



County of San Mateo
Department of Public Works

**San Mateo County
Government Center
New County Office Building and
Parking Structure
Redwood City, CA**

Scoping Study

January 27, 2017

Prepared by:



ACKNOWLEDGEMENTS

We would like to extend our sincere appreciation to the County of San Mateo Public Works Department staff, County Manager's Office, and Board of Supervisors for their support in the development of this study. Each individual was generous and candid in providing valuable insight, understanding and experience in their particular areas of work and expertise. Their collective knowledge has been invaluable in creating the various development options for a new County office building and parking structure at the County Government Center in Redwood City, CA.

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Section 1.0

Executive Summary

EXECUTIVE SUMMARY

San Mateo County is a vibrant, diverse region between the San Francisco Bay and Pacific Ocean. Home to high-tech companies, start-ups, innovation labs, and some of the best research institutions, County residents enjoy a high standard of living in the cities, a temperate climate, and access to scenic open spaces with plentiful ocean views. Population growth has been beneficial and challenging for County leadership as they balance affordability, safety, prosperity, and the environment. The County recognizes the importance of aligning their services with residents needs which is changing quickly along with shifting demographics and growth. The purpose of this scoping study is to evaluate which services would benefit from being located in the County seat, Redwood City, at the County Government Center and the best utilization of the few parcels of land still available on the campus. This scoping study is intended to be a guide the County will use for future development, adaptive reuse, facility replacement, and urban planning.

Purpose

The process undertaken for this study was inclusive and comprehensive. Dreyfuss + Blackford Architecture was retained by the County of San Mateo Department of Public Works in 2016 to work closely with multiple County departments, County leadership, and key stakeholders during the study including two Board of Supervisors and the County Administrator. Considerable effort was made throughout the process by Dreyfuss + Blackford Architecture to facilitate collaboration, build consensus, and ensure the final recommendation of this study represented a balanced approach accurately reflecting County needs. One of the first steps Dreyfuss + Blackford Architecture initiated before starting the study was a Visioning session. The outcomes of this meeting established the following Vision Statements and Objectives for the long term planning of the Government Center campus:

Provide a strong public identity and improved access for the County Seat and core County government functions.

Right-sizing the new COB3 and Parking structure to bring the best long-term value to the County and the public.

Consolidation of select government facilities located throughout the County to provide better efficiency and financial benefits.

Create flexible state-of-the-art Government and workplace environments for the next 30 plus years.

Scope of Work

Building on the efforts of previous studies completed for the County Government Center, Dreyfuss + Blackford Architecture developed a process that focused on further analysis and programming that would establish an optimal size for a new County Office Building (COB3) and parking structure. They implemented a methodology that quickly established a program for COB3, a consolidation of related departmental functions that would improve operational efficiency, service delivery, and financial benefits. Once the program was confirmed, they analyzed and assessed the impact this program would have on the campus. Their approach is summarized as follows:

Period A: Gathering data and program information.

Period B: Analyzing data, initial site and building planning, building 'block & stack' diagrams.

Period C: Assessment of site and building development options with parking requirements and project component costing data.

The building program for a new COB3 consistently has included several departments during this scoping study:

- County Board of Supervisors Chambers, Offices and full associated support areas
- County Manager Offices
- County Counsel Offices

Many other related functions/departments have been studied as possible occupants of COB3 which vary the “right size” for the building significantly. These variations have been represented in this study as three separate building development options. Each option ‘tests’ different massing sizes and feasible locations for the building on the campus. The development option builds upon the previous one, increasing in size and complexity. All square footages are in gross square feet (GSF) and include a 5% Building Growth Factor and an additional 5% Building Infrastructure Factor. The three COB3 development options are:

- Option 1: ‘Red/Small’ scheme; 74,873 gsf with 5 above-grade levels
- Option 2: ‘Green/Mid’ scheme; 120,968 gsf with 5 above-grade levels
- Option 3: ‘Blue/Large’ scheme; 273,808 gsf with 7 above-grade levels

Option 1



Option 2



Option 3



Any future development option at the Government Center Site demands increased vehicle parking facilities for a growing user base. This study also analyzed the parking needs in reference to the current conditions and all future development options. To accommodate parking for future development and growth described in this report, a new Parking Structure just north of the existing structure at the intersection of Veterans Boulevard and Middlefield Road is recommended regardless of which development option the County chooses to move forward with. A new six-story, above-grade parking structure will accommodate an estimated 1,200 vehicles. This size is important for each of the development options because it supports long-term campus growth, alternative transportation, commerce for downtown Redwood City and many other community outcomes within the County's Shared Vision 2025.

In addition to "right-sizing" the program for each development option, Dreyfuss + Blackford Architecture analyzed multiple siting options for the new COB3 and Parking Structure using these five metrics:

1. Campus site usage (optimal utilization of limited site areas available)
2. Building access and relationship to parking and site amenities
3. Building scale efficiency and civic presence
4. Maximum program capture and expansion opportunities
5. Phasing and costing efficiency



Development Option 2

It is important to note that the context of this scoping study at the County Government Center has involved coordination and 'cross-checking' with other County initiatives and planning efforts. Dreyfuss + Blackford Architecture has participated in or actively led work efforts at these other county locations:

- Tower Road Campus including Elections and Library Administration Department offices and County vehicle maintenance/ construction shop facilities.
- San Mateo Health System Medical Center Campus in San Mateo and satellite Medical and Administration offices.
- San Mateo North County Campus in South San Francisco
- Multiple County Leased Facilities including location at 801 Gateway Boulevard in South San Francisco.

Recommendations

This scoping study provides detailed data to support the development of a mid-size office building (COB3- Option 2) located at the site immediately to the east of the existing Hall of Justice bordered by Marshall Street to the south the Middlefield Road to the east, referred to in this report as the Traffic Court/Lathrop House/Credit Union site. Represented as the 'green scheme' in this report, the new COB3 in Option 2 is a 120,968 GSF building with five above-grade levels and a partial basement. Each above-grade floor is approximately 24,000 GSF. This building footprint will utilize approximately half the block (south-end) and require the demolition of the San Mateo Credit Union building, relocation of the Lathrop House (possibly to a lot north of the County History Museum) and in the future, relocation of the adjacent Traffic Court Facility (proposed to move into vacant space in the Hall of Justice). The rough-order-of-magnitude (ROM) construction cost for COB3 in Option 2 is \$62,490,000.

Preceding the development of COB3, the recommendation is to build a new 420,000 GSF parking structure north of the existing structure at Veterans Boulevard and Middlefield Road. The existing Parking Structure would be re-zoned to best accommodate user type needs on the site; i.e. a greater portion of public stalls could be located closer to the center of the campus. The rough-order-of-magnitude (ROM) construction cost for this new structure is \$50,250,000, excluding all soft costs and escalation (beginning of 1st quarter 2017 dollars). The proposed construction duration for this new Parking Structure is 18 months.

Dreyfuss + Blackford Architecture has proposed many campus site amenities including a new Public Promenade to connect the existing and new campus facilities. The promenade would extend from the new parking structure south to Marshall Street and even beyond to the Broadway Street commercial/retail area. This pedestrian-oriented site amenity would close Hamilton Street to vehicle traffic within the Government Center campus. Extending from the new Public Promenade is a central courtyard for the campus, north of the new COB3 in Option 2. This new feature creates open space that will be used for public events, gatherings, and functions knitting the new building development to the existing campus buildings (Hall of Justice, COB1, COB2). The courtyard also preserves area for a future development zone; i.e. expansion to COB3 or a fourth County structure. Combining the required building phasing elements and these site amenities, the Total Project Costs are estimated in the ROM range of \$150M to \$170M (excluding escalation) for development Option 2 at the County Government Center.

Next Steps

Dreyfuss + Blackford Architecture has identified a clear path forward for continued development of the County Government Center site in Redwood City, California. The over-arching goal has been to appropriately conceptualize and size the new COB3 and the associated Parking Structure to allow flexibility, growth and use of the highest level of technology. This goal has been met by working closely with the Public Works team on this study.

It is understood that the next steps will be to continue refinement of this study with the County Manager's Office, Project Development Unit. The continued work will involve the prioritization of components of this development with other County needs and projects. With this, a working Project implementation/ delivery schedule will be generated. A consolidated presentation, including all major County development projects, will be reviewed with the County Board of Supervisors in the early part of 2017.

Dreyfuss + Blackford Architecture, working with the County of San Mateo, see this as a unique opportunity and time to align the best practices for government services and new state-of-the art facilities to support the public now and for generations to come.

Section 2.0

Project Introduction

PROJECT INTRODUCTION

Situated between the San Francisco Bay and Pacific Ocean, San Mateo County has an incredibly diverse geography and economy. Within its 455 square miles, the County's 750,000 residents have easy access to redwood forests, farmland, tidal marshes, creeks, and over 57 miles of coastline. A mild, seasonal climate and high quality of life attracts people who want to live in one of the County's 20 incorporated cities and its scenic unincorporated areas. Daly City remains the most populous city followed by San Mateo and Redwood City, which is also the County seat. The population of San Mateo County has increased 6.5% since the 2010 Census.

San Mateo County has become a center of innovation and benefited from having a close proximity to three of the world's top research institutions; Stanford University, the University of California at San Francisco and the University of California at Berkeley. Technology driven companies that call San Mateo County home are some of the largest employers in the U.S. including Facebook, Gilead Sciences, Inc., Franklin Templeton Investments, Oracle Corp., Kaiser Permanente, Visa, Inc. and the San Francisco International Airport. These companies attract the best and brightest students from these well respected schools. In April 2015, San Mateo County's unemployment rate stood at 3.2 percent, the lowest in California.

Founded April 19, 1856	Land square miles 455	Water square miles 292	Incorporated Cities 20	Coastline 57.7 miles
ELEVATION Sea level to 2,629ft (near Long Ridge Road, La Honda)	POPULATION 758,581 ¹	NUMBER OF HOUSING UNITS 272,149 ²	UNEMPLOYMENT RATE 3.2% (April 2015) ³	PER CAPITA INCOME \$45,732 ⁴
MEDIAN HOUSEHOLD INCOME \$88,202 ⁵	ASSESSED VALUE OF TAXABLE PROPERTY \$164 billion in 2014 ⁶	TAXABLE SALES \$14.6 billion in 2013 ⁷	AGRICULTURAL PRODUCTION \$140 million in 2012 ⁸	MEDIAN HOME VALUE \$1,194,500 in April 2015 ⁹

COUNTY OF SAN MATEO

FY 2015-2017 Recommended Budget

County Profile

During this much growth and rapid change, San Mateo County continues its commitment to providing quality services that will benefit and enrich the lives of people in their communities. The County seat in Redwood City has the largest concentration of County services including the Board of Supervisors, County Manager's Office, and Law Library. These services are situated primarily at the San Mateo County Government Center, a large campus consisting of nine buildings, and a parking structure covering eight city blocks near downtown Redwood City. Some of these buildings have very specific uses that support County services. A child care center is located on the north side of the campus. The Hall of Justice Building and Traffic Court are owned by the County but have long term leases with the State of California for providing court services. The historic San Mateo County Courthouse is now used to house the County Museum.

Parking has become a significant issue for employees and visitors at the County Government Center campus. There are currently 1,607 spaces located on the campus, most being in the parking structure and the remainder distributed over five surface parking lots adjacent to County buildings. In 2014, San Mateo County commissioned a Parking and Traffic Assessment of the Government Center campus by Fehr & Peers Traffic Engineers. Their report noted existing parking

facilities were 83% occupied which is considered almost full (85%) at peak times. Jury parking is experiencing consistent shortfalls during peak occupancy due to expansion of court services.

The economic growth and significant rise in real estate prices has created new challenges for the long term planning of the Government Center campus. It is quickly being surrounded by large residential housing and commercial developments making it increasingly difficult and cost prohibitive for the County to expand the Government Center campus in the future by acquisition of new property. The County recognizes there are many opportunities to better utilize the existing buildings and land currently located on the campus. They also acknowledge there is value to reducing the amount of space currently being leased and consolidating services for communities within each of the five County Districts. The County needed a master plan, a strategic roadmap to anticipate future asset utilization, resource allocation, and prioritization of fiscal decisions.



San Mateo County History Museum (San Mateo County Courthouse)

San Mateo County commissioned a countywide Facility Master Plan by Architecture and Planning firm HOK in 2011. This report included all of the County's primary campuses including the Government Center. Their objective was to assess existing County assets and identify opportunities to improve performance and/or consolidate services. Two sites were featured that would provide the County with the most opportunity for future development: the Motor Pool site located west of the existing parking structure and the FATCO (First American Title Company) site located east of the Hall of Justice building. Both of these sites have small buildings under two stories surrounded by large surface parking lots. Three Alternative Strategies in the report identified potential locations for a future County Administrative Center (COB3), Customer One Stop Building (COB4), new parking structure, and new plazas/outdoor open space amenities.

In April 2012, San Mateo County residents voted in favor of Measure A, a half-cent general sales tax that will be used to support essential County services and to maintain or replace critical facilities. Within Measure A are several initiatives that directly impact the Government Center campus. In 2014, HOK updated the 2011 Facilities Master Plan and provided the County with three new Alternatives for a Government Center Development Strategy. The preferred option identified placement for a new Public Safety Center at the existing Motor Pool site, a new 116,000 County Office Building (COB3) on the FATCO/Lathrop site, and a new parking structure for 750 cars.

Dreyfuss + Blackford Architecture (D+B) has been selected by the County of San Mateo to build upon the work of these previous studies with a greater focus on the analysis and programming needed to establish the right size for COB3 and a future parking structure. The purpose of this Scoping Study is to evaluate and identify County departments, divisions, functions, and services that would benefit significantly from being located in COB3 at the Government Center campus. The analysis will include services located in leased spaces throughout the County and at campuses outside of the County seat such as the Tower Road Corporation Yard and Health Campus in the city of San Mateo.

Determining the program for COB3 allows the County to consider various service delivery advantages and explore optimal placement of the building with consideration to the site opportunities identified by HOK's previous reports. Phasing for construction of COB3 and any disruption to existing County functions are important considerations for this study. Programming for COB3 will also enable D+B to establish parking space projections for determining the size of a new parking structure that will support long-term expansion at the Government Center campus. Based upon the County's preferences, a cost estimate is generated to guide the County with management of the fiscal impacts and capital outlay needed to implement these projects.

Project Vision

The San Mateo County Facilities Master Plan established six main goals that were translated into performance criteria and standards for implementation. They are relevant to the efforts of this study, and have been summarized as:

- *Public Service - public convenience and ease of access*
- *Function and Efficiency - improves County operations and delivery of services*
- *Quality of Environment - safe, sustainable, supports wellness of people*
- *Cost Effectiveness - optimizes existing facilities, reduces facilities and maintenance expenses*
- *Community Interface - improves community context and sustainability*
- *Property Management - efficient use of existing and leased assets.*

Building on these goals, D+B conducting a Visioning Session with the project's Core Team during the Project Kick-Off Meeting. The Core Team included Board of Supervisors Don Horsley (District 3) and Warren Slocum (District 4), County Manager Jon Maltbie, Assistant County Manager Mike Callagy, and Department of Public Works Director Jim Porter. Collectively, they expressed a vision for the Government Center campus that drives the intent of the scoping study with these statements:

Provide a strong public identity and improved access for the County Seat and core County government functions.

Right-sizing the new COB3 and Parking structure to bring the best long-term value to the County and the public.

Consolidation of select government facilities located throughout the County to provide better efficiency and financial benefits.

Create flexible state-of-the-art Government and workplace environments for the next 30 plus years.

These vision statements will be the backbone for design and development of the project through construction. With such limited area to expand the Government Center, it is imperative the County optimizes the land and available assets already on the campus. Decisions made during this Scoping Study will be constantly tested and measured to confirm they are in alignment with this vision, especially as the project moves forward.

Sustainability Design Commitment

As part of an overall commitment of San Mateo County to sustainability and a goal of achieving "carbon neutrality" (Zero Net Energy), new facilities are required to be built to last and promote environmental quality and resource conservation through sustainable design and construction. Projects shall be designed and constructed to maximize sustainable attributes including, but not limited to, state-of-the-art building design, mechanical design, and material selection, and building integrated renewable energy generation systems. The building design are required to establish specific plans and strategies for achieving these goals, and the construction documents will include sustainable construction practices and techniques.

Project Scope

San Mateo County contracted with Dreyfuss+Blackford Architecture (D+B) to initially assess, from an architectural and planning perspective, potential building program components that would be optimally located in the new County Office Building #3 (COB3) at the Government Center campus near downtown Redwood City. This study required coordination with other County studies and assessments currently taking place at the San Mateo Medical Center and Tower Road campuses. The County Department of Public Works developed the following list of departments and functions to be included in the study for location in the new COB3:

- Board of Supervisors Chambers, Offices, Support
- County Manager Offices
- County Counsel Offices
- Possible components of Sheriff's Office (currently located in the Hall of Justice and Maguire Buildings)
- Department of Environment Health
- Health Administration & Finance (currently located at the San Mateo Medical Center)
- Library Administration (currently located at the Tower Road Corporation Yard)
- Possible 'One Stop Shop' center for public services
- Possible non-county tenants

In addition to defining the program, basic blocking & stacking studies were developed to define the footprint and height of the new building. These studies explore placing COB3 on the FATCO/Lathrop site east of the Hall of Justice building. This full city block currently has three buildings surrounded by surface parking lots:

- Traffic Court (San Mateo Superior Court)
- Lathrop House (listed on the National Register of Historic Places in 1974)
- San Mateo Credit Union (formerly known as the First American Title Company - FATCO)

D+B used a methodology and approach to programming that was highly inclusive and collaborative. During the process, many interviews and site tours with key County staff were conducted. In these discussions, it became apparent the County had other administrative functions in leased space at 801 Gateway and North County Clinic Facility that could potentially benefit from being included in the study. A detailed description of D+B's programming process and each department involved in the study is provided in the Approach and Methodology Section of this report.

Based upon the final space and staffing outcomes for COB3, the traffic estimates in the 2014 Focused Parking and Traffic Assessment will be updated for determining the campus parking requirements and size of a new associated parking structure. Redwood City has expressed an interest partnering with the County to offset the cost for an additional 350 parking spaces in the structure designated for public use. The optimal location for the parking structure in this study is the existing jury lot located north of the existing parking structure. This location provides the best level of service on adjacent streets, driveway placement, and queuing for a large parking structure. For this study, the height of the new parking structure is assumed to be six stories.

Section 3.0

Project Approach and Methodology

PROJECT APPROACH AND METHODOLOGY

The focus of this Scoping Study is aimed at investigating the feasibility and programmatic requirements of relocating specific County functions into a new County Office Building (COB3) at the San Mateo County Government Center in Redwood City. The functions/departments considered for relocation are currently housed in multiple, aging County facilities and leased spaces throughout the County's five districts. The vision for this study is to consolidate related departmental functions in order to provide better operational efficiency, efficient services, and financial benefits.

The Consultant Planning Team used a highly inclusive and collaborative approach that was conducted in three stages starting with gathering of information related to the targeted County functions, followed by analysis of data collected and conceptual planning, then concluding with evaluations of the planned options and presentation of recommendations for estimating project costs.

No.	Task Description	Date- estimated	Notes
1	Develop list of Departments/Divisions most suitable for locating in COB3.	Apr - Week 1	
3	Kick-off meeting with County Core Team.	Apr - Week 2	Core Team Meeting A-1
2	Gather existing Program data and review	Apr - Week 3	
4	Develop Questionnaire and schedule Department/Division Interviews.	Apr - Week 4	Meeting A-2
5	Conduct Department/Division interviews and tour existing facilities.	May - Week 1	(target two days of site meetings)
6	Develop preliminary staffing and space projections for Departments/Divisions; review with County Core Team.	May - Week 2	Core Team Meeting A-3
7	Develop Adjacency Matrix, Operational Flow Diagrams, and preliminary Parking Demand Matrix.	May - Week 3	
8	Review Adjacency Matrix, Operational Flow Diagrams, and preliminary Parking Demand Matrix.	May - Week 4	Meeting B-1
9	Develop campus master plan with new COB3 Block & Stack and parking structure footprint.	Jun - Week 1	
10	Review campus master plan and phasing with County Core Team.	Jun - Week 2	Core Team Meeting B-2
11	Progress meeting concerning (with) County Department/Division Heads.	Jun - Week 3	Meeting B-3
12	Campus master plan and phasing plans production	Jun - Week 4	
13	Review final campus plan with County Core Team; define Plan Options.	Jul - Week 1, 2	Core Team Meeting C-1
14	Parking Structure Working Session (WS #1)	Jul - Week 1	WS #1
15	Develop Draft Scoping Study report with final defined Options	Jul - Week 2	
16	Submit Draft campus plan with new COB3 and Parking Structure for cost estimate	Jul - Week 2	
17	Costing Working Session (WS #2)	Jul - Week 3	WS #2
18	Submit ROM cost estimate and Scoping Study report to County Core Team for review/comment	Jul - Week 4	Core Team Meeting C-2
19	Incorporate comments/ finalize Scoping Study	Aug - Week 1	
20	Final Report Production and document submittal to County	early/mid Aug	

Period A - Information Gathering

To fully understand the operations and space needs of the County functions being considered for this study, a combination of information collection channels were used by the Consultant Planning Team during the initial period of work:

Background Research

The study started with a fact-finding exercise that included reviewing the County census data, budget reports, local zoning codes, regulations, and governmental organization. Special attention was given to understanding the County's population, growth and distribution, demographics, current site properties and relationships between various operating entities.

Projected Population Growth by Cities in San Mateo County

	2005	2010	2015	2020	2025	2030	2035	Growth 2000-35
ATHERTON	7,300	7,400	7,500	7,600	7,600	7,600	7,600	6%
BELMONT	25,500	25,700	26,400	26,900	27,700	28,100	28,600	14%
BRISBANE	3,700	3,900	4,600	5,300	6,100	7,000	7,700	114%
BURLINGAME	28,300	28,400	29,900	31,700	32,900	34,000	35,100	25%
COLMA	1,500	1,600	1,700	1,800	1,900	1,900	2,000	68%
DALY CITY	104,800	105,600	111,700	118,000	122,700	129,700	136,900	32%
EAST PALO ALTO	32,200	32,700	34,900	37,100	39,200	41,400	43,300	47%
FOSTER CITY	29,900	30,100	31,000	31,700	32,300	33,000	33,600	17%
HALF MOON BAY	12,600	13,000	13,200	13,400	13,600	13,800	13,900	17%
HILLSBOROUGH	11,000	11,100	11,500	12,000	12,500	13,000	13,400	24%
MENLO PARK	30,700	31,700	33,300	34,600	35,800	36,700	38,500	25%
MILLBRAE	20,900	21,600	22,600	23,600	24,700	25,700	26,700	29%
PACIFICA	38,700	39,000	39,100	39,300	39,500	39,600	39,700	3%
PORTOLA VALLEY	4,500	4,500	4,500	4,500	4,500	4,500	4,500	1%
REDWOOD CITY	75,100	76,100	79,800	84,400	88,700	92,400	96,200	28%
SAN BRUNO	41,400	43,000	45,600	48,600	51,200	53,400	55,800	39%
SAN CARLOS	28,200	28,400	29,400	30,900	32,000	32,700	33,300	20%
SAN MATEO	94,700	95,200	100,200	105,700	111,100	116,200	121,500	31%
SOUTH SAN FRANCISCO	61,700	63,200	66,600	69,700	72,500	75,200	77,700	28%
WOODSIDE	5,600	5,700	5,600	5,600	5,700	5,700	5,700	7%
UNINCORPORATED	63,600	65,400	67,800	68,900	70,200	71,200	71,300	16%
SAN MATEO COUNTY	721,900	733,300	766,900	801,300	832,400	862,800	893,000	26%

Projected County Population Growth and % Share in the State

	2010	2020	2030
San Mateo	733,300	801,300	862,800
California	37,312,510	40,817,839	44,574,756
County % Share of State	2.0%	2.0%	1.9%

Source: ABAG 2009 and <http://www.dof.ca.gov/research/demographic/reports/projections/interim/view.php>

County of San Mateo Government Center
New County Office Building and Parking Structure
Scoping Study

San Mateo County Office Space Demand and Supply: Comparison of Current Vs. Target Utilization						
Departments	2010 Owned + Leased (USF)	2010 USF/person	Space Need at Current utilization (2029)	Space Shortfall at 2029	Space Need at Improved utilization (2029)	Space Shortfall at 2029
Agricultural Commissioner / Sealer	6,258	232	7,824	-1,566	6,145	113
Assessor-County Clerk-Recorder	40,461	382	48,107	-7,646	22,942	17,519
Board of Supervisors	6,320	333	7,451	-1,131	6,814	-494
Controller's Office	10,558	271	12,615	-2,057	8,603	1,955
Coroner's Office	2,989	214	3,604	-615	3,073	-84
County Counsel	10,420	289	12,377	-1,957	7,784	2,636
County Library	8,356	270	9,403	-1,047	6,350	2,006
County Manager/Clerk of the Board	11,766	327	13,976	-2,210	7,784	3,982
Department of Child Support Services	23,511	270	27,369	-3,858	18,435	5,076
Department of Housing	11,790	842	13,267	-1,477	2,868	8,922
Department of Public Works	29,100	267	32,746	-3,646	22,327	6,773
District Attorney/Public Administrator	37,833	310	43,620	-5,787	25,605	12,228
Human Resources	20,251	397	24,778	-4,527	11,266	8,985
Human Services Agency	246,314	353	306,202	-59,888	157,726	88,588
Information Services Department	33,855	242	40,546	-6,691	30,521	3,334
Real Property Services	1,907	477	2,098	-191	819	1,088
Parks Department	4,860	347	5,469	-609	2,868	1,992
Planning and Building	15,590	332	19,239	-3,649	10,652	4,938
Probation Department	34,865	209	39,233	-4,368	34,208	657
Public Safety Communications	6,752	135	8,206	-1,454	11,061	-4,309
Sheriff's Office	57,654	233	64,877	-7,223	50,595	7,059
Treasurer - Tax Collector	13,281	229	16,233	-2,952	12,905	376
Non- Health Space Sub-Total	634,691		759,239	-124,548	461,350	173,341
Health System - Health Department	114,096	120	136,600	-22,504	124,328	-10,232
Health System - SMMC	81,831	71	97,072	-15,241	88,406	-6,575
Health Space Sub-Total	195,927		233,672	-37,745	212,734	-16,807
COUNTYWIDE SPACE TOTALS	830,618		992,910	-162,292	674,084	156,534
Cells shaded in gray indicate Data received from DPW, San Mateo County						
Cells shaded in orange indicate Space Need and shortfall at Current Utilization						
Cells shaded in blue indicate Space Need and shortfall at Current Utilization						



SHARED VISION / SHARED COMMITMENT

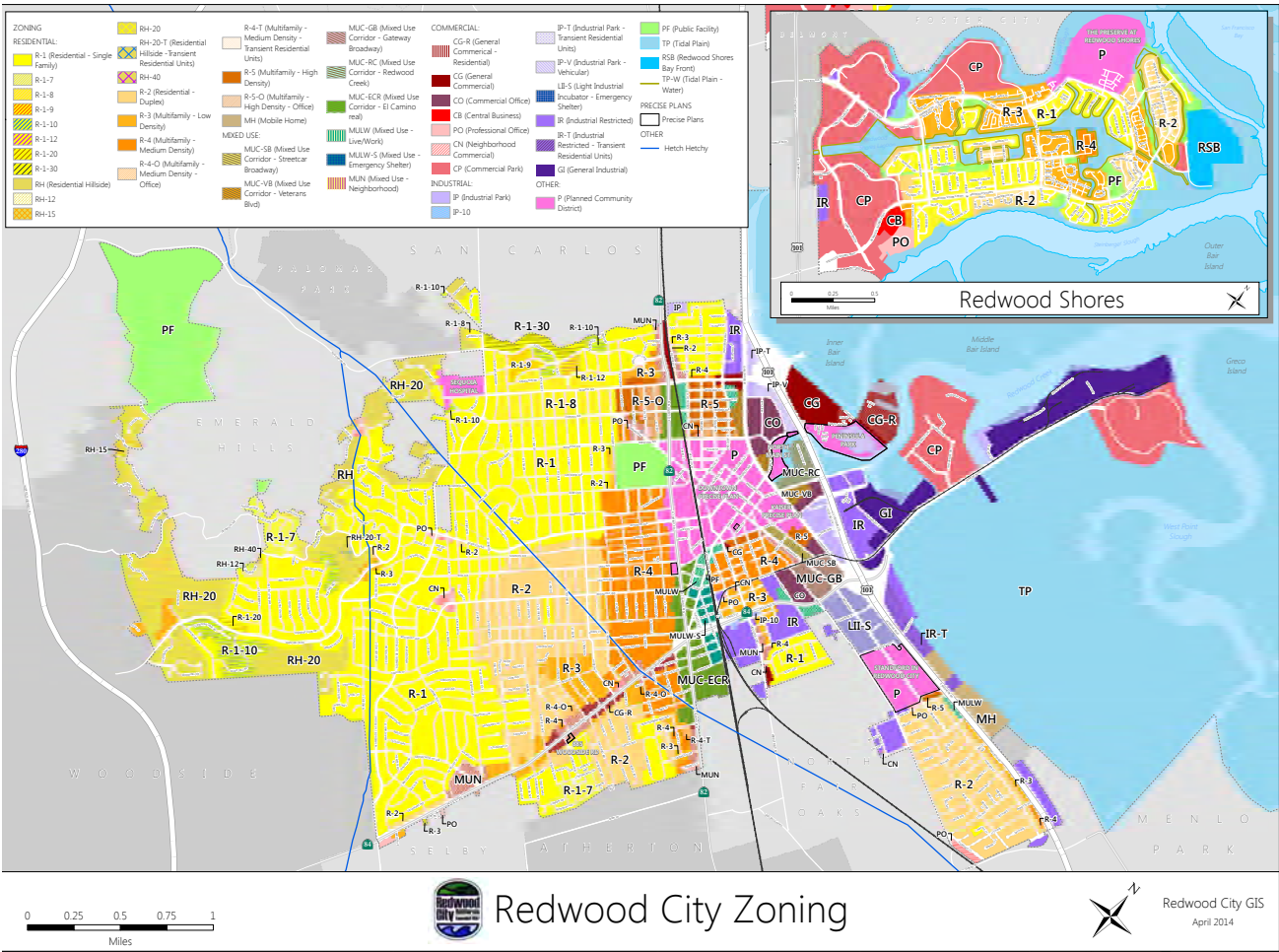
COUNTY OF SAN MATEO

FY 2015-16
FY 2016-17

RECOMMENDED BUDGET

County of San Mateo Government Center
New County Office Building and Parking Structure
Scoping Study

January 27, 2017



Online Surveys

Obtaining direct feedback from the people that work daily in the facilities considered for this study is useful in order to understand the operations and needs of their environment. Creating an online survey is a good tool for collecting information from groups of individuals in a consistent and systematic manner. In advance of scheduled in-person meetings, an online survey was distributed to the following departments for input:

- Board of Supervisors
- County Counsel
- County Manager
- Health Services
- Library Administration

The survey's questions requested basic information about the functional tasks performed, number of staff working in the department (and other related locations), staffing projections, the impact of new technology, working relationships with the other County functions, space use patterns and needs (including offices, conference space, storage, etc.), transportation and parking demands, as well as general feedback on their current venues. Responses to the surveys were analyzed for trends and space usage patterns that would support planning for future office areas including the various sizes for conference spaces that could serve their meeting demands better, the mix of private offices vs. cubicles, the need for hoteling stations, and the use of collaborative (informal meeting) spaces.

User Interviews

Following completion of the online surveys, in-personal meetings were conducted with the targeted groups to evaluate workplace efficiency and opportunities for development. Discussions were intended to understand their operations and workflow; how they work with peer groups, other County departments and the public; how they utilize the spaces now and in the next 5 to 10 years; note down any special functional requirements; what transportation and parking needs their staff have; and feedbacks on their current facilities on what works and what not.

Discussions were documented in meeting minutes for planning reference. The space requirements, inter-departmental/public relationship and their operational flow were used for developing a preliminary program outline for the functions being considered in the proposed new COB3.

Site Visits

In addition to online surveys and user interviews, site visits were also made to the Hall of Justice, Medical Center on 37th Ave., 801 Gateway, County Office Building 2 (COB2), the Tower Road Campus and North County Facility to provide firsthand observations on the daily operations, building conditions and department space layouts. These visits provide a better understanding of the departments/functions at their existing operating venues today that would help with planning for their future provisions.



San Mateo County Hall of Justice Building, Redwood City, CA

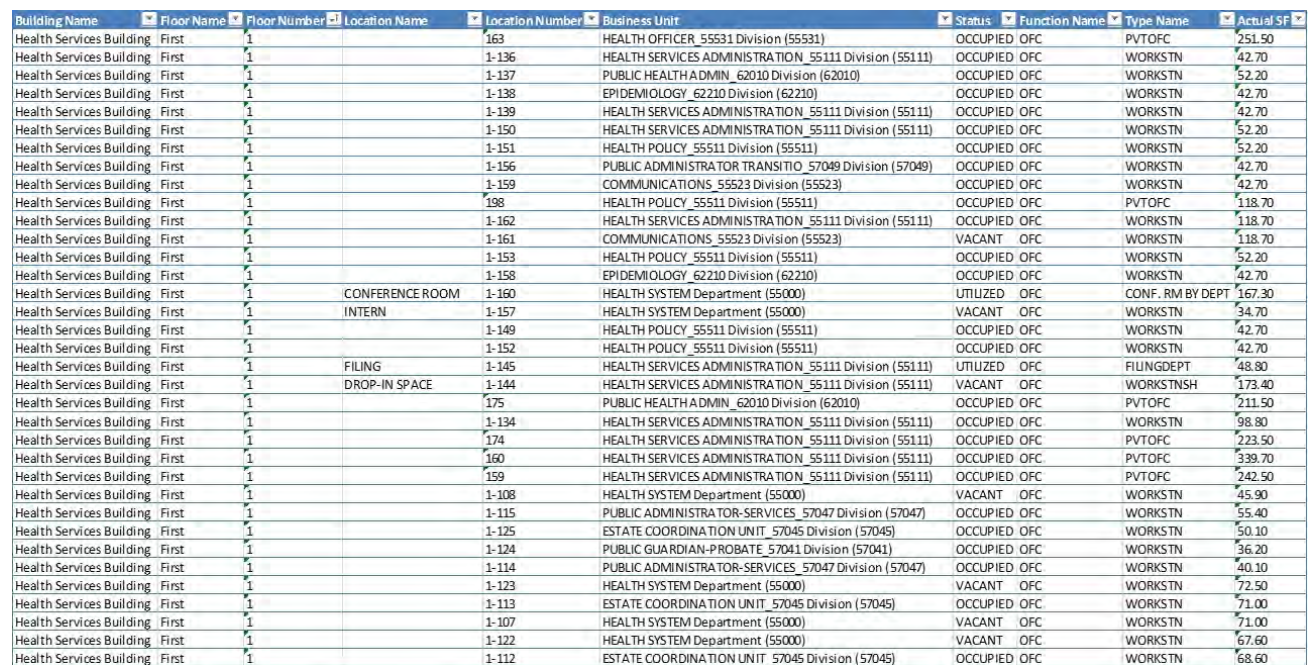
Existing Facility Data and Team Meetings

In addition to the personal feedback collected through surveys, interviews, and site observations, the following information was gathered regarding facilities in which the targeted departments currently reside:

- As-built floor plans in AutoCAD and PDF (from IWMS - Integrated Workplace Management System)
- Facility Space List showing occupied office & cubicle net areas (from IWMS - Integrated Workplace Management System)
- List of County Leased Spaces
- List of County Facilities Rental Charges
- Existing plans and area information of the Health System provided by Taylor Design

The Integrated Workplace Management System (IWMS) is a workplace management system used by San Mateo County to document the assignment of office spaces at facilities throughout the County. Information on the net area, space type, staff occupancy, departmental designation, etc. are available for reporting. Color-coded floor plans and space lists were printed into PDF reports. The as-built layouts provided the Consultant Planning Team with good information about space types, usage and adjacency references for future planning.

In addition to the IWMS reports, lists of leased spaces and the rental charges of all County-managed facilities were also reviewed to identify potential functions/departments for relocation to the proposed new COB3 to improve operational and cost efficiency.



Coordination meetings were held with the Medical Center masterplan project team (including DPW and Taylor Design) to look at the functions within the Health System that might be suitable for relocation to the proposed new COB3.

Another in-person meeting was also conducted at the Department of Public Works with representatives from maintenance, properties, IWMS and the team of the Medical Center masterplan project to review the various sets of facility data for consistency and accuracy.

The Conceptual Program outlined in Section 4 of this study is based on the area data and locations provided in the documents listed above. They provide good basic reference for establishing the space needs for each of the function/department under consideration and also serve as useful baseline for performing comparative cost review.

Period B - Analysis and Planning

Information gathered in Stage A were reviewed and analyzed to develop a preliminary program outline to support the planning of the proposed new COB3. A few potential sites were looked at and tested out on massing configurations for comparative analysis. Multiple development options were generated based on different combinations of programmatic scenarios and the pros and cons of each were then reviewed.

Exit

San Mateo County Government Center Programming

STAFFING PROJECTION

This section of the questionnaire specifically addresses forecasting of future staffing levels for your Department. Dreyfuss & Blackford, in conjunction with County representatives will be using a forecasting methodology that combines empirical processes, good judgement, and defensible data to anticipate growth and demand for County services. Your response will provide helpful feedback to work out an optimal plan.

14. What is your Department's projected staffing growth/reduction for the next 10 years?

- ☐ No noticeable change
- ☐ Less than 5% growth
- ☐ 5% to 10% growth
- ☐ More than 10% growth
- ☐ Less than 5% reduction
- ☐ 5% to 10% reduction
- ☐ More than 10% reduction

15. Do you anticipate any changes resulting from evolving technologies, E-business, and other advances that would reduce the staffing needs?

- ☐ No
- ☐ Yes, please elaborate below

San Mateo County Government Center Programming

WORK CULTURE

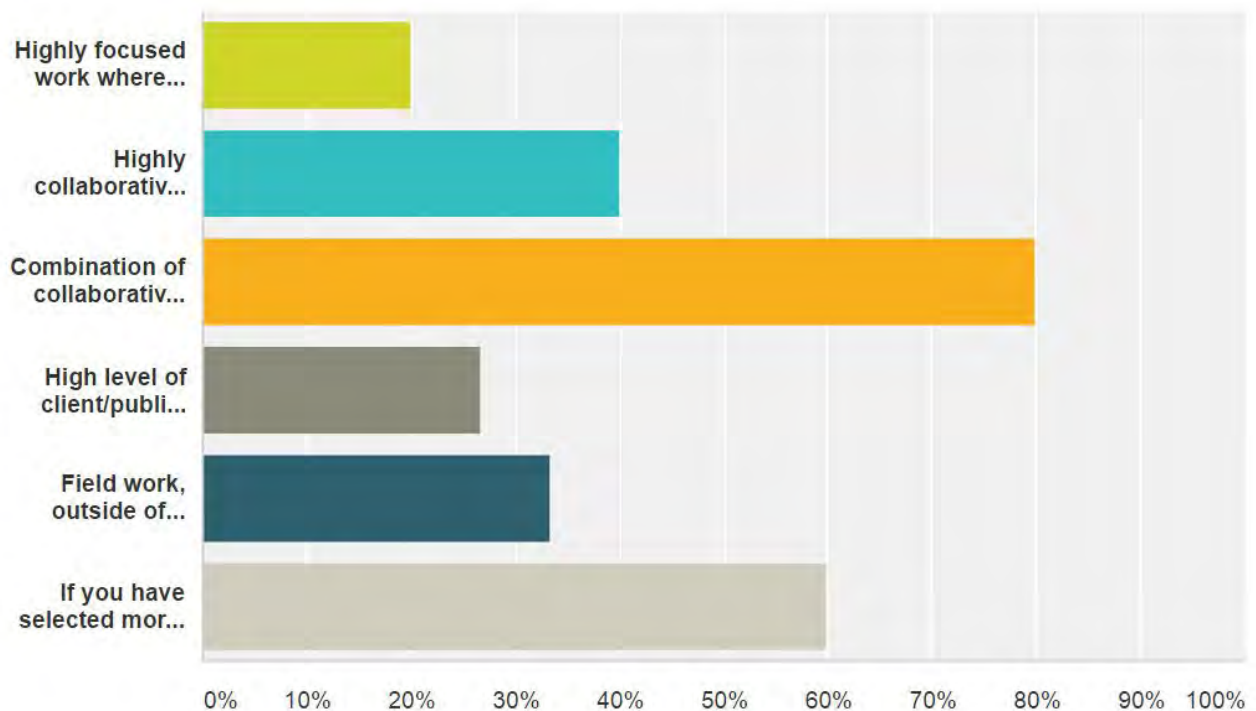
In this section please be inclusive of Full Time Employees, Extra Help and/or Agency Partners of your Department.

16. Please describe the current work culture within your Department.

- ☐ Highly focused work where people typically concentrate on their individual tasks and work independently.
- ☐ Highly collaborative work where staff typically work together in small groups or teams.
- ☐ Combination of collaborative and highly focused staff. Please estimate the percentage in the comments space below your staff that work independently and collaboratively .
- ☐ High level of client/public interaction all day long.
- ☐ Field work, outside of office most of the day.
- ☐ If you have selected more than one of the work cultures listed above please elaborate with estimated percentage for each.

Please describe the current work culture within your Department.

Answered: 15 Skipped: 4



Conceptual Program

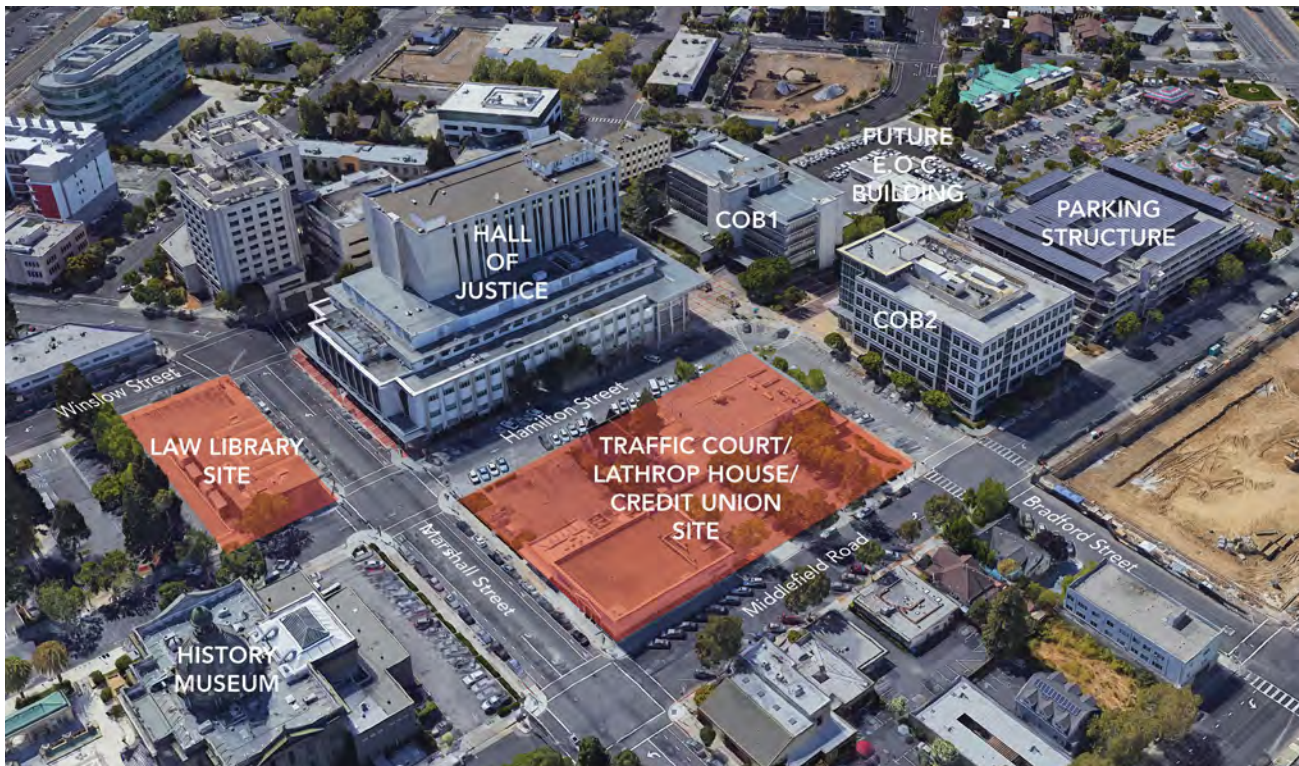
To replace aging facilities and consolidate leased spaces for more efficient County operations, functions and departments at a few existing facilities were reviewed for suitability of relocation which included the following:

- The Hall of Justice
- County Office Building 1 (COB1) at 455 County Center
- County Office Building 2 (COB2) at 555 County Center
- Health Administration Building at 37th Ave Medical Center
- Health System at 801 Gateway
- Tower Road Campus

Information on these office space areas, their physical locations, working relationship with the other departments and public, growth projections, and operations of the functions/departments currently residing in these facilities were compiled into a space list. This formed the basis of a preliminary conceptual program for the new COB3. The spaces were then grouped into three different combinations of gross square footage based on their operational criteria to inform the site massing and development option studies.

Site Massing and Development Options

There are two County-owned parcels available for development of the proposed COB3: the portion of the block where the Law Library is currently located, and the block where the Traffic Court, Lathrop House and San Mateo Credit Union sit. Though they are just across the street from each other, these two sites offer different developmental potentials.



Due to the variation in size, location, orientation, context and configuration of these two sites, massing studies were conducted to test fit in context the three basic development options at different total areas and heights. Three-dimensional block models representing the three development options were generated and overlaid on satellite Google Earth images of the surroundings to simulate how the proposed building would look on site. The associated parking structure was also shown as a block on the nearby jury parking lot to illustrate the relationship and linkage between them.

Blocking and Stacking

In order to verify whether the massing study blocks could comfortably hold all the program functions assigned to each option, a simple blocking and stacking study was performed. The spaces listed under each development option were laid out conceptually on each floor to make sure everything fits within the designated square footage. This does not represent a building design nor the actual spatial relationship between the functions. Those details will be worked out down the road during the design phase. The intent of this exercise was purely to test fit the spaces within the block models on these potential sites.

Period C - Assessment and Documentation

After establishing a conceptual program and studying the various development options on the two sites, feasibility and potential was assessed for each scenario. A rough order of magnitude cost estimate generated with the options was used to inform decision-making for the next steps.

Option Evaluation

The pros and cons of each development option were listed side by side for comparative review. Factors of consideration aligning with the project vision and objectives included:

- Site Usage
- Building Efficiency and Site Logistics
- Growth and Future Expansion
- Relationship and Connection to Other Facilities and Surrounding
- Scale and Civic Presence
- Opportunity for Community Engagement
- Consolidation of Functions in Aged and Leased Facilities
- Functional Efficiency
- Cost of Construction and Operations

High Level Cost Review

The development options were divided up into "components" of site preparation (including demolition and associated relocation), site amenities (including urban design, temporary and permanent parking) and buildings for costing purpose. At this stage, there is no design for detailed cost estimate. Opinion of probable cost was developed based on the known site conditions, approximate building size and height, with basic assumptions on the building systems and site work. The cost information provided was only used for comparative reference to support the evaluation of the three development options. A more detailed cost estimate will be generated later during the design phase.

Implementation Plan

Each of the development options has merits and shortfalls. Some are related to the physical properties of the sites and buildings while some are associated with the level of complexity in the implementation strategy necessitated by the phasing and sequencing of demolishing and building of structures; as well as moving existing functions in and out of spaces.

The step by step planning for developing the three options were analyzed in terms of feasibility, operations, efficiency and cost. The recommended implementation plan provided a framework for continuing the planning efforts of the project and made suggestion for the immediate next steps.

4.0

Section

Findings and Analysis

FINDINGS AND ANALYSIS

Much ground work has been done to support the investigation and analysis of the relocation of selected County functions/departments to the proposed new COB3. The information collected through various resources discussed in the previous section were used to develop a conceptual program with estimated areas, generate blocking and stacking diagrams, and perform massing studies of the development options on the two potential sites to test fit and determine which combination would be in best alignment with the project objectives. Rough order of magnitude cost estimates were then generated for each of the development options to facilitate decision making.

Conceptual Program

With an aim to consolidate County functions by replacement of aged and leased spaces for improved operational and cost efficiency, selected functions at a number of County facilities were looked at for suitability of relocation. An initial space inventory was developed including the department functions, their current locations, ownership status (owned or leased) and gross square footage in a list format for generating probable development options.

Initial entries in this space list came from the data collected during the information gathering phase. There were various sets of facility data received from different sources. Some were provided by the Integrated Workplace Management System (IWMS) that recorded only the net area of occupied office spaces and some came from area measurements off the as-built facility plans. Those were compared to and reconciled with the County facility rental database that contained the gross rental areas. This space list was further reviewed with the project team at an in-personal meeting at DPW and verified with the respective operators and users at interviews and site visits.

County Functions	Current Location	Owned/ Leased	Current GSF	Design GSF	Option 1	Option 2	Option 3
Board of Supervisors	HOJ	Owned	6,320	8,826	8,826	8,826	8,826
County Counsel	HOJ	Owned	10,420	10,941	10,941	10,941	10,941
County Manager	HOJ	Owned	8,202	8,858	8,858	8,858	8,858
Library Admin	Tower Road	Owned	8,356	8,774	8,774	8,774	8,774
PBX/Call Center	225 37th Ave	Owned	3,018	3,169	0	3,169	3,169
Health Admin	225 37th Ave	Owned	5,000	5,250	0	5,250	5,250
Health Services Finance	225 37th Ave	Owned	3,500	3,675	0	3,675	3,675
Health Foundation	225 37th Ave	Owned	974	1,023	0	1,023	1,023
Hospital Consortium San Mateo	225 37th Ave	Owned	290	305	0	305	305
BHRS Admin	225 37th Ave	Owned	10,500	11,025	11,025	11,025	11,025
Aging & Adult - Base Department	225 37th Ave	Owned	9,300	9,765	9,765	9,765	9,765
Aging & Adult - North County	801 Gateway	Leased	9,778	6,355	0	0	6,355
Medical Center Finance/Accounting	801 Gateway	Leased	13,968	9,079	0	0	9,079
Emergency Medical Services	801 Gateway	Leased	4,190	2,724	2,724	2,724	2,724
Family Health - North County	801 Gateway	Leased	1,397	908	0	0	908
Health IT	225 37th Ave	Owned	2,187	2,296	0	2,296	2,296
LEAP	225 37th Ave	Owned	3,000	3,150	0	3,150	3,150
Health Policy and Planning	225 37th Ave	Owned	4,200	4,200	0	4,200	4,200
SamTrans	San Carlos	N/A	70,000	70,000	0	0	70,000
Conservatorship Investigation	900 Veteran	Leased	2,200	2,200	0	2,200	2,200
One-Stop-Shop	N/A - Add new	N/A	1,000	1,000	1,000	1,000	1,000
Ceremony/Lobby/Press	HOJ	Owned	5,000	5,000	5,000	5,000	5,000
Hoteling Stations	N/A - Add new	N/A	1,000	1,000	1,000	1,000	1,000
Human Resources	COB1	Owned	15,754	16,541	0	16,541	16,541
Assessor (2 floors)	COB2	Owned	26,923	28,269	0	0	28,269
Tax Collector	COB1/COB2	Owned	13,076	13,730	0	0	13,730
Controller	COB2	Owned	9,800	10,290	0	0	10,290
					67,912	109,721	248,352
Growth Factor (5%) =					71,308	115,207	260,770
Infrastructure Factor (5%) =					74,873	120,968	273,808

LEGEND

Blue Text = Functions in Original Scope to relocate

Smallest - Departments included in all Options

Medium - Departments included in Options 2 & 3 only

Largest - Departments included in Option 3 only

At the user meetings, discussions were focused on the usage of the current spaces in support of the operations to identify the needs and deficiencies to be addressed in the design of the future new facility. For example, it was noted that the offices of the Board of Supervisors, Count Manager and County Counsel are currently located in the Hall of Justice building that was built in 1953 and has been occupied for over 60 years way beyond its normal service life. Due to the building constraints, the offices were laid out quite inefficiently that have been retrofitted from different usage over time. The spaces are mostly disjointed, hindering communication with other departments and the public constituents. Privacy is also a concern because of the lack of meeting spaces for private/confidential discussions and phone conversations. The shortage of meeting and collaboration spaces was shared by a few other departments located in the other facilities interviewed. Similarly, the need for natural light and staff amenities such as pantry, break room, outdoor spaces were also brought up by a number of users at various locations. Hence, the areas planned for these departments should not straightly use the current areas occupied but should also factor in appropriate adjustments to provide for optimal and efficient modern offices.




In addition to the investigation of current departmental area, projection on the staffing growth was also considered based on the online survey results and user discussions regarding their current and projected operational needs. In general, it was estimated that a modest growth ranging from 5% to 8% was anticipated in the next 5 to 10 years. Therefore, a growth allowance was applied to each function to arrive at the estimated design gross area for planning purpose.

Besides the space sizing, the operational/spatial relationship between the various functions were also noted from the online survey, user interviews and as-built layouts. Some departments require direct adjacency for most efficient operation while some can communicate effectively via phone, emails and occasional meetings without the need for physical proximity. There are also some departments that have regular interface with the public and need to be in locations convenient for public access and communications. These inter-departmental relationships were taken into account in generating the development options, grouping those closely associated functions together.

Based on the sizing and functional relationship of the spaces, three development options were proposed for the new COB3:

1. Smallest "Red Scheme" – This includes the key County functions located in the Hall of Justice and a few selected Health System functions from the Medical Center Campus that operate closely with the County's other administrative functions in downtown Redwood City and the Library Administration at the Tower Road Campus.
2. Medium "Green Scheme" – This includes the key County functions located in the Hall of Justice and a majority of the administrative Health System functions at the Medical Center Campus and the Library Administration at the Tower Road Campus. This option also envisions the creation of a one-stop-shop function to serve the public.
3. Largest "Blue Scheme" – This includes the key County functions located in the Hall of Justice and a majority of the administrative Health System functions at the Medical Center Campus and leased facility at 801 Gateway; the Library Administration at the Tower Road Campus; and a potential non-County tenant. This option also envisions the creation of a one-stop-shop function to serve the public.

These three development options presented developmental opportunities of progressing levels of capital investment, functional efficiency and civic engagement. The pros and cons were analyzed for side-by-side comparative review.

Option 1		Option 2		Option 3	
					
PROS	CONS	PROS	CONS	PROS	CONS
Does not require relocation of Traffic Court, Lathrop House and demolition of San Mateo Credit Union.	Small floor plate; not efficient space layout.	Efficiently sized floor plate to support flexible space planning.	Require relocation of Lathrop House and demolition of San Mateo Credit Union.	Large, efficient floor plate to allow flexible space planning.	Require relocation of Traffic Court, Lathrop House and demolition of San Mateo Credit Union.
Preserve the Traffic Court site for future development.	Can only accommodate selected County functions.	Preserve the Law Library site and Traffic Court site for future development.	Cannot accommodate all the functions currently in aged buildings and rented spaces.	Preserve the Law Library site for future development.	Larger floor plate requiring more distributed building service core spaces.
	Constrained site, no space for future expansion.	Adjacent to HOJ, COB1, COB2 and parking structure.		Adjacent to HOJ, COB1, COB2 and parking structure.	Slightly larger massing than adjacent buildings.
		Building size and height in comparable scale to adjacent buildings.		Opportunity for community open space in front of building to enhance civic presence.	
		Does not require relocation of Traffic Court.		Relocate the functions currently in aged buildings and rented spaces.	
		Opportunity for modest community open space in front of building.		Opportunity to incorporate some retail or leasable space on the first floor along Middlefield Road.	
		Space on site for future expansion.		Space to accommodate a non-County tenant.	
		Relocate some of the functions currently in aged buildings and rented spaces.		Creation of One-Stop-Shop function.	
		Creation of One-Stop-Shop function.			
Size = 74,873 GSF		Size = 120,968 GSF		Size = 273,808 GSF	
ROM Construction Cost = \$120M to \$140M		ROM Construction Cost = \$150M to \$170M		ROM Construction Cost = \$240M to \$260M	

Dreyfuss + Blackford

Blocking and Stacking Studies

Using the space available for each development site at the Government Center campus, the Consultant Planning Team developed conceptual blocking and stacking building diagrams for the future COB3 and Parking structure. Three development options were generated based on the functional relationships of the divisions and the size of the spaces. All three options include a new Parking Structure for 1,200 stalls, 6 levels 70,000 gsf per floor. These blocking diagrams were developed based upon the Vision Statement, goals, objectives, and criteria established during the previous project stages. The Steering Committee confirmed these blocking concepts aligned with the project's Vision Statement.

Option 1 - A five story building with a total of 74,873 GSF and a new Parking Structure with 1,200 stalls. This option locates the building on the cleared law library site

Option 2 - A five story building with a total of 120,968 GSF and a new Parking Structure for 1,200 stalls. This option locates the building on the cleared credit union and Lathrop House site.

Option 3 - A five story building with a total of 273,808 GSF and a new Parking Structure with 1,200 stalls. This option locates the building on the cleared credit union, traffic court building and Lathrop House site.

In all of the options the main lobby will be designed to facilitate different county ceremonies and will include a one-stop-shop, with similar customer services located adjacent to each other. This will improve the delivery of services to the public. This public counter will be collocated, which will help better serve the public, and provide continued collaboration between the Divisions/Programs.

Site Development Options

In conjunction with development of blocking and stacking diagrams, the Consultant Planning Team further refined the three options into site and building concepts. These concepts begin to define the building form, adjacencies, parking, entry locations and contextual site information.

Employee and visitor safety within the campus and County buildings has always been a key component of their design. It was equally important that any safety measures taken would not be overtly obvious. Safety concerns were addressed by creating entry points into the building that were located to effectively separate staff and public circulation. The building's main entry brings the public into a central lobby with access to the one stop shop, a reception space with representatives from many departments available to provide assistance. The new Parking garage is connected to the campus and COB3 by a pedestrian promenade.

In all three options, the new location of COB3 responds to both the existing county buildings, vehicular circulation and established pedestrian paths. The building has been sited in close proximity to the Hall of Justice, History Museum and existing COB1 and COB2. Each site and building concept is only for study and test fit purposes. It is not intended as a final building location.

Campus Parking

One of the greatest current and future development needs at the County Government Center is to provide adequate vehicle parking facilities for a growing user base. This user base can be categorized into four main groups:

- Public use of general Government Facilities/Departments/Services
- Public use of dedicated Judicial Facilities including Jury/Courts Parking
- County/Judicial Employees and Contractors
- General use supporting downtown Redwood City Commercial/Retail venues

Each group has grown or is projected to grow over the next 20 years. In particular, the dedicated Jury Parking areas are at full capacity and in current need of expansion.

The County continues to support a 'Transit Friendly' stance encouraging all users of the Redwood City Government Center to fully utilize local public transit systems/services including SamTrans and Caltrain. Recently, a new employee shuttle system was developed with multiple routes connecting facilities throughout the County. Further study may be beneficial to identify new parking facilities in support of a regional transit hub/public transportation transfer zone.

With the addition of the new County Office Building (COB3), vehicle parking requirements will substantially increase. The outcome of this Scoping Study supports previous master planning efforts showing new structured parking at the Government Center Site.

Summary of Existing Parking Stalls at the Government Center Site:

	<i>Existing Stalls</i>	<i>Displaced Stalls</i>	<i>Notes</i>
Jury Parking:	151	151	All displaced by proposed new parking structure
Childcare Center Lot: County/Jury:	149	37	25% displaced (37 stalls) with new structure
555 County Center Basement:	62	0	
Existing Parking Structure:	984	0	Re-zone use
County Center Street:	88	66	75% displaced (66 stalls) by closure of Hamilton Street
Lathrop Lot:	11	11	All displaced by proposed new COB3
Law Library/History Museum:	68	0	To remain unless COB3- Option 1 is selected
BOS/CMO/Courts Lot:	24	24	All displaced by proposed new COB3
Motor Pool (future "ROC"):	70	40	Displaced by construction of new EOC (ROC)
TOTALS::	1607	329	1278 existing campus stalls will remain if Option 2 or Option 3 is selected.

Projected Parking Demand to Support Development:

Displaced stalls noted above:	329
New stalls for COB3 (based on Option 2):	363 (120,968gsf: at 3.0 stalls per 1,000gsf)
New stalls sponsored by Redwood City:	250 (to be confirmed)
Additional site growth:	235 (+25%)
PROJECTED PARKING DEMAND:	1,177 stalls
New Parking Structure:	1,200 stalls (6 levels)

Proposed Additional Structured Parking

To accommodate parking for the replacement of displaced stalls and growth described above, a new six level Parking Structure is recommended for 1,200 stalls above grade, averaging 200 stalls per level. Total square footage for this Parking Structure is estimated at 420,000 gsf with a ROM construction cost estimated at \$119.64 per sf = \$50,250,000 (excluding soft costs and escalation). This estimate does include costs to support added infrastructure, drop-off areas, transportation transfer zones, and building/site amenities at the first level. Additionally, the estimate assumes a premium for exterior architectural and wayfinding/signage design elements.

As shown in the Projected Parking Demand above, Redwood City has expressed an interest in supporting this development of a new Parking Structure to increase parking availability for the well-developed commercial/retail corridor along Broadway Street. For this study, an additional 250 stalls have been included. This count is biased towards additional stalls being available after typical County business days/hours for the City's use.

At the conclusion of all master planned development, the Government Center campus would provide approximately 2,478 vehicle parking stalls. This increases parking capacity at the campus by 871 stalls, approximately 54% and places 2,184 stalls (88% of the total capacity) in the two parking structures: one existing, one new.

This study recommends placement of the new Parking Structure adjacent to the existing parking structure. The existing Jury Parking surface lot north of the existing structure is recommended due to lot size and street access. Additional site options at the Government Center were studied but the area needed for an efficient parking floor-plate and access to main traffic routes were deficient at all other campus locations. Street frontage on Veterans Boulevard and Middlefield Road allow multiple locations for entrances/exits and the required vehicle/lane stacking. The new Parking Structure location in this study is supported by previous campus master plans and traffic analysis/studies because it reinforces a 'Parking Use' zone at the main vehicle entrance to the Government Center off Veterans Boulevard.

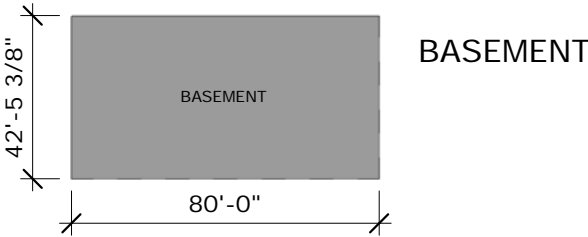
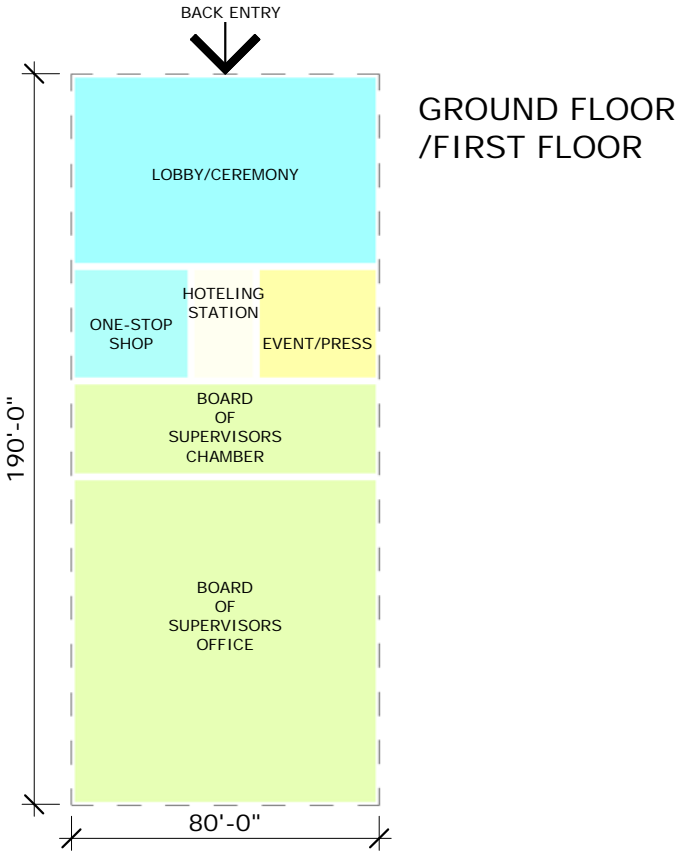
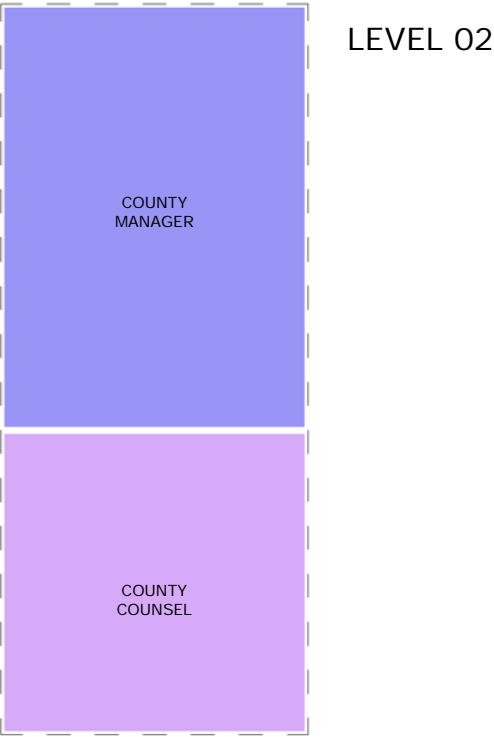
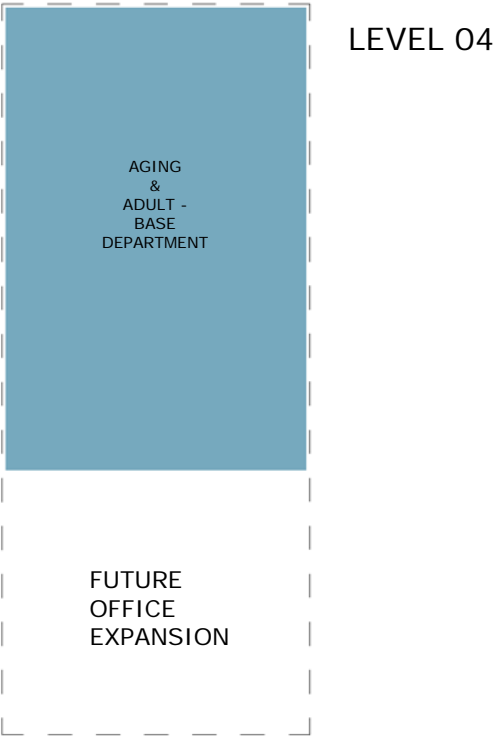
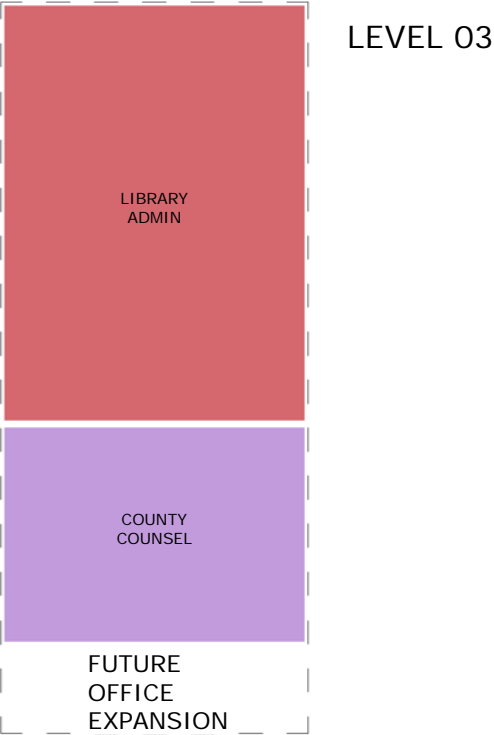
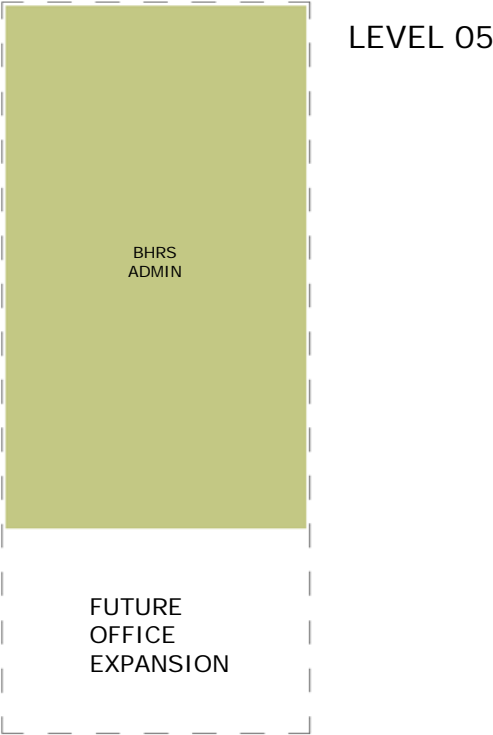
Parking uses at the existing structure would be re-zoned to best provide support for public use. This could involve relocating dedicated employee parking from the existing structure to the new structure. To support a drop-off zone and possible future transit hub components for the new Parking Structure, an east/west access road is proposed between Middlefield Road and Winslow Street. Additional traffic analysis and studies will be necessary to confirm final campus vehicle entrance/exit routes.

One benefit to the proposed placement of the new Parking Structure is the ability to incorporate exterior architectural elements and signage on the Veterans Boulevard frontage for the Government Center campus entrance. Past traffic studies noted the intersection of Veterans Boulevard and Middlefield Road as the primary entrance for all vehicles coming to the campus. One goal of this project would be responding to the importance of this intersection and reinforcing a strong element of arrival at the Government Seat of San Mateo County.

The southwest corner of the new parking structure is expected to become a major pedestrian entrance, vertical circulation zone, and a visible landmark for the entire campus. This building element anchors the north end of the newly developed north-south esplanade/parkway between the Parking Structure, entrance to the new COB3 and access to the Broadway Street Commercial/Retail Core.



Existing County Government Center Campus



Option 1 (Law Library Site) - Blocking & Stacking



A

PROPOSED OFFICE BUILDING

TOTAL GROSS BUILDING:

74,873 GSF

15,200 SF/LEVEL

5 LEVELS

L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING:

420,000 GSF

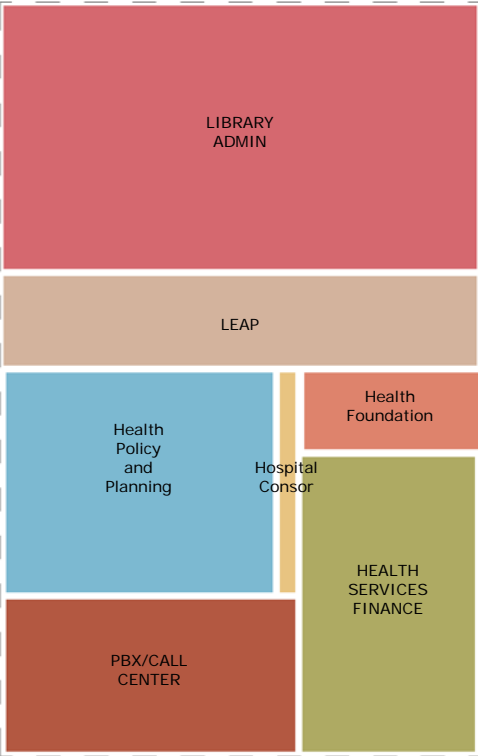
70,000 SF/LEVEL

6 LEVELS

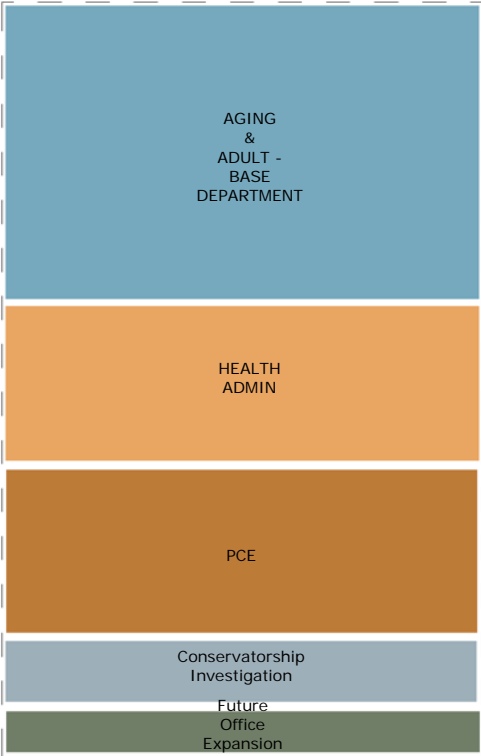
1200 PARKING STALLS



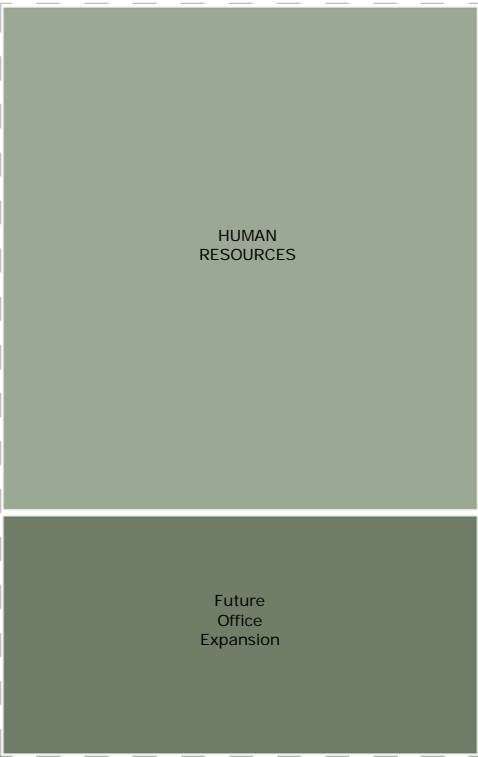
Option 1 (Law Library Site) - Conceptual Massing



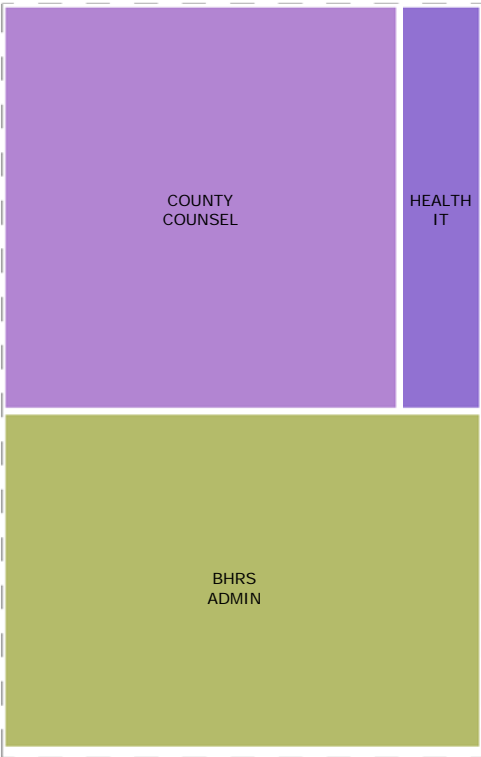
LEVEL 05



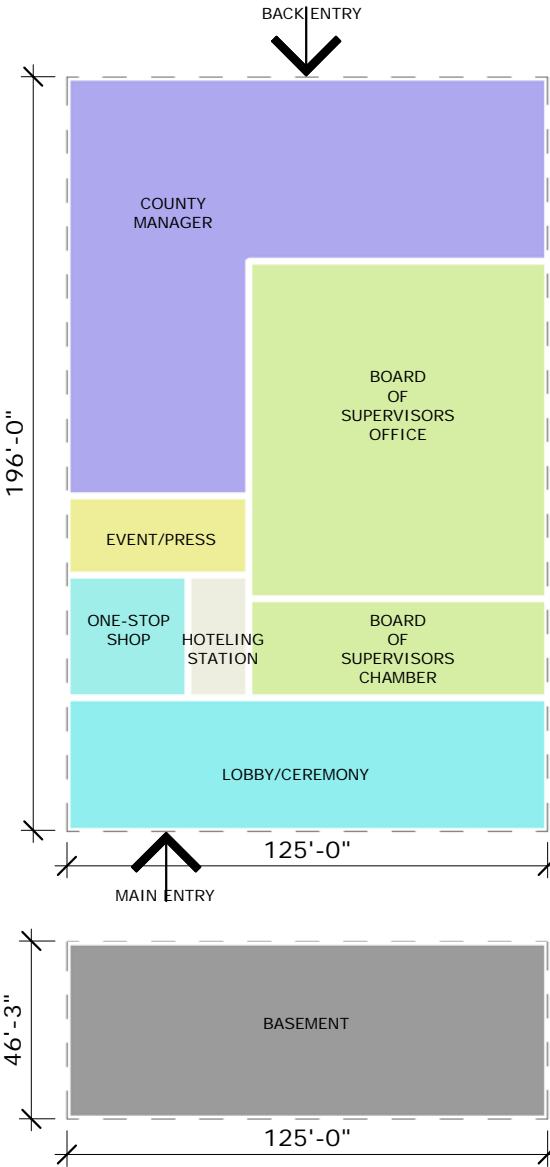
LEVEL 03



LEVEL 04



LEVEL 02



GROUND FLOOR /FIRST FLOOR

BASEMENT

Option 2 (Traffic Court/Credit Union Site) - Blocking & Stacking

B

PROPOSED OFFICE BUILDING

TOTAL GROSS BUILDING: 120,968 GSF

24,500 SF/LEVEL

5 LEVELS

L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING: 420,000 GSF

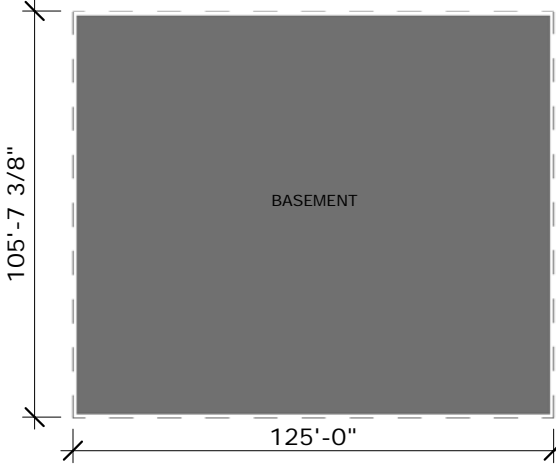
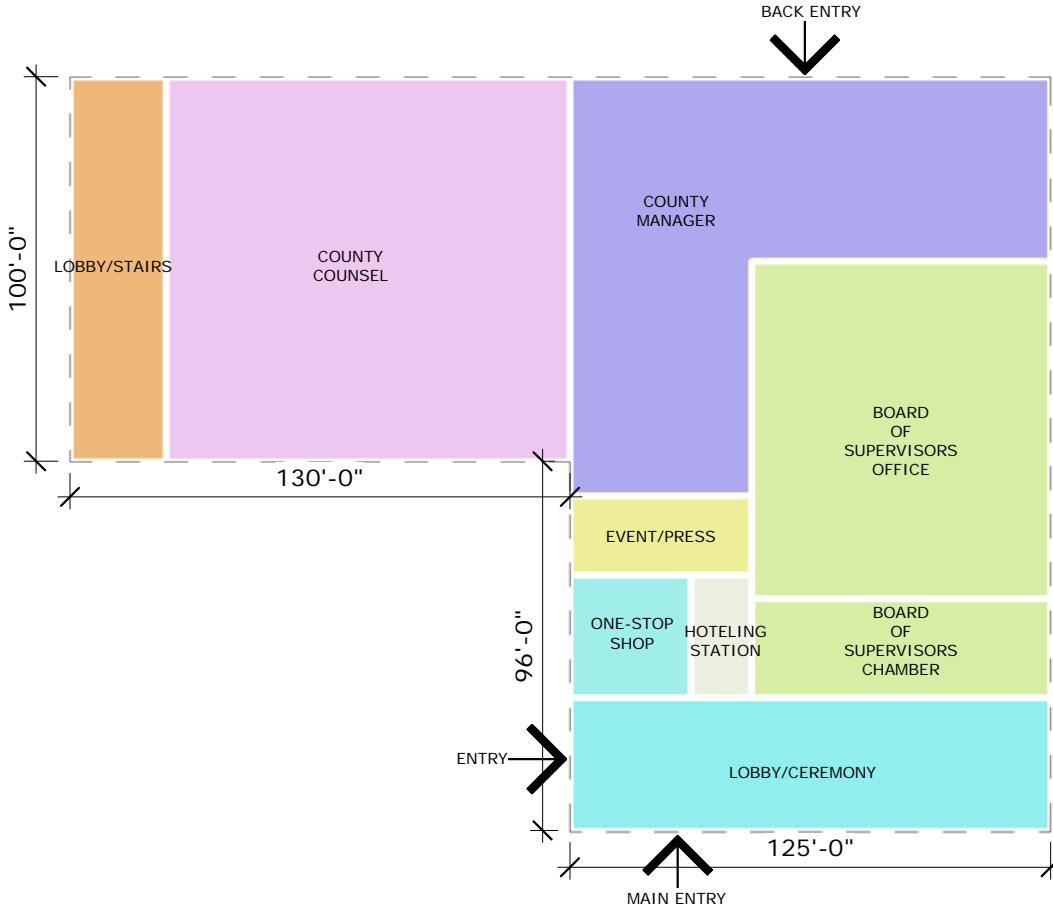
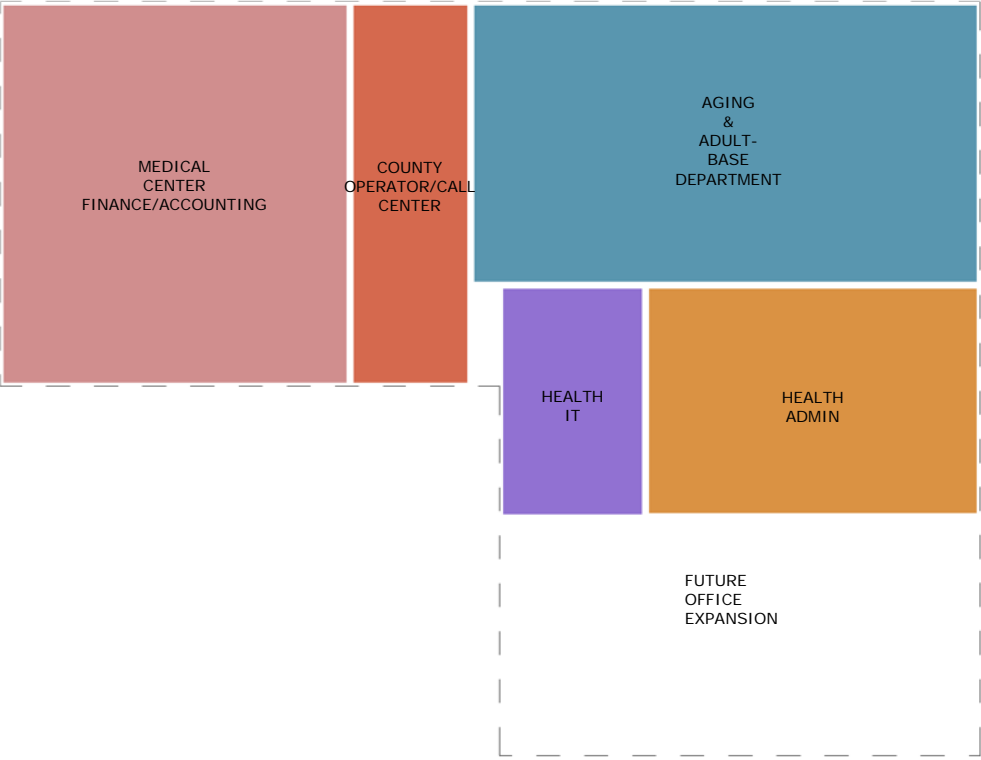
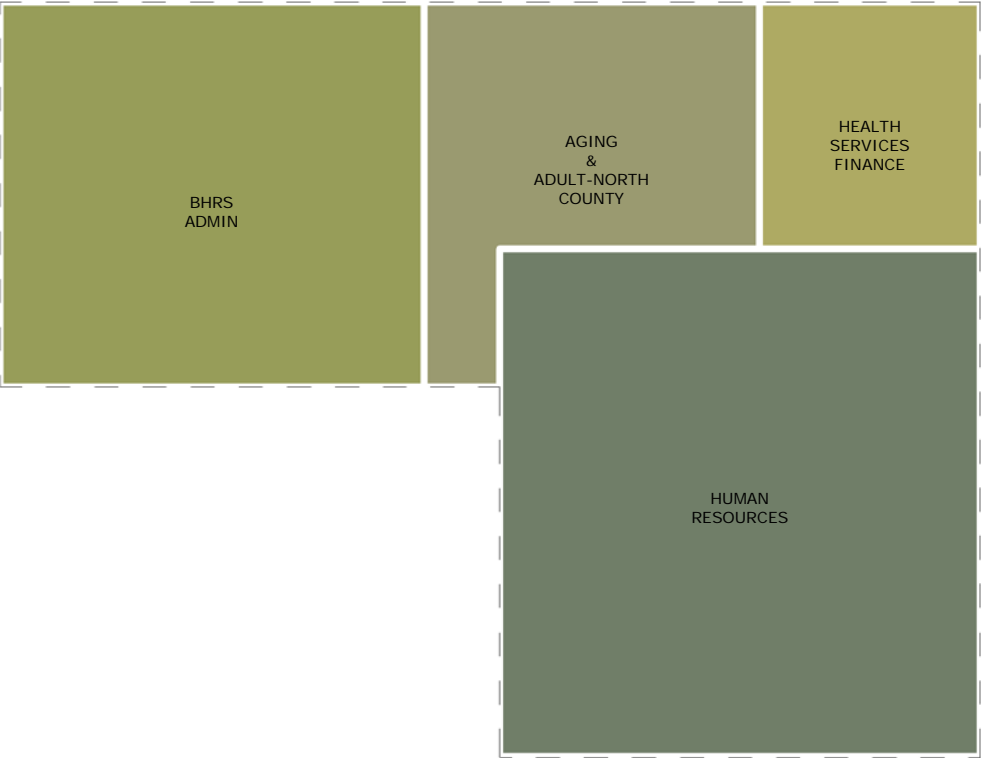
70,000 SF/LEVEL

6 LEVELS

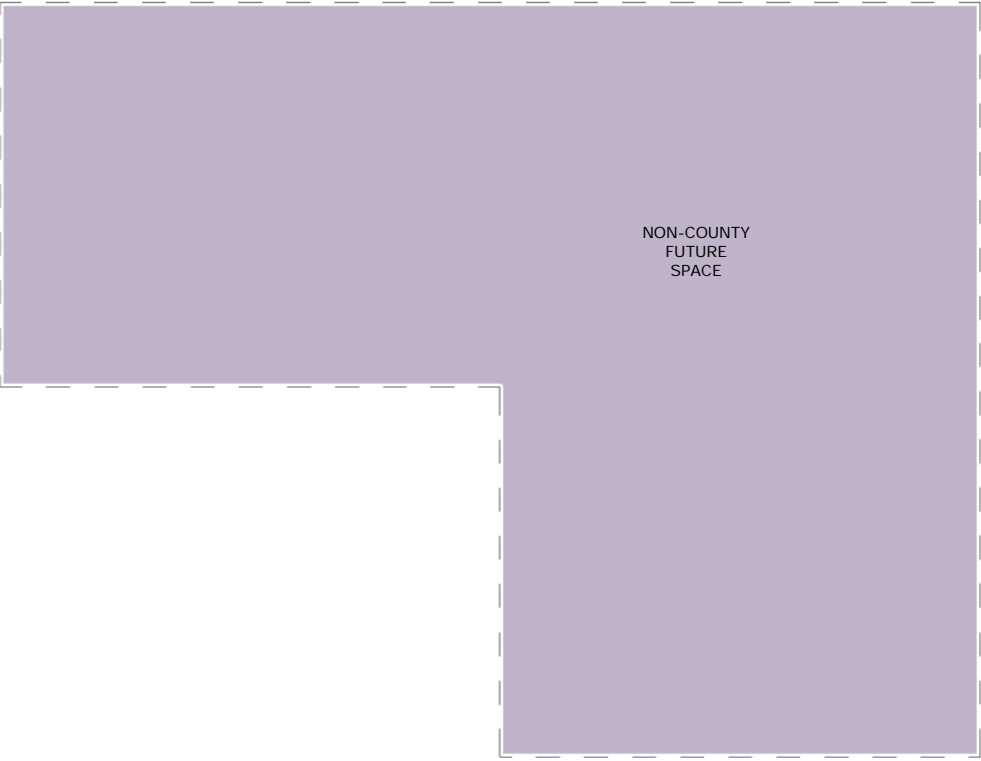
1200 PARKING STALLS



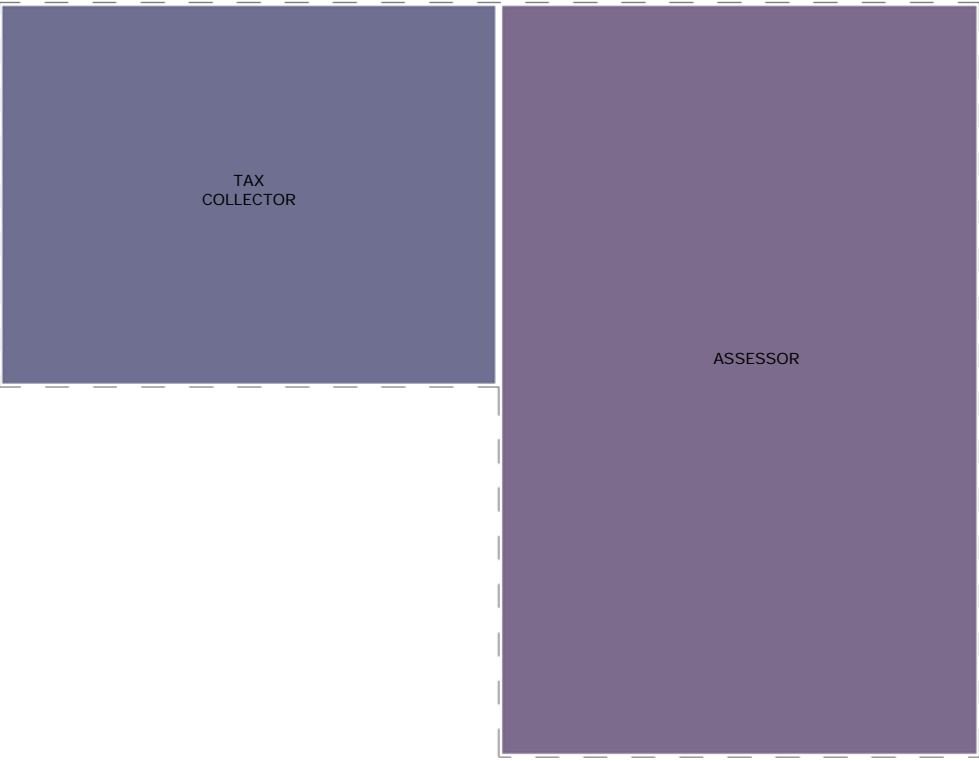
Option 2 (Traffic Court/Credit Union Site) - Conceptual Massing



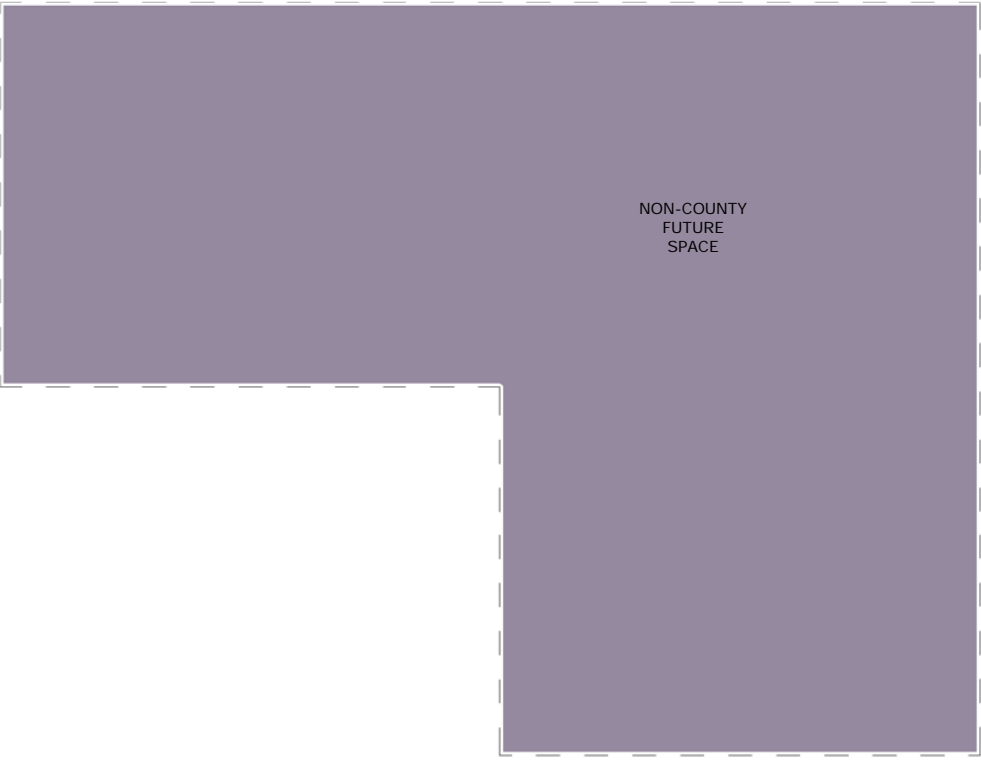
Option 3 (Traffic Court/Credit Union Site) - Blocking & Stacking



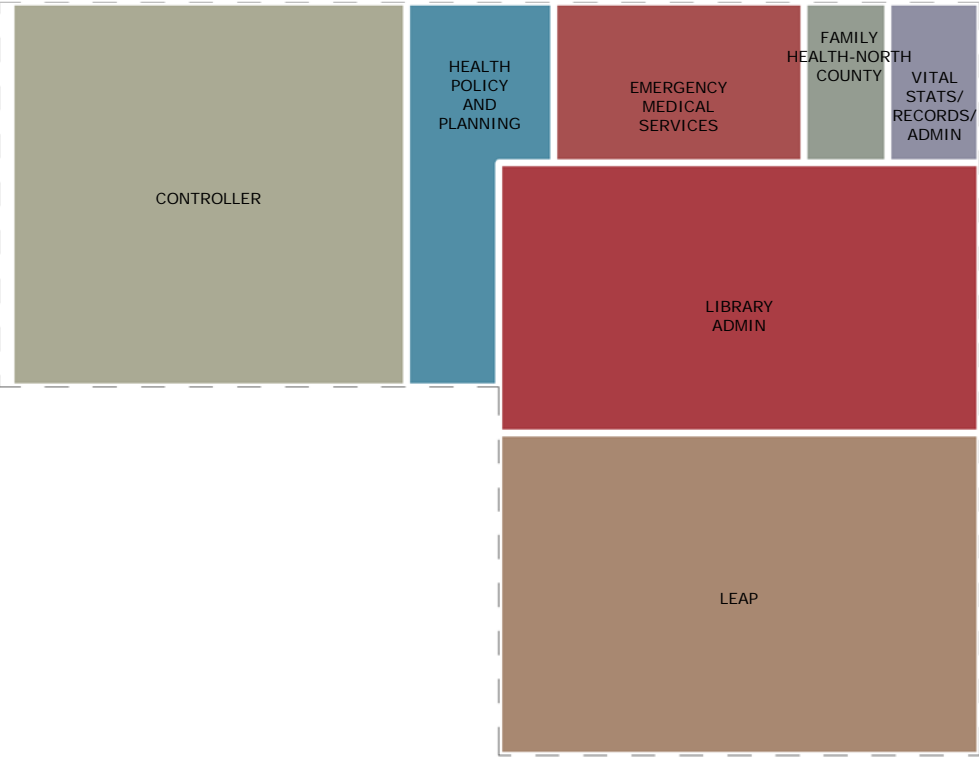
LEVEL 07



LEVEL 05



LEVEL 06



LEVEL 04

Option 3 (Traffic Court/Credit Union Site) - Blocking & Stacking

B **PROPOSED OFFICE BUILDING**
TOTAL GROSS BUILDING: 273,808 GSF
37,500 SF/LEVEL
7 LEVELS

L **PROPOSED PARKING STRUCTURE**
TOTAL GROSS BUILDING: 420,000 GSF
70,000 SF/LEVEL
6 LEVELS
1200 PARKING STALLS



Option 3 (Traffic Court/Credit Union Site) - Conceptual Massing

Section 5.0

Recommendations

RECOMMENDATIONS

The three development options were presented and discussed at length with the Steering Committee. Reflecting on the vision statements and objectives of this study, the Steering Committee noted several benefits Options 2 and 3 has to the County and Government Center campus. With the limited areas available for long-term development, the Traffic Court/Lathrop House/Credit Union site gives the County the greatest flexibility to plan for one large building or two smaller buildings, optimize density, and preserve space for future expansions or additions.

Based upon the facility programming needs identified during the study, Option 2 is the right size for a new COB3 and generates the least amount of disruption to the campus. This five story, 120,968 gsf building will provide each floor with 24,000 sf of office space for a variety of County functions. The first floor will accommodate new Board of Supervisors chambers, a central reception area, community rooms, and ceremonial spaces. Location of COB3 on the south portion of the site along Marshall Street optimizes solar orientation (north and south exposures) and creates a rectangular floor plate ideal for daylighting interior work spaces. Entries on all sides into the building on the ground floor connect to streets, pedestrian walkways, and other campus buildings.

Set in the heart of downtown Redwood City, the Government Center campus is a public place that must be welcoming and accessible. In the last 20 years, the campus has been slowly surrounded by high density, multi-family housing and commercial buildings. The County has seen the context of their surrounding neighborhood change dramatically into a compact, urban environment. No longer able to acquire new land for expansion, future projects like COB3 will need to balance open and built space for the increasing number of visitors and employees on the campus. In Option 2, amenities like courtyards, plazas, and promenades are key to creating positive connections between people and the places that surround the Government Center.



One-Stop Shop

The ground floor of COB3 has tremendous potential for being a County One-Stop Shop Customer Service Center. This centralized visitor reception space would provide County services for many departments that often deal with a high volume of public visitors such as Human Resources, Assessor, Controller, Tax Collector, and Vital Statistics. Several counties in California including Placer County, City of San Jose, and Los Angeles County have consolidated their Planning and Development Services by centralizing representatives from related County department services in one location. Leveraging technology to manage the check-in, appointment, and queuing process, the Customer Service Center provides County citizens and customers a single access point to ask questions from knowledgeable staff, get information they need, and complete service transactions without having to visit multiple buildings or floors. Department representatives are scheduled using an appointment system to meet and connect face-to-face with customers at a central reception desk, service counter, or in small conference rooms. By concentrating these public interactions on the ground floor, security for County employees in other buildings and floors is significantly improved.

Sustainability

San Mateo County recognizes the impact new development has on the environment and is committed to improving the Government Center in a sustainable way. The County's Shared Vision 2025 adopted five outcome statements that will influence the design for all new projects on the campus:

- Healthy and Safe Community (reduce crime, increase life expectancy)
- Prosperous Community (foster innovation, jobs, education, and achievement)
- Livable Community (transit oriented, connected, affordable)
- Environmentally Conscious Community (preservation, conservation, and protection of natural resources)
- Collaborative Community (responsive, effective, and engaged government)

Implementation Plan

One of the most appealing characteristics of development Option 2 is the County's ability to implement construction of the Parking Structure and COB3 with minimal disruption to the rest of the campus. Due to current and immediate demand, the new Parking Structure is considered a first phase project for any campus development option. To prepare the proposed site for new construction, approximately 188 surface lot parking stalls will be displaced (Jury Parking lot and east of the Childcare center). To accommodate these displaced stalls during construction, the County has two choices:

- Demolish the existing Credit Union and relocate the Lathrop House. Cleared of these two structures, the south portion of this site will provide an estimated 75-88 temporary stalls which could be dedicated to temporary Jury Parking. For the remaining 100 stalls still needed, the County would provide approximately 150 off-site employee parking stalls with a dedicated shuttle system for employee use. During construction of the new Parking Structure (estimated 18 months), the existing parking structure will be re-zoned to accommodate more public vehicles, in particular Jury parking users.
- Provide off-site employee parking for all displaced stalls with a dedicated shuttle system for employee use. The existing parking structure will be re-zoned to accommodate jury parking.

Successful implementation of COB3 requires removal of two existing structures, the San Mateo Credit Union building and the Lathrop House. Built in 1863, the Lathrop House is on the Register of Historic Places. It was moved twice from its original location on Broadway. Designed in the Gothic Revival architectural style, it is a historically significant building because it is an outstanding example of this revival style. The County has been working with Redwood City officials to identify an alternative site for relocation of the building. One possibility that was considered during the scope of this study is on the north side of the San Mateo County History Museum on Marshall Road. Relocation of the Lathrop House would clear sufficient space on the site for construction of COB3 and allow the existing Traffic Court building to remain functional until it is moved to another County facility. Unlike the Lathrop House, the Credit Union building is a single story commercial office space with no significant or distinctive qualities that are important to the Government Center campus.



The following phasing diagrams illustrate the proposed phasing for Option 2. Additional phasing diagrams were developed for Option 3 which is located in Appendix A.

- A

LAW LIBRARY

TOTAL GROSS BUILDING:

9,600 GSF
- B

CREDIT UNION

TOTAL GROSS BUILDING:

11,400 GSF
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE
- F

TRAFFIC COURT BUILDING

TOTAL GROSS BUILDING:

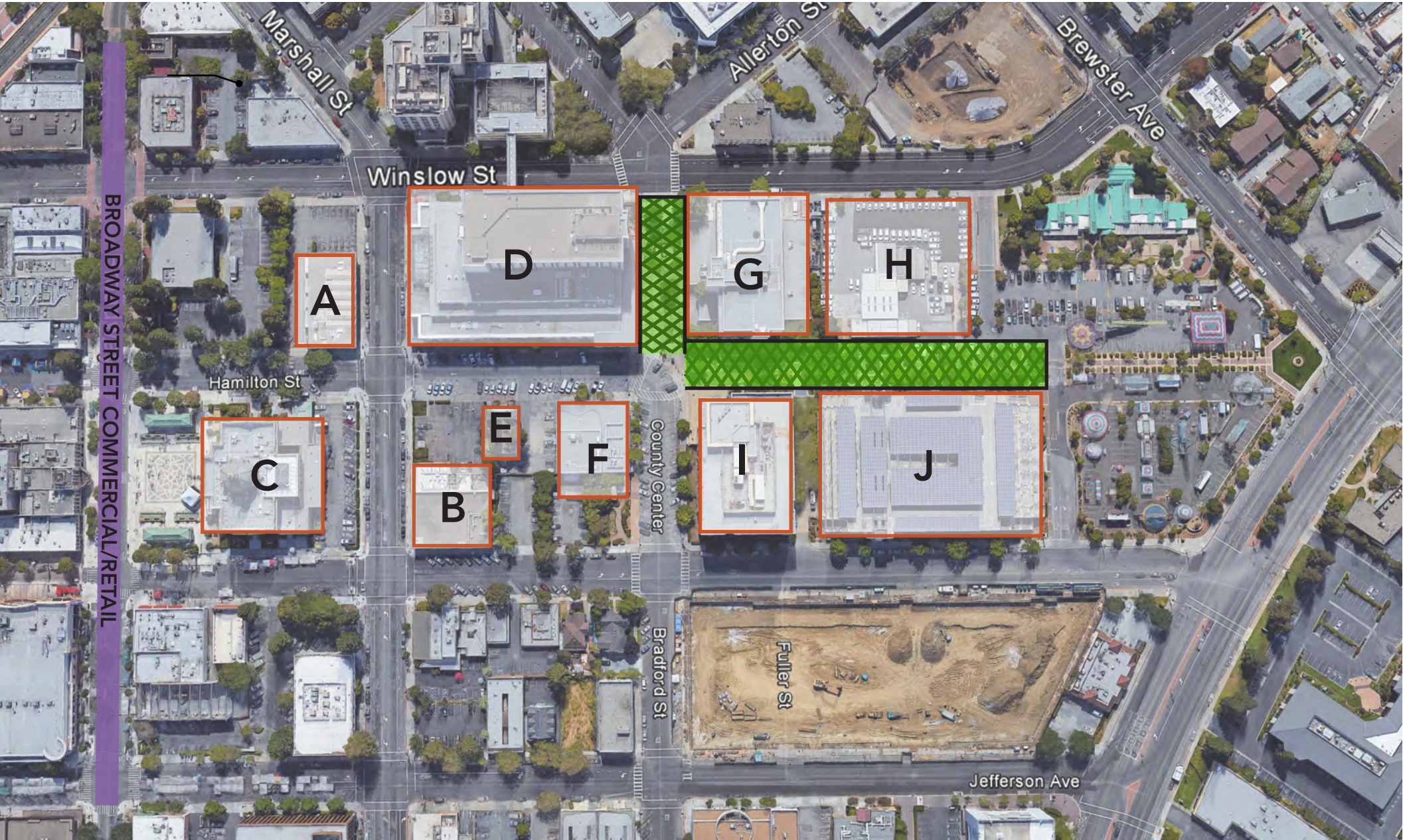
11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY



County Government Center - Existing

- A

LAW LIBRARY

TOTAL GROSS BUILDING: 9,600 GSF

Law Library to remain. 150 parking stalls for parking to be off site no work.
- B

CREDIT UNION - DEMO

TOTAL GROSS BUILDING: 11,400 GSF

Site to be prepare for temporary Jury parking.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

Lathrop House to be relocated behind the Historic Museum.
- F

TRAFFIC COURT BUILDING

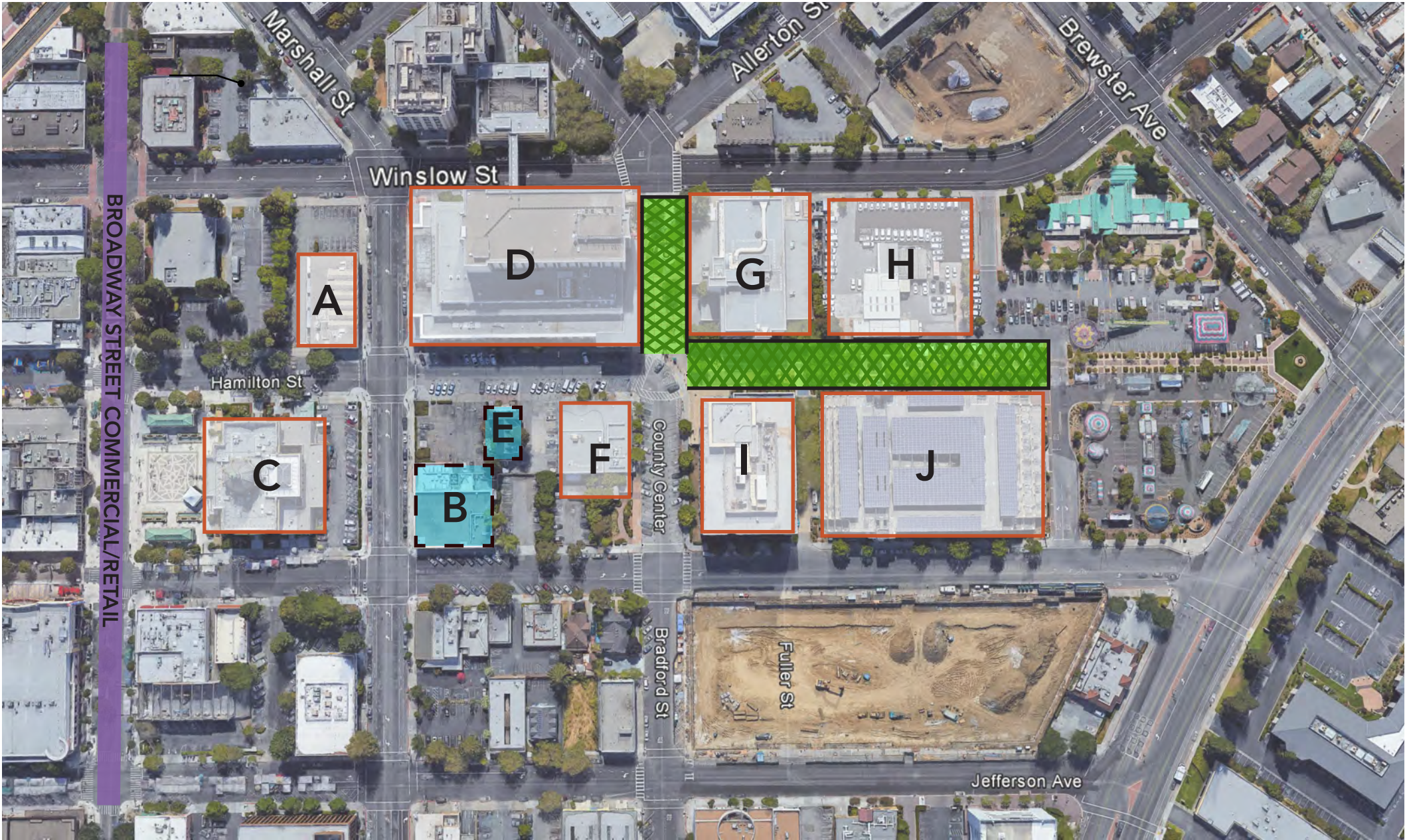
TOTAL GROSS BUILDING: 11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY



Option 2 (Traffic Court/Credit Union Site) - Phase 1

- A

LAW LIBRARY

TOTAL GROSS BUILDING: 9,600 GSF

Law Library to remain. 150 parking stalls for parking to be off site no work.
- B

CLEARED CREDIT UNION SITE -
TEMPORARY PARKING

TOTAL GROSS BUILDING: 11,400 GSF

Temporary Jury parking - 75 parking stalls total.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

New location of Lathrop House.
- F

TRAFFIC COURT BUILDING

TOTAL GROSS BUILDING: 11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

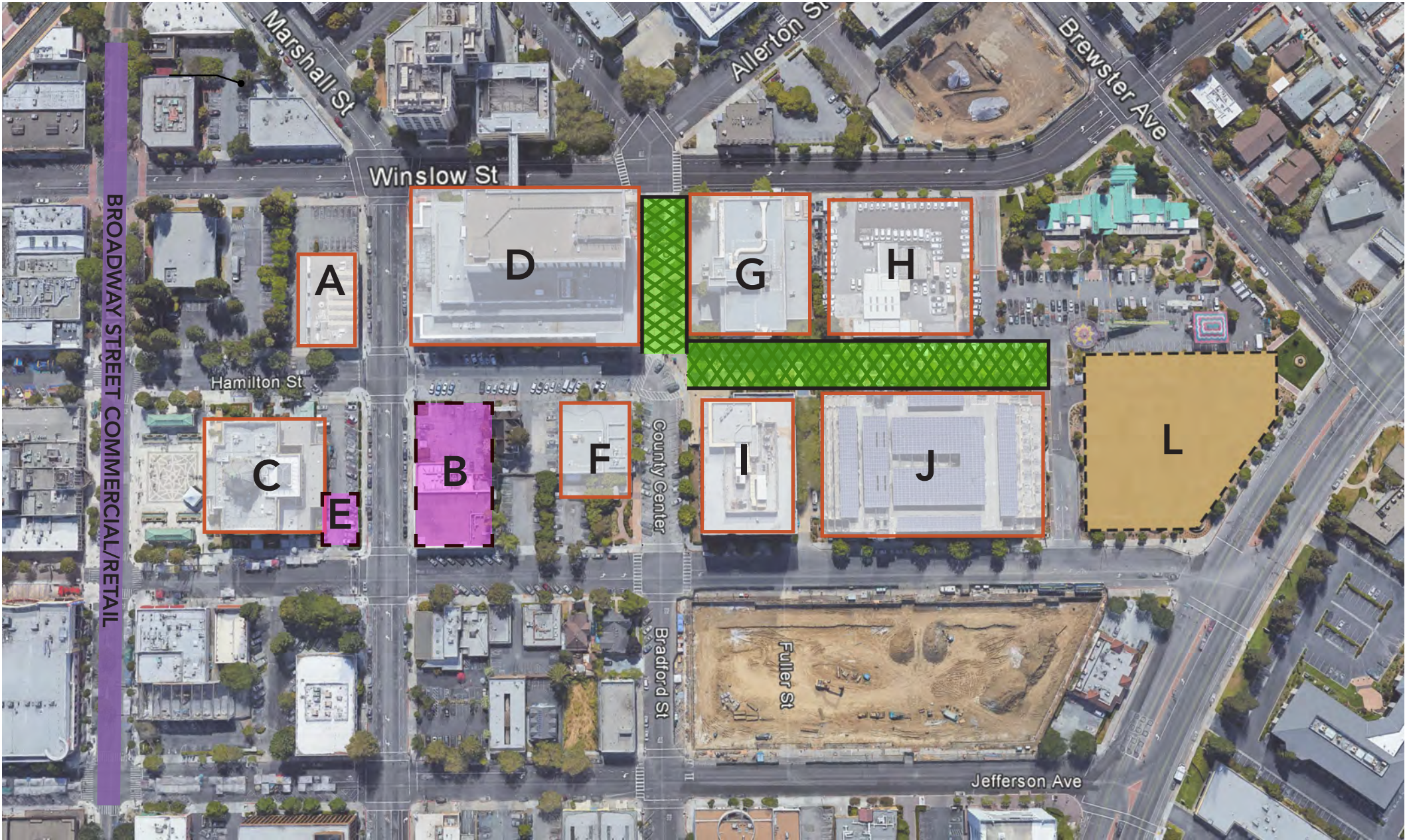
COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY
- L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING: 420,000 GSF

New 6 level parking structure. 70,000 sf/level. 1,000 parking stalls.



Option 2 (Traffic Court/Credit Union Site) - Phase 2



- A

LAW LIBRARY

TOTAL GROSS BUILDING:

9,600 GSF
- B

PROPOSED COB3

TOTAL GROSS BUILDING:

120,968 GSF

New 5 level COB3. 24,500 sf/level.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

New location of Lathrop House.
- F

TRAFFIC COURT BUILDING - DEMO

TOTAL GROSS BUILDING:

11,500 GSF

Demo Traffic Court and move them into renovated 13,200 sf mid level TI HOJ space.
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY
- L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING:

420,000 GSF

New 6 level parking structure. 70,000 sf/level. 1,000 parking stalls.
- PROPOSED PUBLIC ESPLANADE/
PARKING

Create public esplanade/parkway



Option 2 (Traffic Court/Credit Union Site) - Phase 3

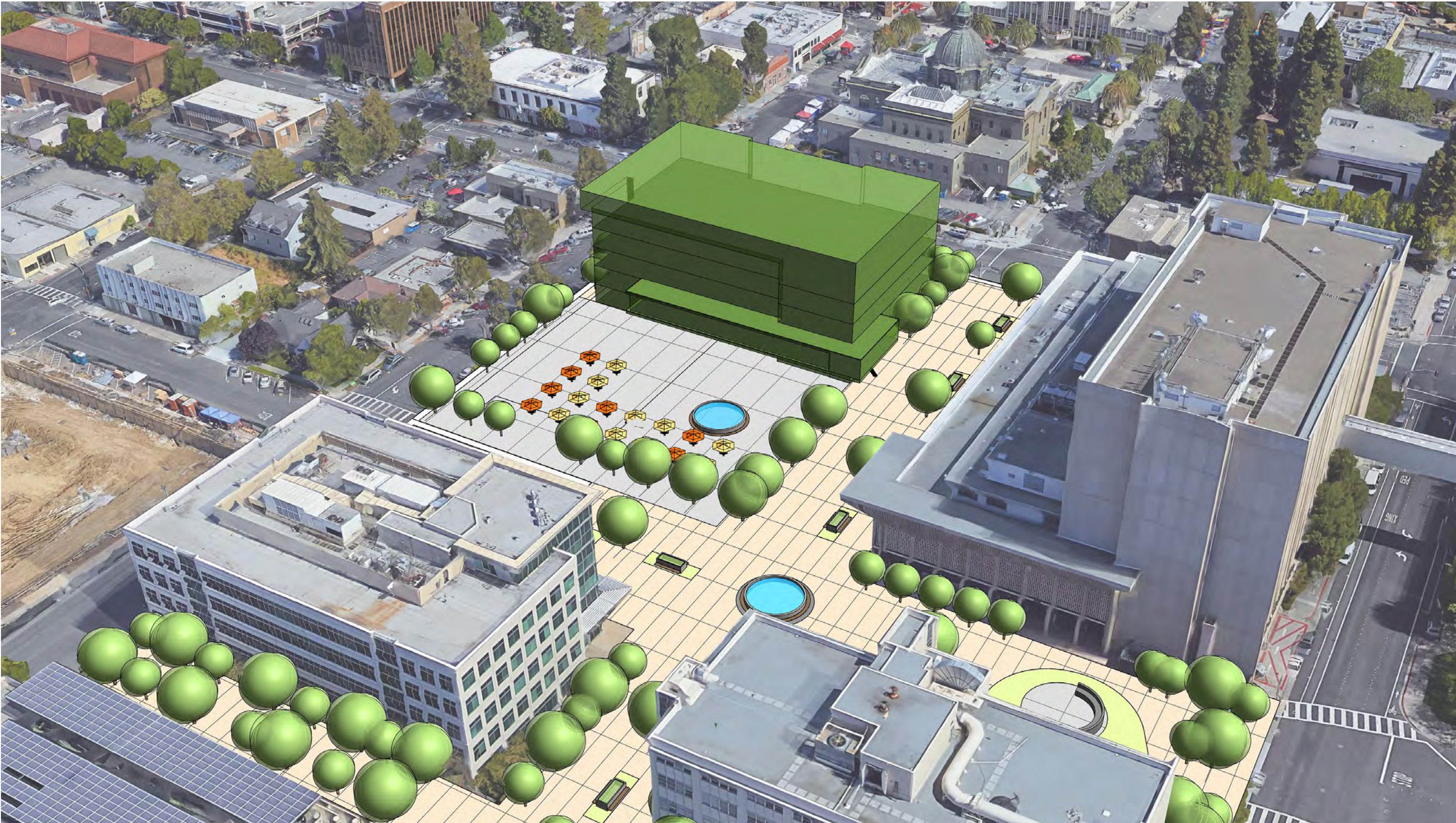


- A** LAW LIBRARY
- B** PROPOSED OFFICE BUILDING
- C** HISTORY MUSEUM
- D** HALL OF JUSTICE
- E** LATHROP HOUSE - RELOCATED
- G** COB1
- H** FUTURE "ROC" E.O.C. BUILDING
- I** COB2
- J** EXISTING PARKING
- L** PROPOSED PARKING STRUCTURE



Option 2 (Traffic Court/Credit Union Site) - Conceptual Site





Option 2 (Traffic Court/Credit Union Site) - South Towards Marshall St.



Option 2 (Traffic Court/Credit Union Site) - North Towards Brewster Ave.



Option 2 (Traffic Court/Credit Union Site) - West Towards Winslow St.

Appendix



Development Option 1 Phasing Diagrams
Development Option 3 Phasing Diagrams

- A

LAW LIBRARY

TOTAL GROSS BUILDING:

9,600 GSF
- B

CREDIT UNION

TOTAL GROSS BUILDING:

11,400 GSF
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE
- F

TRAFFIC COURT BUILDING

TOTAL GROSS BUILDING:

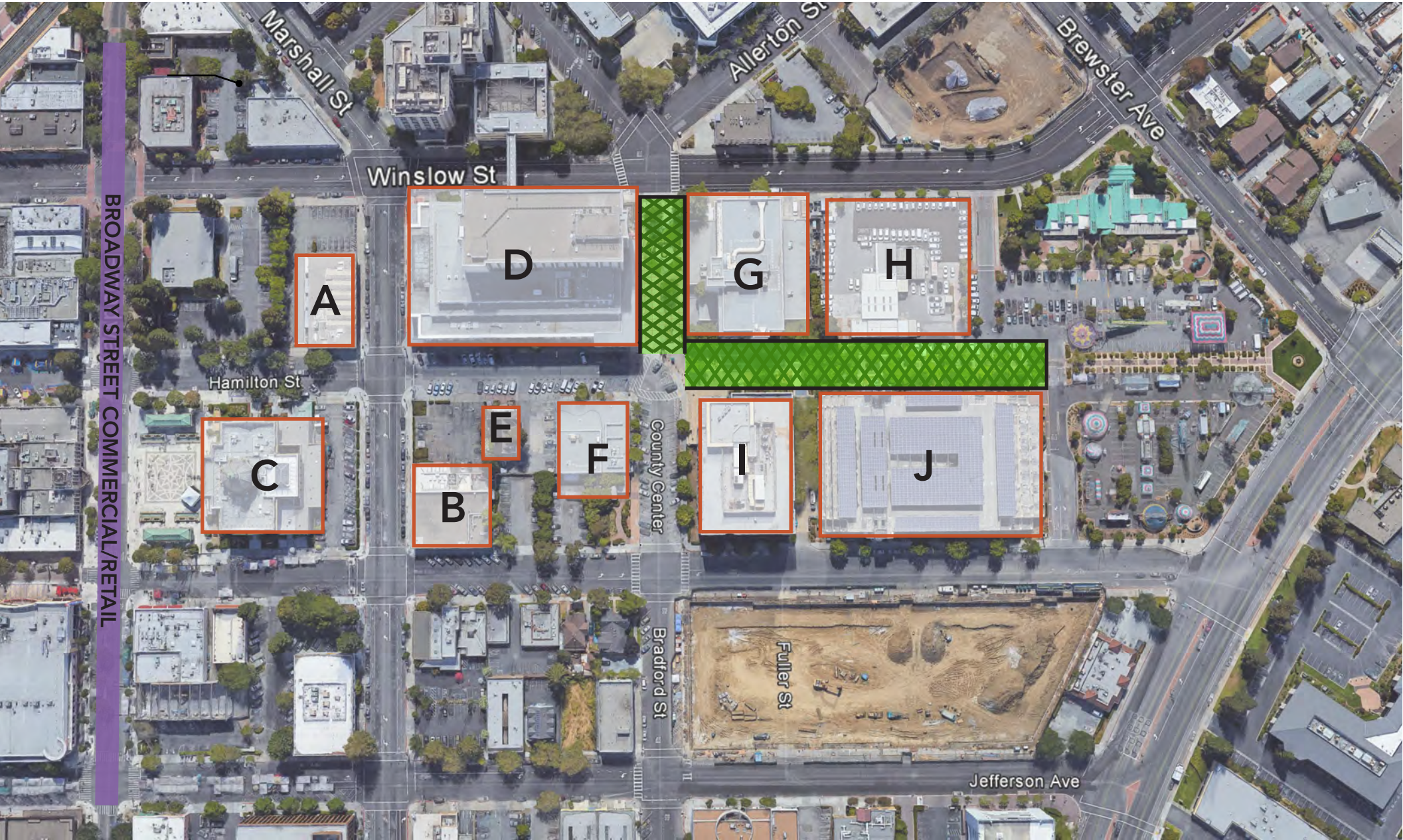
11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY



County Government Center - Existing

- A

LAW LIBRARY - DEMO

TOTAL GROSS BUILDING: 9,600 GSF

Law Library function to be move to COB1 - 4,500 sf. COB1 to receive midlevel TI. Site to be prepare for temporary Jury parking.
- B

CREDIT UNION - DEMO

TOTAL GROSS BUILDING: 11,400 GSF

Site to be prepare for temporary Jury parking.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE

Lathrop House to be relocated behind the Historic Museum.
- F

TRAFFIC COURT BUILDING

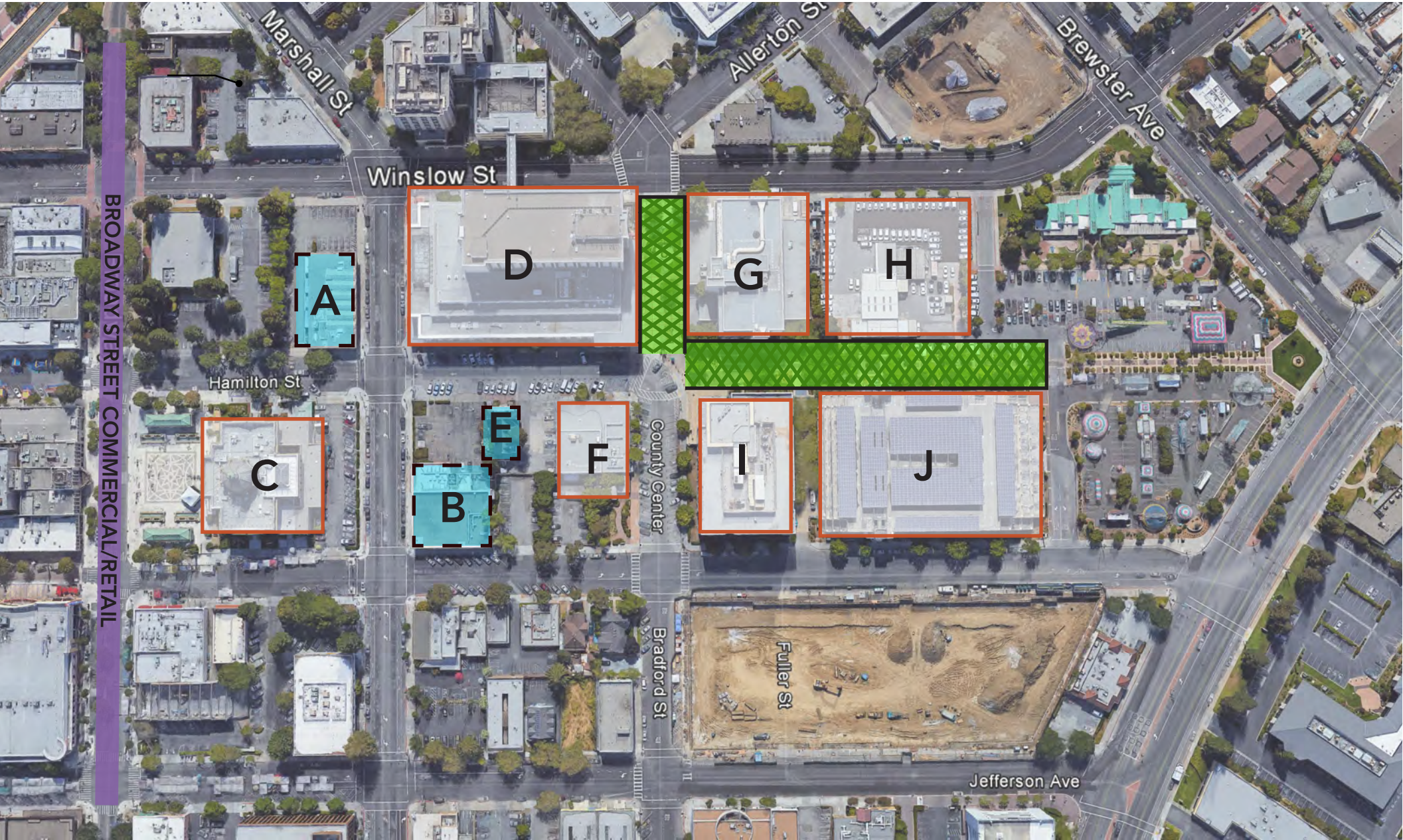
TOTAL GROSS BUILDING: 11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY



Option 1 (Law Library Site) - Phase 1A



- A

CLEARED LAW LIBRARY SITE -
TEMPORARY PARKING

TOTAL GROSS BUILDING: 9,600 GSF

Temporary Jury parking - 75 parking stalls total.
- B

CLEARED CREDIT UNION SITE -
TEMPORARY PARKING

TOTAL GROSS BUILDING: 11,400 GSF

Temporary Jury parking - 75 parking stalls total.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

New location of Lathrop House.
- F

TRAFFIC COURT BUILDING

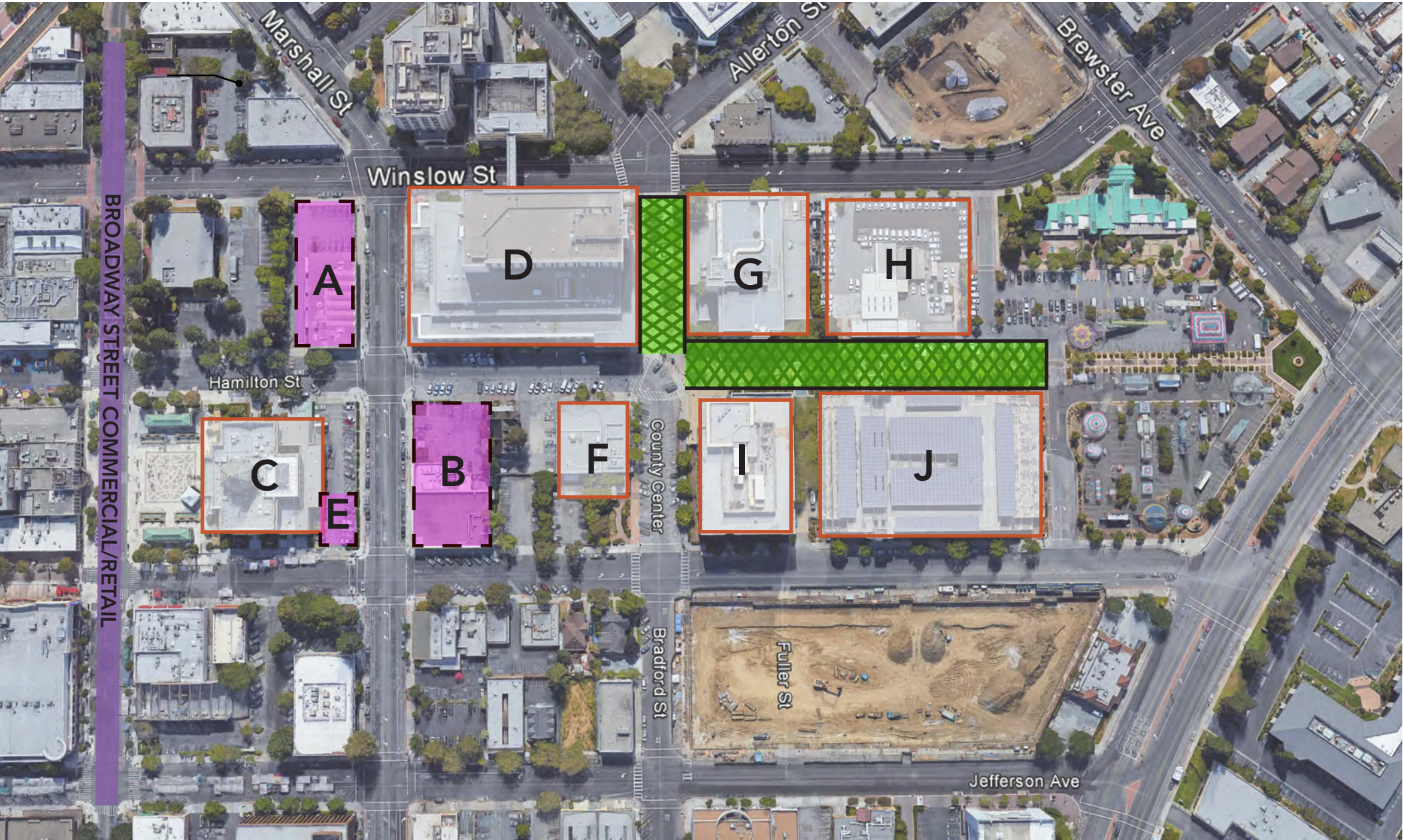
TOTAL GROSS BUILDING: 11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY



Option 1 (Law Library Site) - Phase 1B



- A

CLEARED LAW LIBRARY SITE -
TEMPORARY PARKING

TOTAL GROSS BUILDING: 9,600 GSF

Temporary Jury parking - 75 parking stalls total.
- B

CLEARED CREDIT UNION SITE -
TEMPORARY PARKING

TOTAL GROSS BUILDING: 11,400 GSF

Temporary Jury parking - 75 parking stalls total.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

New location of Lathrop House.
- F

TRAFFIC COURT BUILDING

TOTAL GROSS BUILDING: 11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

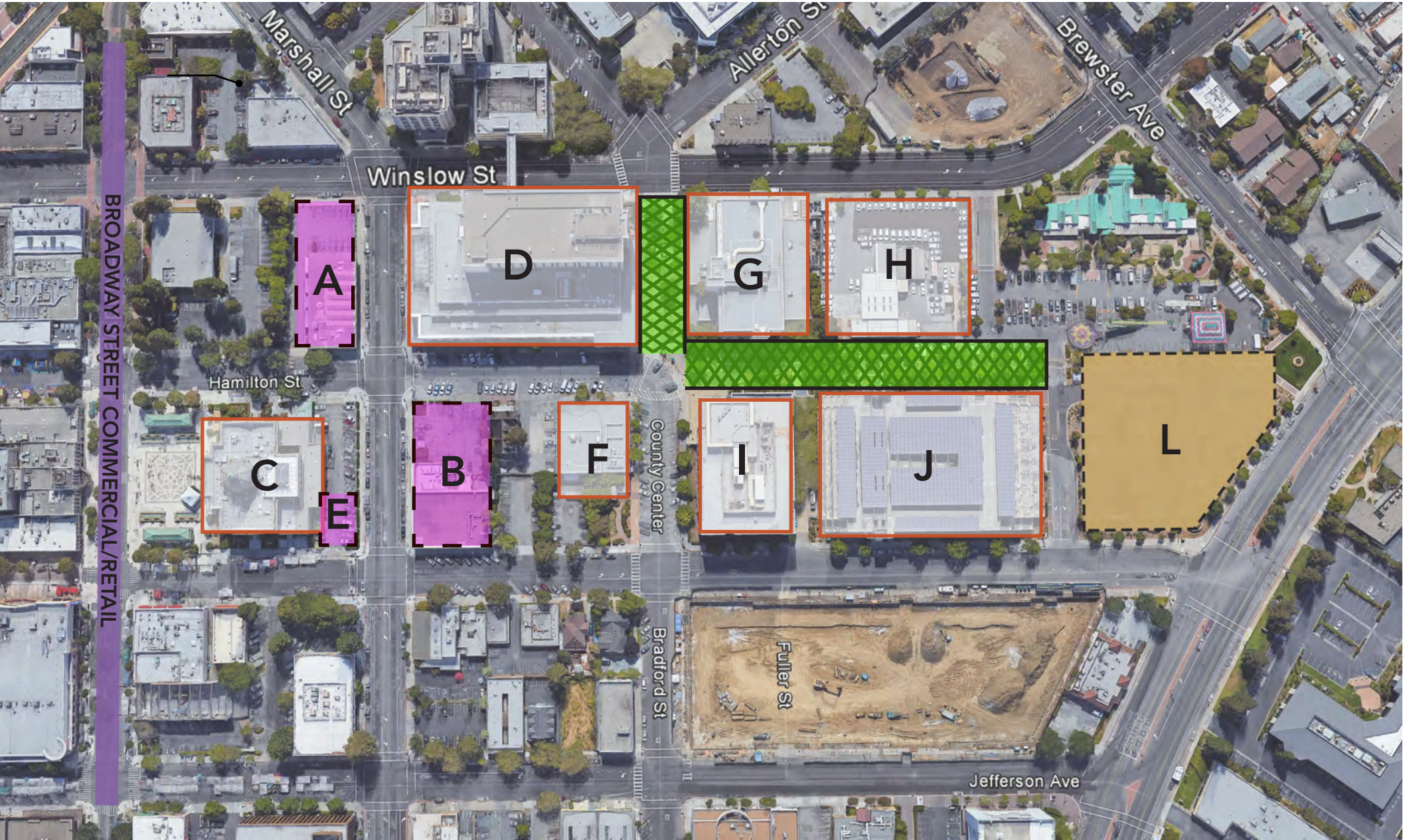
COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY
- L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING: 420,000 GSF

New 6 level parking structure. 70,000 sf/level. 1,000 parking stalls.



Option 1 (Law Library Site) - Phase 2



- A

PROPOSED COB3

TOTAL GROSS BUILDING: 74,873 GSF

New 5 level COB3. 15,200 sf/level.
- B

CLEARED CREDIT UNION SITE - TEMPORARY PARKING

TOTAL GROSS BUILDING: 11,400 GSF

Temporary Jury parking - 75 parking stalls total.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

New location of Lathrop House.
- F

TRAFFIC COURT BUILDING

TOTAL GROSS BUILDING: 11,500 GSF
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

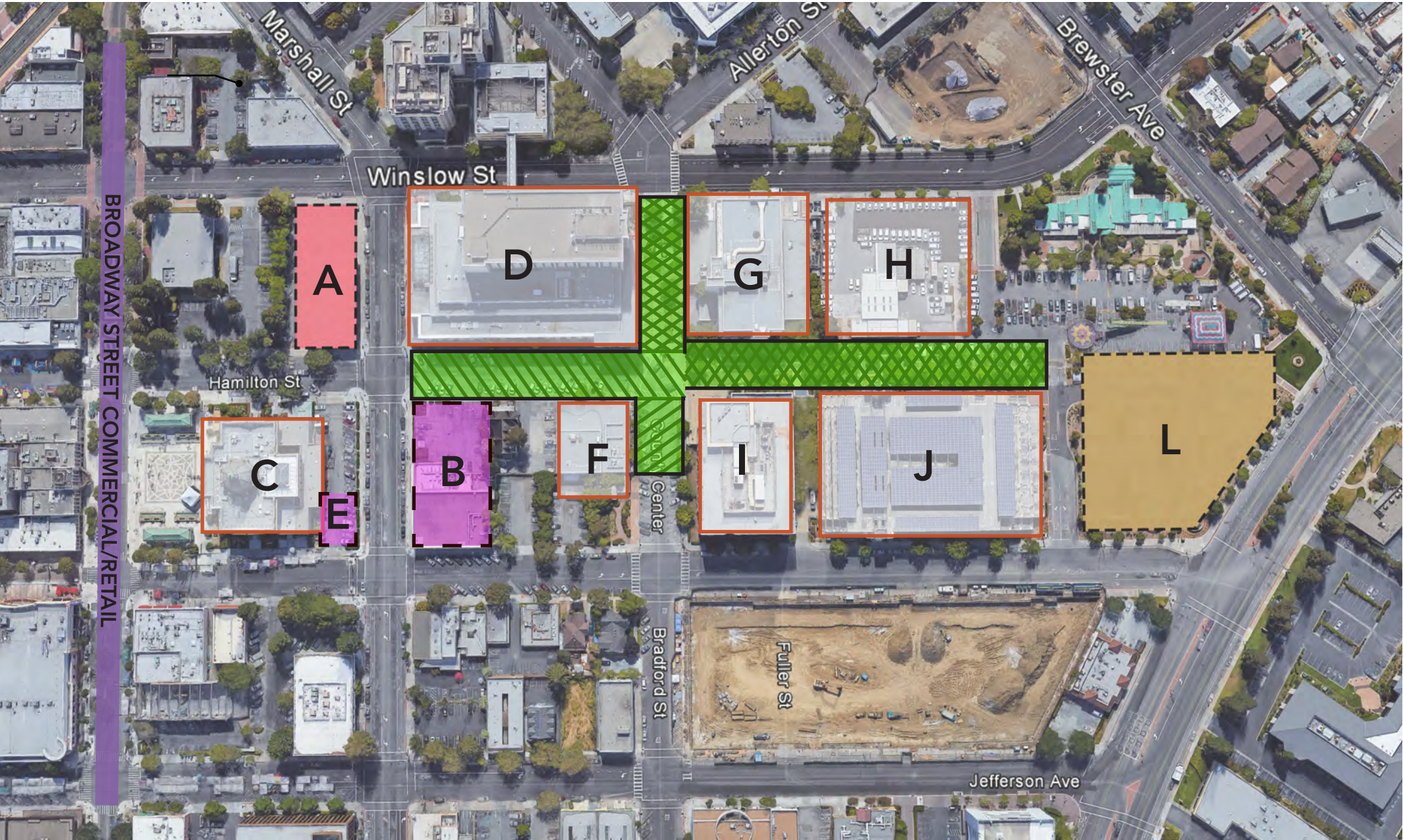
EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/ PARKWAY
- L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING: 420,000 GSF

New 6 level parking structure. 70,000 sf/level. 1,000 parking stalls.
- PROPOSED PUBLIC ESPLANADE/ PARKING

Create public esplanade/parkway



Option 1 (Law Library Site) - Phase 3



- A

LAW LIBRARY

TOTAL GROSS BUILDING: 9,600 GSF

Law Library to remain. 150 parking stalls for parking to be off site no work.
- B

CREDIT UNION - DEMO

TOTAL GROSS BUILDING: 11,400 GSF

Site to be prepare for temporary Jury parking.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

Lathrop House to be relocated behind the Historic Museum.
- F

TRAFFIC COURT BUILDING - DEMO

TOTAL GROSS BUILDING: 11,500 GSF

Demo Traffic Court and provide temp space (30 months) 13,200 sf off site mid level T1.
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY



Option 3 (Traffic Court/Credit Union Site) - Phase 1



- A

LAW LIBRARY

TOTAL GROSS BUILDING: 9,600 GSF

Law Library to remain. 150 parking stalls for parking to be off site no work.
- B

CLEARED CREDIT UNION SITE -
TEMPORARY PARKING

TOTAL GROSS BUILDING: 11,400 GSF

New 5 level COB3. 24,500 sf/level.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

Lathrop House to be relocated behind the Historic Museum.
- F

TRAFFIC COURT BUILDING - DEMO

TOTAL GROSS BUILDING: 11,500 GSF

Demo Traffic Court and provide temp space (30 months) 13,200 sf off site mid level TI.
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

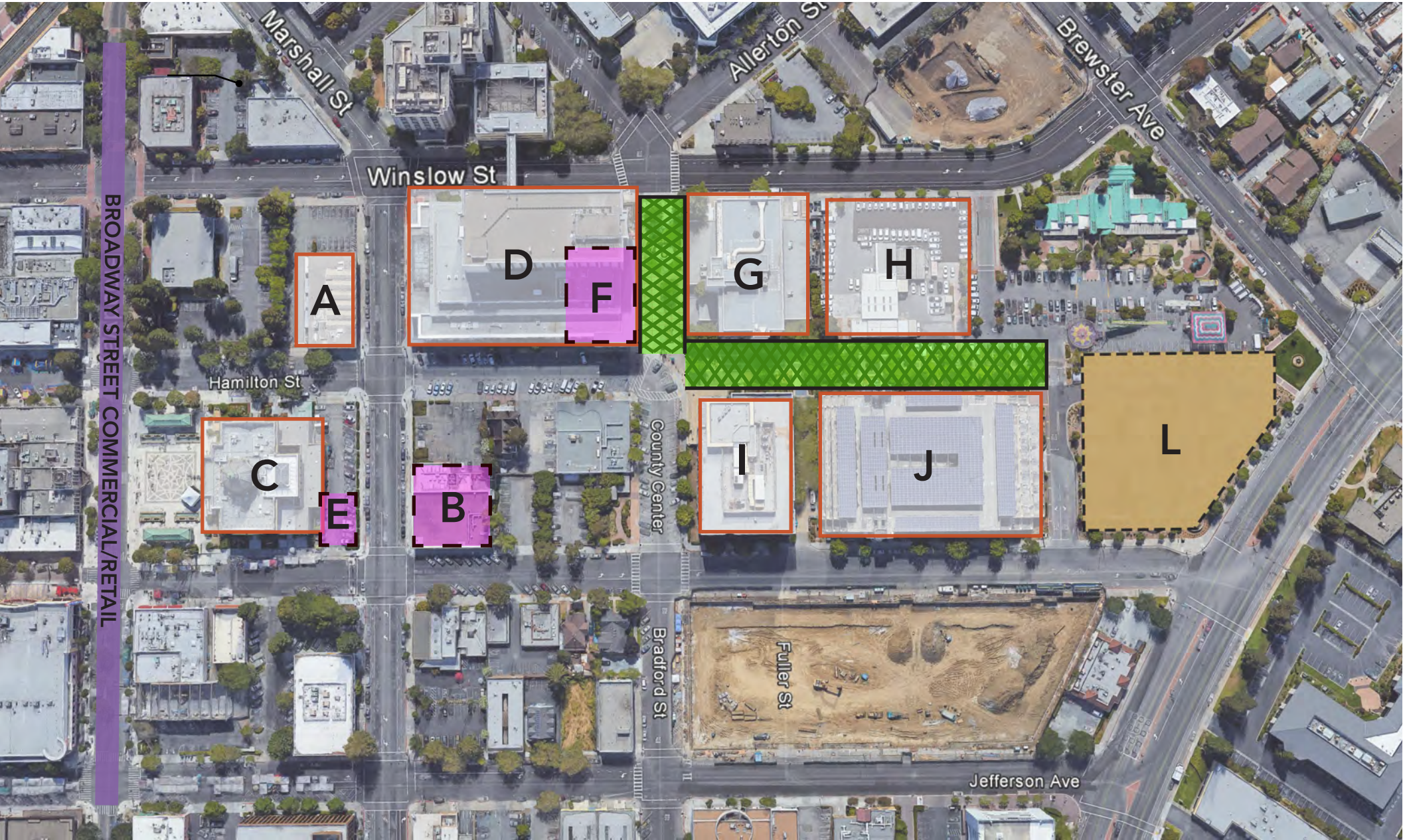
COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY
- L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING: 420,000 GSF

New 6 level parking structure. 70,000 sf/level. 1,200 parking stalls.



Option 3 (Traffic Court/Credit Union Site) - Phase 2



- A

LAW LIBRARY

TOTAL GROSS BUILDING: 9,600 GSF

Law Library to remain. 150 parking stalls for parking to be off site no work.
- B

PROPOSED COB3

TOTAL GROSS BUILDING: 273,808 GSF

New 7 level COB3. 37,500 sf/level.
- C

HISTORY MUSEUM
- D

HALL OF JUSTICE
- E

LATHROP HOUSE - RELOCATED

Lathrop House to be relocated behind the Historic Museum.
- F

TRAFFIC COURT BUILDING - DEMO

TOTAL GROSS BUILDING: 11,500 GSF

Demo Traffic Court and provide temp space (30 months) 13,200 sf off site mid level TI
- G

COB1
- H

FUTURE "ROC" E.O.C. BUILDING
- I

COB2
- J

EXISTING PARKING
- EXISTING PUBLIC ESPLANADE/
PARKWAY
- L

PROPOSED PARKING STRUCTURE

TOTAL GROSS BUILDING: 420,000 GSF

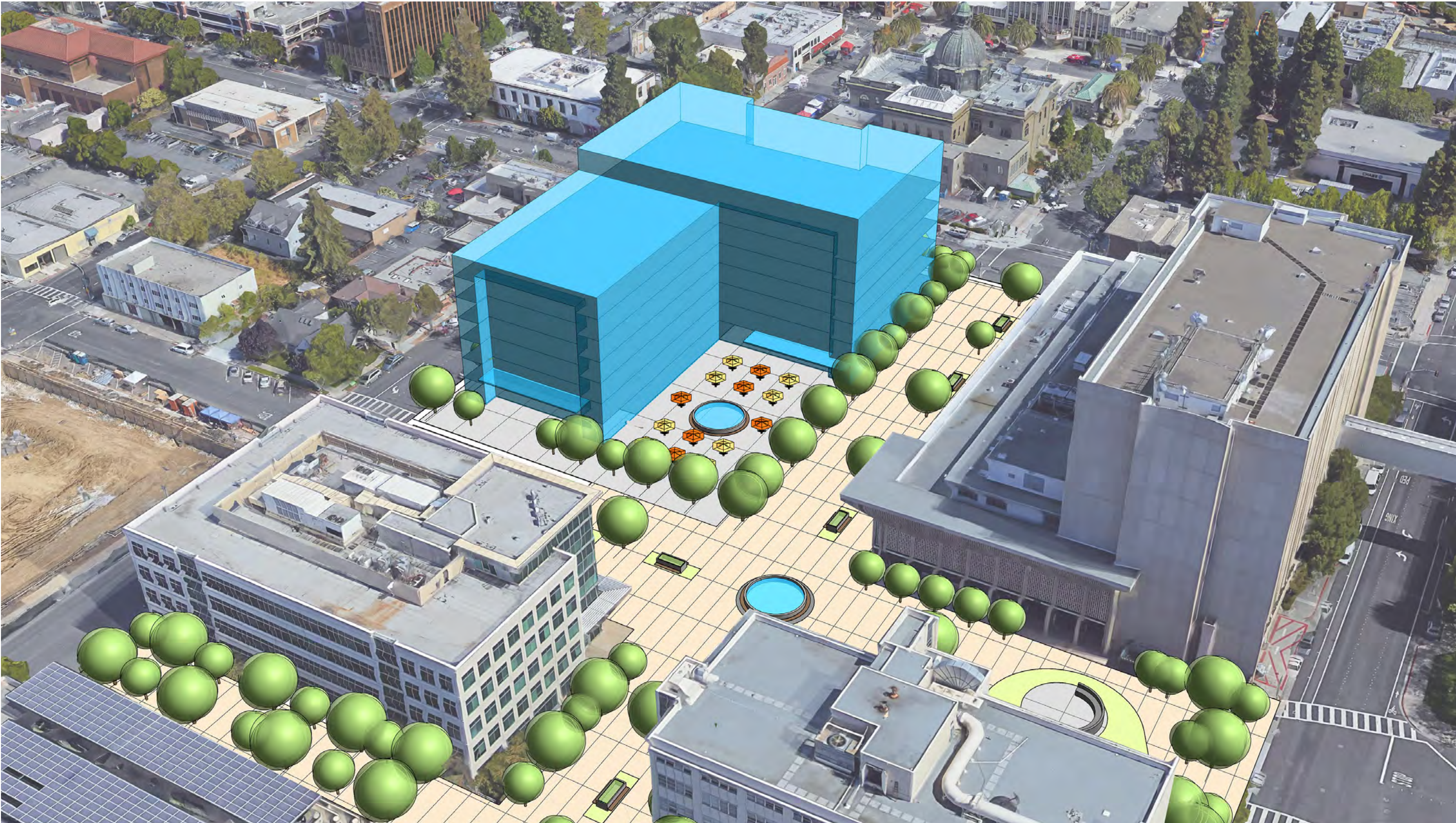
New 6 level parking structure. 70,000 sf/level. 1,200 parking stalls.
- PROPOSED PUBLIC ESPLANADE/
PARKING

Create public esplanade/parkway

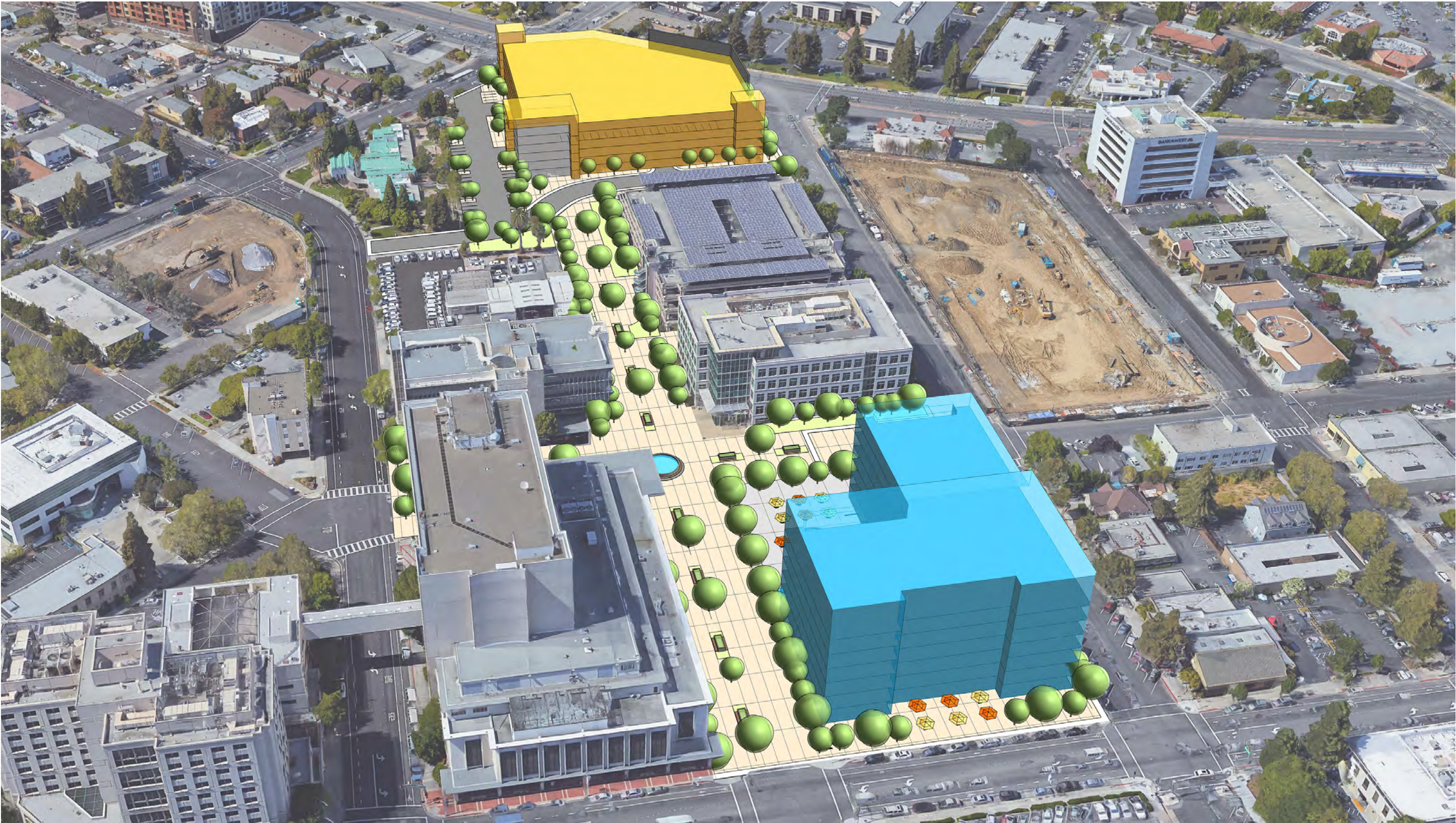


Option 3 (Traffic Court/Credit Union Site) - Phase 3





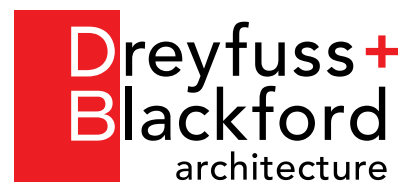
Option 3 (Traffic Court/Credit Union Site) - South Towards Marshall St.



Option 3 (Traffic Court/Credit Union Site) - North Towards Brewster Ave.



Option 3 (Traffic Court/Credit Union Site) - West Towards Winslow St.



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