

County of Monterey

Facilities Master Plan Development

Board of Supervisors Meeting
Facilities Master Plan
Key Findings and Development Options
January 13, 2026



Board Report Recommendations

- Receive a presentation on departmental space need projections for the next 20 years, and development options in the draft 2025 Facilities Master Plan for County facilities
- Provide direction to staff on space development options to incorporate into the Final 2026 Facilities Master Plan

Meet the Project Team

Gensler team is joined by our partners, **Gruen Gruen + Associates** (Economic Analysis) and **KPJ Consulting** (Cost Estimating). Our teams have collaborated on public sector strategic and facilities master plans throughout California and the Southwest region for nearly 20 years. Selected experience on California facilities master plans includes:

- County of Napa Facilities Master Plan (2024)
- County of Santa Barbara Calle Real Master Plan (2022)
- County of Contra Costa Facility Master Plan (2021)
- County of Santa Cruz Long-range Facilities Master Plan (2019)
- County of San Luis Obispo Facilities Master Plan (2018)
- County of Sonoma County Comprehensive Facilities Plan (2012)



COUNTY PROJECT LEAD: Public Works, Facilities and Parks (PWFP)
STEERING COMMITTEE: County Administrative Office (CAO)
Housing & Community Development (HCD)
Human Resources (HR)
Information Technology (IT)
Public Works, Facilities and Parks (PWFP)

LEAD CONSULTANT TEAM - Gensler



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What We'll Cover Today

1.	Project Introduction	Project Methodology / Goals of the Meeting
2.	Facilities Master Plan Overview	Facilities in Scope / Guiding Principles
3.	Key Findings	What was Learned
4.	Planning Options	Salinas and Peninsula / South County / North County
5.	Financial Analysis	Occupancy Costs / Opportunistic Acquisitions
6.	Next Steps	



Project Introduction

Project Methodology

Oct – Dec 2024	Jan – Mar 2025	Mar – Dec 2025	Jan – Feb 2026
Data Collection	Analysis + Findings	Options Development	Final Master Plan
Activities <ul style="list-style-type: none"> 800+ Workplace Experience Surveys collected 27 Departments surveyed and interviewed 5 Board of Supervisor interviews (one-on-one)	<ul style="list-style-type: none"> Staffing Projections Demand & Supply Gap Analysis Real Estate Market Assessment	<ul style="list-style-type: none"> Develop Alternative Solutions Adaptive Reuse & Disposition Analysis Occupancy Cost Analysis	<ul style="list-style-type: none"> Implementation Roadmap Final Facilities Master Plan
Milestones <ul style="list-style-type: none"> 1 Steering Committee Visioning Workshop	<ul style="list-style-type: none"> 1 Steering Committee Key Findings Meeting	<ul style="list-style-type: none"> 2 Steering Committee Options Workshop 2 Capital Improvement Committee Meeting 1 Board of Supervisors Meeting	<ul style="list-style-type: none"> Department Leader Presentation

Goals of the Meeting

- **Share key findings** from department engagements and facilities studies
- **Present planning options** for four County regions
- **Gather feedback** to clarify priorities and discuss additional considerations
- **Work towards a preferred path forward** to guide the implementation plan

Facilities Master Plan Overview

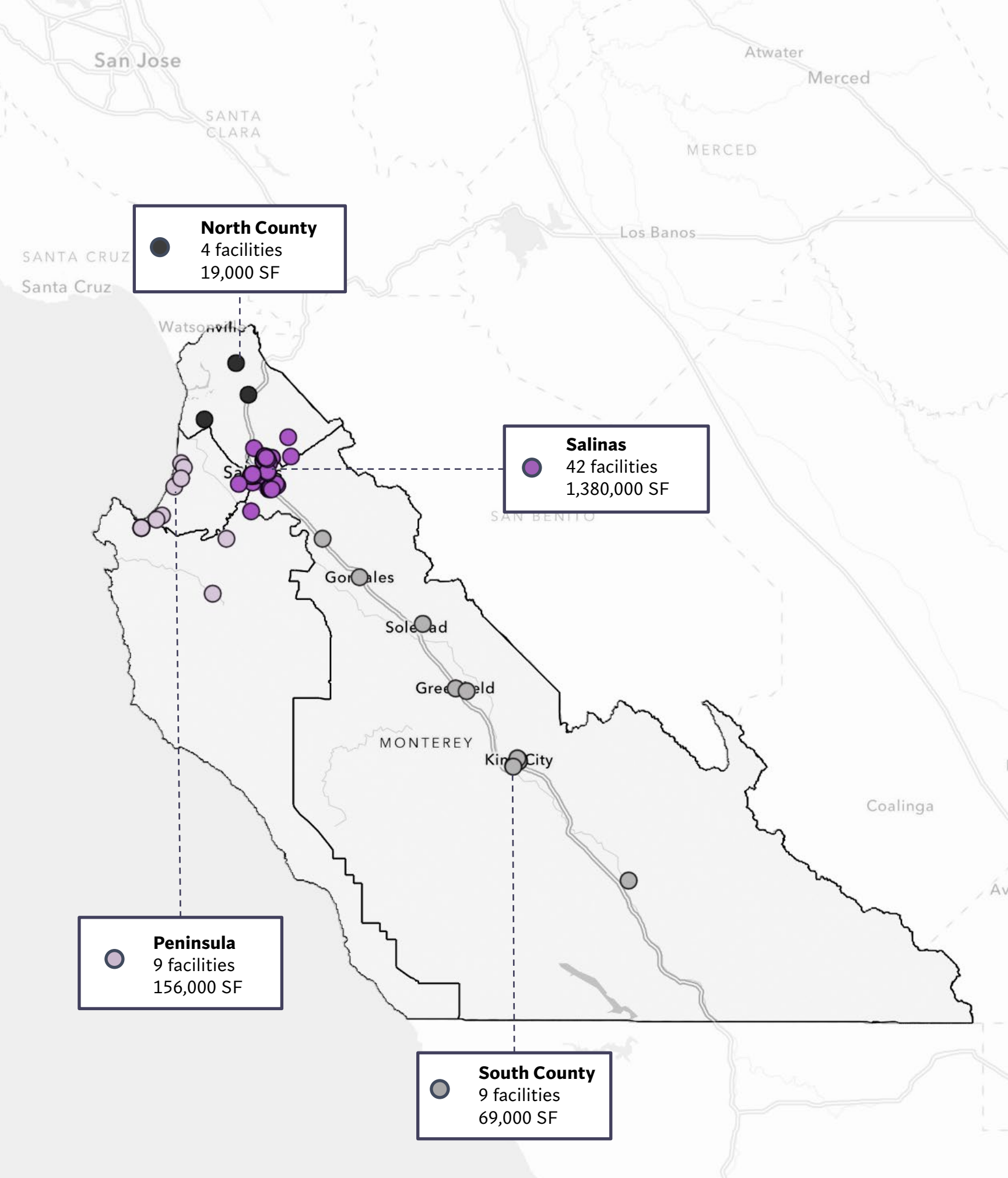
Facilities Master Plan Scope

The scope of the County of Monterey Facilities Master Plan (FMP) includes a large portion of the County's owned and leased portfolio, totaling 64 facilities and approximately 1,624,000 SF.

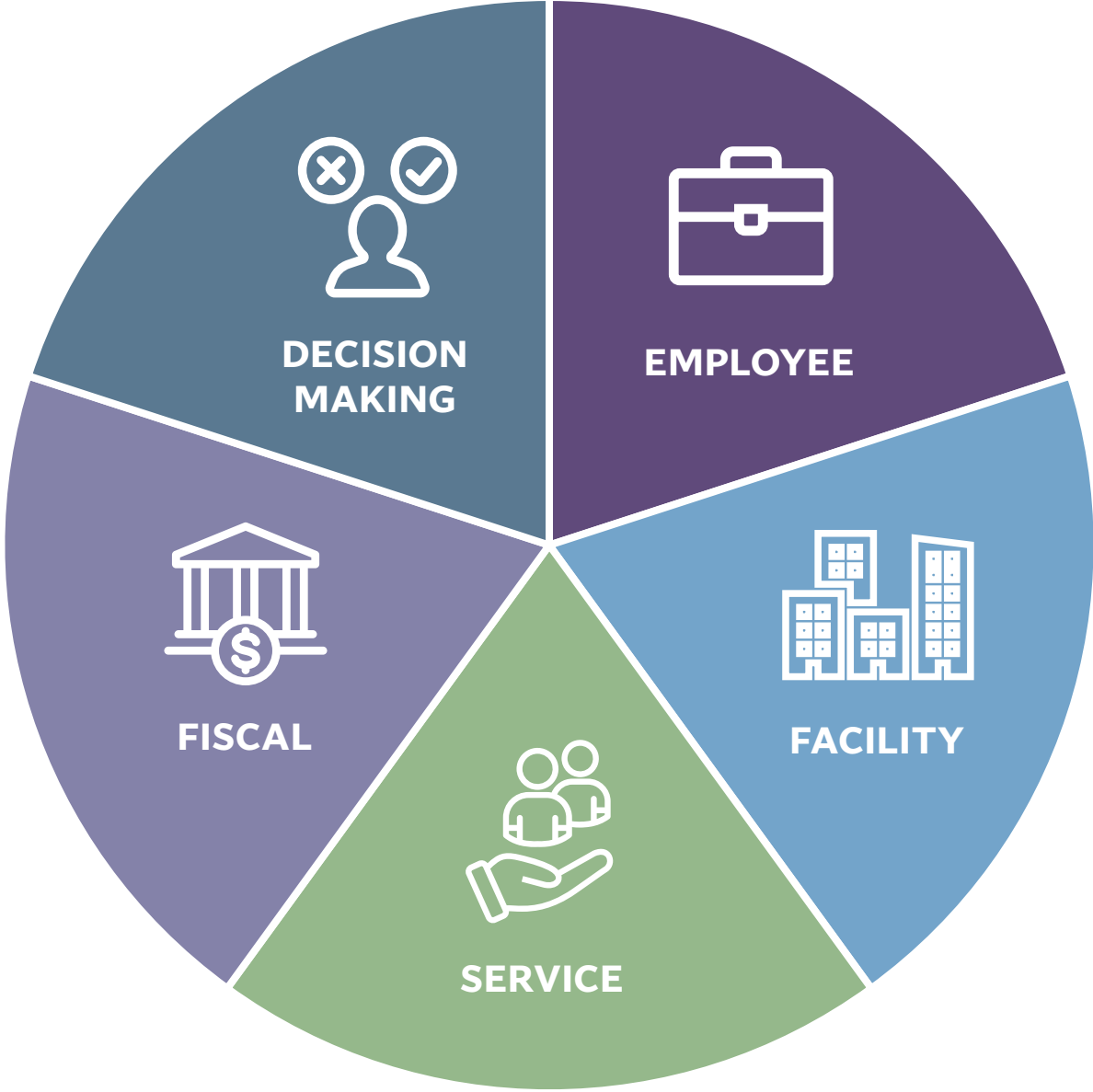
Excluded from the FMP

These facilities are either already addressed in studies or require independent analysis.

- » **Natividad Medical Center and associated facilities**
- » **Jail and detention facilities**
- » **Parks and recreation facilities**
- » **Libraries**
- » **Special use sites:** communication sites, former Fort Ord Bunkers, medical and student housing, water facilities (dams, plants, reservoirs), habitat parcels, and historic structures



Guiding Principles



Effective Decision Making

Enable County to make timely, informed property decisions that align with long-term goals



Fiscal Responsibility

Prioritize long term financial sustainability and return on investment within County real-estate portfolio



Enhanced Employee Experience

Create a positive experience that drives recruitment, retention, and employee satisfaction. Listen to the employees for their priorities



Equitable Service Delivery and Access

Increase service access for all residents and maximize the effectiveness of County and partner agencies



Highest and Best Use of Facilities

Determine the effective use of existing facilities and explore development opportunities for facilities, including housing

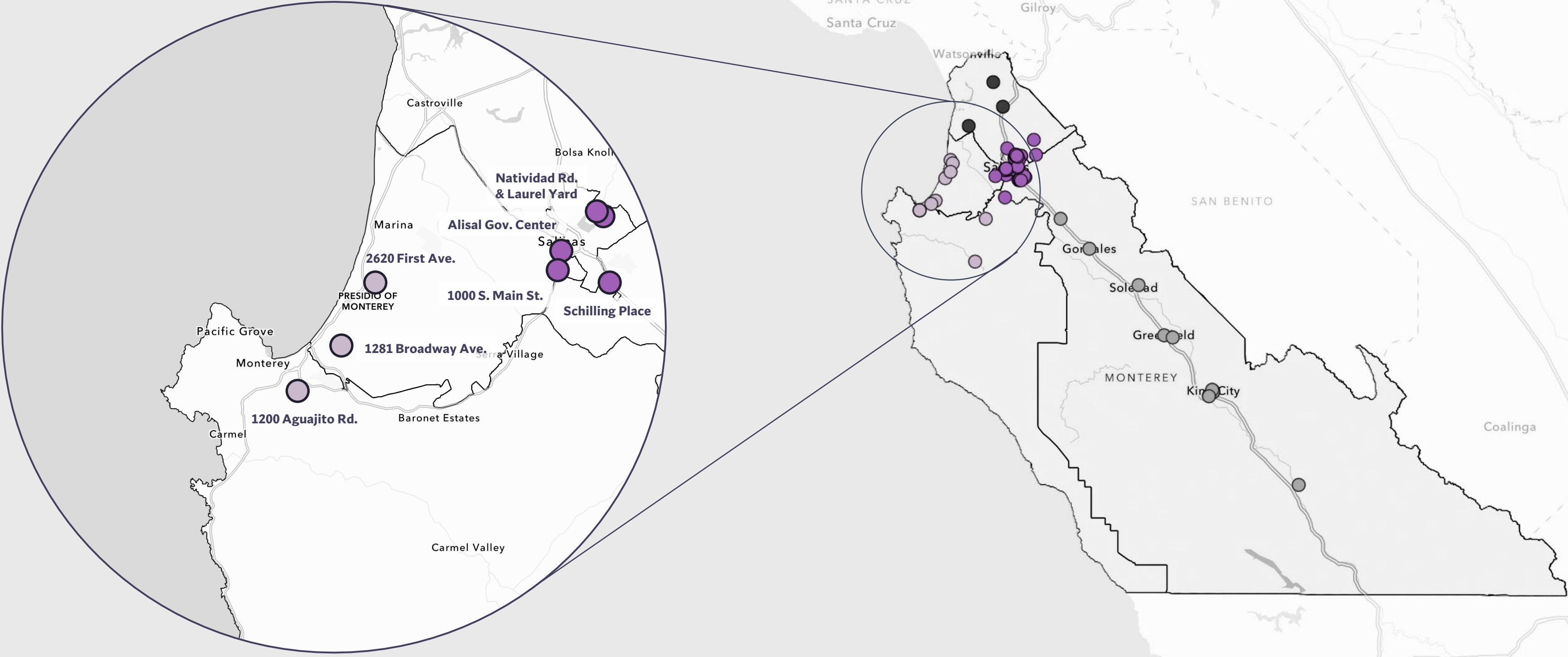
Key Findings

Key Findings

- 01** Growth is expected, particularly in Health, Social Services, Public Safety, and Justice functions.
- 02** Current space utilization aligns with typical government benchmarks but could be more efficient.
- 03** Many departments are leveraging telework but are not yet fully aligned on seat sharing.
- 04** Most operational and service adjacencies are met, but opportunities exist for improved workflow and privacy.
- 05** County facilities are aging, and some require substantial repairs, replacements, or seismic retrofitting.
- 06** Employee experience can be improved with more privacy, wellness support, parking, and a consistent workspace.
- 07** Service gaps remain in South and North County; several departments are interested in expanding their presence.
- 08** To support housing development, potential properties were identified for highest and best use analysis.

Planning Options

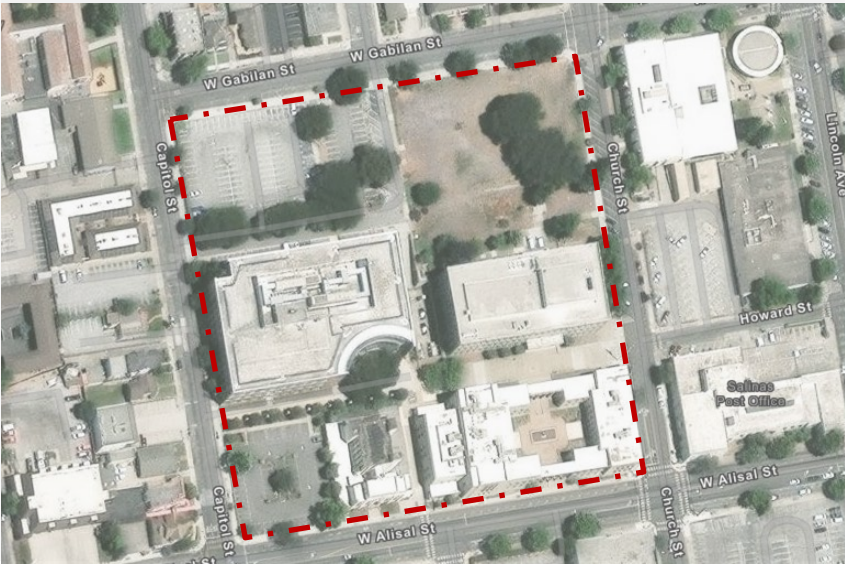
Salinas and Peninsula



** Dots on the zoomed in map show key facilities only*

Salinas and Peninsula | Key Facilities

Alisal Gov. Center, Salinas



Schilling Place, Salinas



Laurel Yard, Salinas



1000 S. Main St., Salinas



Natividad Rd., Salinas



1200 Aguajito Rd., Monterey



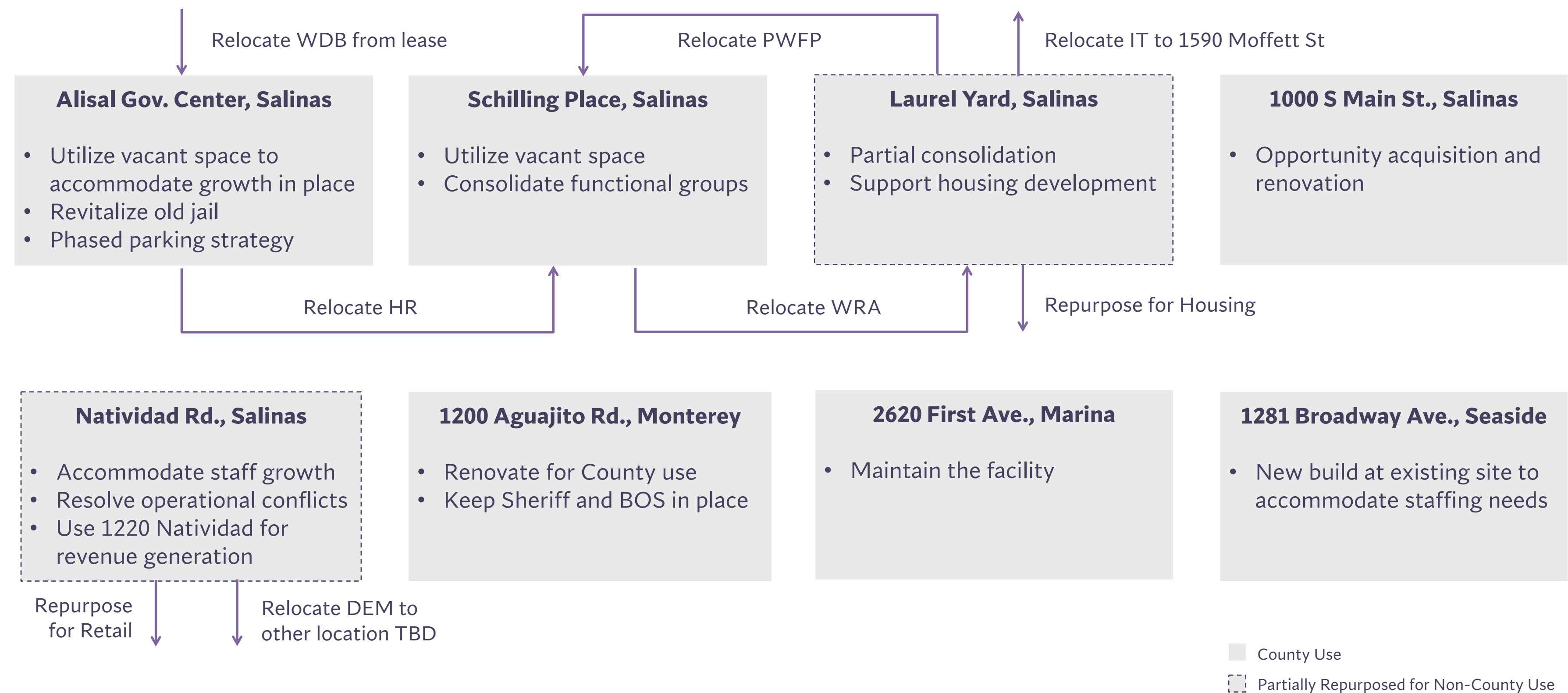
2620 First Ave., Marina



1281 Broadway Ave., Seaside



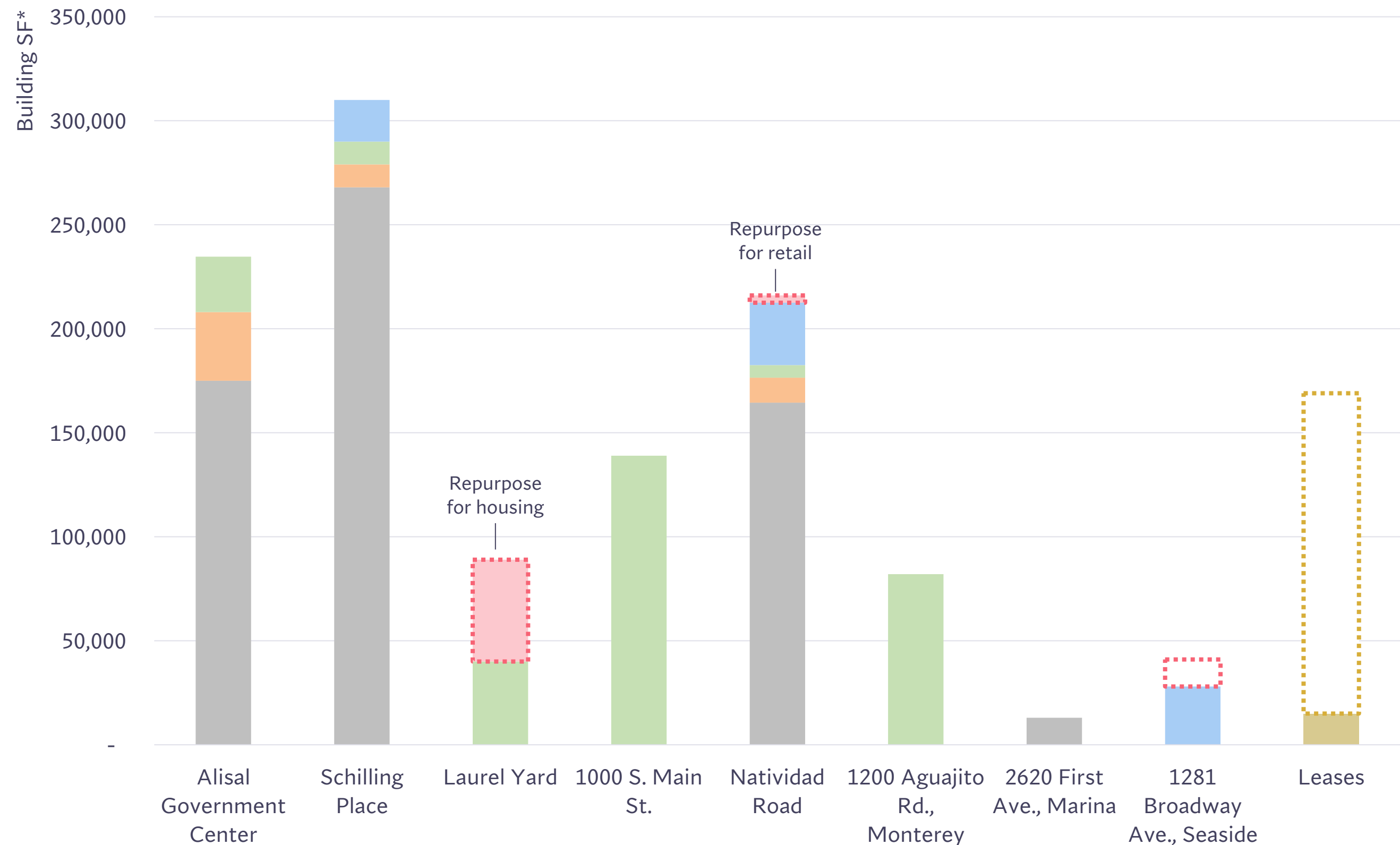
Salinas and Peninsula | Option 1 Invest in Existing Campuses



Salinas and Peninsula | Option 1 Invest in Existing Campuses

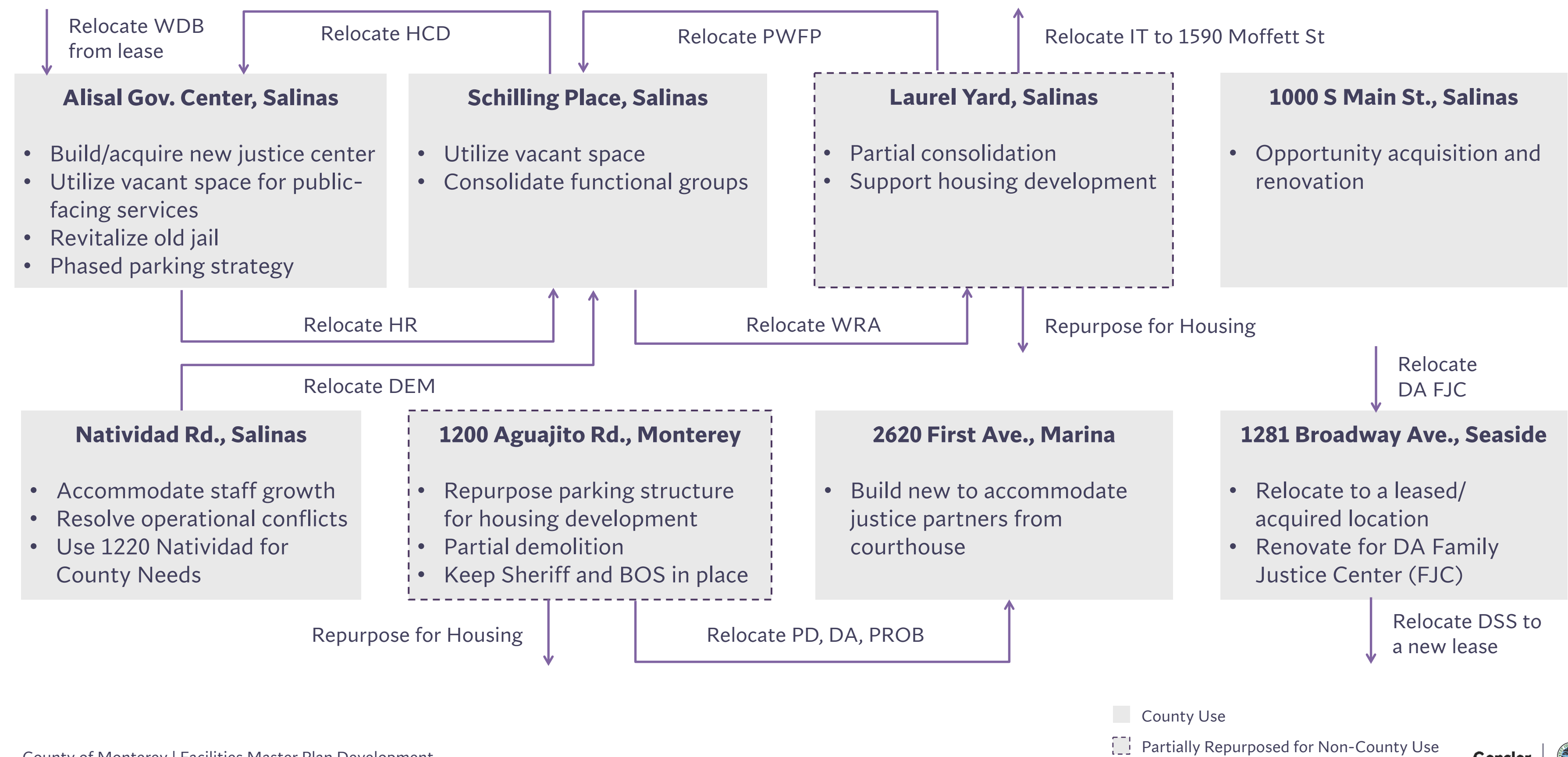
This option **prioritizes growth within current facilities through condition upgrades and efficiency improvements**. It requires limited new construction and only modest repurposing of County properties for housing.

- ACTIONS
- Maintain (58%)
 - Refresh (5%)
 - Gut Renovation (28%)
 - New Build (7%)
 - Lease (1%)
 - Demolition
 - Demolition and Repurposing
 - Lease Cancellation



* Building SF excludes parking structure

Salinas and Peninsula | Option 2 Optimize Service Alignment



Salinas and Peninsula | Option 2 Optimize Service Alignment

This option **supports growth and organizes agencies primarily by service groups**. It includes targeted new construction to consolidate services and maximizes opportunities to repurpose County properties for housing.

ACTIONS

Maintain (54%)

Refresh (7%)

Gut Renovation (25%)

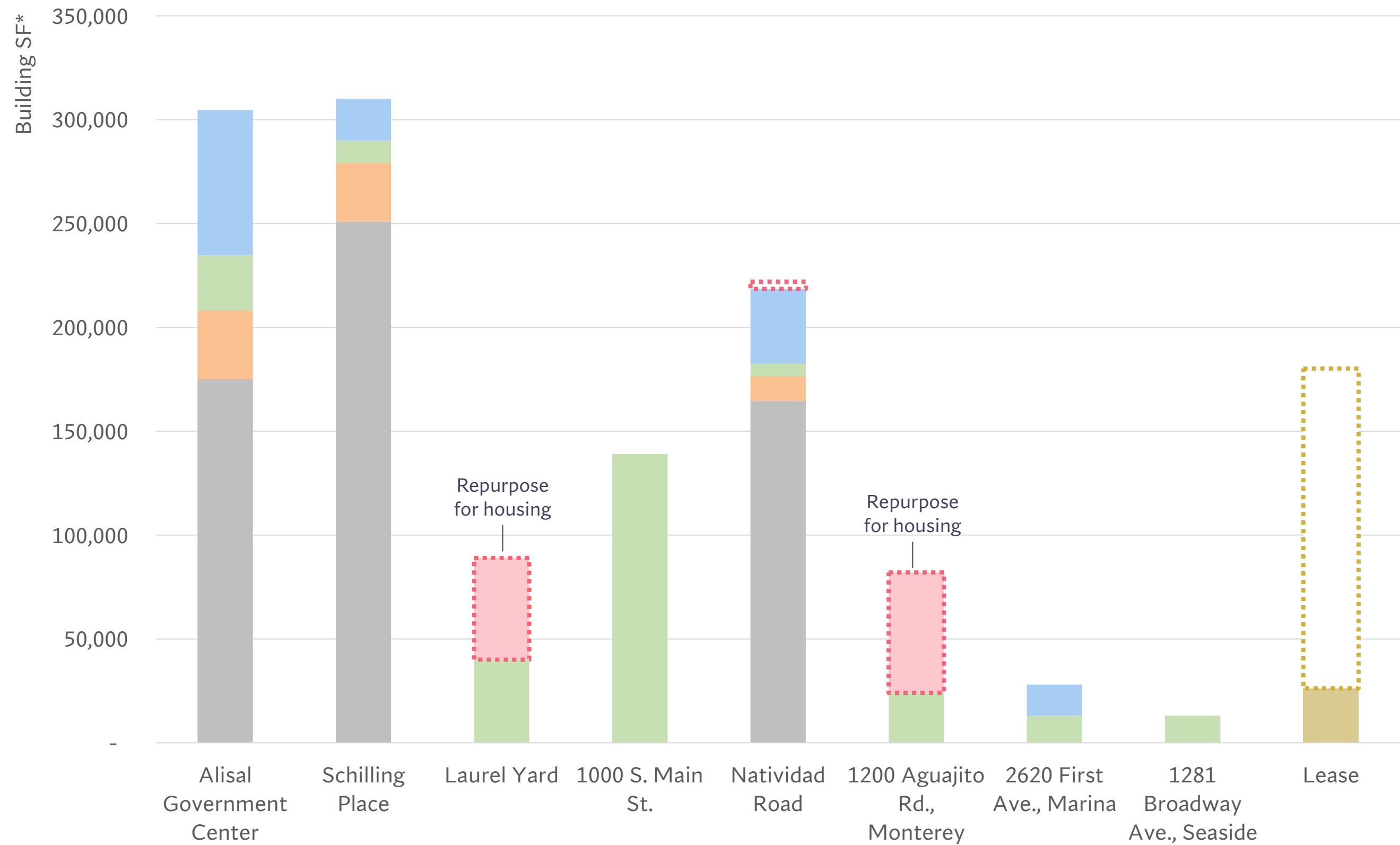
New Build (13%)

Lease (2%)

Demolition

Demolition and Repurposing

Lease Cancelation



* Building SF excludes parking structure

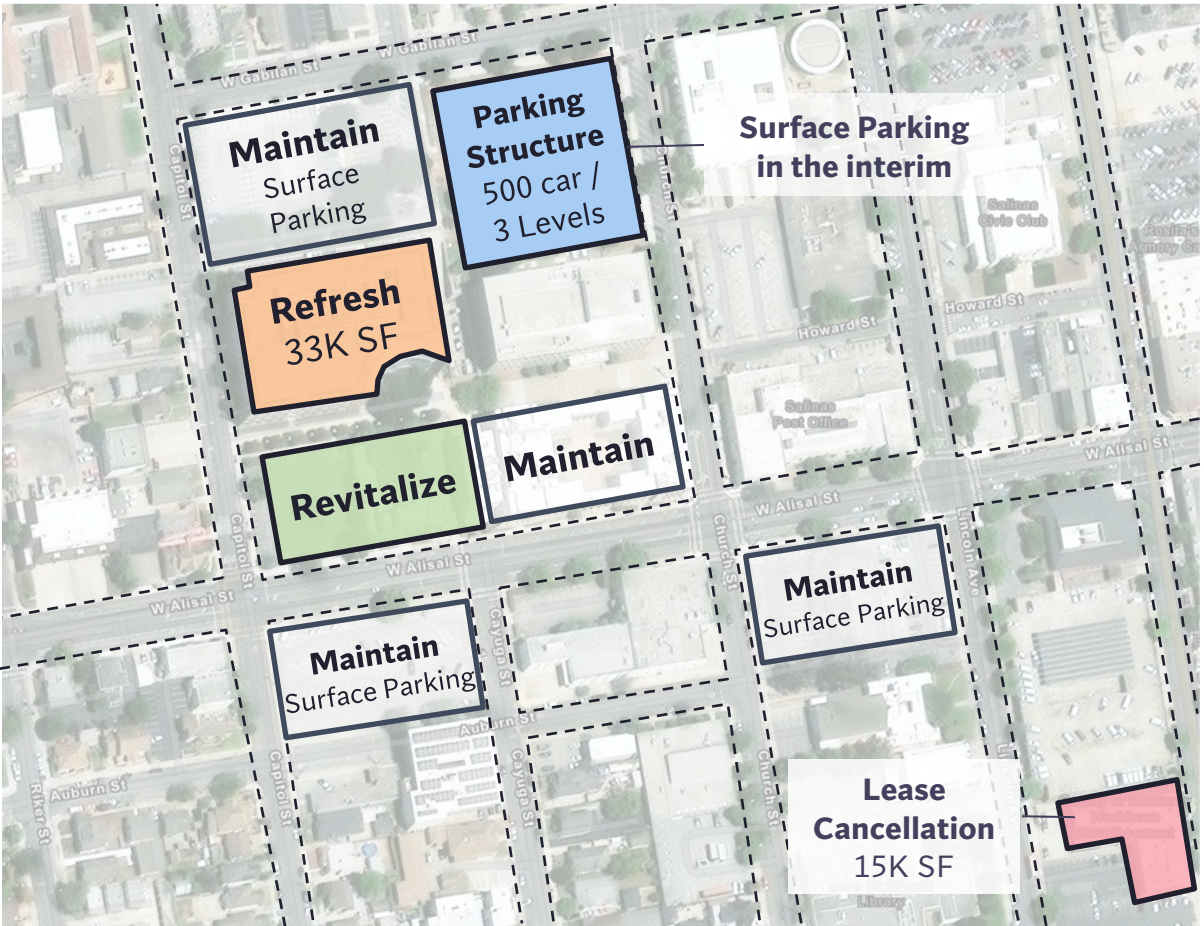
Existing

- Mix of public-facing and internal departments, creating privacy challenges
- Underused second floor
- Significant staff growth, especially in the Public Defender's Office
- Ongoing parking shortages
- Vacant historic building on site
- Vacant parcel along Gabilan St.

	Building Area	Staff
Existing (2024)	234,700 GSF	537 FTEs
Option 1 (2044)	234,700 GSF	627 FTEs
Option 2 (2044)	304,700 GSF	753 FTEs

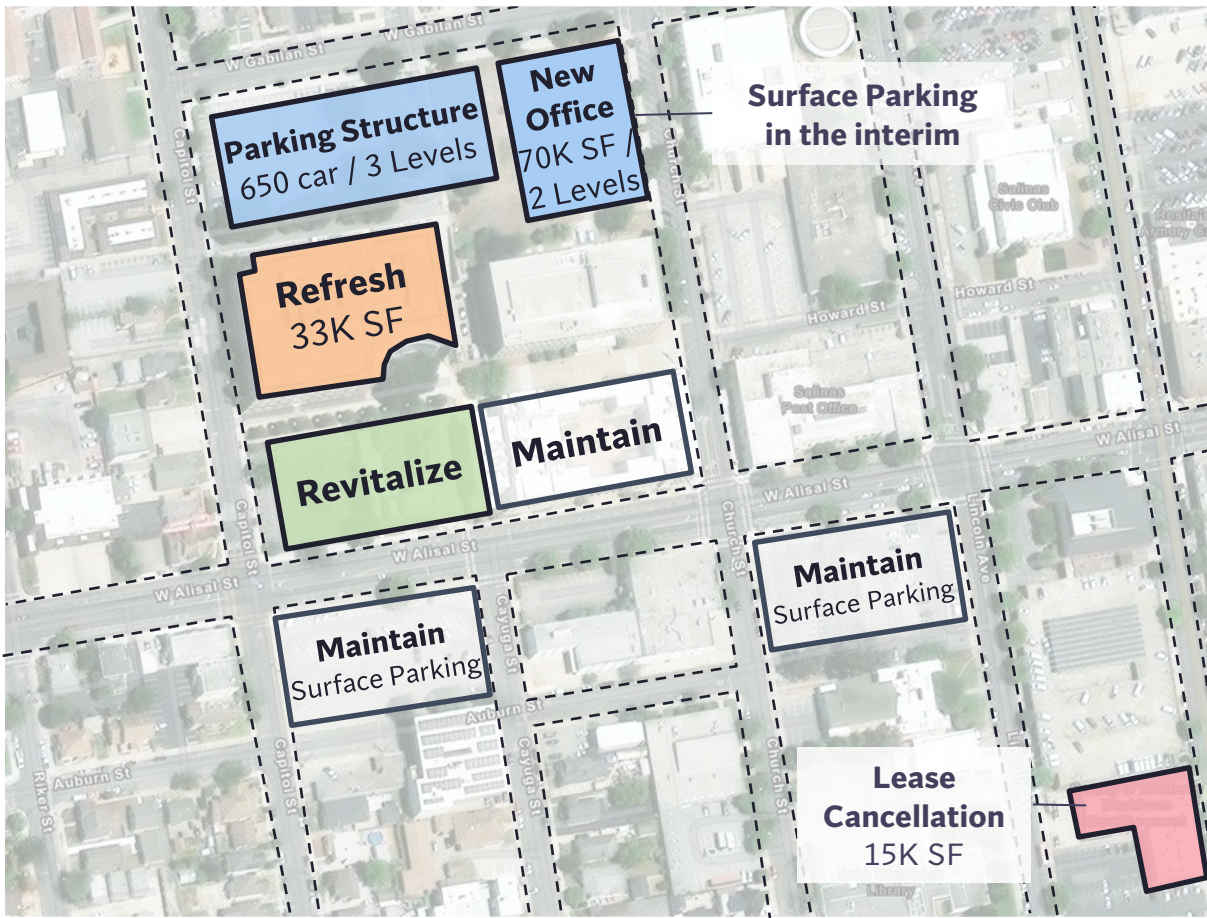
Option 1 ★

- **Renovate vacant office space to accommodate growth in place**
- Relocate HR to Schilling
- Relocate BOS District 1's main office
- Revitalize old County jail
- Implement phased parking strategy



Option 2

- **Renovate vacant office space and consolidate public-facing services**
- **Build (or acquire) a new Justice Center**
- Relocate HR to Schilling
- Relocate BOS District 1's main office
- Revitalize old County jail
- Implement phased parking strategy



Existing

- Leased facility
- Public-accessible location
- Inefficient layout: excessive circulation space, limited customer-facing areas
- Significant deferred maintenance
- ADA upgrades needed

Option 1

- Acquire the Life Foundation Building to secure long-term access to this location
- Renovate to modernize the facility and resolve deferred maintenance

Option 2

- Same as Option 1



	Building Area	Staff
Existing (2024)	139,000 GSF	427 FTEs
Option 1 (2044)	139,000 GSF	518 FTEs
Option 2 (2044)	139,000 GSF	518 FTEs

Laurel Yard, Salinas

Renovation

Demolition

Existing

- On-site departments: Facilities, Fleet, IT storage, Water Resources, and Probation Silver Star Program
- Aging facilities with deferred maintenance
- Planned housing developments nearby

	Building Area	Staff
Existing (2024)	89,000 GSF	110 FTEs
Option 1 (2044)	40,000 GSF	81 FTEs
Option 2 (2044)	40,000 GSF	81 FTEs

Option 1

- Relocate PWFP and IT to free part of the site for housing development
- Renovate north buildings for the Probation Silver Star Program, WRA, and library archive storage
- Provide secure vehicle storage for DA
- Reserve the rear vacant site for future County use

Option 2

- Same as Option 1



Schilling Place, Salinas

New Build

Renovation

Refresh

New Fleet Parking/ Storage

CIC Preferred Option

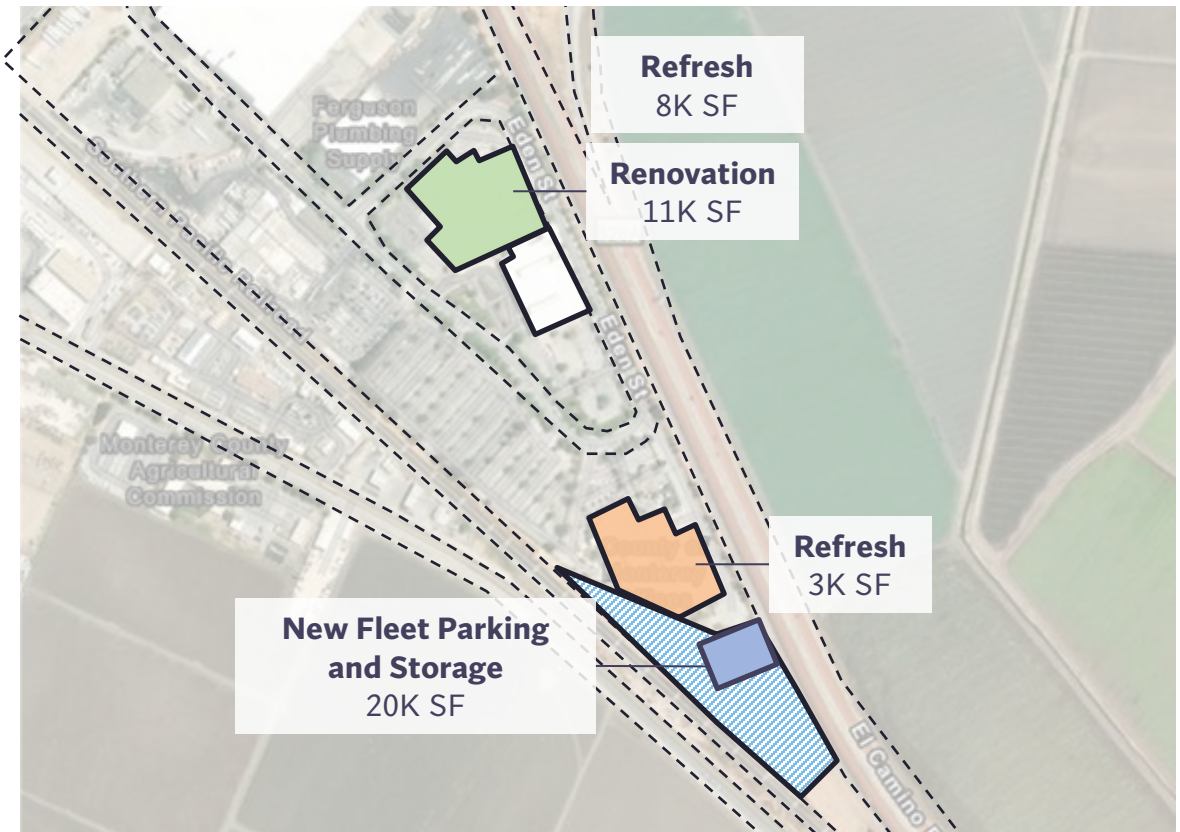
Existing

- Underutilized vacant space
- Inconsistent space standards
- Vacant lot near the billboard
- Limited public transit access
- Single-point entry/exit at Schilling Place continues to pose access challenges

	Building Area	Staff
Existing (2024)	290,000 GSF	453 FTEs
Option 1 (2044)	310,000 GSF	698 FTEs
Option 2 (2044)	310,000 GSF	678 FTEs

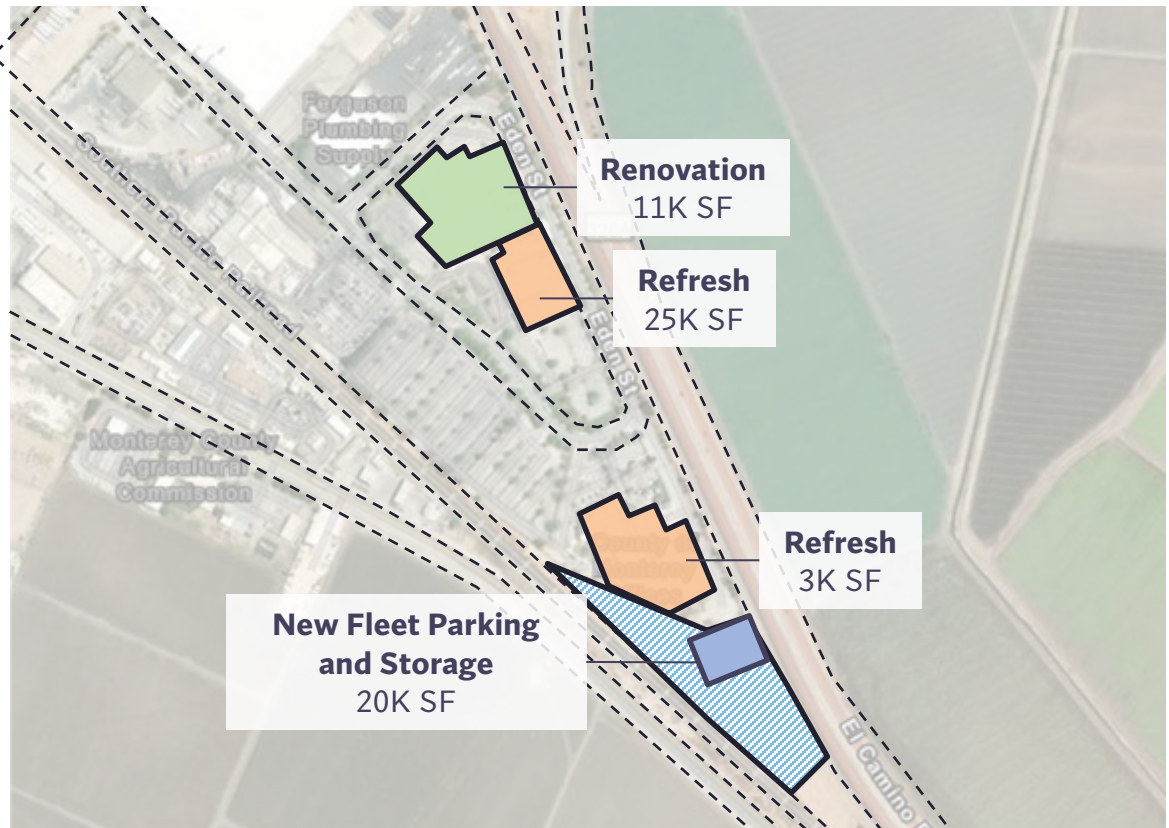
Option 1

- Renovate vacant space to accommodate PWFP (from Laurel Yard) and HR (from 168 W. Alisal), and expand Elections space
- Consolidate WRA at Laurel Yard
- Repurpose the vacant Schilling lot for fleet and add new storage warehouse



Option 2

- Relocate HCD to Alisal Gov. Center**
- Renovate vacant space to accommodate **DEM (from Natividad)**, PWFP (from Laurel Yard) and HR (from 168 W. Alisal), and expand Elections space
- Consolidate WRA at Laurel Yard
- Repurpose the vacant Schilling lot for fleet and add new storage warehouse



Natividad Rd., Salinas

New Build
Renovation
Refresh
Demolition and Repurpose
New Surface Parking

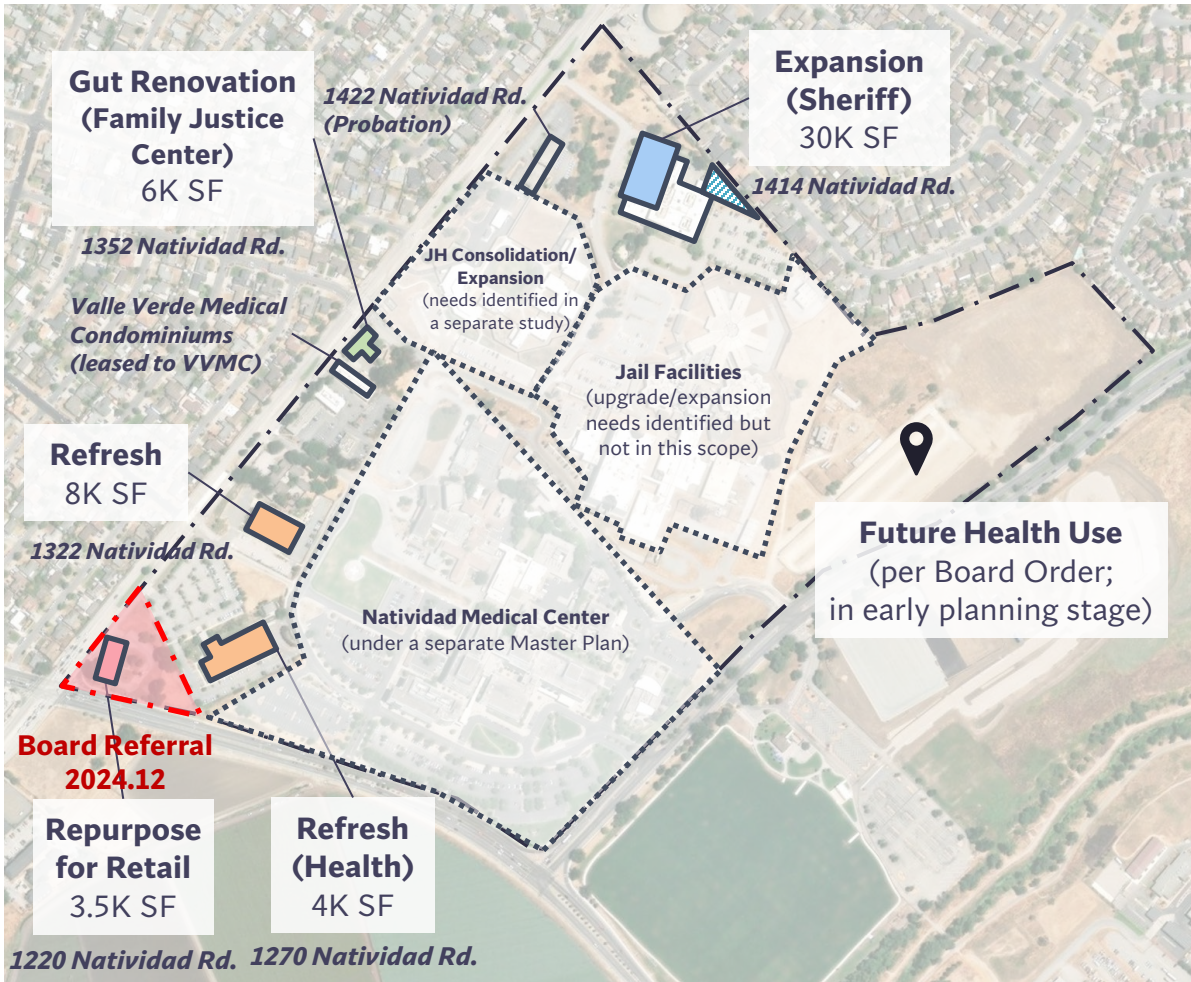
Existing

- Central campus for health and justice functions
- Board referral 2024.12 on alternative uses for 1220 Natividad Rd.
- Space constraints for the Sheriff-Coroner
- Operational model conflicts between Emergency Management and Emergency Communications, though they currently co-locate

	Building Area	Staff
Existing (2024)	186,000 GSF	575 FTEs
Option 1 (2044)	212,500 GSF	735 FTEs
Option 2 (2044)	218,500 GSF	735 FTEs

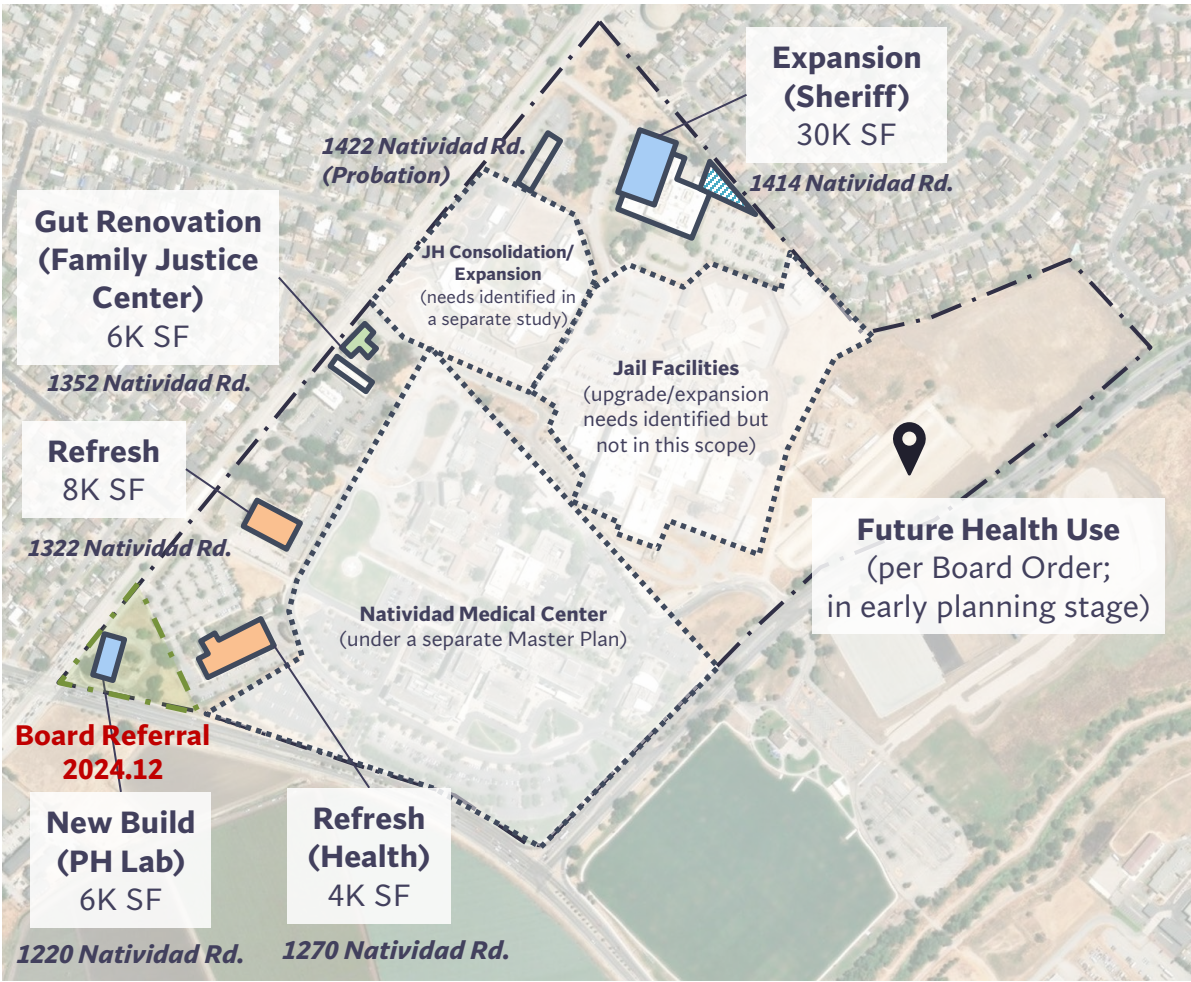
Option 1

- Lease 1220 Natividad** for commercial use to support the Housing Trust Fund (\$192K–\$205K annual ground rent)
- Relocate DEM to other location TBD**
- Expand the Sheriff-Coroner building
- Renovate 1352 Natividad Rd. for the DA Family Justice Center



Option 2

- Retain 1220 Natividad for Health services** (5–10 years funding timeline)
- Relocate DEM to Schilling Pl. in Salinas**
- Expand the Sheriff-Coroner building
- Renovate 1352 Natividad Rd. for the DA Family Justice Center



1200 Aguajito Rd., Monterey

■ New Build ■ Renovation ■ Refresh ■ Demolition and Repurpose ■ New Surface Parking ★ CIC Preferred Option

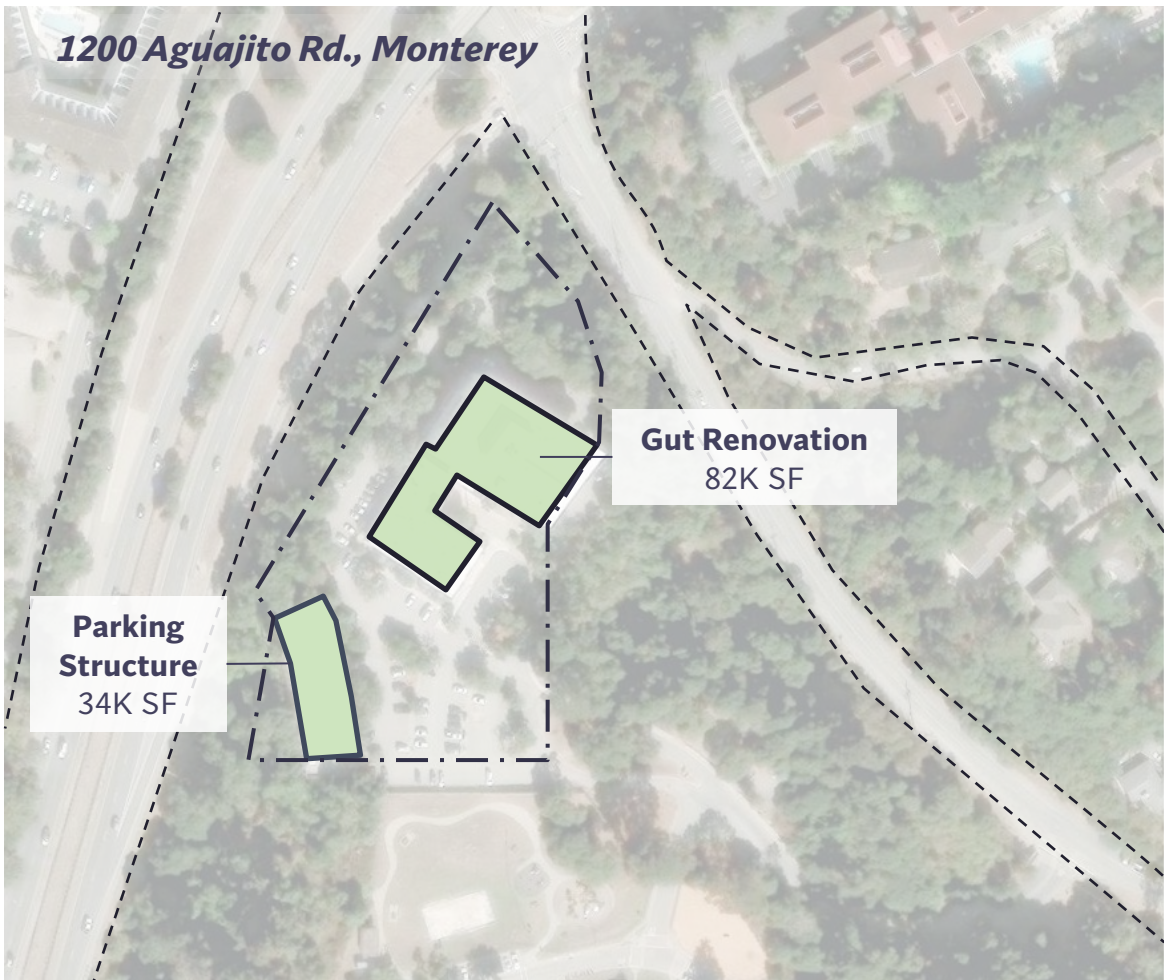
Existing

- Court moving to the new Fort Ord Courthouse
- Prime site suitable for future housing development
- BOS District 5 and Sheriff coastal team need to remain in Monterey
- Justice partners benefit from proximity to the Court

	Building Area	Staff
Existing (2024)	95,000 GSF	104 FTEs
Option 1 (2044)	95,000 GSF	176 FTEs
Option 2 (2044)	52,000 GSF	151 FTEs

Option 1

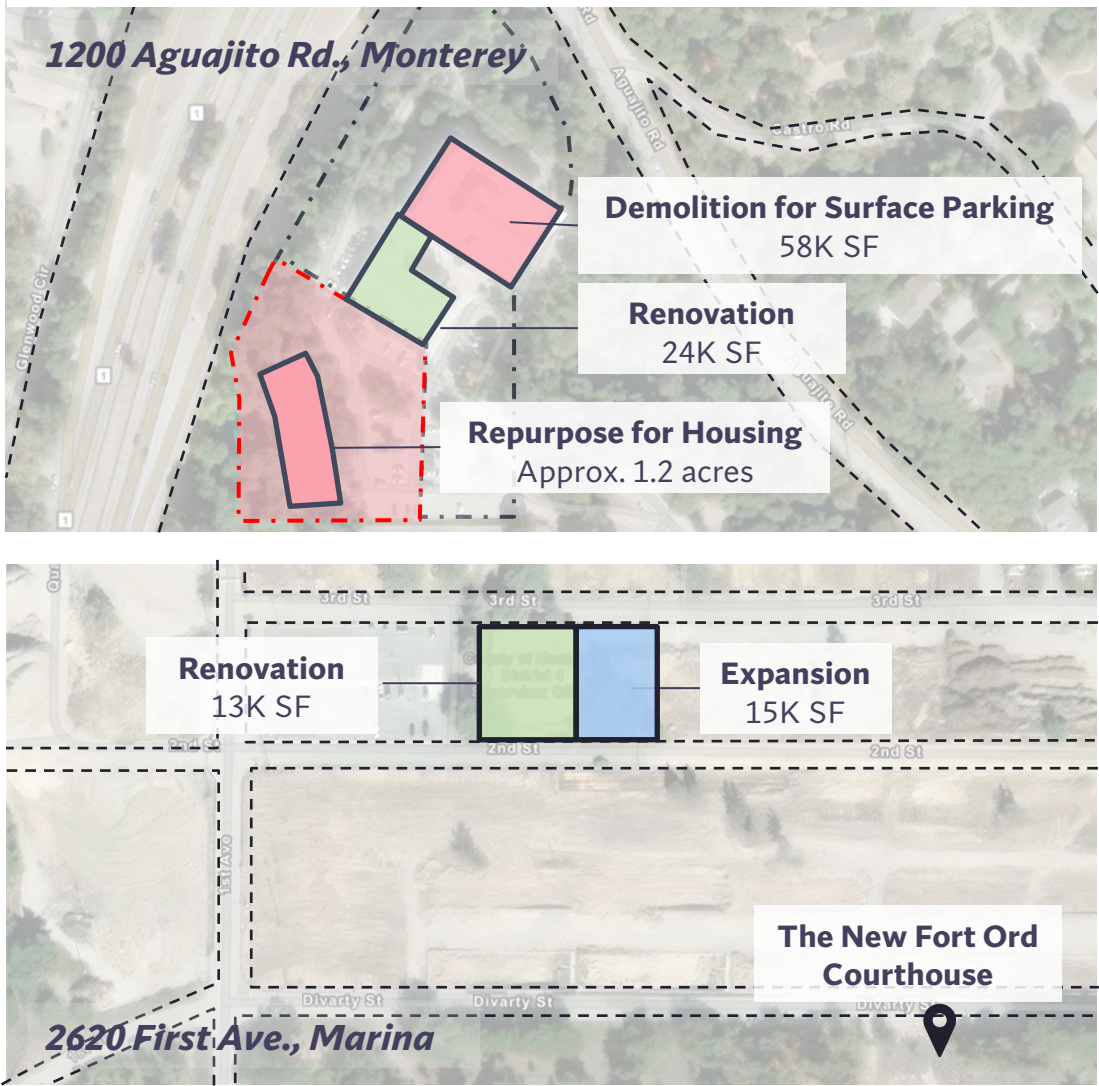
- **Repurpose courtrooms into office space after Court relocates**
- Allow departments to grow in place
- Provide space for other County functions, e.g., PWFP road crew



- Cost of renovation **\$53M** vs. Partial demolition, renovation, and build new **\$45M**

Option 2 ★

- **Demolish the parking structure and reparcel the site for housing**
- Demolish the north courthouse wing and convert to surface parking
- Expand 2620 First Ave. to relocate justice partners from 1200 Aguajito Rd.



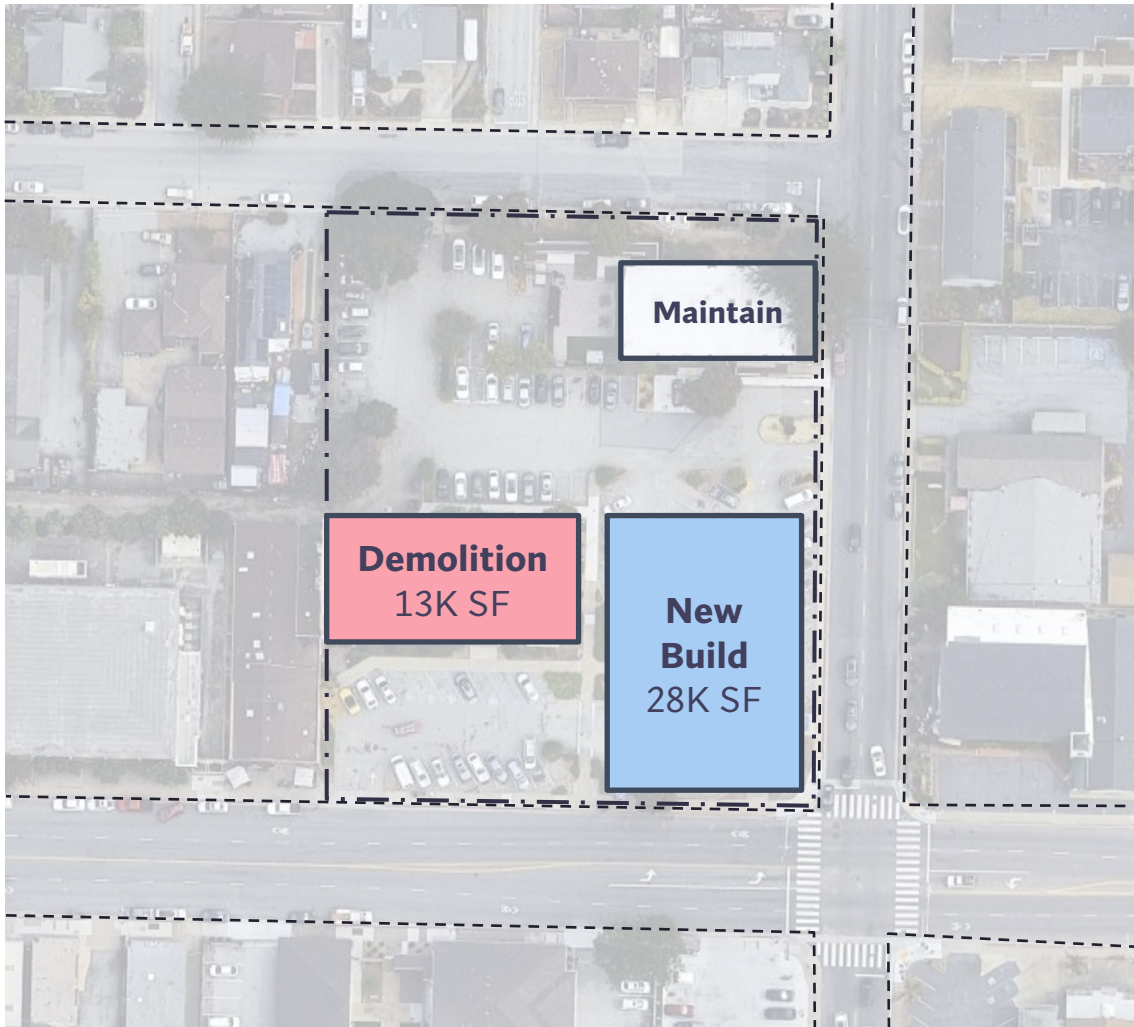
1281 Broadway Ave., Seaside

This property is being evaluated under a separate study.

Two options are included in the FMP’s Occupancy Cost model.

Option 1

- **Renovate, expand, or rebuild the existing facility** (a minimum of 28,000 SF) to support DSS functions

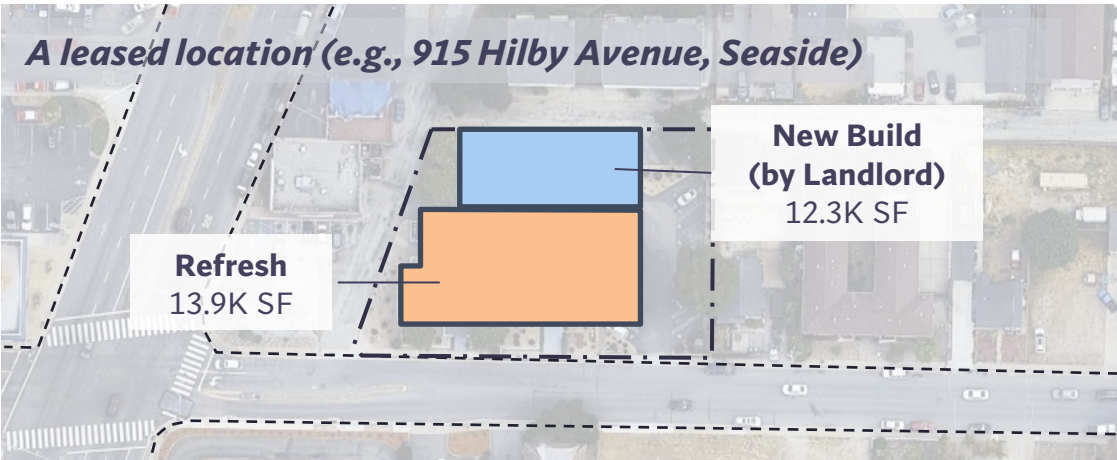
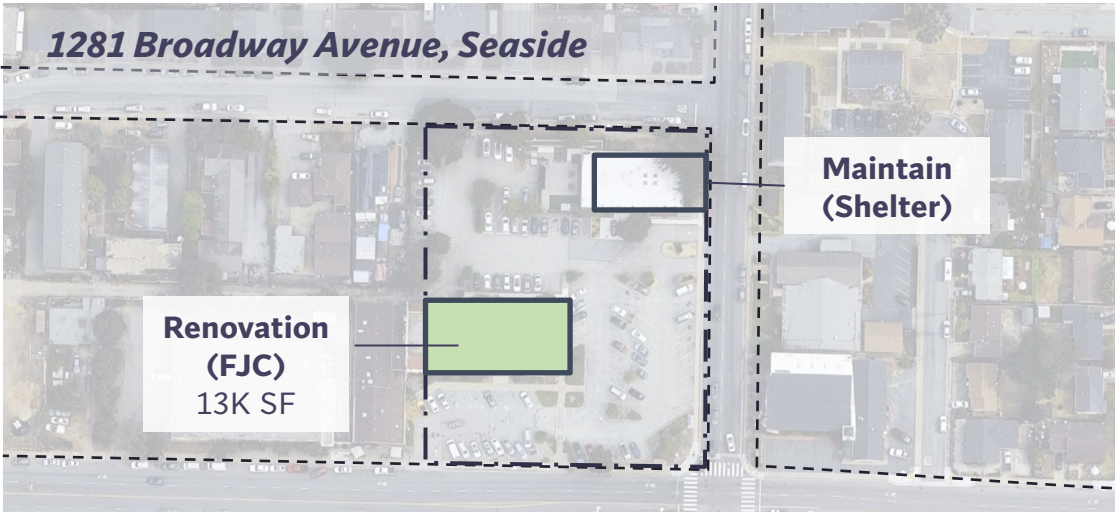


This diagrams are for illustration only, options varies

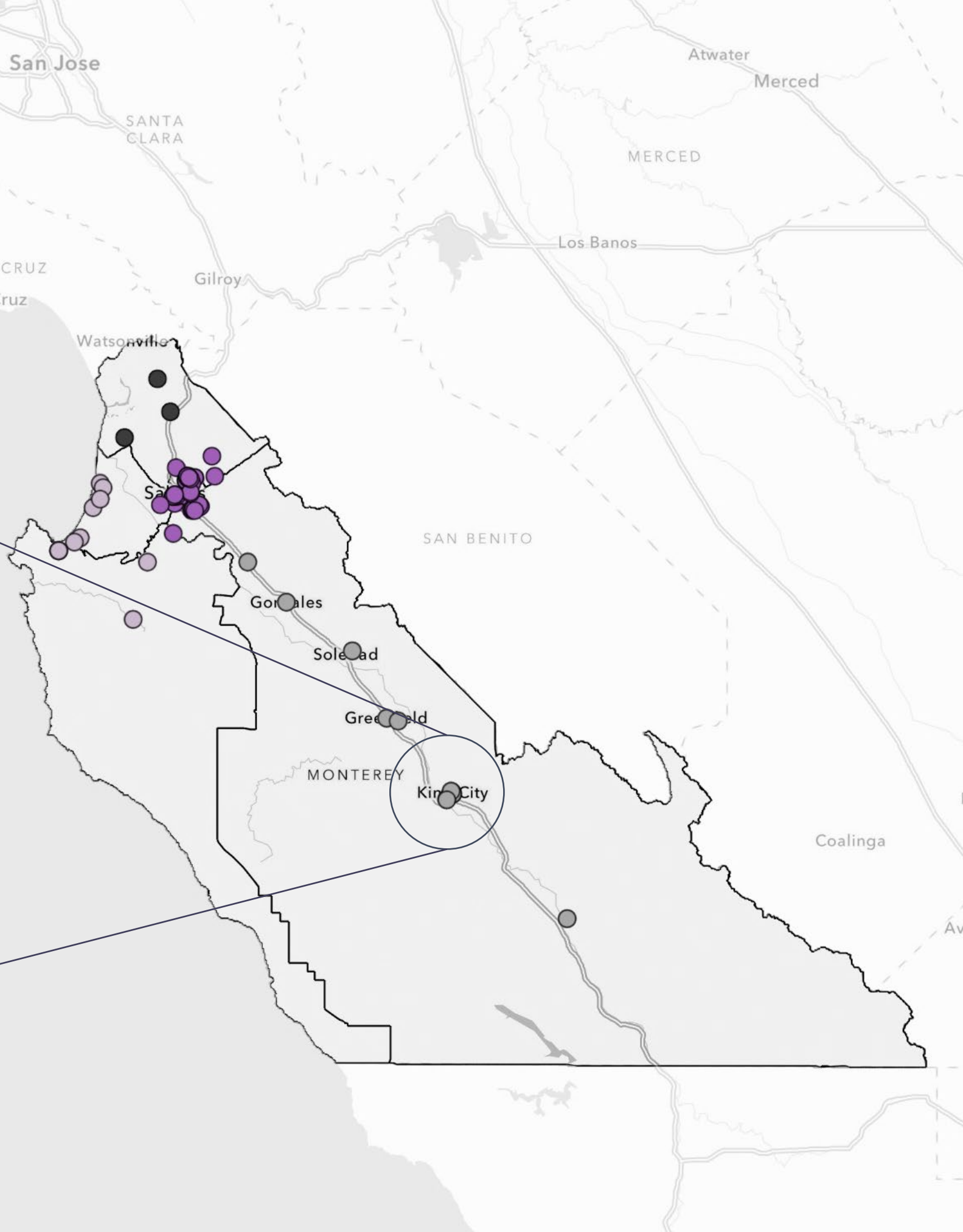
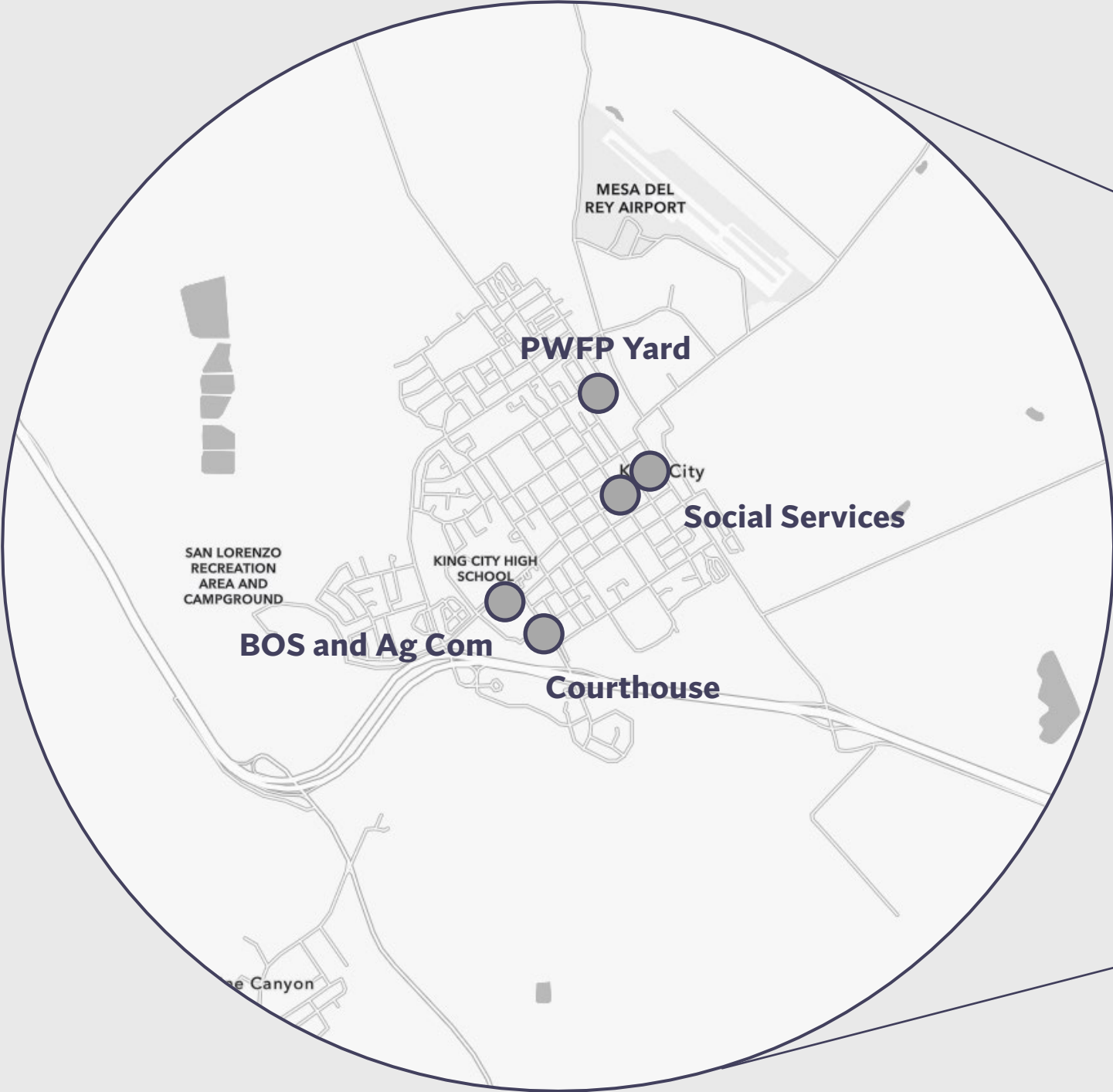
New Build Renovation Refresh Demolition and Repurpose

Option 2

- **Lease a new facility** for DSS, with moderate tenant improvements or expansion as needed
- Repurpose 1281 Broadway for other County uses



South County



** Dots on the zoomed in map show key facilities only*

South County | Key Facilities

1011 Broadway Ave. &
250 Franciscan Wy., King City



522 N. 2nd St., King City

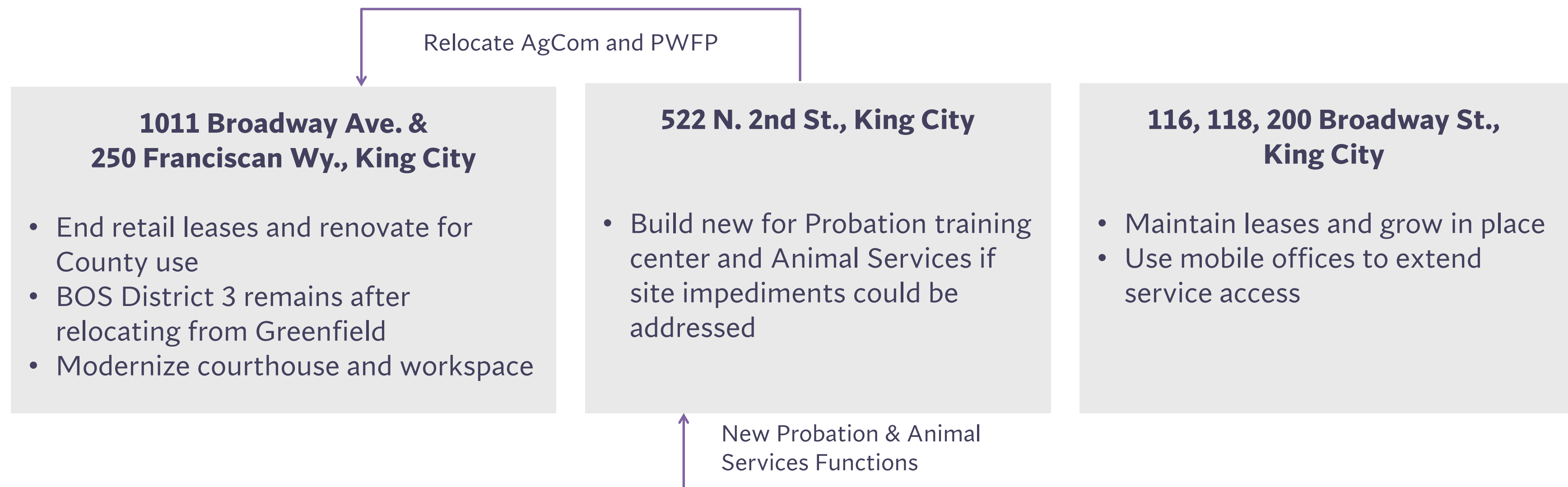


116, 118, 200 Broadway St., King City
(Leased)



* **[Not shown here]** To support resiliency center development in South County, County has acquired the vacant lot near San Lucas Library and is pursuing acquisition of additional lot and the leased San Ardo Library. Bradley Library is close to begin construction and has vision to also serve as resiliency hub.

South County | Option 1 Grow Within Current Footprint

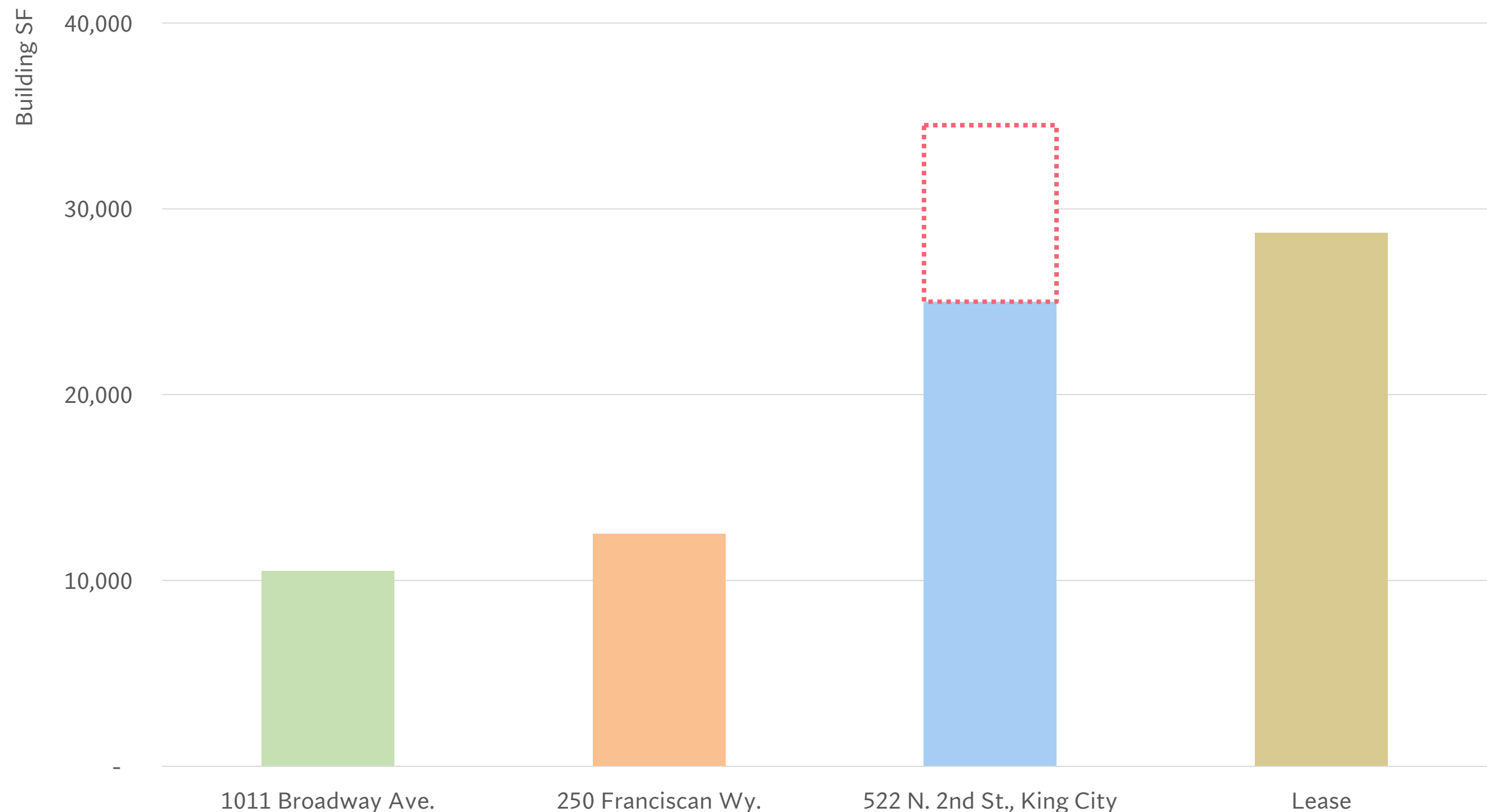


County Use

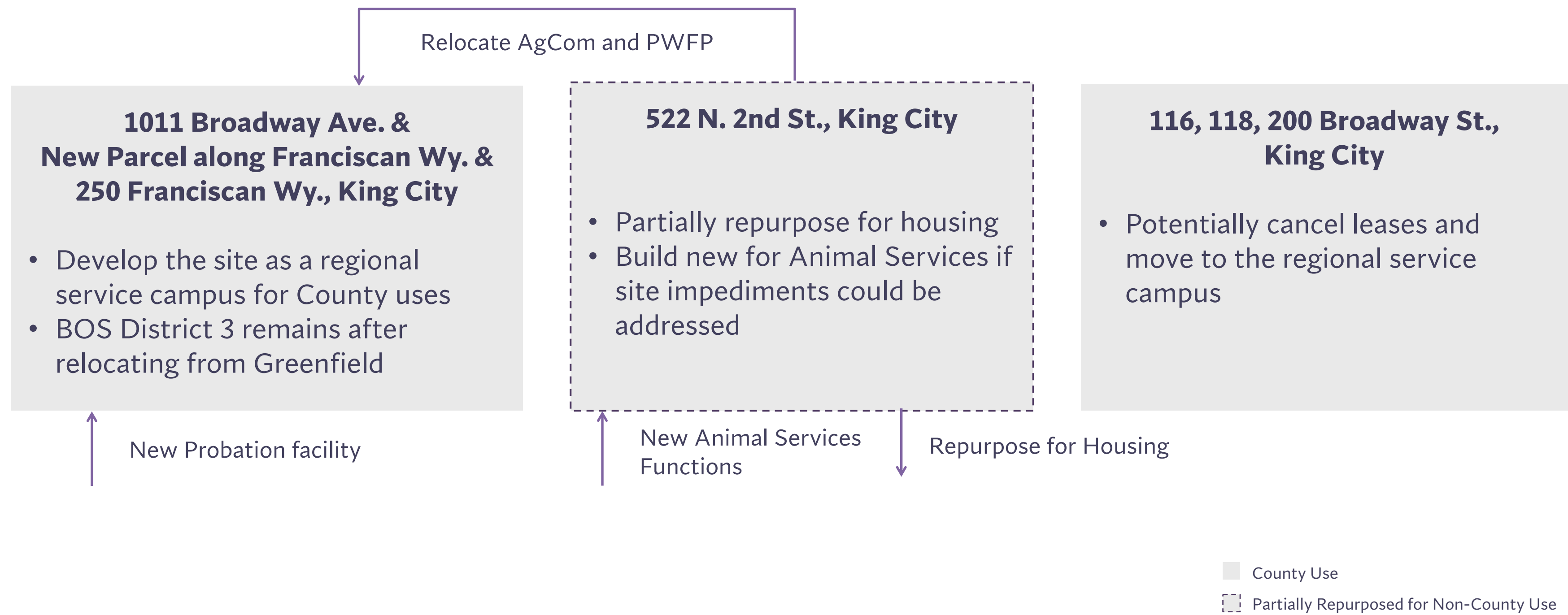
South County | Option 1 Grow Within Current Footprint

This option **invests in existing County-owned parcels to expand services in South County**. It includes some new construction for added services and does not require acquiring property.

- ACTIONS**
- Refresh (16%)
 - Gut Renovation (14%)
 - New Build (33%)
 - Leases (37%)
 - Demolition



South County | Option 2 Develop Regional Service Campus



South County | Option 2 Develop Regional Service Campus

This option **connects nearby properties to create a County campus in King City** and requires acquiring an additional parcel.



1011 Broadway Ave. and 250 Franciscan Wy., King City

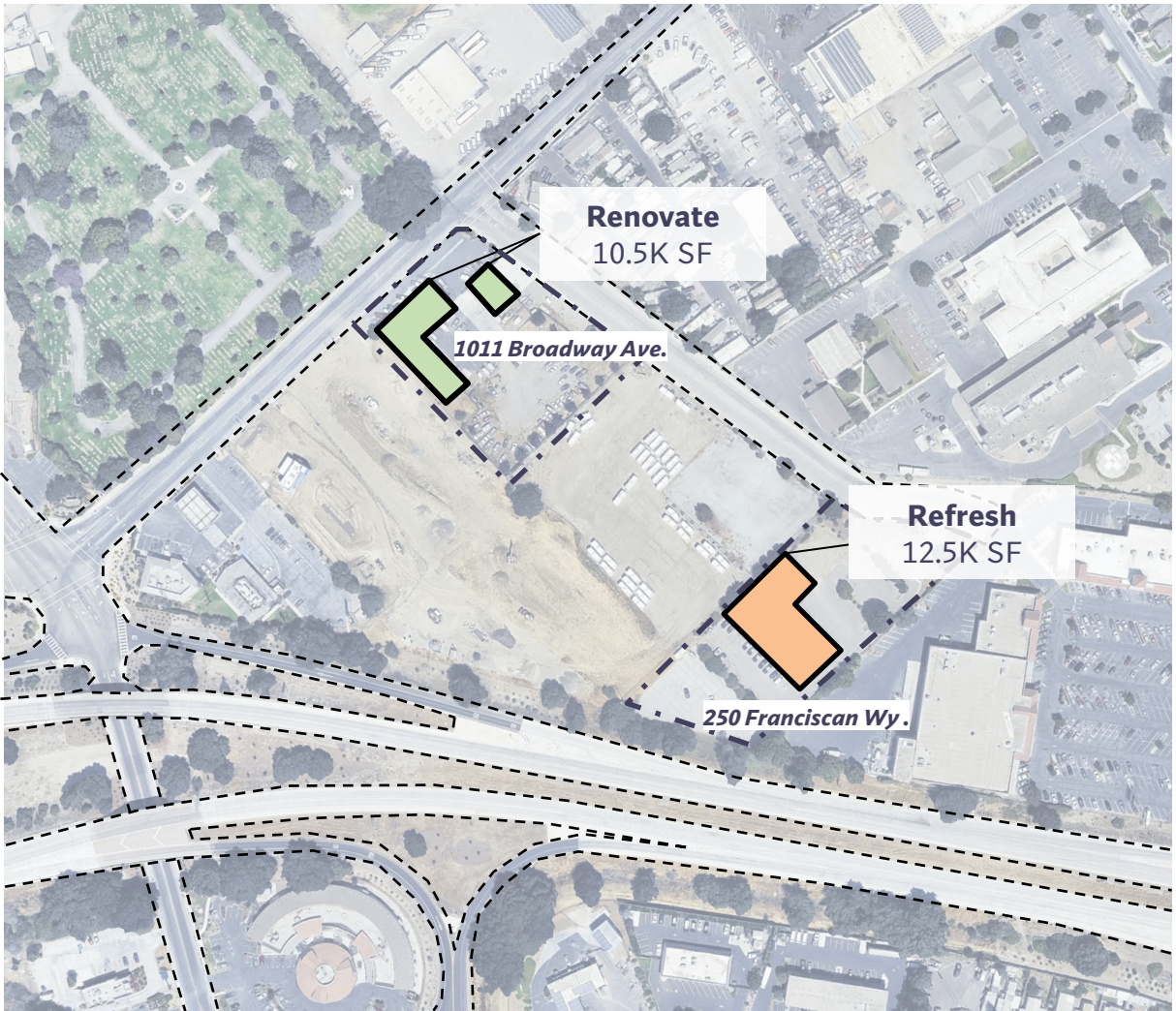
■ New Build
 ■ Renovation
 ■ Refresh
 ★ CIC Preferred Option

Existing

- Currently leased to retail tenants
- BOS District 3 office has moved
- AgCom plans to relocate staff and equipment
- Departments interested in expanding South County presence

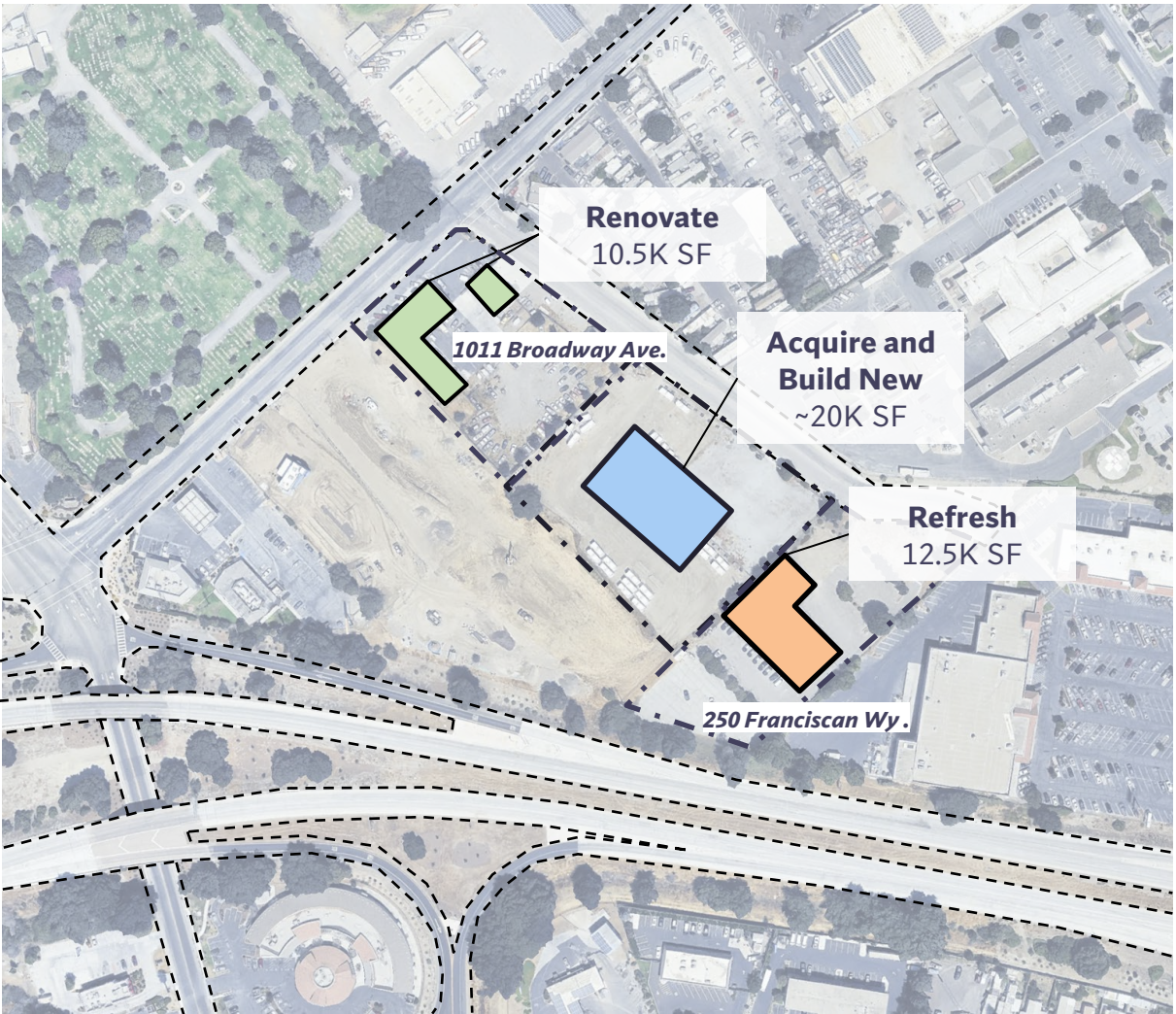
Option 1

- Renovate tool shop and church buildings for AgCom office and storage
- Use south open space for PWFP storage and staging
- Provide co-working space



Option 2 ★

- Develop a regional County campus by connecting 1011 Broadway and the King City Courthouse to centralize services
- Build new Probation training facilities and potentially consolidate leases



	Building Area	Staff
Existing (2024)	23,000 GSF	27 FTEs
Option 1 (2044)	23,000 GSF	56+ FTEs
Option 2 (2044)	43,000 GSF	66+ FTEs

522 N. 2nd St., King City

■ New Build ■ Demolish and Repurpose ★ CIC Preferred Option

Existing

- AgCom and PWFP are vacating the site

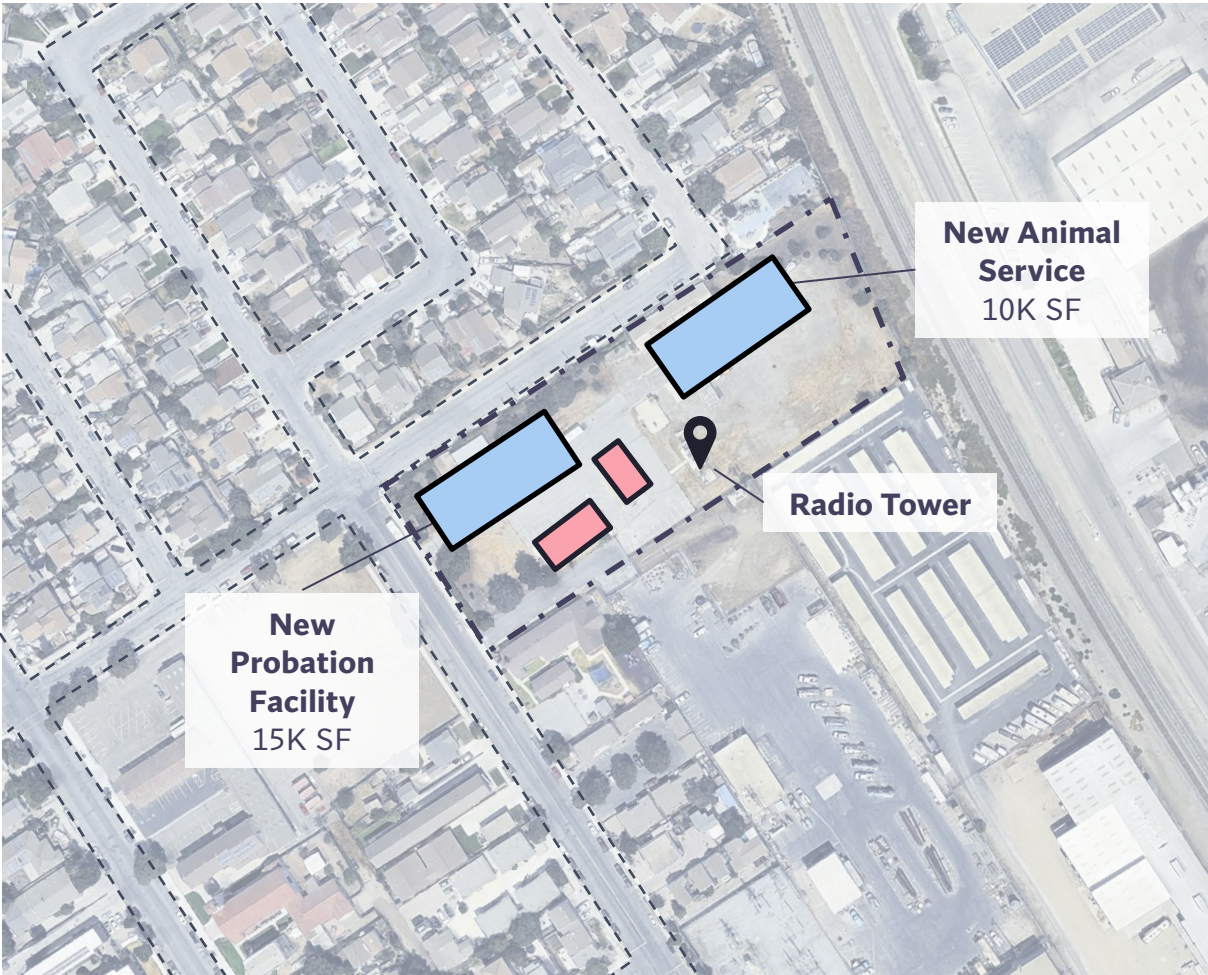
Option 1

- **Retain** this property to accommodate Probation education facility and animal services needs
- Address existing site impediments, including environmental remediation, relocation of the cell tower, and its proximity to a residential neighborhood

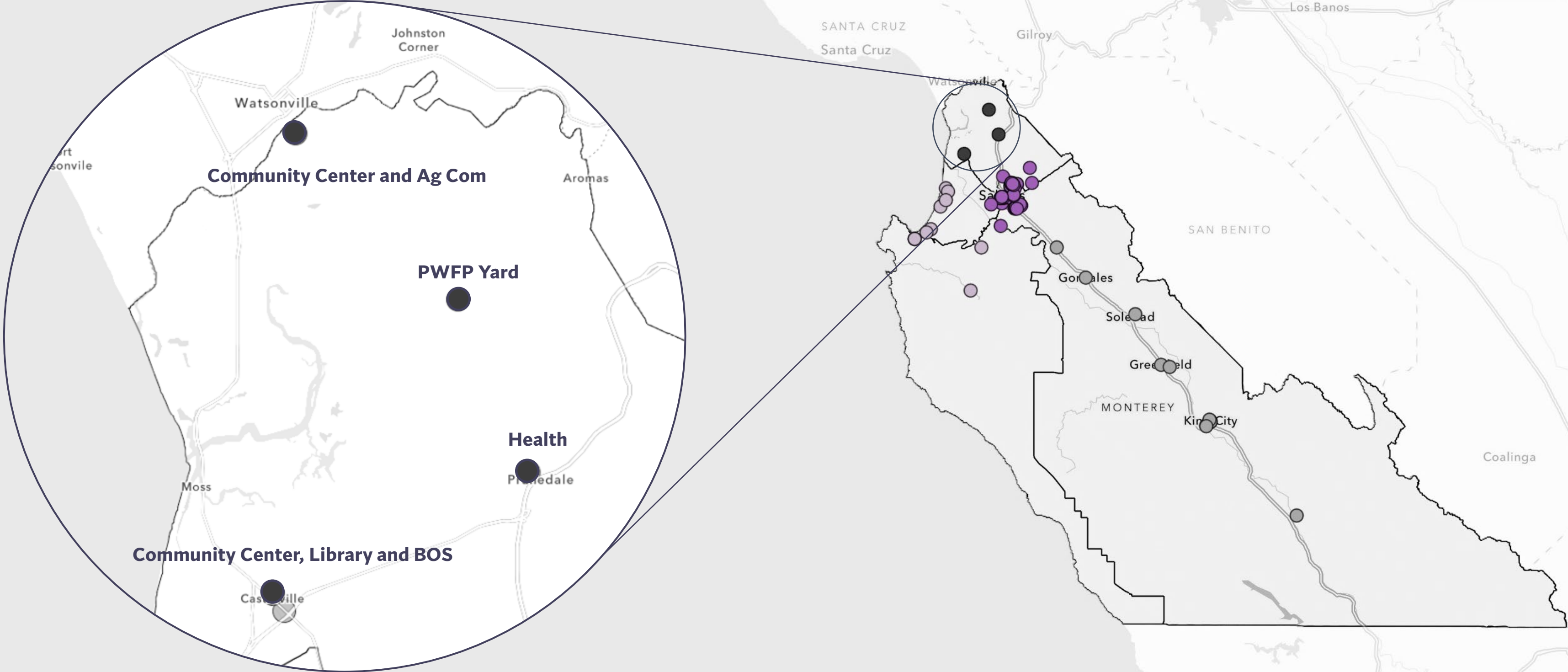
Option 2 ★

- **Partially repurpose the site for affordable housing.** City of King has expressed interest.

	Building Area	Staff
Existing (2024)	9,500 GSF	3 FTEs
Option 1 (2044)	25,000 GSF	TBD (10+ FTEs)
Option 2 (2044)	10,000 GSF	TBD



North County



** Dots on the zoomed in map show key facilities only*

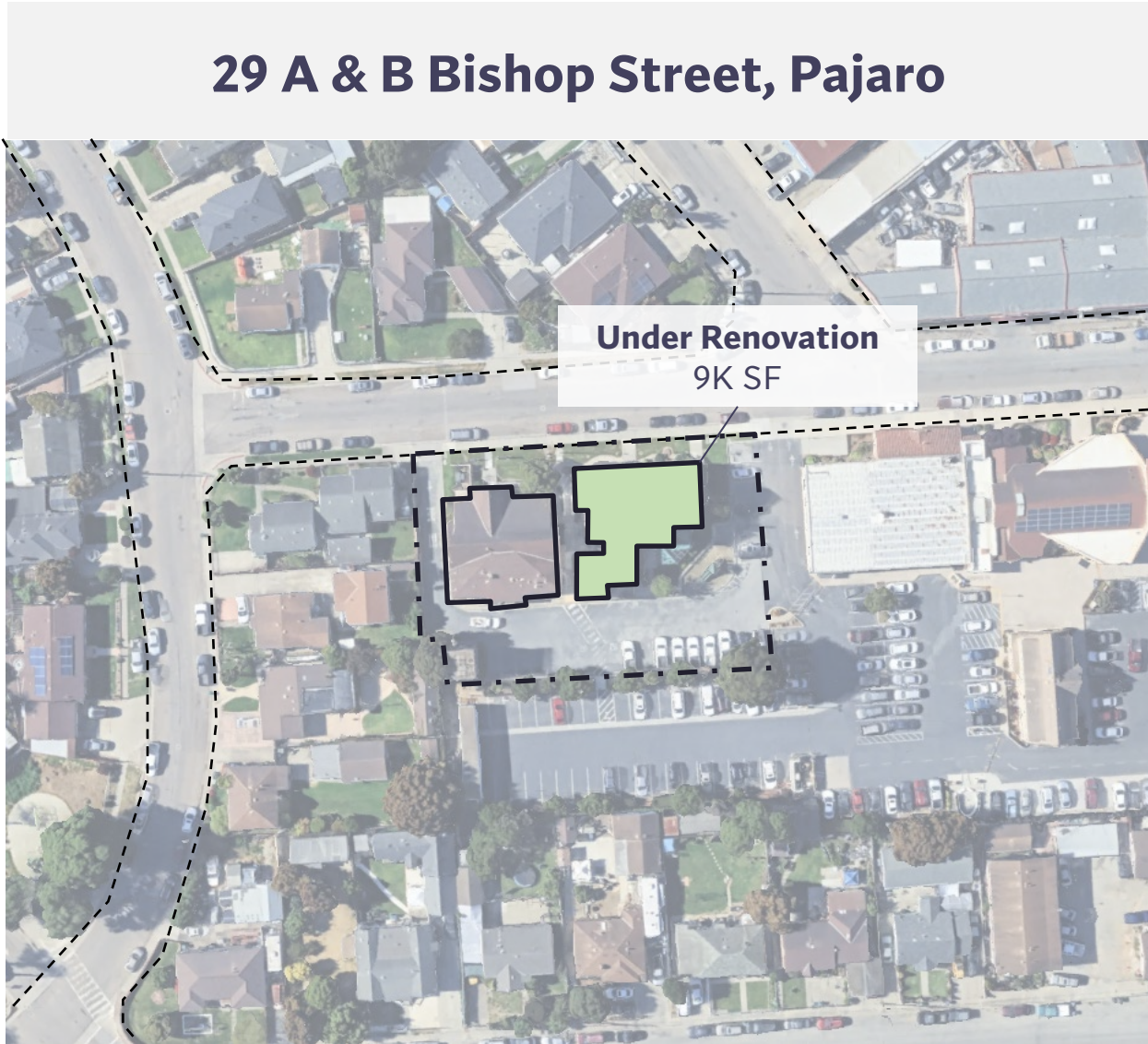
North County | Maintain Current Footprint and Support Mobile Access

Existing

- **No new construction** needed in North County
- Existing properties **meet current needs**
- Provide **drop-in workspace** for departments
- Health and Social Services covered by **mobile offices and clinics**

Key Actions

- Use the **renovated Pajaro Mansion** (29 Bishop St.) for drop-in workspace and community meeting rooms
- Identify **satellite or overflow parking options** near 29 Bishop St. to support expanded use and mobile operations
- Identify **a large training room** (50–80 seats) for the Agricultural Commissioner
- Lease **a small office with conference space** for the Sheriff-Coroner



	Building Area	Staff
Existing (2024)	13,000 GSF	9 FTEs
Future (2044)	13,000 GSF	16+ FTEs

CIC Recommendations Summary

Alisal Government Center

- Prefer to keep Public Defender in place vs. move to a new location.
- Create a new office for District 1 in East Salinas, keep touchdown space in Government Center.
- Adopt a phased parking strategy to add space over time.

Laurel Yard

- Support partial consolidation and redevelopment for affordable housing if accessibility can be improved.

Schilling Place

- Department of Emergency Management should remain in Salinas; but look for location near Schilling vs moving to Schilling Campus.

1220 Natividad (Old Print Shop, Vacant)

- Support short-term (5 years or less) revenue generating uses, but support County use as long-term option.
- Health Department is developing a feasibility study for reuse as a lab.

Monterey Courthouse

- Explore housing as alternate use once Courts move to new location. County may retain ownership and partner with other entities to develop.
- Prefer to keep justice partners near new courthouse.

South County

- Support repurposing 522 N 2nd. Street for housing.
- Support developing County campus between 1011 Broadway and 250 Franciscan Way.
- Consider a San Lucas Library resiliency center.
- Consider San Ardo library expansion.



Financial Analysis

Occupancy Costs Explained



Capital Costs

- Replacement reserve for repair (beyond routine maintenance)
- Capital expenditures and debt service payments for FMP recommendations (e.g., construction, demolition, renovation)



Operating Costs

- Owned operating costs (e.g., utilities, maintenance, janitorial)
- Leasing costs considering cost sharing and reimbursements

Three Scenarios Evaluated

Base Case

- Assumes a static real estate portfolio. No properties are acquired or disposed, and all existing leases are renewed or extended.
- Future staffing growth is accommodated within the current portfolio.
- This scenario depicts future costs to simply maintain the “status quo.”

Option 1 and Option 2

- Represent strategic planning scenarios outlined in this presentation.
- The financial analysis focuses on estimating the additional capital and debt service costs associated with constructing new facilities or significantly remodeling existing buildings to meet projected staffing and space needs.

Summary of 20-year Occupancy Costs

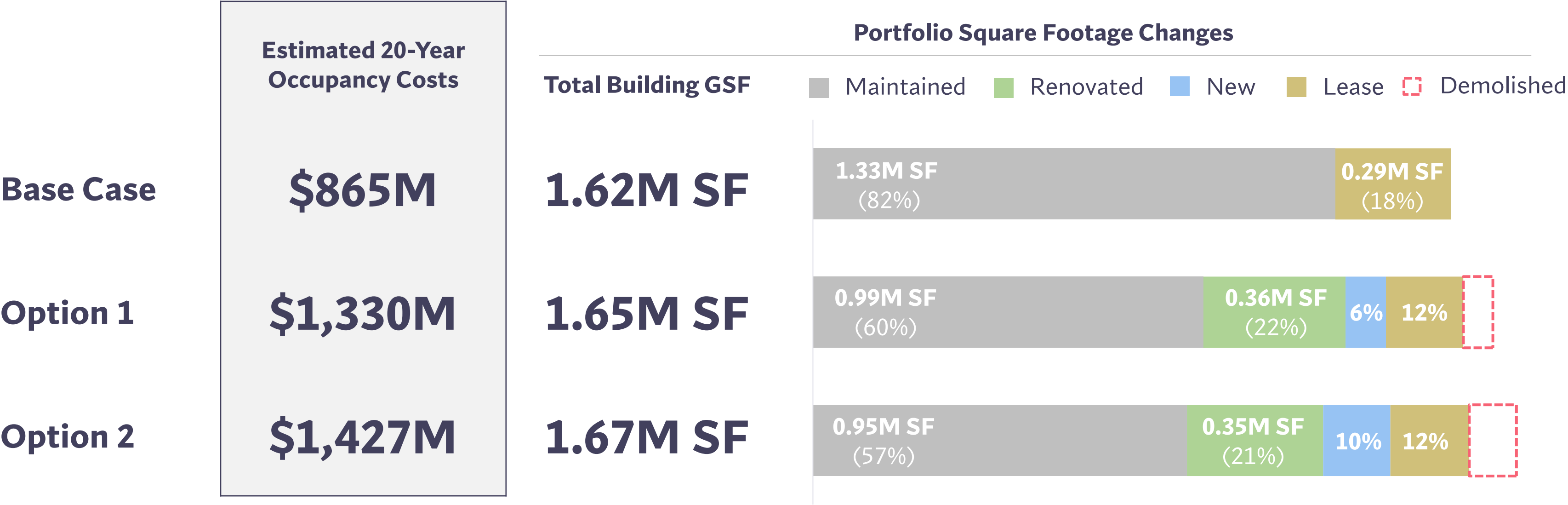
The estimated expenses* (nominal/non-discounted) required to maintain and expand the County's portfolio according to this Facility Master Plan, by Options, is outlined below.

	Estimated 20-Year Occupancy Costs	Operating Cost	Capital Costs		
			Capital Reserves/Repair	Capital Expenditures (FMP)	Debt Services and Interest Reimbursements
Base Case	\$865M	\$524M	\$225M	-	\$116M
Option 1	\$1,330M	\$536M	\$228M	\$75M	\$491M
Option 2	\$1,427M	\$551M	\$231M	\$75M	\$570M

** Future cost estimates (for remodels, new construction, etc.) have been escalated at 4.25% annually from current construction cost estimates in 2025 dollars. Assumes all FMP actions implemented within first five years (2026-2030). Refer to GG+A report Financial Analysis of Monterey County Facility Master Plan Proposed Options (Jul 2025) for detailed assumptions.*

Summary of Portfolio Changes for Each Option

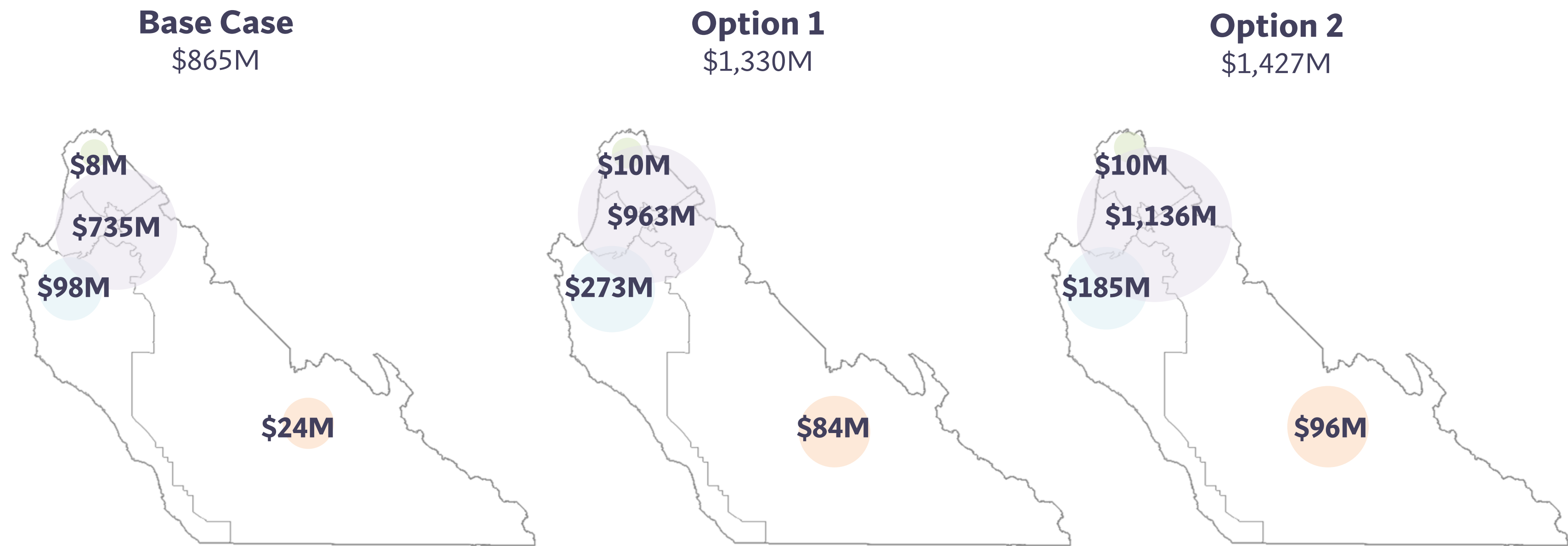
The portfolio changes based on recommendations in this Facility Master Plan, by Options, is outlined below.



* Future cost estimates (for remodels, new construction, etc.) have been escalated at 4.25% annually from current construction cost estimates in 2025 dollars. Assumes all FMP actions implemented within first five years (2026-2030). Refer to GG+A report Financial Analysis of Monterey County Facility Master Plan Proposed Options (Jul 2025) for detailed assumptions.

Summary of 20-year Occupancy Costs by Region

Salinas region is projected to comprise most of the countywide costs. However, South County occupancy costs increase considerably in the options due to investments in King City facilities. In the **Peninsula region**, occupancy costs are projected to rise by 280% under Option 1, primarily driven by the reconstruction and expansion of the 1281 Broadway property included in that scenario.



Opportunistic Acquisitions

Reduced Occupancy Costs Through Acquisition(s)		
	New Construction	Acquisition and Remodel
Building Size in Square Feet	50,000	50,000
FTE Employees	200 FTE	200 FTE
Upfront Capital Cost	\$50,000,000	\$18,750,000 ¹
Cumulative 20-Year Costs: ²		
Operating Costs	\$16,952,816	\$16,952,816
Capital Reserves/Repairs	\$7,965,352	\$7,965,352
Debt Service Payments	\$79,984,181	\$29,994,068
Cumulative Total:	\$104,902,349	\$54,912,236
Monthly Cost Per-Square-Foot	\$8.74	\$4.58
Annual Cost Per FTE Employee	\$26,226	\$13,278

¹ Includes an assumed cost of \$375 per SF to acquire and remodel an existing building.

² Future costs with escalation.

The FMP options do not include the potential acquisition of existing office buildings to accommodate space needs. **Significant cost savings could be realized through office building acquisition(s) rather than new construction.**

This table is an example comparison for a hypothetical 50,000-square-foot building. Occupancy costs of the potential acquisition and remodeling of existing office space are estimated to be about **50%** of the costs of new construction.

Next Steps

Board Report Recommendations

- Receive a presentation on departmental space need projections for the next 20 years, and development options in the draft 2025 Facilities Master Plan for County facilities
- Provide direction to staff on space development options to incorporate into the Final 2026 Facilities Master Plan

Next Steps

- **Review and incorporate feedback** on the preferred path forward
- **Develop an implementation plan** with the core team
- **Share the draft master plan** with participating department heads
- **Deliver the final Facilities Master Plan**

Appendix

- A. Abbreviations and Area Terminology
- B. Participating Departments and Facilities in Scope
- C. Detailed Key Findings
- D. 1281 Broadway Options and Annual Cost Comparison
- E. Summary of Key Facilities and Proposed Changes in Each Option
- F. Office, Retail, and Housing Market Analysis
- G. Responses to Board Referrals

An aerial photograph of a city grid, likely San Francisco, with a semi-transparent purple overlay. The text is centered in the middle of the image.

Appendix A

Abbreviations and Area Terminology

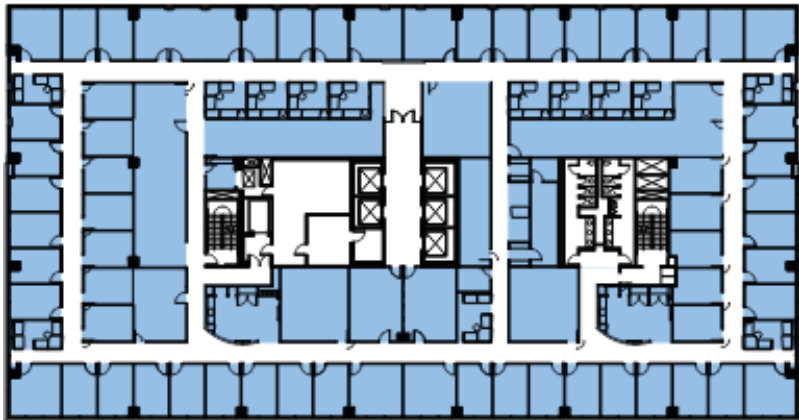
List of Abbreviations

AgCom	Agricultural Commissioner
BOS	Board of Supervisors
DA	District Attorney
DEM	Department of Emergency Management
DSS	Department of Social Services
EOC	Emergency Operations Center
FJC	Family Justice Center
FTE	Full-Time Equivalent
GSF	Gross Square Feet
HCD	Housing and Community Development

HR	Human Resources
IT	Information Technology
JH	Juvenile Hall
PD	Public Defender
PH Lab	Public Health Laboratory
PROB	Probation
PWFP	Public Works, Facilities, and Parks
SF	Square Feet
WDB	Workforce Development Board
WRA	Water Resources Agency

Area Terminology

Net Square Feet (NSF)



WHAT IT INCLUDES

Includes workspaces (offices and workstations), dedicated support (conference rooms, supply rooms, etc.) and shared support (entry lobby, shared floor support, break rooms, etc.).

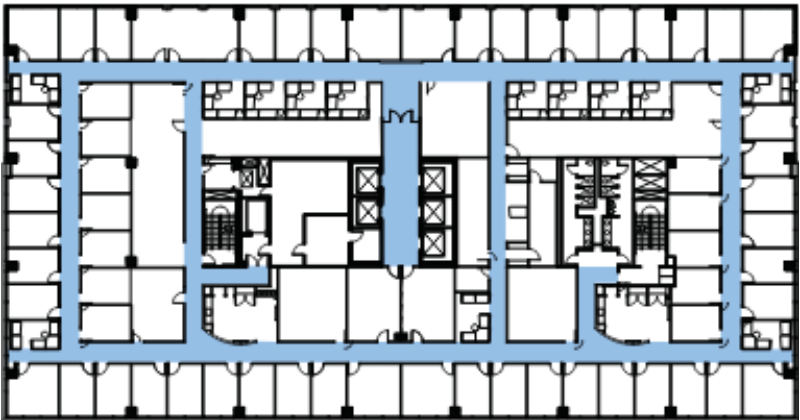
HOW IT IS MEASURED

Measure to the centerline of interior partitions of a space. Total NSF is calculated by adding together all programmed areas.

WHY IT IS USED

- Space Programming
- Space Standards/Guidelines
- Tenant Improvements

Circulation (Primary & Secondary)



WHAT IT INCLUDES

Primary Circulation connects key areas like the elevator lobby and core facilities, while secondary circulation links individual offices and support spaces.

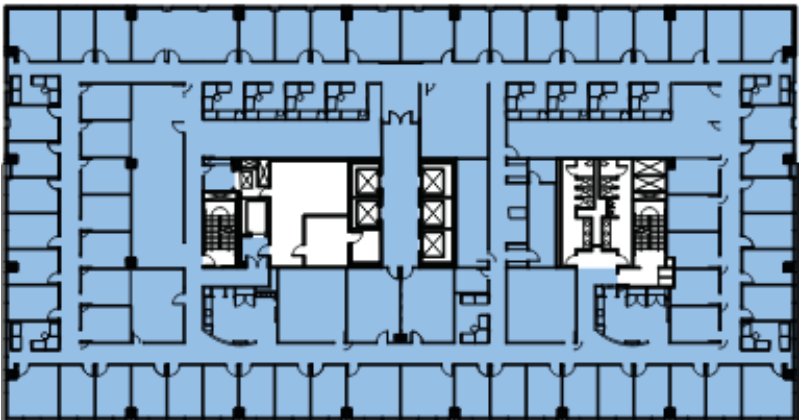
HOW IT IS MEASURED

Based on the ratio of enclosed offices to open workstations, estimate a Circulation Multiplier and apply the multiplier to the total NSF. The Circulation Multiplier is used to estimate the projected Usable Area from Net Area.

WHY IT IS USED

- Space Programming
- Space Standards/Guidelines
- Tenant Improvements

Usable Square Feet (USF)



WHAT IT INCLUDES

Includes Net Area and Circulation but excludes building core and common spaces such as elevators, exit stairs, mechanical rooms, and toilets. For multi-tenant floors, common building corridor is excluded from USF.

HOW IT IS MEASURED

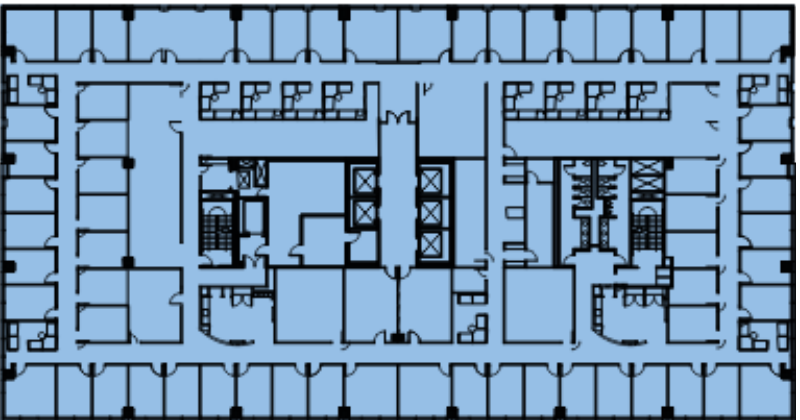
See ANSI/BOMA standard for detailed calculation method. Generally speaking, measure the area enclosed between the finished surface of the office area side of corridors and the dominant portion of the exterior wall or vertical penetrations.

$$NSF + Circulation = USF$$

WHY IT IS USED

- Space Programming
- Space Standards/Guidelines
- Tenant Improvements

Gross Square Feet (GSF)



WHAT IT INCLUDES

Includes exterior wall thickness, and all vertical penetrations (i.e. mech/electrical, plumbing, elevator shafts and stairwells) as well as basements, garages and penthouses. Excludes parking lots and loading docks outside the building line.

HOW IT IS MEASURED

See ANSI/BOMA standard for detailed calculation method. Generally speaking, measure to the outside finished surface of permanent outer building walls.

$$RSF + penetrations and Building exterior walls = SSF$$

WHY IT IS USED

- Construction
- Real Estate Portfolio

An aerial photograph of a city grid, likely Monterey, California, with a semi-transparent purple overlay. The image shows a dense pattern of streets, buildings, and trees. The text is centered over the middle of the image.

Appendix B

Participating Departments and Facilities in Scope

Participating Departments and Facilities in Scope

Below is the list of departments and facilities included in the Facilities Master Plan and associated studies.

Participating Departments

- » Administrative Office
- » Housing and Community Development
- » Agricultural Commissioner
- » Human Resources
- » Assessor-County Clerk-Recorder
- » Information Technology
- » Auditor-Controller
- » Library
- » Board of Supervisors
- » Military & Veteran Affairs
- » Child Support Services
- » Probation
- » Civil Rights Office
- » Public Defender
- » Clerk of the Board
- » Public Works, Facilities and Parks
- » Cooperative Extension
- » Sheriff-Coroner
- » County Counsel
- » Social Services
- » District Attorney
- » Treasurer-Tax Collector
- » Elections
- » Water Resources Agency
- » Emergency Communications
- » Emergency Management
- » Health

Selected County-Owned Properties

SALINAS			PENINSULA	SOUTH COUNTY	
1 Medical Drive	1420 Natividad Road	160 Hitchcock Road	1156 Fremont Boulevard	1011 Broadway Avenue	
1220 Natividad Road	1422 Natividad Road	168 West Alisal Street	1200 Aguajito Road	250 Franciscan Way	
1270 Natividad Road	1428 Abbott Street	20 East Alisal Street	1200 Aguajito Road (Parking)	522 North Second Street	
1322 Natividad Road	1432 Abbott Street	240 Church Street	1281 Broadway Avenue		
1352 Natividad Road	1441 Schilling Place	331 North Sanborn Road	2620 First Avenue	NORTH COUNTY	
1410 Natividad Road	1488 Schilling Place	855 East Laurel Drive	299 Twelfth Street	29 Bishop Street (Ag Com)	29 Bishop Street (Mansion)
1414 Natividad Road	154 West Alisal Street	970 Circle Drive			
142 West Alisal Street	1590 Moffett Street				

Selected County-Leased Properties

SALINAS		PENINSULA	SOUTH COUNTY	NORTH COUNTY
1000 S. Main Street	344 Salinas Street	188 Seaside Circle	116 & 118 Broadway Avenue	11272 Merritt St.
118 West Gabilan Street	47 San Benancio Canyon Road	29 Ford Road	200 Broadway Avenue	17615 Moro Road
124 River Road	559 East Alisal Street	3155 De Forest Avenue	24281 Washington Street	
160 Hitchcock Road	632 East Alisal Street		355 - 359 Gabilan Drive	
1611 Bunker Hill Road	710 Old Stage Road		411 Center Street	
1615 Bunker Hill Road	713 La Guardia Street		599 El Camino Real	
1870 N. Main Street	730 La Guardia Street			
234 Monterey Street				
323 North Sanborn				
339 Pajaro Street				

An aerial photograph of a city grid, likely Monterey, California, with a semi-transparent purple overlay. The image shows a dense pattern of streets, buildings, and trees. The text "Appendix C Detailed Key Findings" is centered in white.

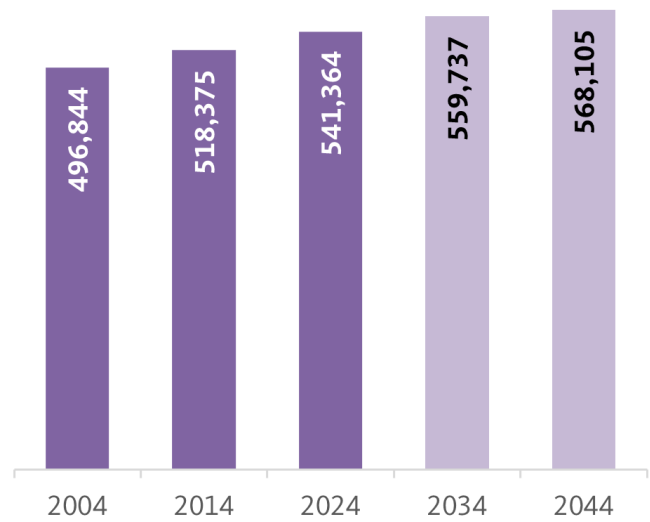
Appendix C

Detailed Key Findings

Growth is expected, particularly in Health, Social Services, Public Safety, and Justice functions.

COUNTY POPULATION GROWTH

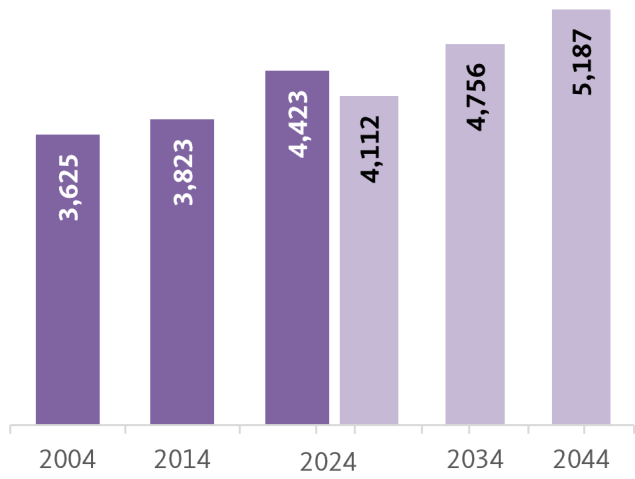
From 2004 to 2024, the County of Monterey’s population grew by 6.4% (+26,100 residents). To better understand the overall service population, a “resident-equivalent” population was assessed, considering the impact of non-local workers on County services. While resident growth remained relatively minimal over the two decades, employment increased by 21.6%. Looking ahead, the County of Monterey is expected to see only modest growth in both population and employment.



	2004	2014	2024	2034	2044
County Population	411,544	427,425	437,614	452,170	458,868
1/2 Employment	85,300	90,950	103,750	107,567	109,237
Service Population	85,300	518,375	541,364	559,737	568,105

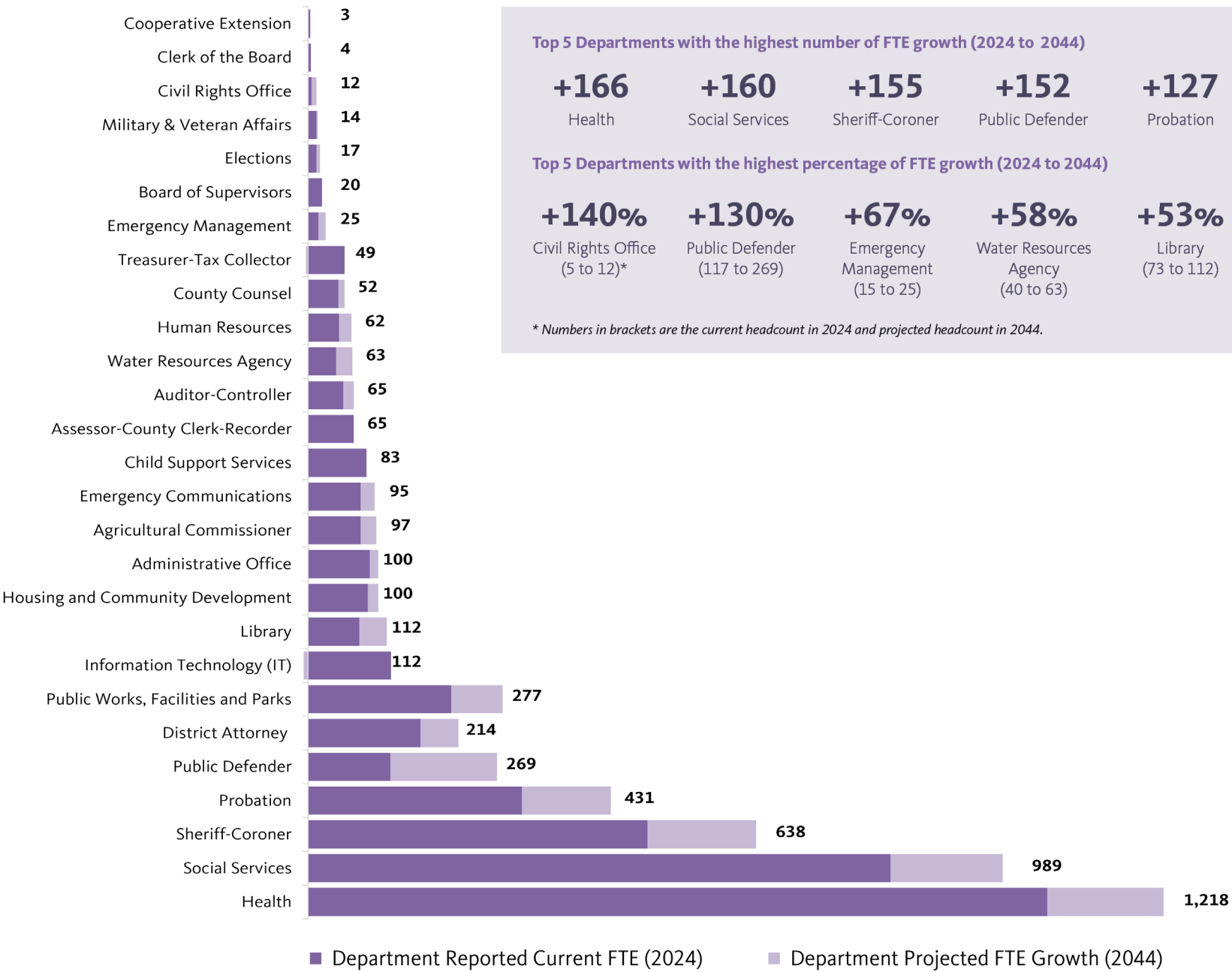
COUNTY EMPLOYEE GROWTH

From 2004 to 2024, the County’s budgeted full-time equivalents (FTEs), excluding the Natividad Medical Center, grew by 22% (+798 positions). According to department-reported headcount data collected in a December 2024 employee survey, actual staffing is currently below budgeted levels, indicating unfilled vacancies. Looking ahead to 2044, departments projected a 26% increase (+1,075 employees) in total headcount compared to current actual levels.



	2004	2014	2024	2034	2044
Budgeted Positions*	3,625	3,823	4,423	-	-
Reported and Projected FTEs*	-	-	4,112	4,756	5,187

* Headcount does not include Natividad Medical Center FTEs



Current space utilization aligns with typical government benchmarks but could be more efficient.

CURRENT SPACE UTILIZATION

The County’s real estate portfolio included in this study is approximately 1,658,000 SF, supporting 3,566 employees. This excludes the Natividad Medical Center, jails and detention centers, parks and recreational facilities, and libraries.

Of the total space, 946,000 SF (57%) is general office space primarily used as workplace for 2,853 employees. The remaining 713 employees work in non-office spaces such as courts, facility yards, health clinics, and warehouses.

To determine the current workplace utilization, facilities’ total usable floor area (USF) was divided by the current number of occupants, including FTEs and temporary staff.

Since measurable floor plans were unavailable for all facilities, USF was estimated using a space efficiency factor of 75% of gross square feet (GSF). No additional adjustments for specialty spaces or specific layouts were made.

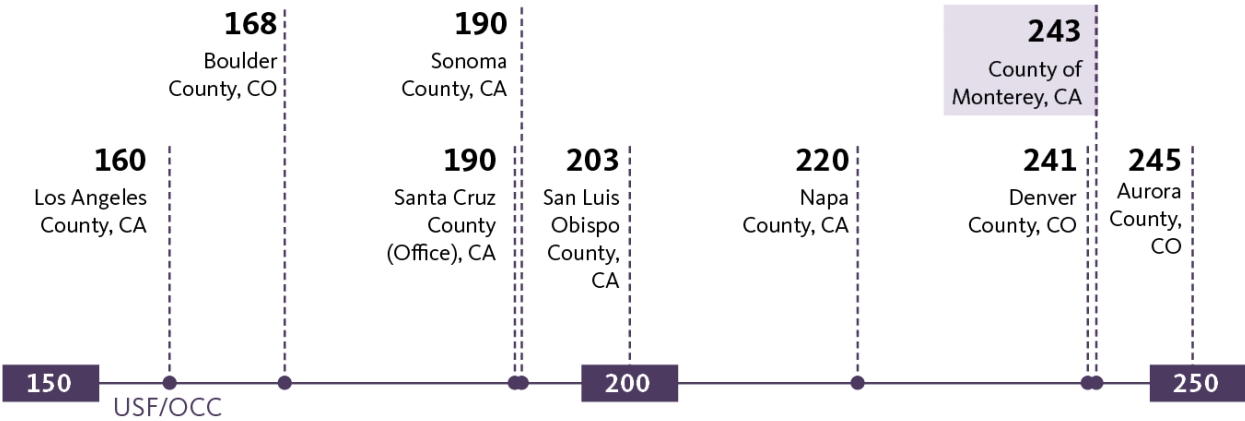
METHODOLOGY

Total USF (75% of GSF)	÷	Occupants (FTE + Temp)	=	Utilization (USF/OCC)
CALCULATION				
710,000 USF (75% of 946,000 SF)	÷	2,921 (2,853 FTE + 68 Temp*)	=	243 (USF/OCC)

* Temporary staff listed here excludes seasonal staff from the Election and Emergency Management departments, as their staffing needs vary significantly. Space requirements for these temporary staff can be evaluated separately.

BENCHMARKING

Benchmarking is a valuable tool for assessing and improving how space is being used. Industry standards have shown that government organizations commonly fall within a 150 – 250 USF/occupant range.



HIGHER EFFICIENCY POSSIBLE

Adopting a more efficient and consistent workplace standard during renovations, conversions, or new space planning is key for boosting productivity and reducing costs. Below are recommended utilization rates for each department based on industry best practices. Departments with heavier office use and customer service areas will be assigned a higher rate, while those primarily using workstations will have a lower rate.

Recommended Utilization Based on Space-Use Profiles

Heavy Enclosed Office	Mixed Enclosed and Open Office	Mostly Open Office with Customer Service Area	Mostly Open Office
250 USF/OCC	225 USF/OCC	200 USF/OCC	175 USF/OCC
» Board of Supervisors » Civil Rights Office » District Attorney » County Counsel » Human Resources » Public Defender	» Sheriff-Coroner » Military & Veteran Affairs » Administrative Office » Child Support Services » Cooperative Extension » Clerk of the Board » Probation	» Social Services » Housing and Community Development » Health » Assessor-County Clerk-Recorder » Treasurer-Tax Collector	» Emergency Management » Elections » Water Resources Agency » Library » Auditor-Controller » Emergency Communications » Public Works, Facilities and Parks » Information Technology

In an ideal scenario where all existing facilities are renovated to meet the recommended standards, the County could achieve an **average utilization of 220 USF/OCC**, saving up to 67,000 SF. While this FMP does not assume full renovation, it recommends applying these standards where possible to all newly renovated or built spaces to improve long-term efficiency.



Many departments are leveraging telework but are not yet fully aligned on seat sharing.

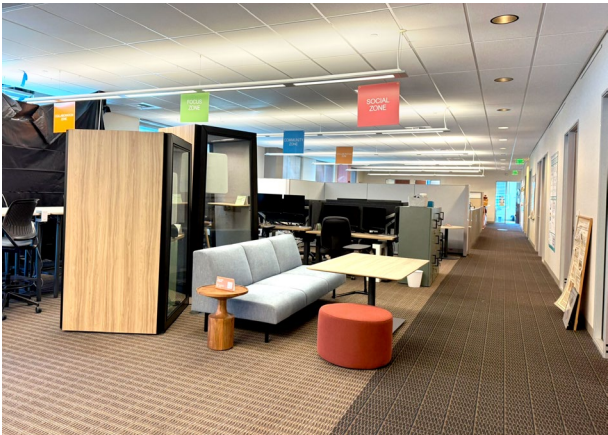
DEPARTMENT TELEWORK PRACTICE

Departments have developed their own telework approaches based on the nature of their work and operational needs. Many departments offer flexibility, allowing staff to work remotely several days a week. However, departments that provide public-facing services or require frequent in-person collaboration typically have a greater on-site presence.

Department	Telework Practice (no. of remote days)	Comments
Administrative Office	All staff: 2-3 days per week	
Agricultural Commissioner	All staff: 2 days per week	55% staff work in the field
Assessor-County Clerk-Recorder	All eligible staff: 2 days per week	Customer-facing staff work in office
Auditor-Controller	60% staff: 2-3 days per week	
Child Support Services	All staff: 2 days per week	
Civil Rights Office	All staff: 3 days per week	
Clerk of the Board	50% staff: 3 days per week	Others telework as needed
County Counsel	All staff: 1-2 days per week	
District Attorney	All staff: 1 day per week	Digital workflow supports remote work
Elections	All staff work in office	
Emergency Communications	All staff work in office	
Emergency Management	All staff: 1 days per two weeks	
Health	All staff: 3 days per week	Started seat sharing pilot
Housing and Community Development	33%: 2-3 days per week, 33% mostly remote	Customer-facing staff work in office
Human Resources	All staff: 3 days per week	Confidentiality limits seat sharing
Information Technology	All staff: 4 days per week	In-office day is aligned
Library(Admin)	10% staff: 2 days per week	
Military & Veteran Affairs	All staff: 2 days per week	
Public Defender	Most staff: 1 day per week	Attorney/Investigator: 3 days per week
Public Works, Facilities and Parks	All staff: 3 days per week	50% staff work in field 75% of the week
Sheriff-Coroner	All staff work in office or in field	
Social Services	60% staff: 2 days per week	15% staff work in field 30% of the week
Treasurer-Tax Collector	25% staff: 1 day per week	Most staff work in office
Water Resources Agency	30% staff: 3 days per week	20% staff work in field 30% of the week

SEAT SHARING OPPORTUNITIES

Most departments continue to assign dedicated workstations, often because staff are scheduled to be on-site on the same days, a desire to maintain team culture when staff are on-site together, and concerns about confidentiality. A few departments, such as Health at their Admin Hub (1270 Natividad Rd.), have begun exploring seat sharing to better align with hybrid schedules. However, for many, longstanding workplace norms and the need for secure or personalized workspaces make shared seating less practical.



1270 Natividad Road (Health): Hybrid work pilot project testing new work modes and furniture arrangements.

EMPLOYEE FEEDBACK ON IN-PERSON VS. REMOTE WORKING

In the WPIx (Workplace Performance Index) Employee Survey, respondents reported that they need to be in-office 52% of their time to maximize individual and team productivity. Where as, the same respondents independently reported that they currently are working in-office 73% of the week.

The main reasons employees come into the office are to collaborate in person with colleagues and clients. Social connection with colleagues is also ranked highly.



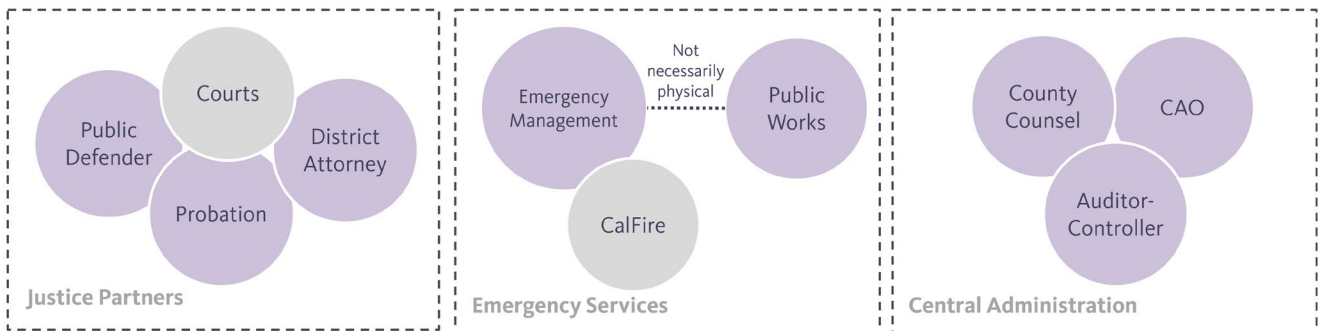
Most operational and service adjacencies are met, but opportunities exist for improved workflow and privacy.

DESIRED ADJACENCIES

Virtual communication has significantly reduced the need for physical adjacency, enabling most departments to collaborate effectively regardless of proximity. However, certain groups still benefit from being co-located due to their unique operational workflows or shared customer service needs.

- Justice partners benefit from proximity to court to support coordination, hearings, and case management.
- Emergency services often require rapid coordination, though not all adjacency needs are physical.
- Central administration functions often collaborate on policy, finance, and oversight matters.
- Public-facing departments that serve overlapping client populations benefit from being nearby, as this improves convenience and access for the public.
- Departments such as Social Services, District Attorney, and Veterans Services often work closely with community-based organizations. Co-locating these services can strengthen their partnerships.

Operational Adjacencies



Customer Service Adjacencies

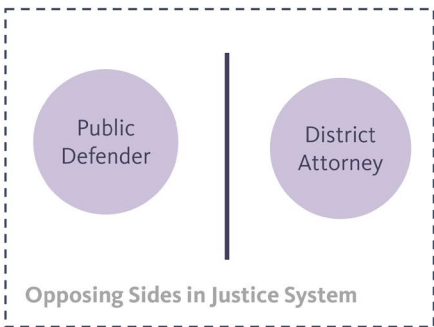


SEPARATION NEEDS

While some departments benefit from adjacency, others require separation to support operational independence, confidentiality, or customer comfort.

- Public Defender and District Attorney benefit from separation due to their opposing roles and the need to maintain neutrality.
- Emergency functions have distinct needs: Emergency Management may bring multiple agencies together during crises and requires collaborative space, while Emergency Communications depends on uninterrupted operations and benefits from physical separation.
- Departments handling sensitive information, such as Human Resources or the Civil Rights Office, need private and secure workspaces.
- Public-facing services, including Social Services, Child Support Services, and the Library, often serve vulnerable populations who may feel intimidated by law enforcement presence and therefore benefit from separation to ensure a welcoming, accessible environment.

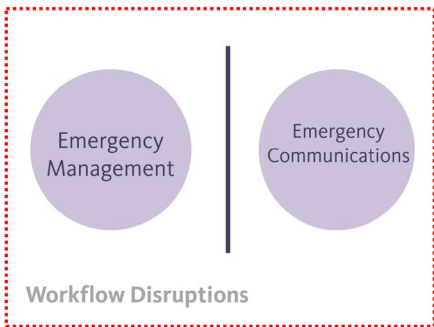
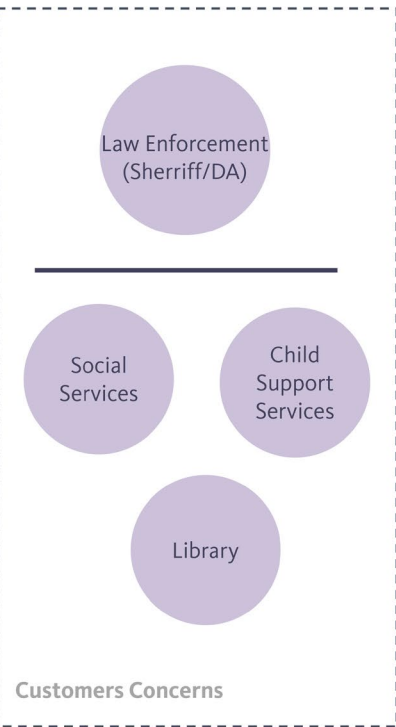
Operational Independence



Confidentiality Concerns



Security & Accessibility Conflicts



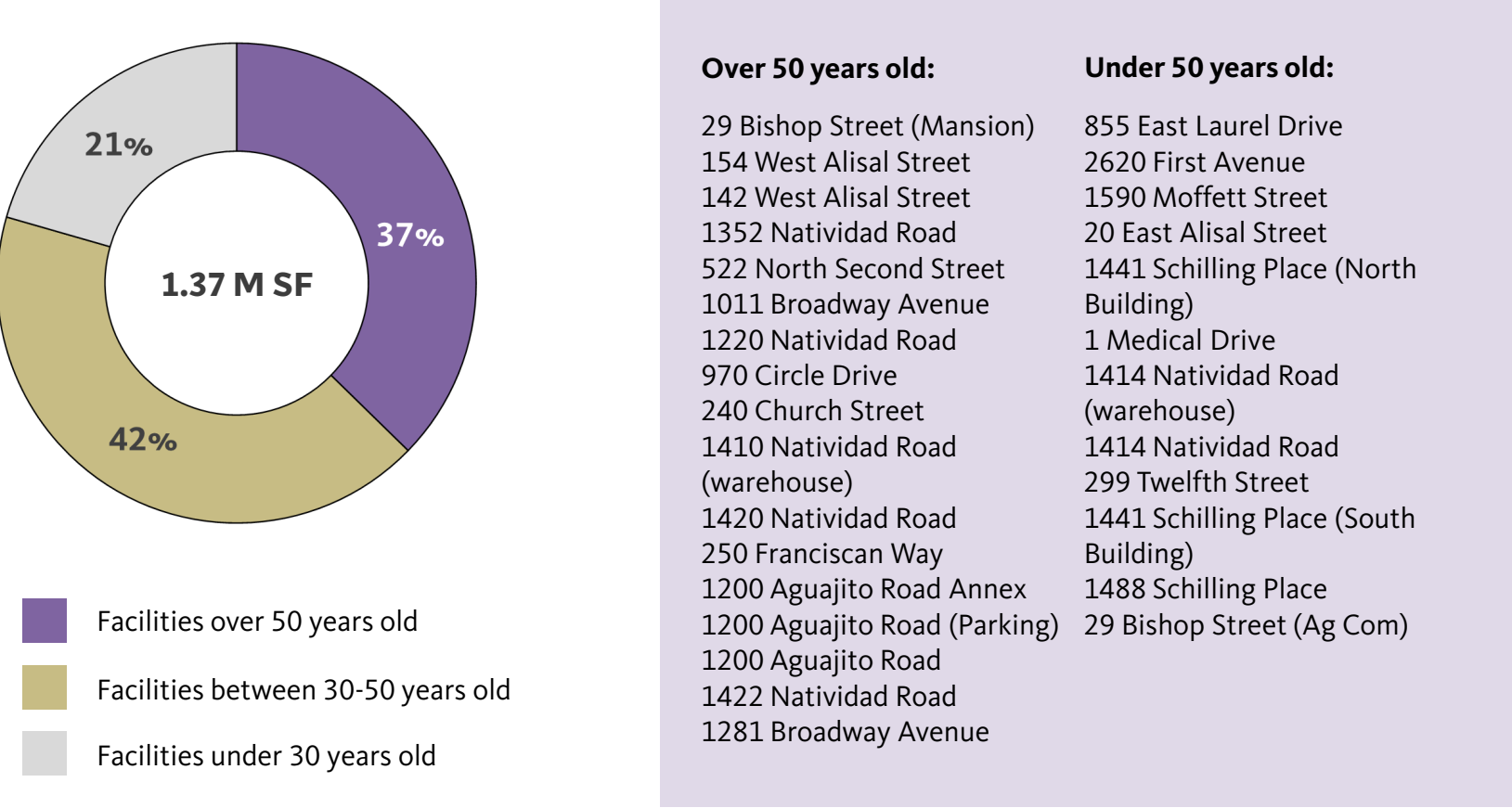
County facilities are aging, and some require substantial repairs, replacements, or seismic retrofitting.

FACILITY AGE

A significant portion of the County’s building portfolio is aging. Approximately 37% of County-owned facilities (509,000 SF) are over 50 years old, an age at which buildings typically require substantial reinvestment, including system upgrades, major repairs, or seismic improvements to meet current codes and standards.

An additional 42% (575,000 SF) are between 30 and 50 years old and are expected to face similar capital needs in the near future.

Only 21% of facilities are under 30 years old, representing the most modern portion of the portfolio.



FACILITY CONDITIONS ASSESSMENT (2015)

The Facility Conditions Assessment performed in 2015 provides a snapshot of the physical state of County facilities, identifying building deficiencies and estimating the cost and urgency of repairs or replacements. This assessment helps prioritize capital investment based on the severity of issues found, ranging from critical safety concerns to longer-term maintenance needs.

The chart below summarizes the estimated cost of deficiencies, categorized by urgency, from immediate failures that require attention to discretionary improvements recommended over a five-year horizon.

**Deficiency data was provided by the County on November 5, 2024, based on the Facilities Conditions Assessment completed by an independent third-party consultant in 2015. Cost estimates and conditions reported may no longer reflect the current state of the facilities.*

Complete Deficiency* Rollup (2015)	
2015 Priorities	Extended Sum
1 - Immediate: Imminent failure. Deficiency should be addressed within Year 1.	\$22,669,200
2 - Critical: Replacement needed. Will become Immediate in Years 1 to 2.	\$45,128,200
3 - Impending: Expected maintenance. Will become critical in Years 2 to 3.	\$7,214,000
4 - Necessary: Needed, not yet critical. Will become Impending in Years 3 to 5.	\$2,648,100
5 - Discretionary: Replacement Recommended in Year 5.	\$8,434,800
Total Rollup:	\$86,094,300

Building Examples:

	Sheriff Public Safety Building (1414 Natividad Road)	Monterey Courthouse and Annex (1200 Aguajito Road)	King City Yard and Office (522 N 2nd Street)
Facilities Conditions Rating (2015)	Poor	Poor	Critical
Facilities Conditions Index (2015)*	0.15	0.1	0.58
Anticipated Capital Renewal (2015)	\$9,644,000	\$7,773,000	\$2,693,000

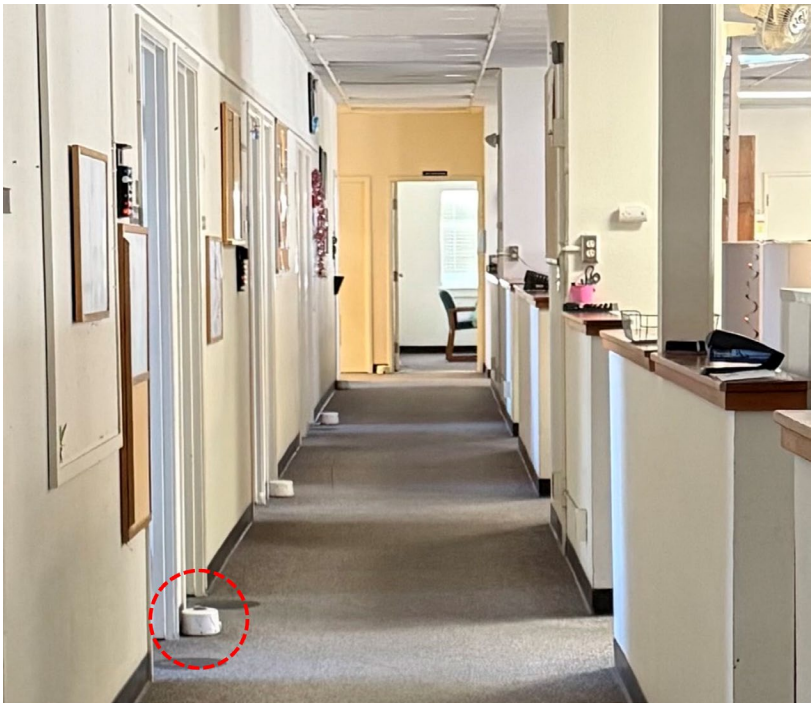
*A higher FCI indicates a worse condition

Employee experience can be improved with more privacy, wellness support, parking, and a consistent workspace.

PRIVACY

Department leaders cited that confidentiality is a limiting factor to working in-office without enclosed and sound dampened spaces.

Many County departments, such as County Counsel, the Civil Rights Office, HR, and Social Services, require space for confidential meetings. The issue is often due to either inadequate soundproofing in the original designs or the deterioration of acoustic materials over time. Departments have relied on temporary fixes like white noise machines or wall remodels. A more consistent approach to soundproofing is important for future space designs.

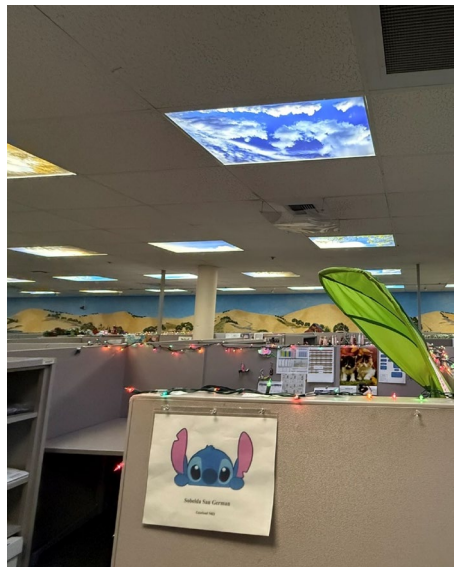


1281 Broadway: White noise machines in front of the interview rooms

WELLBEING

Department leaders are making ad hoc adaptations to the office environment to support employee wellbeing.

In the absence of wellness standards, departments have implemented their own small-scale solutions, such as relaxation rooms, light filters, and designated wellness spaces. These efforts reflect a clear need for more consistent, dedicated wellness spaces in future workplace planning to better support employee health, comfort, and retention.



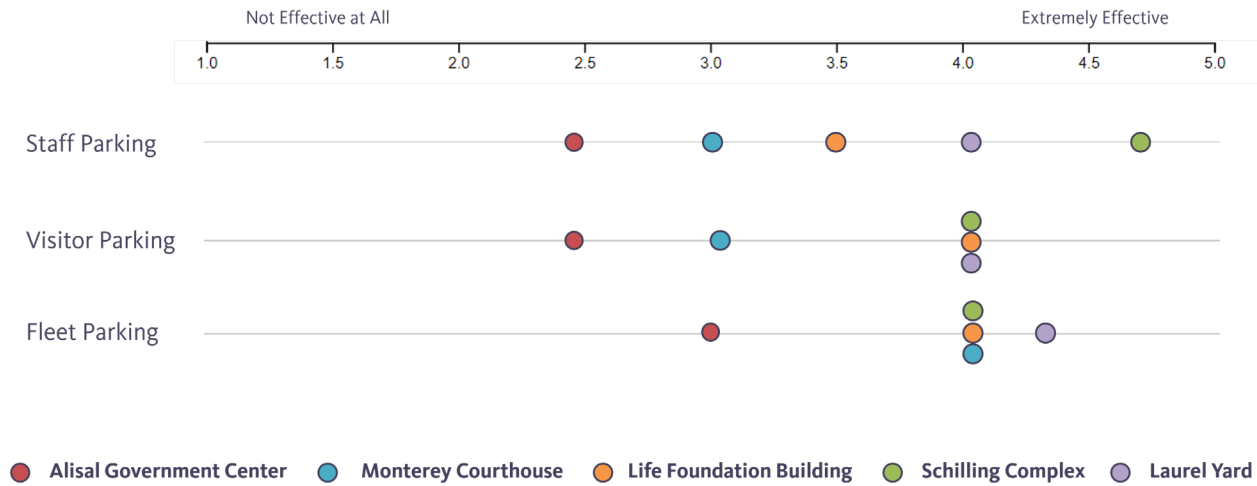
(Left) 1000 S. Main: Cloth light cover reducing light within open office.
(Right) 168 W. Alisal: Relaxation and lactation room in Public Defender offices.



PARKING

Most employees currently commute via car, and parking is not always available at County facilities, especially in downtown Salinas. When asked about parking effectiveness, department leadership ranked Alisal Government Center the lowest among core facilities. An independent study conducted in April 2022 highlighted a significant parking deficiency at this location. Departments also flagged safety issues, citing poor lighting and concerns in lots used for the Safe Parking Program.

Parking Effectiveness Rating of Selected County Facilities*

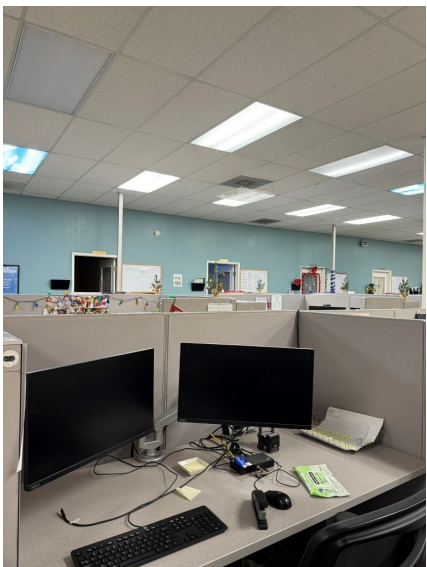


INCONSISTENT WORKPLACE STANDARDS

Workstation types and sizes vary across locations. The lack of consistent workplace standards may create an unequal experience and limits flexibility in future planning.



(Left) 168 W. Alisal: Public Defender 2nd floor workstations.



(Center) 116 & 118 Broadway: Social Services cubicles in King City.



(Right) 1441 Schilling Place: Environmental Health open office space.



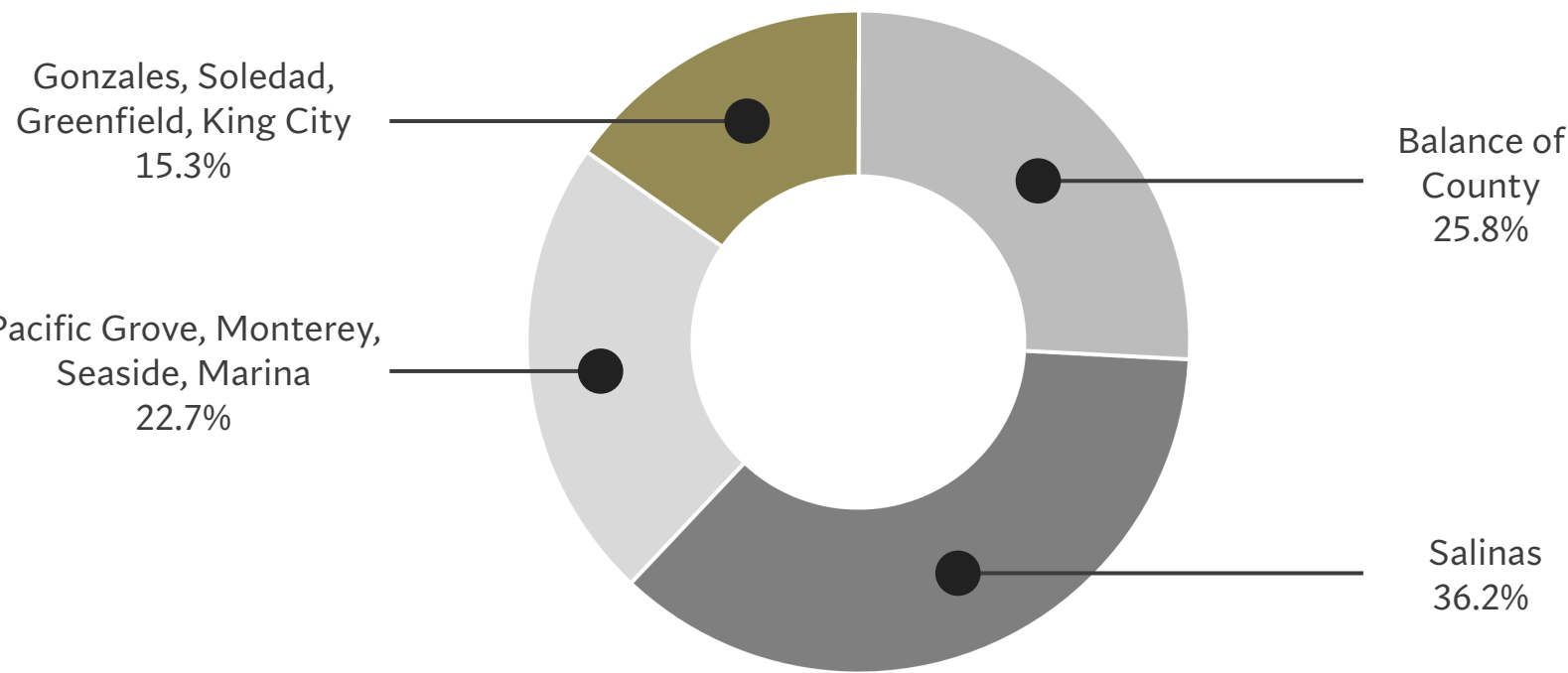
Service gaps remain in South and North County; several departments are interested in expanding their presence.

SERVICE POPULATION DISTRIBUTION

In 2023, communities in South County, including Gonzales, Soledad, Greenfield, and King City, made up about 15.3% of County of Monterey’s service population*. These areas, along with rural parts of North County, often face gaps in access to essential services.

During an interview with the District 3 Supervisor, it was noted that many households in South and rural North County lack reliable internet access, potable water, and air conditioning. These infrastructure gaps create barriers to health, safety, and overall community resilience. County facilities in these areas should help close service gaps by improving access to services and supporting stronger, more resilient communities.

County of Monterey Service Population* Distribution (2023)



* Service population is calculated as the number of residents plus half the number of jobs, assuming that two jobs in the County create service needs equivalent to one resident.

CURRENT SERVICES PROVIDED

South County

- Social Services are primarily delivered out of King City, co-located with Health and Library.
- Justice partners operate out of the King City Courthouse, including the District Attorney, Public Defender, Probation, and Sheriff.
- Health clinics operate in Gonzales, Soledad, and King City, providing local access to medical care across the region.
- Library services follow a distributed model, with branches in most major communities and a new branch opening in Bradley.
- Public Works, Facilities, and Parks operates facility yards in Greenfield and King City to support regional operations.

North County

- Agricultural Commissioner operates a field office in Pajaro, supporting local growers.
- Health services operate out of the community center in Pajaro, with an additional clinic in Prunedale.
- Library has branches in Pajaro, Castroville, Prunedale, and Aromas, but has noted inadequate facilities in Aromas and potential relocation to Las Lomas.
- There are no fixed Social Services locations. Services are provided through mobile offices.

IMPROVE SERVICE DELIVERY

Several departments are interested in expanding their presence in South County and other rural regions to better serve residents, respond to emergencies, and promote long-term well-being. The table below summarizes facility needs shared by each department during leadership interviews.

Department	Their Interests
Agricultural Commissioner	Integrated facilities at 1011 Broadway Street in King City
Civil Right	Touchdown space in South County
Emergency Management	Touchdown location in King City
Health	Animal shelter in South County and Behavioral Health clinics in Greenfield
Housing and Community Development	Drop-in office for field inspections
Library	Long-term facilities in San Lucas and San Ardo with resilience centers; expand Aromas location or relocate to Las Lomas
Probation	Dedicated facility in South County to support high caseloads
Social Service	Potential new location in Greenfield; expand North County access through mobile service units
Sheriff	Small satellite office in North County

To support housing development, potential properties were identified for highest and best use analysis.

PROPERTIES WITH REDEVELOPMENT POTENTIAL

These sites were identified for their potential to support housing or other uses, based on factors like size, current use, and redevelopment potential. Proposed uses are detailed in the Recommendation section.

	Address	Current Use	Site Area	Building Area	Opportunities
	855 East Laurel Drive, Salinas	Vacant	Approx. 9 Acres	n/a	Board referral for Senior Affordable Housing
	855 East Laurel Drive, Salinas	Office, shop, staging, comm. Tower (PW, WRA, IT, and PB)	Approx. 19 Acres	89,464 SF	Possible adaptive reuse or disposition for affordable housing
	1220 Natividad Road, Salinas	Vacant (Former Printing Services)	1.6 Acres	3,497 SF	Potential for a revenue generating commercial space for housing fund
	1352 Natividad Road, Salinas	Vacant (Old Juvenile Hall)	Approx. 0.6 Acres	6,460 SF	Future County use, for example, Family Justice Center
	154 West. Alisal Street, Salinas	Vacant (Old County Jail)	0.52 Acres	26,721 SF	Revitalization of the building on National Registry of Historic Places
	522 North Second Street, King City	Agricultural Commissioner General Office, Shop & Material Storage	2.91 Acres	9,526 SF	Possible adaptive reuse or disposition for affordable housing
	1011 Broadway, King City	Retail on a monthly lease	1.5 Acres	10,456 SF	Adaptive reuse for County office as a regional hub
	Barloy Canyon Rd, Former Fort Ord APN 031-161-033, Marina	Training, Material Storage (Sheriff, DA, C&P and PWFP)	252 Acres	23 Buildings	Future use to be determined

MARKET OVERVIEW

As the County reviews its long-term facility needs, this market overview provides context for evaluating potential alternative uses of County-owned properties. In particular, it assesses current conditions in the office, retail, and housing markets to better understand market demand and feasibility should certain sites become surplus in the future.

Office

- Limited Contemporary Office Space in Salinas: The supply of contemporary office space in Salinas is limited. Most newer or larger office spaces are concentrated near the Monterey Airport, where asking rents tend to be higher.
- County of Monterey Lease Costs: Across the County of Monterey, the average gross lease rate is approximately \$27.50 per square foot annually, which aligns with market norms for existing leased buildings. However, most available spaces are relatively small and rents are generally not high enough to support new speculative office construction
- Office Reuse Challenges: These conditions suggest that while there may be some demand for well-located office properties in good condition, reuse of older or larger County office sites could be challenging without significant investment.

Retail

- Retail Inventory & Growth: Retail inventory in Salinas has grown modestly by approximately 330,000 SF (5%) since 2006, with the most notable expansion occurring at the Gateway Center in 2017.
- Occupancy & Absorption Trends: Retail occupancy rates remain strong, ranging from 99% (2017) to 94.6% (2023), but net leasing activity has been modest over time. Retail rents have fluctuated, averaging nearly \$18 per square foot annually in the last two years but remain relatively low. Retail rents will need to be higher than the market average to support new space construction.
- Rents & Development Challenges: This indicates reuse of County-owned properties for retail may be feasible, but only in strategic locations with strong foot traffic or potential for mixed-use development

Housing

- Housing Permits & Sales Activity: The housing market in Salinas is marked by strong demand and limited supply. Residential building permits increased from 2020-2022 but declined sharply in 2023. Home sales transactions in 2024 are projected to decline by 45% from their 2020 peak, with listings remaining very limited.
- Rental Market Trends: Salinas has over 23,000 renter-occupied units, with 60% in multi-family properties. Rents have increased by 92% since 2010, reaching an average of \$1,994 per month in 2024, while rental vacancy rates have dropped to just 2.7%.
- High Redevelopment Potential for Housing: Given high prices, low vacancies, and limited construction activity, if land in suitable locations for residential uses were to be become available, housing would be a leading land use candidate.

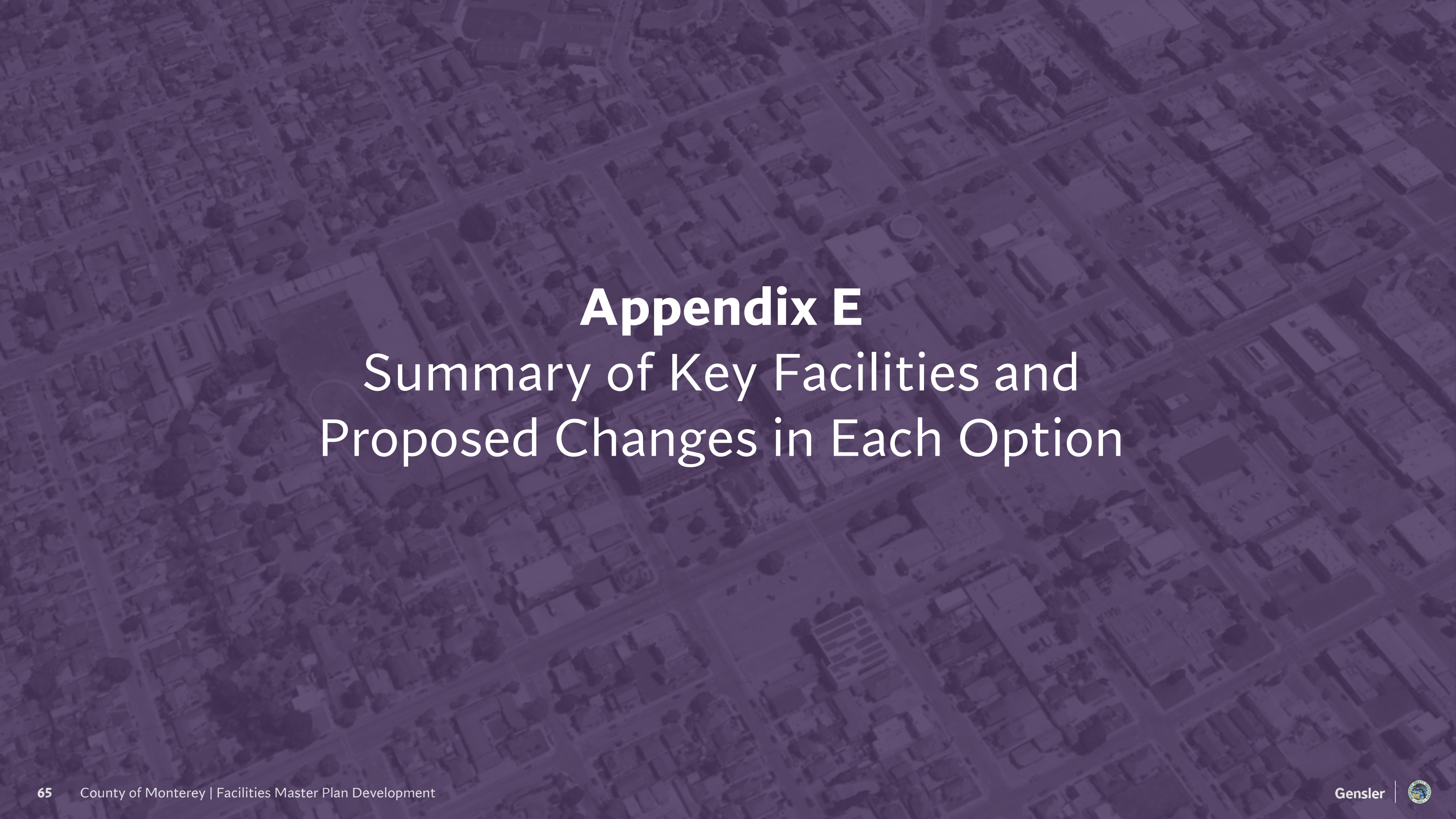




Appendix D

1281 Broadway Options and Annual Cost Comparison

Annual Occupancy Cost Comparison for Broadway Family Connection Center Building Options – Updated 7/17/2025							
	Current CIP	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Summary of Option	Redevelop Site, Construct New Building	Remodel Existing Building	Remodel and Expand Existing Building	Construct New Building	Construct New Building	Lease 915 Hilby Ave. + Modest Improvements	Lease 915 Hilby Ave. and Complete Addition + Major Remodel ⁶
Building Square Feet	62,200	13,000	30,352	28,018	46,500	13,900	26,200
Net Square Feet ¹	51,833	10,833	25,293	23,348	38,750	11,583	21,833
Upfront Project Cost ²	\$114,767,000	\$16,684,000	\$42,869,000	\$43,751,000	\$75,134,000	Lease	Lease
DSS Occupancy as Share of Total Building Space ³	38%	100%	77%	84%	50%	100%	89%
DSS Reimbursement ⁴	80%	80%	80%	80%	80%	80%	80%
Monthly Net Lease Cost	NA	NA	NA	NA	NA	\$3.00/sf	\$6.00/sf
Dept. of Social Services Only							
Cumulative Cost (20 Yrs) ⁵	\$53,699,533	\$21,700,361	\$42,422,577	\$46,309,263	\$47,722,502	\$2,668,800	\$7,862,400
Average Annual Cost	\$2,684,977	\$1,085,018	\$2,121,129	\$2,315,463	\$2,386,125	\$133,440	\$393,120
Monthly Per Square Foot	\$9.56	\$6.96	\$7.55	\$8.25	\$8.50	\$0.80	\$1.40
Other County or Public Users Only							
Cumulative Cost (20 Yrs) ⁵	\$121,589,402	NA	\$17,067,787	\$12,417,456	\$64,081,442	NA	\$4,704,000
Average Annual Cost	\$6,079,470	NA	\$853,389	\$620,873	\$3,204,072	NA	\$235,200
Monthly Per Square Foot	\$13.06		\$10.23	\$11.20	\$11.56		\$7.00
Total (Dept. of Social Services and Other County or Public Users)							
Cumulative Cost (20 Yrs) ⁵	\$175,288,935	\$21,700,361	\$59,490,364	\$58,726,718	\$111,803,944	\$2,668,800	\$12,566,400
Average Annual Cost	\$8,764,447	\$1,085,018	\$2,974,518	\$2,936,336	\$5,590,197	\$133,440	\$628,320
Monthly Per Square Foot	\$11.74	\$6.96	\$8.17	\$8.73	\$10.02	\$0.80	\$2.00
¹ Net/Gross building efficiency of 83% assumed for all scenarios. ² Cost estimates with an upfront 2% cost of financing added (e.g., bond underwriting, delivery date expenses). ³ Department of Social Services (DSS) assumed to occupy up to 19,500 net square feet in each option. ⁴ Assumes either (i) 80% of annual interest payments on a Lease Revenue Bond or COP could be reimbursed, or (ii) 80% of gross lease costs are reimbursed. Prorated for DSS-occupied space only. Verify with DSS any limitations on annual reimbursement. ⁵ Cumulative costs include debt service payments financed at 4.73% annual interest rate for a 20-year term, operating costs, and/or leasing costs (for Options 5 and 6). ⁶ The cost estimate does not include required offsite parking which is to be determined.							
Sources: Monterey County; Gruen Gruen + Associates.							

An aerial photograph of a city grid, likely Monterey, California, viewed from a high angle. The image is overlaid with a semi-transparent purple filter. The text is centered in the middle of the image.

Appendix E

Summary of Key Facilities and Proposed Changes in Each Option

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT
Alisal Government Center 168 W. Alisal St.	133,000 GSF	<ul style="list-style-type: none">Administrative Office (45)County Counsel (50)Auditor-Controller (65)Public Defender (130)Assessor-County Clerk-Recorder (65)Treasurer-Tax Collector (49)BOS Office (4+Flex)Clerk of the Board (4)	<ul style="list-style-type: none">Workforce Development Board (35)	<ul style="list-style-type: none">Human Resources (55)
Alisal Government Center 142 W. Alisal St.	74,000 GSF	<ul style="list-style-type: none">District Attorney (180)		
Leased WDB Building <i>(lease cancellation)</i> 344 Salinas St.	15,000 SF			<ul style="list-style-type: none">Workforce Development Board (35)
DSS Community Services Center 1000 S. Main St.	139,000 SF	<ul style="list-style-type: none">Social Services (490)Heath (28)		
Schilling Place 1441 Schilling Pl. (North and South)	203,000 GSF	<ul style="list-style-type: none">Civil Rights Office (12)Elections (17)Health (9+105)Child Support Services (82)Housing and Community Development (100)Public Works, Facilities and Parks (134)	<ul style="list-style-type: none">Public Works, Facilities and Parks (100)Human Resources (55)	<ul style="list-style-type: none">Water Resources Agency (47)
Schilling Place 1488 Schilling Pl.	87,000 GSF	<ul style="list-style-type: none">Public Works, Facilities and Parks (19)Administrative Office (20)Social Services (20)	<ul style="list-style-type: none">Public Works, Facilities and Parks (13)	
IT Building 1590 Moffett St.		<ul style="list-style-type: none">Information Technology (105)	<ul style="list-style-type: none">Information Technology (7)	
Laurel Yard <i>(partially vacated for housing)</i> 855 E. Laurel Dr.	49,000 GSF	<ul style="list-style-type: none">Water Resources Agency (8)Probation (5)	<ul style="list-style-type: none">Water Resources Agency (47)	<ul style="list-style-type: none">Public Works, Facilities and Parks (124)Information Technology (7)
Public Safety Building 1414 Natividad Rd.	85,000 GSF	<ul style="list-style-type: none">Sheriff-Coroner (210)		
Probation Admin Building 1422 Natividad Rd.	23,000 GSF	<ul style="list-style-type: none">Probation (68)		
Vacant (former Juvenile Center) 1352 Natividad Rd.	6,000 GSF		<ul style="list-style-type: none">District Attorney Family Justice Center	
Emergency Services Building 1322 Natividad Rd.	16,000 GSF	<ul style="list-style-type: none">Emergency Communications (95)		<ul style="list-style-type: none">Emergency Management (25) + EOC
Health Admin Center 1270 Natividad Rd.	48,000 GSF	<ul style="list-style-type: none">Health (333)		
Vacant (former print shop) 1220 Natividad Rd.	3,500 GSF		<ul style="list-style-type: none">Retail Lease	
Location TBD	~15,000 GSF		<ul style="list-style-type: none">Emergency Management (25)+ EOC	

Salinas Downtown

- Public Services
- Justice Partners
- Social Services

Salinas Schilling

- Land Use & Facilities
- Public Services
- Internal Admin

Salinas Natividad

- Public Safety
- Justice Partners
- Health

Summary of Key Facilities: Peninsula

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT
Monterey Courthouse 1200 Aguajito Rd., Monterey	82,000 GSF	<ul style="list-style-type: none">Sheriff-Coroner (44)District Attorney (28)Health (14)Probation (8)Public Defender (20)District 5 (4)	<ul style="list-style-type: none">Public Works, Facilities and Parks (11)	
Broadway Family Connection Center 1281 Broadway Ave., Seaside	TBD (estimated at 28,000 SF)	<ul style="list-style-type: none">Social Services (117)		
Location TBD Seaside or Marina	~15,000 SF		<ul style="list-style-type: none">District Attorney Family Justice CenterPublic Defender (2)	
MVOA, DSS, AgCom Building 2620 First Ave., Marina	13,000 GSF	<ul style="list-style-type: none">Ag Commissioner (4)Veteran Affairs (10)Social Services (15)District 4 (4)		

- Monterey**
- Justice Partners
 - Public Safety
 - Emergency Mgt
 - Land use & Facilities

- Seaside**
- Public & Social services

- Marina**
- Public & Social services

* Health clinics locations are not listed in the table; they will continue operating and grow at their current locations.

SALINAS & PENINSULA: OPTION 2

Summary of Key Facilities: Salinas

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT
Alisal Government Center 168 W. Alisal St.	133,000 GSF	<ul style="list-style-type: none">Administrative Office (45)County Counsel (50)Auditor-Controller (65)Assessor-County Clerk-Recorder (65)Treasurer-Tax Collector (49)BOS Office (4+Flex)Clerk of the Board (4)	<ul style="list-style-type: none">Housing and Community Development (100)Workforce Development Board (35)	<ul style="list-style-type: none">Human Resources (55)Public Defender (130)
New Justice Partner Building 168 W. Alisal St.	70,000 GSF		<ul style="list-style-type: none">Public Defender (130)	
Alisal Government Center 142 W. Alisal St.	74,000 GSF	<ul style="list-style-type: none">District Attorney (180)		
Leased WDB Building <i>(lease cancellation)</i> 344 Salinas St.	15,000 SF			<ul style="list-style-type: none">Workforce Development Board (35)
DSS Community Services Center 1000 S. Main St.	139,000 SF	<ul style="list-style-type: none">Social Services (490)Heath (28)		
Schilling Place 1441 Schilling Pl. (North and South)	203,000 GSF	<ul style="list-style-type: none">Civil Rights Office (12)Elections (17)Health (9+105)Child Support Services (82)Public Works, Facilities and Parks (134)	<ul style="list-style-type: none">Public Works, Facilities and Parks (100)Human Resources (55)Emergency Management (25)+ EOC	<ul style="list-style-type: none">Housing and Community Development (100)Water Resources Agency (47)
Schilling Place 1488 Schilling Pl.	87,000 GSF	<ul style="list-style-type: none">Public Works, Facilities and Parks (19)Administrative Office (20)Social Services (20)	<ul style="list-style-type: none">Public Works, Facilities and Parks (13)	
IT Building 1590 Moffett St.		<ul style="list-style-type: none">Information Technology (105)	<ul style="list-style-type: none">Information Technology (7)	
Laurel Yard <i>(partially vacated for housing)</i> 855 E. Laurel Dr.	49,000 GSF	<ul style="list-style-type: none">Water Resources Agency (8)Probation (5)	<ul style="list-style-type: none">Water Resources Agency (47)	<ul style="list-style-type: none">Public Works, Facilities and Parks (124)Information Technology (7)
Public Safety Building 1414 Natividad Rd.	85,000 GSF	<ul style="list-style-type: none">Sheriff-Coroner (210)		
Probation Admin Building 1422 Natividad Rd.	23,000 GSF	<ul style="list-style-type: none">Probation (68)		
Vacant (former Juvenile Center) 1352 Natividad Rd.	6,000 GSF		<ul style="list-style-type: none">District Attorney Family Justice Center	
Emergency Services Building 1322 Natividad Rd.	16,000 GSF	<ul style="list-style-type: none">Emergency Communications (95)		<ul style="list-style-type: none">Emergency Management (25) + EOC
Health Admin Center 1270 Natividad Rd.	48,000 GSF	<ul style="list-style-type: none">Health (333)		
Vacant (former print shop) 1220 Natividad Rd.	6,000 GSF		<ul style="list-style-type: none">Public Health Lab	

Salinas Downtown

- Public Services
- Justice Partners
- Social Services

Salinas Schilling

- Land Use & Facilities
- Emergency Mgt
- Internal Admin

Salinas Natividad

- Public Safety
- Justice Partners
- Health

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT	
Monterey Courthouse 1200 Aguajito Rd., Monterey <i>(partially vacated for housing)</i>	24,000 GSF	<ul style="list-style-type: none">Sheriff-Coroner (44)District 5 (4)		<ul style="list-style-type: none">District Attorney (28)Health (14)Probation (8)Public Defender (20)	Monterey <ul style="list-style-type: none">Public SafetyLand use & Facilities
Location TBD (Monterey Yard) Pacific Meadows or Palla Carona			<ul style="list-style-type: none">Public Works, Facilities and Parks (11)		
Former DSS location 1281 Broadway Ave., Seaside	13,000 GSF		<ul style="list-style-type: none">District Attorney Family Justice CenterPublic Defender (2)	<ul style="list-style-type: none">Social Services (117)	Seaside <ul style="list-style-type: none">Public and Social Services
DSS Family Connection Center <i>(leased location)</i>	TBD (estimated at 26,200 GSF)		<ul style="list-style-type: none">Social Services (117)		
Marina Service Building 2620 First Ave., Marina	38,000 GSF	<ul style="list-style-type: none">Ag Commissioner (4)Veteran Affairs (10)Social Services (15)District 4 (4)	<ul style="list-style-type: none">District Attorney (28)Health (14)Probation (8)Public Defender (20)		Marina <ul style="list-style-type: none">Justice PartnersPublic & Social services

* Health clinics locations are not listed in the table; they will continue operating and grow at their current locations.

Summary of Key Facilities: South County

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT
AgCom Office 522 N. 2nd St. King City	9,500 GSF		<ul style="list-style-type: none">• Probation (6) + Education Facilities• Health (Animal Services)	<ul style="list-style-type: none">• Ag Commissioner• Public Works, Facilities and Parks
South County Service Center 1011 Broadway Ave. King City	10,500 GSF		<ul style="list-style-type: none">• Ag Commissioner (6)• District 3 (4)• Co-working space for PWFP, PD, HCD, DEM	
King City Courthouse 250 Franciscan Ave. King City	12,500 GSF	<ul style="list-style-type: none">• District Attorney (6)• Public Defender (4)• Sheriff-Coroner (36)		
Social Services 116, 118 Broadway Ave. King City <i>(leased)</i>	16,000 GSF	<ul style="list-style-type: none">• Social Services (76)• Child Support Services (1)		
Social Services 200 Broadway Ave. King City <i>(leased)</i>	13,000 GSF	<ul style="list-style-type: none">• Social Services (18)• Health (19)• Library (9)		
Greenfield City Hall 599 El Camino Real Greenfield <i>(leased)</i>	-	<ul style="list-style-type: none">• Public Defender (20)		<ul style="list-style-type: none">• District 3 (4)

King City

- Justice Partners
- Land use & Facilities
- Social & Health Services

Greenfield

- Justice Services

* Health clinics locations are not listed in the table; they will continue operating and grow at their current locations.

Summary of Key Facilities: South County

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT
AgCom Office 522 N. 2nd St. King City	9,500 GSF		<ul style="list-style-type: none">Health (Animal Services)	<ul style="list-style-type: none">Ag CommissionerPublic Works, Facilities and Parks
South County Service Center 1011 Broadway Ave. King City	10,500 GSF		<ul style="list-style-type: none">Ag Commissioner (6)District 3 (4)Co-working space for PWFP, PD, HCD, DEM	
Acquired property between 1011 Broadway and King City Courthouse	20,000 GSF		<ul style="list-style-type: none">Probation (6) + Education FacilitiesPublic Defender	
King City Courthouse 250 Franciscan Ave. King City	12,500 GSF	<ul style="list-style-type: none">District Attorney (6)Public Defender (4)Sheriff-Coroner (36)		
Social Services 116, 118 Broadway Ave. King City <i>(leased)</i>	16,000 GSF	<ul style="list-style-type: none">Social Services (76)Child Support Services (1)		
Social Services 200 Broadway Ave. King City <i>(leased)</i>	13,000 GSF	<ul style="list-style-type: none">Social Services (18)Health (19)Library (9)		
Greenfield City Hall 599 El Camino Real Greenfield <i>(leased)</i>	-	<ul style="list-style-type: none">Public Defender (20)		<ul style="list-style-type: none">District 3 (4)

- King City**
- Justice Partners
 - Land use & Facilities
 - Social & Health Services

- Greenfield**
- Justice Services

* Health clinics locations are not listed in the table; they will continue operating and grow at their current locations.

Summary of Key Facilities: North County

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT	
Pajaro Mansion 29 Bishop St., Pajaro	9,000 GSF		<ul style="list-style-type: none">Library (4)Health (TBD)Co-working space for County departments		Pajaro <ul style="list-style-type: none">Land use & FacilitiesSocial & Health Services
AgCom Office 29 Bishop St., Pajaro	3,000 GSF	<ul style="list-style-type: none">Ag Commissioner (12)			
Library & BOS 11140 - 11160 Speegle St., Castroville	14,000 GSF	<ul style="list-style-type: none">District 2 (4)Library (7)			Castroville <ul style="list-style-type: none">BOS
Sheriff Touchdown Office <i>(lease to be identified)</i>			<ul style="list-style-type: none">Sheriff-Coroner (Touchdown)		
AgCom Training Space <i>(lease to be identified)</i>			<ul style="list-style-type: none">Ag Commissioner (Training Room)		

* Health clinics locations are not listed in the table; they will continue operating and grow at their current locations.

An aerial photograph of a city grid, likely San Jose, California, with a semi-transparent purple overlay. The image shows a dense pattern of streets, buildings, and trees. The text is centered over the image.

Appendix F

Office, Retail, and Housing Market Analysis

Office Market Overview

1

Limited Contemporary Office Space in Salinas

- Salinas contains a limited amount of contemporary office space.
- Newer and larger options at higher rents are available near the Monterey Airport.

2

Monterey County Lease Costs

- The average annual gross lease rate in Monterey County is approximately \$27.50 per square foot, generally consistent with rents for buildings identified to have space for lease.

3

Office Space Availability & Challenges

- Majority of available spaces are small. Largest available space is slightly above 10,000 SF.
- **Rents for office space are not high enough to amortize the costs of speculatively developed office space.**

Retail Market Overview

1 Retail Inventory & Growth

- Salinas' retail inventory grew modestly by approx. 330,000 SF (5%) since 2006.
- Most growth occurred with the Gateway Center in 2017.

2 Occupancy & Absorption Trends

- Occupancy rates are generally high, ranging from 99% (2017) to 94.6% (2023).
- Net absorption has been modest, with notable positive absorption in 2017 due to the Gateway Center (nearly 314,000 SF).

3 Rents & Development Challenges

- Retail rents have fluctuated, averaging nearly \$18/SF in the last two years but remain relatively low.
- **Retail rents will need to be higher than the market average to support new space construction.**

Housing Market Overview

1 Housing Permits & Sales Activity

- Residential building permits increased from 2020-2022 but declined sharply in 2023.
- Home sales transactions in 2024 are projected to decline by 45% from their 2020 peak, with listings remaining very limited.


2 Rental Market Trends

- Salinas has 23,106 renter-occupied units, with 60% in multi-family properties.
- Effective monthly rents increased by 92% since 2010, reaching \$1,994 in 2024, while rental vacancy rates dropped to a low of 2.7%.

3 Limited Supply & Rising Costs

- Housing supply has not kept up with demand, leading to significant price increases in both rental and for-sale housing.
- **If land in suitable locations for residential uses were to become available, housing would be a leading land use candidate.**



An aerial photograph of a city grid, likely Monterey, California, viewed from an elevated perspective. The image is overlaid with a semi-transparent purple filter. The text "Appendix G" and "Responses to Board Referrals" is centered in white, bold, sans-serif font.

Appendix G

Responses to Board Referrals

Board Referral 2023.13

Laurel Yard Master Plan

This referral seeks to analyze the current and proposed uses to determine if Laurel Yard should be relocated to an alternate site to best serve County services and operations. This Facilities Master Plan identifies partial consolidation opportunities at Laurel Yard.

Current Operations	Proposed Options	Considerations
Fleet, Public Works Maintenance, Facilities and Grounds Maintenance	Relocate to 1441 Schilling Pl. and use the adjacent vacant lot for fleet and storage	Vacate PWFP buildings for future housing developments
Water Resources Maintenance	Consolidate all Water Resources Agency operations from 1441 Schilling to Laurel Yard	Laurel Yard is a good location for the Water Resources Agency’s operations
IT Radio Shop	Relocate to 1590 Moffett St.	Vacate IT buildings for future housing developments
Probation Silver Star program	Remain on site with building upgrades	No relocation opportunity identified



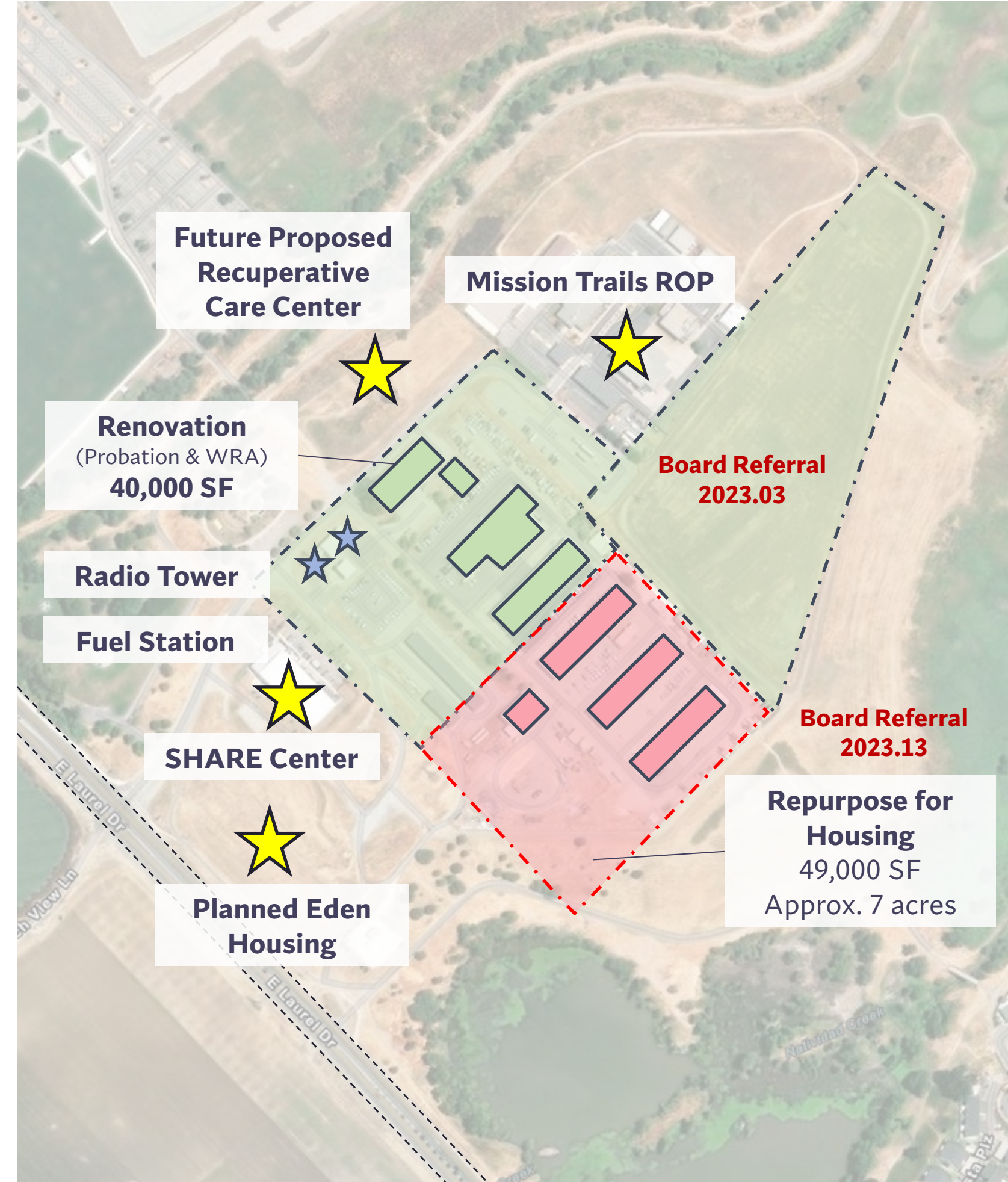
Board Referral 2023.03

Affordable Senior Housing Project at 855 East Laurel Drive

This referral proposes to use a County-owned, eastern corner vacant lot at 855 East Laurel Drive in Salinas to construct affordable housing units for seniors in partnership with a non-profit developer.

While no immediate County need is identified for this site, several concerns should be considered before moving forward:

- **Development costs:** Affordable senior housing (featuring elevator service) will be more costly than traditional “walk-up” affordable housing units.
- **Limited accessibility:** One-way in and out via Veterans Lane.
- **Concentration of specialized housing:** The area already houses a homeless shelter and affordable housing. Adding senior housing may lead to an overconcentration.
- **Lack of walkability and services:** The site is far from grocery stores and other essential services.
- **Potential future County use:** Nearby Natividad has a strong County presence. Departments like the Sheriff, Health, and Probation have mentioned possible future space needs, such as offices and long-term juvenile housing. These could possibly be met by expanding existing Natividad facilities but pending further study.



Board Referral 2024.12

1220 Natividad Road Alternative Use Analysis

This property is a potential site for commercial use to generate revenue. The options are to dispose the property “as is,” and to develop to suite a leading potential use.

EXISTING SITE		LEADING FUTURE DEVELOPMENT	
Site Size	70,000 SF (1.67 Acres)	Building Size	6,000 SF
Topography	Rear or sight is sloping	Floor Area Ratio	0.08
Building Size	3,497 SF	Parking Spaces	120
Former Use	Print Shop	Leading Future Use	Quick service casual restaurants and gas stations/convenience stores; drive through facilities
Nearby Commercial	31,000 SF Strip Mall	Example Businesses	Dutch Bros, Starbucks, Qdoba, Wendy’s, Chipotle, McDonald’s
Zoning	Public / semi-public use		

Estimated Revenue & Costs

\$6,162,600 Stabilized Property Value	}	OR	\$192,000 to \$205,000 Estimated Annual Ground Rent if the Property is Ground Lease
\$3,601,600 Potential Development Costs			
			\$2,561,000 Estimated Revenue Generation if the Property is Sold



Board Referral 2024.18

970 Circle Drive Alternative Use Analysis

As part of the study for Juvenile Hall Build Out, this referral requests a review of options for Youth Center repurposing at a future date.

Key considerations include:

- **Limited market demand** or financially feasible options for retail, office, or other market-rate land uses at the site
- This property could be contributed for farmworkers housing or other types of **affordable housing**; however, affordable housing development is unlikely to support payment for County-owned property. Any affordable housing project at Laurel Yard would likely require:
 - County land dedication
 - Local incentives (e.g., impact fee waivers)
 - Other County funds, such contributions to site preparation/demolition
- County funds required to develop **middle- or moderate-income “workforce housing”** could be more substantial. These projects are not typically eligible for federal Low Income Housing Tax Credits (the primary source of financing for affordable housing developments in California).

