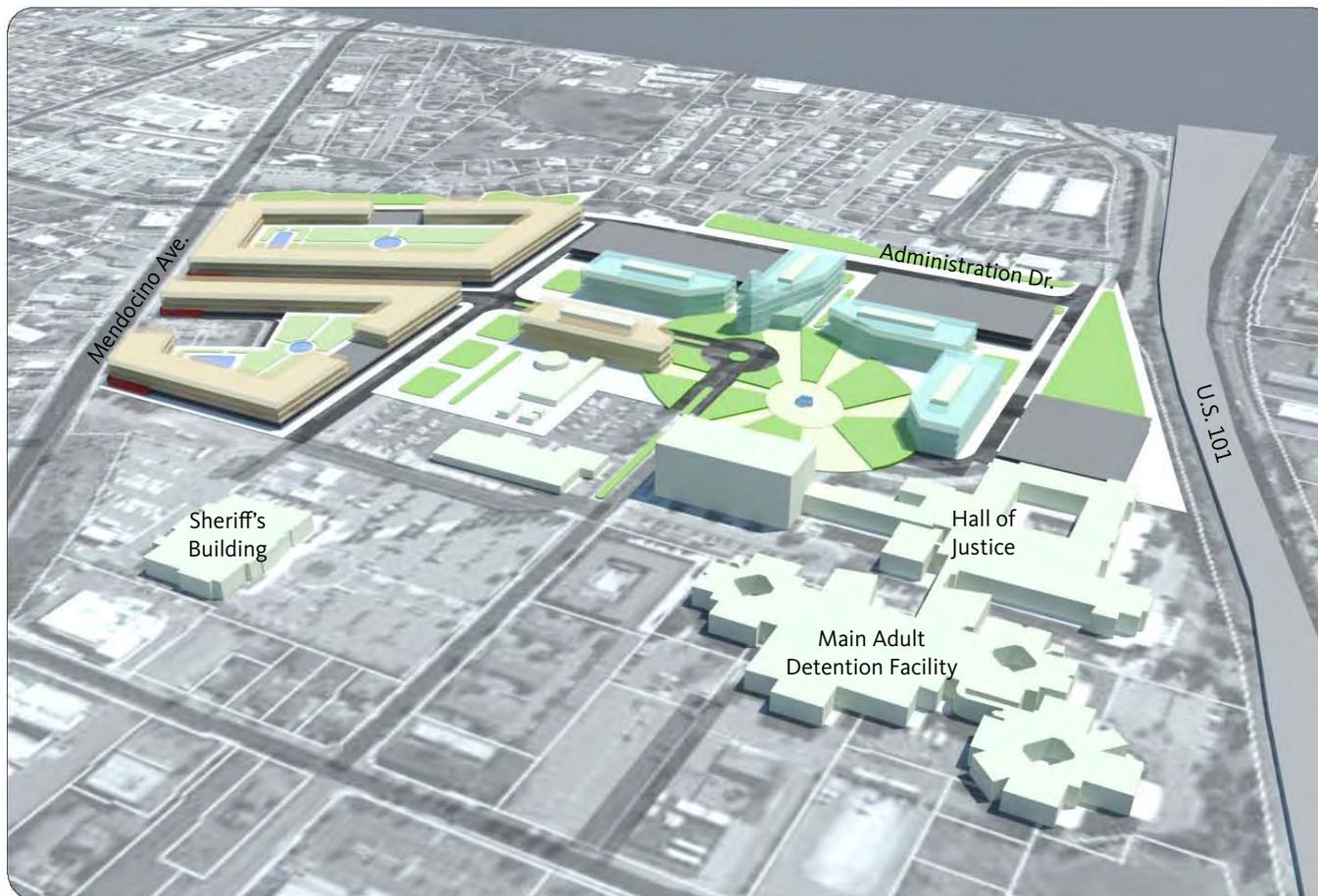
Land-use designations within a 1/4 mile radius per Sonoma County Zoning Codes were evaluated for compatibility with a centralized County campus.

IMPACTS

Locating a large concentration of County facilities and staff would impact surrounding neighborhoods, traffic, and the environment.

County Government Center (CGC)

The recommended new centralized County Government Center (CGC) consolidates the general office functions and many of the health and human services groups onto the existing County Administration Center.



OFFICE AREA

430,000 to 530,000 SF*

SEATS

2,200

PARKING

1,450 to 1,800 stalls*

DEVELOPABLE LAND

14 acres

** Assumes mobility option with reduced seat count.*

CGC Phasing and Logistics Plan

The team developed a phasing plan that takes advantage of available County land at the CAC, minimizes temporary moves, and leverages the elimination of leases and the sale of Chanate to partially fund development activities.

1a ADMINISTRATION BUILDING

SEAT DEMAND
399

AREA
94,685 GSF / 72,253 GSF*

FLOORS
4-5 with tower feature

REQUIRED SURFACE PARKING
316 / 241*

DEPARTMENT OCCUPANCY

- ACTTC - AC/T/TC
- ACTTC - Audit
- Board Chamber
- CAO + BOS
- Clerk/Recorder/Assessor/ROV
- County Counsel
- Human Resources

SITE LOGISTICS

- Utilities removed
- Partial road closure
- Prep lot at corner of Mendocino Ave. and Administration Dr. for surface parking
- All existing buildings remain in place

1b HEALTH & SOCIAL SERVICES BUILDINGS

SEAT DEMAND
1,251

AREA
290,024 GSF / 226,342 GSF*

FLOORS
3-4 (2 buildings)

REQUIRED SURFACE PARKING
967 / 755*

DEPARTMENT OCCUPANCY

- Child Support Services
- Comm. Dev. Housing Authority
- Health Services Administration
- Health Services Mental Health / AODS
- Health Services Public Health
- Human Services Administration
- Human Services Adult & Aging
- Human Services EA
- Human Services Employment & Training
- Human Services FY&C
- Human Services General Assistance
- Servers

SITE LOGISTICS

- Admin and Finance buildings demolished

2 GENERAL GOVERNMENT BUILDING

SEAT DEMAND
580

AREA
151,546 GSF / 138,372 GSF*

FLOORS
4-5

REQUIRED SURFACE PARKING
505 / 461*

DEPARTMENT OCCUPANCY

- Agriculture Commissioner
- Comm. Development - CD, Admin.
- Criminal Justice (contingency)
- Economic Development
- General Services
- Information Systems
- Law Library
- PRMD
- Regional Parks
- Servers
- TPW
- Training Rooms
- UC Cooperative

SITE LOGISTICS

- Ag building, Data Processing Center and 2550 Paulin Dr. demolished and paved for surface parking

3 DEVELOPABLE PROPERTY

PROPERTY
540,509 SF

FLOORS
1 Retail/Parking, 3 Residential

REQUIRED PARKING
1,134 spaces

RETAIL GSF
46,572 GSF

RESIDENTIAL GSF
726,090 GSF

RESIDENTIAL UNITS
662 total

- 1 Bedroom (900 SF): 323 units
- 2 Bedroom (1,200 SF): 242 units
- 3 Bedroom (1,500 SF): 97 units

STRUCTURED PARKING
3 stalls per 1,000 SF of office space

*Mobility Option with reduced seat count

Key Features

- A.** Central Plaza with mix of hard and soft landscaping and a central feature.
- B.** Stacked/Shifted "proud" building face
- C.** Courtyards
- D.** Potential County-Owned Structures
- E.** Currently not County-Owned with 15' Setback
- F.** Temporary Swing Space
- G.** New State Courthouse

County Government Center Campus

- 1a.** Administration Building - 4-5 Floors
- 1b.** Health/Social Support Building(s) - 4 Floors Each
- 2.** General Government Building - 3 Floors
- 3.** Potential County Expansion or Private Development (mixed use)



Decentralized Services

In order to respond to the need for services and office space outside the reach of the proposed centralized campus in Santa Rosa, selected Veterans halls can be adapted, in a phased approach, in order to target the highest priority areas first.

Based on the effectiveness of a first phase of Decentralized Locations, a second phase could address an additional selection of areas with sufficient demand. Where no owned facility exists, partner sites may offer the needed space.

SITES

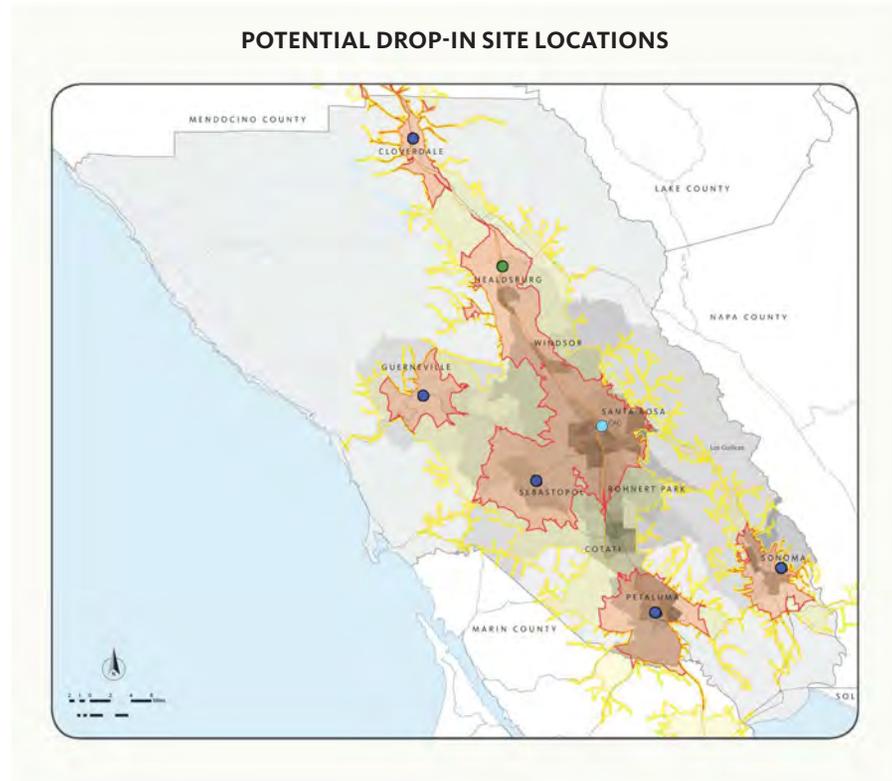
- Centralized Campus
- Veterans Hall Location
- Partner Location

DRIVE TIME

- 10 minutes
- 20 minutes

POPULATION DENSITY

- Low
- Medium
- High



Veterans Hall Drop-In Prototype

Veterans Halls provide a great opportunity to leverage under-utilized County facilities that already exist in several Sonoma County communities without compromising their use for on-going veteran activities.

Vacant or under-utilized space at Veterans Halls can be easily re-purposed and outfitted to serve as decentralized County sites. The prototype example below illustrates how a meeting room within the Petaluma Veterans Memorial Hall can function as a drop-in facility. The site can accommodate computer and touch-down stations, open collaboration tables, a small pantry, personal storage lockers, a small vestibule for visitors and customers, and a private interview room for county staff.

PETALUMA VETERANS MEMORIAL HALL

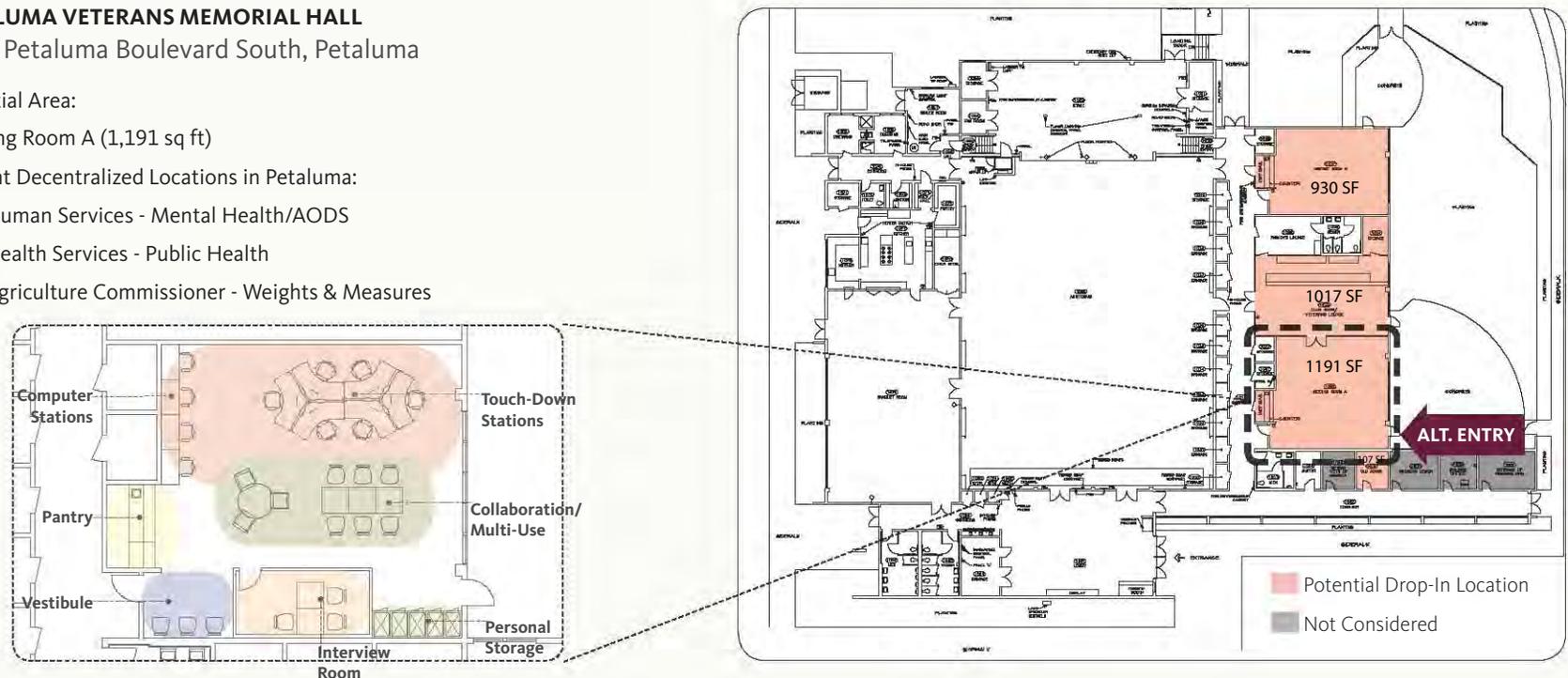
1094 Petaluma Boulevard South, Petaluma

Potential Area:

Meeting Room A (1,191 sq ft)

Current Decentralized Locations in Petaluma:

- Human Services - Mental Health/AODS
- Health Services - Public Health
- Agriculture Commissioner - Weights & Measures



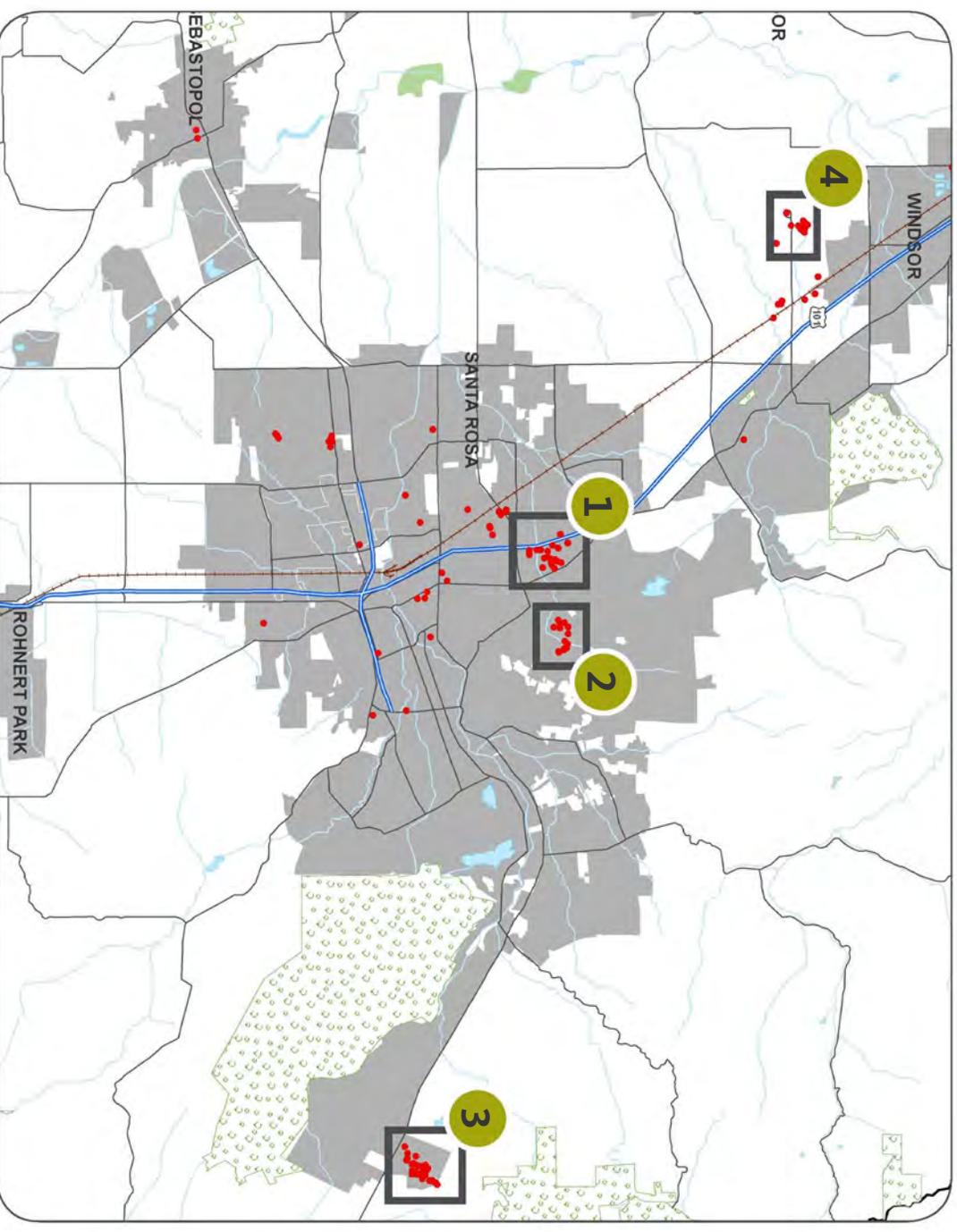
Development Opportunities

One of the benefits of consolidating services onto a single County-owned site is to free up residual County land for sale or redevelopment. In the following pages, four such County sites are investigated. The development concepts are informed by the CCFP's market analyses.

Developable sites

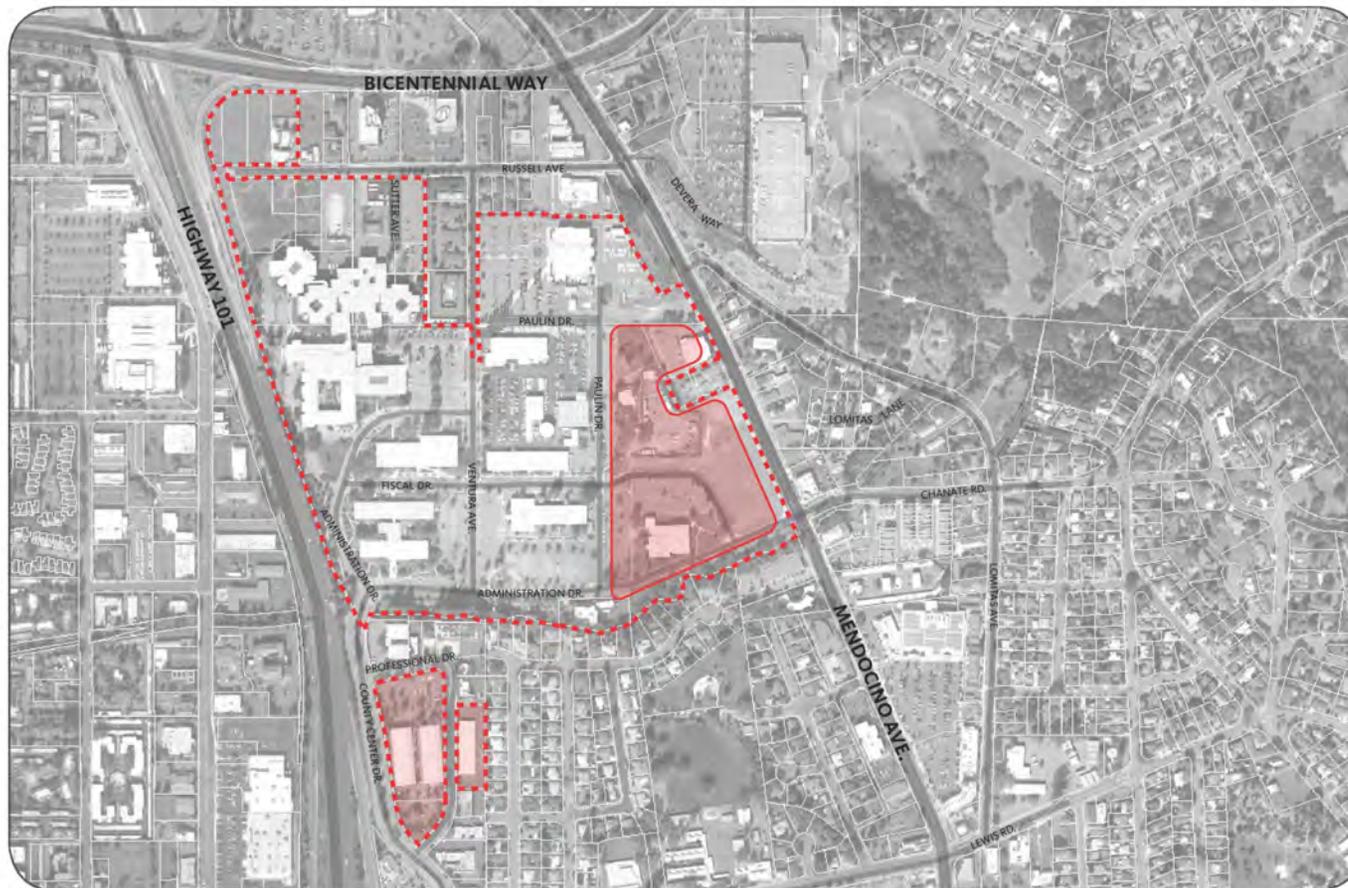
Four County-owned sites were identified as being underutilized with land potentially eligible for disposition, lease or redevelopment by the County or through a private/public partnership.

- 1. County Administration Center
- 2. Chanate
- 3. Los Guillicos
- 4. Airport Site
- 5. Existing County Locations



County Government Center (CGC)

As the new consolidated County Government Center complex is developed, residual land becomes available in two locations.



DEVELOPABLE AREA

0-21 acres

SURROUNDING USES

- Residential
- Commercial office
- Justice campus (courts, jail)
- County / public uses

OPPORTUNITIES

- Medium-density residential with retail
- Commercial office supporting Justice campus
- Executive hotel

USE ASSUMED FOR CCFP

Mid-density residential with retail

POTENTIAL REVENUE

\$6.8 million to \$10.8 million

--- Site Boundaries

■ Potential Developable Area

Chanate

With the relocation of the Sutter Hospital and Health Services to the new County Government Center, the Chanate parcels can be made available for development.



DEVELOPABLE AREA
48 ACRES

SURROUNDING USES

- Mid to low-density rural residential
- Planned development residential
- Open space

OPPORTUNITIES

- Low density residential: 4-6 DU/acre
- Mid-low density residential: 7-10 DU/acre
- Mid density residential: 11-14 DU/acre
- Small retail/mixed use
- Open space

USE ASSUMED FOR CCFP

Low to mid-density residential with small support retail (4 - 14 DU/acre)

POTENTIAL REVENUE

\$10 million

- Site Boundaries
- Potential Developable Area

Los Guilicos

Los Guilicos has significant underutilized acreage which may have interesting development opportunities in the future. Availability is not contingent on the new CGC.



DEVELOPABLE AREA

40-50 acres (with abatement)

SURROUNDING USES

- Agriculture
- Open space
- Low-density rural residential (PD)

OPPORTUNITIES

- Agriculture
- Lodging
- Education/youth affiliated use

USE ASSUMED FOR CCFP

None

POTENTIAL REVENUE

No viable market opportunity at this time

--- Site Boundaries

■ Potential Developable Area

Airport

Depending on relocation and consolidation of County activities and verification of County's ownership, land surrounding the Airport could be available and used.



DEVELOPABLE AREA

Acreage unknown (boundary is unverified)

SURROUNDING USES

- Airport
- Correctional
- Storage
- Light industrial
- Agricultural

OPPORTUNITIES

- Storage
- Light industrial

USE ASSUMED FOR CCFP

None

POTENTIAL REVENUE

N/A

--- Site Boundaries

■ Potential Developable Area

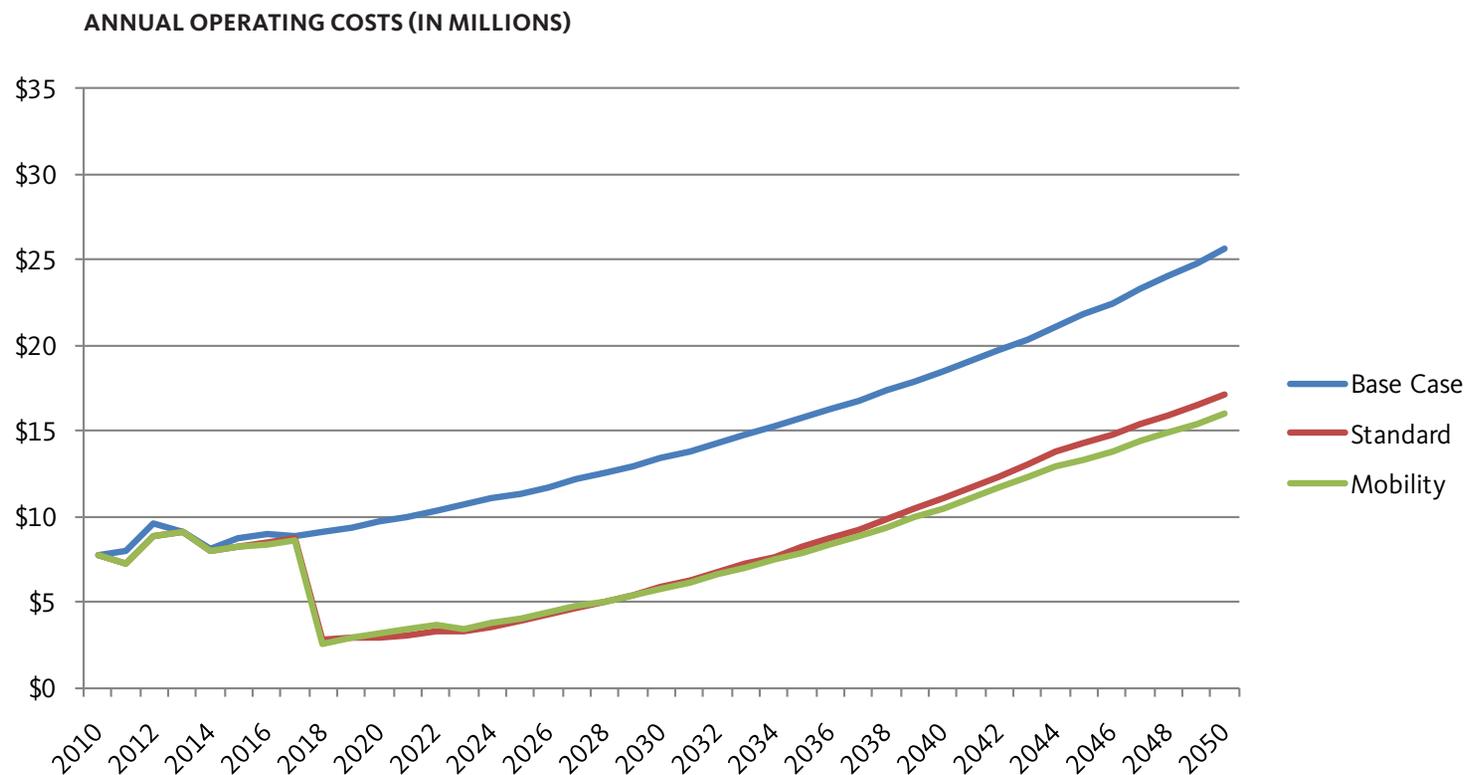
Financial Evaluation

To best understand the long-term planning and financial implications of the CCFP, the team developed a quantitative analytical model. The model compares the County's financial net exposure if real estate and facilities in the study areas remain essentially "as is" (Status Quo) versus the financial scenarios that would occur if the CCFP were implemented over the next 10 years.

Comparison of Operating Costs

Operating costs include utilities, reserves, rent, leased operating costs and a deduction for lease reimbursements (OMB Reg 87).

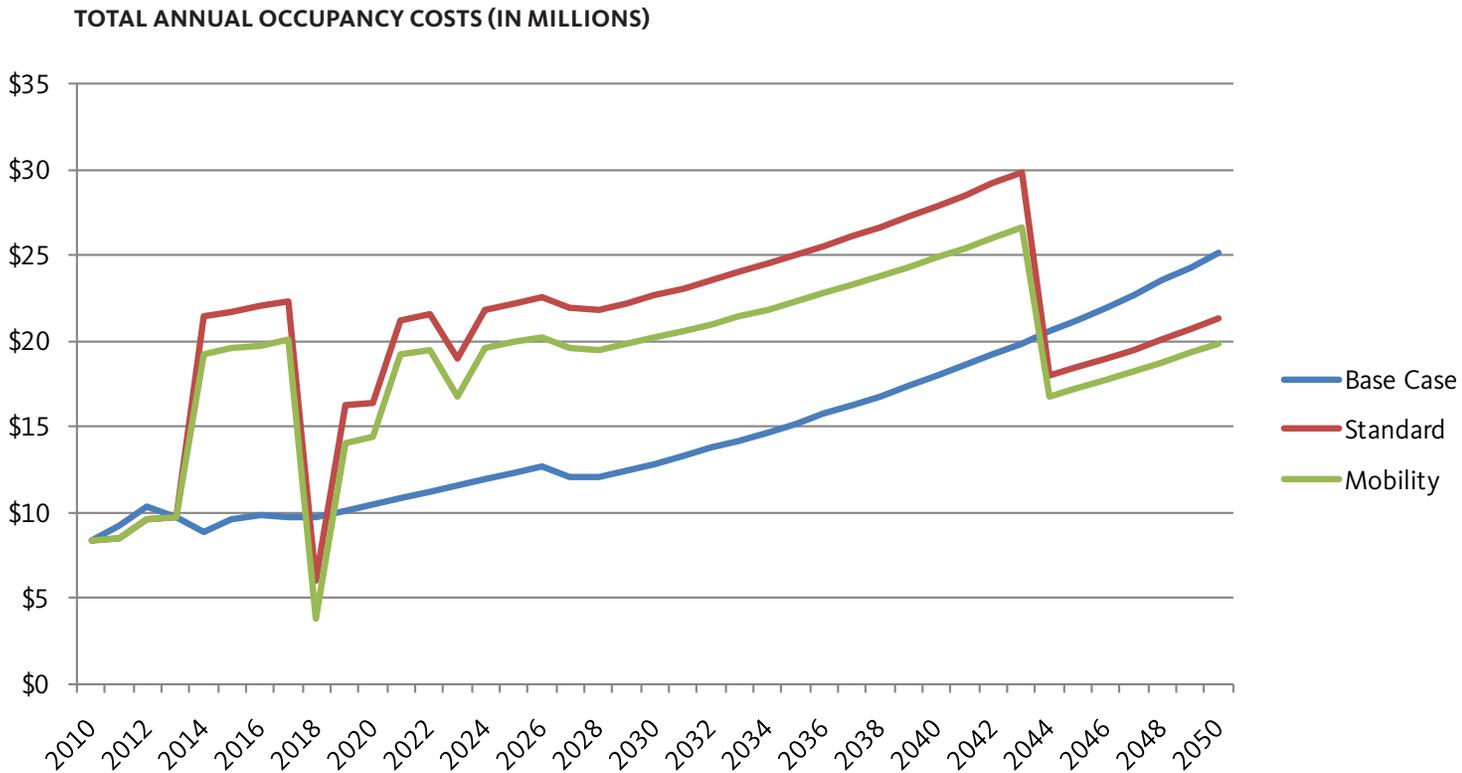
Implementation of the new County Government Center development would result in significant savings in ongoing operating costs once the new buildings come online and older buildings are decommissioned. The chart below compares the “Status Quo,” or what the County is projected to pay assuming no change in its portfolio, to both the Standard and Mobility implementations of the new campus. The average annual savings are \$9.3 million per year against the Standard implementation and \$10.2 million per year against the Mobility option.



Impact of Financing Costs

Total occupancy costs are determined by adding financing costs to ongoing operating costs.

Assuming the County chooses to raise all needed development capital by issuing some form of financing instrument, the total average annual occupancy costs for the County (assuming new development only at the CGC) would increase from \$14.6 million per year now to \$20.9 under Standard implementation and \$18.9 million per year with the Mobility option. These numbers assume a debt service interest rate of 5.5%.



Capital Development Cost Summary

Capital development costs were estimated based on current construction and development costs (at the time of the study) coupled with other soft costs and project contingencies.

The cost estimates are presented in two ways for each of the County Government Center development phases: Standard (assuming one seat per employee) and Mobility (assuming implementation of a workforce mobility program that includes desk sharing).

New County Government Center CAPITAL DEVELOPMENT COSTS

(\$ in millions)

Cost Category	Phase 1a		Phase 1b		Phase 2		All Phases	
	Standard	Mobility	Standard	Mobility	Standard	Mobility	Standard	Mobility
Building Construction	\$17.8	\$13.7	\$54.2	\$43.0	\$28.1	\$26.2	\$100.0	\$82.8
Site Preparation	\$1.6	\$1.6	\$0.5	\$0.5	\$0.3	\$0.3	\$2.4	\$2.4
Site Development	\$8.8	\$8.8	\$4.5	\$4.5	\$1.3	\$1.3	\$14.6	\$14.6
Site Utilities	\$3.3	\$3.3	\$0.8	\$0.8	\$0.3	\$0.3	\$4.3	\$4.3
Sub Total Construction Costs	\$31.5	\$27.3	\$60.0	\$48.8	\$29.9	\$28.0	\$121.4	\$104.2
Escalation and Contingencies	\$12.4	\$10.8	\$34.2	\$27.8	\$21.6	\$20.2	\$68.2	\$58.8
Total Construction Costs	\$43.9	\$38.1	\$94.3	\$76.6	\$51.4	\$48.2	\$189.6	\$163.0
Soft Costs	\$10	\$9	\$22	\$18	\$12	\$11	\$44.9	\$38.6
Project Contingency	\$4.3	\$3.8	\$9.3	\$7.6	\$5.1	\$4.8	\$18.8	\$16.1
TOTAL PROJECT COSTS	\$58.6	\$51.0	\$125.9	\$102.4	\$68.7	\$64.4	\$253.3	\$217.8
Gross Square Feet	95,000	73,000	290,000	230,000	150,000	140,000	535,000	443,000
Savings with Mobility:		16%						

Financing Options

Developer Impact Fees

- New private sector development projects pay a series of itemized impact fees to the entities authorized to receive fees.
- Funds accumulate in earmarked accounts to be used as available for designated purposes, e.g. processing the development of infrastructure, schools, parks, and **public facilities**.

BENEFITS

- Additional source of funds from developers who, over the years, have come to accept these fees in California.

DRAWBACKS

- Amounts to be raised could be small relative to the total project requirements, particularly since the economy and the regulatory environment continue to be difficult.
- State nexus laws are stringent with respect to the necessity to link the impact of a specific project fee to its affect on a particular public project.
- In view of the above, the length of time to accumulate meaningful amounts could be very long.
- High fees may discourage desirable private sector projects.

“Pay As You Go”

- As funds become available, pre-construction activities are funded and completed.
- During this period, County decides on and executes its project delivery method and construction financing structure.

BENEFITS

- Eliminates capitalizing long-term debt service on front-end costs.
- More equity in project may produce more favorable long-term financing costs and transaction structure.
- Produces greater public transparency.
- Reduces risk of default since total debt does not cover pre-development expenses.
- All long-term financing and risk avoidance methods are still available (e.g. COP's, lease/leaseback, bonds, etc).

DRAWBACKS

- Pre-development expenses at risk if project is delayed or does not go ahead.
- Requires financial discipline and political will to work effectively.
- May be perceived as more risky than bringing in private development partner.

Certificates of Participation

- The County forms a trust or similar pass-through entity (Trust) to acquire and hold title to the portion of CAC to be developed.
- Funds for acquisition and subsequent development would be generated from the issuance of Certificates of Participation to investors by the Trust.

BENEFITS

- Interest portion of lease payments is tax-exempt to investors, potentially resulting in a lower interest rate and lower overall cost to County.
- Opportunity may exist to simultaneously refinance existing Certificate of Participation debt.
- Not subject to voter approval (in most cases).
- Maintains long-term control of real estate asset.

DRAWBACKS

- Greater cost of borrowing versus typical general obligation bond financing.
- County is ultimately still responsible for total debt.

Financing Options (*continued*)

Credit Tenant Lease Financing

- The County sells the applicable portion of CAC land to a private developer who constructs a new building for the County.
- The developer rents the building to the County using a traditional lease.

BENEFITS

- No up front capital required from County.
- Could be done in conjunction with a design-build construction methodology, transferring project risk to private developer.
- Could potentially obtain rights to purchase the property during or at the end of the lease.
- County may receive property taxes due to private sector ownership, depending on pass-through.
- If compared to the County opting for a conventional office lease, lower developer debt financing might translate into a lower lease rate.

DRAWBACKS

- Unlike a COP tax-exempt structure, County would not obtain ownership of the property for a nominal amount. County would not control the asset.
- Higher cost option than COP structure because property not exempt from property taxes and because of higher developer return requirements and higher cost of borrowing.

General Obligation Bonds

- Bonds are issued directly by County as an obligation from the General Fund.
- Bonds are repaid, typically over 30 years, secured by tax revenues.

BENEFITS

- The interest portion of bond repayment is tax-exempt for investors.
- Likely lowest cost of any financing option.

DRAWBACKS

- County may need to raise the tax rate if revenues fall short of debt service.
- In most cases, voters will need to approve this debt by 2/3 majority.

[this page intentionally left blank]

02

APPROACH & METHODOLOGY

Context, Purpose & Goals	60
Document Structure	62
Key Assumptions	64
Process & Methodology	66
Square Footage Definitions	68

Context, Purpose & Goals

Sonoma County understands that a pro-active approach to managing its real estate and facilities is critical to the County's financial and operational success, as identified during the *2007 Strategic Plan*. Financial and operational success, in turn, are essential ingredients of successful governance, especially in light of the County's goal to increase County service delivery effectiveness.

The CCFP project was initiated in context of Goal IV of the *2007 Strategic Plan* to:

“Plan, procure, operate, maintain, and manage Sonoma County’s facilities and real estate assets at their highest and best use, such that they provide the best value to the County.”

This goal was reconfirmed by the *2010 Vision Statement and Strategic Plan Update*, aligning with the “Invest in the Future” strategic focus area.

Project Charter

Based on the *Strategic Plan* goal, the County's General Services Departments (GSD) created a project charter for the CCFP. The charter outlined four primary goals related to the Real Estate and Financial Vision:



1. Reduce the number of major complexes and use unneeded assets to generate revenue (through reuse or redevelopment)
2. More intensely develop remaining assets, primarily the County Administrative Center (CAC) core government functions and to increase the density and height of buildings
3. Collocate overlapping and compatible services and departments
4. Decentralize services closer to the customer (including a review of potential partnerships with other service delivery agencies).

Document Structure

Building upon the *Service Delivery Vision* document and project charter, this document presents a summary of the current state of Sonoma's real estate and facilities, identifies a future vision, and outlines a path to move forward, including required financial analysis. During the development of the Real Estate and Financial Vision, the Gensler team worked closely with a Steering and Finance Committee from the County. This report includes full documentation of the recommendations and includes a summary of the analytics performed during the process.

The structure of this document follows a logical progression that parallels the project activities.

01 EXECUTIVE SUMMARY

02 APPROACH & METHODOLOGY

03 REAL ESTATE OVERVIEW

04 ALIGNMENT WITH SERVICE DELIVERY VISION

05 SPACE REQUIREMENTS

06 CRITICAL ADJACENCIES

07 EXTERNAL FACTORS

08 REAL ESTATE SCENARIOS

09 DEVELOPMENT OPPORTUNITIES

10 FINANCIAL EVALUATION

This document begins with an overview of the current state of the real estate portfolio. This information provides a baseline understanding of the starting point from which the plan was crafted. The following part of the document summarizes the findings from the *Service Delivery Vision* analysis and synthesis, with a specific focus on where its recommendations will impact the real estate portfolio or facilities.

The two key areas related to portfolio planning were the calculation of future demand and a method to provide physical adjacencies that support service delivery and department operations. The following two chapters outline those factors in detail.

Next, the report summarizes a series of research activities focused on the external context and factors facing the County, including real estate values, available land, zoning and entitlements, and economic conditions. These factors play a determinant role in how the plan is developed and implemented.

Demand, adjacencies, and external factors are then combined into a series of scenarios for the delivery of centralized and decentralized services, as well as a plan for developable land not assigned for government use in the plan.

The optimum scenario was then developed into the Real Estate Vision with a full plan for all impacted departments, including cost and financing assumptions.

Key Assumptions

Recommendations and scenarios in this report are based on information received from County agencies and departments and validated through discussions with the Steering and Finance Committees.

Detailed information, such as, facility locations, square footages, current and projected headcounts, lease information, acreage, and other facility and financial data was provided by County of Sonoma's General Services Department. The County's real estate portfolio is dynamic, so unforeseen changes could impact the recommendations.

Exclusions and Assumptions

EXCLUSIONS

- All 23 general government departments were included in the CCFP Study. Non-governmental departments and divisions were excluded but their facilities and locations are noted in the real estate summary.
- Criminal justice facilities (specifically jails) were excluded from the planning portion of the study because the County is undergoing a separate justice master planning process. However, for the North County Detention Facility and Juvenile Hall, the underlying properties of those sites was studied for development opportunities, pending the justice master plan recommendations.
- Specialized properties, such as communications towers, and docks, which are included in the lists of the County's overall real estate were excluded from this study.

ASSUMPTIONS

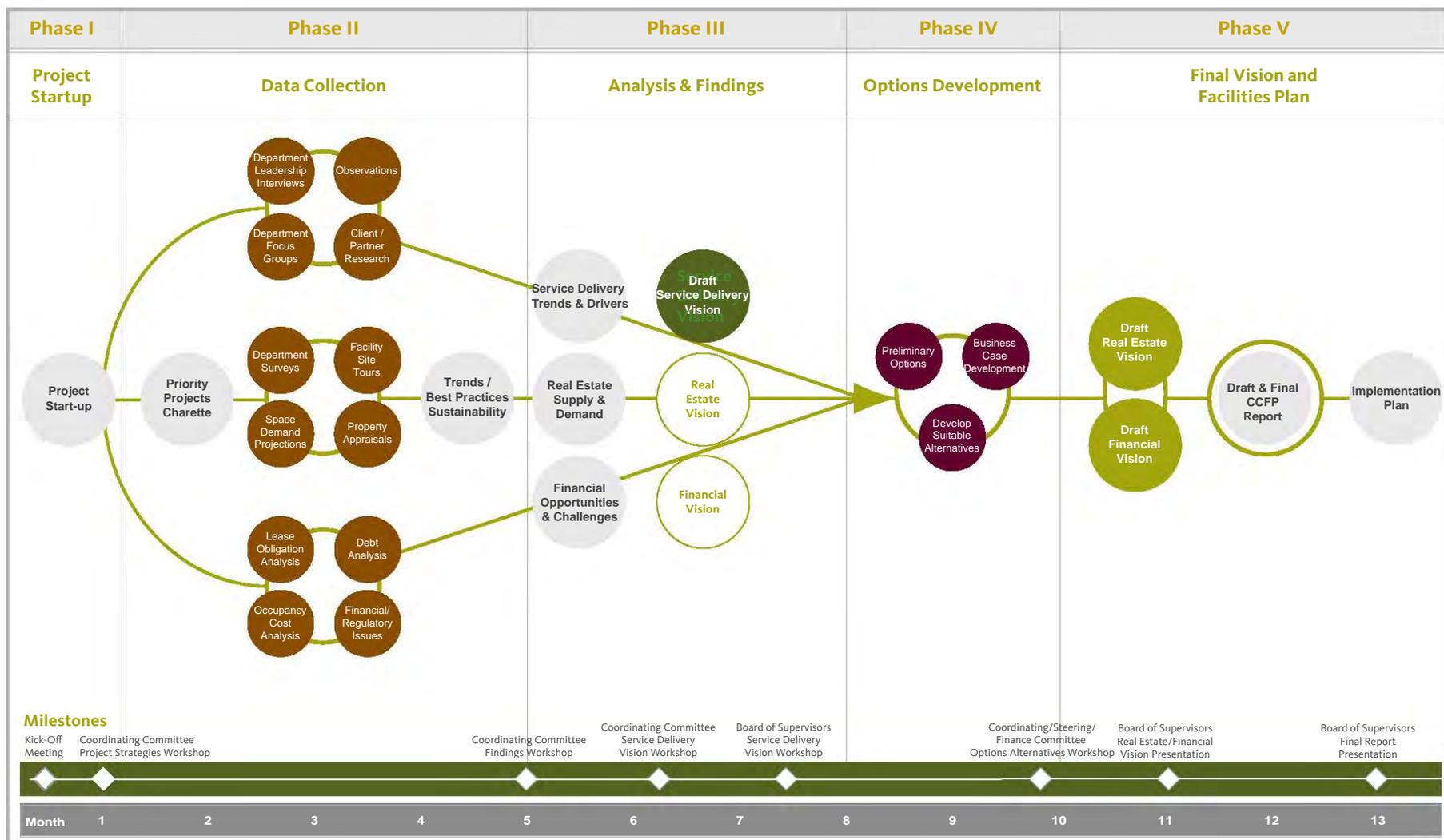
- All County offices and service functions should be centrally located in Santa Rosa, where the majority population resides, unless there is a resource, physical, or client/customer driver for locating elsewhere in the County.
- The CAC is the only viable owned site for a consolidated campus.
- Los Guilicos is not viable for centralized, general government development, except Juvenile Justice.
- Consolidations could be a single building or multiple buildings on a unified site.
- Decentralized drop-in locations should utilize County-owned resources whenever possible, unless cost considerations like OMB 87 indicate otherwise.

Process & Methodology

Based upon the goals from the Project Charter, Gensler outlined a work process to understand County services and service delivery, recommend improvements to service delivery, distill implications related to real estate, and develop a vision for the County's real estate and facilities. Originally planned as a 13-month process, the Real Estate Vision focused on three major categories:

1. Central government campus
2. Decentralized locations
3. Developable properties

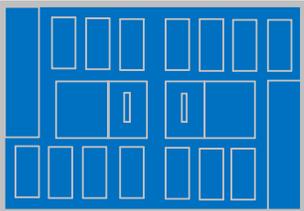
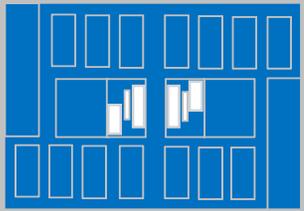
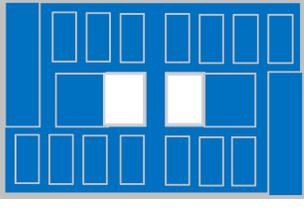
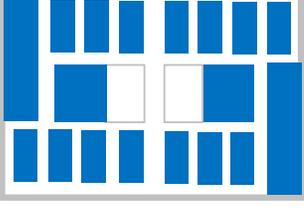
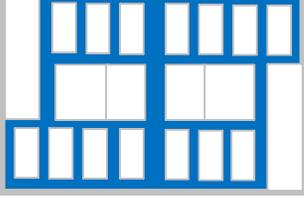
Comprehensive Country Facility Plan (CCFP) Project Process



Definitions

To ensure consistent review of this document, we have included the following definitions reflecting different categories of square footage, and often-used department abbreviations. These terms are referenced throughout the report.

Square Footage Definitions

TERM	EXAMPLE DIAGRAMS	DEFINITION
Gross Square Footage (GSF)		<p>Gross Building Area (exterior gross) is the total area of a building enclosed by exterior face of the perimeter walls, calculated on a floor-by-floor basis. Gross area is generally used for pricing by a construction company.</p> <p>Gross Measured Area (interior gross) is measured to the inside of the exterior walls and is used as the starting basis for rentable and usable square footage calculations.</p> <p>Gross area is composed of exterior wall thickness, and all vertical penetrations (i.e.. mechanical, electrical, plumbing and elevator shafts and stairwells).</p>
Rentable Square Footage (RSF)		<p>Rentable Area is calculated by subtracting major vertical penetrations from the gross measured area and adding a prorated allocation of the building common spaces.</p> <p>Major vertical penetrations include stairwells, elevators, and major shaft spaces. Building common spaces include entry vestibule, ground floor egress corridors, common building service spaces (i.e. mechanical, electrical and plumbing systems, restrooms, janitorial closets and telecom/LAN closets), and loading docks.</p>
Usable Square Footage (USF)		<p>Usable Area is the entire occupiable tenant area of the floor, excluding permanent core features such as elevators, exit stairs, mechanical rooms, and toilets (includes circulation).</p> <p>Usable area is measured to the interior surface of the exterior wall.</p>
Net Square Footage (NSF)		<p>Net Area equals the actual square footage of programmed spaces (does not include ANY circulation).</p> <p>Net Square Footage is composed of workspaces, dedicated support (including dedicated conference spaces), and shared support (i.e. shared conference, entry lobby, shared floor support).</p>
Circulation		<p>Circulation Factor includes:</p> <p><i>Primary Circulation</i> – main circulation route connecting the elevator lobby, exit stairs, and core toilets.</p> <p><i>Secondary Circulation</i> – includes all circulation for remaining areas between rooms and workstations of the Net Square Footage not within the boundaries of a workstation or enclosed room nor occupied by equipment or file cabinets.</p>

Common Abbreviations

AG. COMM. - Agricultural Commissioner

AOC - Administrative Office of the Courts, State of California

AODS - Alcohol and Other Drug Services Division

ACTTC - Auditor-Controller-Treasurer-Tax Collector

BOS - Board of Supervisors

CAC - County Administration Center

CAO - County Administrator's Office

CCFP - Comprehensive County Facilities Plan

CDC - Community Development Commission

CGC - County Government Center

COP - Certificates of Participation

CRA - Clerk Recorder Assessor

DA - District Attorney

DU/acre - Dwelling Units per Acre

FTE - Full Time Equivalent

GSD - General Services Department

GSF - Gross Square Footage

HR - Human Resources

HRMS - Human Resources Management System

HVAC - Heating Ventilating and Air Conditioning

IT - Information Technology

N/A - Not Available

NSF - Net Square Footage

OMB - Office of Management and Budget (Federal)

PD - Public Defender or Planned Development

PRMD - Permit and Resource Management Department

RDA - Redevelopment Agency

ROV - Registrar of Voters

RSF - Rentable Square Footage

SF - Square Feet

SF/PP - Square Feet per Person

TPW - Transportation and Public Works

UCCE - University of California Cooperative Extension

USF - Usable Square Footage

VMCH - Valley of the Moon Children's Home

WIC - Women, Infants and Children Supplemental Nutrition Program

[this page intentionally left blank]

[this page intentionally left blank]

03

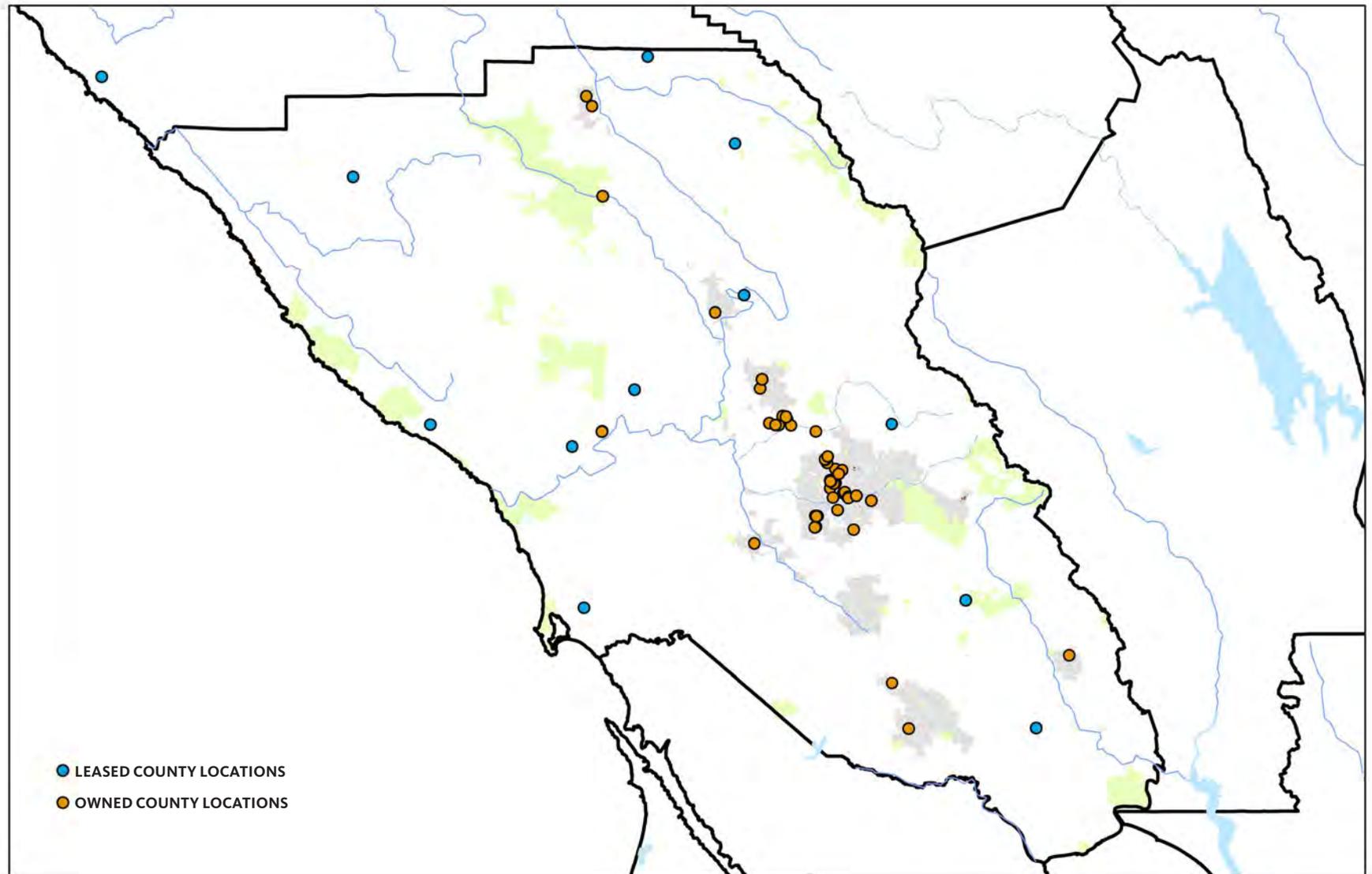
REAL ESTATE OVERVIEW

Portfolio Overview	74
Priority Land Properties	82
Decentralized Locations	92
Veterans Memorial Halls	94
Office Space Utilization	96
CAC Parking Supply	100

Portfolio Overview

The Sonoma County real estate portfolio is large and diverse, with approximately 2 million square feet of owned and leased facilities across 170 individual structures in or around the populated areas of the county. The vast majority of County facilities are located within the city limits of Santa Rosa.

Sonoma County - Locations of Owned and Leased Properties



Supply

The CCFP focused on 55 unique locations.

28 Owned Facilities

497,500 sq. ft.

1,734 headcount



27 Leased Facilities

342,000 sq. ft.

1,093 headcount

55 CCFP Facilities

839,500 total sq. ft.

2,827 total seats

The scope of the Comprehensive County Facilities Plan (CCFP) included a large portion of the County's owned and leased portfolio, focusing on 55 unique locations and individual facilities ranging in size from the 3,500 SF Mental Health facility on Professional Drive to the 61,000 SF Sheriff's building at the County Administration Center. The Probation Department's portion of the 188,000 SF Hall of Justice was also included. Cumulatively, the facilities included in the CCFP total approximately 839,500 SF and house 2,827 staff, approximately 75% of the total budgeted County workforce.

The facilities included in the CCFP contain office and service-related functions, as well as certain specialty facilities (Road Yards, Veterans Halls, and Animal Care & Control). Excluded from the CCFP were non-governmental departments and custodial facilities (Valley of the Moon, Adult Detention, Juvenile Detention).

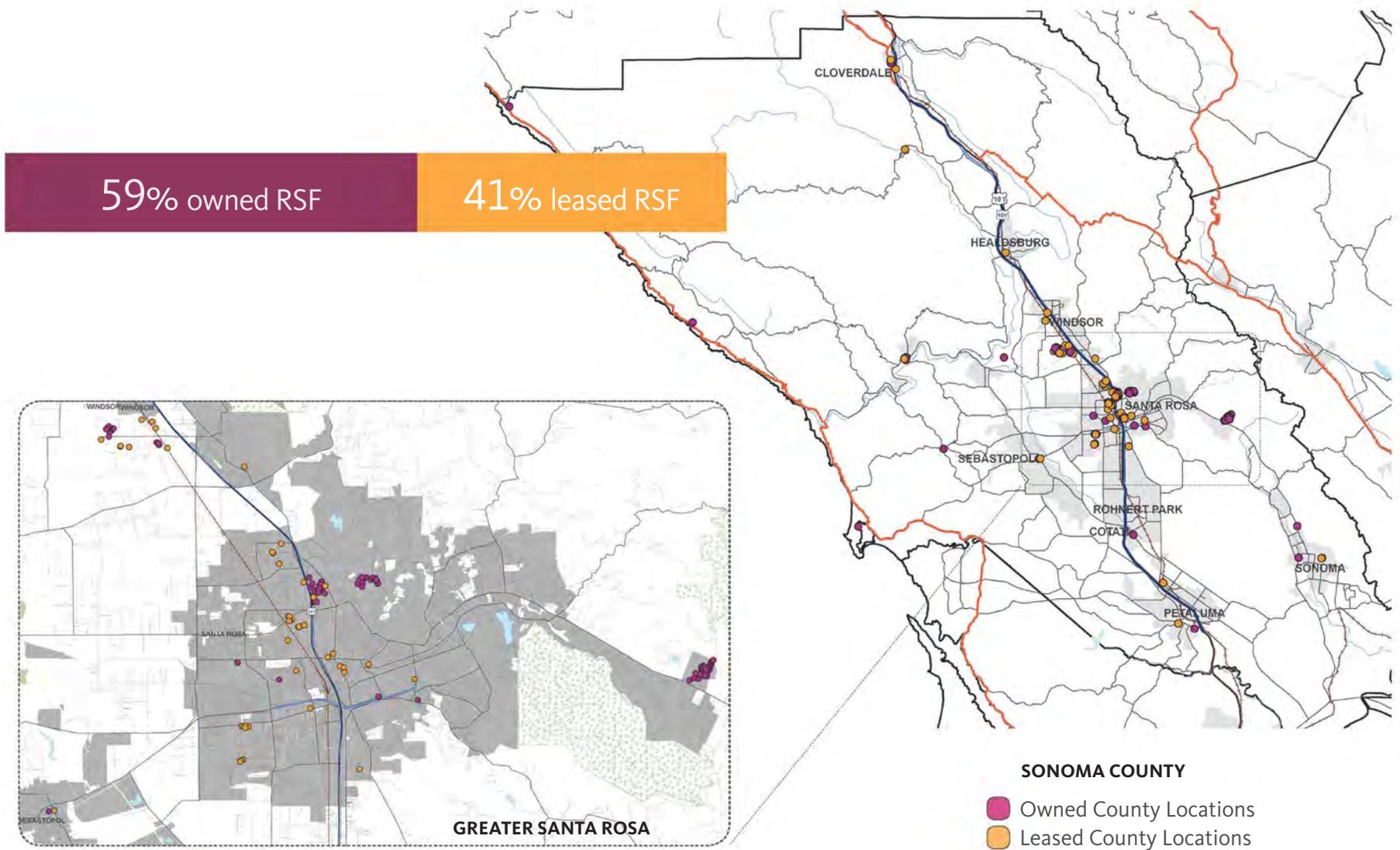
INCLUDED IN CCFP

- **Priority Land Properties**
Underutilized land owned by the County that is eligible for disposal, lease or redevelopment.
- **Specialty Facilities**
Veterans Halls, Road yards, Animal Care & Control
- **Office & Service Related Facilities**
Building space to house general staff activities, not including custodial, equipment or storage-based facilities

EXCLUDED FROM CCFP

- **Non-Governmental Departments**
- **Custodial**
Includes Valley of the Moon, Adult Detention, Juvenile Detention

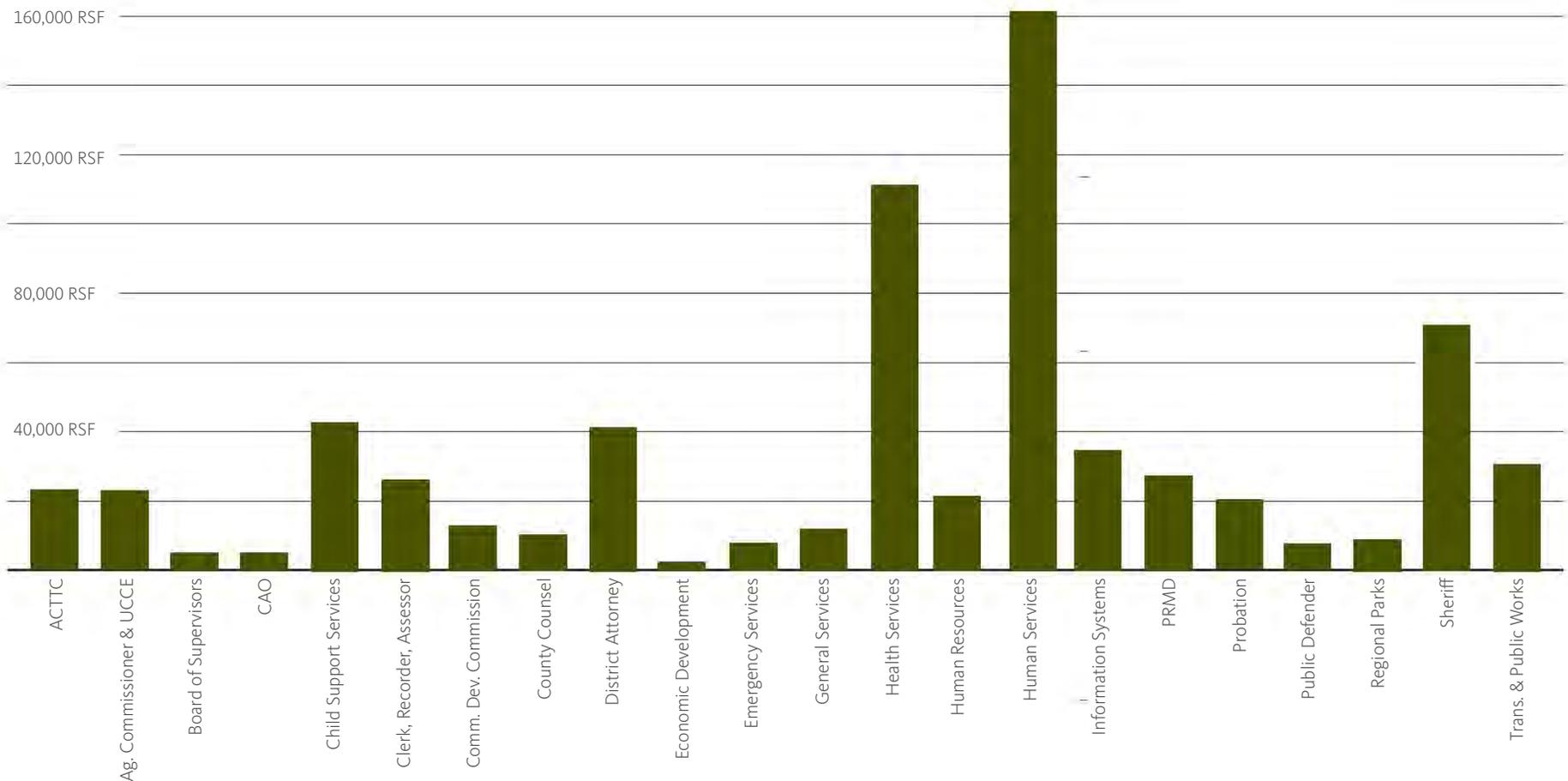
General Office and Service Facilities



Portfolio Distribution

Office and Service locations are distributed across multiple locations and geography.

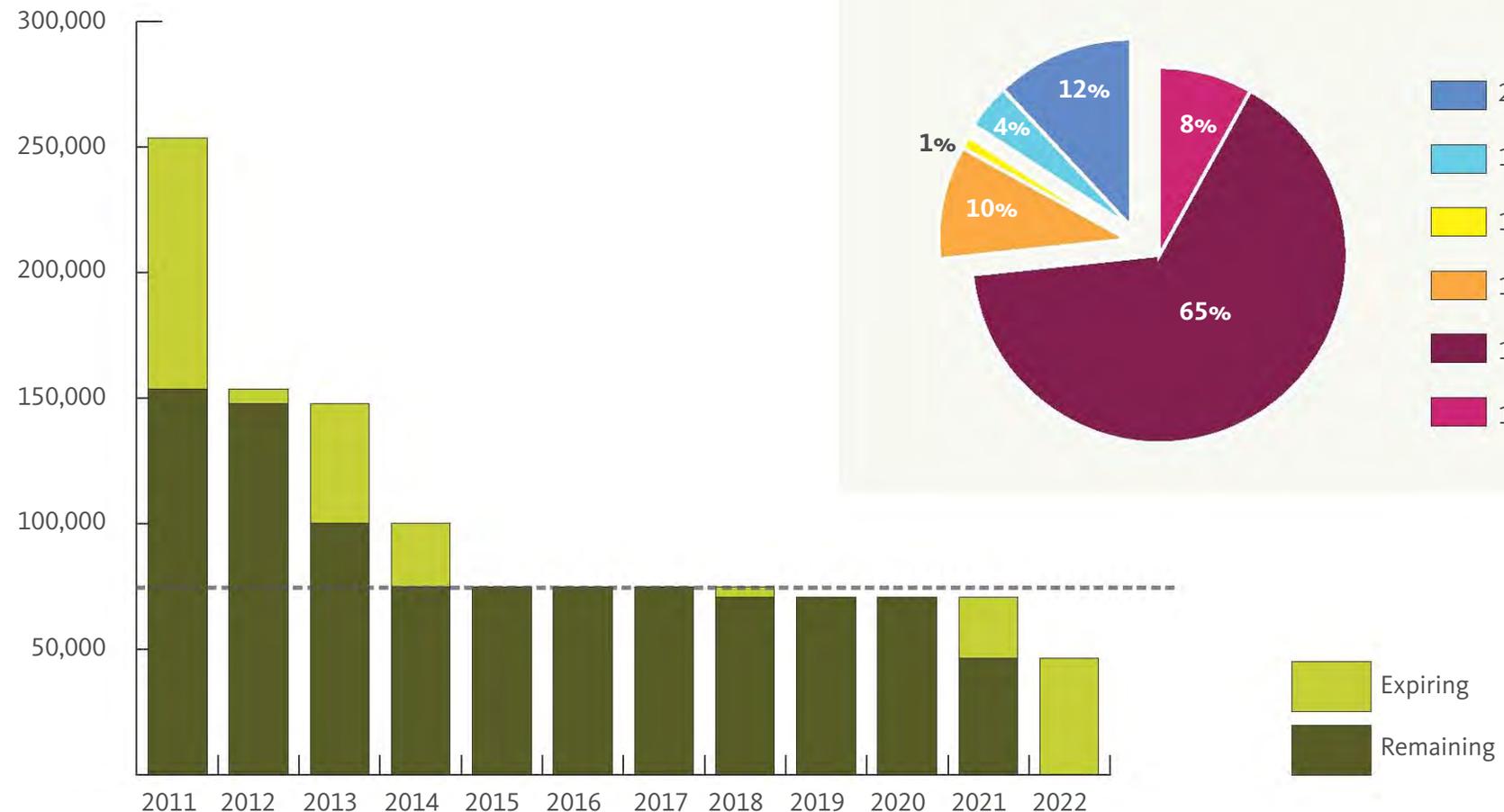
CCFP SQUARE FOOTAGE BY DEPARTMENT
(AS OF JANUARY 2011)



Current County Real Estate Snapshot

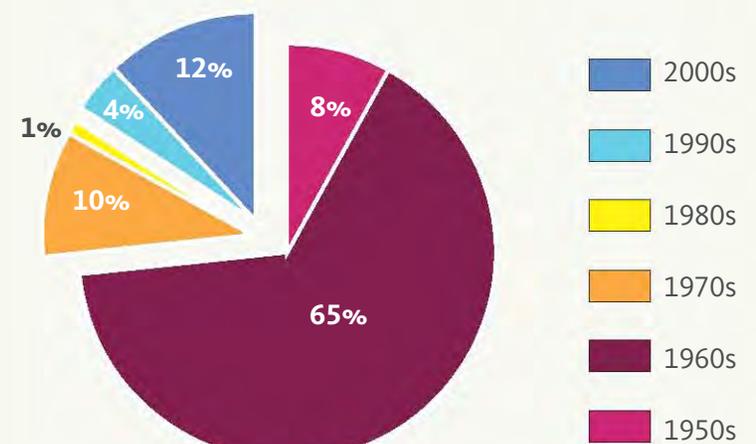
LEASE EXPIRATIONS

Almost 1/2 of the leased portfolio is on a month-to-month basis.



CAC BUILDING AGE

The age of almost 3/4 of the owned square footage at the CAC (617,644) exceeds 40 years.



CCFP Owned Properties

Address	City	Campus/Use	Occupants
100 Children's Circle Road	Santa Rosa		District Attorney Human Services
3313 Chanate Road	Santa Rosa	Chanate	Health Services Administration
1243 Century Court	Santa Rosa		Agricultural Commissioner
1247 Century Court	Santa Rosa		Agricultural Commissioner-Animal Care
19722 Eighth Street East	Sonoma		Agricultural Commissioner-Weights and Measures TPW-Road Maintenance
1st & Church Street	Guerneville	Vet's Hall	Sheriff-Guerneville Law Enforcement
2300 A County Center Drive	Santa Rosa	CAC	County Counsel District Attorney Emergency Services General Services Regional Parks
2300 B County Center Drive	Santa Rosa	CAC	District Attorney Human Resources Transportation and Public Works
2300 Professional Drive	Santa Rosa	CAC	Information Systems
2350 Professional Drive	Santa Rosa	CAC	Health Services-Mental Health/Alcohol and Other Drug Services
2550 Paulin Drive	Santa Rosa	CAC	Child Support Services Human Services-Economic Assistance
2550 Ventura Avenue	Santa Rosa	CAC	Permit & Resource Management Department
2604 Ventura Avenue	Santa Rosa	CAC	Information Systems Clerk, Recorder, Assessor-Registrar of Voters
2615 Paulin Drive	Santa Rosa	CAC	Information Systems
2755 Mendocino Avenue	Santa Rosa	CAC	District Attorney-Family Justice Center
2796 Ventura Avenue	Santa Rosa	CAC	Sheriff-Administration
300 Fiscal Drive	Santa Rosa	CAC	Probation-Adult Probation Regional Parks
3322 Chanate Road	Santa Rosa	Chanate	Health Services-Mental Health/Alcohol and Other Drug Services
3333 Chanate Road	Santa Rosa	Chanate	Health Services-Mental Health/Alcohol and Other Drug Services
810 Grove Street	Sonoma		Health Services-Mental Health/Alcohol and Other Drug Services, Public Health
920 W 8th Street	Sonoma		Health Services-Mental Health/Alcohol and Other Drug Services
11 English Street	Petaluma		Health Services-Public Health
538 Eliza Way	Santa Rosa		Probation-Juvenile Detention
575 Administration Drive	Santa Rosa	CAC	ACTTC Board of Supervisors County Administrator's Office County Counsel Human Resources
585 Fiscal Drive	Santa Rosa	CAC	ACTTC Clerk, Recorder, Assessor
600 Administration Drive	Santa Rosa	CAC	District Attorney Probation Public Defender
800 Grove Street	Sonoma		Sheriff-Sonoma Valley Law Enforcement
3420 Chanate Road	Santa Rosa	Chanate	Health Services-Public Health

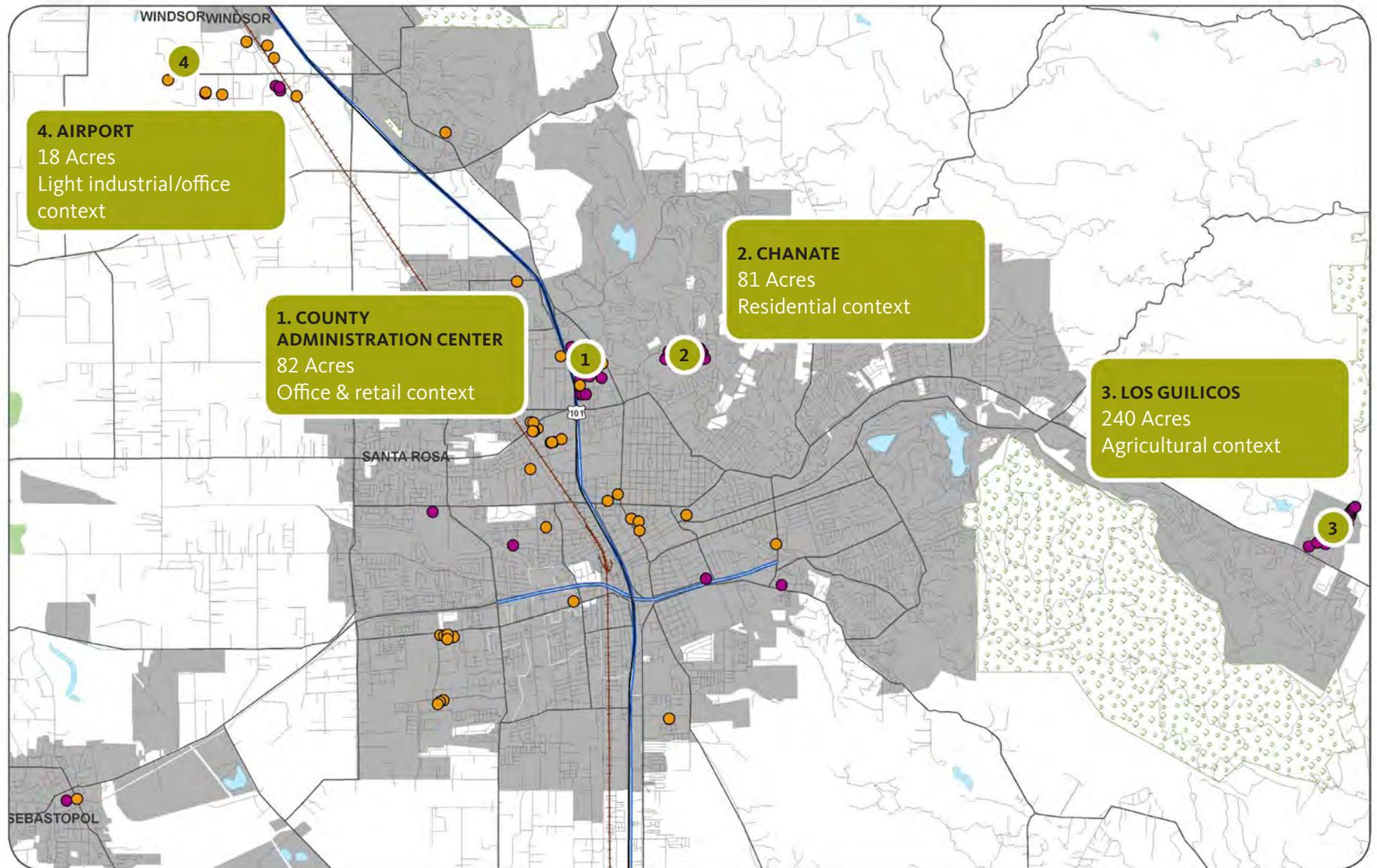
CCFP Leased Properties

Address	City	Occupants
100 W. 3rd Street	Cloverdale	Health Services-Alcohol and Other Drug Services
1000 Coddington Center	Santa Rosa	Probation-Adult Probation
1300 Coddington Center	Santa Rosa	Health Services-Alcohol and Other Drug Services
133 Aviation Boulevard	Santa Rosa	Agricultural Commissioner UC Cooperative Extension
1360 N. Mc Dowell Boulevard	Petaluma	Health Services-Alcohol and Other Drug Services, Public Health
1375 North Dutton	Santa Rosa	Information Systems
1440 Guerneville Road	Santa Rosa	Community Development Commission-Administration, Development, Housing Authority, Agency
150 Matheson Street	Healdsburg	Transportation and Public Works Air Pollution
16390 Main Street	Guerneville	Health Services-Alcohol and Other Drug Services
1747 Copperhill Parkway	Santa Rosa	Human Services-Family, Youth & Children
1755 Copperhill Parkway	Santa Rosa	Child Support Services
2225 Challenger Way	Santa Rosa	Health Services-Alcohol and Other Drug Services
2227 Capricorn Way	Santa Rosa	Human Services-Training
2235 Challenger Way	Santa Rosa	Information Systems
2255 Challenger Way	Santa Rosa	Sheriff-Law Enforcement
2400 County Center Drive	Santa Rosa	Health Services-Public Health
3600 Westwind Boulevard	Santa Rosa	Human Services-Administration
3725 Westwind Avenue	Santa Rosa	Human Services-Adult and Aging
401 College Avenue	Santa Rosa	Economic Development
433 Aviation Boulevard	Santa Rosa	ACTTC-Audit
490 Mendocino	Santa Rosa	Health Services-Administration
490 Mendocino Avenue	Santa Rosa	Health Services-Public Health
520 Mendocino Avenue	Santa Rosa	Human Services-Assistance
555 Sebastopol Road	Roseland	Sheriff-Roseland Substation
620 Larkfield Center	Larkfield	Sheriff-Larkfield Substation
625 5th Street	Santa Rosa	Health Services-Public Health
9291 Old Redwood Highway	Windsor	Sheriff-Windsor Sheriff Dispatch

Priority Land Properties

The CCFP addressed issues and opportunities at four “Priority Land Properties.” These properties include developed and under-utilized land owned by the County that could be available for disposal, lease, or redevelopment.

PRIORITY LAND PROPERTIES



1. County Administration Center

The County Administration Center (CAC) is the “headquarters” of the County and contains most of the major administrative and justice-related functions. The buildings themselves are mostly from the 60’s and 70’s and vary in terms of required deferred maintenance. Surface parking is abundant but also heavily used, as evidenced by street parking along Administrative Drive.



SITE DESCRIPTION

Site Area: 82 acres

No. of Facilities: 15

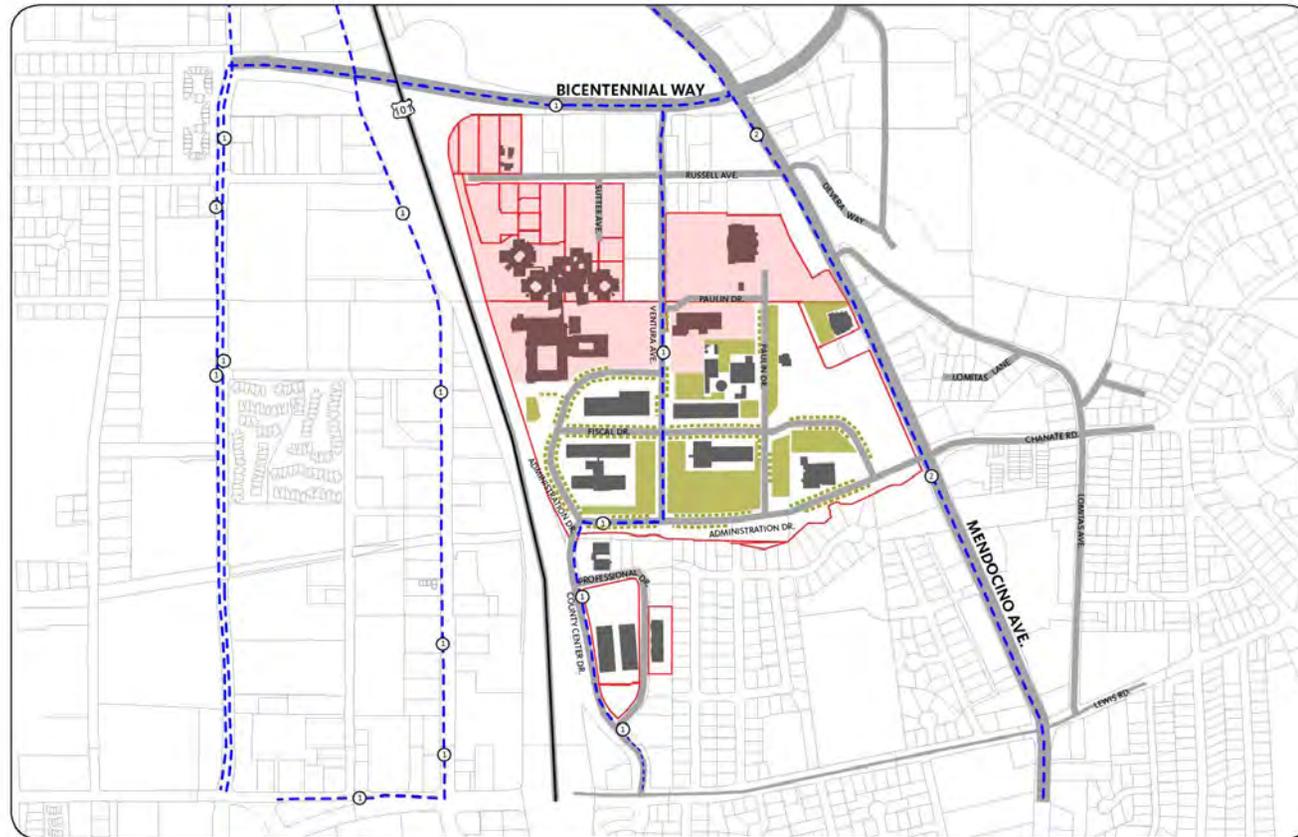
Site Development: The site contains low-rise office and custodial facilities, punctuated by surface parking lots.

 County-Owned Parcels

 County Building Footprints

DEPARTMENTS

ACTTC	Human Services
CAO + BOS	Information Sys.
County Council	IT
CRA	Law Library
DA	PRMD
Emergency Svcs.	Probation
General Services	Public Admin.
Guardian/Cons.	Public Defender
Health Services	Regional Parks
HR	Sheriff
HRMS	TPW



SITE CONTEXT

- Site Parcel Lines
- Excluded Area

Excluded: Justice Quadrant and Law Enforcement Building

Topography: Relatively flat with no impact on building

Surrounding Context: Combination of low density residential and retail along Mendocino Ave.

Zoning: Public/Institutional and Planned Development

SITE CIRCULATION

- Roads

Site Access: Vehicle access from Bicentennial Way, County Center Drive and Mendocino Ave. County Center Drive is the most common point of entry due to its accessibility to Hwy 101.

Internal Circulation: Predominantly vehicular along Ventura Ave. and Administration Drive. Smaller roads branch out from these major axes.

ACCESSIBILITY

- Transit Lines
- Parking
- .-.- Street Parking

Public Transit: Two bus lines along Mendocino Avenue with stops within walking distance of the site. There is one bus line down Ventura Ave. and County Center Dr.

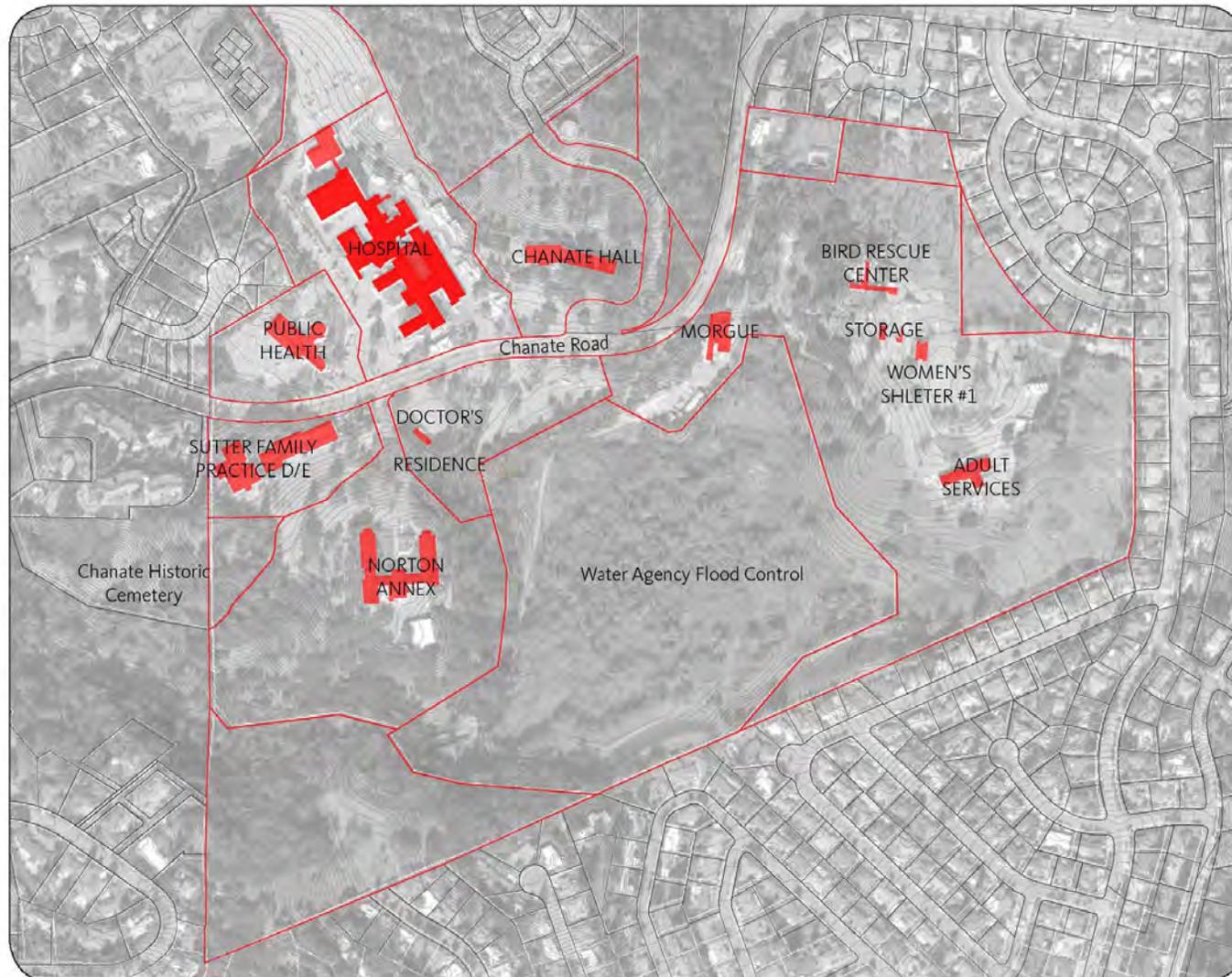
Highway Access: Hwy 101 runs along the western edge of the site with offramps on Bicentennial Way and Steel Lane just south of the site. Bicentennial Way only has an offramp in the northbound direction.

SITE OPPORTUNITIES

- County Government Center
- Mid-density residential with retail
- Commercial office supporting Justice Campus
- Executive hotel

2. Chanate

The Chanate campus is set in a beautiful wooded area adjacent to single and multi-family residences. County services at the site include the County Morgue as well as the Public Health, Mental Health/Alcohol and Other Drug Services and Administrative divisions of the Health Services Department. Sutter Hospital is also located at the site but is slated to be moved to its new location by October 2014. A significant portion of the site is part of the Water Agency Flood Control and is therefore unaccessible and undevelopable. There is also an earthquake fault zone on the property that impacts development.



SITE DESCRIPTION

Site Area: 81 acres
 No. of Facilities: 11
 Site Development: Much of the buildable area of the site is currently undeveloped.

- County-Owned Parcels
- County Building Footprints

DEPARTMENTS

Health Services
 Sheriff



SITE CONTEXT

- Site Parcel Lines
- Excluded Area

Excluded: Historical Cemetery, Water Agency Flood Control.

Topography: Slope exceeds 5% in a significant portion of the site and greatly impacts construction costs and feasibility.

Surrounding Context: Low Density Residential.

Zoning: Public Institutional

SITE CIRCULATION

- Roads

Site Access: Vehicular access from Chanate Road, which runs directly through the site.

Internal Circulation: Vehicular access from a street named Hospital and County Farm Road.

ACCESSIBILITY

- Transit Lines
- Parking
- ⋯ Street Parking

Public Transit: A one-way busline provides access to the Chanate campus, heading east along Chanate Road.

Highway Access: The Steele Lane offramp of Highway 101 provides access to Mendocino Avenue, which intersects Chanate Road. The Bicentennial Way offramp (northbound only) also provides access to Mendocino Avenue.

SITE OPPORTUNITIES

- Low-density residential
- Mid-density residential
- Small retail/mixed use
- Open space

3. Los Guilicos

Los Guilicos is set among the vineyards and lush greenery of the Valley of the Moon, approximately 10 miles east of the CAC along the Sonoma Highway. The new Juvenile Justice Center is located here, along with the Redwood Children’s Center and the Valley of the Moon Children’s Home. Also located here is the Historic Hood House and the vacant buildings of the old juvenile detention facility. A large section of the property is used for agricultural purposes, and more than half of the County property is undeveloped woodlands.



SITE DESCRIPTION

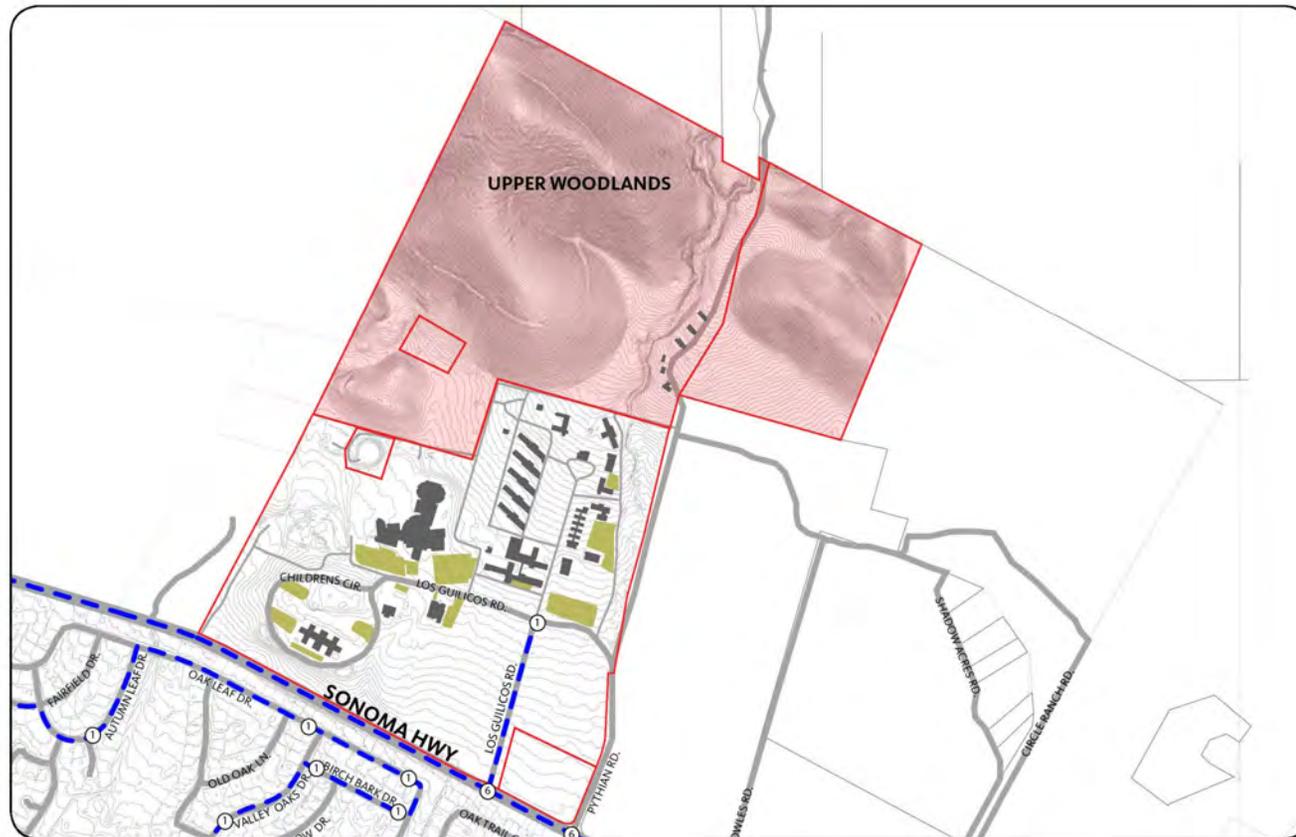
Site Area: 240 acres

No. of Facilities: 7

Site Development: The site is generally underutilized in terms of developed area, though this is due to lack of County and market demand.

DEPARTMENTS

- District Attorney
- Health Services
- Human Services
- Probation
- Public Defender
- Sheriff



SITE CONTEXT

- Site Parcel Lines
- Excluded Area

Excluded: Upper Woodlands

Topography: Slope exceeds 5% in the Upper Woodlands and at multiple points along the site. There is some impact to construction costs and feasibility.

Surrounding Context: Low Density Residential and Agriculture.

Zoning: Public/Institutional

SITE CIRCULATION

- Roads

Site Access: Vehicular access from North Pythian Road off the Sonoma Highway, approximately 10 miles east of the CAC.

Internal Circulation: Vehicular access via Los Guilicos Road off of North Pythian Road.

ACCESSIBILITY

- Transit Lines
- Parking
- ⋯ Street Parking

Public Transit: A Sonoma County Transit bus line provides access to Los Guilicos along the Sonoma Highway.

Highway Access: The Sonoma Highway is accessible from Highway 101 via the Downtown Santa Rosa offramp heading north and the Highway 12 offramp heading south.

SITE OPPORTUNITIES

- Agriculture
- Lodging
- Education/youth-affiliated
- Open Space

4. Airport

Several owned and leased County facilities are located adjacent to the Charles M. Schulz - Sonoma County Airport. These include a Transportation and Public Works road maintenance facility, a leased ACTTC Audit facility, the Weights and Measures facility and the Animal Shelter.



SITE DESCRIPTION

Site Area: approximately 18 acres

Total Buildings: 8

Site Development: The exact area under County control at the Airport is not known and would need to be surveyed. Several County functions are located there, and much of the adjacent land is undeveloped. Other than storage or Airport operations, there are no viable or required additional County uses for the site. In addition, there is limited opportunity for use, such as light industrial, consistent with adjacent uses.

DEPARTMENTS

Auditor Controller Tax Collector (ACTTC)

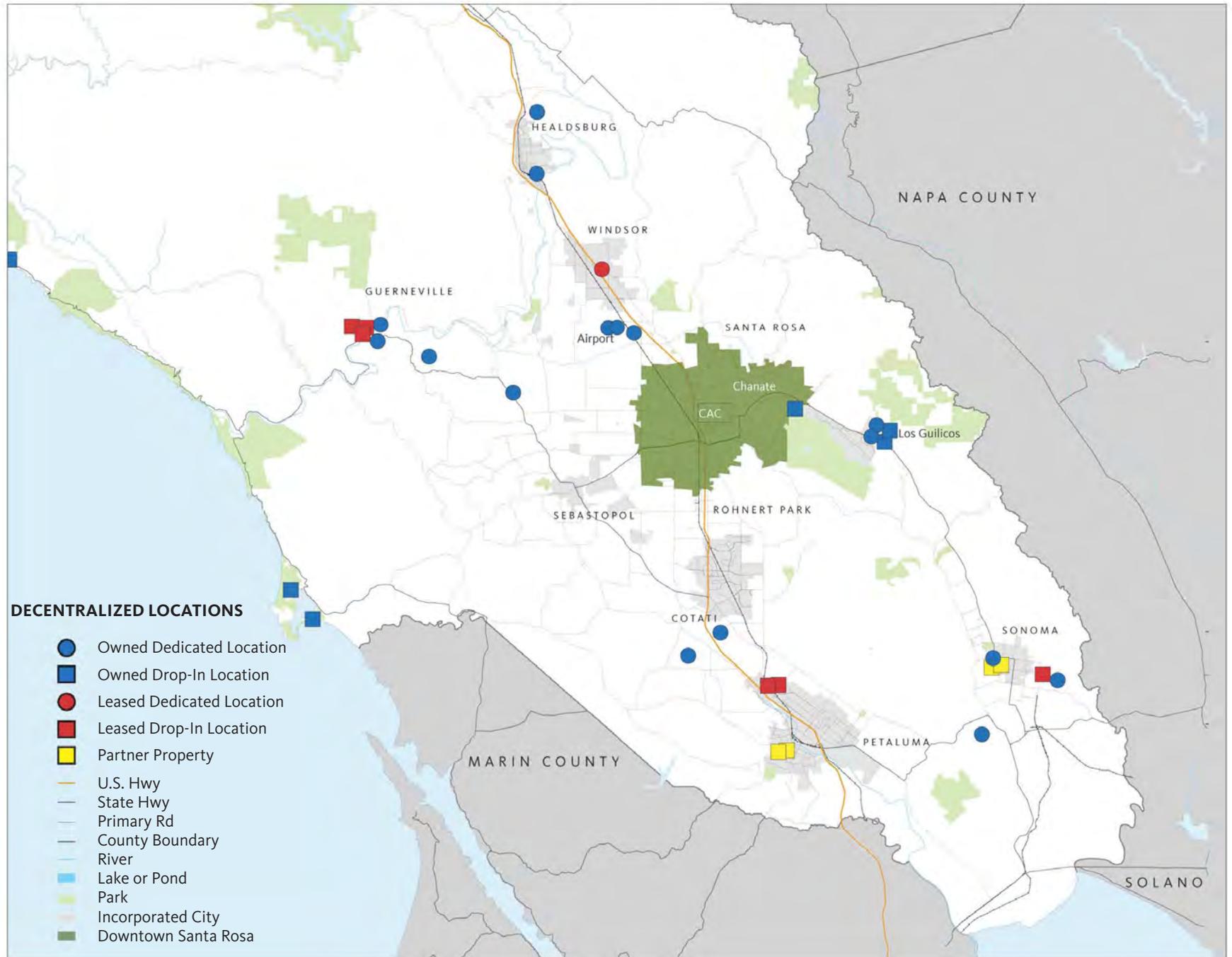
Agricultural Commissioner

Transportation & Public Works (TPW)

[this page intentionally left blank]

Decentralized Locations

As noted in the *Service Delivery Vision*, targeted localized services support the principles of accessibility, cost efficiency, and environmental sustainability. Developing “drop-in” offices where services can be provided directly to County residents improves access, especially for individuals who have a difficult time getting to the County center. Many services are already provided in the field. Having a place for employees to do report writing and general administration without having to travel back to a centralized office will lower vehicle miles traveled, reducing costs and the environmental footprint.



Veterans Memorial Halls

The County is responsible for operating eight Veterans Memorial Halls, located in the larger Sonoma County communities. These facilities are generally underutilized, expensive to operate, and available to the general public to rent for special events. There is an excellent opportunity to create “drop-in” locations (in conjunction with existing access for veterans) at these facilities for certain County services, most notably programs from Health Services and Human Services.



Office Space Utilization

Determining office space utilization is a quick way to gauge the efficiency of the County's portfolio, since the large majority of CCFP facilities house office-based functions. In order to benchmark the County's utilization, a survey of other public and private organizations was conducted and the results compared against the County's utilization rate.

Space Utilization Findings

Space utilization is expressed as the amount of rentable square feet per person within typical office space.

- The County does not have an up-to-date space planning metric for office space.
- The current average for office and service space is 302 rentable square feet per person. The 302 SF/PP average excludes specialty spaces and facilities, such as large training rooms, storage, and server rooms.
- This average RSF/person is higher than current best practices and varies by department and facility.

RSF/PERSON



Average by Department (2010)

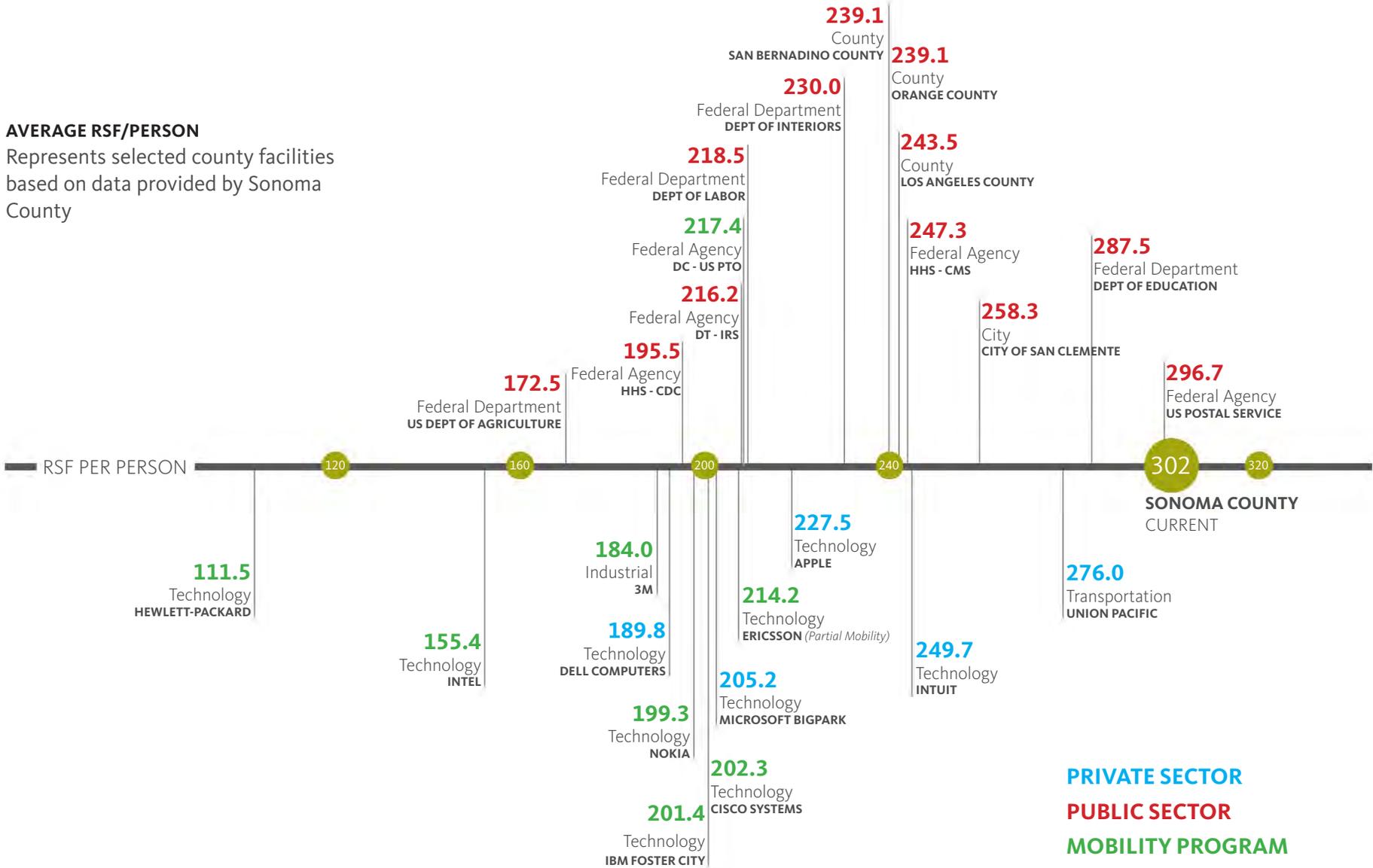


Average RANGE by Department (2010)

Space Allocation Benchmarking

AVERAGE RSF/PERSON

Represents selected county facilities based on data provided by Sonoma County



Space Allocation

SELECTED OWNED FACILITIES

ADMINISTRATION BUILDING

Rentable Square Footage: 45,862 SF
 Headcount: 130
 RSF/Person: 353

2550 PAULIN DR.

Rentable Square Footage: 44,484 SF
 Headcount: 135
 RSF/Person: 330

LA PLAZA A & B

Rentable Square Footage: 70,800 SF
 Headcount: 234
 RSF/Person: 303

FISCAL BUILDING

Rentable Square Footage: 40,430 SF
 Headcount: 206
 RSF/Person: 196

SELECTED LEASED FACILITIES

133 AVIATION BLVD.

Rentable Square Footage: 21,517 SF
 Headcount: 50
 RSF/Person: 430

520 MENDOCINO

Rentable Square Footage: 21,806 SF
 Headcount: 70
 RSF/Person: 312

3725 WESTWIND BLVD.

Rentable Square Footage: 24,146 SF
 Headcount: 96
 RSF/Person: 252

CAC Parking Supply

W-Trans, under separate contract, developed a *2011 Parking Study* for the County Administration Center (CAC). The study revealed that there are currently 2,749 parking spaces within the CAC. Approximately 2,207 of these spaces are located in off-street lots while 542 of the spaces are located on streets within the County Center.

[this page intentionally left blank]

04

ALIGNMENT WITH SERVICE DELIVERY VISION

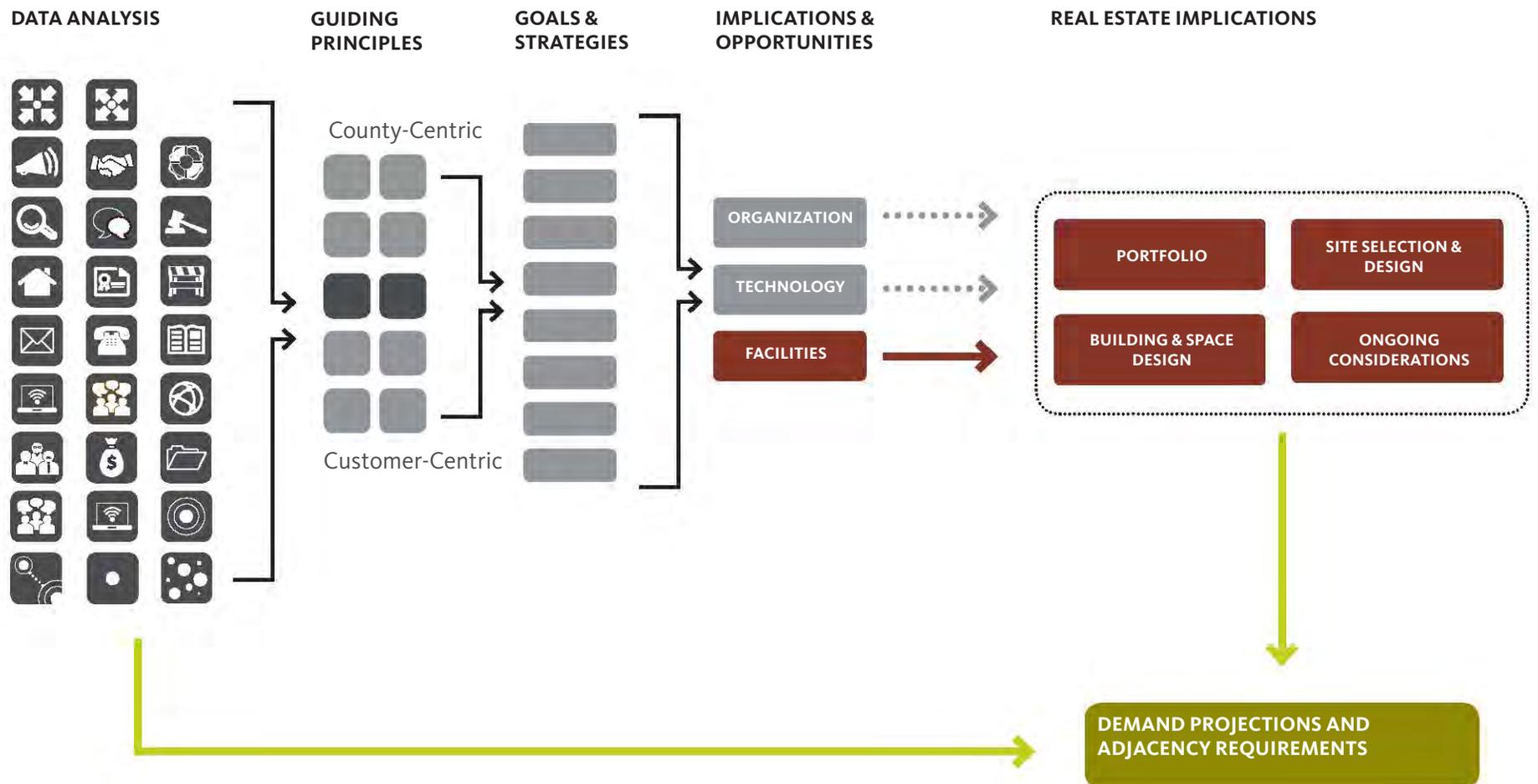
Overview	104
Service Delivery Vision Summary	106
Real Estate Implications	108

Overview

The *Service Delivery Vision* emerged from a process of data collection and analysis, background review of cross-department and County-wide initiatives, and a survey of external trends and best practices. The findings led to ten *Guiding Principles* which serve as the performance standard for effective service delivery.

The *Service Delivery Vision* identified eight goals that articulate specific intents for the County, with strategies and implications associated with each. While the implications addressed organization and technology as well as facilities, only those with a potential impact on design and real estate were carried forward to inform the Real Estate & Financial Vision.

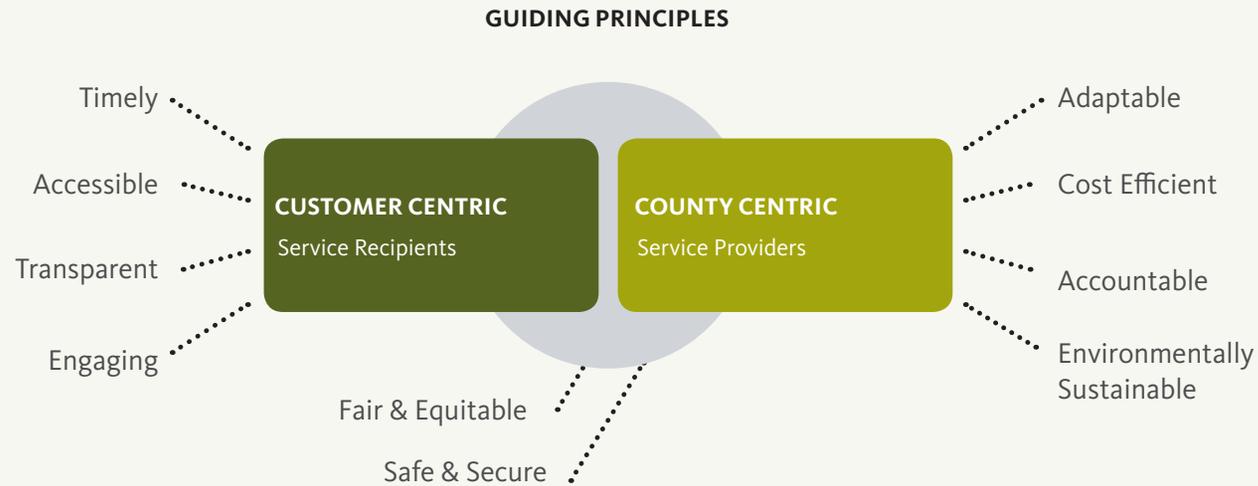
Service Delivery Vision Process



Service Delivery Vision Summary

The *Guiding Principles* offer the essential aspirations and imperatives for service delivery in the County. The Goals and Strategies offer a means to fulfill the mission of the Guiding Principles.

The idea of recognizing perspectives between service recipients and service providers is critical to understanding the specific components of the CCFP.



Service Delivery Vision: Goals and Strategies

1. Clearly communicate the County's mission through people, space, and technology

- Community place-making
- Environmental design and campus wayfinding
- Information design standards

2. Streamline and integrate operations, administration, and planning

- Centralized administration
- Internal support 'service centers'
- Electronic records and case management
- On-going comprehensive planning

3. Create a welcoming, enriching experience for all customers without compromising safety and security

- 'Level-of-risk' design standards
- Encourage and reward professionalism
- Transit-oriented service delivery
- Bilingual resource teams

4. Maximize customer convenience through services bundling and virtual delivery channels

- Bundled services
- Virtual status checks
- Alternative delivery channels
- Localized service delivery

5. Support 'Mobile' staff at a County-wide level

- Connectivity in the field
- Drop-in offices

6. Leverage resources (equipment, technology, and space) for county-wide benefit

- Centralized meeting and training center(s)
- Leveraged mail processing and courier services
- Shared warehousing
- Centralized food services/kitchens

7. Reduce the environmental impact of service delivery and celebrate the savings

- 'Green' data management and wireless technology
- Building performance auditing & reporting
- Transportation metrics monitoring
- Sustainable operations performance guidelines
- Sustainable purchasing guidelines

8. Seek revenue-generating/cost-reducing opportunities and partnerships to enhance core service delivery

- Upstream investment
- Broadened fee-based services
- Regional, fee-based training centers
- Mixed-use development

Real Estate Implications

While the Service Delivery Vision: Goals and Strategies define broad intents across disciplines and departments, the CCFP focuses on those with a potential impact on real estate and facilities. These implications are identified in four categories for consideration in the development of the real estate models.

PORTFOLIO: GOALS AND STRATEGIES

Bundled services (1)

- Central campus zoned by related services
- Services Center Campus(es) (multi-departmental)

Centralized administration (1)

- Centralized, connected facilities at the County Administrative Center

Localized service delivery (1)

- Services kiosks at various locations throughout the County
- Satellite locations through community partnerships

Centralized meeting and training center (1)

Centralized mail center (1)

- Centralized mail processing facilities
- Consistent, shared pick-up points for buildings and smaller campuses

SITE SELECTION & DESIGN: GOALS AND STRATEGIES

Transit-oriented delivery (1)

- Large-scale campus with multi-modal transit options
- Small-scale campuses with multi-modal transit options
- Stand-alone facilities connected through frequent-service transit lines
- Satellite locations that serve areas where public transit is limited

“Support” service centers (1)

- Campus-based internal support
- Service Centers at the Airport, CAC, Los Guilicos and South Santa Rosa locations

Level of risk standards

- Campus and circulation planning to support anti-adjacencies
- Stand-alone custodial facilities for higher-risk customers/clients

BUILDING & SPACE DESIGN: GOALS AND STRATEGIES

Level of risk standards

- Secure design of consultation areas (lobbies, interview rooms, etc.) in all facilities and locations

Alternate delivery channels (2)

- Overall reduction in ‘people’ spaces, with shift to warehouse and mail processing spaces
- May reduce parking and training space needs at campus locations
- May reduce satellite locations for groups like Registrar of Voters

Connectivity in the field (1)

- Cross-departmental drop-in offices with network access

Electronic records (2)

- Reduced file storage space needs, with a corresponding office space reduction

ONGOING CONSIDERATIONS: GOALS AND STRATEGIES

Community PlaceMaking (1)

- Large-scale campus planning emphasizing walk-ability, public space and wayfinding
- Small-scale campus planning emphasizing walk-ability, public space and wayfinding

Sustainable design (1)

- Sustainable design and resource consumption (water, energy, materials, and waste)

Comprehensive planning (1)

- Meeting rooms to accommodate planning committees equipped with collaboration tools like WebEx, projectors, smart boards, etc.

(1) Priority Consideration

(2) Secondary Consideration

[this page intentionally left blank]

05

SPACE REQUIREMENTS

Overview	112
Space Utilization Standards	114
Headcount Projections	122
Space Projections	128

Overview

In developing requirements for a portfolio at Sonoma County's scale, high-level planning metrics have been used as informed 'placeholders'. These metrics are based on benchmarks from other institutions and Gensler's extensive experience in designing millions of square feet over the last 45 years. The metrics are only meant as guides and should not substitute for the specific programming entailed in any major renovation or construction project.

The new recommended planning metrics for Sonoma County attempt to standardize and economize County office and resource spaces.

This portion of the Real Estate & Financial Vision primarily focuses on space for offices and related functions. Custodial, storage and infrastructural spaces are not included.

Space Requirements

The goal of developing space requirements is to not only calculate the County's total demand for space, but also to identify and begin to implement strategies, at the highest level, to establish and maintain an efficient, progressive and productive workplace.

For the CCFP, the total square footage required is a product of the recommended utilization standard (RSF/person) and the projected total seat demand. Specialty spaces, such as training rooms, data servers, and the board of supervisors chambers are then added to determine the total rentable area required. The total gross square foot required is calculated by adding a 'grossing' factor (which provides space for exterior walls and infrastructure such as mechanical ducts).

SPACE REQUIREMENTS CALCULATION



KEY STRATEGIES

The following are key strategies to enhance the quality and efficiency of County workspace.

- Reduce space per person through efficient design.
- Reduce office storage through the use of electronic communications and filing.
- Leverage large scale specialty spaces, i.e. training rooms, to reduce redundancy.
- Implement a mobility strategy that allows the mobile employees to share a common pool of desks (shown in the recommendations as an optional overlay).

Space Utilization Standards

Space utilization standards depict the overall measure of space per individual, including individual offices and workstations, as well as the pro-rata share of all common areas, such as meeting rooms, lobbies, file rooms, and office support spaces. They are calculated averages and do not represent literal floor plan-based layouts.

Overall Utilization Recommendations

The team developed two overall utilization metrics for the County: Standard, and Standard with Mobility. These utilization recommendations were derived from the application of the three component standards discussed on the following page and are designed to accommodate the variety of work styles among County departments, including an allowance for circulation and typical office support spaces (conference rooms, pantries, file rooms, etc.). Each metric reflects a more efficient utilization of space than the 302 RSF per person the County currently experiences.

STANDARD OPTION

A standard of 216 rentable square feet per person. This number assumes that all County staff have an assigned seat. Implementation of this standard across all general office and service facilities would yield a 20% reduction in space needs.

STANDARD WITH MOBILITY OPTION

A standard of 180 rentable square feet per person. This number assumes that the County has implemented a workforce mobility program and is sharing desks at a 3 to 1 ratio (one seat for every three County staff). Implementation of this standard across all general office and service facilities would yield a 34% reduction in space needs.



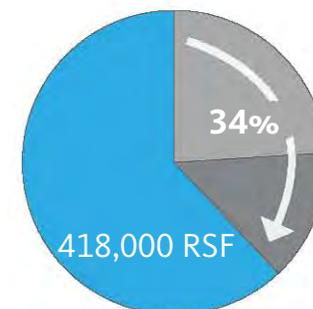
CURRENT

302 Average RSF/PP



STANDARD

216 Average RSF/PP
ALL COUNTY OFFICE SPACE



STANDARD WITH MOBILITY

180 Average RSF/PP
ALL COUNTY OFFICE SPACE

Space Allocation Components

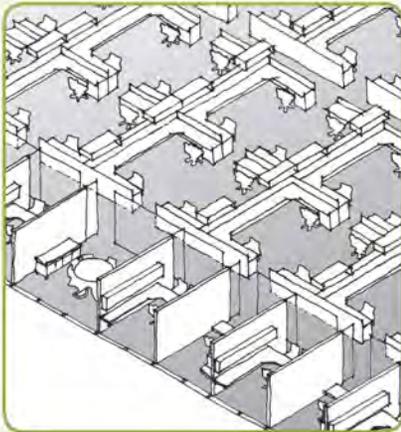
The team developed three standards to support the range of functions across County departments and divisions, while streamlining space utilization based on the commonalities of work modes. The standards are assigned based on the work functions reported in the department profiles (Appendix A of the *Service Delivery Vision*). In order to accommodate the varying roles and functions within each service type, the standards were applied in graduated levels. The standards depicted are designed for use

in high-level space planning and are not intended to reflect a full set of space standards used by the County.

As examples of implementation, the diagrams below depict work environments utilizing a variety of different planning strategies. Each of these addresses the needs of different work processes, managerial styles and organizational structures.

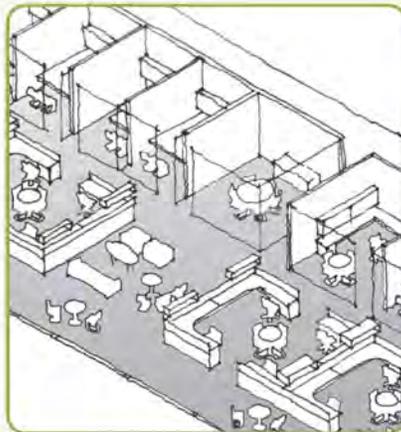
WORK ENVIRONMENTS

TRADITIONAL



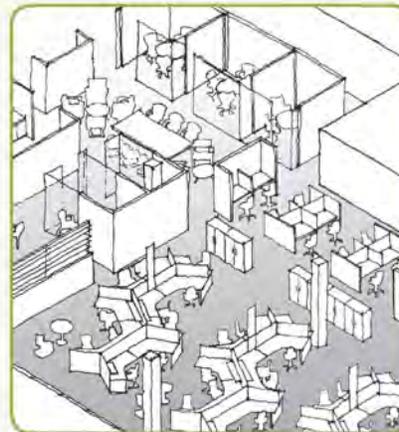
- Perimeter office intensive
- Hierarchy-based work space assignment
- Rewards system linked to workstation and office size
- Primarily supports focus work

TRANSITIONAL



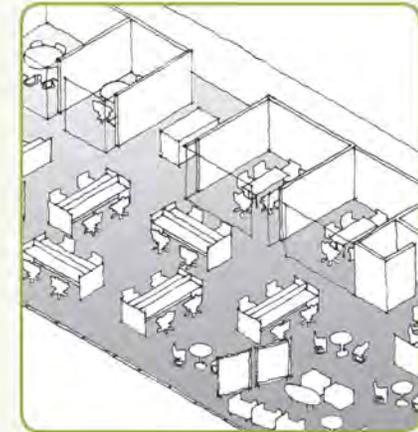
- Predominantly inboard offices
- Egalitarian approach to work space assignment
- Both formal and informal meeting spaces
- Supports focus and collaboration

ACTIVITY-BASED



- Multiple alternatives to private offices
- Work space assignment based on function
- Spaces that support all work modes
- Higher utilization/effectiveness of real estate

NON-TERRITORIAL

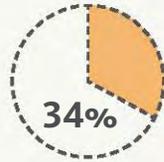


- Supports a highly mobile work force
- Non-assigned work spaces (hoteling concept)
- Emphasis on collaboration, learning and socializing
- Greater reduction in real estate SF

Planning Metrics

STANDARD 1

Consultation & Transaction Staff
34% main campus



This is the standard for desk-bound office staff who have substantial customer service functions in-house (either through one-on-one consultations or transactional counter service). This standard includes an additional shared space which could be used for interview rooms, waiting areas, etc.

Service Types: Advocacy, Consultation, Transaction, Education & Training

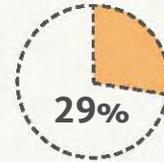
EXAMPLE:

Average Private Office: 10%
 Average Open Workstation: 90%
 Average Workstation Size: 8' x 8'
 Average Common Space / Person: 55 NET SF



STANDARD 2

All Office-Based Staff
29% main campus



This is the standard for desk-bound work, including typical provisions for meeting rooms and support functions.

Service Types: All not included in Standards 1 & 3

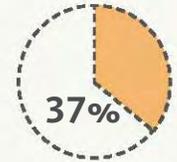
EXAMPLE:

Average Private Office: 10%
 Average Open Workstation: 90%
 Average Workstation Size: 8' x 8'
 Average Common Space / Person: 45 NET SF



STANDARD 3

Investigatory, Field Workers, Inspectors
37% main campus



This is the standard for staff required to regularly work outside of the office (at client sites, inspection sites, etc.). This standard has slightly reduced workstations & reduced storage, which would result from implementation of electronic records, supporting their mobile work mode

Service Types: Investigation & Inspection

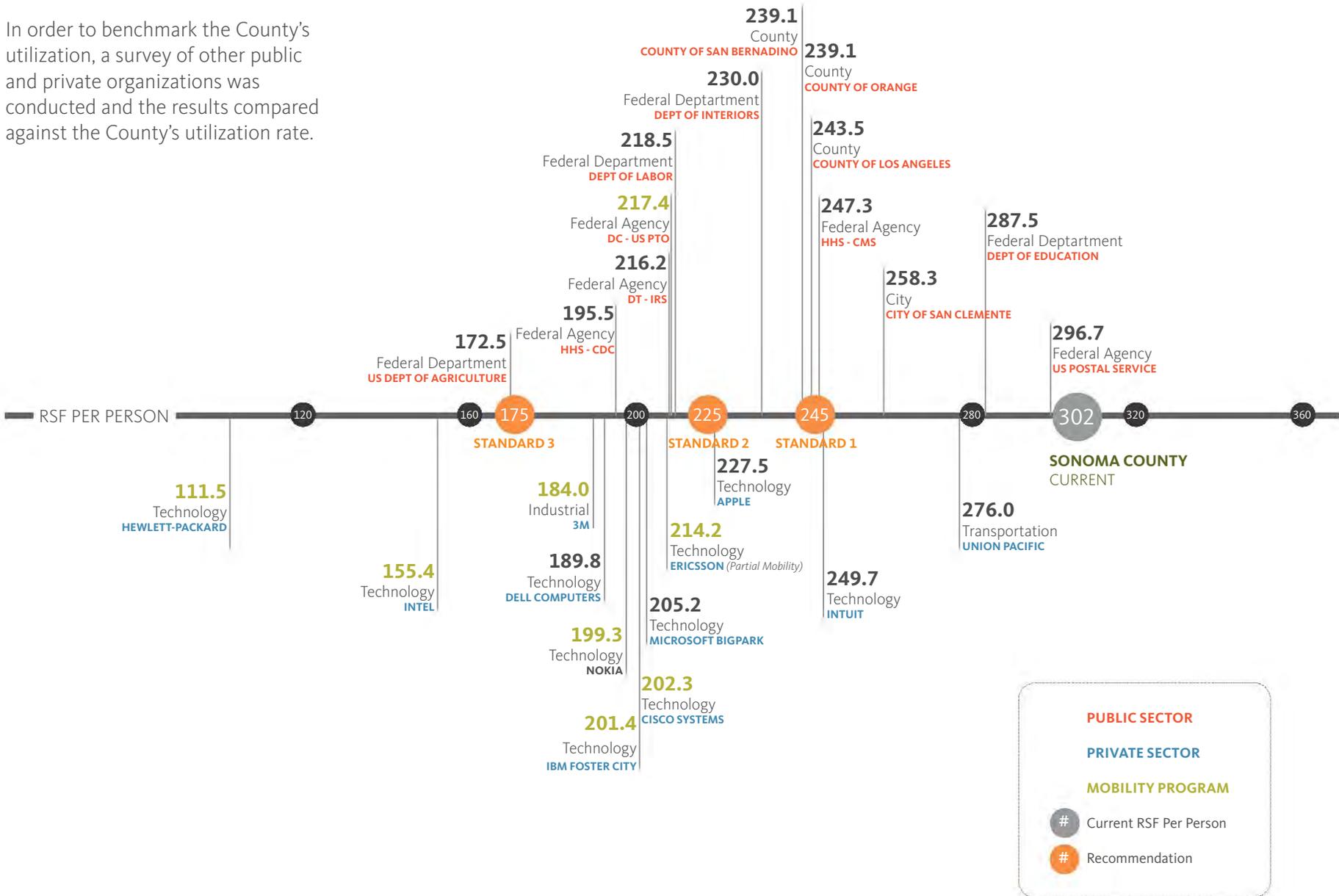
EXAMPLE:

Average Private Office: 10%
 Average Open Workstation: 90%
 Average Workstation Size: 6' x 8'
 Average Common Space / Person: 35 NET SF



Space Allocation Benchmarking

In order to benchmark the County's utilization, a survey of other public and private organizations was conducted and the results compared against the County's utilization rate.



Additional Strategy: Workforce Mobility

A mobile workplace offers variety and choice in how, when and where work is accomplished. Individuals have the ability to work freely both within and outside the office walls.



Many employees in Sonoma County already work in a mobile manner spending much of their work day out of the office to conduct inspections and investigations, visit clients, or meet with colleagues in other offices. The development of a formal mobility program acknowledges the differences in the way in which work is conducted by ensuring that the proper infrastructure and policies are in place to maximize the benefits and efficiencies. The County has the ability to realize significant savings in real estate costs, reduce greenhouse gas emissions, increase employee attraction and retention by promoting work-life balance, and improve Continuity of Operations (COOP) in emergency situations.

As a first step toward mobility, the County has the option to quickly implement a formal program for these “already mobile” staff. In the CCFP, a mobility program is recommended as an overlay strategy. The plan assumes a 1 to 1 ratio (staff to workstation) for all non-mobile employees. For those participating in the mobility program, which can be implemented according to work function or on a volunteer basis, the plan allots 1 workstation for every 3 individuals. In practice, it is best when these desks are pooled to allow maximum flexibility.

Developing a Mobility Program

There are many important considerations that must be recognized in order to develop a comprehensive mobility program.

Mobility is not a one-size-fits-all. Constrictive job functions, unfamiliarity with managing a virtual workforce, lack of automated business processes and mobility policies, and limited technology have constrained the growth of mobile work. An acknowledgement of these key constraints and a push toward business process improvement, technology support, and growing familiarity with mobile work practices will allow Sonoma County to better support its already mobile workforce and develop a formal mobility program.

There are 6 recommended steps that outline the process required to roll-out a comprehensive mobility program in Sonoma County. Mobility should be a thoughtfully designed program with a designated team to manage the process. The team will conduct the critical up front research and evaluations, design, plan, and implement the program, conduct pilot studies to test different methods and policies, and constantly monitor progress and performance.

6 BASIC STEPS TO ROLL-OUT A MOBILITY PROGRAM

1 Establish The Team

Identify the champion, manager and program team and establish long term metrics and goals.

2 Evaluate Mobility Readiness

Identify the target populations and conduct a readiness assessment based on their function, culture, processes & policies, and technology.

3 Prepare & Develop Plan

Establish mobility milestones, including key performance indicators (KPIs).
Create the framework for a plan, including change management and the necessary infrastructures that must be in place.

4 Conduct a Pilot Study

Identify early adopters as potential pilot candidates.
Develop a pilot mobility program with a specified time frame and performance metrics.

5 Implement & Manage Risk

Incorporate the findings from the pilot study into the mobility program.
Create an implementation plan and schedule and implement the mobility program.

6 Measure Performance

Measure the results at regular intervals against established goals and KPIs. Refine and continually improve based on regular reassessment of the mobility program.

Developing a Mobility Program

The following list highlights a few of the most critical factors for success compiled from the experiences of other organizations that have developed mobility programs.

1. **Telework should be a choice.**
While mobile work is a necessary component of many different job functions, the telework program expands the opportunity for others to work in a more mobile style. Telework should not be mandated but offered as an option for eligible employees. Choice enables employees to feel empowered by telework, not hindered.
2. **Engage all levels of staff in the program development.**
A successful mobility program requires buy-in at the executive, middle management, and staff levels. Each stakeholder group has different concerns and perspectives on the benefits and potential obstacles associated with a mobility program. Engage each group to provide transparency and ensure all concerns are appropriately addressed.
3. **Proper training is essential for all parties, not just mobile workers.**
A robust change management program for all management and staff is crucial to ensure that staff understand how to effectively communicate with a mobile team. This involves ample training in the required tools, technology, processes, and protocols to work in a virtual environment.
4. **Invest more in people and technology.**
Although mobility provides a potential opportunity for real estate and utility cost savings, it is important to recognize that part of the savings will be offset with essential investments in the programs and technologies required to empower employees to work effectively.
5. **The development of culture and relationships must be intentional.**
With less employees working together physically, culture and relationships can no longer be centered around physical presence. Organized programs, which can be managed through an employee-run committee, maintains organizational culture and fosters social interaction among staff.

TRENDS & BEST PRACTICES

US PATENT & TRADEMARKS OFFICE, WASHINGTON, D.C.

The US Patent & Trademarks Office (USPTO) has an established telework program with over 13 years of experience. Telework is completely voluntary for employees with a minimum of 2 years of experience working in the USPTO. In 2010, more than 5,600 of its 9,477 total employees were participating in the telework program. Of those employees, 2,600 have adopted telework up to 4 - 5 days per week and have completely relinquished their individually assigned office space (approximately 150 sf). Since 2006, the USPTO set a target to deploy 500 employees per year to telework 4 - 5 days a week.

The USPTO developed a hoteling system for mobile employees that involved two workstations within an enclosed office that were reservable through an online reservation system. Initially, each hoteling suite was assigned to 3 mobile workers, or 3 headcount per 2 seats. Management realized that the hoteling suites were greatly underutilized because employees were spending the majority of their time while working in the office in meetings or collaborating with others. The revised ratio of headcount per suite was raised to 10 mobile workers per suite, or 10 headcount per 2 seats.

Through implementing the telework program, the Trademarks Department was able to consolidate 46,800 USF of office space and avoid \$1.5 million in rent per year. The agency has also been able to grow in headcount while avoiding the expansion of \$11 million in additional office space as a direct result of their hoteling programs.



US Patent & Trademarks office

Headcount Projections

Preliminary projected headcounts for 5, 10 and 20 years were collected through surveys and interviews with each department included in the CCFP. The final projections incorporated trends in overall county population growth, County employment, and self-reported headcount growth by each County department. Ultimately, these headcount projections were used as a basis to forecast seat and space requirements over the next twenty years.

Projection Methodology

Overall, the County's total staff count has shown little change historically. While the recent economic downturn has caused some reductions in total staff, the overall projection shows a continued stability long term, with some growth mainly in the criminal justice sector.

The initial analysis included a comparison of overall county population growth with growth in County government employment. From 2000 to 2008, a ratio of one County government employee per 125 county residents (1:125). After the downturn, the employment-to-population ratio rose to 1:147, reflecting the faltering economy. An econometric time series model was used to project much leaner County government employment through 2030.

Based on this leaner employment assumption, County employment is expected to grow by 8.2% against a 10% growth in the overall population from 2010 to 2020. From 2020 to 2030, while population growth is forecasted by the California Department of Finance to be steady at roughly 1% annually, County employment is expected to be relatively flat. Over the 20-year period 2010 to 2030, population is expected to grow by 22% while County employment grows by approximately 10%. At this rate, the employment-to-population ratio in Sonoma County would be 1:164 (from 1:147 in 2010).

To forecast annual seat demand for each Department, annual headcount was adjusted by the current ratio of each Department's seat count to headcount. For example, if there were 1.2 seats per employee in a given Department, it was assumed that this relationship would hold over the long-term.

KEY FINDINGS

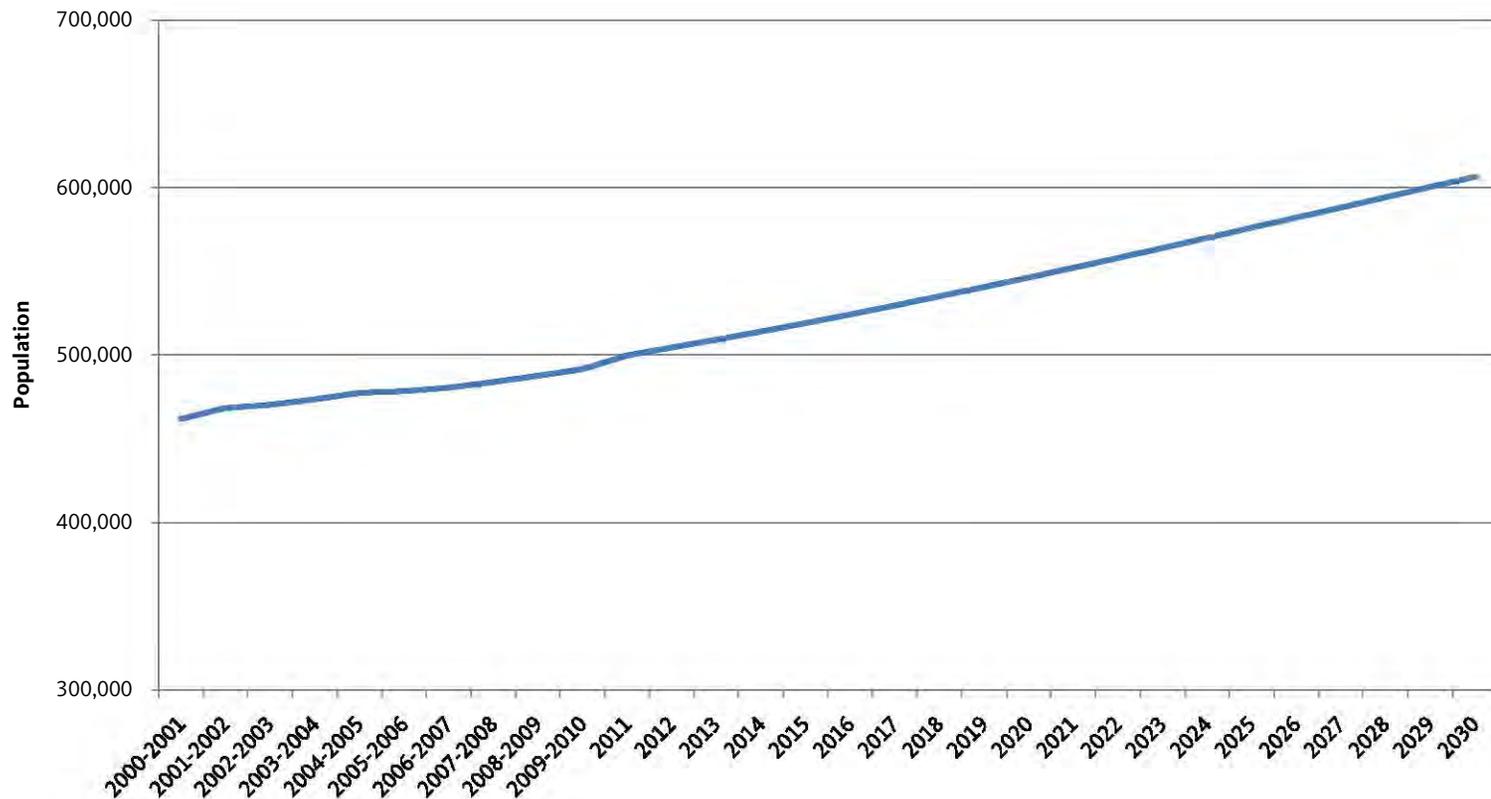
In total, departments predicted 3% growth from 2010 to 2015, then another 8% growth from 2015 to 2020.

Most departments cited "changes to funding" as the primary factor used to project headcount.

Sonoma County 30 - Year Population Trends

POPULATION PROJECTIONS VS. HISTORICAL TREND

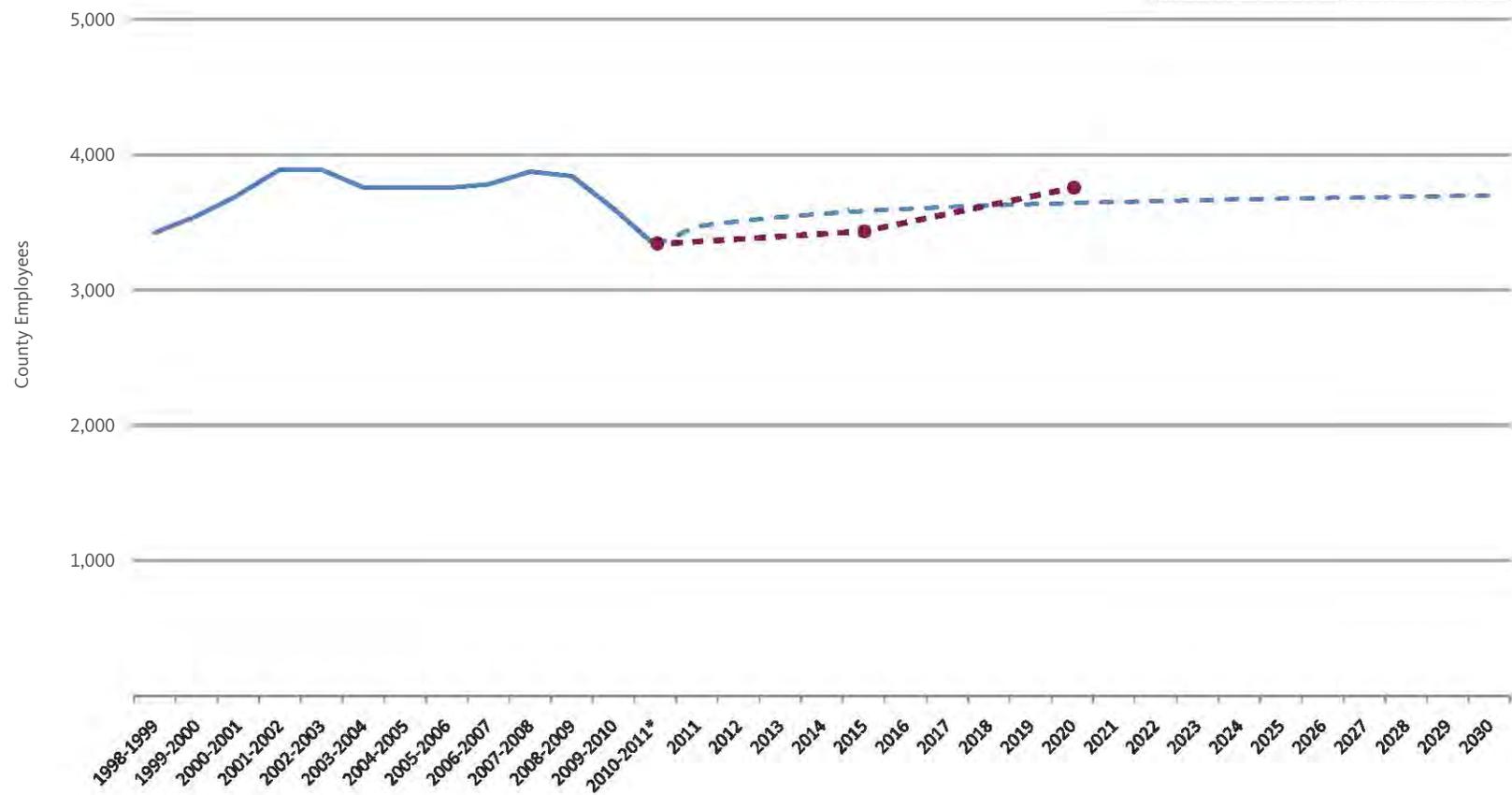
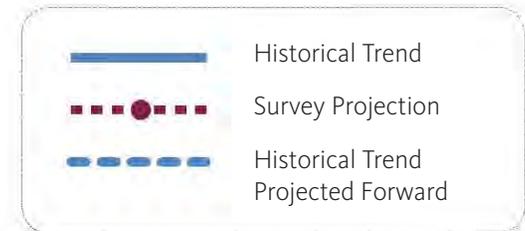
Sonoma County's population grew 6.45% between FY 2000-01 and FY 2009-10, or at a rate of 0.65% annually. For the 20-year period between 2011 and 2030, the county population is forecast to grow a total of 21.3%, or a little over 1.0% annually. (Historicals and projections provided by the California Department of Finance.)



Sonoma County 30 - Year Employment Projection

SURVEY PROJECTIONS VS. HISTORIC TREND

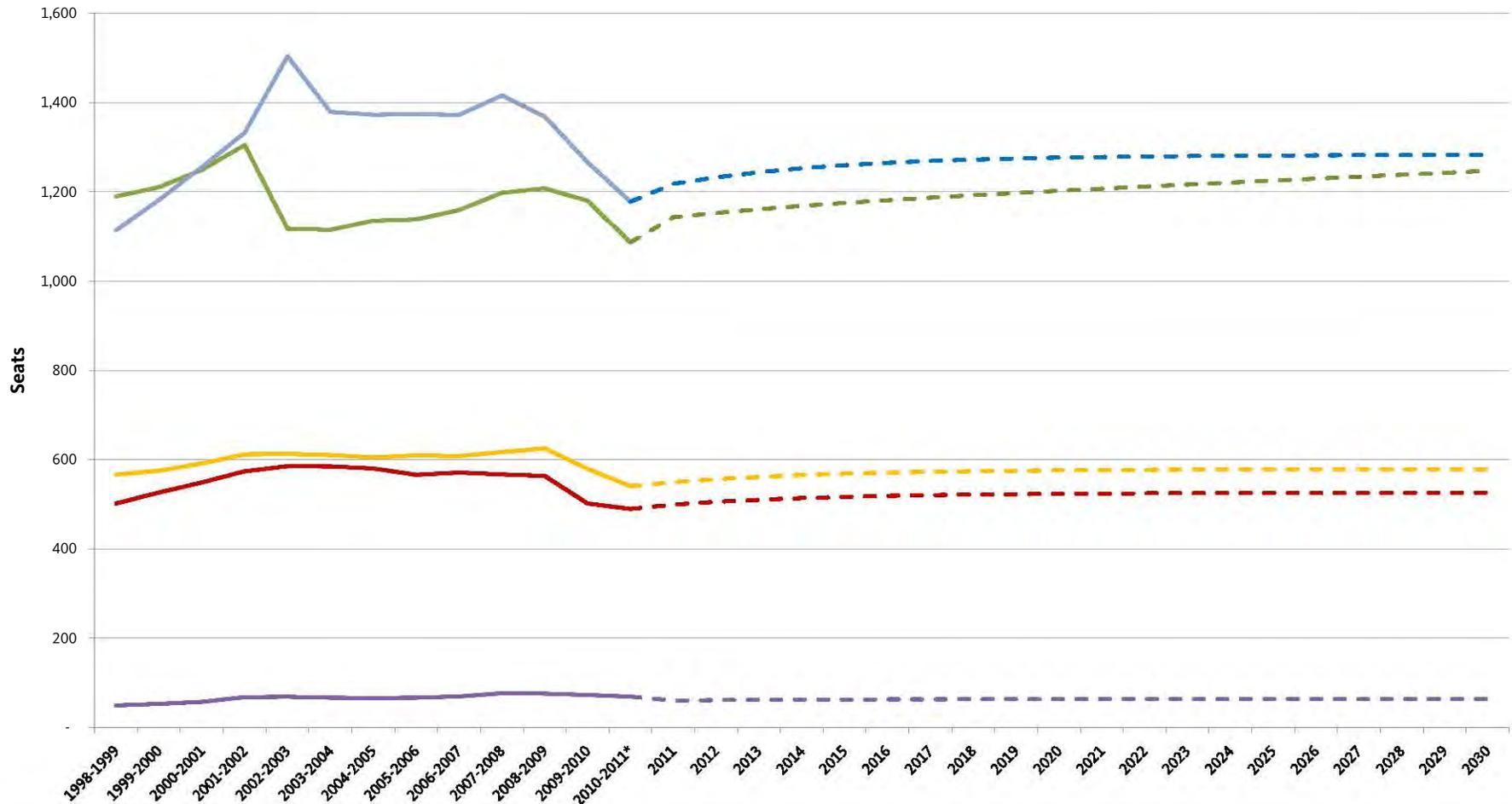
Even with the historical variances experienced between 1998-99 and 2010-11, the trend going forward is consistent with staffing levels projected in the CCFP surveys. (Historicals extracted from Sonoma County budget documents. Projections based on Department survey responses.)



Sonoma County 30 - Year Demand Forecast

SEAT DEMAND BY DEPARTMENT

A regression analysis of the County's full time employee historic data predicts a trend consistent with departmental survey projections (Historicals extracted from Sonoma County budget documents).



Sonoma County 30 - Year Demand by Department

Utilizing our trending methodology, a final projected seatcount (which includes existing and open headcount) was determined for each of the County departments participating in the CCFP. These seatcounts form the basis for the space projections that follow.

Department	2010 Seatcount	2015 Seatcount	2020 Seatcount
ACTTC	107	109	112
Agriculture Commissioner	50	42	42
Board of Supervisors	16	20	23
CAO	16	17	19
Child Support Services	114	112	102
Clerk, Recorder, Assessor	113	119	127
Communit Dev. Comm.	43	47	47
County Counsel	40	44	48
Economic Development	11	11	11
Emergency Services	20	26	26
General Services	45	40	40
Health Services	463	461	461
Human Resources	59	64	70
Human Services	618	644	672
Information Systems	126	130	138
PRMD	122	130	135
Regional Parks	49	50	52
TPW	55	55	55
UC Coop. Extension	25	25	25
TOTALS	2,091	2,146	2,205

Space Projections

Using the growth trends previously discussed, Department space projections were developed for the next 20 years. The projections assume a consistent application of the new space standards discussed earlier in this chapter.

Rentable Square Footage Projections

Based on projected seatcount growth, and the new recommended planning metric of 216 SF per person, the County will require approximately 477,853 rentable square feet of office and service space by budget year 2020. This represents a 5% total increase in seats over the 10 years.

Note: The Criminal Justice departments are assumed to consolidate into the Hall of Justice and are therefore excluded from the table below.

UP TO **38%** IN
TOTAL REAL ESTATE SAVINGS
POSSIBLE WITH THE
IMPLEMENTATION OF NEW
STANDARDS.

Group	2010		2015		2020	
	Seatcount	Seatcount	RSF	Seatcount	RSF	
Administration	522	543	118,265	577	125,767	
Development	300	319	72,774	326	74,449	
Health & Human Services	1,195	1,217	261,209	1,235	265,525	
Other	75	67	12,113	67	12,113	
TOTALS	2,091	2,146	464,360	2,205	477,853	
TOTALS (with Mobility)	2,091	2,146	379,835	2,205	392,511	

Specialty Spaces

To more accurately project the County's space needs, square footage that is not office-related was added to the seatcount-based projected rentable square footages (RSF) to come to a final rentable square footage target. Such specialty spaces include large training rooms, server rooms, the Law Library, and the Board of Supervisors public hearing room.

477,853 RSF
(Based on seatcount)

+

SPECIALTY SPACES	
Training Rooms	7,500 RSF
Server Rooms	10,000 RSF
Law Library	3,000 RSF
BOS Chamber	5,000 RSF

25,500 RSF

= **503,353** RSF

Final Gross-Up Factor

For development planning purposes, the rentable square footage (RSF) was converted to gross square footage (GSF) using a conservative 15% markup. The actual relationship between rentable and gross will vary depending on the size and efficiency of specific building and floor plan types.



Demand Summary

With more efficient space utilization, Sonoma County requires between 24% and 38% less office space than it has right now to accommodate 5% more staff.

	Standard	With Mobility	Unit
Existing	302	302	SF/person
Proposed	216	180	SF/person
Potential Savings	86	122	SF/person
Current SF	631,919	631,919	RSF
Projected SF by 2020	477,853	392,511	RSF
SF Decrease	(154,066)	(239,408)	RSF
% Decrease	-24%	-38%	
Existing Seatcount	2,091	2,091	Seats
Projected Seatcount by 2020	2,205	2,205	Seats
Seatcount Growth	114	114	Seats
% Increase	5%	5%	

[this page intentionally left blank]

[this page intentionally left blank]

06

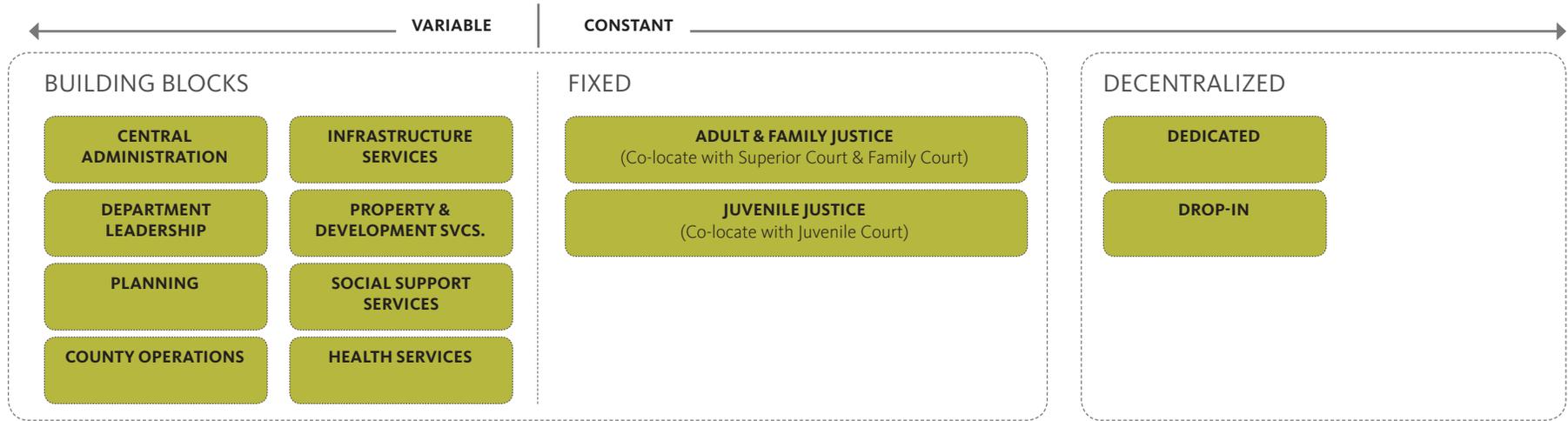
CRITICAL ADJACENCIES

Overview	136
Approach	138
Components	140
Centralized Models	142
Decentralized Models	152
Final Recommendation	160

Overview

Critical adjacencies are some of the key primary translations from the *Service Delivery Vision* into a *Real Estate & Financial Vision*. By aligning the physical locations of services, the *Real Estate & Financial Vision* provides greater accessibility to County residents receiving services while improving County operations. Though the County's Organization Chart was used as a baseline, other operations and service alignments were tested to see if they could be better supported through logical planning.

COUNTY COMPONENTS



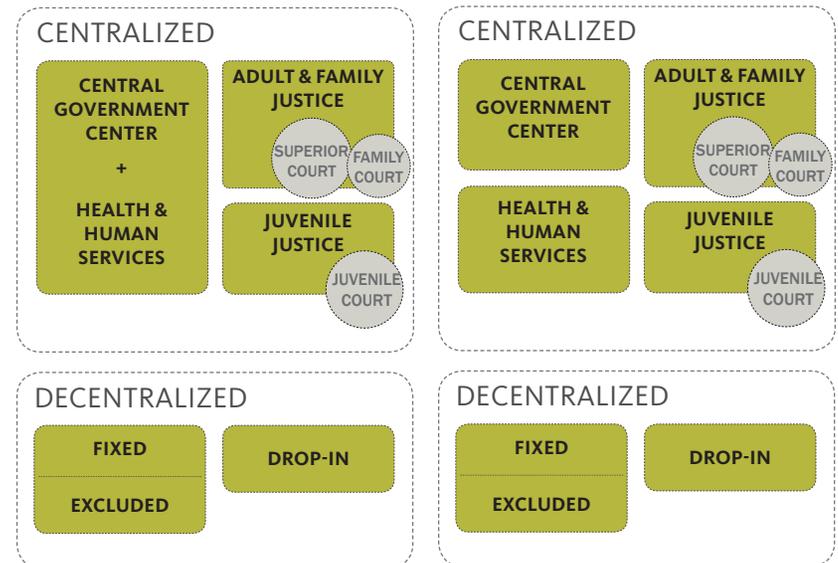
As part of the Service Delivery Vision analysis, County Departments and Divisions were reorganized into basic “building blocks” corresponding to their minimum adjacency requirements. Those components were further organized across physical locations, intermixed with facilities whose location was fixed (e.g. State Superior Courts, jails, required decentralized facilities).

This classification suggested three categories: Government Center Building Blocks, Fixed Locations, and Decentralized Locations. These groupings were individually explored and later combined to develop a final adjacency scenario recommendation.

FINAL RECOMMENDATIONS

Recommended Adjacency Scenario

Alternate Adjacency Scenario



Approach

Since department location is such a critical part of service delivery effectiveness, we completed a thorough analysis to develop the critical demand-side building blocks of the real estate plan. The building blocks were created based upon a thorough understanding of the services provided by each department and division.

Placing departments and divisions in appropriate locations will improve service delivery and operational effectiveness.

1. UNDERSTAND AND APPLY SERVICE DELIVERY VISION FINDINGS.

To create the adjacency models, we utilized our research from the *Service Delivery Vision* to understand how departments function, determine the optimum customer orientation, and create a strategy to realign functional adjacencies.

2. DEFINE THE “BUILDING BLOCK” COMPONENTS.

We synthesized these findings into fundamental organizational/real estate building blocks and documented physical/locational constraints, such as required colocation with state courts.

3. DEVELOP AND EXPLORE ADJACENCY MODELS.

We organized the building block components into models that tested various adjacency configurations. Simultaneously, we explored the drivers for the decentralized divisions to generate a strategy for the satellite and drop-in locations.

4. TEST MODELS AGAINST REAL ESTATE AND SERVICE DELIVERY OBJECTIVES.

We tested the recommendations that were most aligned with the *Service Delivery Vision* and project charter. We merged the selected centralized and decentralized adjacency models and aligned them with the real estate objectives to create an actionable vision.

Components

The divisions within Sonoma County have been reorganized into basic planning components that take into consideration departmental structures, core business functions, customers, and critical adjacencies. The groupings reflect the minimum requirements and are intended to be the fundamental building blocks in which to develop an ideal adjacency model.

VARIABLE

CONSTANT

CENTRALIZED DIVISIONS

BUILDING BLOCKS

CENTRAL ADMINISTRATION

- Board of Supervisors
- County Administrators
- County Counsel
- ACTTC
- Administration
- Auditor - controller
- Treasurer

DEPARTMENTAL LEADERSHIP

- Sheriff
- Health Services
- Human Services

PLANNING

- Community Development Commission
- Redevelopment Agency
- Permit & Resource Mgmt
- Planning
- Economic Development
- UC Cooperative Extension

COUNTY OPERATIONS

- **Information Systems**
Administration
Reprographics
Systems & Programs
Workgroup Support
Technical Services
Record Management
- **Human Resources**
Human Resource
Risk Management
Training
- **General Services**
Administration
Architecture
Facilities
Purchasing
Real Estate
Energy & Sustainability

INFRASTRUCTURE SERVICES

- **Transportation & Public Works**
Roads & Maintenance
Transit
Lighting
- **Fire & Emergency Services**
Administration
Emergency Mgmt.
Hazardous Materials
Fire Prevention
- **Regional Parks**
Resource Mgmt.
Recreation & Cultural Services
Parks & Programs Ops.

PROPERTY & DEVELOPMENT SVCS.

- Permit & Resource Mgmt.
Administration
Customer Service
Engineering & Const.
Code Enforcement
- CRA
Clerk
Recorder
Assessor
Registrar of Voters
- ACTTC
Tax Collector
- CDC
Community Dev.
- Agriculture Commissioner
Agriculture Comm.
Weights & Measures
Fish & Wildlife
Animal Control

SOCIAL SUPPORT SERVICES

- Human Services Administration
General Assistance
Family, Youth & Children
Adults & Aging
Economic Assistance
Employment & Training
- Community Development Commission
Housing Authority
- Child Support Svcs.
- Probation
Adult Probation Svcs.
- Sheriff

HEALTH SERVICES

- Administration
- Public Health
- Mental Health/AODS

FIXED

ADULT & FAMILY JUSTICE

- District Attorney Administration
Victim's Services
Family Justice Center
Investigation
Environ. & Consumer Cases
Criminal Prosecution
- Sheriff
Detention
- Public Defender Administration
Adult Indigence
Defence Svcs.
Investigations
- Probation Administration
Adult Probation Svcs.
- Human Services
Family, Youth & Children
- Child Support Svcs.
- Human Services
Employment & Training

SUPERIOR COURT

FAMILY COURT

JUVENILE JUSTICE

- District Attorney
Juvenile Prosecution
- Public Defender
Juvenile Indigent
Defence Services
- Probation
Juvenile Probation Svcs.
Juvenile Detention
- Health Services
- Human Services
- UC COOP 4H

JUVENILE COURT

DECENTRALIZED DIVISIONS

DEDICATED

HUMAN SERVICES
Valley of the Moon

HEALTH SERVICES
Mental Health / AODS

SHERIFF
Law Enforcement

GENERAL SERVICES
Fleet

TPW
Integrated Waste Mgmt

TPW
Road

TPW
Water

TPW
Air Pollution Control Dist.

TPW
Airport

DROP-IN

D1 STAFF & CLIENTS

HUMAN SERVICES E&T, FYC
HEALTH SERVICES
Mental, WIC
ACTTC Tax Collector
CRA Registrar of Voters

D2 STAFF ONLY

CDC Housing Authority
PRMD Code Enforcement
HUMAN SERVICES Adult & Aging
HEALTH SERVICES Public Health
AG. COMM. Weights & Measures
PUBLIC DEFENDER
Investigations
DISTRICT ATTORNEY
Investigations
REGIONAL PARKS
Parks & Programs Operations
CRA Assessor

D3 ADULT JUSTICE

PROBATION
Adult Probation Services

- Staff Only
- Staff & Client Service
- Non-County entity

Centralized Models

Once the building blocks were determined, they were aggregated into different models to optimize operational efficiency (departments together) and service delivery (services together). The team explored a spectrum of four different campus aggregations (from five campuses down to a single campus) in order to evaluate the effectiveness of the different combinations. The four campus aggregations were compared against available supply (County-owned, available land and available leased properties) to determine the optimal combination matching available resources.

Given the available supply of real estate and service delivery goals, including the creation of a high profile County site, options were narrowed to one or two campuses.

With the components developed, the team looked at a variety of configurations to understand which best met Project Charter goals, CCFP goals, and the Service Delivery Vision, and narrowed them down to four models. At one extreme, the team looked at splitting the components across five mini-campus. This was the minimum logical aggregation of the components based on their individual services and department operations. At the other extreme, aggregating all of the centralized components back to a single campus was evaluated.

This allowed the County to evaluate the prioritization of different levels of aggregation and different combinations of adjacent departments. The study also provided insight into potential phasing and sequencing for the selected plan as the County moves from its current decentralized supply to a more centralized solution.

MODELS

A. 5 Campuses

Minimum bundling of departments and divisions

B. 3 Campuses

Groups departments to gain operational and customer efficiencies

C. 2 Campuses

Main administrative campus and a separate health & social services campus

D. 1 Campus

One single consolidated campus that may have smaller bundlings on-site

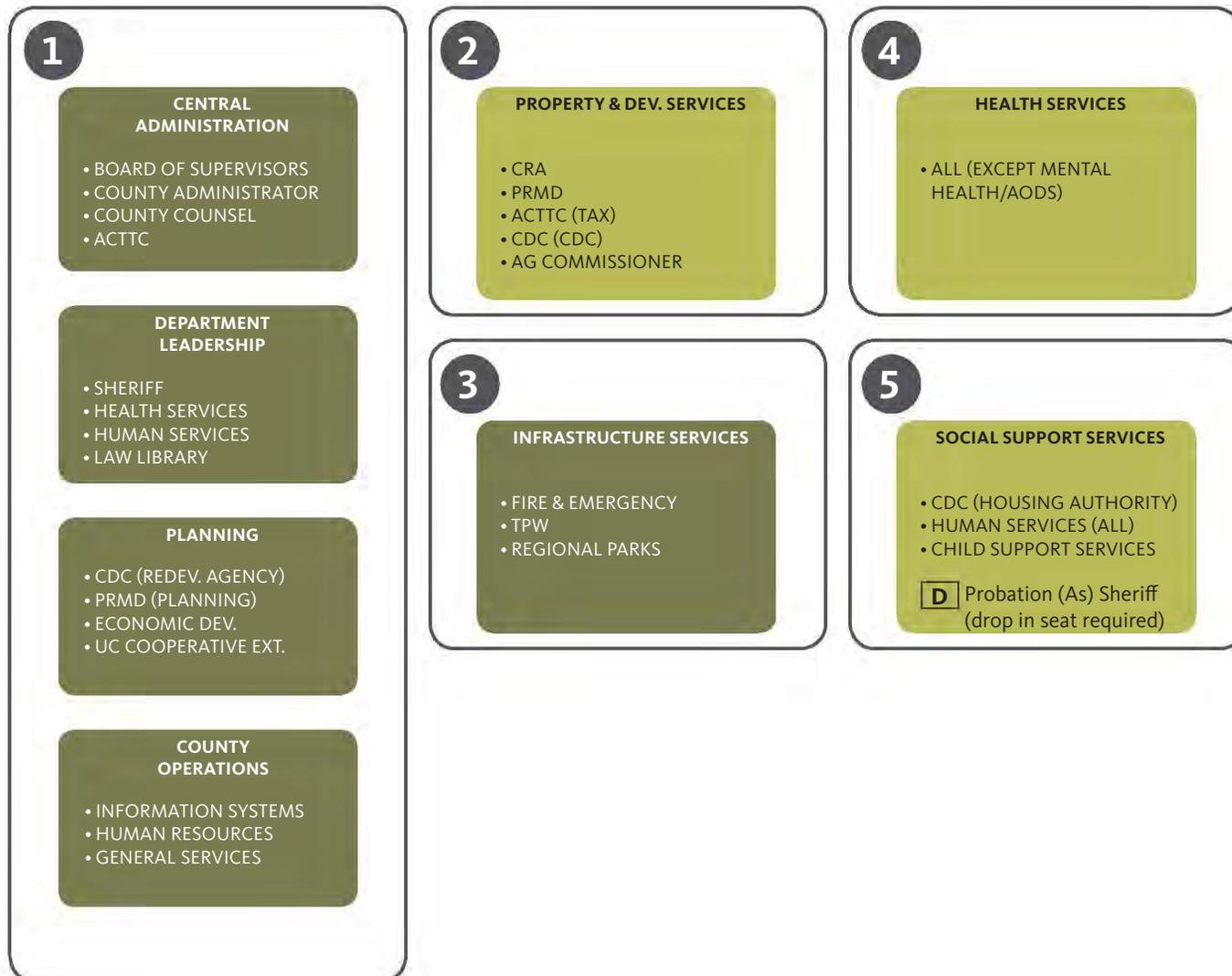
SELECTED MODELS

Models C and D were explored further.

 *Initial Adjacency Models*

 *Recommended Adjacency Models*

Model A: 5 Campuses

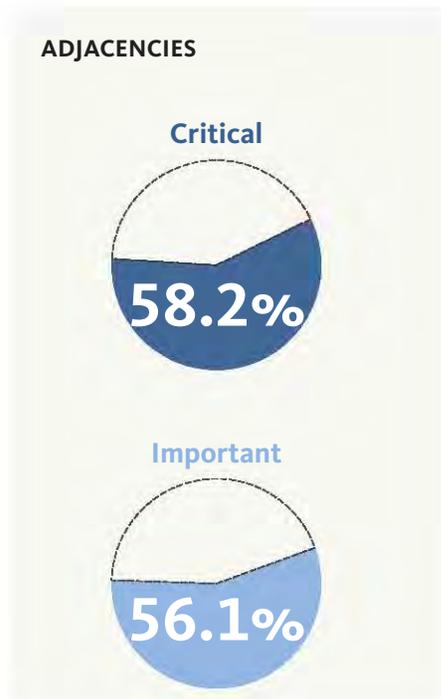


DETAILS

- 5 clusters based on minimum aggregation of the components.
- Model A could be used for phasing or incremental steps towards models B, C or D.
- 58.2% of critical adjacencies achieved.
- DA and Public Defender are assumed to stay in the Hall of Justice with contingency space for Probation the General Government building.

Model A: 5 Campuses

Comparison of how each campus model aligns with required service adjacencies

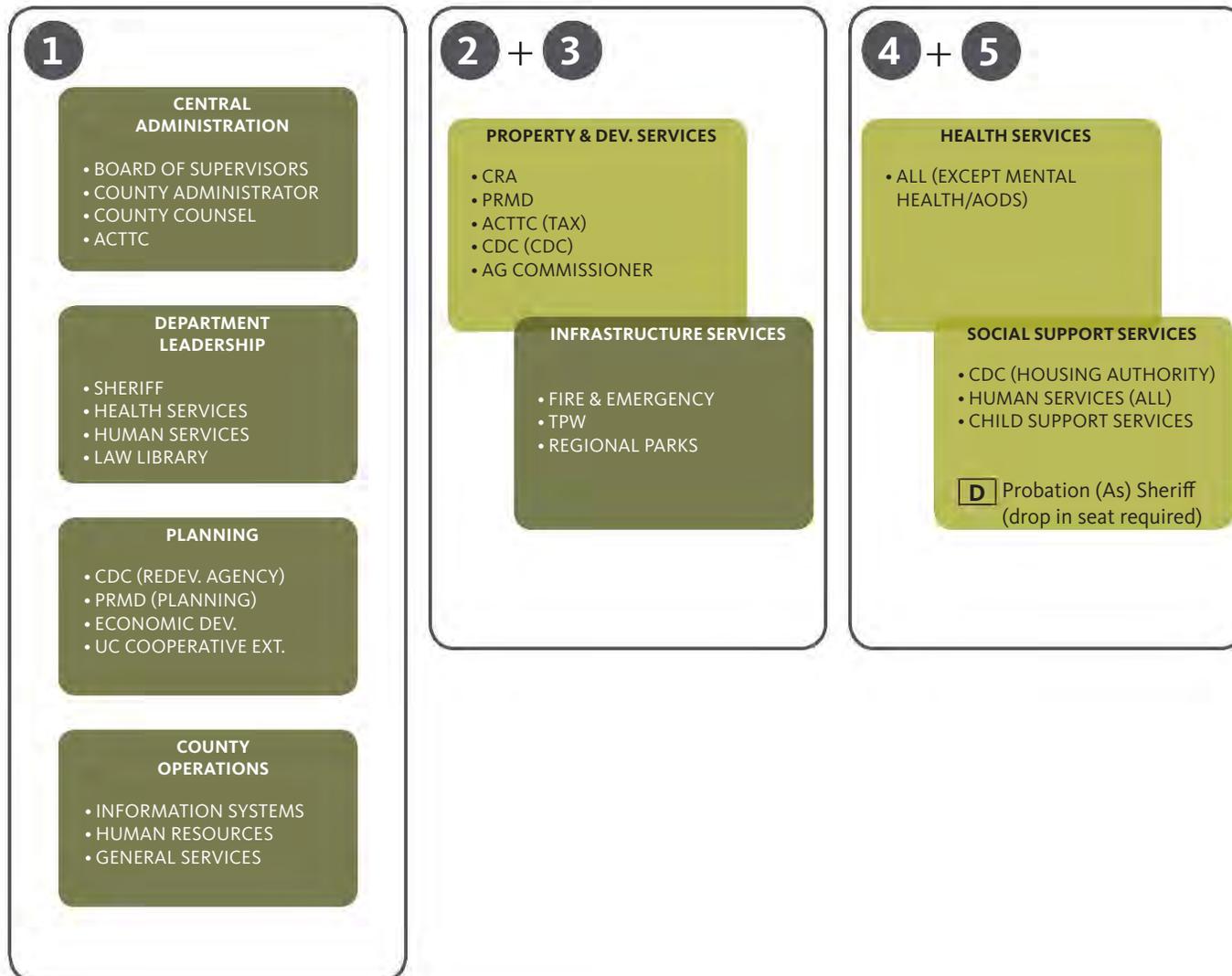


LEGEND

Interaction	Interaction Type
	Separate
	Face to Face
	Shared Clients

DEPARTMENTS REQUESTING INTERACTIONS	2010 STAFF COUNT (From Survey)	BOARD OF SUPERVISORS	COUNTY ADMINISTRATOR	COUNTY COUNSEL	HUMAN RESOURCES	GENERAL SERVICES	INFORMATION SYSTEMS	AUDITOR/CONTR/TREAS/TAX COLL	CLERK-RECORDER-ASSESSOR	PROBATION	DISTRICT ATTORNEY	PUBLIC DEFENDER	SHERIFF	HEALTH SERVICES	HUMAN SERVICES	CHILD SUPPORT SERVICES	PERMIT & RESOURCE MANAGEMENT	COMMUNITY DEV COMMISSION	FIRE & EMERGENCY SERVICES	TRANSPORTATION & PUBLIC WORKS	ECONOMIC DEVELOPMENT	REGIONAL PARKS	AGRICULTURE COMMISSIONER	UC COOPERATIVE
BOARD OF SUPERVISORS	16																							
COUNTY ADMINISTRATOR	16																							
COUNTY COUNSEL	40																							
HUMAN RESOURCES	60																							
GENERAL SERVICES	128																							
INFORMATION SYSTEMS	132																							
AUDITOR/CONTR/TREAS/TAX COLL	107																							
RECORDER-ASSESSOR-REGISTRAR OF VOTERS	113																							
PROBATION	374																							
DISTRICT ATTORNEY	130																							
PUBLIC DEFENDER	52																							
SHERIFF	671																							
HEALTH SERVICES	503																							
HUMAN SERVICES	621																							
CHILD SUPPORT SERVICES	118																							
PERMIT & RESOURCE MANAGEMENT	124																							
COMMUNITY DEV COMMISSION	46																							
EMERGENCY SERVICES	20																							
TRANSPORTATION & PUBLIC WORKS	161																							
ECONOMIC DEVELOPMENT	11																							
REGIONAL PARKS	93																							
AGRICULTURE COMMISSIONER	90																							
UC COOPERATIVE	25																							

Model B: 3 Campuses

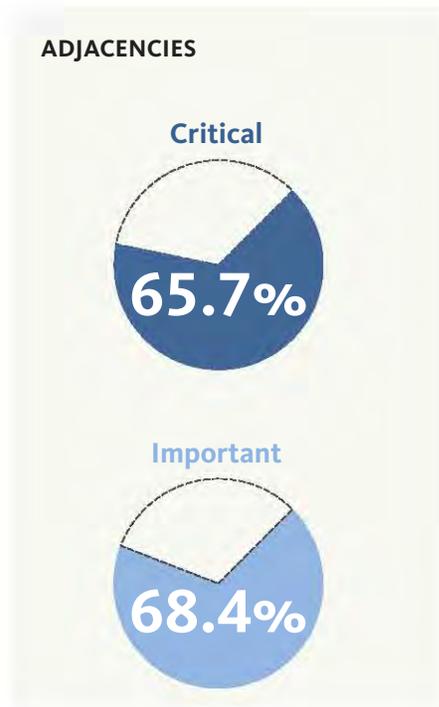


DETAILS

- Model B further consolidates Model A into 3 clusters.
- Infrastructure is joined with Real Property Services to provide operational efficiencies.
- Health & General Assistance Services are co-located to create a consolidated point of services for clients.
- 65.7% of critical adjacencies achieved.
- DA and Public Defender are assumed to stay in the Hall of Justice with contingency space for Probation the General Government building.CCFP plan.

Model B: 3 Campuses

Comparison of how each campus model aligns with required service adjacencies

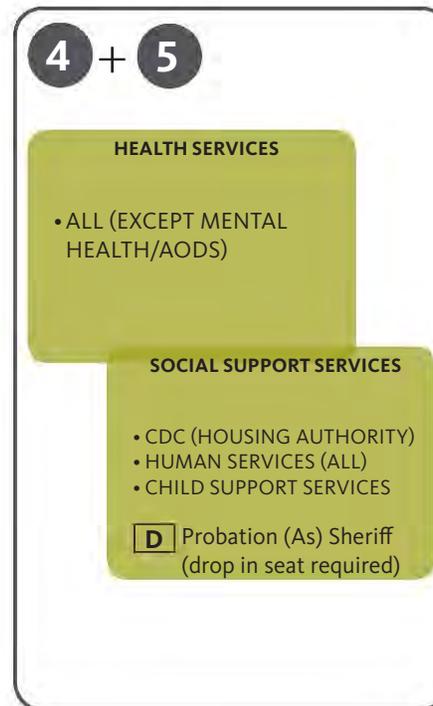
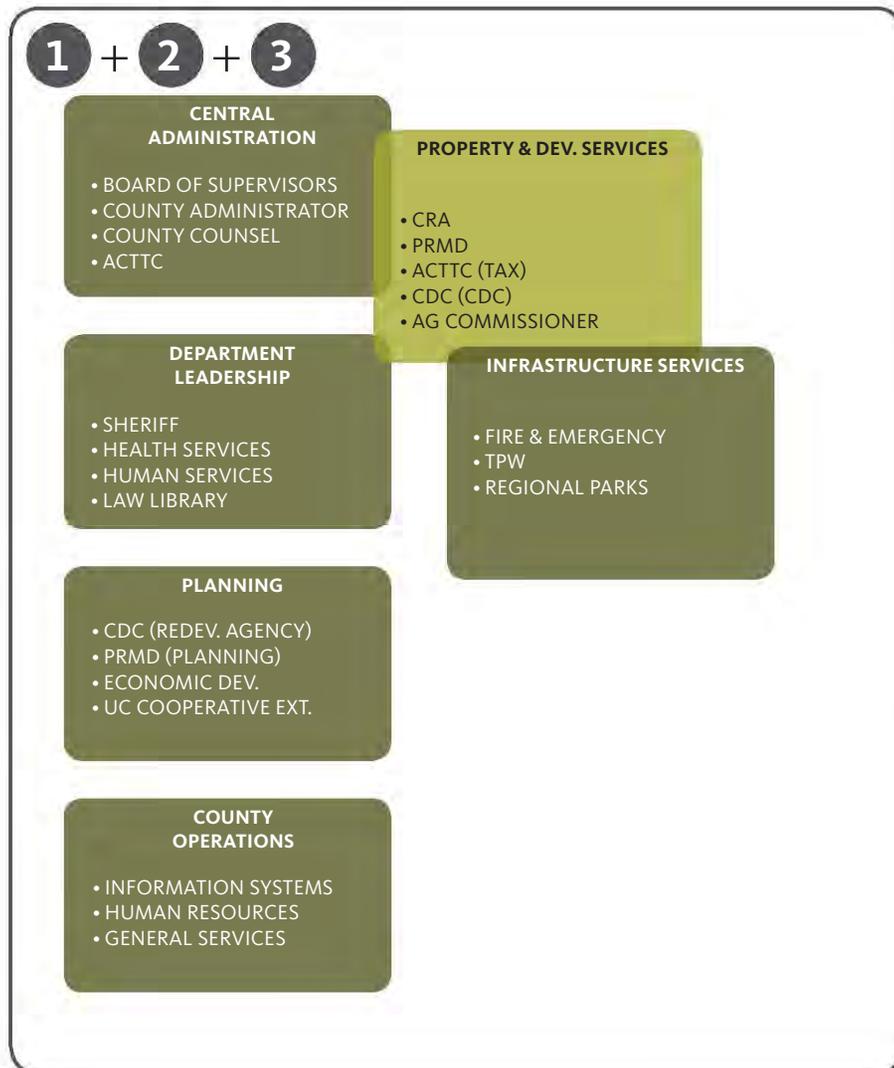


LEGEND

Interaction	Interaction Type
	Separate
	Face to Face
	Shared Clients

DEPARTMENTS REQUESTING INTERACTIONS	2010 STAFF COUNT (From Survey)	BOARD OF SUPERVISORS	COUNTY ADMINISTRATOR	COUNTY COUNSEL	HUMAN RESOURCES	GENERAL SERVICES	INFORMATION SYSTEMS	AUDITOR/CONTR/TREAS/TAX COLL	CLERK-RECORDER-ASSESSOR	PROBATION	DISTRICT ATTORNEY	PUBLIC DEFENDER	SHERIFF	HEALTH SERVICES	HUMAN SERVICES	CHILD SUPPORT SERVICES	PERMIT & RESOURCE MANAGEMENT	COMMUNITY DEV COMMISSION	FIRE & EMERGENCY SERVICES	TRANSPORTATION & PUBLIC WORKS	ECONOMIC DEVELOPMENT	REGIONAL PARKS	AGRICULTURE COMMISSIONER	UC COOPERATIVE
BOARD OF SUPERVISORS	16																							
COUNTY ADMINISTRATOR	16																							
COUNTY COUNSEL	40																							
HUMAN RESOURCES	60																							
GENERAL SERVICES	128																							
INFORMATION SYSTEMS	132																							
AUDITOR/CONTR/TREAS/TAX COLL	107																							
RECORDER-ASSESSOR-REGISTRAR OF VOTERS	113																							
PROBATION	374																							
DISTRICT ATTORNEY	130																							
PUBLIC DEFENDER	52																							
SHERIFF	671																							
HEALTH SERVICES	503																							
HUMAN SERVICES	621																							
CHILD SUPPORT SERVICES	118																							
PERMIT & RESOURCE MANAGEMENT	124																							
COMMUNITY DEV COMMISSION	46																							
EMERGENCY SERVICES	20																							
TRANSPORTATION & PUBLIC WORKS	161																							
ECONOMIC DEVELOPMENT	11																							
REGIONAL PARKS	93																							
AGRICULTURE COMMISSIONER	90																							
UC COOPERATIVE	25																							

Model C: 2 Campuses

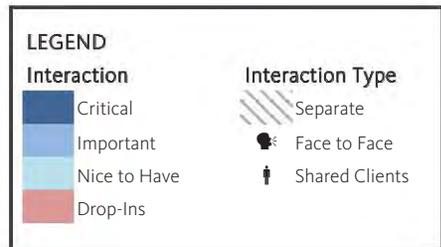
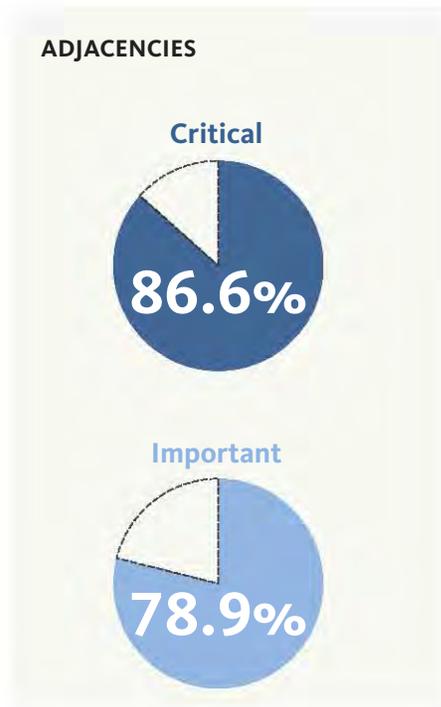


DETAILS

- Model C further consolidates Model B to 2 clusters.
- Admin. & Planning co-locates with infrastructure and Real Property Services creating increased operational efficiencies and minimized distributed departments.
- 86.6% of critical adjacencies achieved.
- DA and Public Defender are assumed to stay in the Hall of Justice with contingency space for Probation the General Government building.

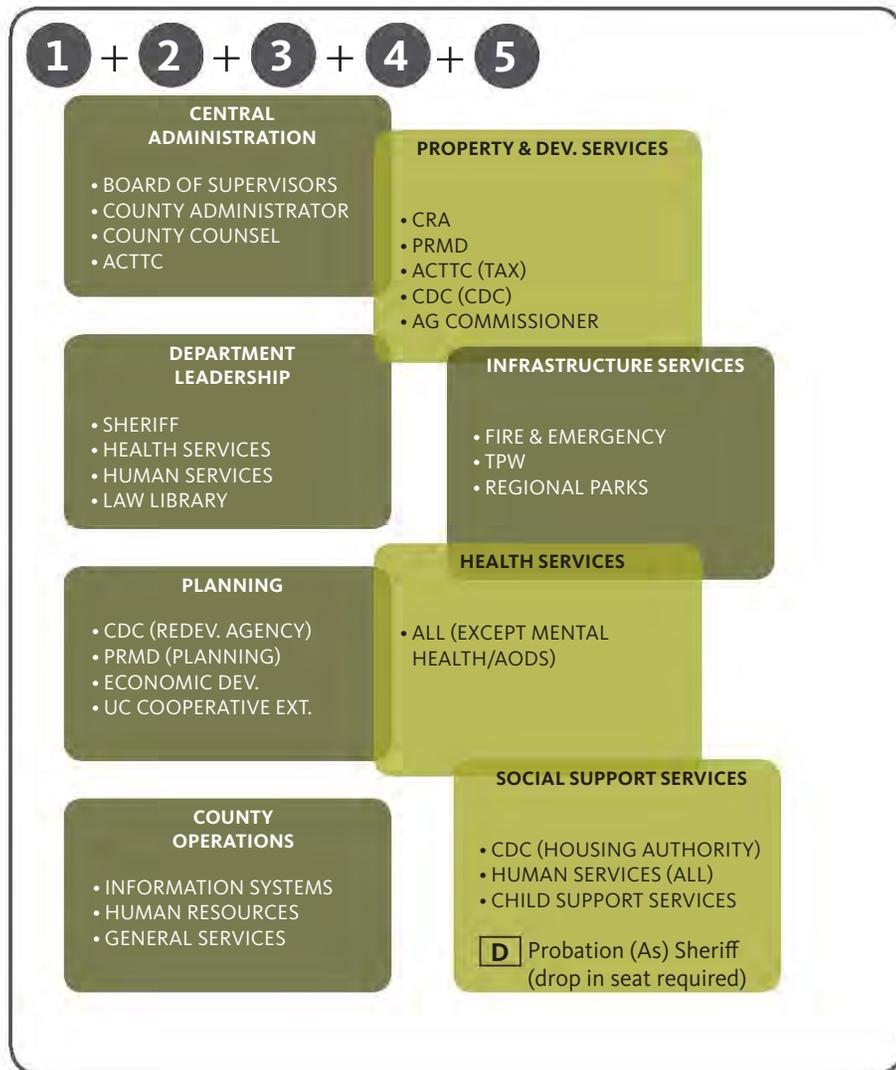
Model C: 2 Campuses

Comparison of how each campus model aligns with required service adjacencies



DEPARTMENTS REQUESTING INTERACTIONS	2010 STAFF COUNT (From Survey)	BOARD OF SUPERVISORS	COUNTY ADMINISTRATOR	COUNTY COUNSEL	HUMAN RESOURCES	GENERAL SERVICES	INFORMATION SYSTEMS	AUDITOR/CONTR/TREAS/TAX COLL	CLERK-RECORDER-ASSESSOR	PROBATION	DISTRICT ATTORNEY	PUBLIC DEFENDER	SHERIFF	HEALTH SERVICES	HUMAN SERVICES	CHILD SUPPORT SERVICES	PERMIT & RESOURCE MANAGEMENT	COMMUNITY DEV COMMISSION	FIRE & EMERGENCY SERVICES	TRANSPORTATION & PUBLIC WORKS	ECONOMIC DEVELOPMENT	REGIONAL PARKS	AGRICULTURE COMMISSIONER	UC COOPERATIVE	
BOARD OF SUPERVISORS	16	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
COUNTY ADMINISTRATOR	16	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
COUNTY COUNSEL	40	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
HUMAN RESOURCES	60	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
GENERAL SERVICES	128	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
INFORMATION SYSTEMS	132	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
AUDITOR/CONTR/TREAS/TAX COLL	107	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
RECORDER-ASSESSOR-REGISTRAR OF VOTERS	113	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
PROBATION	374	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
DISTRICT ATTORNEY	130	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
PUBLIC DEFENDER	52	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
SHERIFF	671	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
HEALTH SERVICES	503	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
HUMAN SERVICES	621	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
CHILD SUPPORT SERVICES	118	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
PERMIT & RESOURCE MANAGEMENT	124	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
COMMUNITY DEV COMMISSION	46	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
EMERGENCY SERVICES	20	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
TRANSPORTATION & PUBLIC WORKS	161	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
ECONOMIC DEVELOPMENT	11	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
REGIONAL PARKS	93	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
AGRICULTURE COMMISSIONER	90	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
UC COOPERATIVE	25	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue

Model D: 1 Campus



DETAILS

- Model D consolidates all clusters into one main County site.
- Model D may still include separate, identifiable clusters or buildings within the single site.
- 100% of critical adjacencies achieved.
- DA and Public Defender are assumed to stay in the Hall of Justice with contingency space for Probation the General Government building.

Model D: 1 Campus

Comparison of how each campus model aligns with required service adjacencies



LEGEND

Interaction	Interaction Type
	Face to Face
	Shared Clients
	Separate

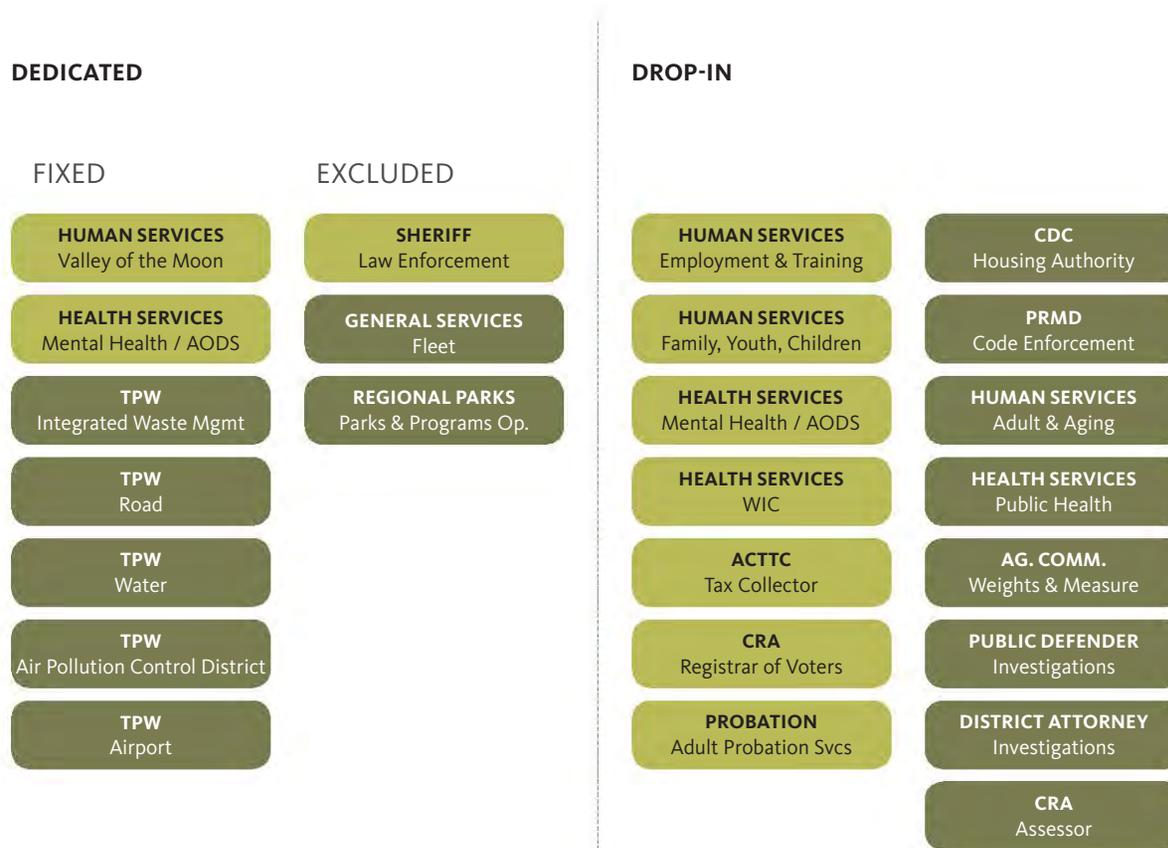
DEPARTMENTS REQUESTING INTERACTIONS	2010 STAFF COUNT (From Survey)	BOARD OF SUPERVISORS	COUNTY ADMINISTRATOR	COUNTY COUNSEL	HUMAN RESOURCES	GENERAL SERVICES	INFORMATION SYSTEMS	AUDITOR/CONTR/TREAS/TAX COLL	CLERK-RECORDER-ASSESSOR	PROBATION	DISTRICT ATTORNEY	PUBLIC DEFENDER	SHERIFF	HEALTH SERVICES	HUMAN SERVICES	CHILD SUPPORT SERVICES	PERMIT & RESOURCE MANAGEMENT	COMMUNITY DEV COMMISSION	FIRE & EMERGENCY SERVICES	TRANSPORTATION & PUBLIC WORKS	ECONOMIC DEVELOPMENT	REGIONAL PARKS	AGRICULTURE COMMISSIONER	UC COOPERATIVE
BOARD OF SUPERVISORS	16	●	●						●	■	■	■	■				●							
COUNTY ADMINISTRATOR	16	●	■	●	●	●	●	●		■	■	■	■											
COUNTY COUNSEL	40	●	●	■	●	●		●					●				●	●		●				
HUMAN RESOURCES	60	●	●	■	■																			
GENERAL SERVICES	128	●	●	●	■	■	■	■		●	●	●	●	●	●		●	●	●	●	●	●	●	●
INFORMATION SYSTEMS	132				●		■						●						●			●		
AUDITOR/CONTR/TREAS/TAX COLL	107	●	●	●	●	●	■	■		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
RECORDER-ASSESSOR-REGISTRAR OF VOTERS	113	●		●					■								●							
PROBATION	374	■	■	●	●	●	●			■	■	■	■	■	■									
DISTRICT ATTORNEY	130	■	■							■	■	■	■	■	■		●						●	
PUBLIC DEFENDER	52	■	■							■	■	■	■	■	■									
SHERIFF	671	■	■							■	■	■	■	■	■									
HEALTH SERVICES	503				●					●	●	●	●	■										
HUMAN SERVICES	621	●			●									●	■	●								
CHILD SUPPORT SERVICES	118				●									●	■	■								
PERMIT & RESOURCE MANAGEMENT	124	●															■	■	■	■	■	■		
COMMUNITY DEV COMMISSION	46		●		●									●	■	■	■	■	■	■	■	■		
EMERGENCY SERVICES	20																■	■	■	■	■			
TRANSPORTATION & PUBLIC WORKS	161	●				●											●	●	●	●	●	●		
ECONOMIC DEVELOPMENT	11		●																			■		
REGIONAL PARKS	93						●										●					■		
AGRICULTURE COMMISSIONER	90																●					■	■	■
UC COOPERATIVE	25		●																	●			■	■

Decentralized Models

The Decentralized Models include all departments that have indicated the need for localized facilities outside of a Santa Rosa centralized campus. There are two distinct types of decentralized sites: “Dedicated,” which are location-specific sites that require full-time staffing, and “Drop-in,” which require only part-time staffing but are essential to meet customer service and core business goals. This section identifies the drivers and adjacencies that inform the decentralized component of the real estate strategy.

Decentralized Divisions

Several divisions align themselves with either the “Dedicated” or “Drop-in” models.



- DEDICATED** Full-time Occupancy
 - FIXED** Predetermined Location
 - EXCLUDED** Not included in study
 - DROP-IN** Part-time Usage
- STAFF & CLIENT SERVICE
 - STAFF ONLY

COMPONENT DETAILS

The purpose of the drop-in facilities varies based on the different functions of each division. We have categorized the Decentralized divisions into two primary types:

Staff and Client Service

Customer-facing sites that operate as both workspace for staff and customer-service satellite offices. The location should be strategically aligned with customer accessibility or geographic coverage. The need for staff and client service sites can range from permanent to seasonal.

Staff Only

These sites house divisions in which employees regularly work at or must frequently travel to other locations outside of a centralized campus. The Drop-in facility can function as a touch-down work center for employees that are working in the field.

Dedicated vs. Drop-in

The Decentralized models focus on the divisions that have indicated a benefit to having decentralized Dedicated or Drop-in facilities.

Those divisions that require a **Dedicated** location outside of a centralized campus have been excluded from this analysis (reflected in the grayed-out division bubbles on the chart to the right). Within the umbrella of Dedicated divisions, many locations are considered “Fixed” because their locations have been established to satisfy necessary adjacencies to resources, infrastructure, or other site-specific requirements. Those Dedicated divisions classified as “Excluded,” such as the Sheriff Stations, Fleet Services, and Parks & Programs Operations, are not included in the Decentralized strategy of the CCFP, as the needs of these entities are being individually addressed through separate planning efforts.

To better understand the optimum locations for **Drop-in** facilities, each division’s primary need for a satellite location (e.g. customer demand) must be evaluated. The Drop-in divisions have been categorized into three basic typologies that reflect those fundamental drivers:

1. *All-County*: These divisions must provide coverage throughout Sonoma County, maintaining a geographic distribution and to provide accessibility to all county residents.
2. *Vulnerable Populations*: These divisions must enable increased accessibility to low-income or other sensitive demographics.
3. *Secure Facilities*: While the focus is to be located closer to all county residents, these facilities require security and would therefore be most effectively located adjacent to other secure facilities.

There are instances in which a division falls into more than one category. Health Services, for example, must provide coverage to all county residents, but also has an increasing focus on service to vulnerable populations.

The divisions that have expressed a need for Drop-in sites have been classified into three categories based on their prevailing adjacency need.

DEDICATED



DROP-IN

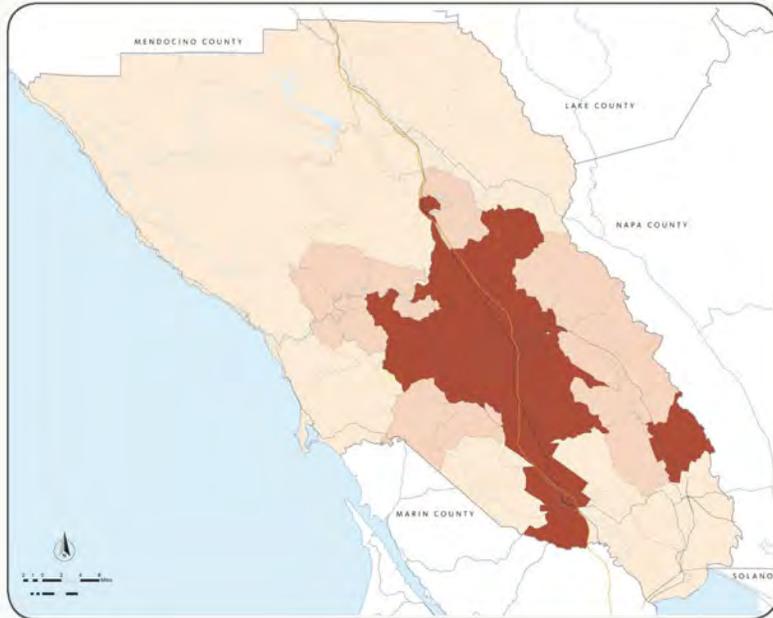


DEDICATED	Full-time Occupancy	 <i>Staff Only</i>
FIXED	Predetermined Location	 <i>Staff & Client Service</i>
EXCLUDED	Not included in study	 <i>Fixed / Excluded</i>
DROP-IN	Part-time Usage	

All-County Analysis

The All-County analysis explored the most recent population densities throughout the County as well as the total population growth between 2000 to 2008 as a guide to identifying future population trends.

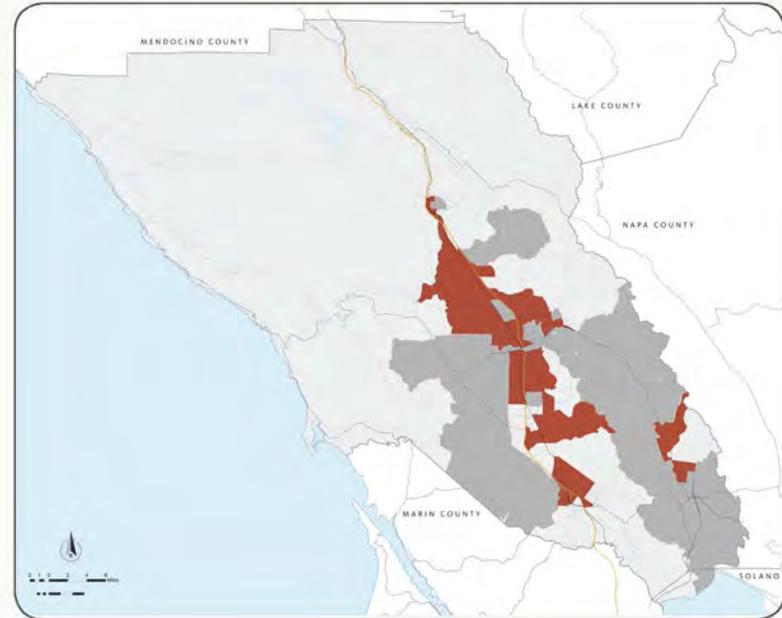
1 | ALL-COUNTY



All-County Population (2008)

POP. PER SQUARE MILE

- 0 - 124
- 125-249
- 250 or greater



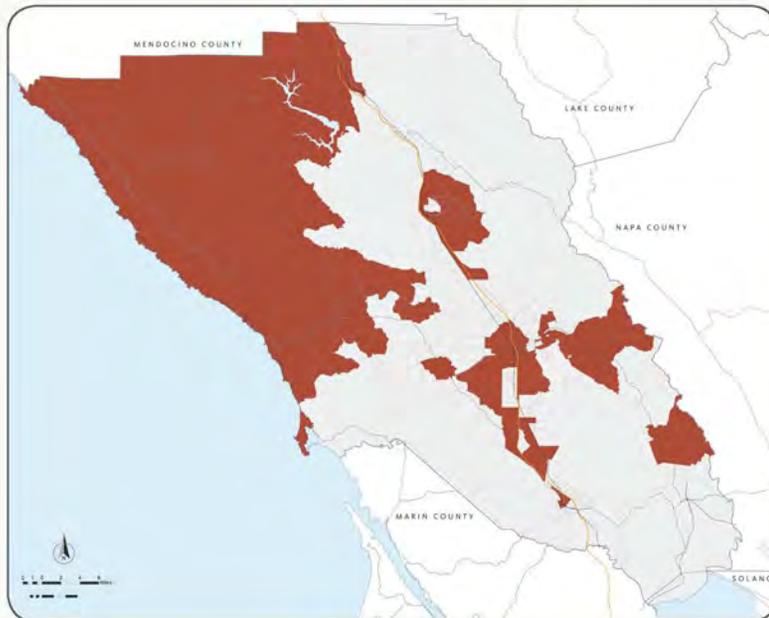
Total Population Growth (2000-2008)

- 50 people per square mile or greater
- Negative population growth

Vulnerable Populations Analysis

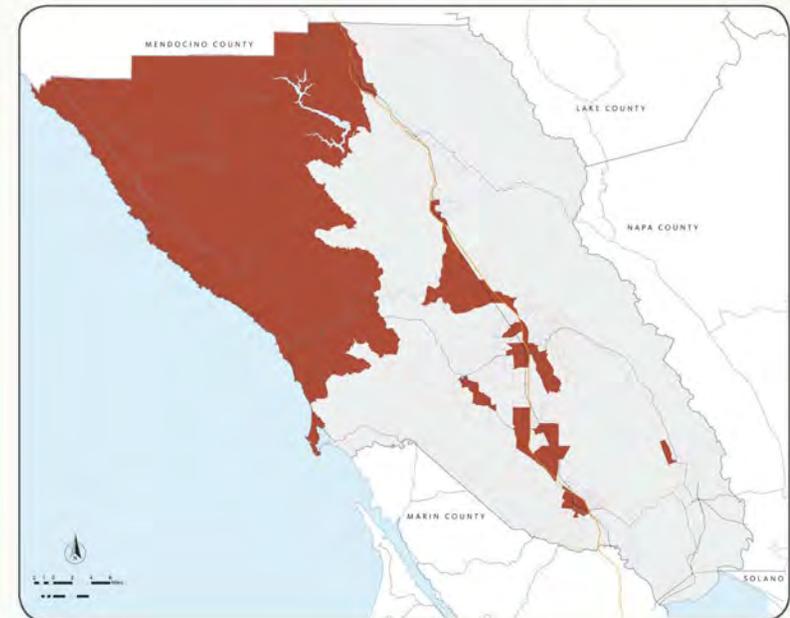
The Vulnerable Populations analysis focused on areas of low to average household income and high unemployment rates.

2 | VULNERABLE POPULATIONS



Average Household Income
(2008)

■ \$65,000 or less



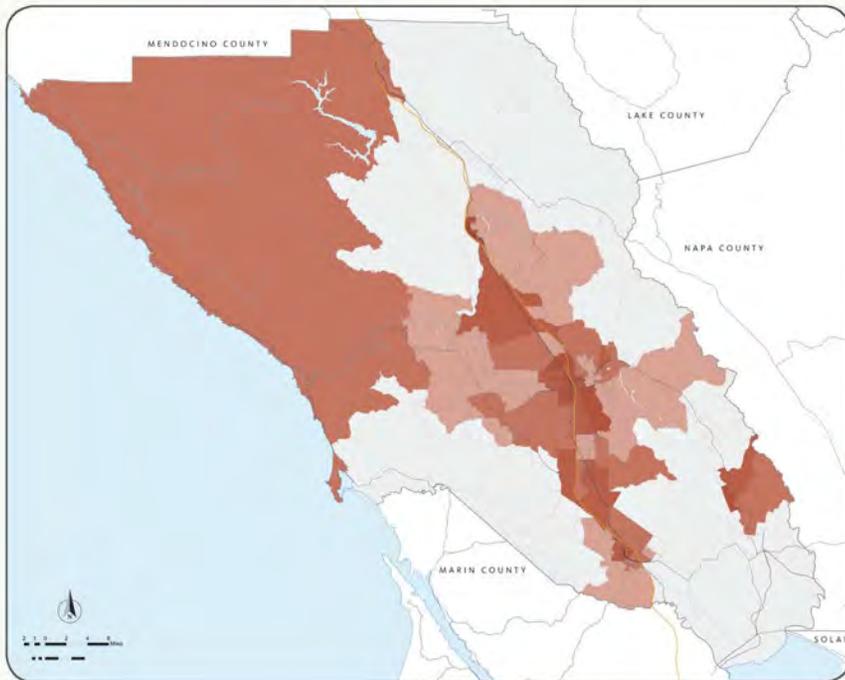
Unemployment Rate
(2008)

■ 7.5% or greater

Adjacency Demand

The All-County and Vulnerable Populations demand typologies have been aggregated into one adjacency demand map.

AGGREGATED DEMAND (1 & 2)



This approach reconciles both drivers into a single decentralized geographic overlay that addresses three primary objectives:

- 1) Reduce Redundancy:** Many divisions have overlapping or related adjacency demands. Developing a comprehensive plan by combining facilities whenever viable will prevent redundancy of County facilities within similar areas.
- 2) Increase Utilization:** The utilization needs for each division vary significantly. Some divisions require seasonal staffing, such as the Registrar of Voters and the Tax Collector. Other divisions fluctuate based on projects, cases, or client needs. By creating flexible modular work centers, a greater range of users can utilize the facilities.
- 3) Maximize Cost-efficiency:** Reducing redundant facilities while increasing the utilization of each will ultimately result in significant cost reductions.

SECURE FACILITIES

While the key driver of Secure Facilities is accessibility to the All-County population, it would be most viable to co-locate with Sheriff stations and other similar secure buildings when possible. Sheriff stations are organized by jurisdictions that reflect overall geographic distribution and population density.

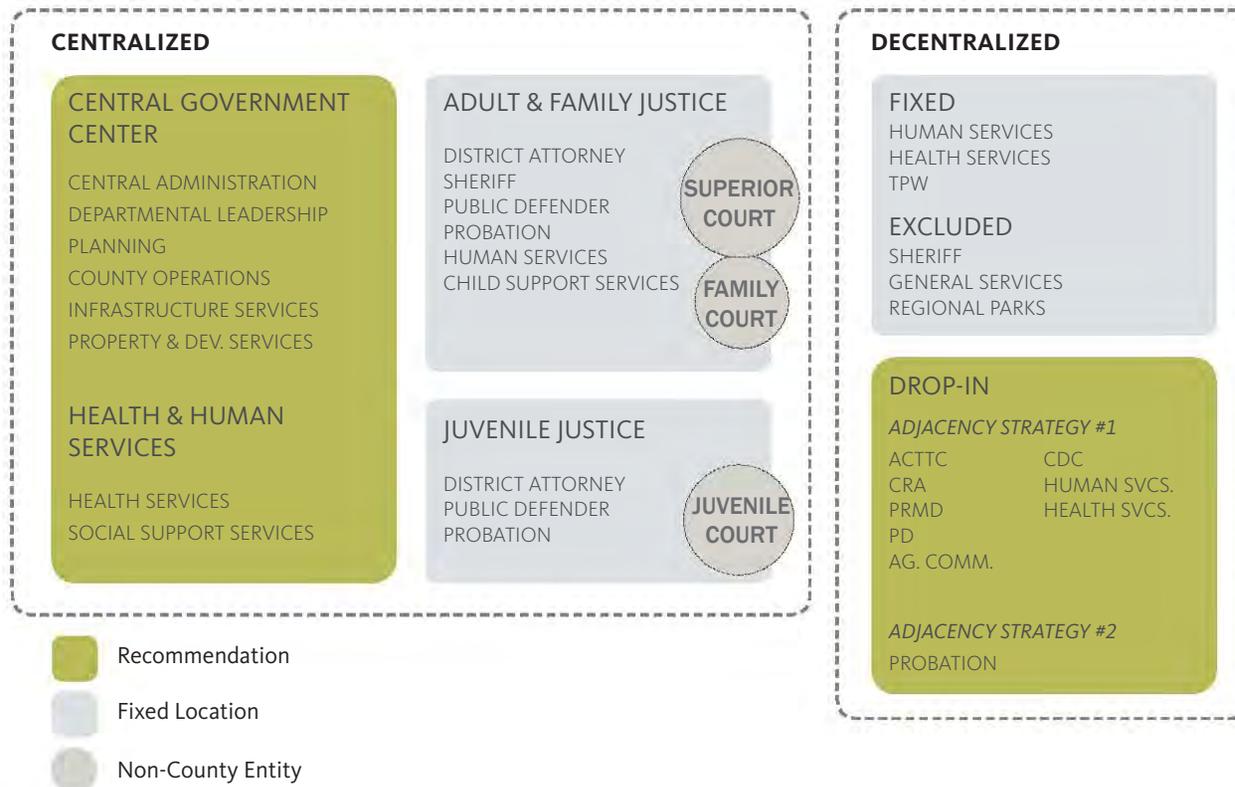
[this page intentionally left blank]

Final Recommendation

The final recommendation is for a single site with multiple buildings (mini-campus) combined with the decentralized site recommendation. These two models were carried forward and supply opportunities were identified and analyzed for each.

Selected Adjacency Scenario

The Selected Adjacency Scenario is comprised of three major components. The first is the centralization of all County administrative functions with the Health and Social Service functions into a single consolidated campus. The departments within the Central Government Center should be grouped together to maximize organizational efficiencies. The divisions under Health & Human Services should be consolidated on-site to create a single customer service destination for county residents. The second component co-locates all justice functions with their respective court and detention facilities. The last component acknowledges the decentralized facilities that should be located per their key adjacency strategies.



ADJACENCY CRITERIA

CENTRAL GOVERNMENT CENTER

- Composed of two distinct centers within the single campus
- Utilizes owned property if feasible
- Located near downtown
- Located near major public transit lines

ADULT & FAMILY JUSTICE

- Must remain adjacent to the Superior Court and Family Court

JUVENILE JUSTICE

- Must remain adjacent to the Juvenile Court

DECENTRALIZED: FIXED

- Must remain at current location

DECENTRALIZED: EXCLUDED

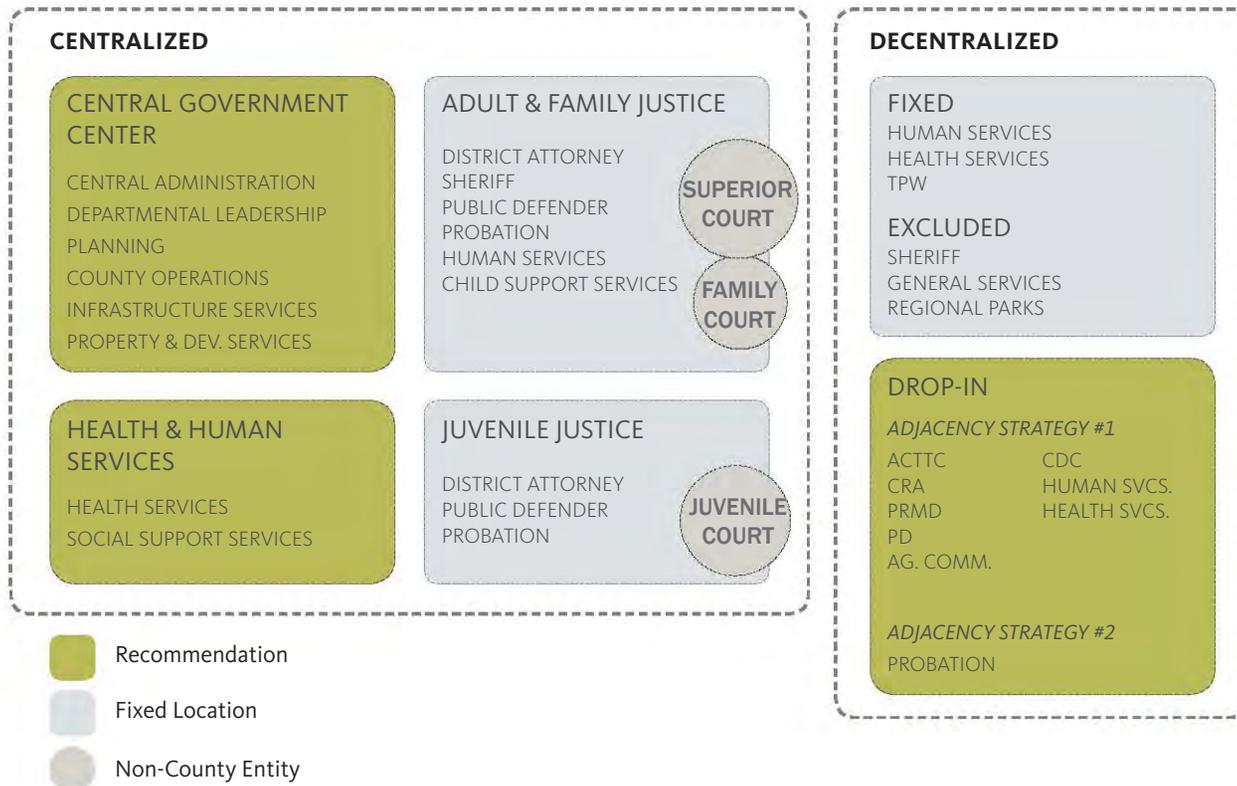
- Not included in CCFP study

DECENTRALIZED: DROP-IN

- Adjacency Strategy #1: Locate by All-County & Vulnerable Population Demand Maps
- Adjacency Strategy #2: Co-locate with Sheriff Stations.

Alternate Adjacency Scenario

While a single consolidated campus is the ideal scenario, the main Central Government Center is defined by two distinct groups that do not necessarily require colocation. If a single campus cannot be accommodated, it is also feasible to centralize the major administrative county functions in the main county campus and create a secondary satellite for the Health and Social Support Service functions. The Health & Social Support Campus should be consolidated and located near public transportation to maximize accessibility to customers. All other components of the adjacency model remain consistent with the Selected Adjacency Scenario. This scenario may also be considered as a phasing or interim strategy.



ADJACENCY CRITERIA

CENTRAL GOVERNMENT CENTER

- Utilizes owned property if feasible
- Located near downtown
- Located near major public transit lines

HEALTH & HUMAN CAMPUS

- Locate near major public transit lines

ADULT & FAMILY JUSTICE

- Must remain adjacent to the Superior Court and Family Court

JUVENILE JUSTICE

- Must remain adjacent to the Juvenile Court

DECENTRALIZED: FIXED

- Must remain at current locations

DECENTRALIZED: EXCLUDED

- Not included in CCFP study

DECENTRALIZED: DROP-IN

- Adjacency Strategy #1: Locate by All-County & Vulnerable Population Demand Maps
- Adjacency Strategy #2: Co-locate with Sheriff Stations.

[this page intentionally left blank]

[this page intentionally left blank]

07

EXTERNAL FACTORS

Overview of Current Local Planning Efforts	166
Local Real Estate Market Conditions	168
Stakeholder Assessment	172
Regulatory Impacts	178

Overview of Current Local Planning Efforts

The team recognized that the CCFP could not be prepared in a vacuum, and that there are outside influences that can impact cost, scope, timing, and buildability.

Current Planning Efforts

Several concurrent or recently completed planning efforts were brought to the team's attention. Relevant information from these studies is incorporated into the CCFP as appropriate.

NAME OF STUDY	AUTHOR	DATE STARTED	DATE COMPLETED
<i>Parking Study for County Administration Center</i>	w-Trans	unknown	June 2011 (draft)
<i>Adult Criminal Justice System Phase 2 - Facilities</i>	HOK Voorhis/Robertson Justice Services	unknown	December 2009
<i>New Sonoma County State Courthouse</i>	Richard Meier & Partners Architects	unknown	ongoing
<i>Sonoma County Strategic Plan - 2010 Update</i>	The Results Group Sonoma County	2005	ongoing
<i>County Redesign (organizational)</i>	Sonoma County	2010	ongoing

Local Real Estate Market Conditions

As part of the CCFP, Gensler retained Keyser Marston to evaluate the local commercial and residential markets in terms of development opportunities for several County-owned properties. The general characterizations and specific market valuations, along with the appraisal work done by Howard Levy Appraisal Group, form the basis for the potential revenue generation opportunities identified later in this report. Complete versions of these studies are included in the Appendix.

Note that this analysis was performed in early 2010 and does not reflect any changes in the market since that time.

Office Market Conditions

The review of office market conditions was largely done in order to evaluate the current supply of office space and rents, should the County decide to use leased facilities to house staff.

- Virtually no speculative office or industrial projects are financeable today in Sonoma County.
- There is a tremendous amount of vacant office space in the general area around the CAC, and development of any new office space would not likely occur in the foreseeable future.
- The office market will continue to be highly favorable for buyers and renters.
- The average lease rate around the Downtown area ranges from \$1.65 - \$2.00 per square foot (full service gross).
- The County currently pays an average of \$1.84 per square foot (before reimbursements).



Vacant office space in Santa Rosa.

Residential Market Conditions

Residential market conditions were also analyzed because several underutilized County properties may be suitable for residential use.

- There will likely be excellent market support for introduction of mid to high end residential development at the Chanate Campus once the housing market stabilizes.
- Pricing for single family homes reached their peak in 2005, with the average price reaching \$674,388 and the median price hitting \$591,000.
- Prices for single family homes fell precipitously through 2009, with the current pricing about 60% of the 2005 peak pricing, with the average price dropping to \$414,585 and the median price to \$340,000.
- The residential areas in the vicinity of the Chanate Campus contain some of the most desirable residential neighborhoods in Santa Rosa as evidenced by price, ranging from \$575,000 to \$1,000,000.



New luxury apartment complex in downtown Santa Rosa.

Retail Market Conditions

To a much lesser extent, retail uses are also included in the financial models as ancillary uses to the assumed residential developments.

- The CAC is well-located in respect to population in Santa Rosa (approximately 107,200 persons within 3 miles; this is nearly 2/3 of the city's population).
- The overall retail market in Santa Rosa is significantly constrained.
- There is a small-scale retail opportunity at the Chanate Campus focused on serving the shopping needs of local residents.
- The retail situation on Mendocino Avenue in the vicinity of the Administration Center is dominated by smaller scale convenience and service uses that cater predominantly to students at Santa Rosa Junior College and to a more diversified clientele related to the County Administration Center, Kaiser Hospital, and office uses north of Steele Lane.



Retail space on Mendocino Avenue, Santa Rosa

Stakeholder Assessment

As part of the CCFP, Gensler retained DVP Associates to assess a sampling of different areas of interest that may have an opinion of land uses that would and would not be supported for the portions of the County portfolio that may become available for development. While this assessment wasn't comprehensive, the team is confident that the sampling provides a fair representation of the community sentiment at the current level of abstraction at this preliminary stage of the reuse process. A complete version of this assessment is included in the Appendix.

Stakeholder List

The following stakeholders participated in discussions about the potential reuse of the developable areas identified in the CCFP.

Ralph Benson, Executive Director

Sonoma Land Trust
707-526-6930
Ralph@sonomalandtrust.org

Amanda Bornstein, Executive Director

Greenbelt Alliance
707-575-3661
abornstein@greenbeltalliance.org

Jonathan Coe, Executive Director

Chambers of Commerce
707-545-1414

Judy Coffey, Senior Vice President and Area Manager for Marin and Sonoma

Kaiser Permanente
707-566-5772

Barbara Hughes, President and CEO

Community Foundation of Sonoma County
707-579-4073
bhughes@sonomacf.org

Bill Keene, General Manager

Sonoma County Agricultural Preservation and Open Space District
707-565-7360
bkeene@sonoma-county.org

Tanya Narath, Executive Director

Leadership Institute for Ecology and the Economy
707-578-9133
www.ecoleader.org

Chuck Regalia, Director

City of Santa Rosa Community Development
707-543-3189
cregalia@srcity.org

Ben Stone, Director

Sonoma County Economic Development Board
707-565-7191
edb@sonoma-county.org

Richard Willard

Property Owner
707-575-7160

Chanate: Stakeholder Summary of Potential Uses

The consensus from the stakeholders surveyed is that the size, location, existing on-site attributes and surrounding neighborhood make the Chanate property particularly valuable, but for different purposes depending on who is being asked.

Advocates for park and open space view the site as a once-in-a-lifetime opportunity to create a local version of the Golden Gate Park, including community gardens and active open space. Many others see the site as an extraordinary opportunity for low to medium density infill housing in an existing well-established neighborhood. And others consider the Chanate frontage as a suitable location for limited retail and services for the immediate neighborhood. Stakeholders expect to see a comprehensive master plan that includes a mix of uses to serve as a village within Santa Rosa.



CAC: Stakeholder Summary of Potential Uses

The consensus for the buildable portion of CAC that results from implementation of the CCFP is that (1) housing should be dense by Santa Rosa standards, (2) commercial/retail should not compete with downtown businesses, and (3) the site would benefit greatly from an efficient master plan.

It would appear that housing in the 30-40 medium-high density unit per acre range would be acceptable based on the opinions of the stakeholders who were interviewed.

Since the County already reportedly has in excess of 3 million square feet of commercial space, none of the stakeholders identified this use as a natural fit for the site. Its proximity to the Coddington mall across the highway and the unanimous consensus that commercial uses could compromise efforts to grow the downtown commercial center make a commercial use (alternative uses were not suggested in the stakeholder interviews).

Interested parties raised parking and traffic issues, which would presumably be taken up in any Environmental Impact Report for the project.



Los Guilicos: Stakeholder Summary of Potential Uses

The general consensus of the surveyed stakeholders is that this property is best suited for one or a combination of the following: (1) non-profit organizations, (2) limited hospitality, and (3) expansion of the adjacent regional park by making this property a more visible gateway.

Multiple stakeholders supported the idea of conveying the Hood mansion to a well funded nonprofit organization or foundation to rehabilitate and use for a comprehensive nonprofit center. It is estimated that the county will need 60,000 square feet to serve the 150 nonprofit organizations throughout the county. The idea would be to develop a center with more or less centralized administration to increase the efficiency of these organizations, but not to actually provide client services at the location.

Related to this idea is creation of a funding mechanism to renovate the historic facilities and market the grounds for special events and conferences. Given the active involvement of local historic preservationists, it should be assumed that the most significant of the facilities will need to be retained, renovated and reused.



[this page intentionally left blank]

Regulatory Impacts

Federal and local regulations influence the planning and implementation of County programs and developable areas addressed in this CCFP. Two key regulations are Federal Office of Management and Budget Regulation 87, which governs reimbursements for certain County programs, and local zoning ordinances, which can impact how planned programs are implemented.

OMB Regulation 87

OMB Regulation 87 establishes rules for determining the allowable costs incurred by government entities under grants, cost reimbursement contracts, and other agreements with the Federal government.

The costs of numerous county health and social service programs can be substantially reimbursed through federal government grants. Local governments, including Sonoma County, have come to rely on this source of funds. The Federal Office of Management and Budget Circular 87 (OMB 87) spells out all of the expenses that may be claimed for reimbursement for specific programs and details the compliance requirements for each cost category.

Various real estate costs needed to implement the programs are eligible for reimbursement depending on whether the facilities are owned or leased. Sonoma County currently has 14 separate leases whose costs are fully or partially reimbursed through OMB 87.

Generally speaking, rental costs for operating leases (both full-service and net leases) can be reimbursed, up to 100% in some cases, if the rental rates are “reasonable.”

For owned properties, operating expenses, including limited use or depreciation allowances, may also be reimbursed, but the calculations and claim justifications are more complicated. The definition of “owned properties” can, depending on the details of the transaction, include sale-lease backs and capital leases. Interest expenses may also be allowed but must meet the criteria established in FASB 13, Attachment B. In effect, the only costs that would not be reimbursed would be the principle portion of the debt service, i.e. the county’s equity build-up.

Over the years, local governments have often opted to rent facilities through simple operating leases because the reimbursement claims process is relatively straightforward. Leasing also allows a certain amount of flexibility because small, short term leases may be advantageous in some cases.

In Sonoma County’s case, where achieving the *Service Delivery Vision* means centralizing the majority of social service programs in a new civic center building, various transactional choices will need to be thoroughly explored to determine what financial structure makes the most sense in terms of costs and benefits over the long term.

In the interest of presenting a conservative financial picture in this CCFP, the financial model reflects a strategy of maximizing available reimbursements through pure ownership of facilities.

Zoning Assumptions

In developing the site planning studies for this report, the team researched existing zoning ordinances and modeled the development scenarios to follow City zoning designations.

Because the developable areas contemplated by the CCFP are all currently zoned PI (Public Institutional) or PD (Planned Development), the following zoning changes would be required in order to develop the uses suggested within the CCFP. Further planning and building design should be done in conjunction with the City in order to ensure that any new development adheres to the most current zoning guidelines.

DEVELOPABLE AREA	CURRET ZONING	PROPOSED ZONING	PARKING
County Administration Center	PI and PD	R-3 and CG	1 to 2.5 parking spaces per unit
Chanate	PI	R-1 and CN	
Los Guilicos	PI	To be determined	

City of Santa Rosa Zoning Categories

R-1: Single-Family Residential

R-2: Medium Density Multi-Family Residential

R-3: Medium and Medium-High Multi-Family Residential

CG: General Commercial

CN: Neighborhood Commercial

PD: Planned Development

PI: Public/Instituional

[this page intentionally left blank]

[this page intentionally left blank]

08

REAL ESTATE SCENARIOS

Overview	184
Real Estate Goals	186
Centralized Campus	188
Fixed Location Facilities	204
Decentralized Facilities: Dedicated	206
Decentralized Facilities: Drop-In	210

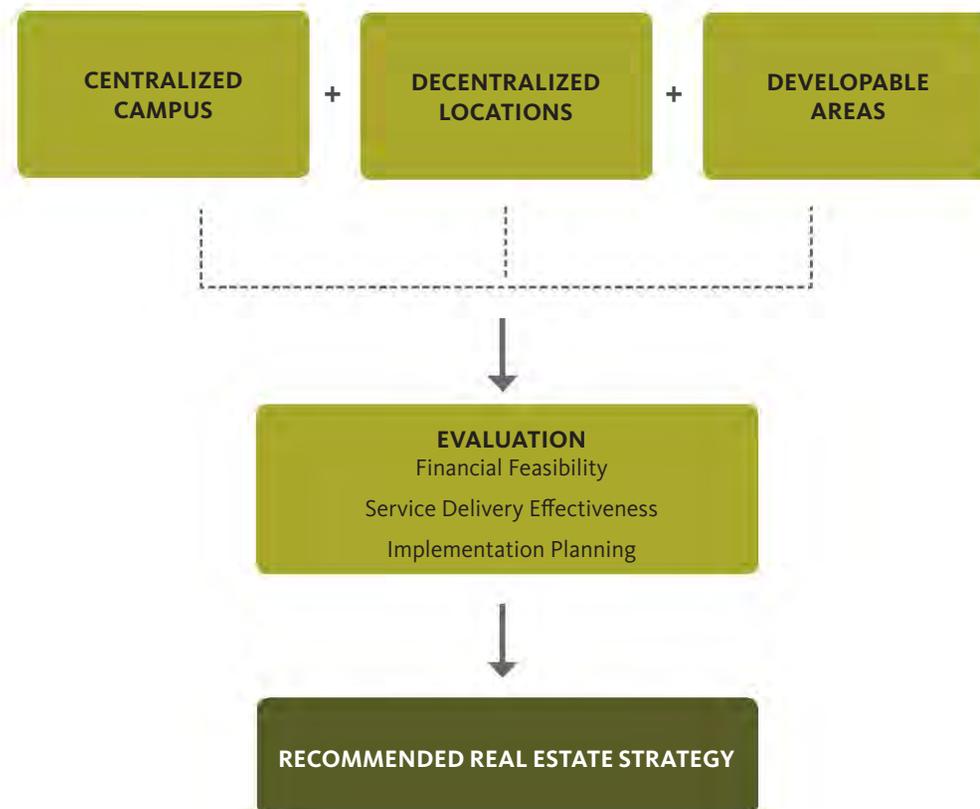
Overview

The real estate scenarios described in the following pages represent a culmination of the research, analysis and thinking developed from the previous phases of the study. The scenarios capture the operational efficiencies identified in the Service Delivery Vision, and include the space and occupancy needs analyzed earlier in this document.

Process

The process for developing the Real Estate & Financial Vision addresses the three components identified in the Project Charter.

The three identified facility components, Centralized Campus, Decentralized Locations, and Developable Areas, were all ultimately measured against financial feasibility, service delivery effectiveness, and implementation planning. What follows is a discussion of the aspects of the Centralized Campus and Decentralized Location models. As described above, a number of sites around the County have potential for development, either for County use or as a revenue source. These properties, including the CAC, Chanate, Los Guilicos and the Airport, are discussed in Chapter 9.



Real Estate Goals

Based on the Service Delivery Vision, supply and demand analysis, and market assessment, the team evaluated the real estate options and implications for implementing the CCFP. While the focus of the analysis was on the CAC, several other county locations were also evaluated, including Chanate, Los Guilicos, the Airport, and many “decentralized” locations.

Real Estate Goals

The first task was to create a set of Real Estate Goals in order to provide a framework for planning and evaluating the real estate options. These Goals were distilled from the *Service Delivery Vision* implications related to real estate and facilities, the Project Charter, and past experience on similar projects.

- Support and express County values
- Increase legibility and presence
- Maximize utilization
- Support flexibility
- Catalyze neighborhood improvement
- Reduce vehicle miles traveled
- Maximize transit accessibility
- Provide minimum required parking
- Minimize customer trips
- Provide access to amenities
- Reduce energy usage
- Minimize operational costs
- Minimize capital costs
- Utilize reimbursements and programs
- Generate revenue



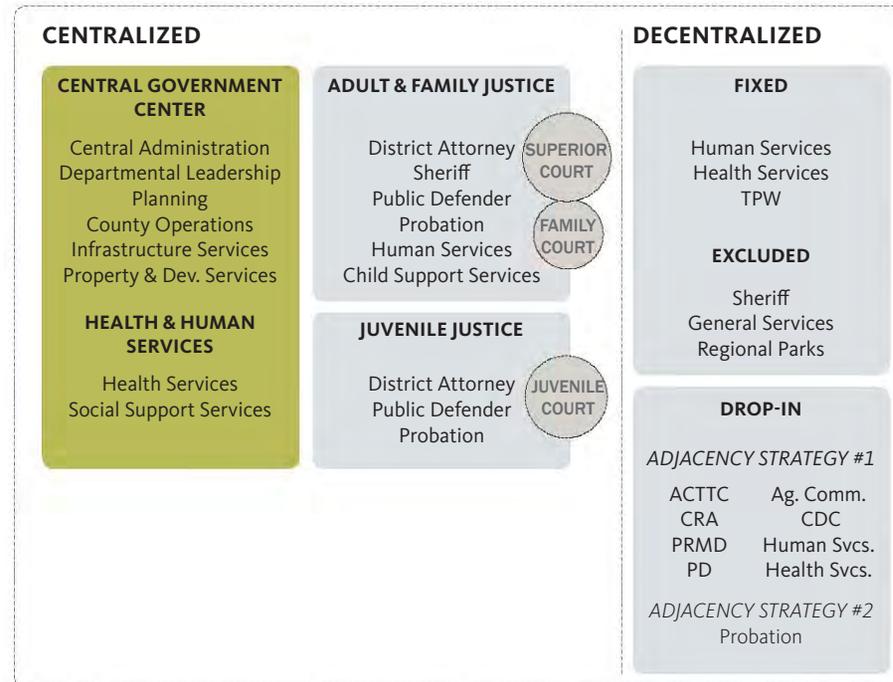
Centralized Campus

After calculating the required space demand, accounting for optimal service delivery adjacencies and evaluation of existing real estate options, we recommend a single, centralized campus is recommended.

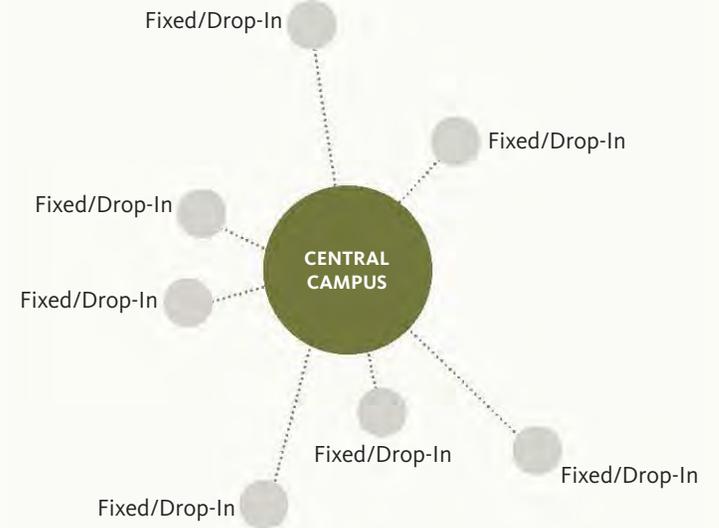
Adjacency Strategy

The Centralized Campus scenario consolidates all general government functions currently located across Santa Rosa.

The plan calls for three buildings developed over multiple phases and leaves land available for future growth.



CENTRALIZED CAMPUS MODEL



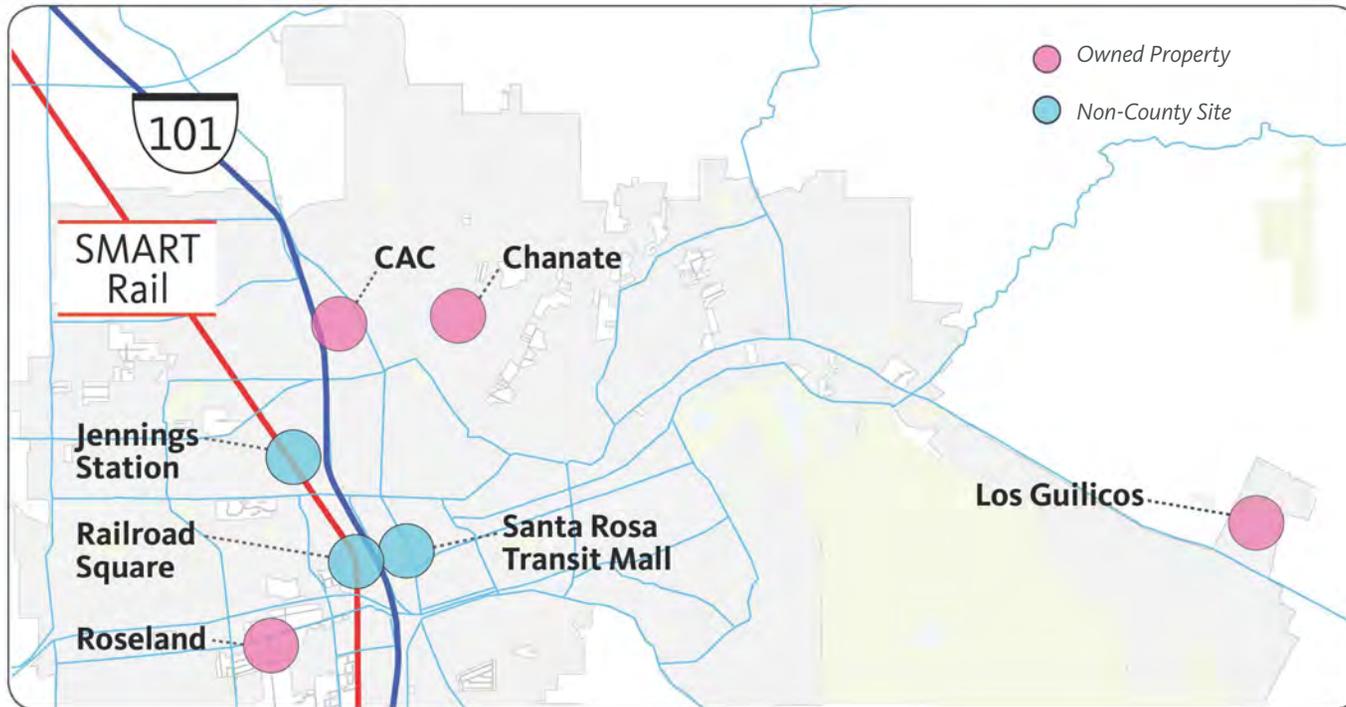
- Consolidation into a single campus means that all critical and important adjacencies are met.
- Decentralized dedicated and drop-in sites will provide localization of services to customers outside the Santa Rosa Downtown area.

Site Selection

Seven potential sites within Santa Rosa were explored as potential locations on which to develop a centralized campus.

The analysis included four existing county-owned sites and three locations near major public transportation hubs. Although there are many important factors involved in the selection of a centralized campus location, the site selection criteria on this page represent three of the most important considerations expressed by Sonoma County: Developable Area, Accessibility, and Site Context.

Ultimately, the existing CAC provided the best opportunity to develop a new centralized campus. This is primarily because the County owns available expansion land. Additionally, the site is close to existing transit lines, and is already known as the central Sonoma County hub. Centralizing at CAC also provided the opportunity to redevelop the other sites.



SITE SELECTION CRITERIA

Developable Area

LAND AVAILABILITY

Sufficient land must be available to meet County needs with low-mid rise building.

DEVELOPMENT COSTS

Projected costs associated with acquisition and/or construction must be affordable.

Accessibility

PUBLIC TRANSIT

Proximity to transit is a key sustainability and service delivery goal for Sonoma County. The development of the SMART Rail increases the amount of potential opportunity sites that meet this important accessibility goal.

ROADS & HIGHWAYS

The most common form of transportation continues to be vehicular. Adjacency to major streets and highways is important to meet the needs of customers.

Site Context

SURROUNDING LAND USE

Land-use designations within a 1/4 mile radius per Sonoma County Zoning Codes were evaluated for compatibility with a centralized County campus.

IMPACTS

Locating a large concentration of County facilities and staff would impact surrounding neighborhoods, traffic, and the environment.

COUNTY GOVERNMENT CENTER

The County Government Center (CGC) currently houses the majority of county administrative and judicial (adult) services. The justice quadrant occupies about half the space and will remain at this current location. Development of the CGC provides an opportunity to utilize owned property and incorporate a county identity in conjunction with the justice quadrant.

Developable Area

There are 82 acres of developable property on site, which can easily accommodate a centralized campus. It is likely that excess portions of the site could be utilized for revenue generation as described on page 173.

Accessibility

The CGC is easily accessed through Highway 101. Public transit is limited. There are currently two bus lines running within walking distance of the site.

Site Context

The surrounding context is primarily residential, commercial, and neighborhood/convenience retail. There are no major impacts anticipated to the surrounding area.



- Owned Property
- Highway
- Bus Stop
- Transit Hub

CHANATE AND LOS GUILICOS

Chanate and Los Guilicos are two County-owned properties located away from the existing CGC. Chanate is the home of Sutter Hospital and also houses Public Health, Mental Health and the Coroner. Los Guilicos is located in the Valley of the Moon and houses the new Juvenile Justice Center and the Valley of the Moon Children’s Home.

Developable Area

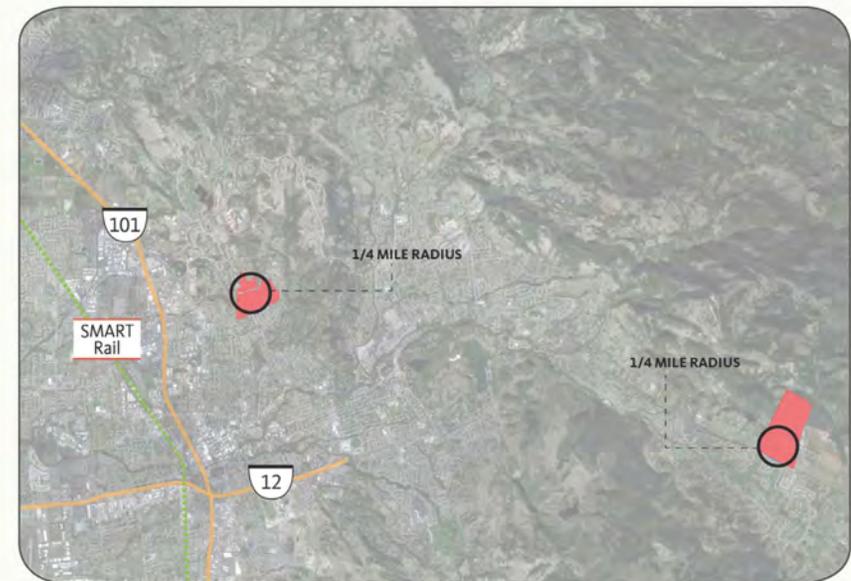
Chanate has 48 acres of developable land, and Los Guilicos has 40-50 acres of developable land.

Accessibility

Both Chanate and Los Guilicos are accessible via Highway 12 and are serviced by single bus lines.

Site Context

The surrounding context for Chanate is primarily low-density residential and agricultural. At Los Guilicos, the surrounding context is primarily agricultural.



- Owned Property
- Highway
- SMART Rail Line

ROSELAND

Recently acquired by Sonoma County, the Roseland property is located approximately 1 mile west of downtown Santa Rosa. This site was previously explored as a potential centralized location for Human Services since there is already a heavy concentration of Human Services facilities in the surrounding area.

Developable Area

8.3 acres of owned land at the Roseland Site is not enough for a single centralized campus. Acquisition or lease of additional property would be required.

Accessibility

There is limited access to the site from public transit via only two bus lines. The site is located adjacent to Hwy 12. However, if the site was selected, more bus routes could be added.

Site Context

The site is surrounded by a mixture of uses, including retail, light industrial, residential and agricultural.



Owned Property Highway Bus Stop

SANTA ROSA TRANSIT MALL

The Transit Mall, located in the heart of downtown Santa Rosa, is a central hub for the Santa Rosa CityBus, Sonoma County Transit, Golden Gate Transit, Mendocino Transit Authority, and Napa VINE.

Developable Area

The County does not own any property in or around the Santa Rosa Transit Mall, and land available for development is scarce. Acquisition and development of a central County campus would be costly.

Accessibility

The proximity to the Santa Rosa Transit Mall would provide excellent public transit and private vehicle access. The site is adjacent to Hwy 101 and accessible to seven different public transportation agencies.

Site Context

The site is located in central downtown Santa Rosa and is surrounded by a typical variety of commercial/retail uses, as well as the City of Santa Rosa civic center.



Transit Hub Highway Bus Stop

RAILROAD SQUARE SMART STATION

The Railroad Square SMART Station is located just west of downtown Santa Rosa. The location uses and promotes the new SMART Rail transportation system currently in the early phase of construction.

Developable Area

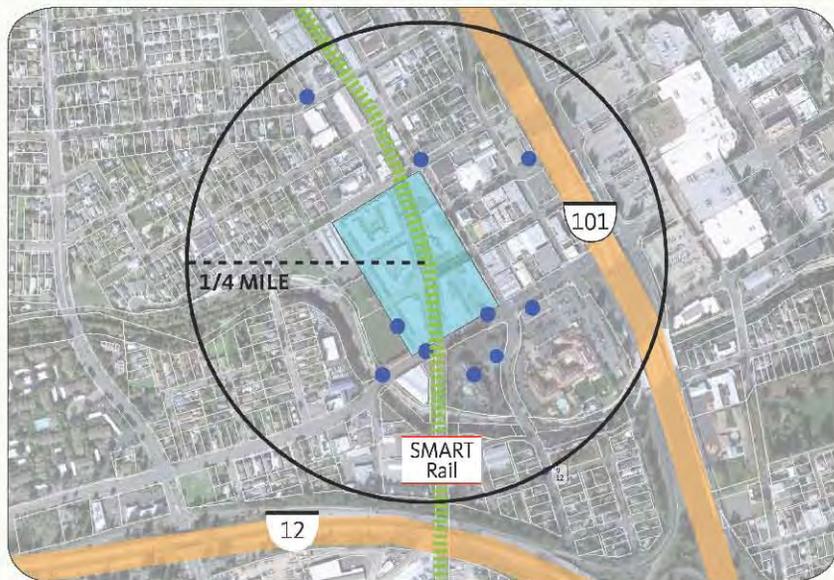
There is limited developable property within walking distance of the Railroad Square SMART Station. Development would require major costs associated with acquisition, relocation, construction, and/or leasing.

Accessibility

The Railroad Square SMART Station provides ideal access to public transit through the SMART Rail and multiple connecting bus and shuttle routes. The site is accessible via Hwy 101 and Hwy 12.

Site Context

The land northeast of the Railroad Square SMART Station has been designated as part of a redevelopment plan consisting primarily of retail. The remaining site context is primarily low-density housing and light industrial.



- Owned Property
- Highway
- Bus Stop
- Transit Hub
- SMART Rail Line

JENNINGS SMART STATION

The Jennings SMART Station is located approximately 1 mile south and west of the County Government Center. The location uses and promotes the new SMART Rail transportation system currently in the early days of construction.

Developable Area

There is limited developable property within walking distance of the Jennings SMART Station. Development would require major costs associated with acquisition, relocation, construction, and/or leasing.

Accessibility

The Jennings SMART Station provides ideal access to public transit. In addition to SMART Rail access, the site is 1/2 mile west of Hwy 101.

Site Context

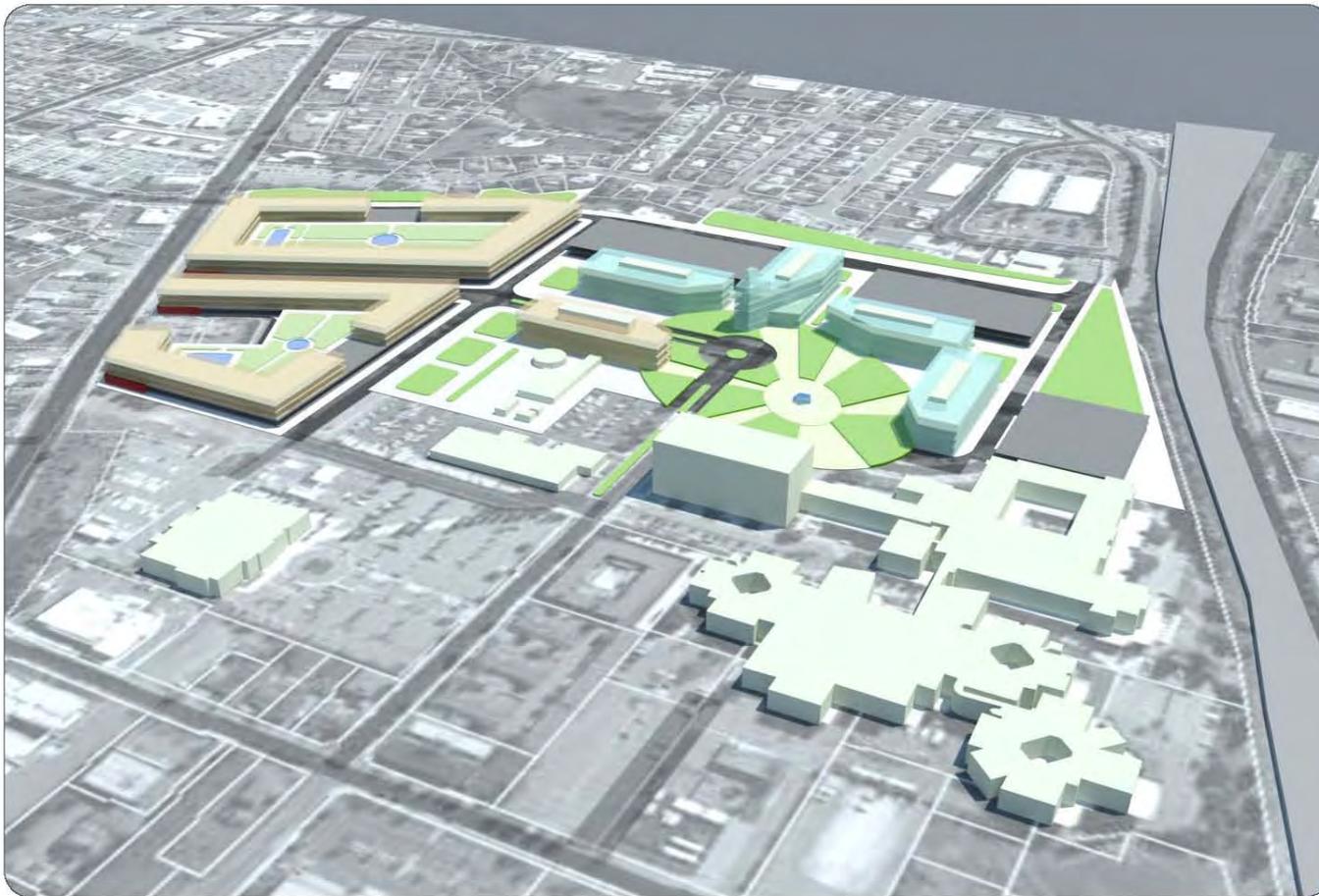
The Jennings SMART Station is located within walking distance of the US Social Security Administration, Coddington Mall and low to medium density residential developments.



- Owned Property
- Highway
- Bus Stop
- Transit Hub
- SMART Rail Line

County Government Center (CGC)

The recommended new centralized County Government Center (CGC) consolidates the general office functions and many of the health and human services groups onto the existing CAC into approximately 535,000 SF of office space. The consolidation takes advantage of under-utilized County land at CAC, while at the same time improving service delivery by creating a one-stop environment for clients seeking health or human services. The consolidation eliminates most of the County's leased portfolio and greatly improves space utilization and operating efficiencies.



OFFICE AREA

430,000 to 530,000 SF*

SEATS

2,200

PARKING

1,450 to 1,800 stalls*

DEVELOPABLE LAND

14 acres

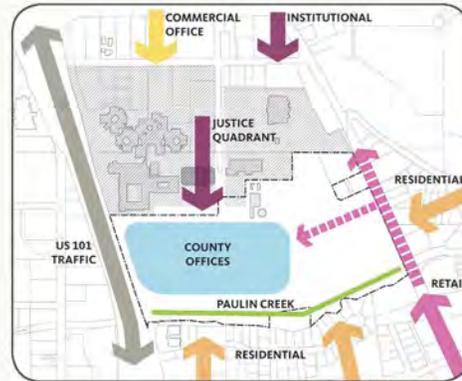
* Assumes mobility option with reduced seat count.

Design Concepts

Four primary design concept categories have been developed to acknowledge the key considerations that should influence the design of a future County Government Center site. These design concepts explore the wide range of factors pertaining to the surrounding context, internal and external circulation, existing buildings, infrastructure, unique site features, and overriding county goals.

EXTERNAL LINKAGES

- Integrate and support adjacent uses on site, including the justice and courthouse buildings
- Extend retail uses up Mendocino Ave.
- Create buffers & appropriate adjacencies at Highway 101 frontage and residential properties to the south



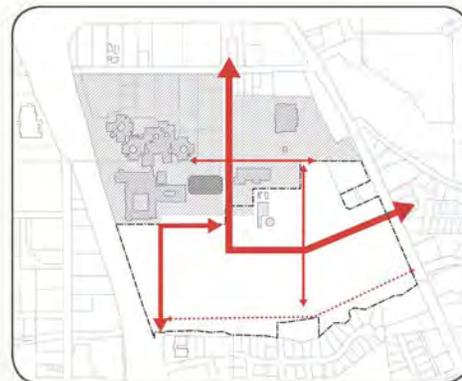
CENTRAL PLAZA DESTINATION

- Centralize county buildings into one focal point which integrates the new courthouse building
- Incorporate a plaza and open space for the users and public
- Align primary circulation routes and points of entry to lead to the central plaza
- Create a destination anchor through a landmark feature on the Administration Building



STRATEGIC SITE CIRCULATION

- Develop one major circulation axis between Bicentennial Way and Mendocino Avenue.
- Create multiple connections for vehicular & pedestrian traffic off of the main circulation axis
- Create pedestrian open space along the southern edge of site
- Maximize pedestrian access between major site components



SITE USES & CONNECTIONS

- Co-locate internal uses of the site to leverage shared resources and support retail activity
- Locate parking in proximity to main offices but along the periphery to buffer adjacent sites
- Consider residential, mixed-use, or commercial office uses as potential development opportunities on site



CGC Phasing Plan

The team developed a phasing plan that takes advantage of available County land at the CAC, minimizes temporary moves, and leverages the elimination of leases and the sale of Chanate to partially fund development activities. There are some significant pre-development activities that would need to be started, not least of which is launching the entitlement process (full EIR or “neg dec”) and the realignment of utilities near the intersection of Ventura Avenue and Administration Drive to make room for the 1st building (Phase 1a).

1a ADMINISTRATION BUILDING

SEAT DEMAND
399

AREA
94,685 GSF / 72,253 GSF*

FLOORS
4-5 with tower feature

REQUIRED SURFACE PARKING
316 / 241*

DEPARTMENT OCCUPANCY

- ACTTC - AC/T/TC
- ACTTC - Audit
- Board Chamber
- CAO + BOS
- Clerk/Recorder/Assessor/ROV
- County Counsel
- Human Resources

SITE LOGISTICS

- Utilities re-route
- Partial road closure
- All existing buildings remain in place

1b HEALTH & SOCIAL SERVICES BUILDINGS

SEAT DEMAND
1,251

AREA
290,024 GSF / 226,342 GSF*

FLOORS
3-4 (2 buildings)

REQUIRED SURFACE PARKING
967 / 755*

DEPARTMENT OCCUPANCY

- Child Support Services
- Comm. Development Housing Authority
- Health Services Administration
- Health Services Mental Health / AODS
- Health Services Public Health
- Human Services Administration
- Human Services Adult & Aging
- Human Services EA
- Human Services Employment & Training
- Human Services FY&C
- Human Services General Assistance
- Servers

SITE LOGISTICS

- Admin/Finance Bldg. demolished

2 GENERAL GOVERNMENT BUILDING

SEAT DEMAND
580

AREA
151,546 GSF / 138,372 GSF*

FLOORS
4-5

REQUIRED SURFACE PARKING
505 / 461*

DEPARTMENT OCCUPANCY

- Agriculture Commissioner
- Comm. Development - CD, Admin.
- Criminal Justice (contingency)
- Economic Development
- General Services
- Information Systems
- Law Library
- PRMD
- Regional Parks
- Servers
- TPW
- Training Rooms
- UC Cooperative

3 DEVELOPABLE PROPERTY

PROPERTY
540,509 SF

FLOORS
1 Retail/Parking, 3 Residential

REQUIRED PARKING
1,134 spaces

RETAIL GSF
46,572 GSF

RESIDENTIAL GSF
726,090 GSF

RESIDENTIAL UNITS
662 total

- 1 Bedroom (900 SF): 323 units
- 2 Bedroom (1,200 SF): 242 units
- 3 Bedroom (1,500 SF): 97 units

STRUCTURED PARKING

*Mobility Option with reduced seat count

COUNTY GOVERNMENT CENTER PLAN

-  Proposed Buildings
-  Hard & Soft Landscaping
-  Justice Quadrant
-  Parking Structure
-  Existing Buildings
-  Mixed-use Development
-  Excess Property / Parking (County-owned)
-  Retail
-  Phase Number

Key Features

- A.** Central Plaza with mix of hard and soft landscaping and a central feature.
- B.** Stacked/Shifted "proud" building face
- C.** Courtyards
- D.** Potential County-Owned Structures
- E.** Currently not County-Owned with 15' Setback
- F.** Temporary Swing Space
- G.** New State Courthouse

County Government Center Campus

- 1a.** Administration Building - 4-5 Floors
- 1b.** Health/Social Support Building(s) - 4 Floors Each
- 2.** General Government Building - 3 Floors
- 3.** Potential County Expansion or Private Development (mixed use)



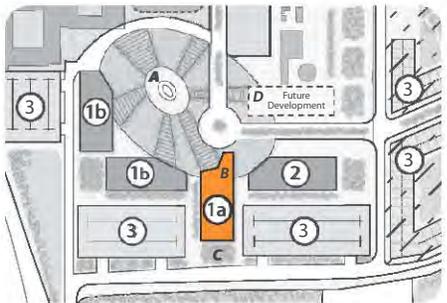
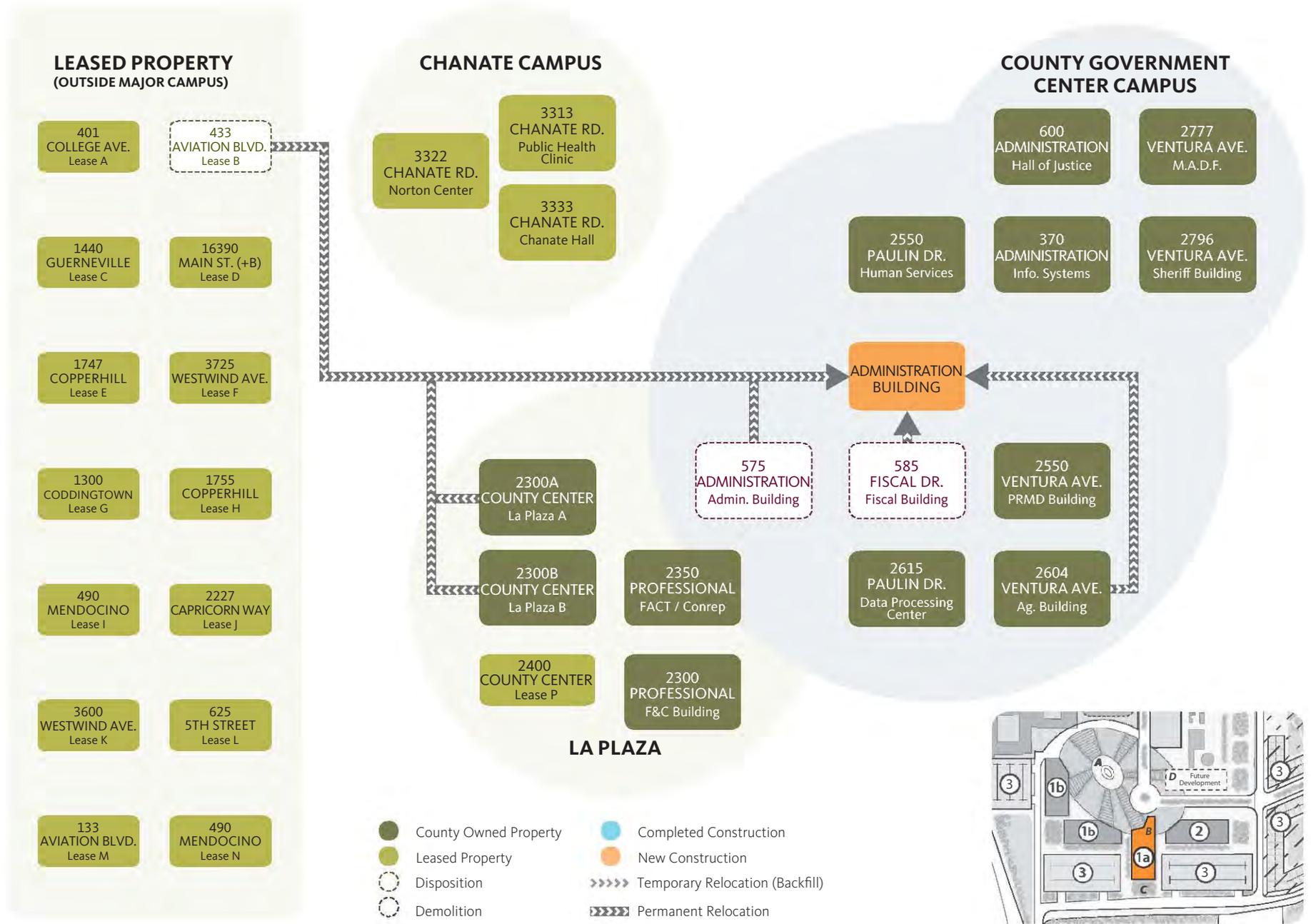
CGC Development - Phase 1a

Phase 1a features the construction of a new administration building on what is now Ventura Ave just south of the Fiscal Drive intersection. Some utilities along Ventura would have to be rerouted and the segment of Ventura Ave closed between Fiscal Dr and Administration Dr. Once the new administration building is complete and occupied, the existing administration and fiscal buildings can be demolished and their lots can either be paved for surface parking or prepared for Phase 1b. The flow chart on the next page illustrates the sequencing.

		STANDARD 2020		W/ MOBILITY 2020		
New Building Occupants (95,000 GSF target)						
OWNED PROPERTIES						
	SEATS	RSF	SEATS	RSF	SOURCE LOCATION	
ACTTC - AC/T/TC	102	21,207	102	15,316	Fiscal Bldg, Admin Bldg	
Board Chamber		5,000		5,000	Admin Bldg	
CAO + BOS	42	9,450	42	8,325	Admin Bldg	
Clerk/Recorder/Assessor/ROV	127	26,512	127	17,827	Fiscal Bldg, La Plaza B, Ag Bldg	
County Counsel	48	11,376	48	10,428	Admin Bldg, La Plaza A	
HR	70	14,757	70	11,016	Admin Bldg	
Sub Totals	389	88,302	389	67,912		
LEASED PROPERTIES						
	SEATS	RSF	SEATS	RSF	SOURCE LOCATION	
ACTTC - Audit	10	1,875	10	900	433 Aviation	
Sub Totals	10	1,875	10	900		
TOTAL PHASE 1A NEW BUILDING						
Seatcount & RSF GSF @ 5%	399	90,177	399	68,812		
		94,685		72,253		

PHASE 1A SEQUENCING

1. Prepare and stripe vacant lot along Mendocino Ave. for surface parking
2. Vacate Ventura Blvd
3. Re-route utilities
4. Construct new +/- 95,000 SF building over Ventura Blvd.
5. Occupy new building per Phase 1 Program
6. Eliminate leases at the following locations:
433 Aviation Blvd
7. Demolish the Administration and Fiscal Buildings and prepare for Phase 1B Health/Social Services Building(s)



Administration Building

CGC Development - Phase 1b

Phase 1b includes the construction of two new facilities to consolidate many of the health and human services departments that are currently in owned and leased facilities around Santa Rosa. Once the new facilities are occupied, several of the newly vacated owned facilities would be backfilled, leased to others, or sold, further eliminating leased facilities and setting the stage for Phase 2. The flow chart on the next page illustrates the sequencing.

New Building Occupants (290,000 GSF target)	STANDARD 2020		W/ MOBILITY 2020		SOURCE LOCATION
	SEATS	RSF	SEATS	RSF	
OWNED PROPERTIES					
Child Support Services	2	383	2	303	2550 Paulin Drive
Health Services Administration	50	11,250	50	11,250	3313 Chanate Road
Health Services Mental Health / AODS	111	26,751	111	26,751	3322 Chanate Road
Health Services Mental Health / AODS	48	11,568	48	11,568	3333 Chanate Road
Health Services Mental Health / AODS	10	2,410	10	2,410	2350 Professional Drive
Health Services Public Health	10	1,750	10	583	3313 Chanate Road
Human Services Economic Assistance	77	19,368	77	18,865	2550 Paulin Drive
Human Services General Assistance	68	19,532	68	16,660	2550 Paulin Drive
Sub Totals	376	93,012	376	88,391	
LEASED PROPERTIES					
Child Support Services	100	19,125	100	15,167	1755 Copperhill Parkway
Comm Dev Housing Authority	16	3,048	16	1,648	1440 Guerneville Road
Health Services Administration	11	2,475	11	2,475	490 Mendocino Avenue
Health Services Mental Health / AODS	20	4,820	20	4,820	16390 Main St, 1300 Coddington Center
Health Services Public Health	201	35,175	201	11,725	625 5th St, 490 Mendocino Ave, 2400 County Ctr. Dr
Human Services Administration	88	20,856	88	20,856	3600 Westwind Avenue
Human Services Adult & Aging	96	16,800	96	5,600	3725 Westwind Avenue
Human Services Economic Assistance	77	19,368	77	18,865	520 Mendocino Avenue
Human Services Employment and Training	133	32,585	133	32,585	2227 Capricorn
Human Services Family, Youth & Children Servers	133	23,275	133	7,758	1747 Copperhill Parkway
Sub Totals	875	183,201	875	127,173	
TOTAL PHASE 1B NEW BUILDING					
Seatcount & RSF GSF @ 5%	1,251	276,213	1,251	215,564	
		290,024		226,342	
Backfill of Existing Buildings					
2550 PAULIN DR (44,484 GSF)					
Comm Dev - RDA/CD/Admin	31	6,263	31	4,280	1440 Guerneville Road
Economic Development	11	2,695	11	2,695	401 College Ave
PRMD	135	33,075	135	33,075	PRMD Building
Sub Totals	177	42,033	177	40,050	
GSF @ 5%		44,135		42,052	
TOTAL BACKFILL SEATS AND GSF	177	44,135	177	42,052	

PHASE 1B SEQUENCING

1. Construct two new buildings totalling +/- 290,000 SF west of the new Administration Building
2. Occupy new building per Phase 1b Program
3. Backfill 2550 Paulin Dr. with selected staff per Phase 1b Program
4. Demolish PRMD Building and pave/stripe for surface parking
5. Relocate Coroner from Chanate (location is TBD)
6. Chanate is now available for private development
7. Eliminate leases at the following locations:
 - 1300 Coddington Center
 - 1440 Guerneville Road
 - 16390 Main St.
 - 1747 Copperhill Pkwy.
 - 1755 Copperhill Pkwy.
 - 2227 Capricorn Way
 - 2400 County Center Dr.
 - 3600 Westwind Ave.
 - 3725 Westwind Ave.
 - 401 College Ave.
 - 490 Mendocino Ave.
 - 520 Mendocino Ave.
 - 625 5th St.

CGC Development - Phase 2

Phase 2 concludes the consolidation of County departments onto the CAC by constructing a new facility to house the development-related services and back of house functions. Once complete, several owned vacant facilities can be demolished and the land paved for parking. The La Plaza campus can be immediately made available for private development. The flow chart on the next page illustrates the sequencing.

New Building Occupants (150,000 GSF target)	STANDARD 2020		W/ MOBILITY 2020		SOURCE LOCATION
	SEATS	RSF	SEATS	RSF	
OWNED PROPERTIES					
Agriculture Commissioner	42	7,350	42	2,450	133 Aviation Blvd
Comm Dev - RDA/CD/Admin	31	6,263	31	4,280	2550 Paulin Dr (1440 Guerneville Road)
Economic Development	11	2,695	11	2,695	2550 Paulin Dr (401 College Avenue)
Emergency Services	26	5,349	26	4,124	La Plaza A
Information Systems	138	31,346	138	29,546	Ag Bldg, Data Proc Ctr, 2300 Professional Drive
Information Systems	24	5,400	24	5,400	370 Admin Drive (moved from 2235 Challenger Way)
General Services	40	9,244	40	9,244	La Plaza A
Law Library	1	3,000	1	3,000	Agriculture Building
PRMD	135	33,075	135	33,075	2550 Paulin Drive (PRMD Building)
Regional Parks	52	11,700	52	11,250	La Plaza A
Servers		4,326		4,326	
TPW	55	12,319	55	12,319	La Plaza B
Training Rooms		7,500		7,500	
UC Cooperative	25	4,763	25	2,575	133 Aviation Blvd
Sub Totals	580	144,329	580	131,783	
LEASED PROPERTIES					
None					
TOTAL PHASE 2 NEW BUILDING					
Seatcount & RSF GSF @ 5%	580	144,329	580	131,783	
		151,546		138,372	

PHASE 2 SEQUENCING

1. Construct new +/- 150,000 SF building on PRMD building site
2. Fill new building per Phase 2 Program
3. Demolish griculture Building, Data Processing Center and 2550 Paulin Dr. and pave/stripe for surface parking
4. La Plaza A & B and Professional Dr. buildings now available for private development
5. Eliminate leases at the following locations:
133 Aviation Blvd.

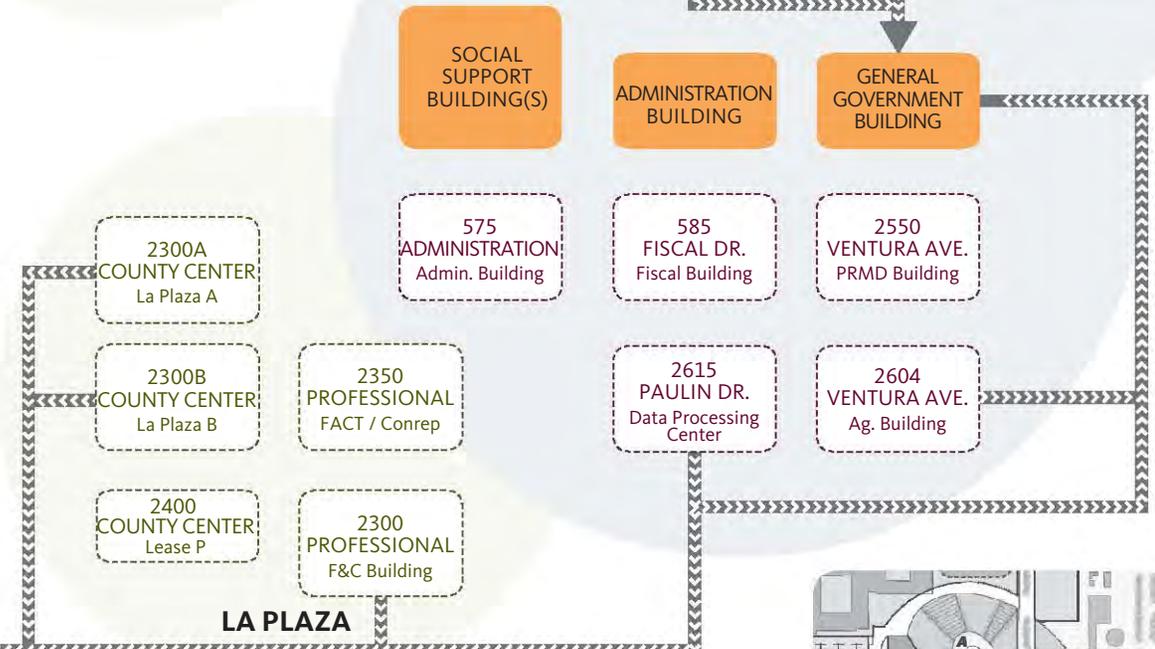
**LEASED PROPERTY
(OUTSIDE MAJOR CAMPUS)**



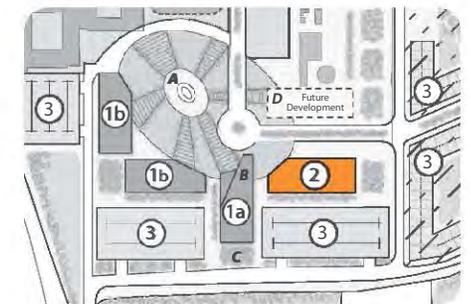
CHANATE CAMPUS



COUNTY GOVERNMENT CENTER CAMPUS



- County Owned Property
- Leased Property
- Disposition
- Demolition
- Completed Construction
- New Construction
- Temporary Relocation (Backfill)
- Permanent Relocation



General Government Building

Fixed Location Facilities

In addition to the centralized campus at the CAC, there are facilities that require physical adjacency to other fixed locations. Because of this requirement, such facilities must remain in their current locations and are therefore excluded from the centralized CAC campus.

Fixed Adjacency Strategy

The fixed location facilities are custodial and must remain near court facilities.

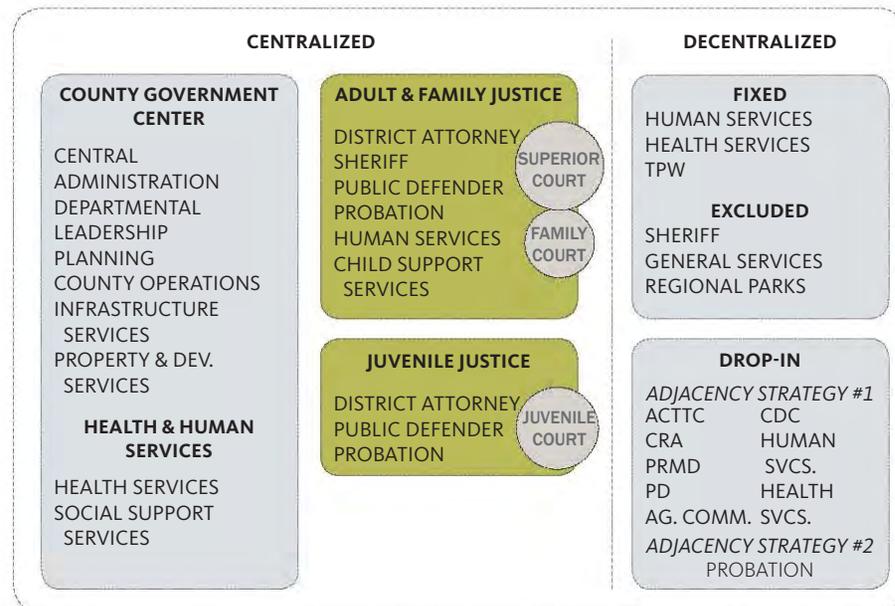
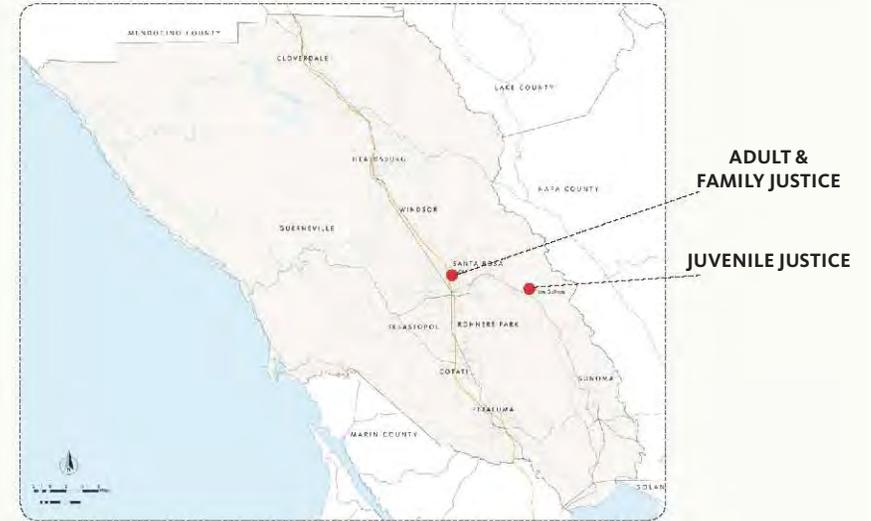
ADULT AND FAMILY JUSTICE

The Adult and Family Justice facility must remain at the County Government Center due to its proximity to the Family Court and the future courthouse.

JUVENILE JUSTICE

The Juvenile Justice center must remain in its current location at Los Guilicos due to its proximity to the Juvenile Court building.

Existing justice campus locations



ADJACENCIES



Decentralized Facilities: Dedicated

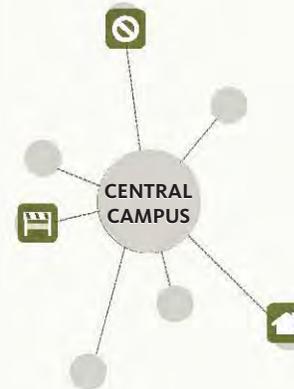
Based on the Service Delivery Vision and the mapping of customer demand, specific locations are recommended for dedicated facilities around the County. Where possible, the plan relies on existing County facilities and takes advantage of colocation opportunities so that costs are minimized.

Decentralized Dedicated Adjacency Strategy

Decentralized dedicated facilities generally provide services or functions directly related to their locations.

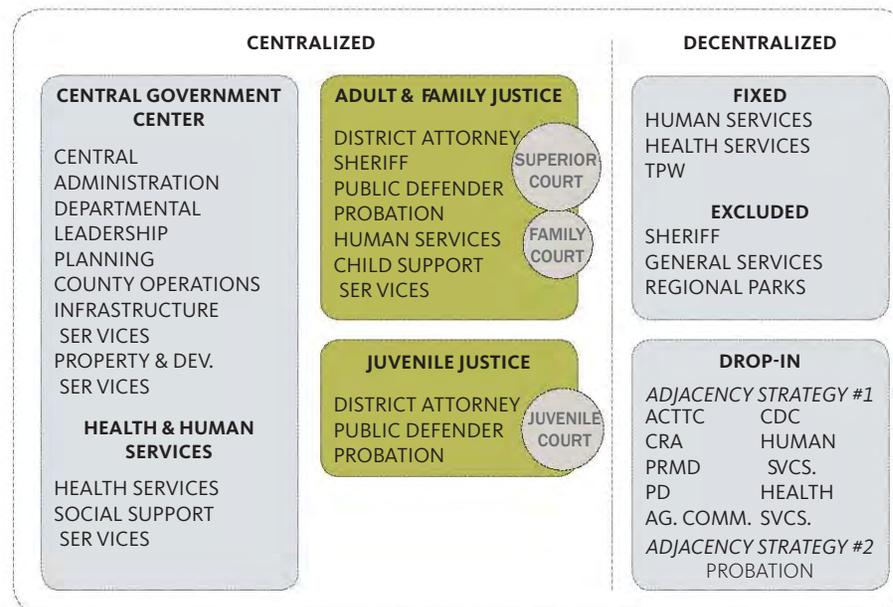
There are several County departments that maintain decentralized dedicated locations, including Human Services, Health Services, Sheriff, Regional Parks, and Transportation & Public Works (TPW). For purposes of this study, they are classified into three categories: Fixed Custodial, Fixed Site-Specific Resources, and Excluded.

DEDICATED FACILITIES

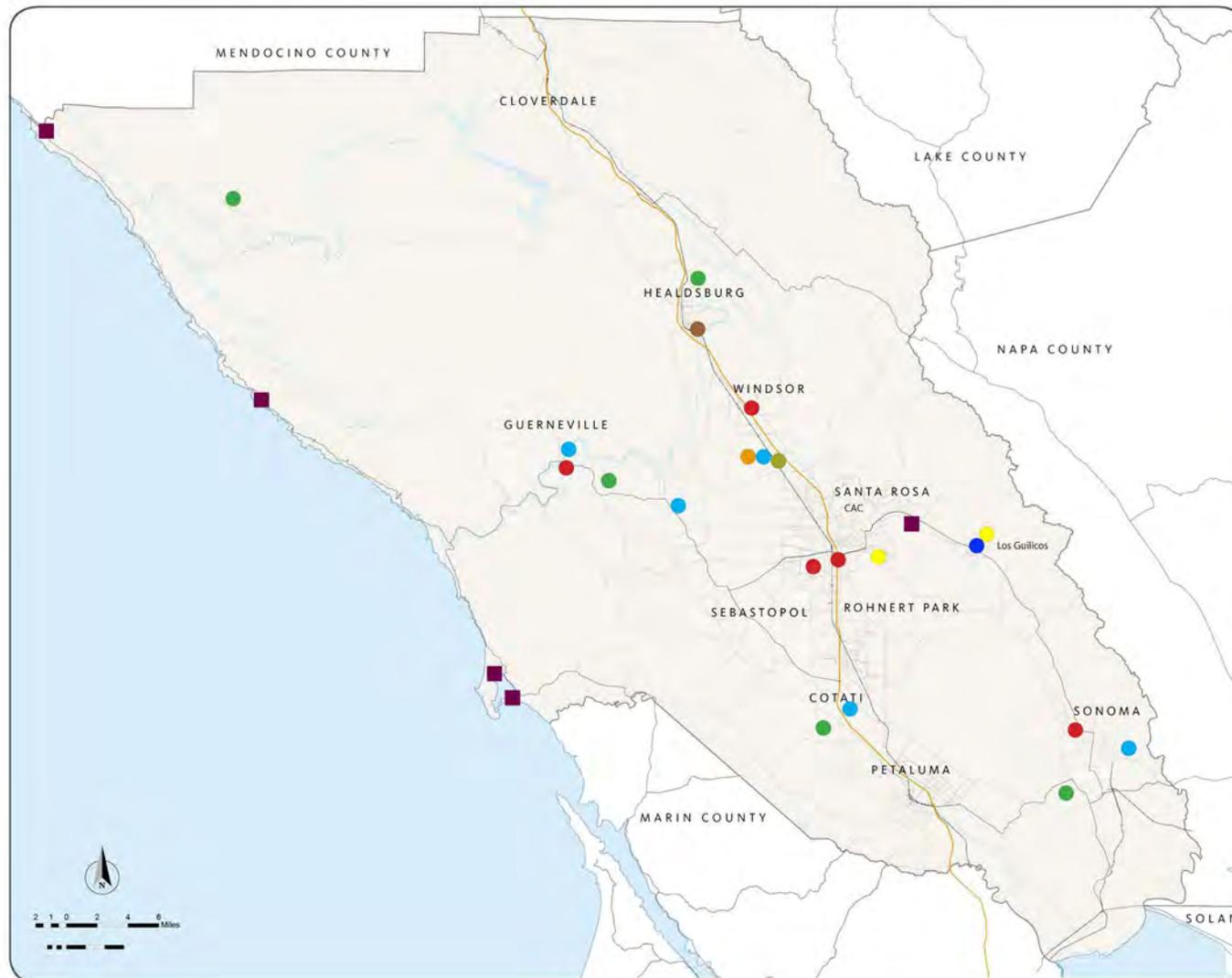


1. Custodial facilities to remain near court locations
2. Site-specific facilities to remain near infrastructure and critical resources

The following departments currently have decentralized facilities at specific locations throughout the county:



Dedicated Facilities: Locations



DECENTRALIZED SITES

- General Services Fleet
- Human Services: VMCH
- Health Services: Mental Health / AODS
- Regional Parks: Parks & Programs Op.
- Sheriff Law Enforcement
- TPW: Air Pollution Control District
- TPW: Airport
- TPW: Integrated Waste Mgmt
- TPW: Road
- TPW: Water

Dedicated Facilities: Fixed

Fixed facilities should remain at their current locations. With few exceptions, the majority of these dedicated fixed facilities are not ideal candidates for colocation due to their custodial function or remote location.



FIXED: CUSTODIAL FACILITIES

The custodial functions require dedicated facilities that are isolated from other county functions. The existing locations meet the department requirements and should remain in place.

DEPARTMENTS INCLUDED:

- Human Services, Valley of the Moon
- Health Services, Mental Health / AODS



FIXED: SITE-SPECIFIC RESOURCES

Several decentralized sites will remain at their existing locations to take advantage of site-specific resources related to their primary business function, including storage yards and adjacency to existing infrastructure and resources.

DEPARTMENTS INCLUDED:

- TPW, Air Pollution Control District
- TPW, Airport
- TPW, Integrated Waste Management
- TPW, Road
- TPW, Water



EXCLUDED

Three decentralized sites operate under independent strategic plans and should not be incorporated into the Decentralized Plan outlined in this CCFP.

DEPARTMENTS INCLUDED:

- General Services, Fleet
- Regional Parks, Parks & Program Operations.
- Sheriff, Law Enforcement

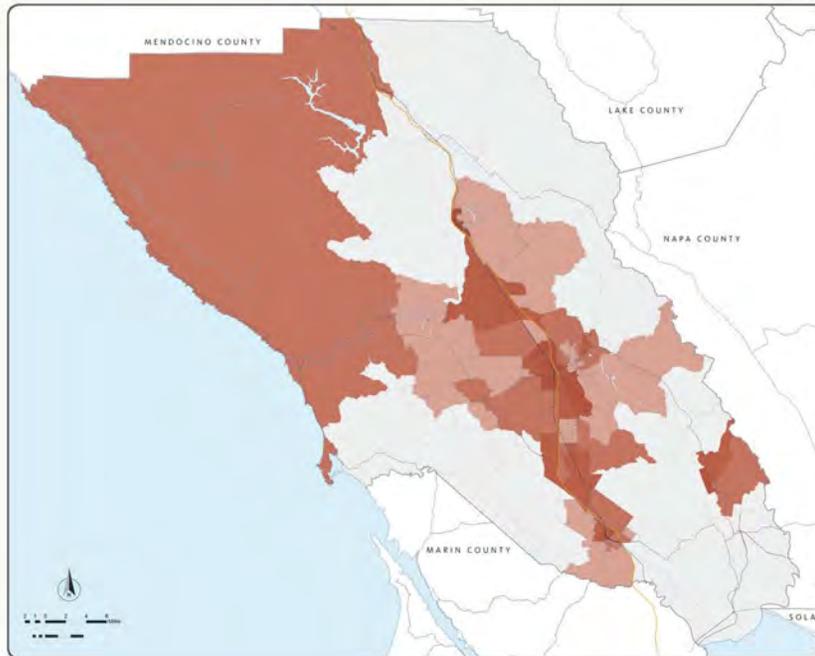
Decentralized Facilities: Drop-in

Drop-in locations were sited based on customer demand and the findings from the Service Delivery Vision. Where possible, existing County facilities are used to take advantage of colocation opportunities so that costs are minimized.

Adjacency Strategy

Two strategies have been developed to address locational requirements of Decentralized Drop-in Facilities.

This map represents the target demand areas in which to align decentralized facilities. The demand represents a combination of overall population densities and areas with vulnerable populations.



ADJACENCY STRATEGY #1

There are two different categories of Drop-in decentralized facilities. The first adjacency strategy combines the requirements of a staff-only and client service facility.

DEPARTMENTS INCLUDED

- General Services, Fleet
- Ag. Commissioner, Weights & Measure
- ACTTC, Tax Collector
- CDC, Housing Authority
- CRA, Assessor
- CRA, Registrar of Voters
- District Attorney, Investigations
- Health Services, Mental Health / AODS
- Health Services, Public Health
- Health Services, WIC
- Human Services, Adult & Aging
- Human Services, Employment & Training
- Human Services, Family, Youth, Children
- PRMD, Code Enforcement
- Public Defender, Investigations

ADJACENCY STRATEGY #2

The Adult Probation Services drop-in facility should be colocated with Sheriff Stations and other fixed decentralized locations with security personnel.

DEPARTMENTS INCLUDED

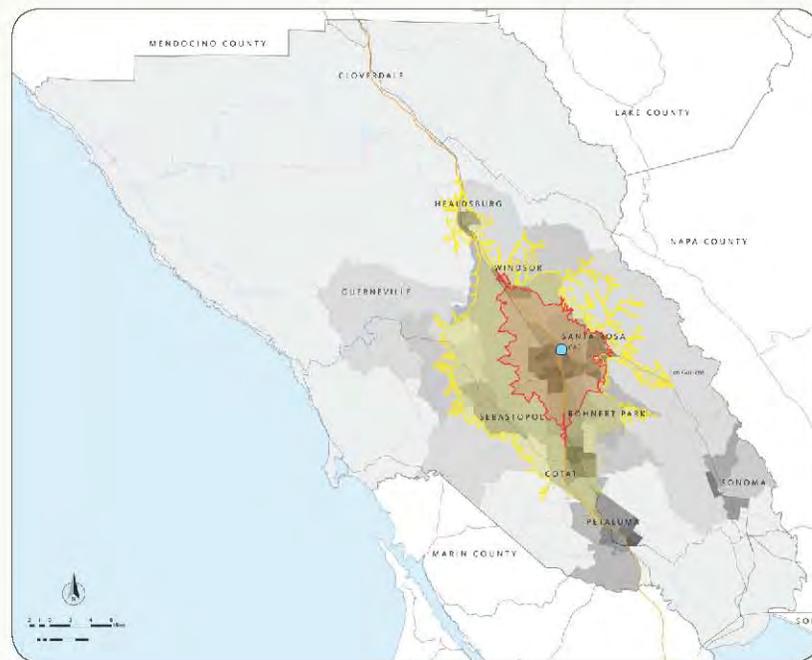
- Probation
- Adult Probation Services

All-County & Vulnerable Populations

To respond to the need for services and office space outside the reach of the proposed centralized campus in Santa Rosa, selected Veterans halls can be adapted, in a phased approach, to target the highest priority areas first.

COUNTY GOVERNMENT CENTER ONLY

The proposed centralized campus at the County Government Center in Santa Rosa provides the baseline from which to develop the decentralized real estate model. The following series of maps illustrate accessibility to Sonoma County residents by analyzing the drive time radius coverage and population density.



SITES

- Centralized Campus
- Veterans Hall Location
- Partner Location

DRIVE TIME

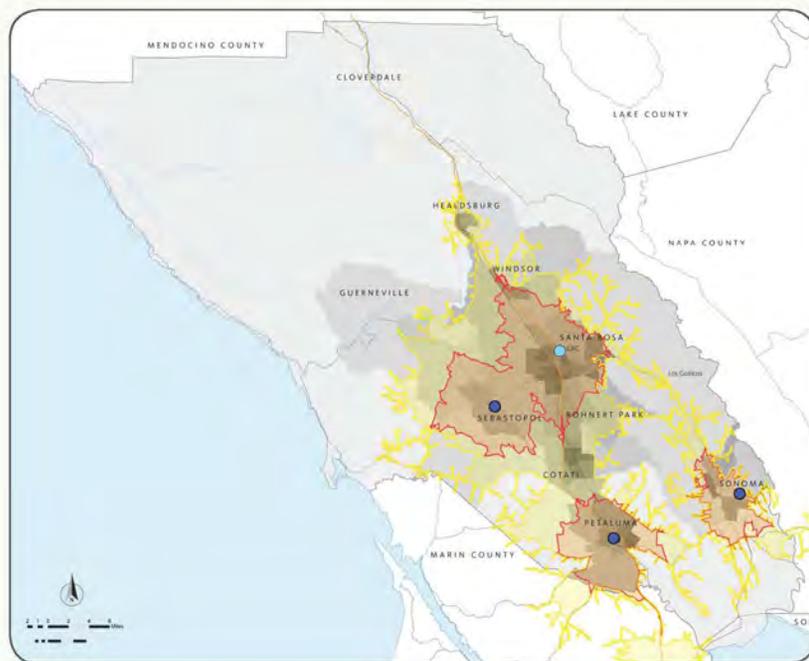
- 10 minutes
- 20 minutes

POPULATION DENSITY

- Low
- Medium
- High

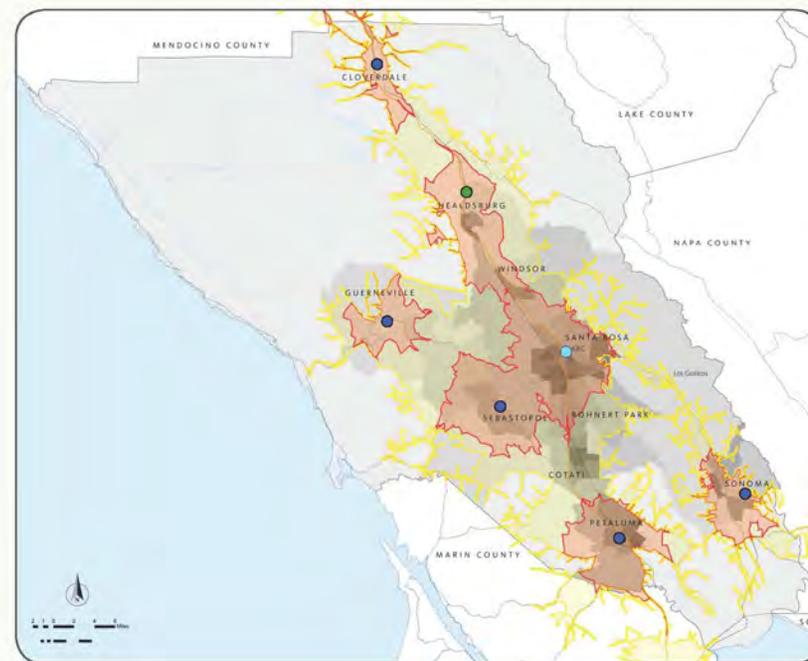
1 THREE DROP-IN SITE PROTOTYPES

The Veterans Halls are ideal candidates for Drop-In site prototypes due to their geographic distribution and abundance of County-owned space. The Veterans Halls at Sebastopol, Petaluma, and Sonoma should be prioritized first because these areas have been identified as the areas with the highest demand. Overall, south county sites have been prioritized over north county sites due to the higher population density and distance from the Highway 101. Sebastopol was selected over Guerneville due to higher customer demand.



2 ROLL-OUT THREE MORE DROP-IN SITES

Based on the effectiveness of the first phase of the Decentralized Locations, a second phase could address an additional selection of areas with sufficient demand. Where no owned facility exists, partner sites may offer the needed space. The second phase includes the development of two additional Veterans Halls at Cloverdale and Guerneville and one partner-site in North Healdsburg.



Veterans Hall Drop-In Prototype

Veterans Halls provide a great opportunity to leverage under-utilized County facilities that already exist in several Sonoma County communities without compromising their use for on-going veteran's needs.

Vacant or under-utilized space at Veterans Halls can be easily re-purposed and outfitted to serve as decentralized County sites. The prototype example below illustrates how a meeting room within the Petaluma Veterans Memorial Hall can function as a drop-in facility. The site can accommodate computer and touch-down stations, open collaboration tables, a small pantry, personal storage lockers, a small vestibule for visitors and customers, and a private interview room for county staff.

PETALUMA VETERANS MEMORIAL HALL

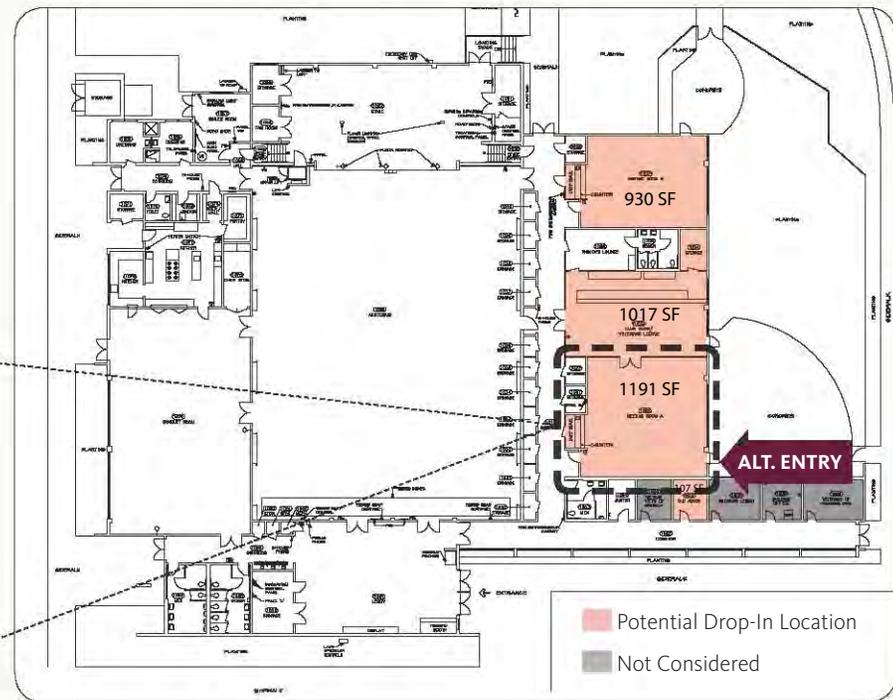
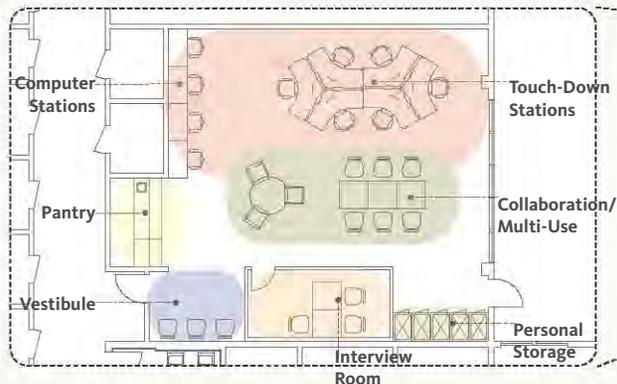
1094 Petaluma Boulevard South, Petaluma

Potential Area:

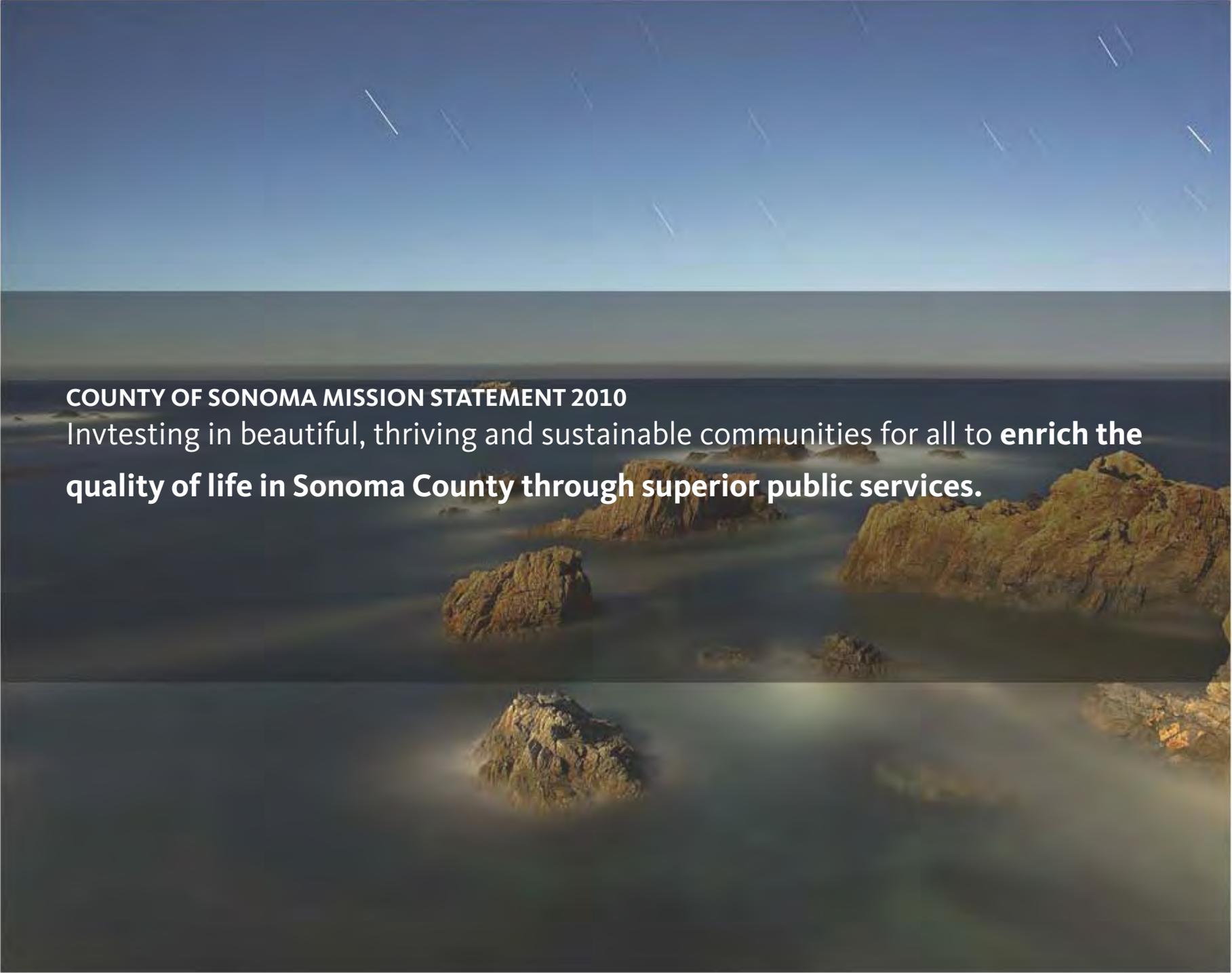
Meeting Room A (1,191 sq ft)

Current Decentralized Locations in Petaluma:

- Human Services - Mental Health/AODS
- Health Services - Public Health
- Agriculture Commissioner - Weights & Measures



[this page intentionally left blank]



COUNTY OF SONOMA MISSION STATEMENT 2010

Investing in beautiful, thriving and sustainable communities for all to **enrich the quality of life in Sonoma County through superior public services.**

09

DEVELOPMENT OPPORTUNITIES

Overview	218
County Government Center	220
Chanate	224
Los Guilicos	228
Airport	230

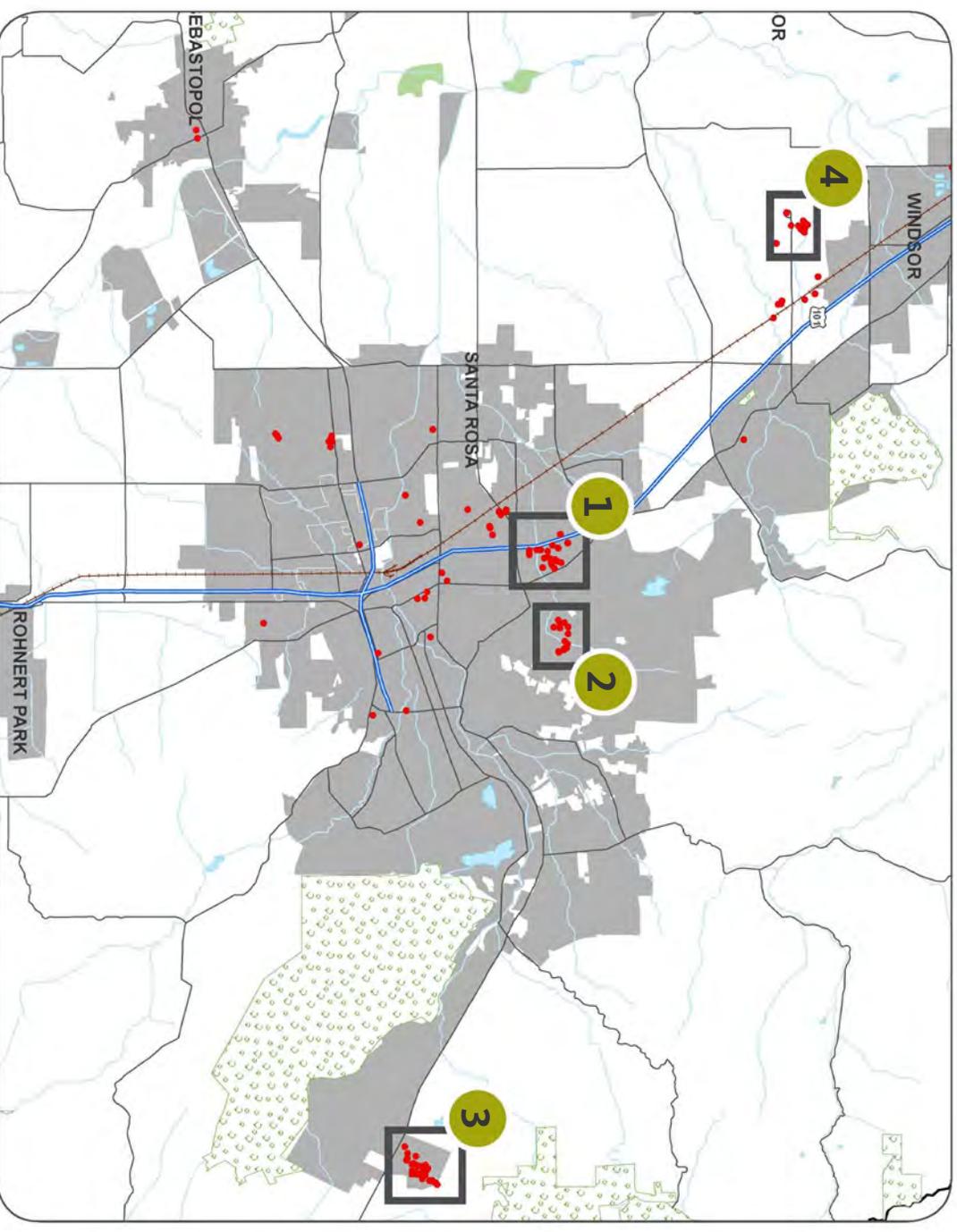
Overview

One of the benefits of consolidating services onto a single County-owned site is the availability of residual land for sale, lease, or redevelopment. In the following pages, four County sites are discussed in terms of market, physical, and regulatory conditions.

Developable Sites

Four County-owned sites were identified as being underutilized with land potentially eligible for disposition, lease or redevelopment by the County or through a private/public partnership.

- 1. County Administration Center
- 2. Chanate
- 3. Los Guillicos
- 4. Airport Site
- 5. Existing County Locations

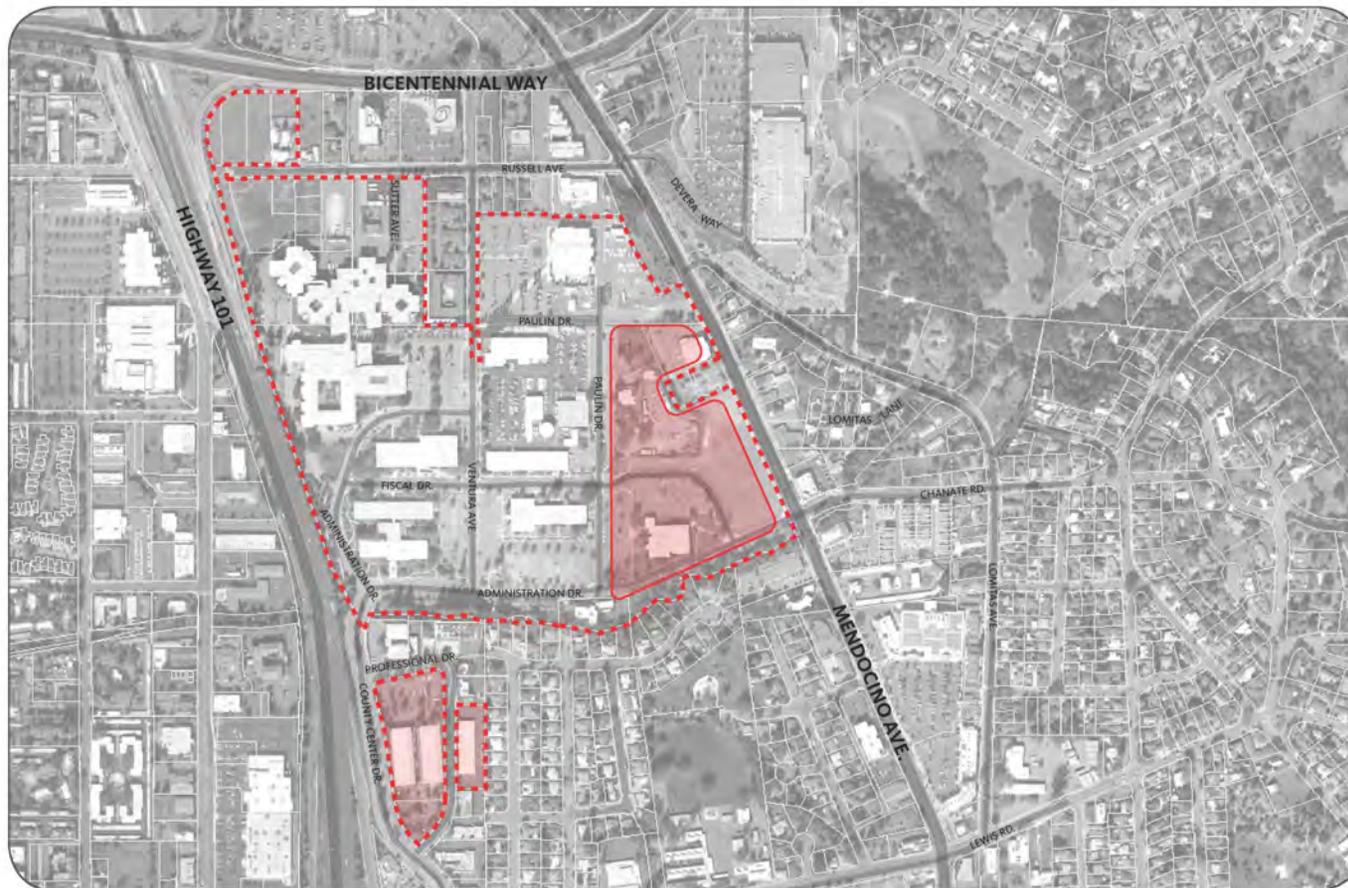


County Government Center

After the new County Government Center is developed, there will be up to 21 acres of land available for reuse at the current CAC site. Based on an analysis of the location and market, several potential uses were identified, including mid-density residential with retail, commercial office, and an executive hotel. Mid-density residential with some retail was the use included in the CCFP economic models, as it has the highest potential revenue generation.

County Government Center (CGC)

An the new consolidated County administrative complex is developed, residual land becomes available in the two locations.



DEVELOPABLE AREA

0-21 acres

SURROUNDING USES

- Residential
- Commercial office
- Justice campus (courts, jail)
- County / public uses

OPPORTUNITIES

- Medium-density residential with retail
- Commercial office supporting justice campus
- Executive hotel

USE ASSUMED FOR CCFP

Mid-density residential with retail

POTENTIAL REVENUE

\$6.8 million to \$10.8 million

--- Site Boundaries

■ Potential Developable Area

CGC Developable Area

MIXED USE DEVELOPMENT

Property: 12.4 acres

Floors: 1 Retail/Parking, 3 Residential

Required Parking: 1,134 spaces

Retail GSF: 46,572 GSF

Residential GSF: 726,090 GSF

Residential Units: 662 total

- 1 Bedroom (900 SF): 323 units
- 2 Bedroom (1,200 SF): 242 units
- 3 Bedroom (1,500 SF): 97 units

Structured Parking



Chanate

The CCFP calls for the complete relocation of all County facilities at Chanate. Once this relocation is complete, up to 71 acres of developable area (less unbuildable slope) would be available for private development. Based on an analysis of the location and market, a mixture of low and mid density housing was identified as a potential use with a small amount of retail. Much of the land would remain open space.

Chanate

With the relocation of Sutter Hospital and Health Services to the new County Government Center, the Chanate parcels can be made available for development.



DEVELOPABLE AREA

48 acres

SURROUNDING USES

- Low-density rural residential
- Mid to low-density rural residential
- Planned development residential
- Open space

OPPORTUNITIES

- Low density residential: 4-6 DU/acre
- Mid-low density residential: 7-10 DU/acre
- Mid density residential: 11-14 DU/acre
- Small retail/mixed use
- Open space

USE ASSUMED FOR CCFP

Low to mid-density residential with small support retail

POTENTIAL REVENUE

\$10 million

--- Site Boundaries
 Potential Developable Area

Site Analysis

The physical characteristics of the Chanate site will influence what can be built.

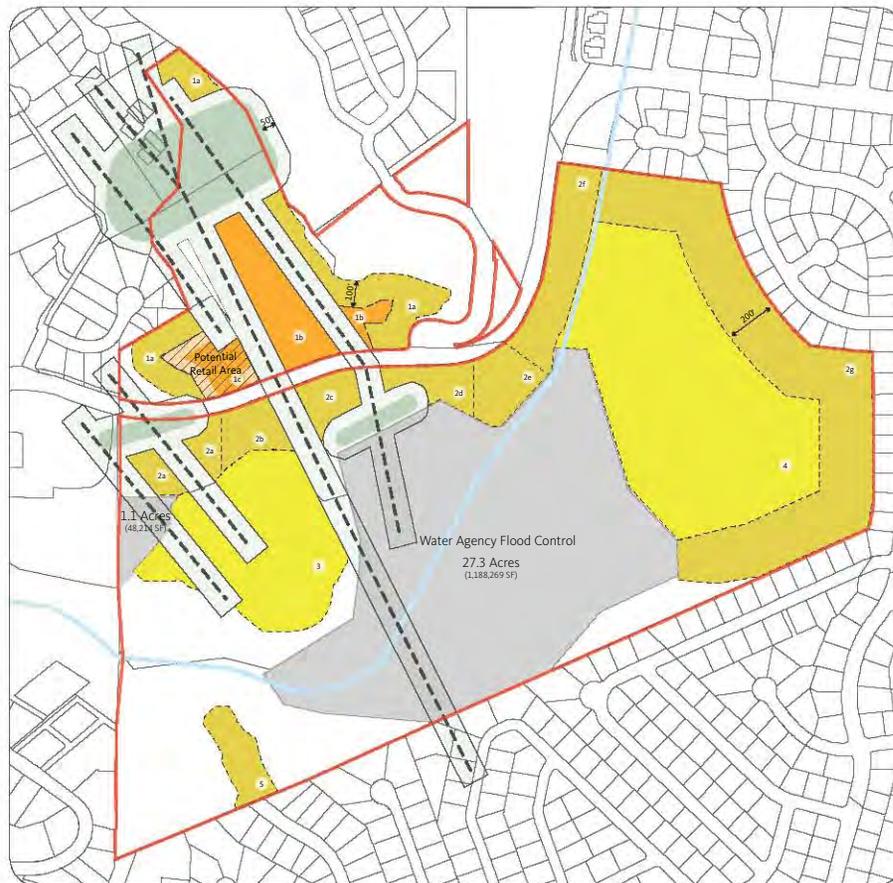


The Chanate site poses a challenge to development due to its rugged topography. Much of the site is sloped to varying degrees and would require a “cut and fill” approach to creating buildable lots. The map at right identifies the different categories of slope.

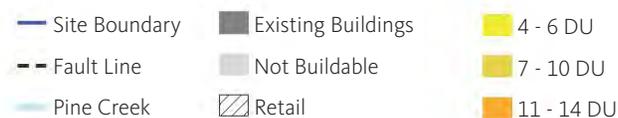
Slope Analysis

- Parcel Lines
- Topography
- - Fault Line
- Pine Creek
- Existing Buildings
- Not Buildable
- 0.0 - 5.0%
- 5.1 - 8.0%
- 8.1 - 12.0%
- 12.1 - 16.0%
- 16% +

Site Analysis: Chanate



Developable Area



After factoring in the impact of the topography and fault line. The estimated number of dwelling units for three different densities: low, low-mid, and mid is shown below.

AREA	DENSITY	ACRES	DWELLING UNITS
1a	Mid-Low	3.7	29.9
1b	Mid	2.6	31.2
1c	Retail	1.1	n/a
2a	Mid-Low	0.9	7.5
2b	Mid-Low	1.0	7.8
2c	Mid-Low	0.8	6.5
2d	Mid-Low	0.9	7.4
2e	Mid-Low	1.3	10.1
2f	Mid-Low	2.6	20.9
2g	Mid-Low	10.9	87.2
3	Low	6.0	30.2
4	Low	15.0	74.9
5	Mid-Low	1.1	8.7
TOTAL		48.0	322

Los Guilicos

Because of Los Guilicos' lush setting in the Valley of the Moon amongst world renown vineyards and wineries, the market opportunities are primarily limited to resort and agriculture uses. While there is no current demand for such uses, the County should revisit the opportunity as the economy improves.

Los Guilicos

Los Guilicos has significant underutilized acreage which may have interesting development opportunities in the future. Availability is not contingent on the new CGC.



DEVELOPABLE AREA

40-50 acres (with abatement)

SURROUNDING USES

- Agriculture
- Open space
- Low-density rural residential (PD)

OPPORTUNITIES

- Agriculture
- Lodging
- Education/youth affiliated use

USE ASSUMED FOR CCFP

None

POTENTIAL REVENUE

No viable market opportunity at this time

--- Site Boundaries

■ Potential Developable Area

Airport

The County's land near the Sonoma County Airport has the potential for storage and light industrial uses. While not necessarily revenue-generating, the site might be an ideal location for a central County storage facility to reduce storage currently housed inside office buildings.

Airport

Depending on relocation and consolidation of County activities and verification of County's ownership, land surrounding the Airport could be available for development.



DEVELOPABLE AREA

Acreage unknown (boundary is unverified)

SURROUNDING USES

- Airport
- Correctional
- Storage
- Light industrial
- Agricultural

OPPORTUNITIES

- Storage
- Light industrial

USE ASSUMED FOR CCFP

None

POTENTIAL REVENUE

N/A

- - - Site Boundaries
- Potential Developable Area

[this page intentionally left blank]

10

FINANCIAL EVALUATION

Assumptions & Definitions	234
Status Quo Scenario	240
Capital Development Costs	242
Funding Mechanisms	248

Assumptions & Definitions

To best understand the long-term planning and financial implications of the CCFP, the team developed a quantitative analytical model. The model compares the County's financial net exposure if real estate and facilities in the study areas remain essentially "as is" (Status Quo) versus the financial scenarios that would occur if the CCFP were implemented over the next 10 years.

The Status Quo and future financial models were developed using a consistent set of assumptions and methodologies.

GENERAL APPROACH

The pro forma model developed as part of the CCFP takes both capital costs and operating costs into account. The pro forma also include revenues and savings from eliminating existing leases. All models are calculated on a cash and present value basis.

The model reflects a moderate growth in demand for additional services and the need to replace many of the existing CAC facilities. Though not revenue neutral, the model and its phasing are designed to optimize proceeds to the County in the best way possible by strategically disposing of under-utilized County land and facilities. As of this writing (Fall 2012), market conditions are still relatively unstable. Revenue estimates conservatively reflect the current “down” market.

STATUS QUO SCENARIO

The Status Quo Scenario was developed as a way to reflect the current state. It assumes the County would only increase its portfolio by leasing space to the extent necessary to accommodate projected headcount growth because more efficient space utilization (i.e. re-stacks) would not occur. The projected amount of additional leased square footage required is based on current space utilization metrics (no mobility is assumed). No office properties would be bought or sold. Existing leases would be renewed upon expiration. Also, no allowance is provided for major renovation, major repairs, or other capital expenditure. However, financial reserves would be retained for normal maintenance and repairs.

CCFP SCENARIO

The financial analysis focuses on the economic implications and potential costs of constructing a new County Government Center at the existing CAC to address the County’s projected employment growth, aging portfolio, and under-utilized land.

It is important to note that the time horizon portrayed in the model makes the scenario hypothetical and subject to the inevitable ebb and flow of the market in Santa Rosa. However, during implementation of the plan, the model could and should be adjusted to reflect then current market and fiscal realities. Utilizing this tool, decision-makers would be able to prepare for the timing and magnitude of incremental added costs going forward.

Definitions

BUILDING SALE REVENUE

Estimated net proceeds from the sale of excess County properties.

CAPITAL COSTS

Major one-time capital expenditures including new building construction and major existing building costs (e.g. roof replacement).

DEBT SERVICE

The cash that is required for a particular time period to cover the repayment of interest and principal on a debt.

GROSS OCCUPANCY COSTS

Total cost of occupancy for County-owned and leased properties. Includes capital costs, operating costs, maintenance, leasing costs, and new construction debt service and revenue from building sales, retail revenue, and parking revenue.

NET OCCUPANCY COSTS

Net occupancy costs are equal to the gross occupancy costs less reimbursements.

NET PRESENT VALUE

(of annualized stream of occupancy costs)

Discounted cash flow of occupancy costs using the County's cost of capital of 5.25% to compare the scenarios on equal footing with today's costs.

OPERATING COSTS

Costs for operating and maintaining owned and leased County facilities. Also includes the leasing costs.

REIMBURSEMENTS

Leasing costs reimbursed under OMB A-87, the principles and standards used by Federal agencies to determine program cost reimbursement.

RESERVES FOR CAPITAL EXPENDITURES

With the absence of projected capital costs for existing County-owned facilities, an estimated capital reserve was set aside for major building expenses e.g. roof replacement, HVAC upgrades.

RETAIL RENT REVENUE

Estimated revenue generated from the leasing of retail space in County-owned buildings. The type of retail space in new County buildings would be convenience retail including coffee houses, dry cleaners, and small food establishments.

UNDISCOUNTED

(annualized stream of occupancy costs)

Estimated occupancy costs without discounting to present day.

General Assumptions

Data inputs for the economic model, including location, square footage, lease rates, operating expenditures (janitorial, utilities, etc.) and headcount information were drawn from Sonoma County databases and surveys conducted by Gensler. Additional assumptions underlying the forecasts are summarized below.

- Facility and headcount information was provided by each agency and department and is current as of August 2010.
- The model begins on January 1, 2010 and ends on December 31, 2050 (seven years after new debt service is assumed to be retired).
- Net Present Value calculations are based on a 5.75 percent discount rate.
- Governmental reimbursements (OMB 87) are deducted from owned and leased facility costs as applicable and are assumed to continue throughout the forecast period.
- Operating costs for maintenance and labor are assumed to increase by 3 percent annually, based on data from the Building Owners and Managers Association (BOMA) for office space in Santa Rosa.

ASSUMPTIONS FOR LEASED SPACE

In each scenario where existing leases are retained, the Team made the following assumptions:

- Extension options are exercised for any lease where one is available.
- If a lease does not include the option to purchase or extend, the model assumes a 3 percent annual escalation rate.
- As current leases expire, future lease expenses are calculated based on the current market rent assumption, increased annually by the 3% escalation factor.
- The square footage under each existing lease is assumed to remain unchanged throughout the period in the Status Quo Scenario.
- In the Status Quo Scenario, square footage is assumed to increase to accommodate projected headcount growth. Such square footage increases are based on current County space utilization.

ASSUMPTIONS FOR OWNED SPACE

- Current operating costs are based on individual building information provided by the County.
- For the years 2011 through 2013, the model includes approved projected costs from the County's Capital Project Plan for specific facility repairs. Based on a synthesis of data on reserves for capital expenditures from BOMA and interviews with major owners of office space, the model assumes an annual per square foot capital reserve of \$1.00 escalated annually by 3 percent for years after 2010-11.

General Assumptions

FUEL CELL

The Status Quo and future state models also incorporate the potential effects of the recently-installed fuel cell at the Central Administration Campus (CAC) on operating expenses of owned properties through 2050. The models also include applicable debt service on fuel cell capital costs through 2027 (the year that debt service is retired). Eight properties in the existing CAC that are included in the Status Quo model are now served by the Fuel Cell. From 2011 through 2050, the base case model assumes the following changes in utility costs for these buildings serviced by the Fuel Cell:

Electricity - 99.3% reduction in annual costs

Gas - 45.7% increase in annual costs

Water - 12.8% reduction in annual costs

These assumptions are drawn from a review of utility savings calculations performed by the County and its energy consultants. Reductions in energy consumption associated with lighting retrofits to several non-campus buildings are also included.



Fuel Cell at CAC

General Assumptions

OWNED PORTFOLIO ASSUMPTIONS

Annual Discount Rate	5.75%
Annual Operating Costs Per Square Foot	
Janitorial	\$0.75
Electricity	\$2.00
Gas	\$1.00
Water	\$0.12
Other Utilities	\$0.40
Other (insurance, maintenance)	\$1.00
Annual Capital Reserves Per Square Foot	\$1.00
Annual Operating Cost Increase (non-Utilities)	3.0%
Annual Operating Cost Increase (Utilities)	4.0%

LEASED PORTFOLIO ASSUMPTIONS

Annual Discount Rate	5.75%
Annual Operating Costs Per Square Foot	
Janitorial	\$0.60 - \$1.08
Utilities	\$1.32 - \$3.00
Annual Operating Cost Increase (non-Utilities)	3.0%
Annual Operating Cost Increase (Utilities)	4.0%
Annual Rent Escalation	Per lease, or 3.0%

CAPITAL CONSTRUCTION COST ASSUMPTIONS

Core/Shell/Tenant Improvements	\$187 p.s.f.
Tenant Improvement Renovations	\$60 p.s.f.
Site Prep - Clear and Grade	\$1 p.s.f.
Demolition	\$10 p.s.f.
Site Work (landscaping/circulation)	\$25 p.s.f.
Surface Parking	\$12 p.s.f.

ESCALATION AND CONTINGENCIES

Escalation	4% per year
Bid Factor Allowance	8%
Change Order Contingency	8%
Indirect Construction Costs	3%

SOFT COST ASSUMPTIONS

Furnishing and Relocation	6%
Design and Management Fees	12%
Architectural Division/Administration Fees	3.5%
Permits and Fees	1%
Test and Inspection	1.2%

FINAL CONTINGENCY

Project Contingency	8%
---------------------	----

Status Quo Scenario

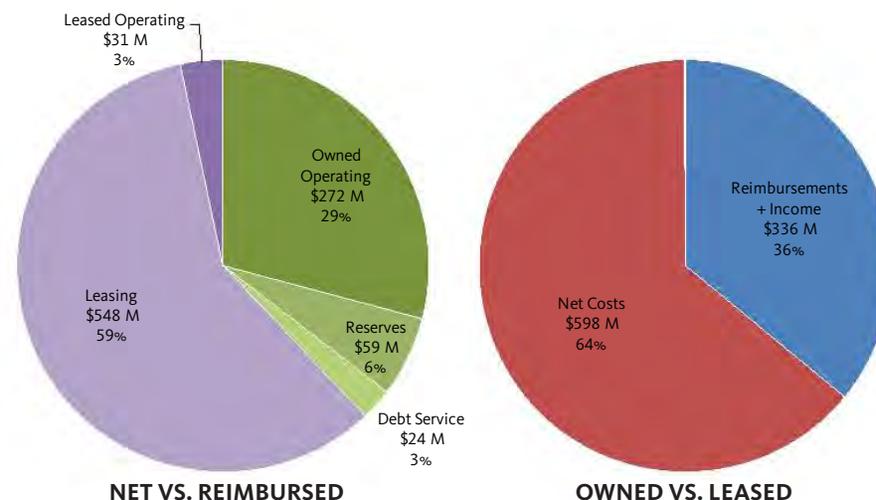
A current state or “status quo” scenario was created that depicts what it cost now to operate the County’s portfolio. Several assumptions were made:

- The County would only increase its portfolio by leasing space to accommodate projected growth.
- No change in overall space standards or space utilization practices would occur.
- No properties would be bought or sold.
- Existing leases would be renewed upon expiration.
- No allowance for major renovation, beyond what is identified in the current year Capital Improvements Program.
- Financial reserves would be retained for normal maintenance and repairs.

Status Quo Net and Gross Occupancy Costs: 2010 - 2050

UNDISCOUNTED SUMMARY

- Leasing is currently the single largest category of County real estate costs (62% combined).
- 36% of total operating costs are offset by reimbursements and other income.
- Of the 36% in offsets, 34% comes from federal programs and 2% from other income sources.
- Capital reserves for owned properties are assumed to total \$1 per square foot annually.



	<i>Undiscounted</i>		<i>Net Present Value</i>	
	\$	% of Gross	\$	% of Gross
OWNED			OWNED	
Operating	272,168,337	29.1	Operating	79,811,752
Reserves	58,948,738	6.3	Reserves	20,650,323
Debt Service	<u>23,529,321</u>	<u>2.5</u>	Debt Service	<u>14,536,687</u>
Gross Costs	354,646,396	38.0	Gross Costs	114,998,762
LEASED			LEASED	
Leasing Costs	548,383,834	58.7	Leasing Costs	167,434,283
Operating Costs	<u>31,015,606</u>	<u>3.3</u>	Operating Costs	<u>9,470,063</u>
Gross Costs	579,399,440	62.0	Gross Costs	176,904,346
TOTAL GROSS	934,045,836	100.0	TOTAL GROSS	291,903,108
Income	-21,183,752		Income	-8,090,286
Reimbursements	-314,670,773		Reimbursements	-96,164,132
NET COSTS	598,191,311		Net Costs	187,648,691

Capital Development Costs

Preliminary cost estimates for each of the major phases of work for a new, centralized County campus at the CAC were prepared. The estimates include: site prep, core/shell construction, interiors, furniture, fixtures, equipment, landscaping, surface parking, staff relocation, soft costs, and County-specified contingencies.

Capital Development Cost Summary

Capital development costs were estimated based on current construction and development costs (at the time of the study) coupled with other soft costs and project contingencies.

The cost estimates are presented in two ways for each of the County Government Center development phases: Standard (assuming one seat per employee) and Mobility (assuming implementation of a workforce mobility program that includes desk sharing).

New County Government Center CAPITAL DEVELOPMENT COSTS

(\$ in millions)

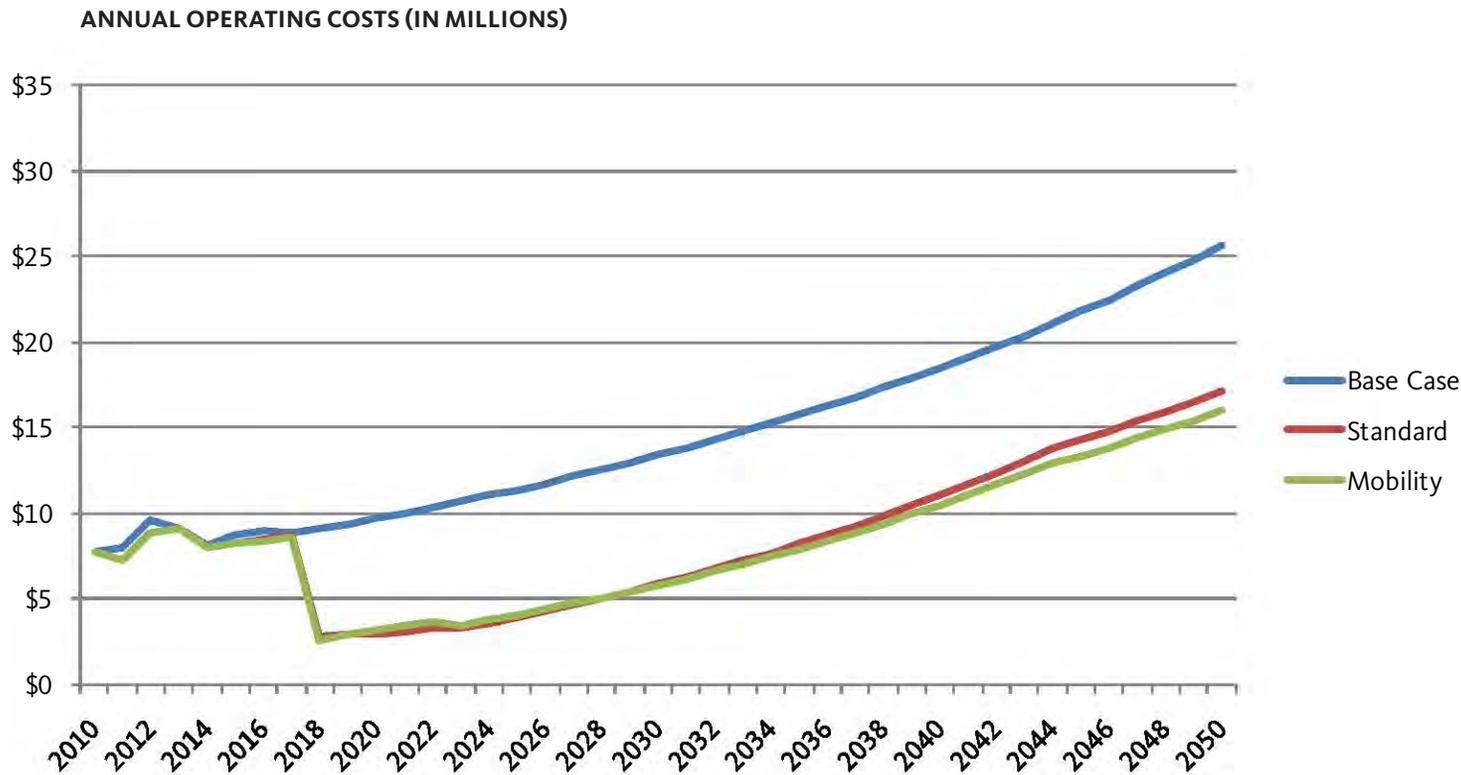
Cost Category	Phase 1a		Phase 1b		Phase 2		All Phases	
	Standard	Mobility	Standard	Mobility	Standard	Mobility	Standard	Mobility
Building Construction	\$17.8	\$13.7	\$54.2	\$43.0	\$28.1	\$26.2	\$100.0	\$82.8
Site Preparation	\$1.6	\$1.6	\$0.5	\$0.5	\$0.3	\$0.3	\$2.4	\$2.4
Site Development	\$8.8	\$8.8	\$4.5	\$4.5	\$1.3	\$1.3	\$14.6	\$14.6
Site Utilities	\$3.3	\$3.3	\$0.8	\$0.8	\$0.3	\$0.3	\$4.3	\$4.3
Sub Total Construction Costs	\$31.5	\$27.3	\$60.0	\$48.8	\$29.9	\$28.0	\$121.4	\$104.2
Escalation and Contingencies	\$12.4	\$10.8	\$34.2	\$27.8	\$21.6	\$20.2	\$68.2	\$58.8
Total Construction Costs	\$43.9	\$38.1	\$94.3	\$76.6	\$51.4	\$48.2	\$189.6	\$163.0
Soft Costs	\$10	\$9	\$22	\$18	\$12	\$11	\$44.9	\$38.6
Project Contingency	\$4.3	\$3.8	\$9.3	\$7.6	\$5.1	\$4.8	\$18.8	\$16.1
TOTAL PROJECT COSTS	\$58.6	\$51.0	\$125.9	\$102.4	\$68.7	\$64.4	\$253.3	\$217.8
Gross Square Feet	95,000	73,000	290,000	230,000	150,000	140,000	535,000	443,000

Savings with Mobility: 16%

Comparison of Operating Costs

Operating costs include utilities, reserves, rent, leased operating costs, and a deduction for lease reimbursement (OMB 87).

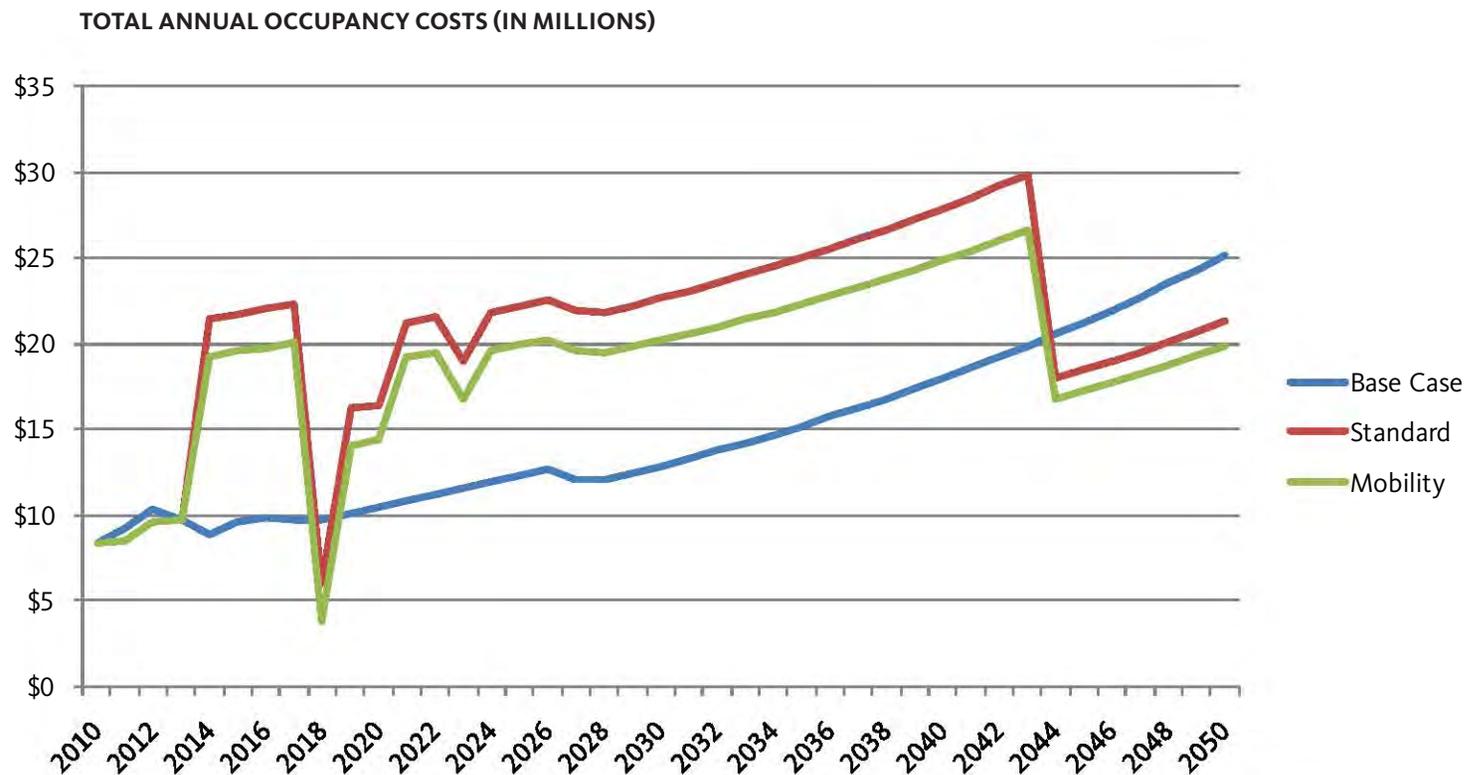
Implementation of the new County Government Center development would result in significant savings in ongoing operating costs (including owned operating costs, reserves, rent, leased operating costs, and lease reimbursements) once the new buildings come online and older buildings are decommissioned. The chart below compares the “Base Case,” or what the County is projected to pay assuming no change in its portfolio, to both the Standard and Mobility implementations of the new campus. The average annual savings are \$9.3 million per year against the Standard implementation and \$10.2 million per year against the Mobility option.



Impact of Financing Costs

Total occupancy costs are determined by adding financing costs to ongoing operating costs.

Assuming the County chooses to raise all needed development capital by issuing some form of financing instrument, the total average annual occupancy costs for the County (assuming new development only at the CGC) would increase from \$14.6 million per year now to \$20.9 under Standard implementation and \$18.9 million per year with the Mobility option. These numbers assume a debt service interest rate of 5.5%.



Additional Funding Analysis

As a way to illustrate the financial impact of the proposed new County Government Center, the chart below compares the additional average annual funding required across three distinct interest rates assuming all development capital is financed. The lowest rate shown, 2.25%, is likely not achievable and is included only to show how interest rates in general impact costs.

**COMPARISON OF BASE CASE TO ALTERNATIVES
2010-2050
Presented in Millions of Nominal Dollars**

	Avg. Annual Status Quo Net Costs	Additional Avg. Annual Funding Needed @ 2.25% Interest Rate	Additional Avg. Annual Funding Needed @ 4.25% Interest Rate	Additional Avg. Annual Funding Needed @ 6.25% Interest Rate
Base Case	\$14.6	n/a	n/a	n/a
Phase 1a				
Standard	n/a	\$1.9	\$2.4	\$3.1
Mobility	n/a	\$1.4	\$1.9	\$2.4
Phase 1a + 1b				
Standard	n/a	\$1.2	\$2.5	\$4.0
Mobility	n/a	-\$0.1	\$1.0	\$2.2
Phase 2 Only				
Standard	n/a	\$1.7	\$2.4	\$3.1
Mobility	n/a	\$1.5	\$2.1	\$2.8
All Phases (1a, 1b, 2)				
Standard	n/a	\$3.0	\$4.9	\$7.2
Mobility	n/a	\$1.4	\$3.1	\$5.0
Optional Phase 3 Only*				
Standard	n/a	\$2.3	\$2.9	\$3.4
Mobility	n/a	\$1.8	\$2.3	\$2.9

* Includes cost of new parking structures net of proceeds from disposition of 12-acre CAC parcel.

Major Consequences of the Status Quo

If the Status Quo Scenario is maintained and the County implements none of the CCFP recommendations, the estimated net present value costs to the General Fund would be approximately \$188 million over 40 years. Although the County would avoid the additional costs of constructing several new facilities by operating under the Status Quo Scenario, there are many significant consequences to consider:

- Revenue generation opportunities from under-utilized County land would be lost
- Existing functional deficiencies would continue and get worse over the years
- Customer service improvements through fragmentation of services would not be realized
- Facility management costs would continue at their current pace, serving 94 County “front doors”
- Implementation of new, more efficient space standards would not be achievable without added costs and work process disruptions
- Inequality in space standards across buildings and departments would continue, making the portfolio more customized and less flexible
- Lower costs of moving staff would not be realized because portfolio is not consolidated
- Operating costs would remain at current levels due to less efficient space
- Capital improvement spending would increase to maintain outmoded facilities
- Cost of leased spaces would increase to accommodate escalations and future growth
- Potential improvement in employee productivity would not be realized
- Sustainability goals would not be achieved.

Funding Mechanisms

Assuming the County will need to raise capital to implement any or all portions of the CCFP, there are several financing techniques available:

- Developer Impact Fees
- “Pay As You Go”
- Certificates of Participation
- Credit Tenant Lease Financing
- General Obligation Bonds

Financing Options

Developer Impact Fees

- New private sector development projects pay a series of itemized impact fees to the entities authorized to receive fees.
- Funds accumulate in earmarked accounts to be used as available for designated purposes, e.g. processing the development of infrastructure, schools, parks, and **public facilities**.

BENEFITS

- Additional source of funds from developers who, over the years, have come to accept these fees in California.

DRAWBACKS

- Amounts to be raised could be small relative to the total project requirements, particularly since the economy and the regulatory environment continue to be difficult.
- State nexus laws are stringent with respect to the necessity to link the impact of a specific project fee to its affect on a particular public project.
- In view of the above, the length of time to accumulate meaningful amounts could be very long.
- High fees may discourage desirable private sector projects.

“Pay As You Go”

- As funds become available, pre-construction activities are funded and completed.
- During this period, County decides on and executes its project delivery method and construction financing structure.

BENEFITS

- Eliminates capitalizing long-term debt service on front-end costs.
- More equity in project may produce more favorable long-term financing costs and transaction structure.
- Produces greater public transparency.
- Reduces risk of default since total debt does not cover pre-development expenses.
- All long-term financing and risk avoidance methods are still available (e.g. COP's, lease/ leaseback, bonds, etc.

DRAWBACKS

- Pre-development expenses at risk if project is delayed or does not go ahead.
- Requires financial discipline and political will to work effectively.
- May be perceived as more risky than bringing in private development partner.

Certificates of Participation

- The County forms a trust or similar pass-through entity (Trust) to acquire and hold title to the portion of CAC to be developed.
- Funds for acquisition and subsequent development would be generated from the issuance of Certificates of Participation to investors by the Trust.

BENEFITS

- Interest portion of lease payments is tax-exempt to investors, potentially resulting in a lower interest rate and lower overall cost to County.
- Opportunity may exist to simultaneously refinance existing Certificate of Participation debt.
- Not subject to voter approval (in most cases).
- Maintains long-term control of real estate asset.

DRAWBACKS

- Greater cost of borrowing versus typical general obligation bond financing.
- County is ultimately still responsible for total debt.

Financing Options (*continued*)

Credit Tenant Lease Financing

- The County sells the applicable portion of CAC land to a private developer who constructs a new building for the County.
- The developer rents the building to the County using a traditional lease.

BENEFITS

- No up front capital required from County.
- Could be done in conjunction with a design-build construction methodology, transferring project risk to private developer.
- Could potentially obtain rights to purchase the property during or at the end of the lease.
- County may receive property taxes due to private sector ownership, depending on pass-through.
- If compared to the County opting for a conventional office lease, lower developer debt financing might translate into a lower lease rate.

DRAWBACKS

- Unlike a COP tax-exempt structure, County would not obtain ownership of the property for a nominal amount. County would not control the asset.
- Higher cost option than COP structure because property not exempt from property taxes and because of higher developer return requirements and higher cost of borrowing.

General Obligation Bonds

- Bonds are issued directly by County as an obligation from the General Fund.
- Bonds are repaid, typically over 30 years, secured by tax revenues.

BENEFITS

- The interest portion of bond repayment is tax-exempt for investors.
- Likely lowest cost of any financing option.

DRAWBACKS

- County may need to raise the tax rate if revenues fall short of debt service.
- In most cases, voters will need to approve this debt by 2/3 majority.

[this page intentionally left blank]