

SANTA CRUZ COUNTY CAPITAL FACILITIES PLANNING

4/23/2019 Opportunities and Challenges Study



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Acknowledgements

County Facilities Planning Core Team:

Elissa Benson, Assistant County Administrative Officer
Michael Beaton, General Services Director
Travis Cary, Chief Real Property Agent
Andy Constable, Economic Development Manager
Trish Daniels, Senior Administrative Analyst
Peter Detlefs, Economic Development Coordinator
Betsey Lynberg, Assistant Director Capital Projects
Matt Machado, Deputy CAO, Public Works Director

Anderson-Brule Architects:

Pamela Anderson-Brule, President
Kimberly Bascos, Project Manager
Kate Rivard, Associate Principal,
Practice Leader
Camille Sarrant, Planning Analyst

SANTA CRUZ COUNTY CAPITAL FACILITIES PLANNING

Opportunities and Challenges Study

I. Introduction

The County of Santa Cruz (County) recently adopted a Strategic Plan that establishes a new vision, mission, values, focus areas and goals to guide the County through 2024. The County is now prepared to develop a Long-Range Facilities Plan (LRFP) and undertake master planning activities for selected County facilities that will support and implement the Strategic Plan and provide policy direction for capital facility development over the next 15 years.

This Opportunities and Challenges Study is the first step in the County's facility planning efforts. The primary purpose of this Opportunities and Challenges Study is to identify opportunities and challenges of existing County services and facilities and define a process for preparation of a new Long-Range Facilities Plan and Campus Master Plans for two of the County's primary service locations at the County Government Center, located on Ocean Street in downtown Santa Cruz and the Freedom Boulevard Campus, located within the City of Watsonville.

To facilitate this effort, the County first reviewed existing County facility plans and policies and identified specific plans that guide development at the County Government Center and Freedom Boulevard campuses. A comprehensive GIS-based inventory of County-owned and leased facilities was also developed. Data regarding service delivery locations, county population, and investments in County facilities was also collected. In addition to this background research, all County departments were asked to complete an informal service delivery and facility survey and to participate in two workshops facilitated by Anderson-Brule Architects. The workshops established goals and expectations, identified stakeholders and framed a process for preparation of the Long-Range Facility Plan and specific Master Plans.



The workshops created a shared understanding of key findings from facility and service data and provided insights into current service delivery and service gaps within the context of the County's Strategic Plan.

This Opportunities and Challenges Study summarizes the results of these preliminary facility planning efforts into key findings for selected topical areas and presents opportunities and strategies as guidance for the County's future capital facility planning efforts.

II. Background

The first step in conducting this study was to identify and review historical capital facility planning efforts and existing codes that need to be considered as the County moves forward with its facility planning efforts. The primary County resources that were identified include the Santa Cruz County Strategic Plan 2018 -2024, the 1994 Santa Cruz County Long-Range Facilities Plan, and the Santa Cruz County Policies and Procedures Manual and County Code. Other resources to consider include the City of Santa Cruz Ocean Street Corridor Plan, and the City of Watsonville 2005 General Plan and Draft Vista 2030 General Plan. Although the County is not subject to city planning standards, the County is committed to working closely with the cities to support their community planning goals established in these two plans. The background resources are summarized below, followed by an overview of the key findings of the background research.

Santa Cruz County Strategic Plan 2018-2024

The newly adopted County of Santa Cruz Strategic Plan 2018-2024 establishes a new vision, mission, values and goals centered around six focus areas that will guide County direction and policy over the next five years. The focus areas include Comprehensive Health & Safety, Reliable Transportation, Dynamic Economy, Sustainable Environment, Attainable Housing, and County Operational Excellence. The County Operational Excellence focus area is particularly relevant to capital facility planning and development. A comprehensive approach to facility

planning and master planning the County’s main campuses also provides an opportunity to implement other focus areas of the Strategic Plan.



COUNTY OPERATIONAL EXCELLENCE	
<p>Customer Experience</p> <p>Provide our customers with equitable access to efficient, effective and culturally responsive services.</p>	<p>County Workforce</p> <p>Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community.</p>
<p>County Infrastructure</p> <p>Maximize and responsibly maintain County assets in support of community goals.</p>	<p>Continuous Improvement</p> <p>Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.</p>



1994 Long-Range Facilities Plan

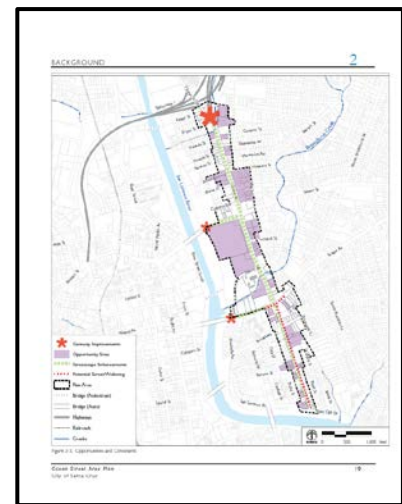
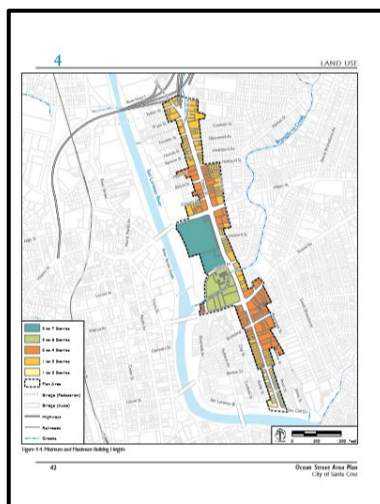
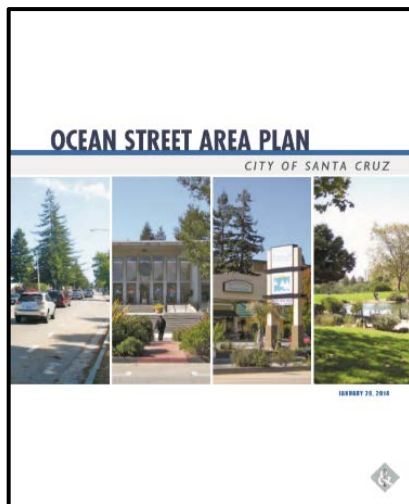
In 1994, a Long-Range Facilities Plan (1994 Plan) was adopted to guide strategic development of County facilities through 2011. The 1994 Plan was the last significant capital facility planning effort undertaken by the County. The specific strategies presented in the 1994 Plan focused on the County Government Center and the Emeline and Freedom Boulevard campuses in two main phases. Phase 1 focused on County Government Center parking, the Watsonville court needs and remodel of select facilities at the Emeline campus. Phase 2 proposed expansion of the County Government Center and Freedom Boulevard campuses, and consolidation and reconstruction of the facilities at Emeline campus. Although the 1994 Plan identified many opportunities for redevelopment at the County Government Center and the Emeline and Freedom Boulevard campuses, many of the projects were unfunded and the County's capital investments has pursued alternate projects that were not contemplated in the 1994 Plan primarily as the result of opportunities to access outside funding.

County of Santa Cruz Policies and Procedures Manual and County Code

A review of the County Policies and Procedures Manual and existing County Code indicates several areas that should be considered in future facilities planning efforts. Policy and Procedures Manual Section 500 outlines procedures for allocation of space, repair, maintenance and alteration of County facilities. Further, County Code Section 2.14 provides procedures for leasing, property management and sale of surplus County-owned property.

City of Santa Cruz Ocean Street Area Plan

The City of Santa Cruz Ocean Street Area Plan was adopted by the City in 2014 after an extensive community planning process and provides a vision, goals, policies, and actions to inform development along the Ocean Street corridor. The County Government Center is identified as an opportunity site within the planning area and the plan includes design standards and guidelines for the County property, including a recommendation for 3-7 stories, which represents significant development potential for the County property. The plan also highlights the potential the County Government Center property has to improve connectivity to downtown Santa Cruz due to its proximity to the San Lorenzo River.



Watsonville 2005 General Plan and Draft Vista 2030 General Plan

The City of Watsonville's 2005 General Plan is the most current planning document that informs redevelopment of the County's Freedom Boulevard campus. The property is currently zoned PF (Public Facilities) with development standards provided in the City of Watsonville Municipal Code Title 14, Chapter 14-16, Part 8. The City of Watsonville is currently working to complete an update to the 2005 General Plan with its Vista 2030 General Plan. The Vista 2030 Plan includes a Freedom Corridor Concept component that envisions more comprehensive development standards that will apply to the County's Freedom Boulevard campus. Both the 2005 Plan and the Draft 2030 plans indicate that there is significant opportunity for redevelopment of the existing County facilities as well as potential surplus areas that could be used for other beneficial uses.

Key Findings: Background

- The new County of Santa Cruz Strategic Plan goals provide important guidance for the LFRP effort specific to facility use and development and presents opportunities to develop a LRFP and campus master plans that implement broader community initiatives such as ensuring equitable access to services and attainable housing.
- The County's existing 1994 Plan is insufficient to address current facility planning needs as the County has experienced significant changes in its service delivery and facility requirements since development of the 1994 Plan over 25 years ago.
- The County continues to complete significant facility acquisitions and improvements, some as envisioned in the 1994 Plan, and many others as the result of evolving community needs and strategic opportunities that were not contemplated in the 1994 Plan.
- The City of Santa Cruz Ocean Street Area Plan provides a vision and context for redevelopment of the County Government Center that includes significant redevelopment opportunities for the County.
- The County Government Center property also supports the 35,923 sf State Courts facility, which is currently a single-story structure immediately adjacent to the County's five-story administration building. As master planning efforts for the County Government Center campus proceed, the County should coordinate with the State of California regarding potential for redevelopment of the Courts building.
- The City of Watsonville 2005 General Plan and Draft Vista 2030 General Plan envision redevelopment of the Freedom Boulevard corridor to include a mix of jobs and housing and a pedestrian friendly streetscape which sets a context for master planning the Freedom Boulevard campus.
- Existing County Policies and Procedures and County Code minimally inform future facility planning but should be considered and updated to align with any facility planning documents and master plan policies.

III. Context

To support future facility planning efforts, this study sought to better understand and document the County's existing facilities in terms of location, use, age and condition and to quantify recent investment in capital facility development. These efforts resulted in the development of a comprehensive GIS-based inventory of County-owned and operated real property assets and leased facilities that will support mapping and data analysis as the County moves forward with more detailed facility planning. This study also explored the County's current service delivery methods through departmental surveys and two workshops that included several activities related to exploring current service delivery methods and explored opportunities to improve delivery of County provided services. Data on population and County employment trends and employee statistics related to service locations was also collected. The following sections provide an overview of the results of these efforts.

County Facilities Inventory

The County currently owns 2,090 acres of land composed of 595 individual parcels that are geographically dispersed throughout the county. These land assets represent a diverse set of property classes, ranging from remote open space land in the rural areas of the San Lorenzo Valley and Santa Cruz Mountains to large urban campuses that support the County's major service providing facilities. The County currently maintains 159 County-owned buildings and structures and leases 16 additional facilities to provide County services for a total combined facility area of approximately 1.3 million square feet. Maps of County-owned property and County facilities are included in the Exhibits section on pages 20 and 21. Although not all this area is occupied by employees, such as material storage buildings and utility service structures, this figure represents significant set of facility assets under management of the County.

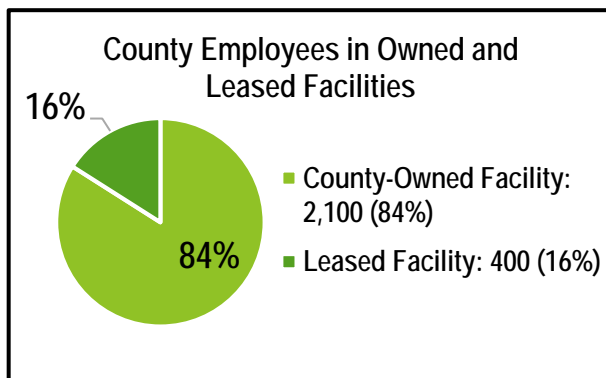
Although the County owns and manages facilities throughout the County, a large portion of its facilities are concentrated on three urban campuses that have been owned by the County for many decades. These three campuses are the County Government Center located at 701 Ocean Street in downtown Santa Cruz, the Emeline campus located at the intersection of Highway 1 and Emeline Avenue at the edge of the City of Santa Cruz city limits, and the Freedom Boulevard campus located on Freedom Boulevard within the City of Watsonville. Maps of the three main campuses are include in the Exhibits section on pages 22-27. Of these three sites, the County Government Center is considered the primary County administrative facility and houses the largest number of employees. Services provided at the County Government Center include general government, most land use services, the courthouse and fleet services.

The 28-acre Emeline campus is the largest of the three primary County campuses and serves as the department headquarters for the Health Services Agency and the Human Services Department. Some general government services are also located at the Emeline campus. The 9.5-acre Freedom Boulevard campus provides south county residents with access to health

and probation services and the Agricultural Extension office. Importantly, all three of these campuses are large enough to offer potential for redevelopment that could include consolidation of other County facilities or provide opportunity to support other Strategic Plan focus areas.

The County also operates significant capital facilities that are not located on three primary campuses, including the Sheriff Coroner’s Office complex located at the corner of Soquel Avenue and Chanticleer, the Juvenile Hall facility on Graham Hill Road, and the Simpkins Swim Center, which also houses the headquarters for the Parks, Open Space and Cultural Services (Parks) department. Other major facilities located throughout the county include several detention facilities, landfills and transfer stations, sanitation services administration offices, and the Department of Public Works corporation yards. It is also important to note that some of the County-owned facilities are occupied by external service providers, primarily in the areas of supportive housing and social services.

In addition to its County-owned facilities, the County has also historically used long-term leases to support a significant portion of its requirement for quality office and other space. The County currently leases 132,368 square feet of space throughout the county at a cost of



approximately \$2.8 million annually. County services operating in leased space include Child Support Services, the Agricultural Commissioner, the Clerk/Elections Warehouse, and significant portions of the Human Services Department, Probation Department, and District Attorney in Watsonville. Other minor leases provide space for Sheriff service centers and Health Services Department satellite offices. Approximately

400 employees, or 16% of the County workforce, now work in leased facilities.

Although some of the County-owned and leased facilities are newly constructed modern buildings, a review of the general quality of the existing County facilities indicates that the age, condition and suitability of County facilities for current uses varies widely, with some facilities well beyond their useful life. This is particularly evident as many of the recommendations for facility upgrades at the Emeline and Freedom Boulevard campuses that were proposed in the 1994 Plan have still not yet been implemented, which has resulted in the fact that 68% of County employees now work in buildings that are at least 50 years old.

Capital Facility Investment

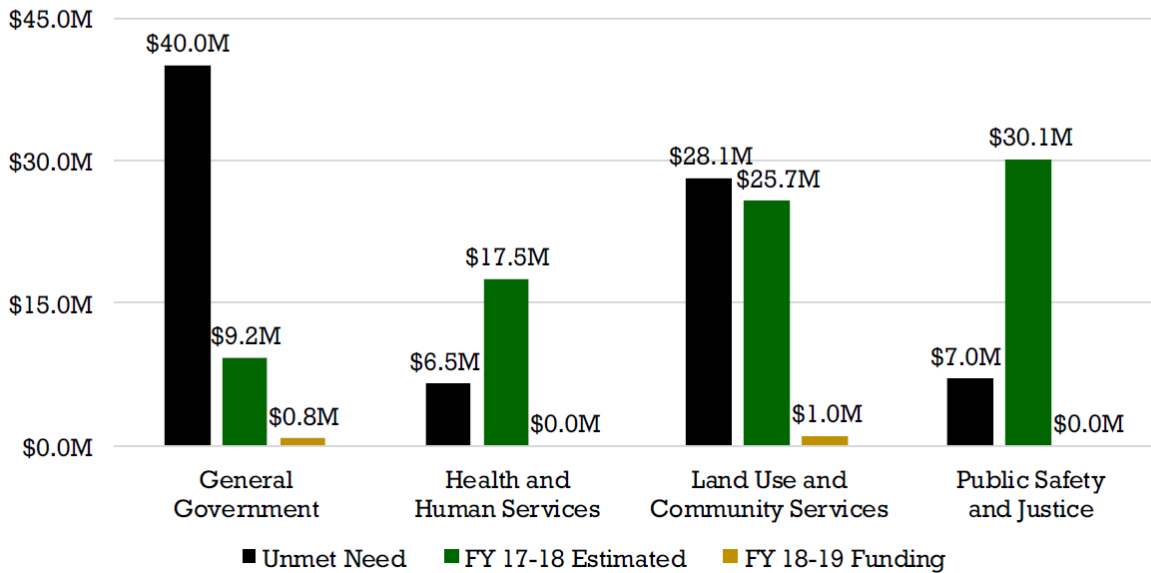
Despite the fact that the County has not been able to implement all of the facility work contemplated in the 1994 Plan, the County has still been very successful in identifying opportunities to fund capital projects and has invested over \$100 million in capital facility development over the last decade. This investment falls into two major categories: 1) service enhancement projects, which include major facility construction and energy and

accessibility upgrades to existing facilities, and 2) repairs and maintenance. Most of the service enhancement work has been funded by non-General Fund sources, while repairs and maintenance have been funded by the General Fund. Despite this investment the County's FY 18-19 Budget for the Plant Fund indicates that the County still has over \$80 million in unmet deferred facility maintenance needs.

CAPITAL MAINTENANCE & UNMET NEED

PLANT

In 2017-18, an estimated \$79 million was provided for plant improvements. In 2018-19, approximately \$1.8 million is proposed to address the most critical projects. The County still has over \$80 million remaining in unmet needs.



Major Facility Projects Since Adoption of the 1994 Plan

- Permanent Parks Department offices on 17th Avenue (Simpkins Swim Center)
- Sheriff-Coroner campus - Center for Public Safety
- Animal Services facility rebuilt
- Behavioral Health Center
- Health Services clinic space on Emeline Campus
- Agricultural Commission and Mosquito Abatement relocation to Capitola Road site
- Rountree Rehabilitation and Re-Entry Facility

- Photovoltaic Installations
- Behavioral Health Office Building on the Freedom Boulevard Campus - *opening in 2019*
- Watsonville Courts
- Courtroom at Juvenile Hall

An important component of long-range facility planning is consideration of future capital investment costs and strategies to pay for those costs. The cost of construction continues to increase, primarily driven by development demands in the San Francisco Bay Area and increasing material costs. One potential strategy to address costs is to leverage County assets to address both County and broader community needs. With this in mind, it is useful to highlight current real estate market conditions and trends. Demand for housing of all types remains high in Santa Cruz County. The market for general office is flat, although there continues to be demand for medical and clinic space. Unless constructed for a specific user or need, commercial office rents do not offset the high cost of construction. The retail market continues to evolve with limited demand for new retail space. Because of these market conditions, residential development often carries the cost of new mixed-use development. An initial analysis of several redevelopment scenarios concluded that under certain circumstances partnerships could support continued improvement of the County's capital facility resources.

Key Findings: Facilities Inventory and Capital Investment

- The County owns and operates a large number of facilities that are geographically dispersed throughout the County, with some County uses continuing to operate in historic locations and/or out of facilities that may no longer be ideally suited to the service function.
- The County continues to rely on leased office space to fulfill its facility needs, with approximately 16% of County employees working in leased space. Although much of the leased space is of high quality, there is currently no plan that considers the long-term financial and service delivery implications of continuing to lease facilities for provision of County services.
- Many of the facility needs identified in the 1994 Plan have not been addressed. For example:
 - Buildings characterized at the end of their useful life in the 1994 Plan are still in use today.
 - Insufficient parking continues to impact the County Government Center.
 - For the most part, services have not been expanded and consolidated into new buildings at the County Government Center, Emeline, and Freedom Boulevard campuses.
- The County has been able to take advantage of other strategic facility development opportunities that were not included in the 1994 Plan, such as the Center for Public Safety, Rountree Rehabilitation and Re-Entry Facility, a new Behavioral Health Unit and Animal Services facilities.
- No departments have reported vacant space and some departments have identified the need for more space to accommodate their workforce.
- Many existing County-owned facilities are “aging”, require replacement of deficient infrastructure and some facilities are at the end of their useful life. There is currently no plan to replace buildings at the end of their useful life.
- The County Government Center, Emeline and Freedom Boulevard campuses have untapped development capacity and/or vacant land that could be used to support County facility needs and further community focus areas identified in the Strategic Plan.
- The cost of construction continues to escalate in the current market. There is the potential to under certain redevelopment scenarios to leverage County assets to address both County and broader community needs.

Service Delivery

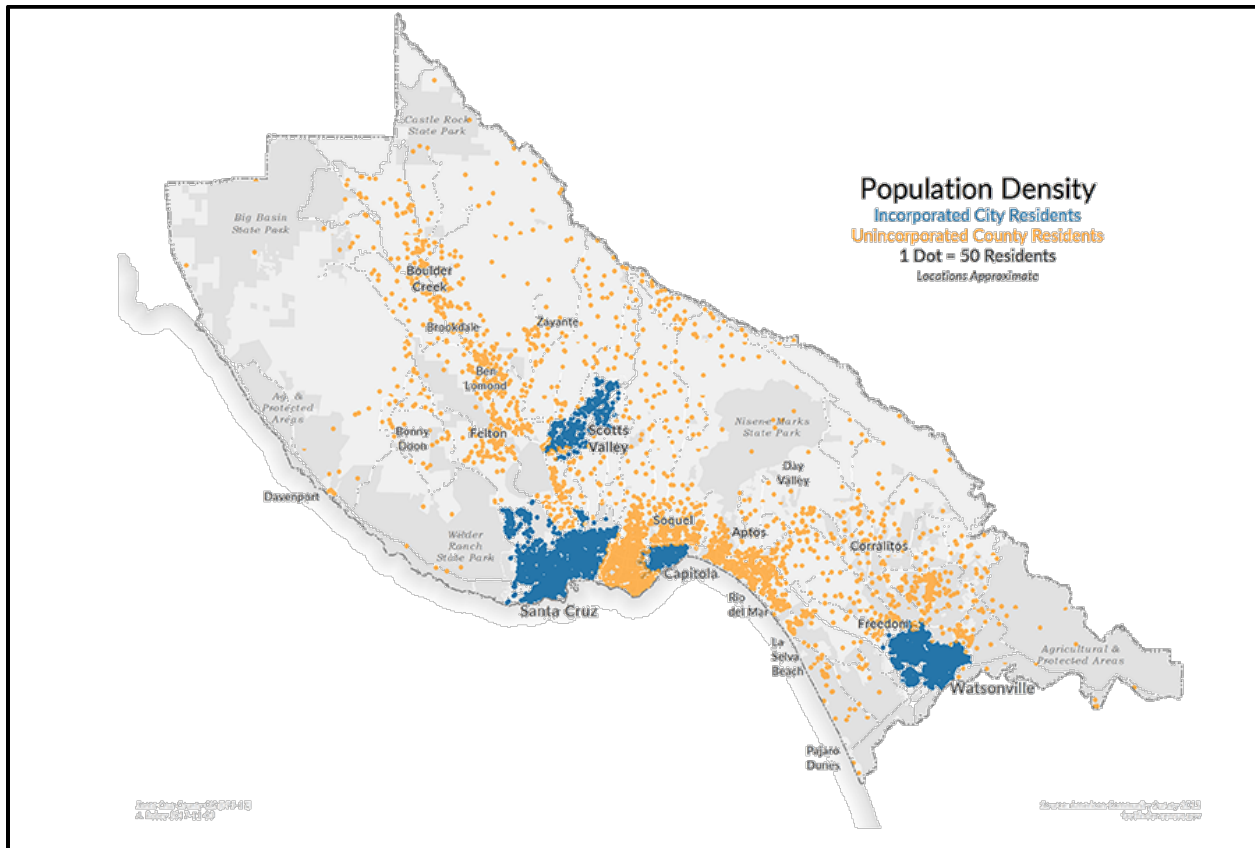
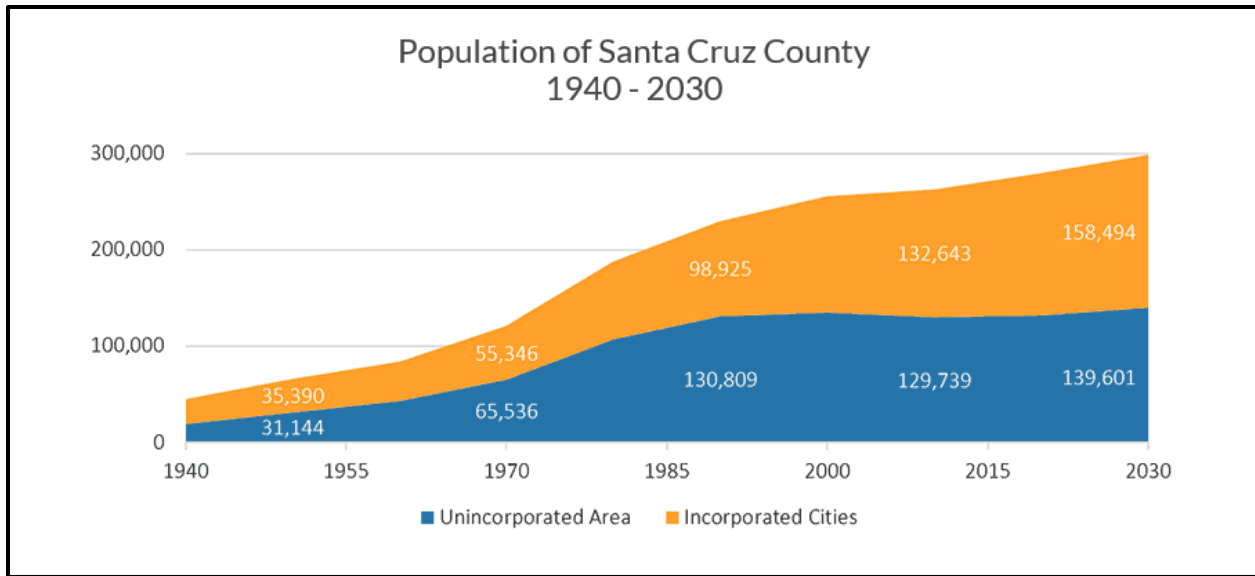
The County provides a comprehensive range of services in the areas of health and human services, public safety and justice, land use and public works, and community and general government. These services are accessed by residents, businesses and property owners throughout Santa Cruz County and even to some clients outside Santa Cruz County. Services are provided from County offices and facilities, in the field and via technology. Services are delivered from 68 service locations, including from both County-owned and leased facilities, by County employees and community-based partners under contract to the County.

As we plan to address the needs for County facilities over the next 15 years key questions should be considered: 1) What does the community need? 2) What services will the County deliver? 3) How will the County deliver these services? and 4) Where will the County deliver these services?



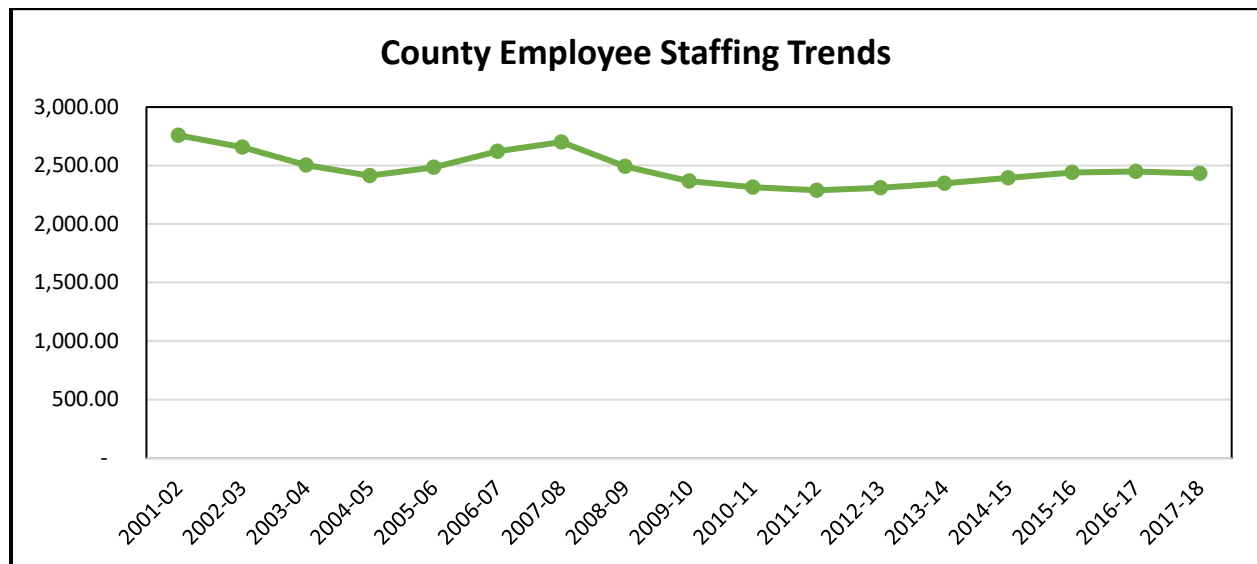
The County of Santa Cruz Strategic Plan 2018-2024 provides important guidance regarding community need. Currently efforts are underway to prepare an operational plan with strategies and objectives aimed at addressing the six Strategic Plan focus areas. Also, key information regarding the community, collected as part of the strategic plan, is helpful to the long-range facilities planning effort and addressing how and where the County will deliver services in the future.

Underlying factors related to the County's service population include population growth and population density. The statistics indicate that County population continues to grow and will reach a projected total County population of nearly 300,000 by 2030, with the highest population growth and densities in the cities, and unincorporated mid-county area.

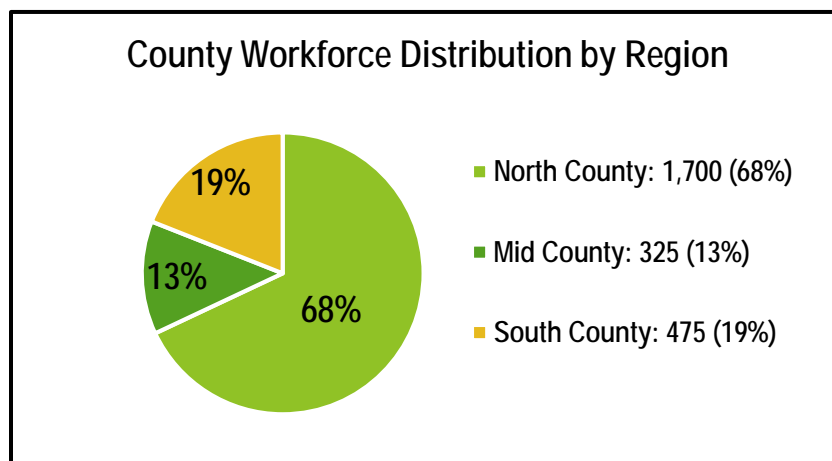


Although the total population of the County has grown steadily, the County workforce remains near its historical average. This is because workforce size and service demands are also driven by factors such as the economy and State and Federal legislation, and because service delivery models can change over time, such as with changes in the use of technology for

example. The total County workforce currently stands at 2,481 full-time equivalents. Over the last 20 years, the number of full-time positions has been as much as 12% higher and 7% lower than the running average of 2,469 full-time equivalents.



Other important component in gauging how and where County services are delivered is to consider the number of County employees that work at each County service facility as well as employee distribution throughout the County. To support this study, each department was surveyed to determine the number of employees working at each location and this data is now included in the GIS-based facility inventory and will be used to support future facility planning work. The employee data includes both County-owned and leased facilities. The results indicate that North County region has the highest concentration of employees at 68%, with Mid-County employees at 13%, and South County at 19%. Three County employee

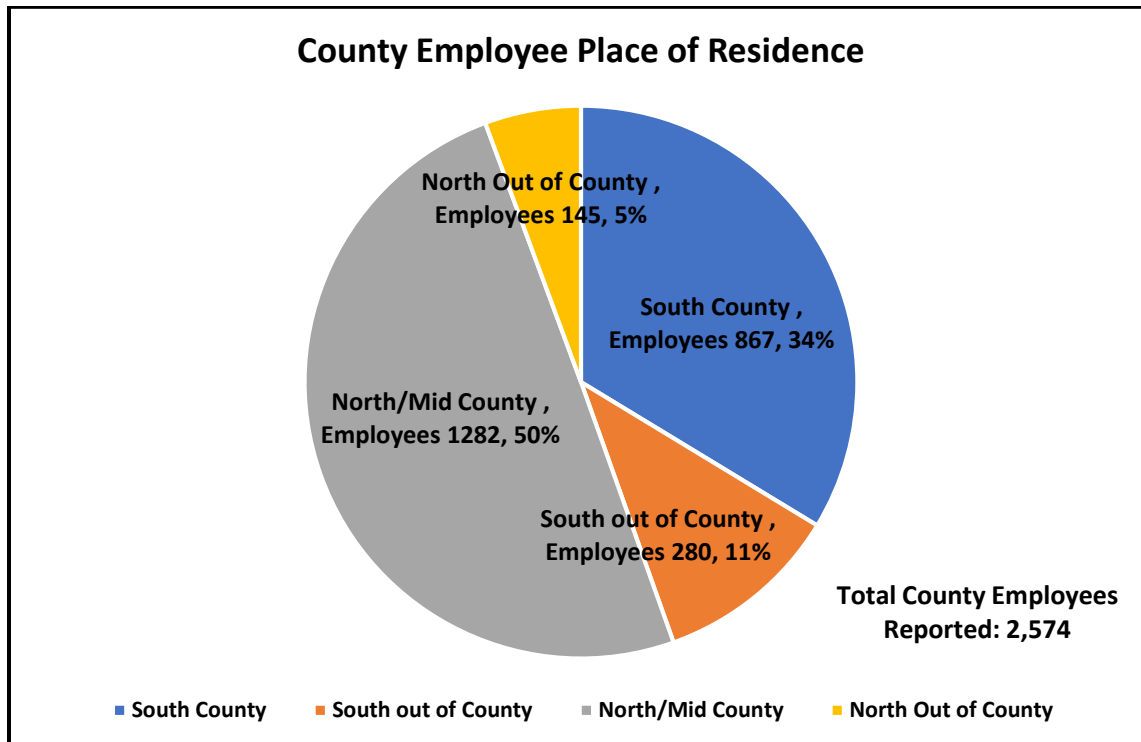


distribution maps are provided in the Exhibits section on pages 28-30 to illustrate the number and location of employees by County region. The maps demonstrate once again that County facilities and County employees are distributed throughout the County. Results of the survey also indicate that 85% of the County workforce is assigned

to ten primary facilities as identified in the table below. Notably, a total of 1,470 employees, or 57% of the County workforce, are assigned the Government Center and Emeline campuses combined.

County Employees by Service Facility/Campus - Top Ten	
Facility	Employees
1. County Government Center Campus	804
2. Emeline Campus - HSA, HSD, Other	630
3. Center for Public Safety - Sheriff	164
4. West Beach Facility - HSD Leased Offices	126
5. Freedom Boulevard Campus	118
6. Westridge Leased Facility - HSD Call Center	88
7. Simpkins Swim Center - Parks Headquarters	51
8. May Ave Leased Facility - Child Support Services	51
9. Lode Street Facility - Sanitation Headquarters	50
10. Brommer Yard - Public Works Maintenance	47
Total:	2,129
Percentage of Total Employees in Top Ten Facilities:	85%

Data regarding the distribution of employees by County region also raised the question of where employees reside as this could have implications regarding future service delivery models and employee work-life balance. While data regarding employee place of residence is available, further research is needed to determine where employees work in relationship to where they reside.



Key Findings: Service Delivery

- Services models and service demand change over time and are influenced by factors including: population and demographics, the economy, number of service points, service locations, changes in technology, and the result of changes in State and Federal laws and programs. Changes in these factors can result in both increases and decreases in service demand.
- General Government and most Land Use and Community Services are concentrated in North County at the County Government Center.
- Overall, Health and Human Services, and Public Safety and Justice Services are offered at more than one location and are more geographically dispersed, with services in North County (Emeline campus, Juvenile Hall, Main Jail, leased space), Mid-County (Center for Public Safety), and South County (Freedom campus, Rountree Detention Facility, and leased space).
- Some services such as Child Support Services and Juvenile Hall are not located near their primary client base.
- Departments that may serve the same client base are not necessarily located near one another.
- Customers relying on public transportation will find it more difficult to access some County service locations.
- Customers residing in South County may find it more difficult to access services only offered in North County because of traffic on the Highway 1 corridor.
- Employees residing in South County and assigned to worksites in North and Mid-County must commute on the congested Highway 1 corridor.

IV. Opportunities & Strategies

While the County faces facility and service delivery challenges, the County also owns significant assets. The Long-Range Facilities Plan and campus master site plans for the County Government Center and Freedom Boulevard campuses will provide the opportunity to strategically plan for the best use of those assets to meet the future needs of the County and the community. This section summarizes opportunities that were identified in the planning workshops and summarizes outstanding strategic questions that should be contemplated. Finally, strategies and next steps are offered to ensure success as the County moves forward with development of its facility planning process.

Opportunities to Address County Facility Needs and Community Goals

- Recognize that the County's greatest assets are the County Government Center, Emeline and Freedom Boulevard campuses. These campuses are geographically distributed, are owned by the County and the sites have vacant land and/or development capacity.
- Consolidate and co-locate services that serve customers with similar needs to improve customer experience, efficiency of service delivery, and other opportunities for service enhancements.
- Locate services near populations they serve and distribute services equitably.
- Consider leveraging County assets and facilities to address other pressing community needs such as affordable housing, facilities for special populations, civic and mixed-uses.
- Consider new service delivery models including: satellite offices, with fewer hours, to improve access to services and benefit employees who commute; mobile services, and others.
- Improve the work environment to improve customer experience and retain and support employees.
- Provide leadership in sustainable community planning and development.
- Leverage technology to improve service delivery.
- Consider means to improve connectivity between County campuses such as an inter-campus shuttle and other means.

- Expand opportunity for new Mid-County service location by expanding the Center for Public Safety Campus if possible.

Outstanding Strategic Questions

The goal of a LRFP is to establish a strategic vision and planning policies to guide County campus master planning and facility improvements. The Opportunities and Challenges Study process resulted in the identification of policy questions to be addressed in a long-range facility plan. Strategic questions identified to date are summarized here:

- 1) Will the delivery of County services change in the future? If so, will these changes result in changes to the location, size and design of County facilities? For example,
 - a) Will the size of the County workforce remain similar to its size over the last 20 years? Are there unmet space needs?
 - b) Are there major trends or new developments that could change the services that the County will offer in the future? For example, with the evolving health care landscape, will the County operate health service clinics in the future or will those services be provided by others?
 - c) What are the workplace design policies and standards that should guide the design of County facilities? Do current policies and standards adequately address future security, technology, sustainability and employee health and well-being needs?
- 2) Are County services offered in locations that provide customers equitable access to efficient, effective and culturally responsive services?
 - a) Are there services that should move to improve equitable access to services?
 - b) Could services be offered in more than one location to provide equitable access?
 - c) Are there services that are not currently co-located that should be?
 - d) Can services be consolidated to improve efficiency?
- 3) Can operations located in leased facilities move to County-owned facilities without jeopardizing State and Federal reimbursement?
- 4) What policies should guide the County when determining whether to continue to invest in facilities at or near the end of their useful life or replacing those facilities?

- 5) Once County needs have been planned for, is there excess vacant land or development capacity that could be used to address other pressing community needs?
 - a) If so, are there other civic or non-county services that could or should be co-located with county services?
 - b) Could facilities for special needs populations be located on County properties?
- 6) What options are available to the County to finance the design and construction of major renovation of existing facilities and/or new facilities?
- 7) What opportunities could be available to the County to partner with other local government or development partners to implement campus master plans?

Planning Strategies and Next Steps

The following Planning Strategies can position the County to maximize the use of its valuable capital assets.

Strategic Vision and Planning Policies: A Long-Range Facilities Plan (LRFP) can establish an overall strategic vision, guiding principles and policies, and success criteria to guide the planning and design of campus master plans and county facilities. For example, the LRFP will establish goals for master planning County campuses, confirm which services will be located at which campus with consideration of opportunities to co-locate and consolidate services to improve service delivery, confirm the size of county facilities to meet future needs, and establish county-wide policies and criteria to apply to the individual campus master plan efforts as appropriate. With cohesive policies and framework in place, the planning and design process for the individual campus master plans may proceed and other County facility needs can be planned.

Campus Master Plans: County Government Center and the Freedom Boulevard campus are significant County-owned assets. A LRFP strategic vision and planning policies will guide preparation of campus master site plans. Campus master plans will consider current and future needs and identify strategic opportunities to address community goals. The campus master site plans will provide the framework for short and long-term investment and improvements.

Environmental Review: Preparation of environmental documentation and impact analysis for the campus master site plans will position the County to act on these plans as opportunities become available.

Implementation Strategies: In order to best position the County to act on these plans, implementation strategies will be considered at each phase of the process. Strategies may

include phasing improvements, developing new funding sources and identifying other development partners.

Other Facility Planning: The LRFP strategic vision and planning policies can also consider policies to guide short and long-term needs and best utilize other County assets. For example, policies could address the long-term needs for County maintenance facilities including fleet, opportunities to acquire a privately-held building on the Center for Public Safety campus should the owner desire to sell, and long-term detention facility need.

Outreach and Engagement: A successful planning processes will include input from community members, employees, decision makers and other County partners. A process plan for outreach and engagement should be prepared that will identify participants and stakeholders, the method of outreach and at what stage of the process input and engagement is needed. For example, presentations and surveys can be used to keep individuals and groups informed and to gather input. Workshops and focus groups can be used when more interaction and input is needed.

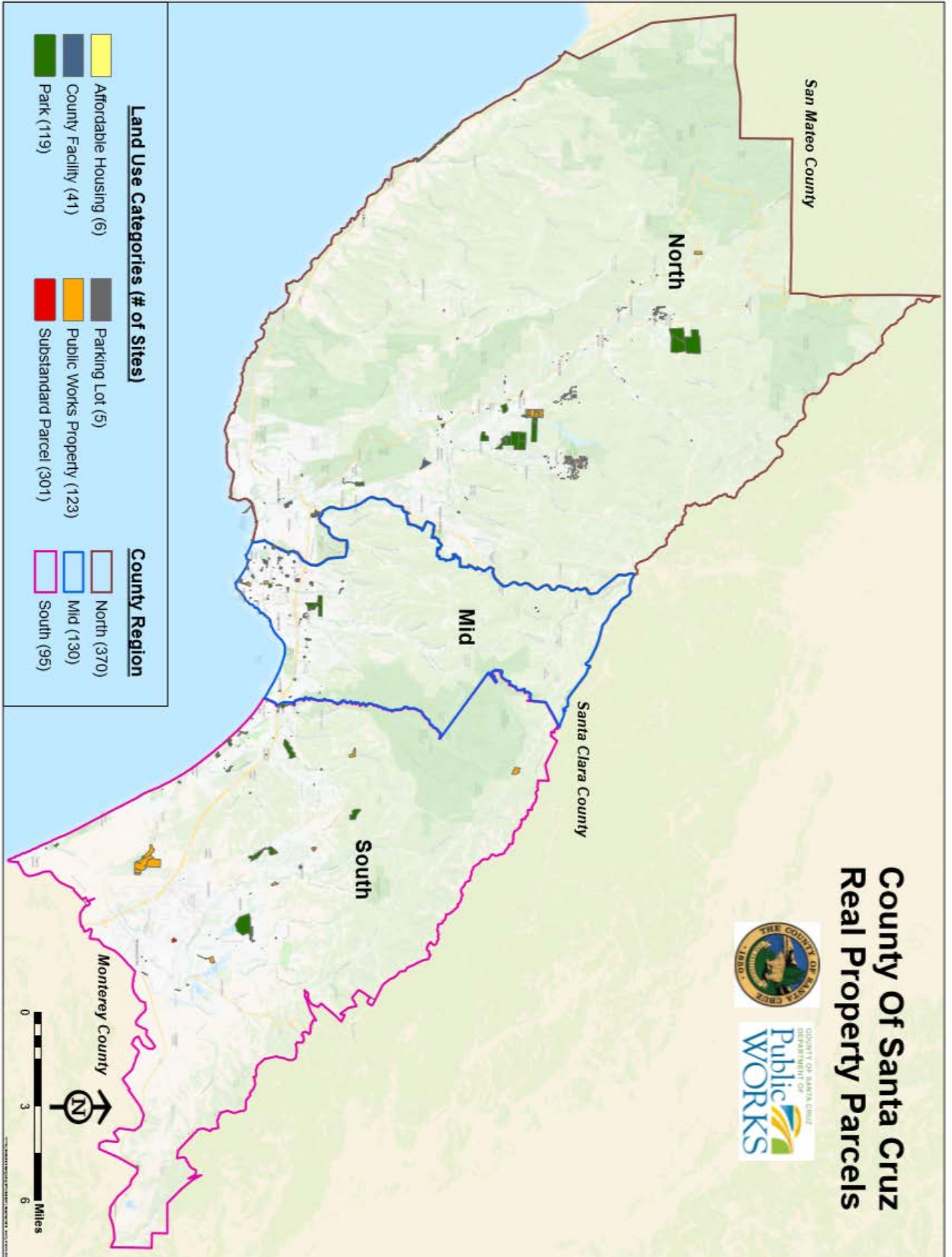


V. Conclusion

This Opportunity and Challenges Study presented many of the important issues that the County needs to consider as it prepares to engage in comprehensive capital facility planning. A preliminary market analysis that was conducted to support this study analyzed current real estate market trends and conditions and determined that there are several redevelopment scenarios and crucial partnerships that would support continued improvement of the County's capital facility resources. Timely development of a new long-range facilities plan and master plans for its primary campuses will allow the County to capitalize on favorable market conditions and partnerships to ensure continued success in developing facilities that support implementation of its Strategic Plan and other important strategic initiatives. Issues raised in this preliminary planning effort indicate that although there are many challenges to consider, the County is uniquely positioned to embark on capital facility planning that will continue to protect our valuable capital assets, enhance the service delivery experience, and implement community values that can be supported by visionary and inclusive capital projects.

VI. Exhibits

- a) County-Owned Real Property Parcels Map
- b) County-Owned and Leased Facilities Map
- c) County Government Center Vicinity Map
- d) County Government Center Detail Map
- e) Freedom Boulevard Campus Vicinity Map
- f) Freedom Boulevard Campus Detail Map
- g) Emeline Campus Vicinity Map
- h) Emeline Campus Detail Map
- i) North County Employee Distribution Map
- j) Mid-County County Employee Distribution Map
- k) South County Employee Distribution Map



County of Santa Cruz Facilities (Owned & Leased)





Ocean Street Campus

- Accessible location for North County
- Within walking distance of downtown
 - Insufficient parking
 - Regular bus service
- Bordered by public roads, park, and commercial uses
 - Untapped development capacity
 - San Lorenzo River flood hazards

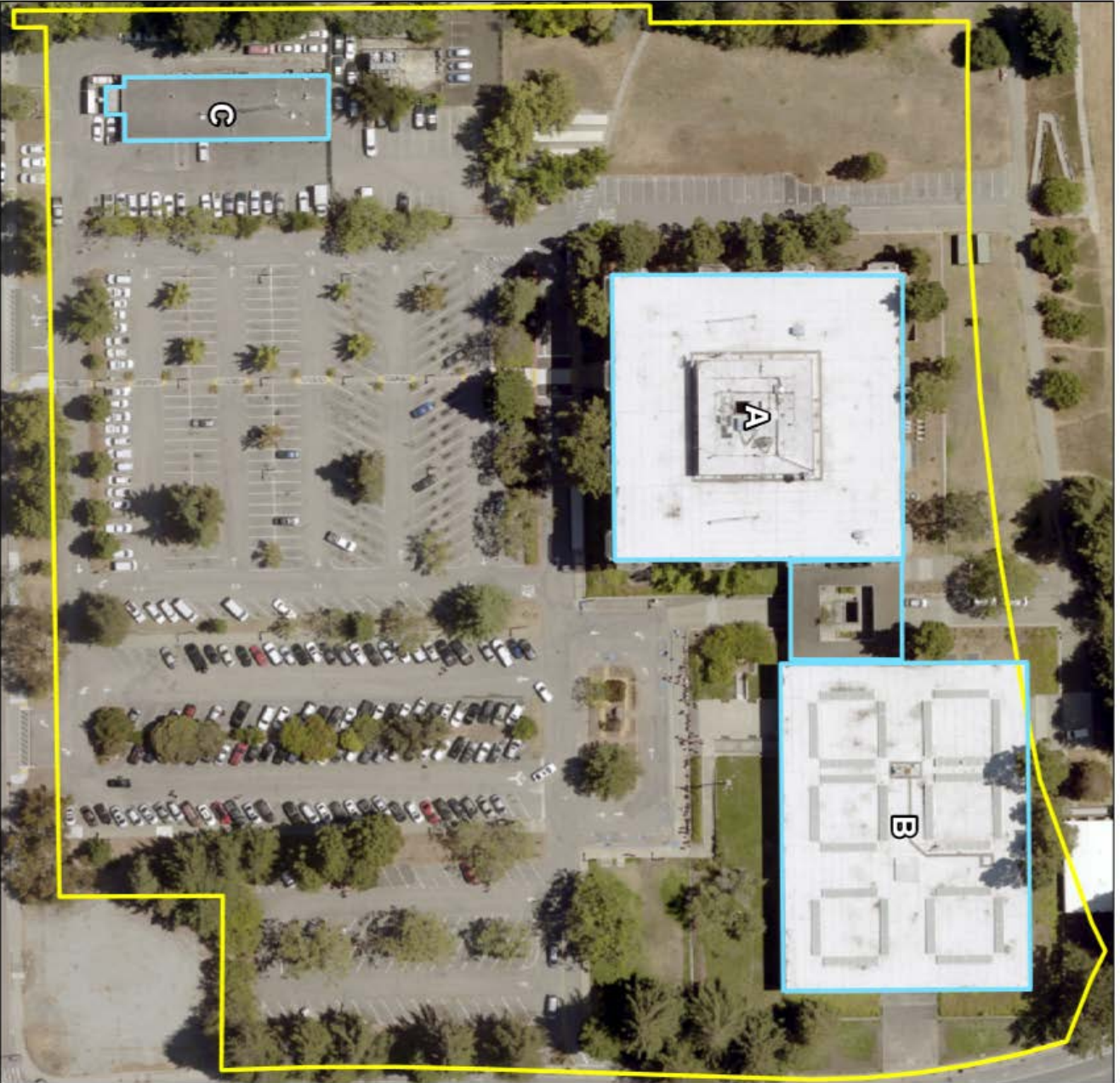
Ocean Street Area Plan Catalyst Site:

- Outdoor civic spaces
- Shift surface parking to structures
- 3 to 7 stories building height
- Organize access to improve accessibility and scale
- Pedestrian connection to San Lorenzo Park
- Pedestrian-friendly streetscape
- Downtown gateway on Water Street
- Adjoining mixed-use visitor commercial

Legend

- County Parcel
- Leased Parcel






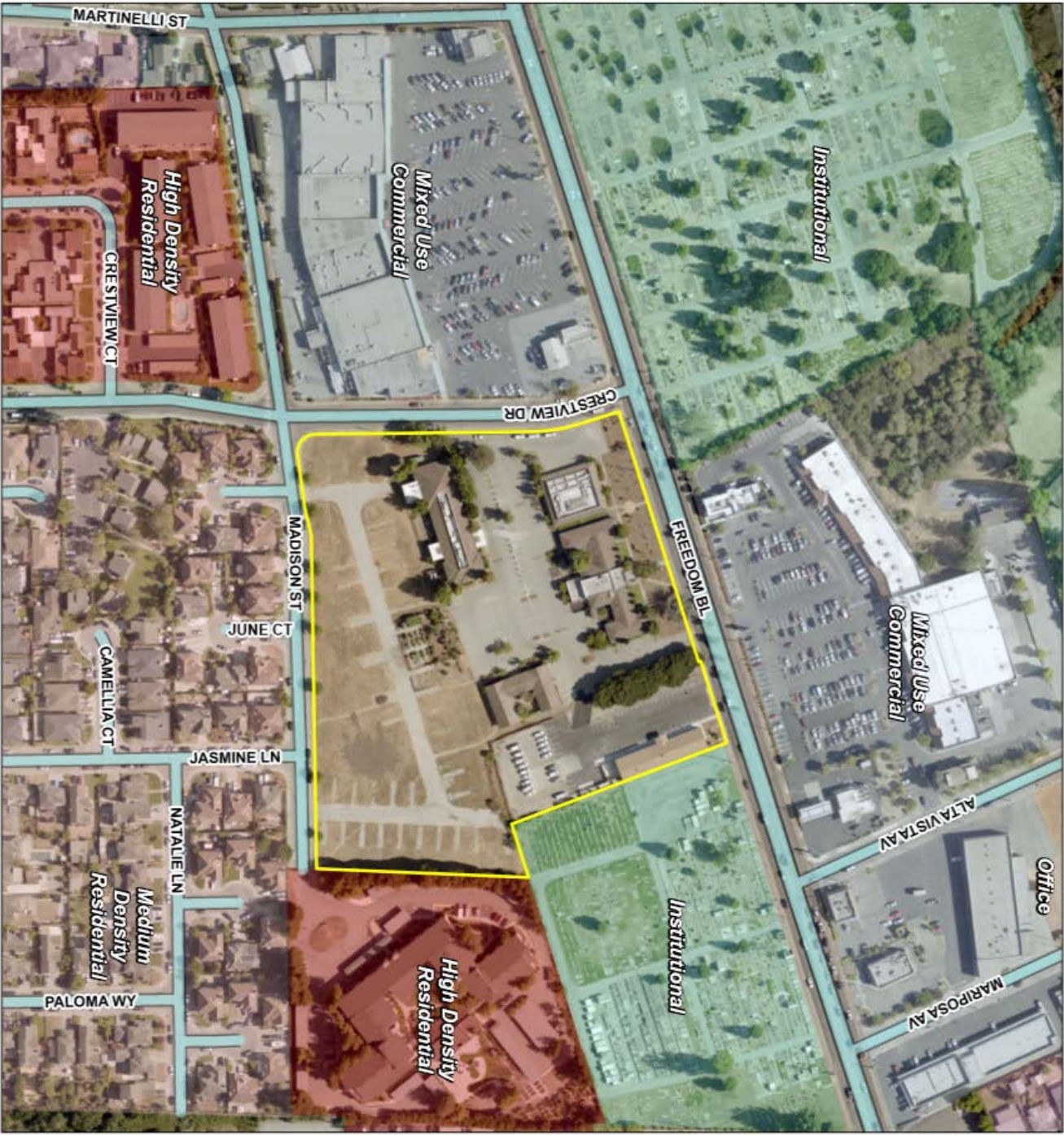


Ocean Street Campus

Total Parcel Area: 10 Acres
 Total Building Floor Area: 231,909 sf
 Total County Employees: 804
 Parking Spaces: 455
 Jail Parking Spaces: 155
 Departments:
 Assessor
 Auditor - Controller - Tax Collector
 Board Of Supervisors
 CAO
 Clerk/Elections
 County Counsel
 Courts
 DA
 DPW
 GSD
 HSA/Environmental Health
 HSD
 ISD
 Planning
 Personnel
 Recorder

Building A: Governmental Office
 185,000 sf
 Employees: 772
 Building B: Courts
 35,923 sf
 Employees: 24
 Building C: Fleet Services
 5,765 sf
 Employees: 8



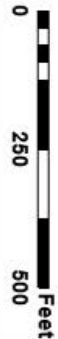
Freedom Blvd. Campus

- Accessible location for South County
- Located on primary north-south corridor
- Regular bus service
- Parking at capacity
- Commercial & cemetery uses on 3 sides
- Residential neighborhood to the north and east
- Almost half of site is vacant
- Vacant land and untapped development capacity

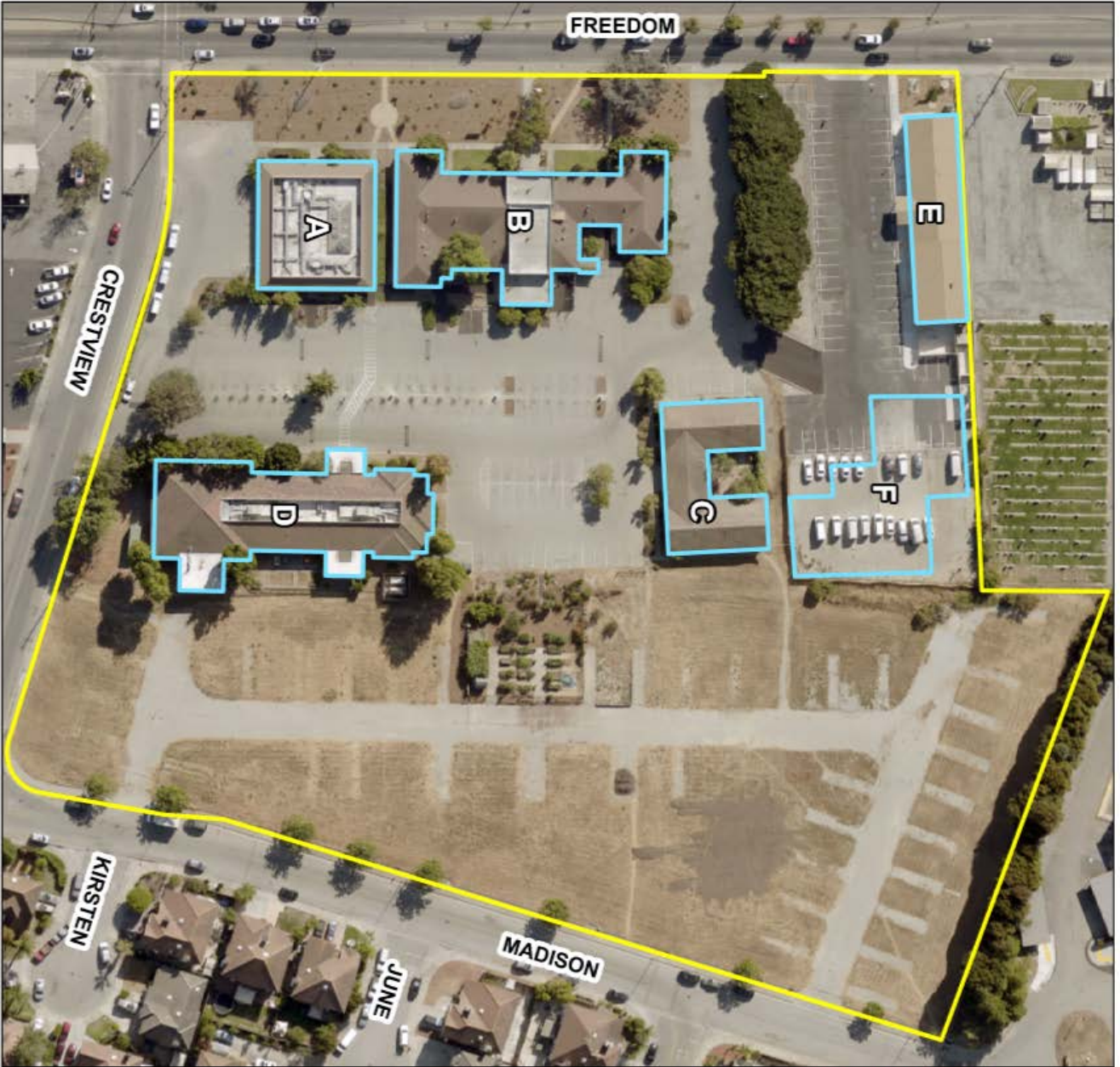
- Watsonville Freedom Corridor plans calls for:
 - mixed-use (jobs & housing)
 - 2-4 story buildings
 - pedestrian-friendly streetscape

Legend

 County Parcel



Public Works
COUNTY OF SANTA CRUZ



Freedom Boulevard Campus

Total Parcel Area: 9.46 Acres
 Total Building Floor Area: 57,939 sf
 Total County Employees: 118
 Parking Spaces: 220
 Departments:
 - HSA
 - Probation
 - Agricultural Extension
 - Dientes

Suite A: HSA Mental Clinic	5,575 sf	Employees: 17
Suite B: HSA/Probation	14,200 sf	Employees: 39
Suite C: Agricultural Extension	4,512 sf	Employees: 0
Suite D: HSA Health Clinic	10,520 sf	Employees: 62
Suite E: Dientes Dental Clinic	5,300 sf	Employees: 0
Suite F: Under Construction	13,500 sf	Employees: 0

Public Works
 DEPARTMENT OF PLANNING AND DEVELOPMENT



0 100 200 Feet



Emeline Campus

- Accessible location for North County
- Good highway access
- Hourly bus service
- Surrounded by residential neighborhoods
- Creek at eastern border
- About 2/3rds within the City of Santa Cruz and 1/3rd within the County of Santa Cruz
- Vacant land and untapped development capacity
- Poor campus wayfinding and hierarchy of spaces

Legend

-  County Parcels
-  Streams



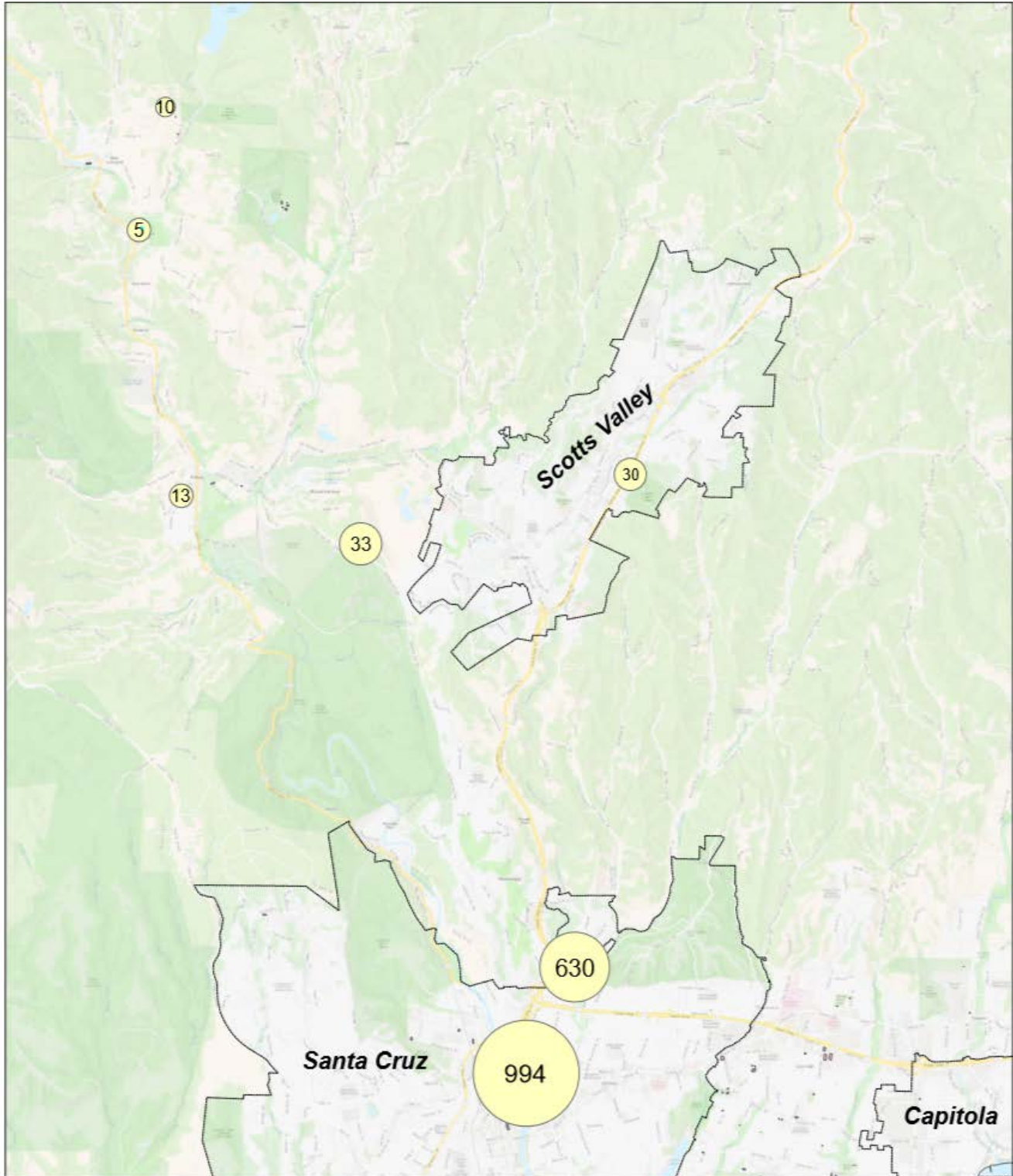
Public Works
SANTA CRUZ COUNTY



Emeline Avenue Campus

Total Parcel Area: 28.28 Acres
 Total Building Floor Area: 204,042 sf
 Total County Employees: 630
 Parking Spaces: 726
 Departments:
 - HSD
 - HSA
 - GSD
 - PARKS

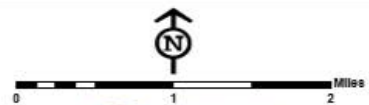
Building 1: HSD Administration	9,036 sf	Employees: 27
Building 2: HSD Shop	1,440 sf	Employees: 2
Building 3: HSA Offices	29,085 sf	Employees: 86
Building 4: Child-care	3,500 sf	Employees: 0
Building 5: HSA Health Clinic/Administration	35,000 sf	Employees: 129
Building 6: HSD Benefits Center	19,351 sf	Employees: 50
Building 7: HSA Offices	12,500 sf	Employees: 41
Building 8: HSD Shop	3,600 sf	Employees: 13
Building 9: Parks Shop	2,400 sf	Employees: 2
Building 10: GSD Shop	2,400 sf	Employees: 2
Building 11: GSD Warehouse	14,500 sf	Employees: 4
Building 12: HSD/HSA Offices	71,230 sf	Employees: 274



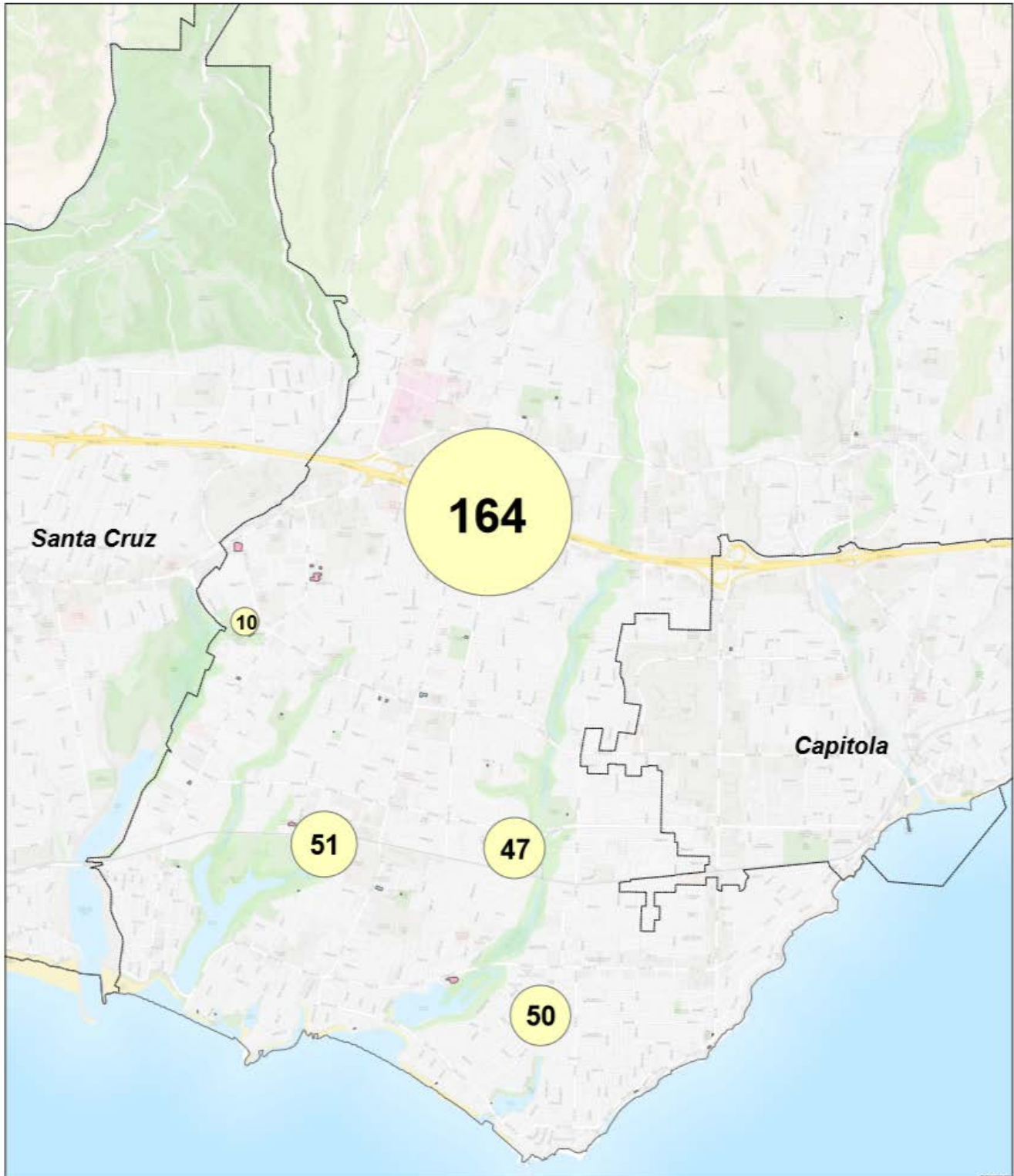
Total Employees - County of Santa Cruz - Northern Region

- 994: Government Center || Courts || Jail || Probation || Child Support Services
- 630: Emeline Campus
- 30: HSA Office
- 33: Juvenile Hall || Probation || Sherriffs Service Center
- 13: Felton Yard
- 05: Highlands Park
- 10: Ben Lomond Transfer Station

XX = Number of Employees



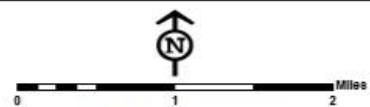
11/15/12 Created and Compiled by DPW GIS Staff / February 2016



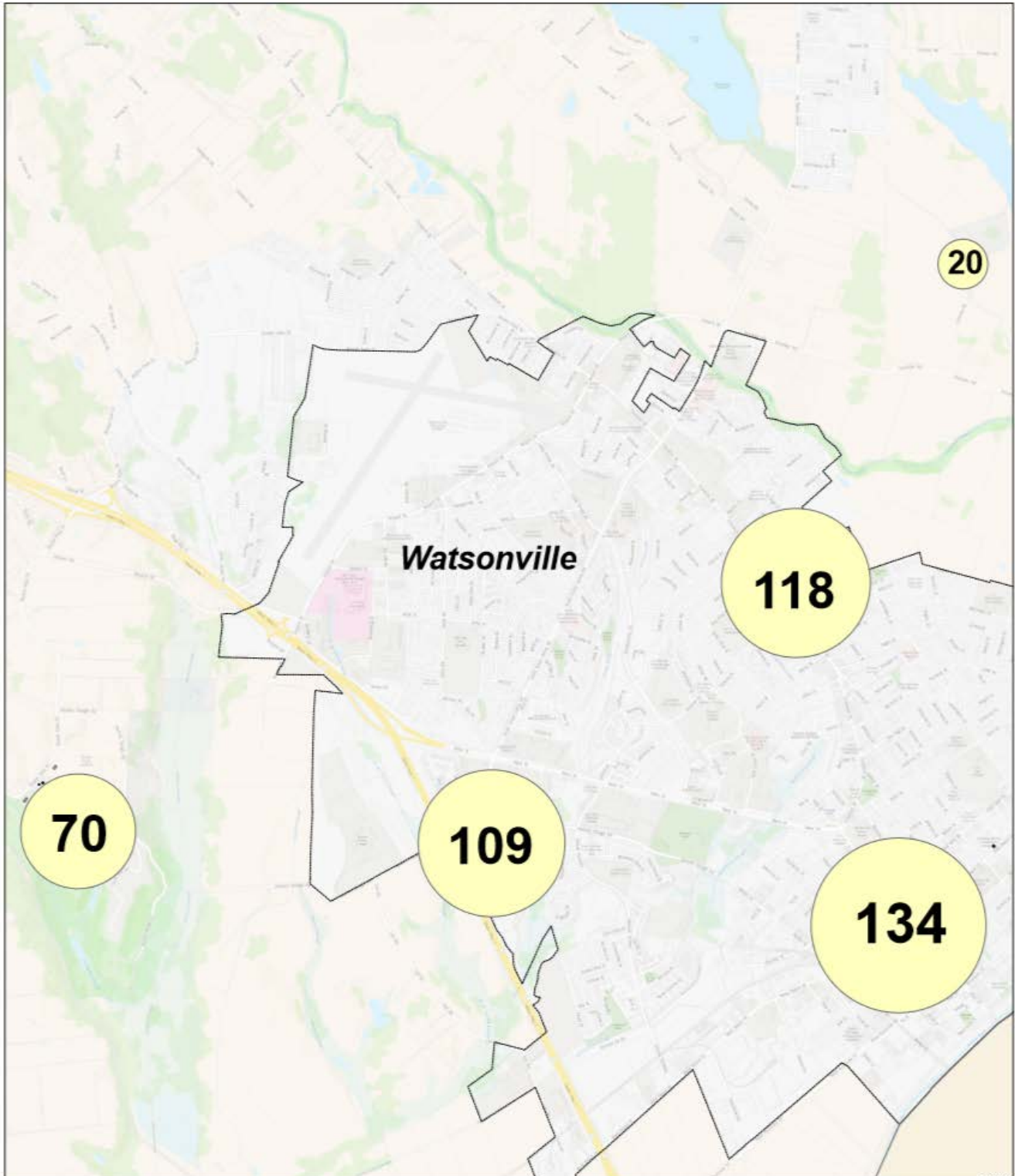
Total Employees - County of Santa Cruz - Middle Region

- 164: Sheriff || Coroner || Emergency Operations Center
- 51: Parks Headquarters || Simpkins Swim Center
- 10: Mosquito Abatement Vector Control
- 50: Wastewater Treatment Plant
- 47: Brommer Yard

XX = Number of Employees



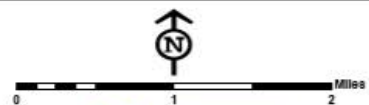
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Total Employees - County of Santa Cruz - Southern Region

- 109: Agricultural Commissioner || Human Services Department
- 118: Health Clinic || Probation || Mental Health Clinic
- 70: Rountree Jail || Buena Vista Landfill
- 134: Human Services Department
- 20: Roy Wilson Yard

XX = Number of Employees



10-1-21 Created and Designed by CH2M Hill | February 2012