

*County of San Diego*

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March 5, 2001

TO: Rich Robinson, Deputy Chief Administrative Officer
Public Safety Group

Robert Copper, Deputy Chief Administrative Officer
Land Use & Environmental Group

Rodger G. Lum, PhD, Director
Health and Human Services Agency

William J. Kelly, Chief Financial Officer/Auditor and Controller
Finance and General Government Group

Alex Martinez, Deputy Chief Administrative Officer
Community Services Group

FROM: Walter F. Ekard
Chief Administrative Officer

KEARNY MESA STRATEGIC FACILITY PLAN

The County currently occupies nearly a million square feet of owned space in the Kearny Mesa area. In addition, there is approximately 215,000 square feet of County leased space. The area is rapidly developing and changing, particularly with the redevelopment of the former General Dynamics property.

The Department of General Services has taken the lead in developing a scope of work for developing a strategic facility plan for the Kearny Mesa area. The primary purposes of the plan are to outline a comprehensive strategy for possibly consolidating County functions, identify opportunities for redeveloping County property and making better use of our assets, and specify the need to acquire new County space to accommodate our customer service needs. Attached is the detailed scope of work.

I look forward to your respective Group/Agency cooperation in this study. Any questions should be directed to Nick Marinovich at 858-694-8906 or Gerry Hermanson at 858-694-3245.

WALTER F. EKARD,
Chief Administrative Officer

Attachment

SCOPE OF WORK: KEARNY MESA STRATEGIC FACILITY MASTER PLAN

Introduction

The County of San Diego has determined that it is appropriate to develop a strategic facility master plan for the Kearny Mesa area. The County currently occupies approximately 420,833 square feet of space on 34.5 acres of land at the County Operations Center on Overland Drive and 461,963 square feet on 19.73 acres of land at the County Operations Center Annex. In addition, excluding Superior Court, County departments occupy 215,374 square feet of space in leased facilities in the Kearny Mesa area.

Overall Study Goals and Objectives

The strategic facility master plan includes the following overall goals and objectives:

- Document existing physical, functional, and operational conditions, including adequacy of existing facilities
- Identify demographic, societal, and economic trends that will impact service and space requirements and facility location(s)
- Identify programmatic/operational requirements and objectives
- Specify customer service needs
- Estimate current and future space requirements
- Quantify potential for facility reuse/modification
- Estimate space requirements versus space available
- Identify deferred/preventive maintenance needs
- Identify operational needs that are not being met
- Estimate space and staff requirements including the potential for technological changes to reduce/change space requirements
- Identify operational and functional adjacency requirements
- Identify site and locational requirements for future facilities
- Estimate parking needs
- Develop a short and long term facility/space acquisition plan including the setting of facility priorities
- Identify macro level project cost estimates and annual operating costs
- Identify funding sources

The section Attachment entitled County and Consultant Responsibility will identify who is responsible for generating the above information.

TASK 1: PROJECT START-UP

TASK 1.1 - INITIAL MEETINGS:

Consultant will meet with County management for initial consultations to assure full understanding of County's goals and objectives for this project. Consultant will present an overview of the approach and define the informational and data needs. Consultant will ask the

County to identify key department contacts for interview purposes. County will provide listings of facilities and occupant departments to be included in the analysis. An Advisory Group will be formed consisting of Department Heads or their representatives. This group will serve as a "sounding board" regarding policy issues and assumptions, study findings and recommendations. This Advisory Group would also be responsible for reviewing and commenting on the interim and final reports that Consultant will generate through the course of the project. Consultant will also work with the County to identify other key individuals in each department, interest groups, other agencies and/or community organizations that should be involved in the planning process.

Product(s) - Task 1.1: Project Team Directory: A Project Team Directory will be published and distributed to all key persons involved in the project. The directory will include the names, phone and fax numbers, titles, and project roles for each project team member and other key personnel involved in the project.

TASK 1.2 - ORIENTATION AND DATA COLLECTION:

As part of initial meetings, Consultant will participate in a general tour of County leased and owned facilities in the Kearny Mesa area and collect data regarding the occupants of these buildings. This data would include but not be limited to: previous needs assessment and master plan documentation, other strategic plans, studies, county policies and procedures; current and projected organization charts; descriptions of department charters, mission statements, and responsibilities. Consultant will also meet with the County project representative to determine the key factors which will impact the demand for future facilities. Consultant will also assist the County in preparing a Strategic Facility Master Plan Questionnaire to be responded to by the relevant County Departments.

Consultant will collect additional information from which Consultant can verify the "scope and scale" of the growth in the workload for the impacted departments. This additional information will include existing and projected demographic statistics and current/historic staffing levels for all departments. Consultant will collect historical workload data and historical staffing versus workload measurement criteria.

Product(s) - Task 1.2: Data and Informational Bibliography: Consultant will publish a complete bibliography of all data, reports, plans, etc. that will be utilized in the preparation of the strategic facility master plan. Consultant will continue to update bibliography as the Kearny Mesa Strategic Facility Master Plan progresses, and include a final version in the completed report for future County reference.

Project Milestone Schedule: Upon digesting the above information and impressions obtained via the facility and site tours, Consultant will produce a finalized list of project tasks and goals, defined in a detailed project milestone schedule.

TASK 1.3 - INTERVIEW SCHEDULING AND PROCESS DEFINITION:

At minimum, Consultant will develop a detailed list and schedule of persons to be interviewed. Consultant will interview the Directors of the following departments: General Services, Public Works, Planning & Land Use, Registrar of Voters, Health and

Human Services, Office of Trade & Business, Public Defender, County Counsel, Auditor and Controller, Agriculture, Probation, Sheriff, Environmental Health, Assessor/Recorder/Clerk, Parks & Recreation, APCD, Human Resources, and Purchasing and Contracting. Consultant will also meet with the Deputy Chief Administrative Officers for Land Use and the Environment, Public Safety and Community Services as well as the Director of Health and Human Services Agency and the Chief Financial Officer.

Product(s) - Task 1.3: Interview Schedule: Consultant will publish an interview schedule, and anticipate that interviews will be conducted over a period of 1 month. The typical interview will require approximately one hour, with additional time required for in-depth facility tours as necessary.

TASK 2: DATA COLLECTION, INTERVIEWS AND INVENTORY

TASK 2.1 - DATA GATHERING AND INTERVIEWS:

Through subsequent meetings, questionnaires and interviews, Consultant will gather additional data and statistics not available during initial meetings. (This data may include the findings and projections of population and employment growth and demographic trends. These include age cohorts and employment by industry type by geographic location.

Product(s) - Task 2.1: Report - Informational Data Sources: After reviewing the detailed background information, Consultant will recommend for County approval the sources and reports the consultant's project team will use. These data sources will then serve as baseline information upon which Consultant will build. Upon county approval, Consultant will footnote the approved sources in the final report.

TASK 2.2 - TOURS AND INVENTORY OF EXISTING FACILITIES:

Consultant will evaluate the existing County leased and owned facilities for two specific purposes:

First, Consultant will collect all available "as-built" facility drawings, plans and inventories of existing facilities. Consultant will tour all facilities to verify the general accuracy of the plans, determine the level of occupancy, organizational boundaries, and itemize space utilization by type. Consultant will also document current adjacencies and workflow situations.

Secondly, Consultant will perform an evaluation of facilities to assess the feasibility of continued or expanded use of the existing structures and mechanical systems, in whole or in part. This evaluation will initially be conducted so as to provide an estimated cost of rehabilitation and re-use for comparison to any "new construction" alternatives. Consultant will evaluate each portion of the existing facilities separately and as a whole to determine the most likely means of re-use of the existing site possible (if any).

Product(s) - Task 2.2: Facilities Inventory Database: Consultant will compile a comprehensive facilities inventory database for future use. Square footage will be categorized into gross square footage. Consultant will also provide an evaluation of space utilization and note opportunities for improved use of space.

TASK 3: DATA ANALYSIS AND WORKLOAD PROJECTIONS AND STRATEGIC PLANNING

TASK 3.1 - Review County Workload Projections:

Consultant will assist the impacted Departments in preparing projections of future staff requirements. Where appropriate Consultant will review and comment on the validity of proposed staff projections.

Task3.2. -County Strategic Facility Planning:

As indicated in Task 1.2 the Consultant will assist the County in preparing a questionnaire relative to strategic planning. The consultant will review and comment on the departmental responses to the questionnaire and review for adequacy. The strategic planning response should adequately address: the identification of demographic, societal, and economic trends that will impact service and space requirements and facility location(s), the identification of programmatic/operational requirements and objectives, anticipated customer service needs, the potential for technological changes to reduce/change space requirements, identification of operational and functional adjacency requirements, and an identification of site and locational requirements for future facilities.

Product(s) - Task 3.1: Review of Staff Projections The projections will be developed as low, medium and high based on a different set of policy assumptions. Consultant will work with the Advisory Group to adopt and publish a final set of projections and will proceed at the direction of the Advisory Group.

TASK 4: FUNCTIONAL PROGRAMMING: EXISTING MISSION, NEW PROGRAMS AND SERVICES

TASK 4.1 - REVIEW POLICIES, GOALS AND PROCEDURES:

Consultant will review the basic mission statements and customer service objectives of the impacted departments.

Product(s) - Task 4.1: Documentation: Consultant will document findings, comparisons, and where feasible recommend changes to the existing mission and functional programs.

TASK 4.2 - NEW PROGRAMS AND SERVICES

The consultant's will work with the impacted departments to identify potential service demand levels and changes in customer service needs. Consultant will conduct a workshop with the Advisory Group to address these issues, using the workload projections to calculate the facility impacts of these policy decisions.

Product(s) - Task 4.2 Documentation: Consultant will document potential new programs in terms of a functional programmatic description, anticipated impact on workload

demand; and staffing, facilities, and siting requirements. These requirements will be projected in 5-year planning increments to the *year 2020*.

TASK 5: FACILITIES PROGRAM

FACILITIES PROGRAM OVERVIEW

Consultant will develop a comprehensive space and facilities program for all new and major renovation projects for the County's anticipated Kearny Mesa facilities. This program will be divided into the following elements:

- Component Description (function of each area)
- Staff Requirements
- Spatial Requirements (size and spatial characteristics)
- Component User (to define use, visitors and staff accessibility)
- Workflow and Circulation
- Inter- and intra-departmental adjacencies and affinities
- Security Requirements (relative to facility design)
- Environmental Concerns
- Special Considerations
- Parking Requirements

The development of a comprehensive facilities program will involve the melding of a number of factors: the anticipated functional program (i.e., what are the types and level of services to be provided), workload forecast for those programs, current and expected changes in operational procedures, the staffing required to support those services and workload, and the incorporation of space allocation standards and related guidelines. While Consultant will have addressed the functional programming and workload issues in the preceding tasks, Consultant will subsequently address anticipated staffing requirements for the new facilities.

TASK 5.1 - DEVELOP SPACE REQUIREMENTS:

Facilities requirements are established in two general steps: 1) validating uniform office space allocation guidelines for personnel 2) applying the established workstation guidelines to previously developed staff projections. These space requirements will be developed in five-year increments to the year 2020.

TASK 5.2 - SPACE REQUIREMENTS PROJECTIONS:

A space database will be developed for each system functional component. This database will be divided into separate categories for typical office-type environments including computer infrastructure needs. For each area Consultant will list all personnel and space requirements, and special areas. As stated in Task 5.1, total spatial requirements for each subcomponent will be determined by multiplying the staff by the allotted space standard. Total gross square footage estimates will be determined during the development of the building(s) occupancy plans and site master planning. The results of this process will be a clearly defined statement of long-term spatial needs as described below.

Product(s) - Task 5.2: Space Requirements Database: The deliverable product will consist of a database for each functional component. All departments, divisions, sections and overall department data will be synthesized into useful summaries. Spatial requirements for each component will be documented in five-year planning increments.

TASK 6: DEVELOP IMPLEMENTATION PLAN

Based on the plan selected by the Advisory Group for recommendation to the Board of Supervisors, Consultant will develop an estimated implementation budget and schedule to identify each significant task required for development of the new facilities. The implementation budget will identify all site acquisition, disposal, new construction, renovation and relocation estimated costs associated with the recommended plan on an estimated per square foot or allowance-basis. The implementation schedule will correspond to the tasks of the estimated implementation budget, listing proposed early start, duration and latest termination dates to clearly illustrate the required sequence of events and most probable timing.

Product(s) - Task 6.0: Implementation Budget and Schedule Plan: Documentation will be provided in the final draft report.

TASK 7: REPORT DOCUMENTATION REVIEW AND APPROVAL

The final tasks will involve preparing a draft final report, County review period, and incorporation of applicable County/Advisory Group comments into a final document for publication. This final document will consist of the first two interim reports, documentation of Task 6 and an added executive summary. This report will document the methodology, findings, significant assumptions and recommendations regarding all tasks.

Consultant will present the methodology, assumptions, findings and recommendations of this study to the Board of Supervisors at the County's request.

Product(s) - Task 7.0 Draft Report: Consultant will produce fifteen (15) copies of the draft report for distribution to the project team, Advisory Group, County officials and other persons involved with the project.

Review Meeting: Consultant will then attend a review meeting with the Advisory Group to solicit comments and changes for incorporation into the final document.

Final Report: Upon receipt of the consolidated comments from the Advisory Group Consultant will prepare the final report document that will include all necessary changes and comments. Consistent with the Overall Study Goals and Objectives the final report will contain information on the following:

- Documentation of existing physical, functional, and operational conditions, including, adequacy of existing facilities
- Identification of demographic, societal, and economic trends that will impact service and space requirements and facility location(s)

- Identification of programmatic/operational requirements and objectives
- Specification of customer service needs
- Estimate current and future space requirements
- Potential for facility reuse/modification
- Estimate space requirements versus space available
- Identification of deferred/preventive maintenance needs
- Identification of operational needs that are not being met
- Estimate of space and staff requirements including the potential for technological changes to reduce/change space requirements
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- Development of a short and long term facility/space acquisition plan including the setting of facility priorities
- Identification of macro level project cost estimates and annual operating costs
- Identification of funding sources

Fifteen (15) bound copies of the final report, and one unbound reproducible copy will be prepared. The laser printed narrative report will be enhanced with computerized spreadsheets, graphs, conceptual drawings and diagrams. It will be written at a level that can be understood by the general public;

If requested, a copy of drawings, maps, photographs and other report exhibits suitable for presentation purposes to large groups.

Presentation to Board of Supervisors: Consultant will present the recommended plan, plus the methodology and significant findings to the Board of Supervisors at the request of the County.

ATTACHMENT A : COUNTY AND CONSULTANT RESPONSIBILITY

Task	Responsibility
Documentation of existing physical, functional, and operational conditions, including, adequacy of existing facilities	Consultant
Identification of demographic, societal, and economic trends that will impact service and space requirements and facility location(s)	County (lead), Consultant (support)
Identification of programmatic/operational requirements and objectives	County
Specification of customer service needs	County
Estimate current and future space requirements	Consultant County (staff projections)
Potential for facility reuse/modification	
Estimate space requirements versus space available	Consultant
Identification of deferred/preventive maintenance needs	County
Identification of operational needs that are not being met	County
Estimate of space and staff requirements including the potential for technological changes to reduce/change space requirements	County
Identification of operational and functional adjacency requirements	Consultant/County
Identification of site and locational requirements for future facilities	
Estimated parking needs	Consultant
Development of a short and long term facility/space acquisition plan including the setting of facility priorities	Consultant
Identification of macro level project cost estimates and annual operating costs	Consultant
Identification of funding sources	County

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County of San Diego

John A. Miller
Director

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March 1, 2001

TO: Walter F. Ekard
Chief Administrative Officer

VIA: Alex Martinez, Deputy Chief Administrative Officer
Community Services Group *A. Martinez*

FROM: John A. Miller, Director
Department of General Services

KEARNY MESA STRATEGIC FACILITY PLAN

This is to request your signature on the attached memorandum, which provides information to each of the Group Managers on the upcoming strategic facility planning for the Kearny Mesa area.

The Department of General Services has taken the lead in developing a scope of work for developing a strategic facility plan for the Kearny Mesa area. The primary purposes of the plan are to outline a comprehensive strategy for possibly consolidating County functions, identify opportunities for redeveloping County property and making better use of our assets, and specify the need to acquire new County space to accommodate our customer service needs.

If you have any questions, please let me know.

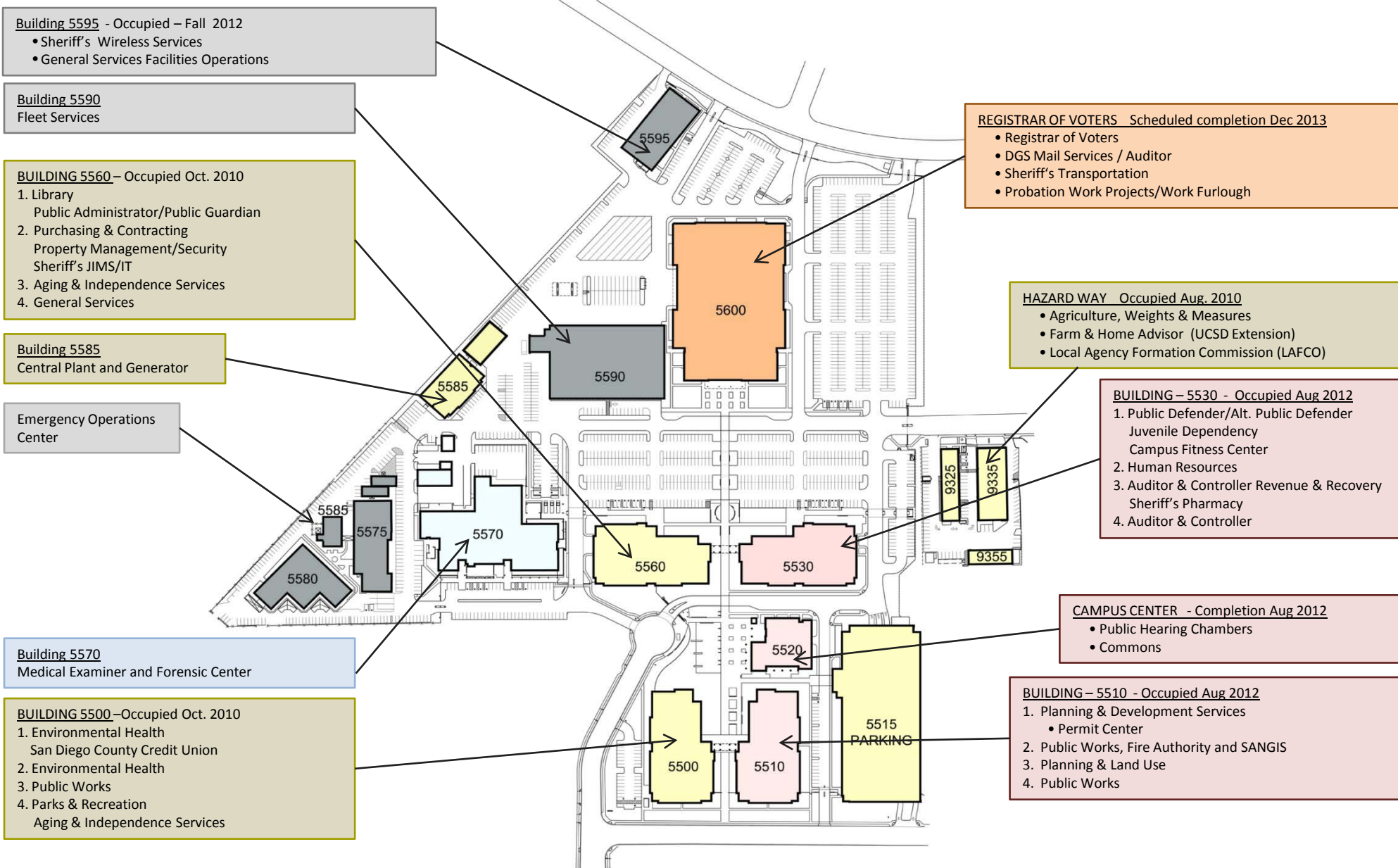
JOHN A. MILLER, Director
Department of General Services

Attachments



County Operations Center Campus Departments

Current Plan





County Operations Center Development Project Summary

Spring 2013



Project Data:

- Floor Area: 1,288,000 Square Feet of new construction
- Parking: (7) level parking structure: 1,820 stalls, surface parking: 1,650 stalls
- Population: 2,800 staff - population including Emergency Communications Center
- Project Cost: \$429,000,000.
- LEED Certification:
- Campus Center: Platinum
 - Office Buildings (4): Gold
 - Medical Examiner: Silver
 - (3) Support Facilities: Certified
- Data** includes Registrar of Voters Headquarters - December 2013 completion.





County Operations Center Development Project Summary

Spring 2013



Project Scope

Redevelop the COC and COC Annex to replace outdated and inefficient buildings that have reached the end of their useful life; consolidate operations; and vacate leased space.

- Demolish over twenty (20) buildings totaling over 623,600 sq. ft.
- Construct in phased development:
 - Phase 1A
 - Two (2) 150,000 sq. ft. four-story Office Buildings
 - Seven-level Parking Structure for 1,820 vehicles
 - New Central Plant and Site Infrastructure
 - Offsite Improvements to support master planned development
 - Phase 1B
 - Two (2) 150,000 sq. ft. four-story Office Buildings
 - 15,000 sq. ft. Campus Center and Commons Food Service
 - Phase 2A
 - New Registrar of Voters Building, 118,000 sq. ft.
 - Ancillary site improvements to prepare for future phase Offices/Parking
 - Relocate remaining Annex Occupants to the COC Campus
 - Complete sale of Annex property to Kaiser Foundation





County Operations Center Development Project Summary

Spring 2013



Schedule

April 2008	Board of Supervisors authorizes Master Plan and Phase 1 expenditures
April 2009	Groundbreaking for Phase 1A
October 2010	Ribbon Cutting for Phase 1A
January 2011	Site work for Phase 1B begins
February 2011	Parking Structure opens
August 2011	Renovation of Hazard Way buildings complete
November 2011	Purchased 7 acre site adjoining COC campus for Registrar of Voters
August 2012	Ribbon Cutting for Phase 1B
September 2012	Begin construction of Registrar of Voters Headquarters
December 2013	Ribbon cutting for new Registrar of Voters Headquarters Complete sale of County Annex property to Kaiser Foundation



County Operations Center Development Project Summary

Spring 2013



Accomplishments

Development

- Constructed 1,175,000 sq. ft. through Phase 1B – including Offices, Campus Center, Central Plant and Parking Structure
- Demolished over twenty (20) outdated buildings totaling over 623,600 sq. ft.
- Eliminated over 138,000 sq. ft. of leased space - \$2.5M annual savings

LEED Certification

- (4) Four Office Buildings - LEED Gold Certified
- Campus Center - LEED Platinum Certified
- Medical Examiner & Forensic Center - LEED Silver Certified

Energy Conservation

- \$400,000 Savings by Design Incentives earned
- California Center for Sustainable Energy **7th Annual CCSE Energy All-star Award** for “Outstanding Governmental Building Project” (COC Campus Phase 1)
- SDG&E **6th Annual SDG&E Energy Showcase Award** for New Construction/Sustainability (COC Campus Phase 1)

PROJECT AWARDS

Medical Examiner & Forensic Center

- Construction Management Association of America (CMAA)
 - Building New Construction under \$25 Million – Honorable Mention 2010
- American Institute of Architects
 - Citation Award 2010

County Operations Center

- San Diego Architectural Foundation
 - “Peoples’ Choice Orchid Award” 2012
- American Public Works Association
 - “Outstanding Sustainable Project over \$75 Million 2013
- American Concrete Institute
 - Honorable Mention 2013



Project Photos

County Operations Center Development Project Summary

Spring 2013



August 2009



January 2011



March 2013



Campus Entrance at Overland



Project Photos

County Operations Center Development Project Summary

Spring 2013



Planning Commission
Hearing Room/Chambers



Campus Center



Parking Structure



Campus Office Building



Project Photos

County Operations Center Development Project Summary

Spring 2013



Building 2



Shops and Central plant

Before



Campus Entry



New Central Plant

Now