

County of Monterey

Facilities Master Plan Development

Capital Improvement Committee

Facilities Master Plan Options Review

October 17, 2025



What We'll Cover Today

1. Introduction

5 mins

- Meet the Consultant Team
- Goals of this Meeting
- Facilities Master Plan Process and Scope
- Guiding Principles

2. Key Findings

5 mins

3. Planning Options

65 mins

- Salinas and Peninsula
- South County
- North County

4. Financial Analysis

10 mins

5. Next Steps

5 mins



Meet the Consultant 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 Comprehensive 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)

CORE TEAM - Gensler



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Principal-in-charge



PAUL NATZKE
Project Director



LINDSEY SALAZAR
Strategist



XIUWEN QI
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PHILIP MATHUR
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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 next steps in implementation plan

Facilities Master Plan Process



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 65 facilities and approximately 1,658,000 SF.

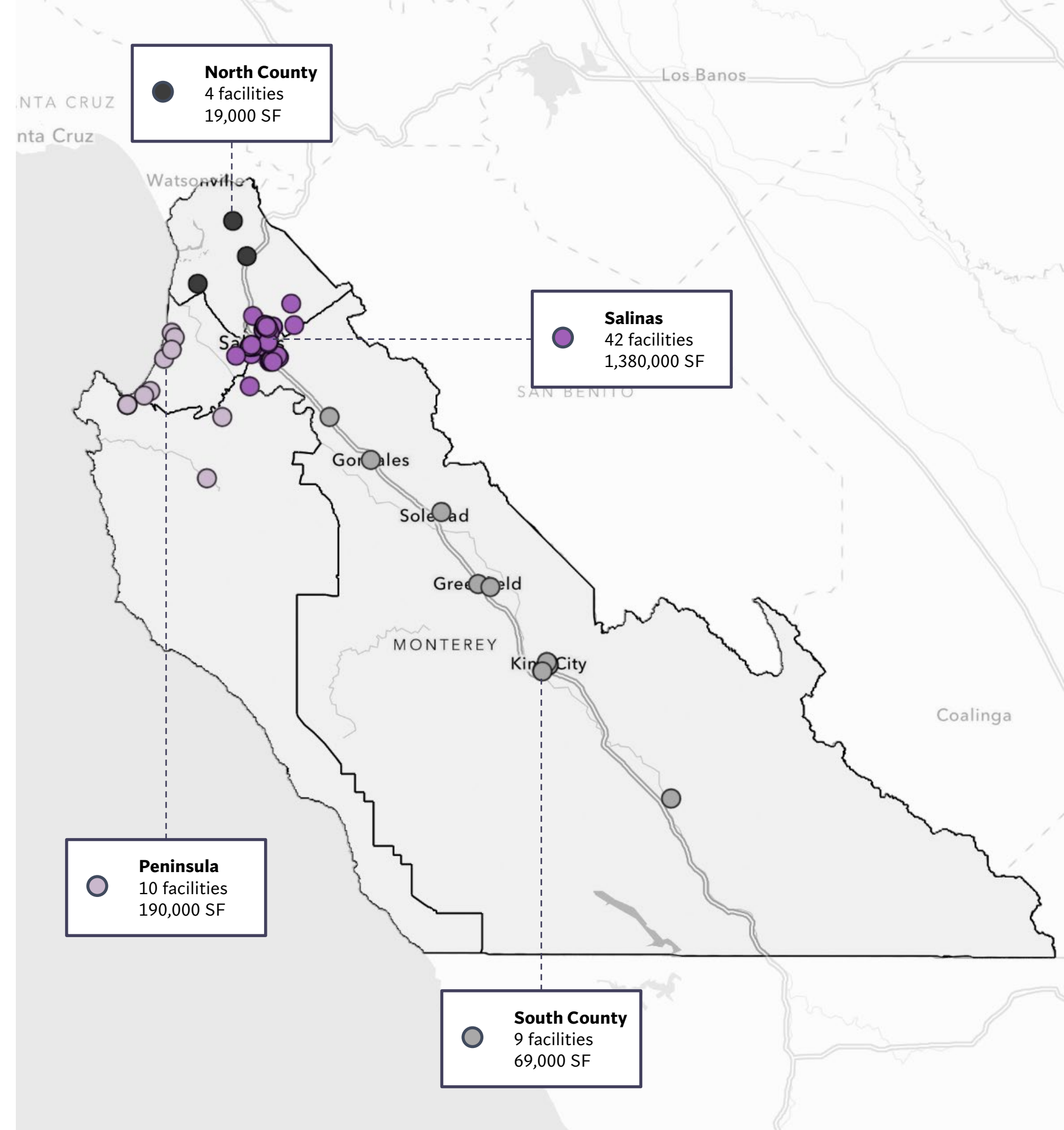
Included in the FMP

- » **General office facilities:** spaces designated for general staff operations and customer service areas
- » **Specialty facilities:** courts, health services, shops, warehouses, juvenile services, parking, parking structure, and family social services
- » **Vacant properties:** County-owned facilities or land that are currently unoccupied, with future use yet to be determined

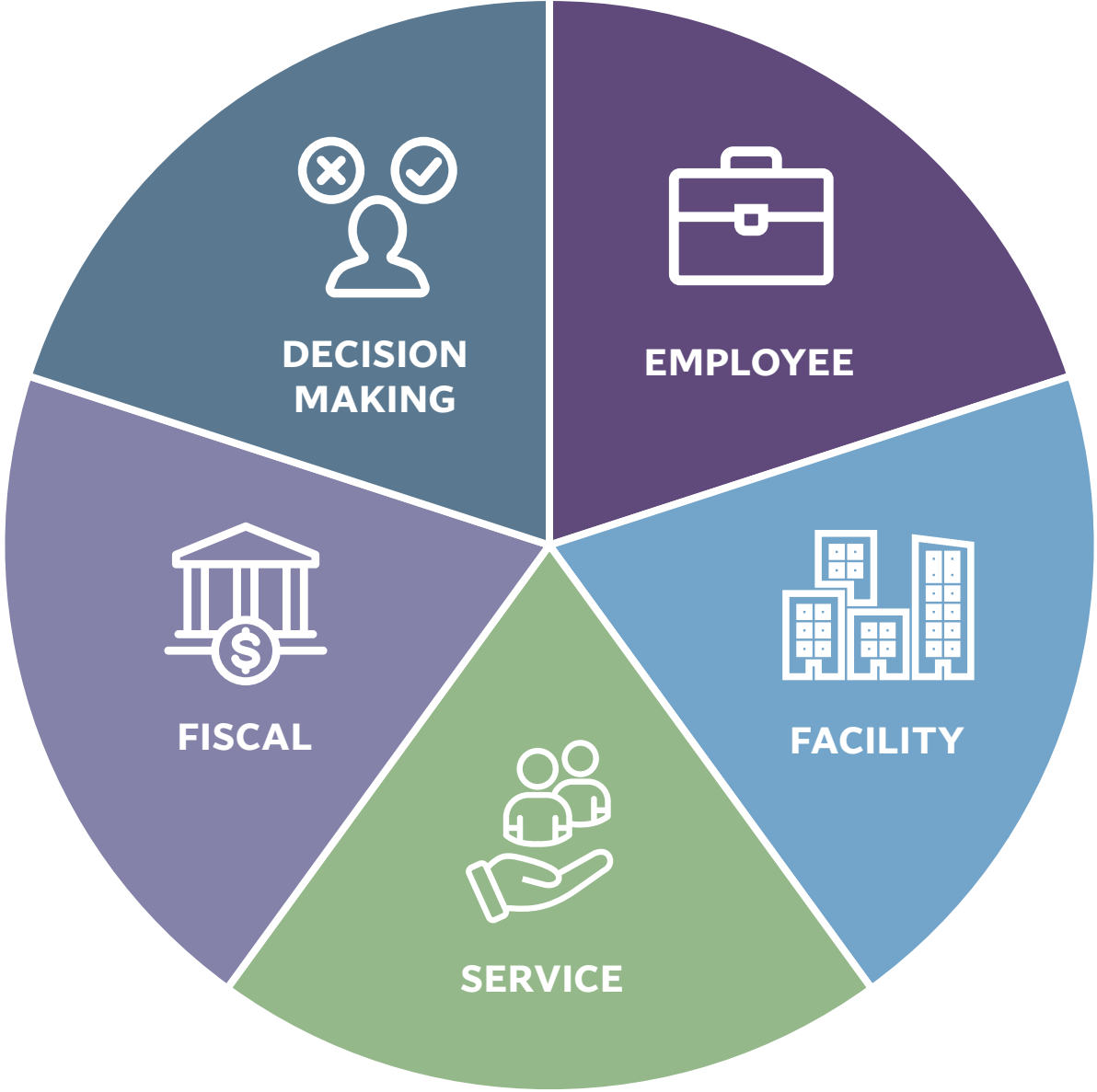
Excluded from the FMP

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

- 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.



From status quo to interventions

Portfolio Status Quo

Salinas

- **Downtown:** The County center of general government services and social services and location of the Old Jail
- **Schilling and Abbott:** A County campus for general government services and records retention
- **Natividad and Laurel:** The County hub of health services and justice administration
- **Near Salinas Airport:** The location for County IT infrastructure and social services operations

South County

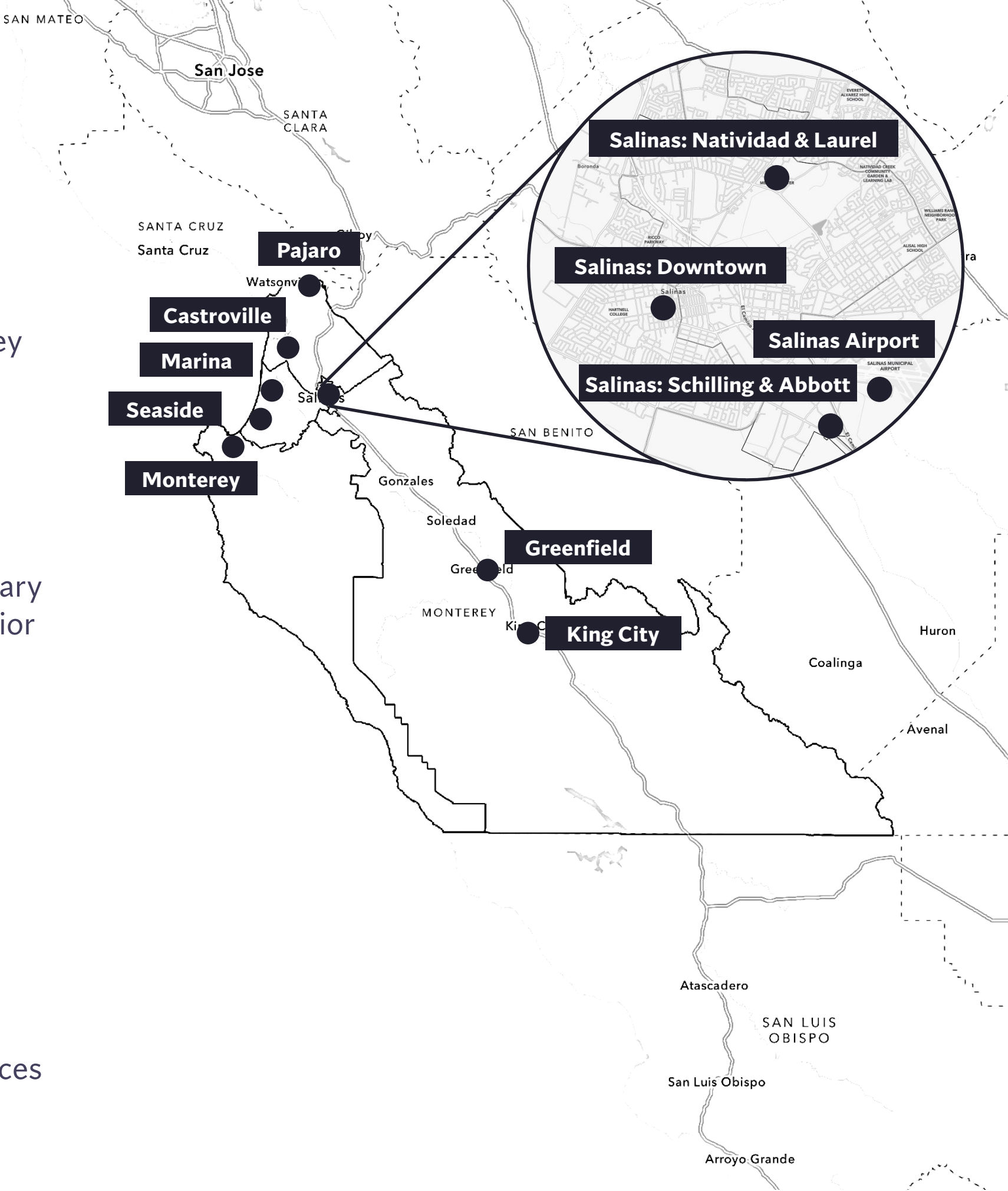
- **King City & Greenfield:** Locations for social, health, and agricultural services

Peninsula

- **Monterey:** The location of Monterey Courts and County justice administration
- **Seaside:** Peninsula locations for County social and health services
- **Marina:** A location for County military and veteran’s affairs and new superior Court

North County

- **Pajaro & Castroville:** Locations for social, health, and agricultural services



Salinas and Peninsula Planning Options

OPTION 1

Maintain Existing Campuses

- **Invest in existing** department locations and facilities
 - **Minimal new construction**
 - **Limited disposal** of underutilized properties
 - **Focus on densifying office space** by investing in workplace standards and telecommuting policies
-

OPTION 2

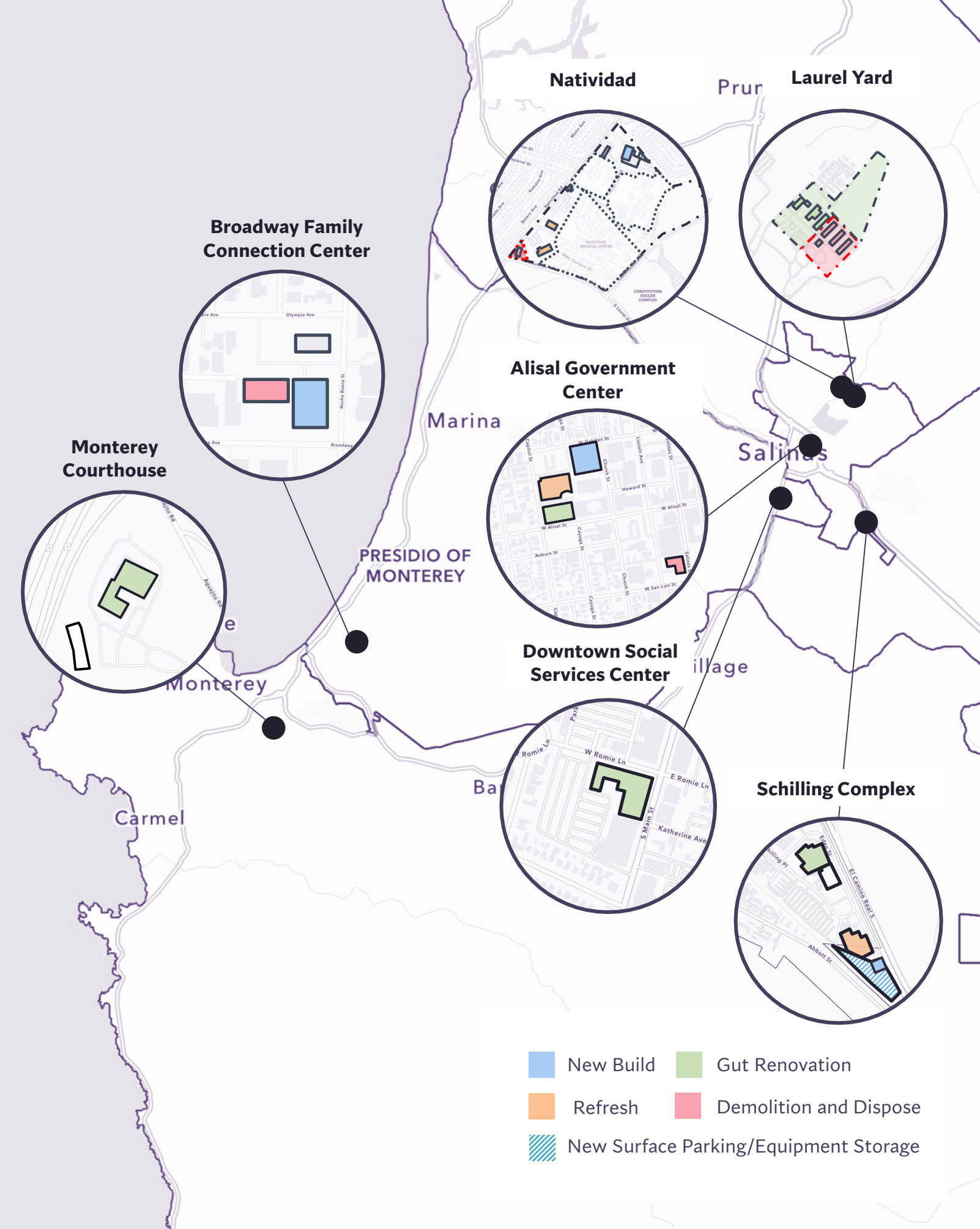
Optimize Service Alignment

- **Consolidate County services** to align agencies largely by service groups
 - **Moderate new construction**
 - **Targeted disposal** of underutilized properties
 - **Improve workplace efficiency** through a combination of renovation, new construction, and investing in workplace standards
-

Maintain Existing Campuses

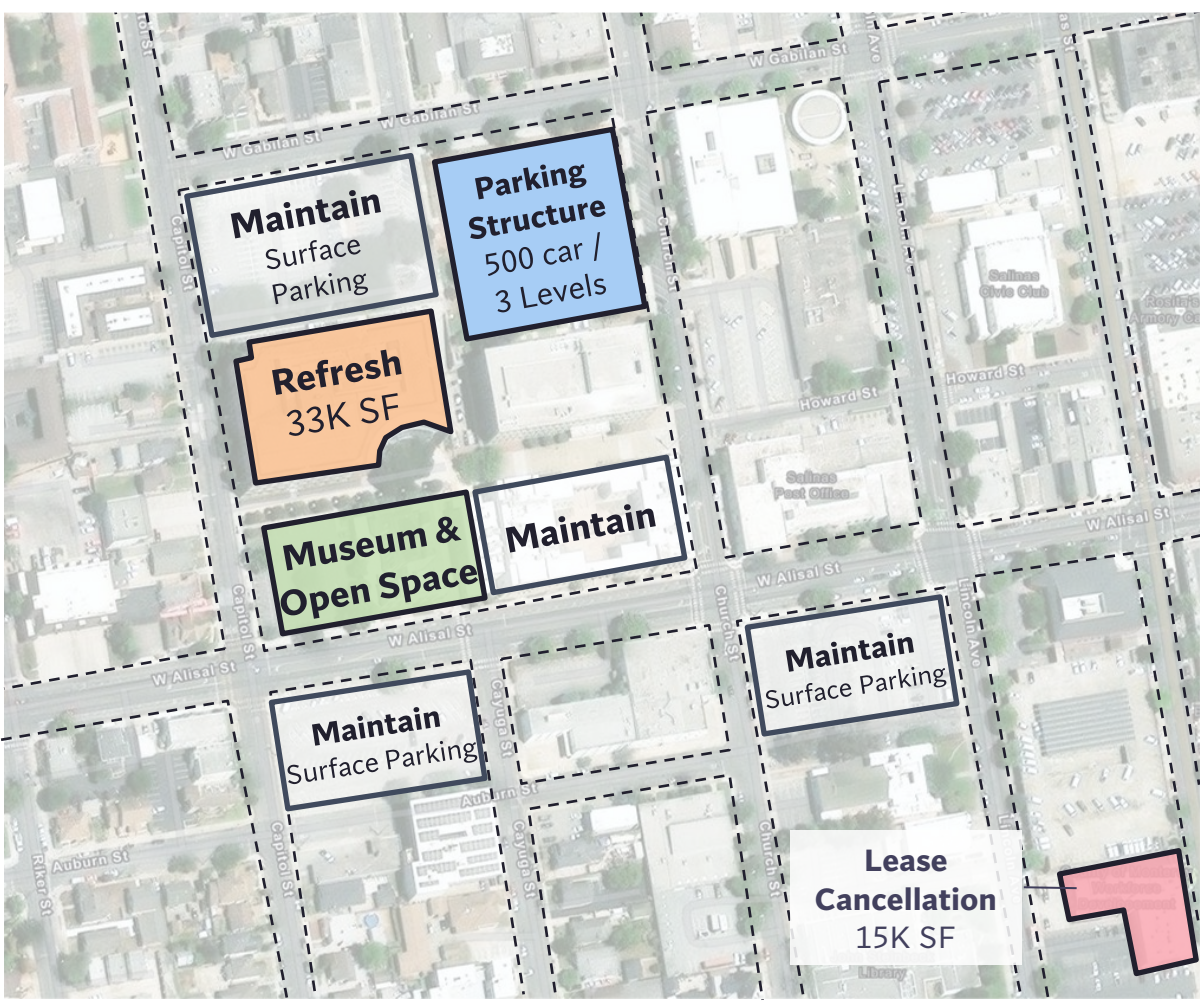
Key Actions

- » Refresh **Alisal Government Center**, construct new parking structure, and revitalize the Old Jail
- » Acquire and renovate **1000 S. Main Street**
- » Partially consolidate **Laurel Yard**
- » Address inefficiencies in space utilization in **Schilling Place**
- » Expand facilities around **Natividad Road**
- » Renovate **Monterey Courthouse** for future use
- » Expand or rebuild Broadway Family Connection Center at **1281 Broadway Ave.**
- » Identify a leased or purchased location in **Seaside or Marina** for a **Family Justice Center**



Key Actions [1]

Refresh Alisal Gov Center, construct new parking structure, and revitalize the Old Jail



Alisal Government Center, Salinas

New Build Renovation Refresh Lease Cancellation

Detailed Actions

- Relocate HR to 1441 Schilling Pl.
- Refresh 2nd floor to meet Public Defender’s growth projections and accommodate collocation with other departments
- Relocate Workforce Development Board (WDB) from a leased facility. Lease cancelation of 15,000 SF at 344 Salinas St.
- Build new 3-Level Parking Structure (500 Stalls). Alternatively, leasing or acquiring nearby lots may also be explored
- Revitalize the Old Jail into a museum or public space, converting the parking lot into open space

Alternatives to be considered: Co-locating WDB with EDD and other labor services

Building Area (existing to proposed)

208,000 GSF > 208,000 GSF

Staff (current 2024 to proposed 2044)

537 FTEs > 627 FTEs

Benefits

- Improve **privacy** for HR
- **Cancel lease** and consolidates public-facing functions
- Improve **efficiency** of existing space.
- Accommodate **growth** in current footprint
- Provide additional **parking**

Challenges

- Align department with **new space standards**
- Create **large training/meeting space** for WDB
- **Phased construction** during building occupancy

Maintain Existing Campuses

Key Actions [2]

Acquire and renovate 1000 S. Main Street



1000 S. Main Street, Salinas

New Build Gut Renovation Refresh Demolition

Detailed Actions

- **Acquire Life Foundation Building** when the lease expires
- **Renovate the building of 139,000 SF** to modernize the facility and address the deferred maintenance: the building was originally a mall with excessive circulation space. Renovations are underway to create a customer lobby to resolve limited customer facing areas and layout challenges.

Building Area (existing to proposed)

139,000 GSF > 139,000 GSF

Staff (current 2024 to proposed 2044)

427 FTEs > 518 FTEs

Benefits

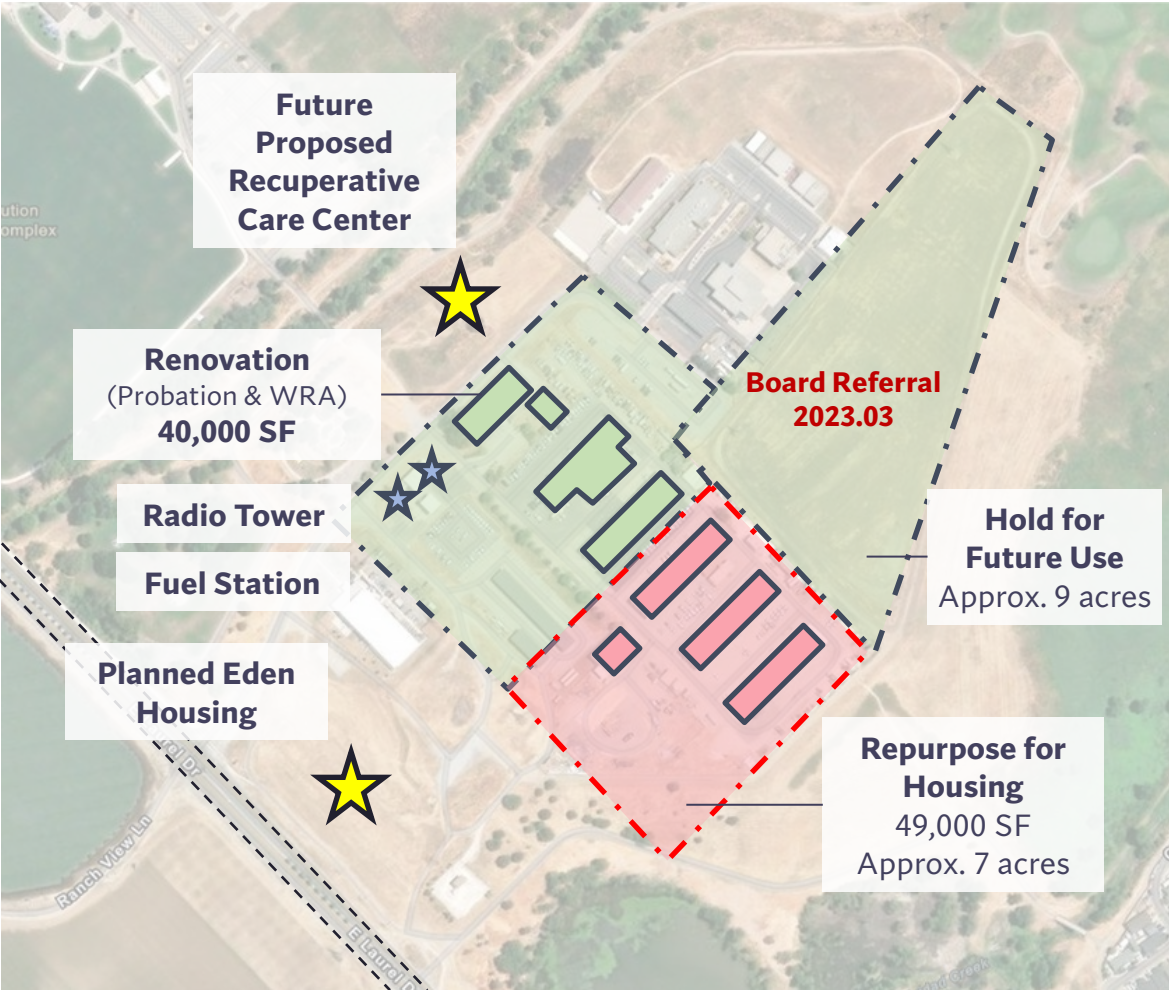
- Ensure **long-term access** to this critical Social Services location in downtown
- Provide more **certainty** in maintenance and upkeep of facilities
- Improve employee and customer experience

Challenges

- Uncertainty in **negotiating acquisition** terms and conditions
- Significant **deferred maintenance** of the building

Key Actions [3]

Partial consolidation of Laurel Yard



Laurel Yard, Salinas

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

- Relocate departments offsite
 - Public Works, Facilities & Parks to consolidate at 1441 Schilling Pl.
 - IT functions to consolidate at IT building at 1590 Moffett St.
- Renovate 40,000 SF of North Buildings for:
 - Probation Silver Star Program
 - Consolidated Water Resources Agency from 1441 Schilling Pl.
 - New Library central archive storage
- Provide additional secure evidence vehicle storage (~0.5 acres) for DA
- Demolish approx. 49,000 SF of buildings and prepare the site for disposal (approx. 7 acres): Once vacated, the site may be declared surplus and repurposed for affordable housing.
- The vacant site between Laurel Yard and the Golf Course was considered for senior housing, but concerns exist on access, service availability, and specialized housing concentration. Given County’s growing needs in nearby Natividad area, retaining this parcel for future flexibility may be more beneficial than immediate disposal.

Building Area (existing to proposed)

89,000 GSF > 40,000 GSF

Staff (current 2024 to proposed 2044)

110 FTEs > 81 FTEs

Benefits

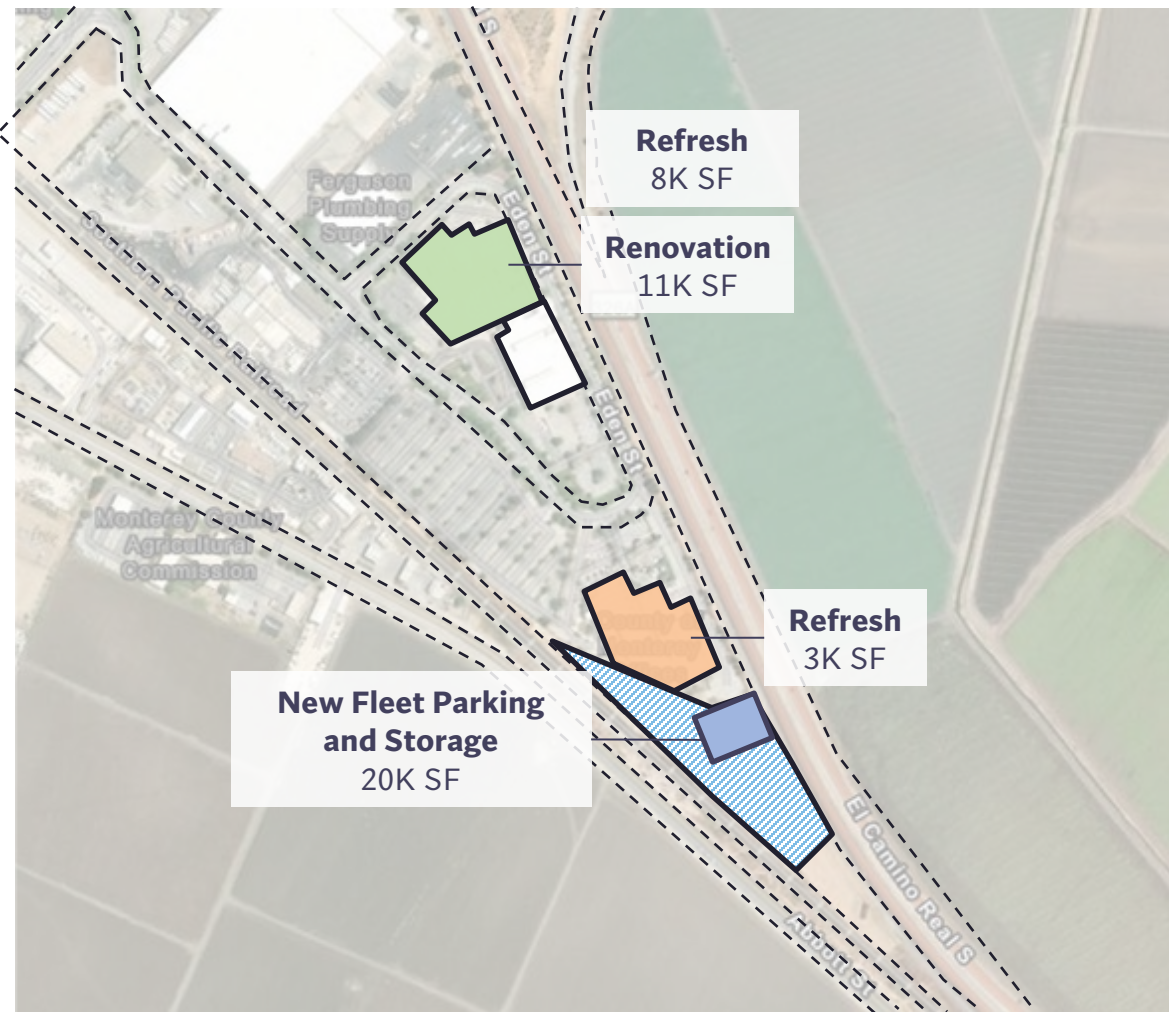
- Repurpose part of Laurel Yard for housing and connects to the planned housing developments
- Improve remaining facilities’ conditions
- Parceling of Laurel Yard does not require relocation of the microwave tower
- Consolidate PWFP and IT at Schilling and Water Resources Agency at Laurel
- Provide additional storage space for other County departments

Challenges

- Fuel station separated from fleet operations. Moving fuel station is to be determined based on the centrality to staff and infrastructure costs.
- IT consolidation at 1590 Moffett St. will require constructing a vehicle bay and meeting the radio shop’s space and operational needs.

Key Actions [4]

Address inefficiencies in space utilization in Schilling Place



Schilling Complex, Salinas

- New Build
- Renovation
- Refresh
- Demolition and Dispose
- New Surface Parking/Equipment Storage

Detailed Actions

- Expand Election space by renovating approx. 2,600 SF on the 2nd floor above Elections
- Relocate PWFP (from Laurel Yard) by renovating approx. 8,000 SF of swing space and the vacant IT room in the North Building and 3,300 SF at 1488 Schilling Pl.
- Relocate Water Resources Agency to Laurel Yard to consolidate operations
- Relocate HR (from 168 W. Alisal St.) to the North Building and renovate approx. 8,000 SF
- Convert vacant Schilling Lot (approx. 4 acres available) to support fleet, equipment, and storage needs previously housed at Laurel Yard. Potentially construct a storage warehouse of 20,000 SF (detailed space needs to be studied)

Alternatives to be considered:
Lease/acquire a property near the Schilling Pl. to house the relocated occupants from Laurel Yard. Potential opportunities identified include 1311 Schilling Pl. which is up for lease

Building Area (existing to proposed)

290,000 GSF > 310,000 GSF

Staff (current 2024 to proposed 2044)

453 FTEs > 698 FTEs

Benefits

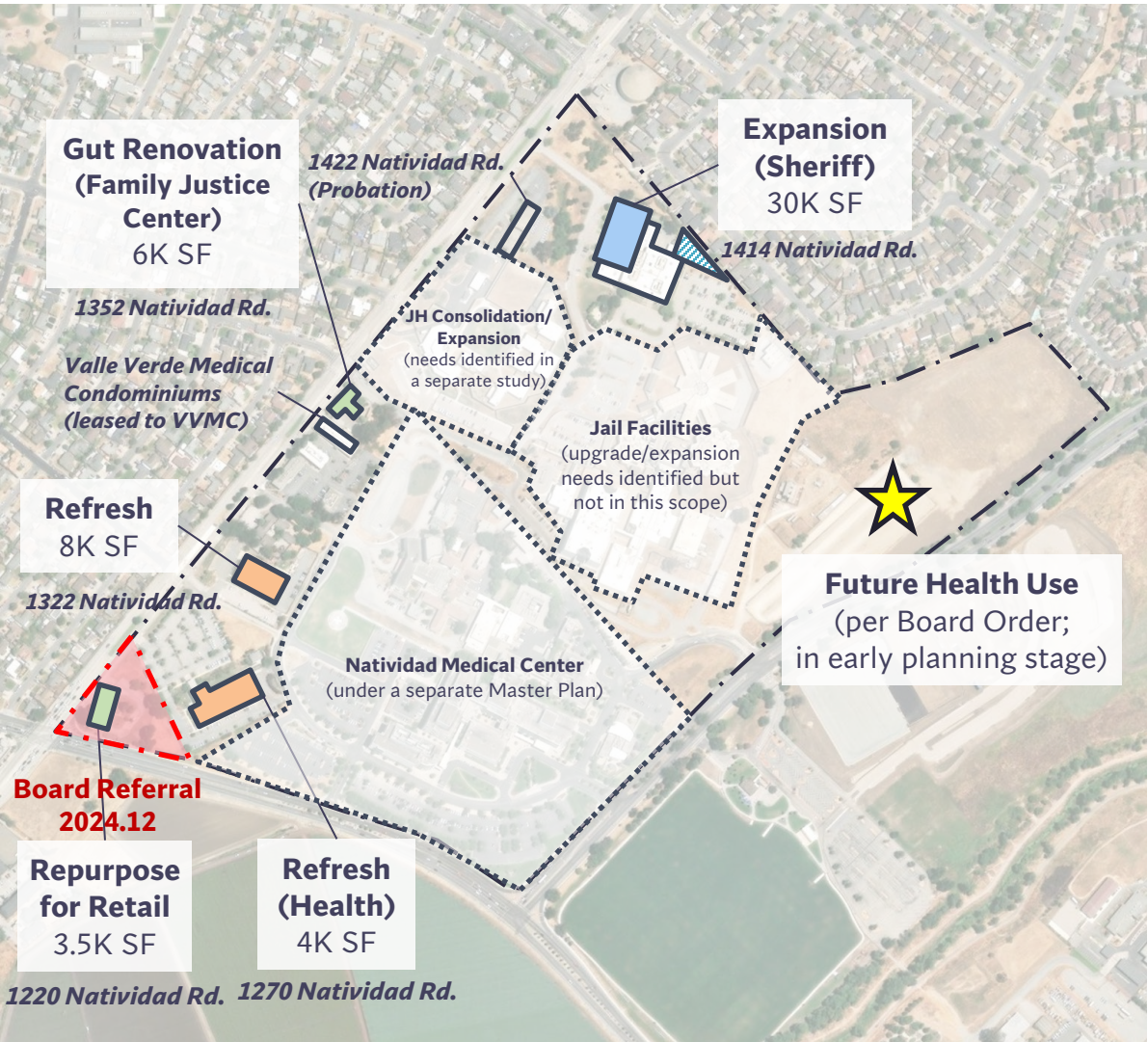
- Improve space **efficiency** at Schilling for growing needs of Election and consolidating PWFP
- Provide **private** workplace for HR
- Utilize vacant lot for **additional parking and storage**

Challenges

- Single-point entry and exit** at Schilling Pl. still poses access challenges that should be factored into future site planning
- Requires **relocation of power** at East Laurel Yard and **enhancements to cooling infrastructure** at Schilling Pl. MDF room (approx. \$500K of non-recurring cost)

Key Actions [5]

Expand facilities around Natividad Road



Around Natividad Road

- New Build
- Renovation
- Refresh
- Demolition and Dispose
- New Surface Parking/Storage

Detailed Actions

- Per **Board referral 2024.12**, lease **1220 Natividad for commercial use** to support the Housing Trust Fund (*see Appendix G for financial analysis*)

Alternatives to be considered:

Use 1220 Natividad to accommodate needs for an expanded Public Health lab and storage

- Identify alternative site for Public Health Lab at 1270 Natividad** (ideally approx. 6,000 SF) or **renovate it to meet future needs in place**. If 1220 Natividad is prioritized for commercial use, options include integrating into the Constitution Blvd Health developments or repurposing medical condos (currently leased to VVMC).
- Refresh approx. 8,000 SF at 1322 Natividad Rd.** after DEM vacates, either as a backup DEM facility or Emergency Communications overflow
- Gut Renovation of approx. 6,000 SF of 1352 Natividad Rd.** as the Salinas Family Justice Center (to be undertaken by non-profits partners)
- Expand Sheriff-Coroner building.** Estimated space need is an additional 30K SF if expanding on the 2nd floor of existing building is possible (feasibility to be studied)

Building Area (existing to proposed)

186,000 GSF > 216,000 GSF

Staff (current 2024 to proposed 2044)

575 FTEs > 735 FTEs

Benefits

- Repurpose** vacant buildings
- Address Health and Sheriff **space needs**
- Provide **revenue generation opportunity** if 1220 Natividad is used for retail
- Solve for operational conflict** between DEM and Emergency Communications

Challenges

- Repurposing 1220 Natividad for commercial use must follow **Surplus Land Act** requirements
- Feasibility is to be determined** for expanding Sheriff building

Other needs in the Natividad area (Outside Scope/In a Separate Study):

- Consolidating/Expanding Juvenile Hall and Youth Center
- Improving/Expanding old portion of County Jail

Key Actions [6]

Renovate Monterey Courthouse for future use



1200 Aguajito Road, Monterey

■ New Build ■ Gut Renovation ■ Refresh ■ Demolition and Dispose

Detailed Actions

- **Renovate the 82,000 SF Monterey Courthouse**, which could trigger current seismic codes
- **Grow in Place:**
 - **Justice Partners** including District Attorney, Public Defender, and Probation
 - **Sheriff could expand their costal team** with more Search and Rescue volunteers and additional training and operations facilities
- **Potential New Presence:**
 - **Move in Emergency Management (DEM) and EOC** from 1322 Natividad Rd. Consider the opportunity to co-locate Cal Fire at this site
 - **Relocate PWFP Monterey Yard and road crew** (11 staff)
 - **Provide co-working space for departments needing drop-in offices**, including Housing & Community Development, Human Resources Training and Development Division, and Child Support Services

Note: Monterey Courthouse is not a preferred location for DA Family Justice Center due to limited transit access and its distance from the population being served. A preferred location is in Seaside or Marina.

Building Area (existing to proposed)

82,000 GSF > 82,000 GSF

Staff (current 2024 to proposed 2044)

79 FTEs > 143 FTEs

Benefits

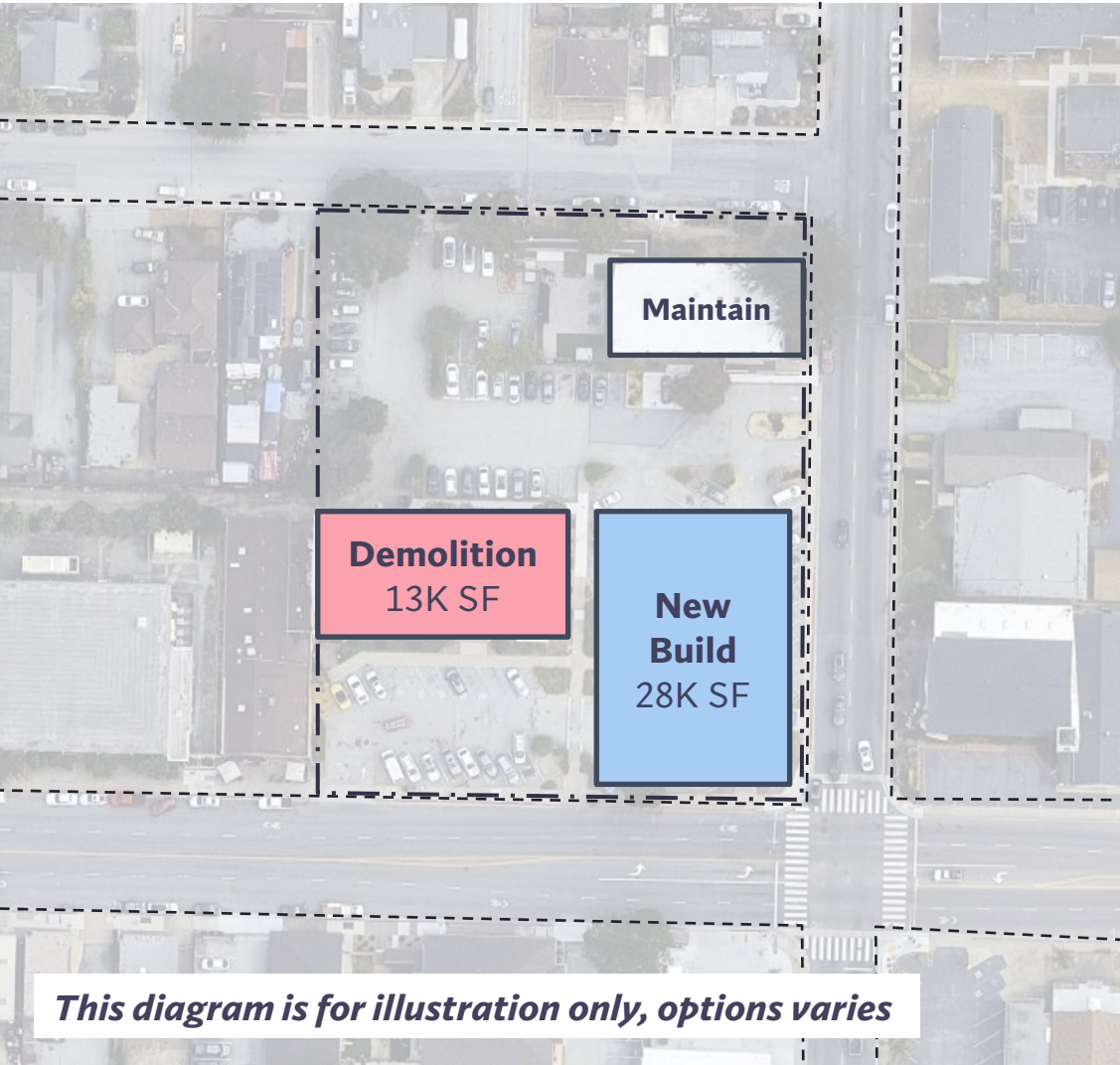
- **Repurpose** the courtrooms into office space after Courts relocate
- Allow departments to **grow in place**
- Provide **space for DEM and PWFP** road crew

Challenges

- Justice partners **lose their immediate adjacency** to the Superior Court after they relocate
- **Major renovation** to convert courthouse to offices and require seismic retrofit
- DEM supported this move, however, concerns exist about Monterey’s **geographic disconnect** from many County departments in Salinas and **accessibility challenges** during major emergencies

Key Actions [7]

Expand or rebuild Broadway Family Connection Center at 1281 Broadway Ave.



1281 Broadway Avenue, Seaside

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

- The current building has major deferred maintenance issues. As of August 2025, DSS and PWFP have developed seven options (see Appendix D):
- Options 1–4 focus on redeveloping the existing site through various levels of renovation, expansion, and new construction
 - Options 5–7 propose relocating to a non-County-owned site, either through lease or acquisition
- To align with the FMP and assess broader impacts, two options are selected to include in the FMP’s Occupancy Cost model:
- Option 3 construct a new 28,000 SF building on site (included in this Salinas & Peninsula: Option 1)**
 - Option 6 lease a building and complete additional + remodel** (included in Salinas & Peninsula: Option 2)
-
- Renovate, expand, or rebuild** the current facility to accommodate DSS functions and potentially a library. Proposed area is a minimum of 28,000 SF to fit DSS needs.
 - If phased renovation isn’t feasible or demolition is required, **secure an interim lease location**—such as 915 Hilby Ave. (13,900 SF, Seaside). Once DSS vacates the interim site, it could be repurposed for the DA’s Family Justice Center.

Building Area (existing to proposed)

13,000 GSF > 28,000 GSF

Staff (current 2024 to proposed 2044)

62 FTEs > 117 FTEs

Benefits

- Build-to-suit** can best serve department needs and accommodate projected staffing growth

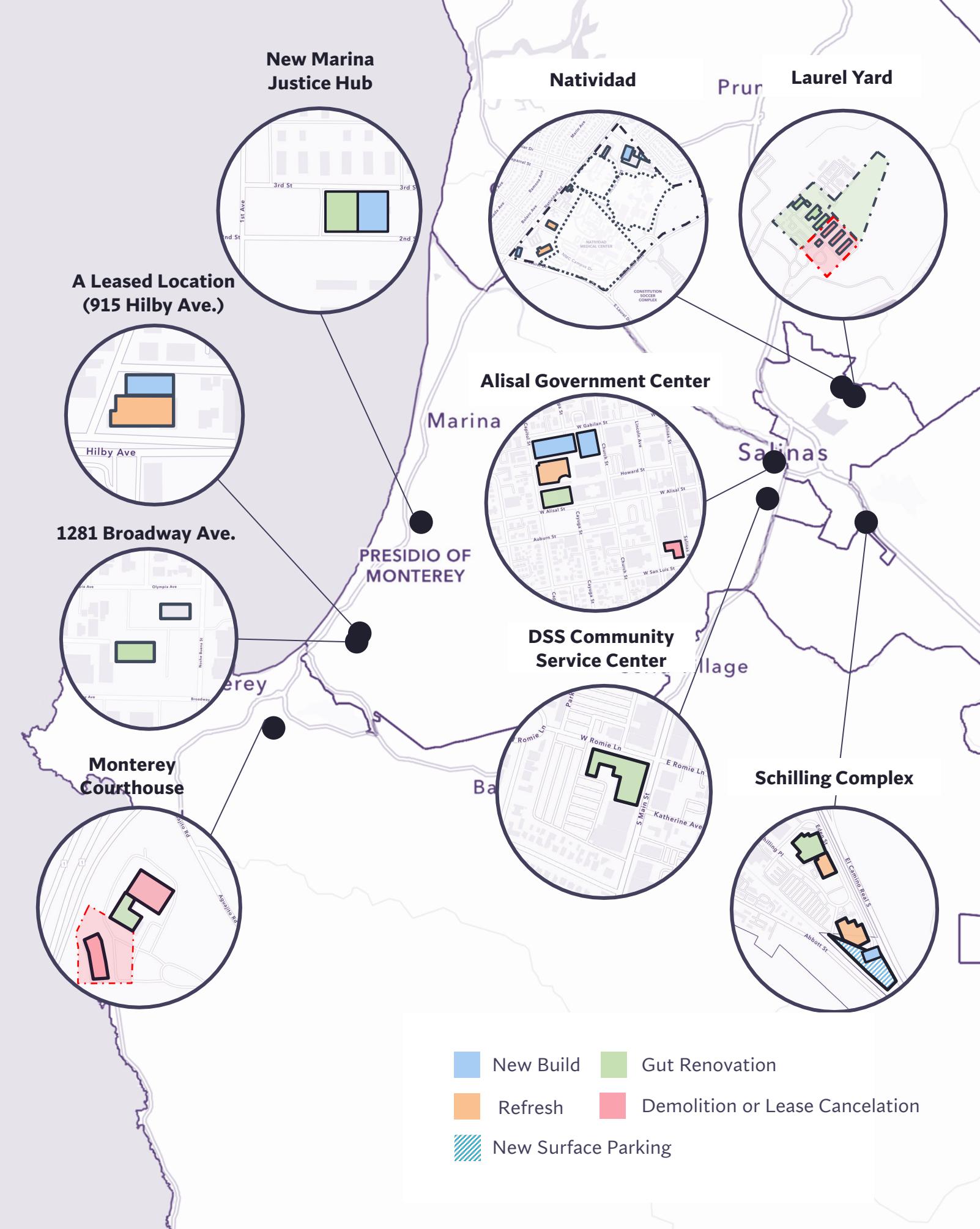
Challenges

- Significant new construction**
- Interim leased space** required during construction

Optimize Service Alignment

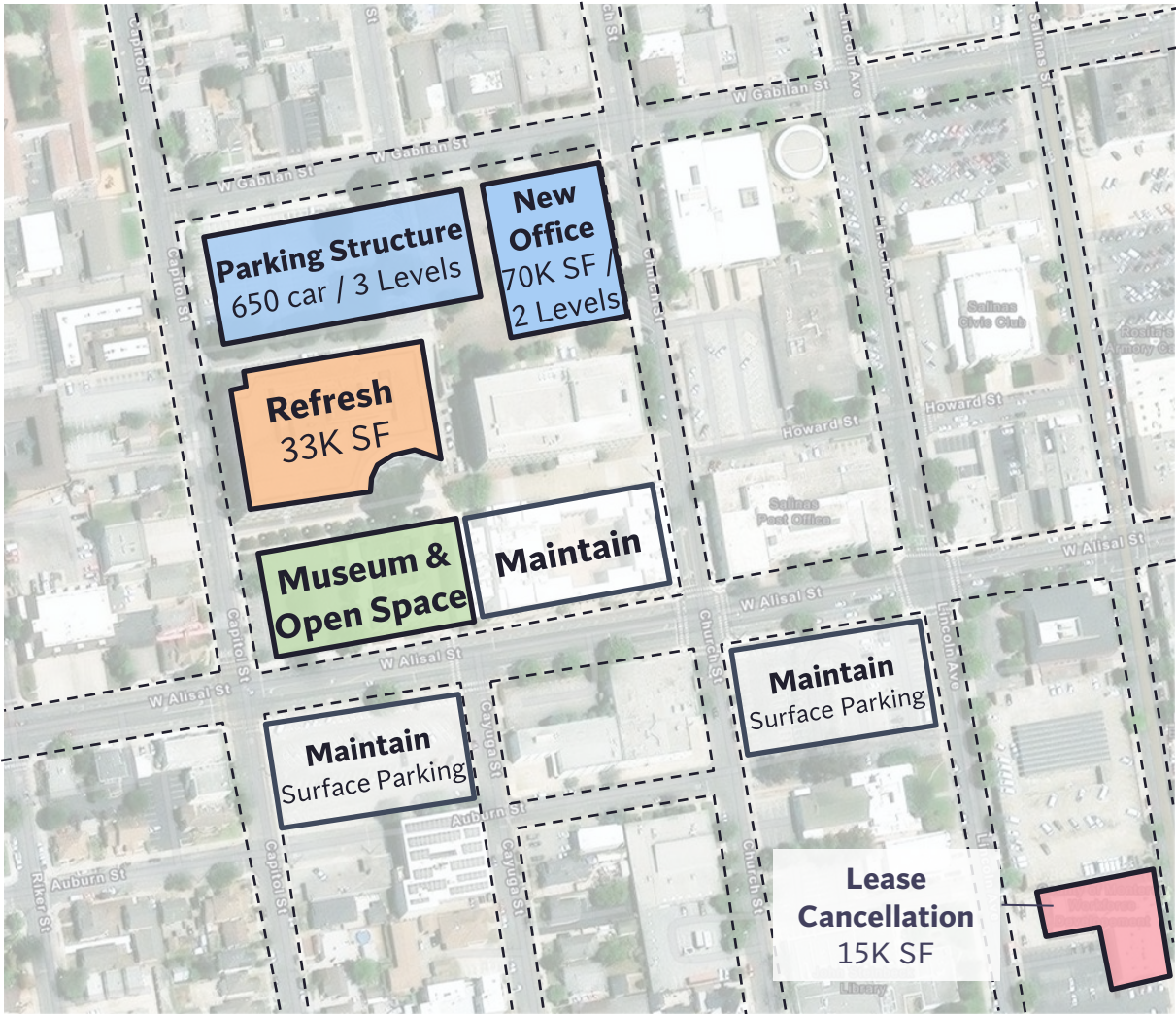
Key Actions

- » **Densify Alisal Government Center** with a new Justice Partner building
- » Acquire and renovate **1000 S. Main Street**
- » Partially consolidate **Laurel Yard**
- » Address inefficiencies in space utilization in **Schilling Place** and align adjacencies largely by service groups
- » Expand facilities around **Natividad Road**
- » Partially dispose **Monterey Courthouse** for alternative use and expand Marina location to house justice partners
- » **Lease a new facility** to relocate Social Services from 1281 Broadway Ave.



Key Actions [1]

Densify Alisal Government Center with a new Justice Partner building



Alisal Government Center, Salinas

New Build Renovation Refresh Lease Cancellation

Detailed Actions

- Relocate HR to 1441 Schilling Pl.
- Move in HCD (from 1441 Schilling Pl.) and WDB (from 344 Salinas St.) to provide public-facing services. Cancel lease of 15,000 SF at 344 Salinas St.

Alternatives to be considered:
Co-locating WDB with EDD and other labor services.

- Construct new building of 70,000 SF to meet Public Defender’s projected growth (expected to double in staff based on department projection) and provide overflow space for Probation

Alternatives to be considered:
Purchase a building nearby to house Public Defender.

- Construct new 3-Level parking structure (650 Stalls). Alternatively, leasing or acquiring nearby lots may also be explored
- Revitalize the Old Jail into a museum or public space, converting the front parking lot into open space

Building Area (existing to proposed)

223,000 GSF > 278,000 GSF

Staff (current 2024 to proposed 2044)

537 FTEs > 753 FTEs

Benefits

- Improve privacy for HR
- Provide more exposure for HCD
- Cancel lease and consolidates public-facing functions
- Provide build-to-suit office for justice partners to accommodate growth
- Maintain adjacency of PD and Superior Court
- Provide additional parking

Challenges

- Significant new construction
- Larger parking structure required for bringing in more employees on site

Key Actions [2]

Acquire and renovate
1000 S. Main Street



Detailed Actions

- **Acquire Life Foundation Building** when the lease expires
- **Renovate the building of 139,000 SF** to modernize the facility and address the deferred maintenance: the building was originally a mall with excessive circulation space. Renovations are underway to create a customer lobby to resolve limited customer facing areas and layout challenges.

Building Area (existing to proposed)

139,000 GSF > 139,000 GSF

Staff (current 2024 to proposed 2044)

427 FTEs > 518 FTEs

Benefits

- Ensure long-term access to this critical Social Services location in downtown
- Provide more certainty in maintenance and upkeep of facilities
- Improve employee and customer experience

Challenges

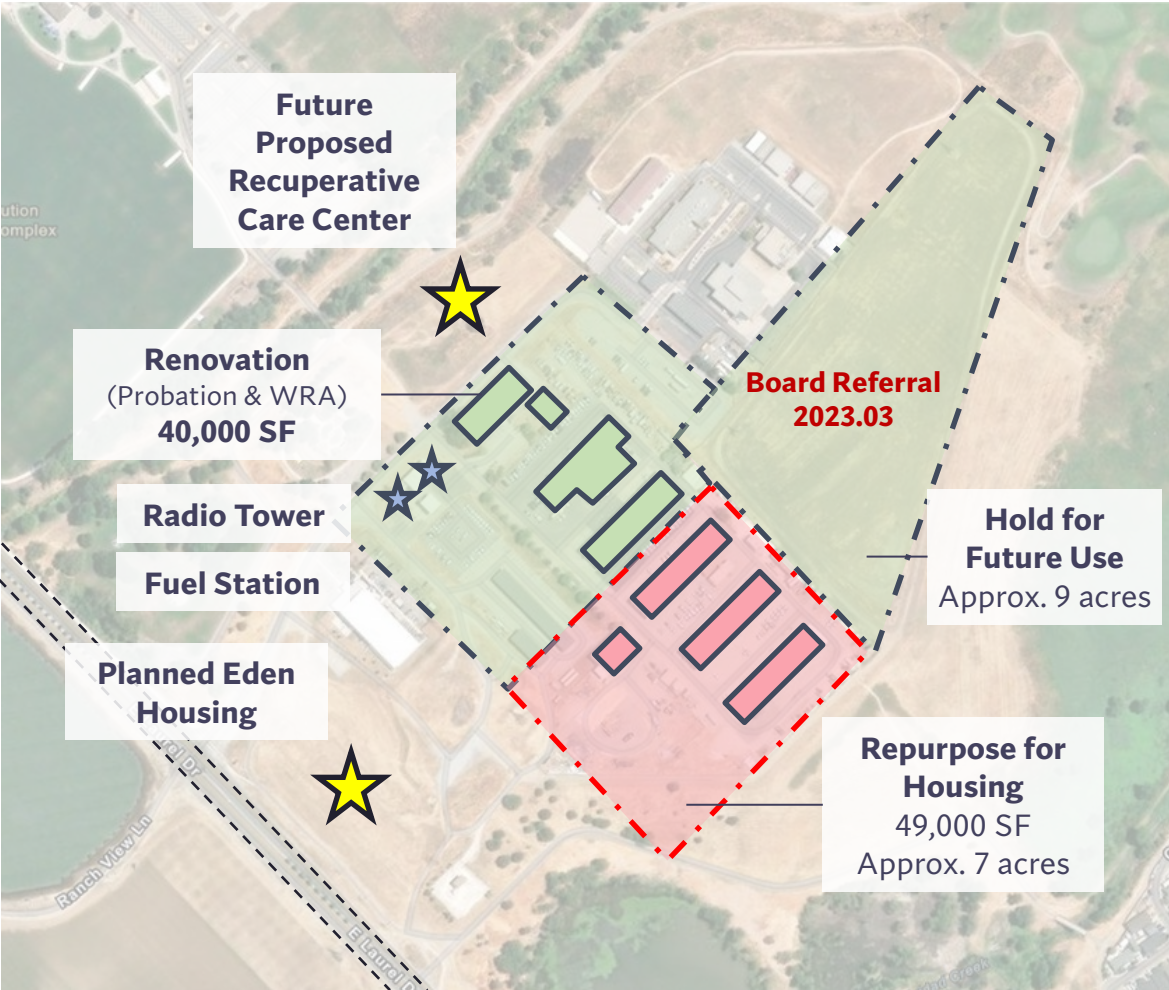
- Uncertainty in negotiating acquisition terms and conditions
- Significant deferred maintenance of the building

1000 S. Main Street, Salinas

New Build Renovation Refresh Demolition and Dispose

Key Actions [3]

Partial consolidation of Laurel Yard



Laurel Yard, Salinas

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

- Relocate departments offsite
 - Public Works, Facilities & Parks to consolidate at 1441 Schilling Pl.
 - IT functions to consolidate at IT building at 1590 Moffett St.
- Renovate 40,000 SF of North Buildings for:
 - Probation Silver Star Program
 - Consolidated Water Resources Agency from 1441 Schilling Pl.
 - New Library central archive storage.
- Provide additional secure evidence vehicle storage (~0.5 acres) for DA
- Demolish approx. 49,000 SF of buildings and prepare the site for disposal (approx. 7 acres): Once vacated, the site may be declared surplus and repurposed for affordable housing
- The vacant site between Laurel Yard and the Golf Course was considered for senior housing, but concerns exist on access, service availability, and specialized housing concentration. Given County’s growing needs in nearby Natividad area, retaining this parcel for future flexibility may be more beneficial than immediate disposal.

Building Area (existing to proposed)

89,000 GSF > 40,000 GSF

Staff (current 2024 to proposed 2044)

110 FTEs > 81 FTEs

Benefits

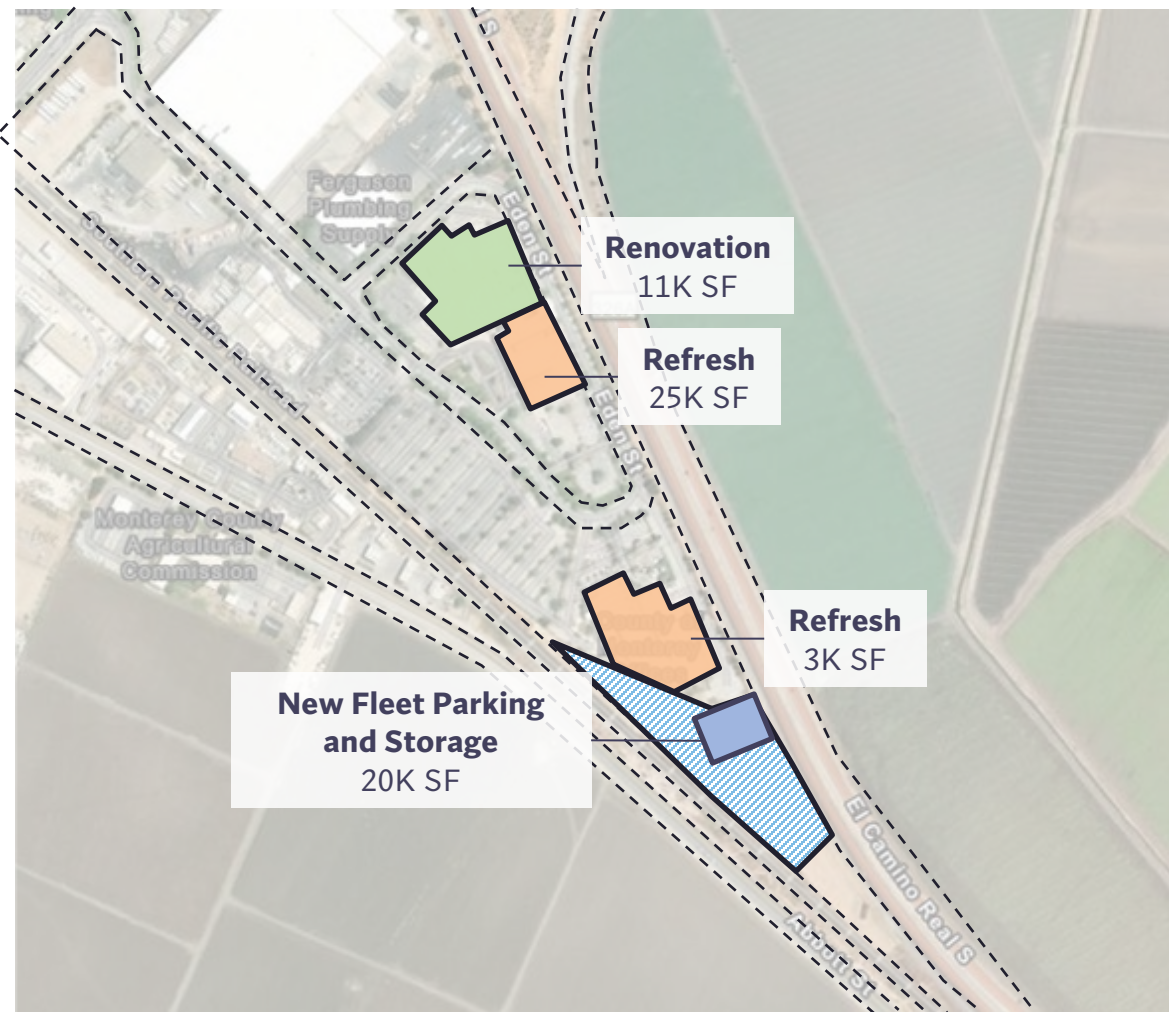
- Repurpose part of Laurel Yard for housing and connects to the planned housing developments
- Improve remaining facilities’ conditions
- Parceling of Laurel Yard does not require relocation of the microwave tower
- Consolidate PWFP and IT at Schilling and Water Resources Agency at Laurel
- Provide additional storage space for other County departments

Challenges

- Fuel station separated from fleet operations. Moving fuel station is to be determined based on the centrality to staff and infrastructure costs.
- IT consolidation at 1590 Moffett St. will require constructing a vehicle bay and meeting the radio shop’s space and operational needs.

Key Actions [4]

Address inefficiencies in space utilization in Schilling Place and align agencies largely by service groups



Schilling Complex, Salinas

New Build Renovation Refresh New Fleet Parking/ Storage

Detailed Actions

- Relocate **HCD** to Alisal Government Center and **Water Resources Agency** to Laurel Yard
- Move in **Emergency Management** to the North Building after WRA vacates. **Renovate approx. 8,000 SF of swing space and the vacant IT room for the EOC.** Move backup EOC to their original location at 1322 Natividad Rd.
- Expand Election space by renovating approx. 2,600 SF** on the 2nd floor above Elections
- Move in PWFP** (from Laurel Yard) **and HR** (from 168 W. Alisal St.) to the South Building and 1488 Schilling Pl. Refresh approx. 25,000 SF at the South Building and 3,300 SF at 1488 Schilling Pl. for the move
- Convert vacant Schilling Lot (approx. 4 acres available)** to support fleet, equipment, and storage needs previously housed at Laurel Yard. Potentially **construct a storage warehouse of 20,000 SF** (detailed space needs to be studied)

Building Area (existing to proposed)

290,000 GSF > 310,000 GSF

Staff (current 2024 to proposed 2044)

453 FTEs > 678 FTEs

Benefits

- Improve space **efficiency** at Schilling
- Provide **private** workplace for **HR**
- Supports **DEM** by addressing their **space needs** in Schilling that also houses their storage
- Utilize vacant lot for **additional parking and storage**

Challenges

- Single-point entry and exit** at Schilling Pl. still poses access challenges that should be factored into future site planning
- Requires **relocation of power** at East Laurel Yard and **enhancements to cooling infrastructure** at Schilling Pl. MDF room (approx. \$500K of non-recurring cost)

Key Actions [5]

Expand facilities around Natividad Road



Around Natividad Road



Detailed Actions

- **Develop 1220 Natividad for Health uses**, including an expanded Public Health Lab (approx. 6,000 SF), storage, and additional parking. Noted that **Board Referral 2024.12** considers this site for commercial use to support the Housing Trust Fund. This option proposes to retain it for County functions.
- **Refresh approx. 4,000 SF at the Health Admin Center** (1270 Natividad Rd.) if lab vacates for Health use
- **Refresh approx. 8,000 SF at 1322 Natividad Rd.** after DEM vacates, either as a backup DEM facility or Emergency Communications overflow
- **Gut Renovation of approx. 6,000 SF of 1352 Natividad Rd.** as the Salinas Family Justice Center (to be undertaken by non-profits partners)
- **Expand Sheriff-Coroner building.** Estimated space need is an additional 30K SF if expanding on the 2nd floor of existing building is possible (feasibility to be studied)

Building Area (existing to proposed)

186,000 GSF > 218,000 GSF

Staff (current 2024 to proposed 2044)

575 FTEs > 735 FTEs

Benefits

- **Repurpose** vacant buildings
- Address **Health and Sheriff space needs**
- **Solve for operational conflict** between DEM and Emergency Communications

Challenges

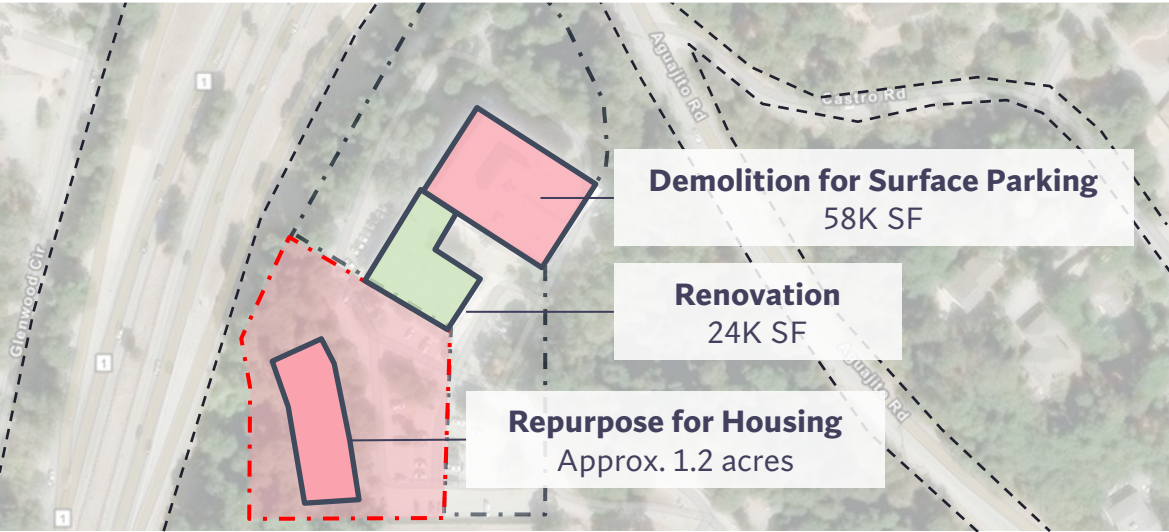
- **Feasibility is to be determined** for expanding Sheriff building

Other needs in the Natividad area (Outside Scope/In a Separate Study):

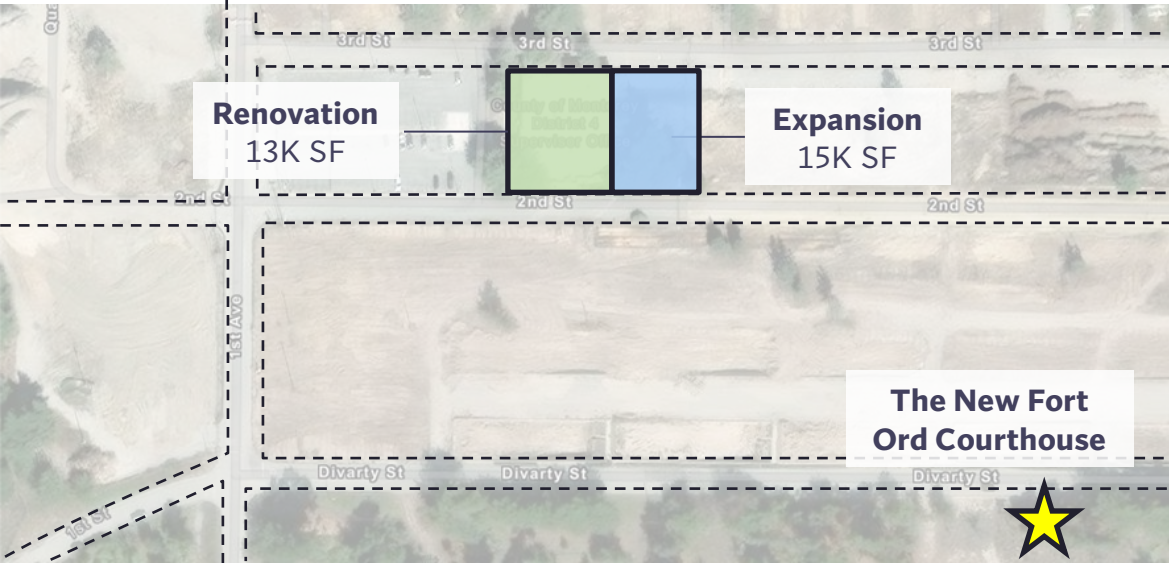
- Consolidating/Expanding Juvenile Hall and Youth Center
- Improving/Expanding old portion of County Jail

Key Actions [6]

Partially dispose Monterey Courthouse and expand Marina location



1200 Aguajito Road, Monterey



2620 First Avenue, Marina

New Build Renovation Refresh Demolition and Dispose

Detailed Actions

- **Demolish the north Courthouse wing (58,000 SF) and convert it to surface parking**, as most of the space will be vacant with the Court relocation and the building is dated.
- **Sheriff coastal team and BOS District 5 office will remain in the annex building.** Light refresh of the annex building (24,000 SF) to improve workplace conditions.
- **Demolish the parking structure of 34K SF and reparcel the site for disposal (approx. 1.2 acres)**, taking advantage of its location near schools, hotels, and housing.
- **Expand the building at 2620 First Ave.** to house the relocated justice partners (DA, PD, and Probation) for proximity to the new Court. Estimated additional space is approx. 15K SF.

Alternatives to be considered:

- Identify a leased/purchased location for all Justice Partners, ideally within 15mins of driving time to the new Court.
- If a full disposal of Monterey Courthouse is preferred, new locations need to be secured for BOS District 5 and Sheriff costal team.

Building Area (existing to proposed)

95,000 GSF > 52,000 GSF

Staff (current 2024 to proposed 2044)

104 FTEs > 151 FTEs

Benefits

- Partially repurpose the County property for **housing** at a good location
- Maintain justice partner’s adjacency to the Court

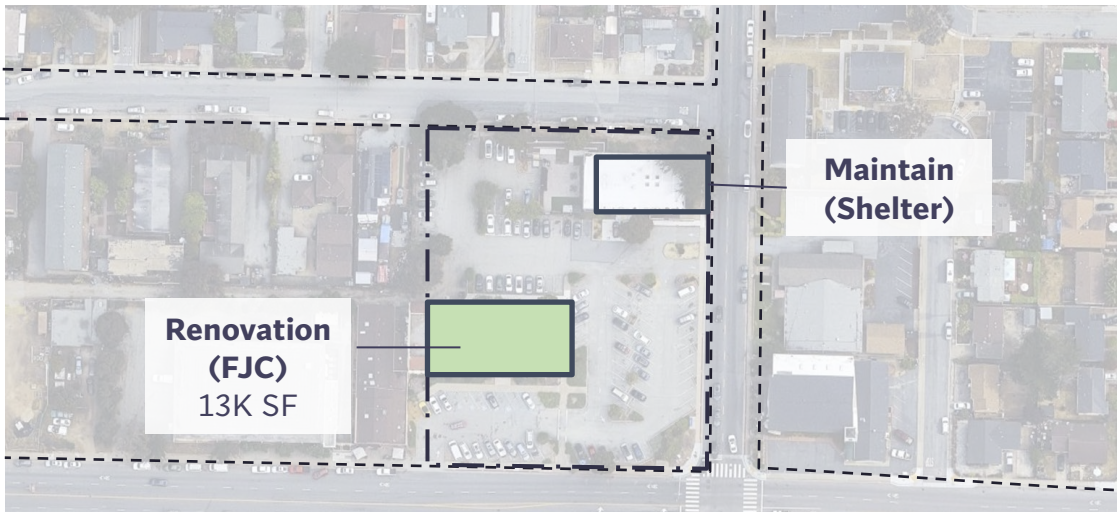
Challenges

- **Involve new construction** at 2620 First Ave to house justice partners
- **Partial demolition** may bring complexity

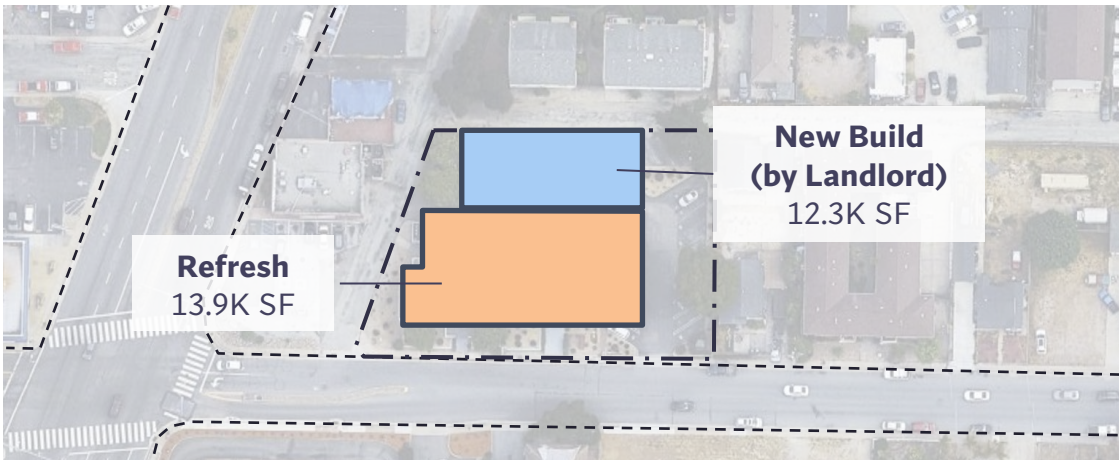


Key Actions [7]

Lease a new facility to relocate Social Services from 1281 Broadway Ave.



1281 Broadway Avenue, Seaside



A leased location (915 Hilby Avenue, Seaside)

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

The current building has major deferred maintenance issues. As of August 2025, DSS and PWFP have developed seven options (see Appendix D):

- Options 1–4 focus on redeveloping the existing site through various levels of renovation, expansion, and new construction
- Options 5–7 propose relocating to a non-County-owned site, either through lease or acquisition

To align with the FMP and assess broader impacts, two options are selected to include in the FMP’s Occupancy Cost model:

- Option 3 construct a new 28,000 SF building on site** (included in this Salinas & Peninsula: Option 1)
- Option 6 lease a building and complete additional + remodel (included in Salinas & Peninsula: Option 2)**
- Lease a new facility**, such as 915 Hilby Ave. (13,900 SF in Seaside), to relocate Social Services from 1281 Broadway. Make **moderate tenant improvements or expand the space** (increase to 26,200 SF) as needed.
- Once vacated, 1281 Broadway could be repurposed for the **DA’s Family Justice Center** or housing justice partners displaced from 1200 Aguajito (which also requires upgrading the facility)

Building Area (existing to proposed)

13,000 GSF > 26,200 GSF

Staff (current 2024 to proposed 2044)

62 FTEs > 117 FTEs

Benefits

- Lower cost** compared with a full new build
- Vacated 1281 Broadway site could be **used for other County needs**

Challenges

- Uncertainty in **lease negotiation** with the landlord
- Refresh is still required in the leased facility
- If landlord undertakes new build, this may be resulted in a higher than market leasing cost

Existing and Future Portfolio Summary for Salinas Region

	Existing – Base Case	Future – Option 1	Future – Option 2
Owned Building Space ¹	1,136,862	1,233,223	1,309,223
Leased Building Space ¹	242,743	128,365	128,365
Total Building Space¹	1,379,605	1,361,588	1,437,588
Estimated Headcount ²	3,132 FTE	3,907 FTE	3,907 FTE
Employment Density	440 SF/FTE	348 SF/FTE	368 SF/FTE

¹ Building space presented in square feet.

² Full-time equivalents, based on departmental surveys conducted by Gensler.

- **Both options** involve demolishing and disposing of 49,000 square feet at Laurel Yard, building 20,000 square feet of storage at Schilling, and 30,000 square feet of offices at 1414 Natividad Road. They also include acquiring the 1000 Main Street lease after expiration and ending the lease at 344 Salinas Street.
- **Option 1** disposes of 1220 Natividad Road to fund affordable housing.
- **Option 2** retains the site for a new 6,000 square feet Health Lab and adds a 70,000 square feet Justice Building at Alisal Campus.

Existing and Future Portfolio Summary for Peninsula Region

	Existing – Base Case	Future – Option 1	Future – Option 2
Owned Building Space ¹	147,048	164,178	106,869
Leased Building Space ¹	8,890	23,890	36,908
Total Building Space¹	155,938	188,068	143,777
Estimated Headcount ²	283 FTE	417 FTE	417 FTE
Employment Density	551 SF/FTE	451 SF/FTE	345 SF/FTE

- **Option 1** includes a long-term lease for a 15,000 square feet DA Family Justice Center in Seaside or Marina, and rebuilding 1281 Broadway into a 28,000 square feet Social Services facility.
- **Option 2** proposes partial demolition of Monterey Courthouse for affordable housing, relocating the DA Center to a new 15,000 square feet facility at 2620 First Ave, and moving Social Services to a remodeled and expanded 28,000 square feet leased space in Seaside.

¹ Building space presented in square feet.
² Full-time equivalents, based on departmental surveys conducted by Gensler.

South County Planning Options

OPTION 1

Maintain and Expand on Current Footprint

- **Invest in existing** County-owned parcels
 - **Focus on expanding service delivery** of key services
 - **Moderate new construction**
 - **No disposal** of owned properties
 - **No acquisition** of new properties
-

OPTION 2

Develop a Regional South County Campus

- **Consolidate properties** where possible to create a County campus in King City
 - **Focus on expanding service delivery** of key services
 - **Moderate new construction**
 - **Moderate disposal** of owned properties
 - **Acquisition** of new properties
-

Maintain and Expand on Current Footprint

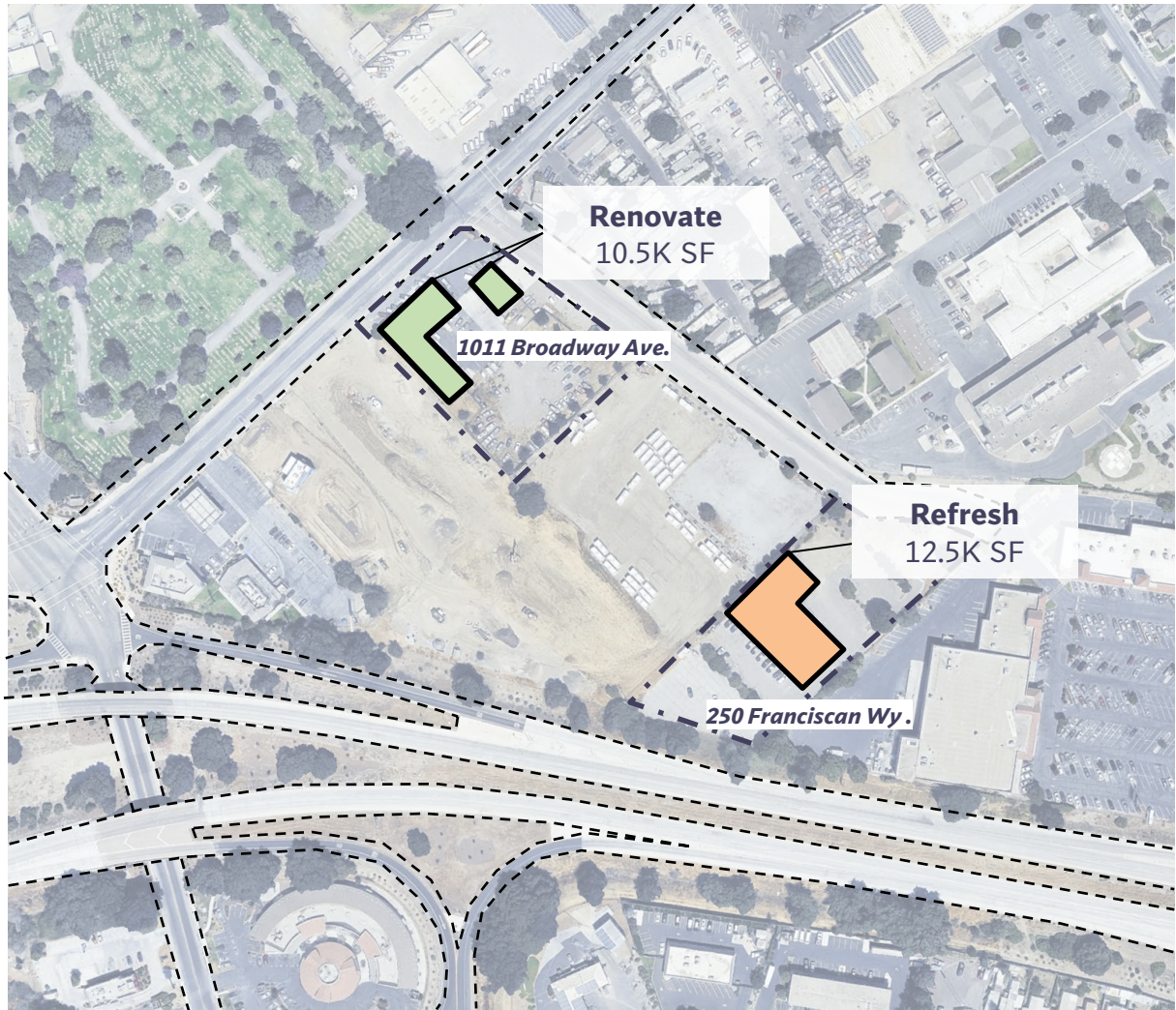
Key Actions

- » Renovate and refresh **1011 Broadway Ave.** and **250 Franciscan Wy.**
- » Build new facilities at **522 N. 2nd St.** for future use
- » Maintain leases at **116, 118, 200 Broadway Ave.** for Social Services
- » Maintain lease at **599 El Camino Real, Greenfield** for Public Defender
- » Identify **parking spaces for mobile offices and clinics**



Key Actions [1]

Renovate and refresh 1011 Broadway Ave. and 250 Franciscan Wy.



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

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

- Relocate **Agricultural Commissioner** from 522 N. 2nd Street
- Relocate **District 3 Supervisor** from Greenfield
- Renovate** tool shop building and church space as office space and storage
- Provide **co-working space** for departments interested in expanding services in South County, including HCD, PD, PWFP, and DEM. A master plan for this site is underway to determine space needs.
- Use **open space south of 1011 Broadway Avenue as storage and staging** for PWFP materials located at 522 N. 2nd Street
- Provide secure fleet parking** for Library and Sheriff-Coroner
- Refresh interiors** of 250 Franciscan Way

Building Area (existing to proposed)

23,000 GSF > 23,000 GSF

Staff (current 2024 to proposed 2044)

27 FTEs > 56+ FTEs

Benefits

- Opportunity to **better utilize a County-owned site** for County services
- Provide **space for departments** wanting a South County presence
- Require **no new acquisitions** and focus on growing in place.

Challenges

- Require **terminating retail leases** and preparing a mater plan for this site
- Major renovation** to upgrade current facilities to the modern work standard

Key Actions [2]

Build new facilities at 522 N. 2nd St. for future use



522 N. 2nd St., King City

New Build
 Gut Renovation
 Refresh
 Demolition and Dispose

Detailed Actions

- Relocate **Agricultural Commissioner** to 1011 Broadway Avenue
- Demolish existing buildings
- Build new **training and workspace for Probation**, use will be like the services provided at Silver Star Resource Center located in Salinas
- Build new **Animal Services** facility on northeast portion of the lot. Include noise mitigation measures and consider adding vet services to build community support

Alternative to be considered:

- The City of King is interested in this property for affordable housing. Partial/full disposal of the site could be considered if other leased/purchased locations are identified for the County services.

Building Area (existing to proposed)

9,500 GSF > 25,000 GSF

Staff (current 2024 to proposed 2044)

3 FTEs > TBD (20+ FTEs)

Benefits

- Prioritizes retaining 522 N. 2nd Street to accommodate Probation education facility and animal services needs
- No change needed to critical ITD infrastructure** as ownership of 522 N. 2nd Street is maintained

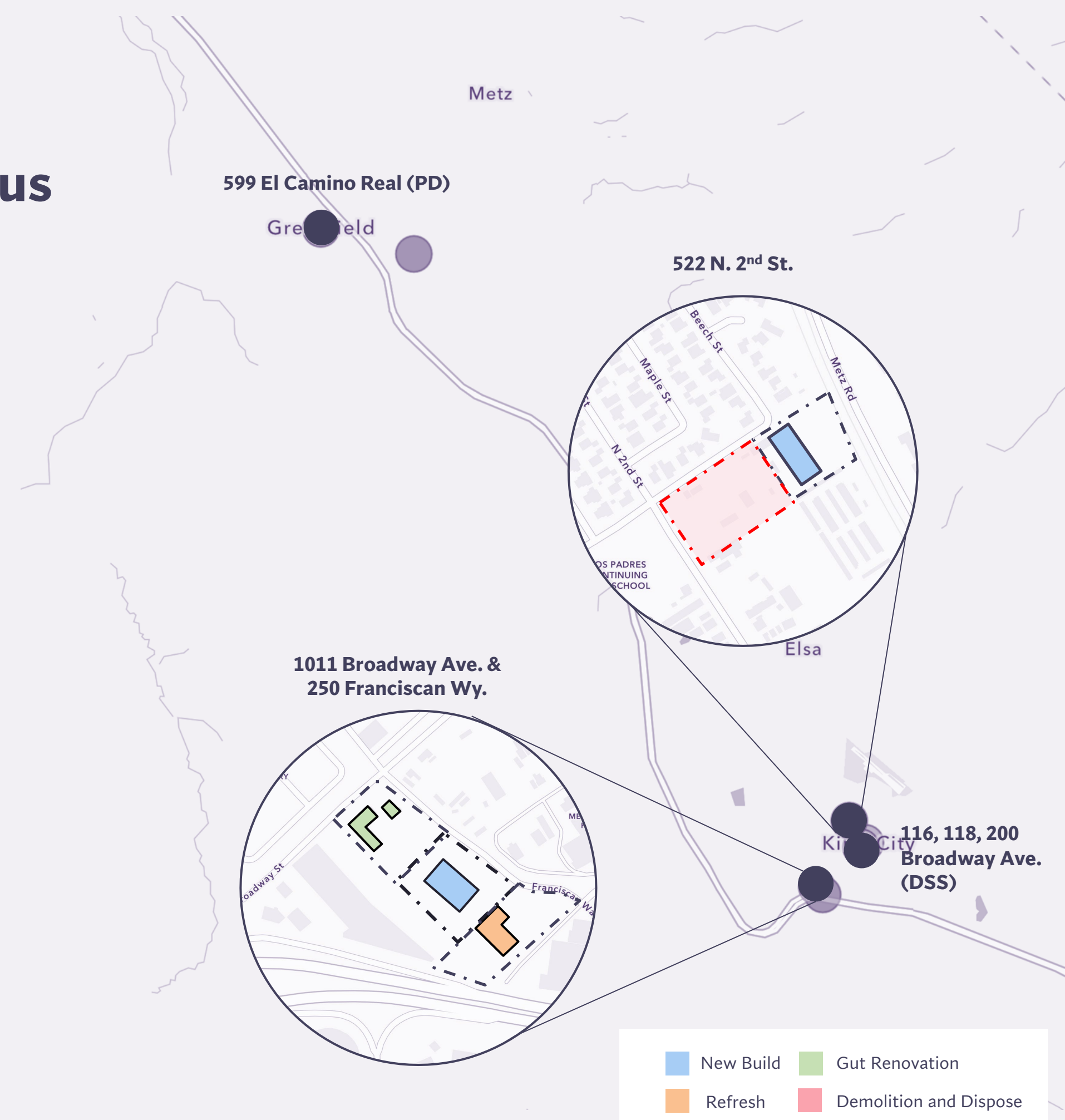
Challenges

- Two new facilities** are being constructed
- Residential adjacency** with Animal Services and Probation facility

Develop a Regional South County Campus

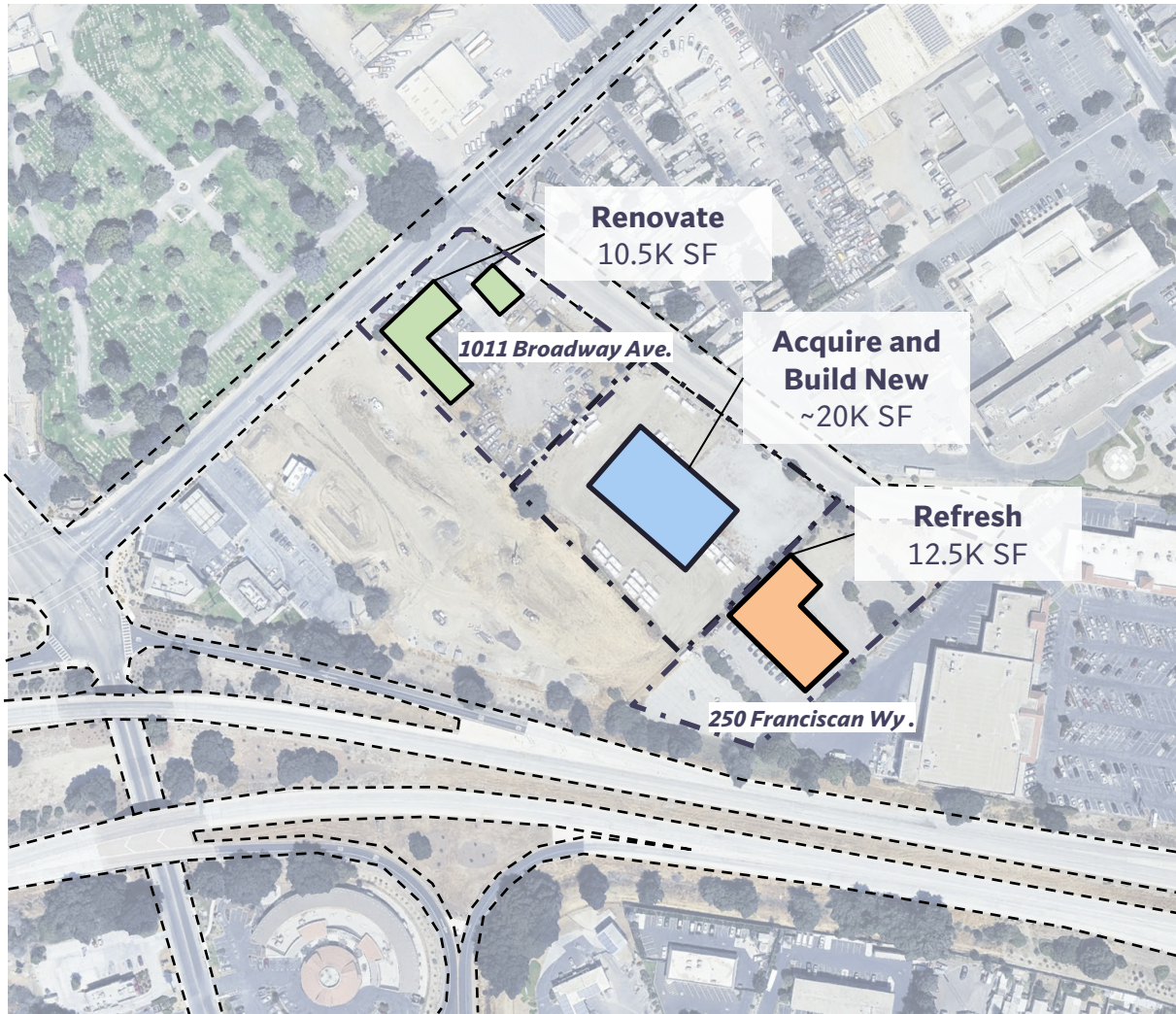
Key Actions

- » Acquire property located between **1011 Broadway Ave.** and **250 Franciscan Wy.** and build new building
- » Renovate and refresh **1011 Broadway Ave.** and **250 Franciscan Wy.**
- » Partially dispose **522 N. 2nd St.**
- » Maintain leases at **116, 118, 200 Broadway Ave.** for Social Services
- » Maintain lease at **599 El Camino Real, Greenfield** for Public Defender
- » Identify **parking spaces for mobile offices and clinics**



Key Actions [1 and 2]

Renovate 1011 Broadway Ave., refresh 250 Franciscan Way; acquire property located between the two and build new facility



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

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

- Acquire property between 1011 Broadway Ave. and 250 Franciscan Way; build new County facility to provide training and workspace for Probation, and space for Public Defender to grow

Alternatives to be considered:
Build a larger building to facilitate Social Services moving from 116, 118, 200 Broadway Ave. and cancel leases.

- Renovate 1011 Broadway Ave. tool shop building, church space, and retail spaces as general office space
 - Relocate Agricultural Commissioner and District 3 Supervisor
 - Provide co-working space for departments interested in expanding services in South County, including HCD, PWFP and DEM.
- Use open space south of 1011 Broadway as storage and staging for PWFP materials located at 522 N. 2nd Street; provide secure fleet parking for Library and Sheriff-Coroner
- Refresh interiors of 250 Franciscan Way

Building Area (existing to proposed)

23,000 GSF > 23,000 GSF

Staff (current 2024 to proposed 2044)

27 FTEs > 56+ FTEs

Benefits

- Develops a regional County campus by connecting 1011 Broadway and King City courthouse and centralize County services
- Adjacencies are being met, new Probation facility is planned on the campus next to the court and other justice partners

Challenges

- Requires acquisition of the land between 1011 Broadway Ave. and 250 Franciscan Way.
- Require terminating retail leases and preparing a mater plan for this site
- Major renovation to upgrade current facilities to the modern work standard

Key Actions [3]

Partially dispose of **522 N. 2nd St.**



522 N. 2nd St., King City

New Build
 Gut Renovation
 Refresh
 Demolition and Dispose

Detailed Actions

- Demolish existing buildings.
- Build new **Animal Services** facility on northeast portion of the lot. Include noise mitigation measures and consider adding vet services to build community support.
- Reparcel the site and dispose the southwest portion. City of King has expressed interest in this property for **affordable housing**.

Alternatives to be considered:

Full disposal of the site is possible if another leased/purchased location can be identified for animal services.

Building Area (existing to proposed)

9,500 GSF > 10,000 GSF

Staff (current 2024 to proposed 2044)

3 FTEs > TBD

Benefits

- Repurpose partial of the land for **affordable housing**

Challenges

- **ITD radio tower location will need to be considered** when reparceling. If included in area that is disposed, there will be a significant lead time and cost associated with replacing the tower on the retained site.
- **Residential adjacency** with Animal Services and Probation facility

Note:

Since the land is owned by Public Works and was originally acquired using Road Fund. Any proceeds from its sale or repurposing must be returned to the Road Fund.

Existing and Future Portfolio Summary for South County

	Existing – Base Case	Future – Option 1	Future – Option 2
Owned Building Space ¹	32,479	47,953	52,953
Leased Building Space ¹	36,360	36,360	36,360
Total Building Space¹	68,839	84,313	89,313
Estimated Headcount ²	134 FTE	208 FTE	208 FTE
Employment Density	514 SF/FTE	405 SF/FTE	429 SF/FTE

- **Option 1** entails the demolition of the 522 North Second Street property in King City to build a new 15,000-square-foot office and classroom facility and a new 10,000-square-foot animal shelter.
- **Option 2** entails the demolition and partial disposal of 522 North Second Street. A new 10,000-square-foot animal shelter would again be constructed on the remaining property. Additionally, the property located between 1011 Broadway Avenue and 250 Franciscan Way would be acquired to construction a new 20,000-square-foot office building.

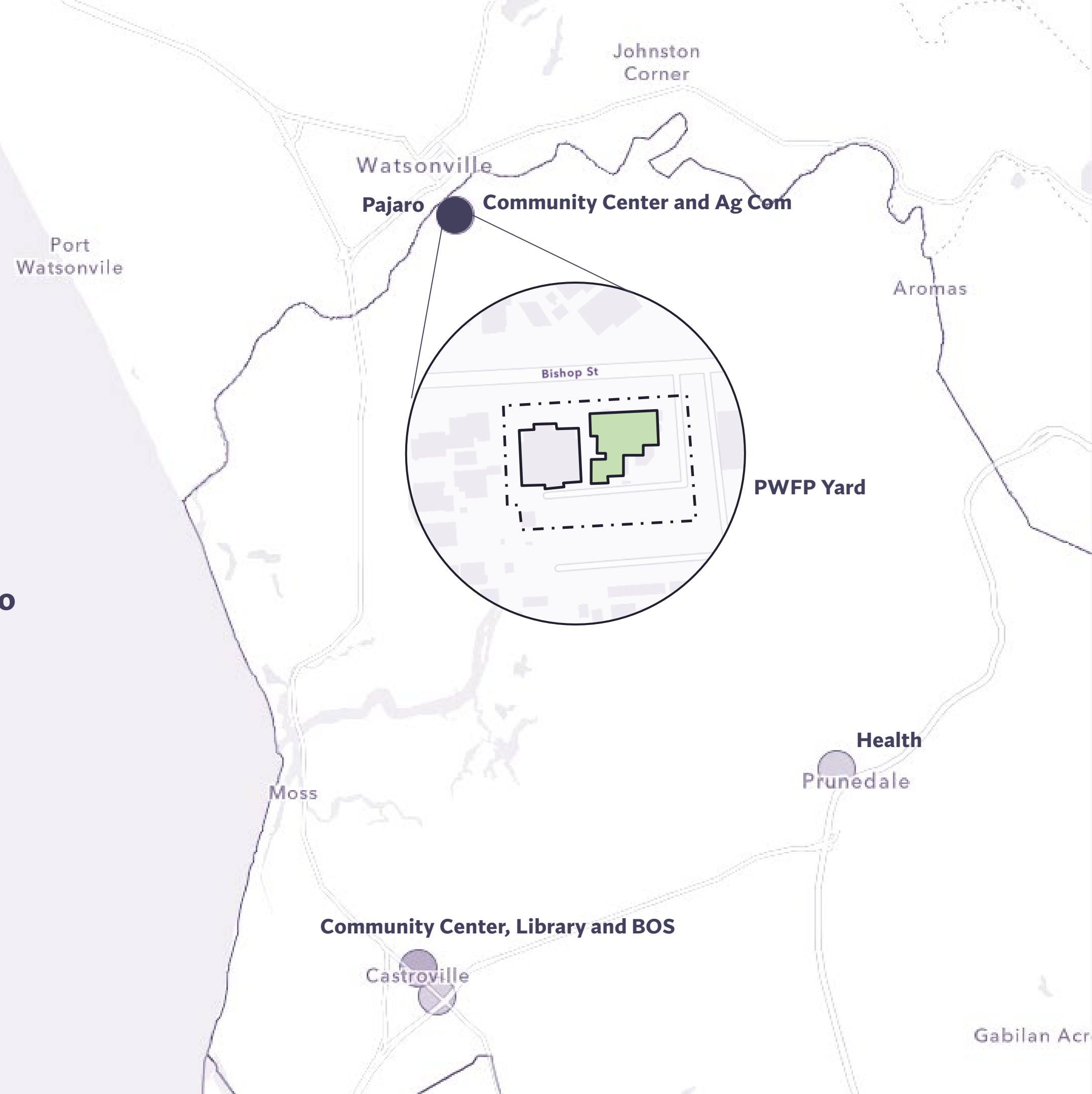
¹ Building space presented in square feet.
² Full-time equivalents, based on departmental surveys conducted by Gensler.

NORTH COUNTY: OPTION

Maintain Current Footprint and Support Mobile Access

Key Actions

- » Utilize renovated **Pajaro Mansion** (29 Bishop St.) as a flexible meeting and co-working space
- » Identify additional **parking opportunities in Pajaro** for increased facility use and mobile operations
- » Identify a large training room for **Agricultural Commissioner**
- » Lease a small office with conference space for **Sheriff-Coroner**



Key Actions [1]

Utilize renovated Pajaro Mansion as a flexible meeting and training space



29 Bishop St., Pajaro

New Build Gut Renovation Refresh Demolition and Dispose

Detailed Actions

- **Restore and renovate Pajaro Mansion.** Updated programs include library, community meeting rooms, and private and shared offices
- **Identify and assess potential satellite or overflow parking** options near 29 A & B Bishop Street, Pajaro
- Shared office space can support departments needing drop-in workspace in South County to meet with clients
- Agricultural Commissioner will maintain their current location near the mansion and utilize the shared community rooms (serves up to 25 people) for training. However, a **large community room** (50 – 80 people) is not available and may need to be identified through new lease or use agreement when opportunities arise.

Building Area (existing to proposed)

13,000 GSF > 13,000 GSF

Staff (current 2024 to proposed 2044)

9 FTEs > 16+ FTEs

Benefits

- **No new construction projects** needed in North County
- Existing properties are utilized fully
- Support departments needing a **drop-in workplace** in North County
- Health and Social Services adequately meets service needs through **mobile offices and clinics**

Challenges

- **Minimal on-site parking** and high demand from surrounding community at Pajaro Mansion
- **New leases** needed to support Agricultural Commissioner and Sheriff-Coroner

Existing and Future Portfolio Summary for North County

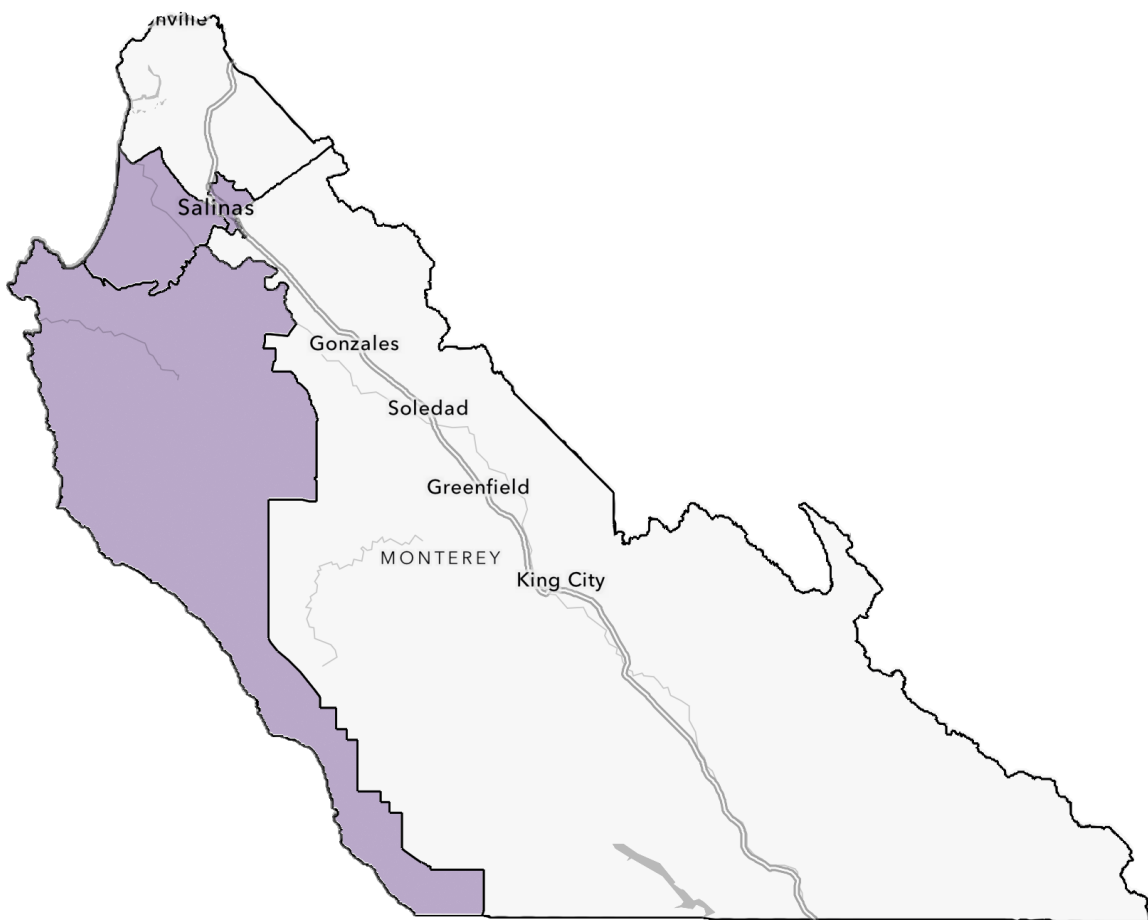
	Existing – Base Case	Future – Option
Owned Building Space ¹	12,959	12,959
Leased Building Space ¹	5,881	8,881
Total Building Space¹	18,840	21,840
Estimated Headcount ²	9 FTE	16+ FTE
Employment Density	2,093 SF/FTE	1,365 SF/FTE

- Only **one option** is proposed for North County region. It entails a new lease in the Pajaro area of 3,000 square feet for a small office and training room.

¹ Building space presented in square feet.
² Full-time equivalents, based on departmental surveys conducted by Gensler.

Options Summary

Salinas and Peninsula



	Option 1	Option 2
	Maintain Existing Campuses	Optimize Service Alignment
Alisal Government Center	Construct a new parking structure	- Construct a new parking structure - Construct a new Justice Partner building
Natividad	- Renovate underutilized buildings for retail and County use - Expand as needed	- Renovate underutilized buildings for County use - Expand as needed
Monterey Courthouse	Renovate for County use	Partially dispose for housing
2620 First Ave, Marina	Maintain	Expand for County use
1281 Broadway Ave., Seaside	Renovate and expand onsite for DSS	- Lease another location for DSS - Renovate for other County use
1000 S. Main St.	Acquire and renovate	
Schilling Complex	- Refresh and renovate for consolidation - Convert vacant land for fleet and storage	
Laurel Yard	- Partially dispose for housing - Renovate remaining buildings for County use	

South County

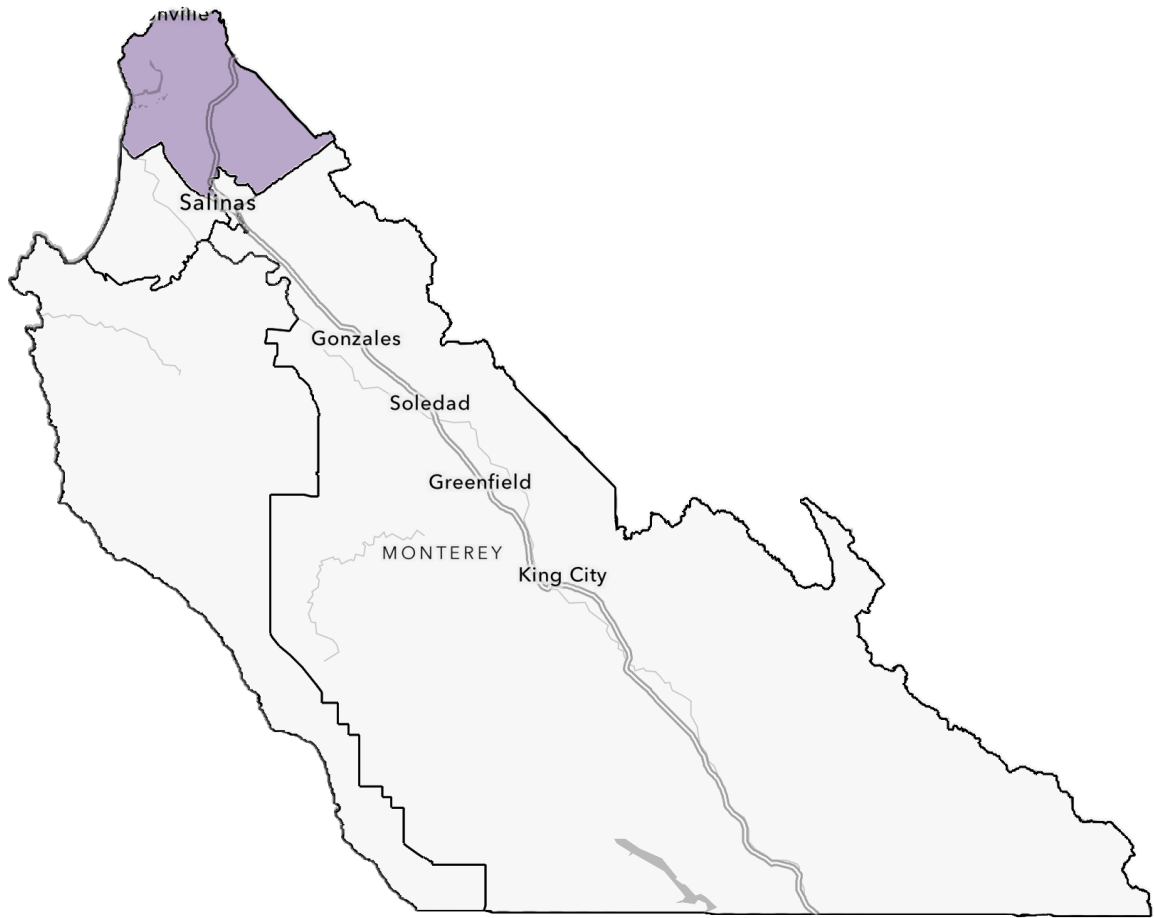


Option 1

Option 2

	Maintain and Expand on Current Footprint	Develop a Regional South County Campus
1011 Broadway Ave., King City	Renovate for County Use	Renovate and develop as part of the campus
Vacant lot between 1011 Broadway and King City Courthouse	N/A	- Acquire the land - Develop as part of the campus
522 N. 2nd St. , King City	Building new facilities for County use	Partially dispose for housing
King City Courthouse	Refresh	
Leased Buildings (DSS and PD)	Maintain	
Mobile Options	Support DSS and Health mobile offices and clinics	

North County



	Maintain Current Footprint and Support Mobile Access
Pajaro Mansion	• Renovate for County Use
Lease	• Lease a small office for Sheriff touchdown space • Lease a large training room for Ag Commissioner
Mobile Options	• Support DSS and Health mobile offices and clinics

A Financial Analysis was conducted to estimate the total real estate occupancy costs Monterey County may incur through the FMP process.

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.

Financing & Reimbursement Assumptions

	Option 1	Option 2
Future Capital Project Costs ¹	\$378,688,000	\$415,878,000
Capital Project Cash Funding	Per Year: \$15,000,000 (x 5 Years = \$75,000,000)	Per Year: \$15,000,000 (x 5 Years = \$75,000,000)
Debt Funding Requirement	\$303,688,000	\$340,878,000
Financing Terms	Term: 20 years Cost of Issuance/Delivery: 2.0% Annual Interest Rate: 4.73%	
Health & Social Services Reimbursements	80% of leasing and debt service (interest) costs assumed reimbursable via federal or state funding	

¹ 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).

Summary of 20-year Occupancy Costs

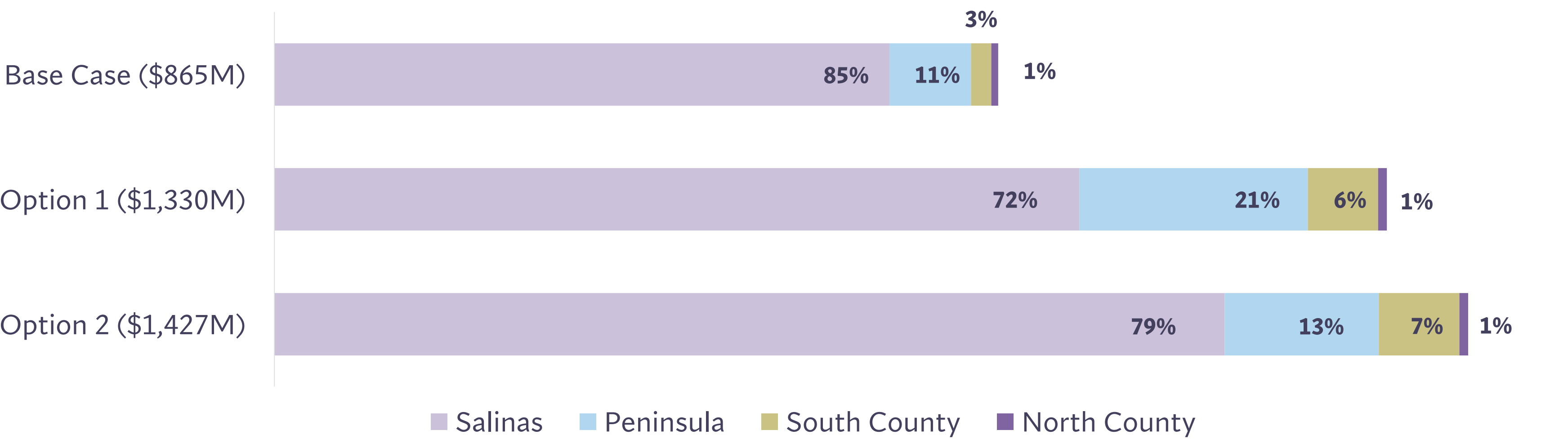
The estimated expenses* (nominal/non-discounted) required to maintain and expand the County's portfolio according to this Facility Master Plan, by Options, is outlined below.

	Estimated 20-Year Expense	Net Operating Cost	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

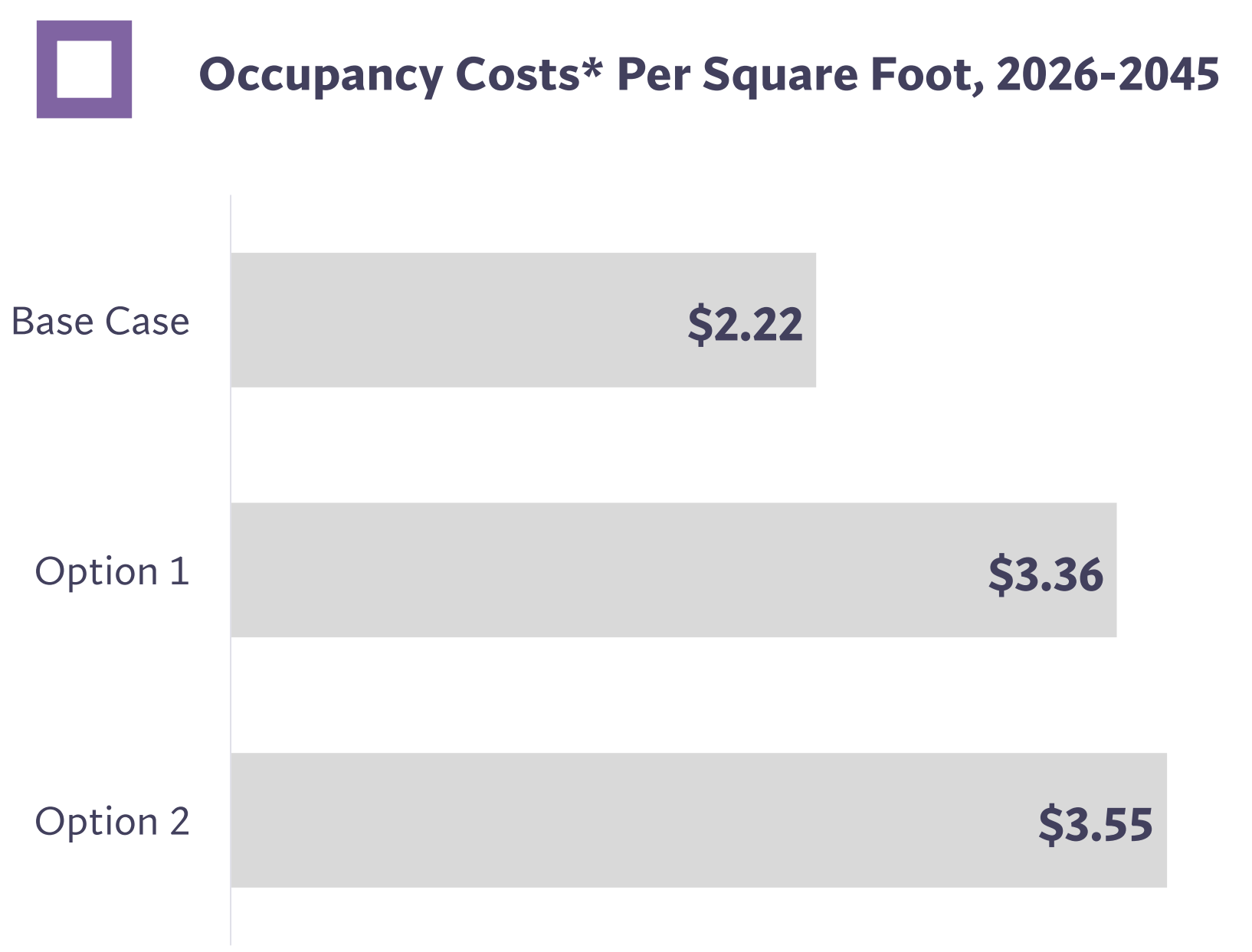
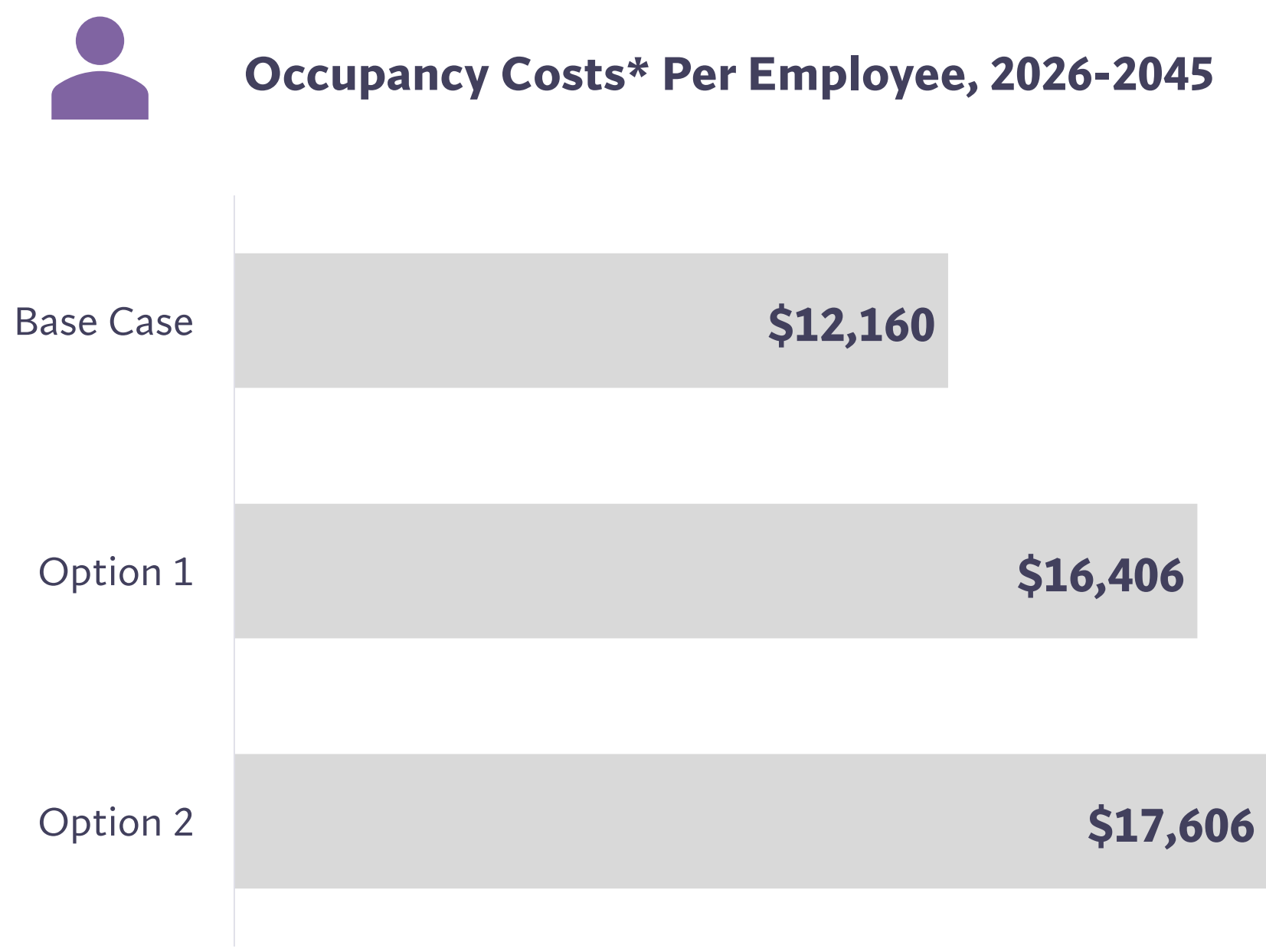
**Refer to GG+A report Financial Analysis of Monterey County Facility Master Plan Proposed Options (Jul 2025) for detailed assumptions.*

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.



Summary of 20-year Occupancy Costs Per Employee and Square Foot



** The projected costs are presented in future (non-discounted) dollars.*

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

Next Steps

- » **Present finalized options to the Board** (tentatively in December)
- » **Review and implement feedback** on preferred path forward
- » **Develop implementation plan** to be shared with core team
- » **Deliver draft final plan** to core team and steering committee
- » **Present draft final plan** to participating department heads
- » **Deliver 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

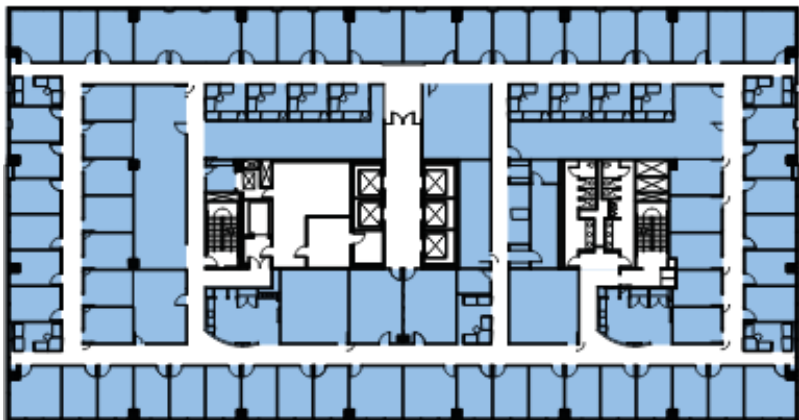
List of Abbreviations

AgCom	Agricultural Commissioner
BOS	Board of Supervisors
DA	District Attorney
DEM	Department of Emergency Management
DSS	Department of Social Services
EDD	Employment Development Department
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
PWFP	Public Works, Facilities, and Parks
SF	Square Feet
WDB	Workforce Development Board

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.).

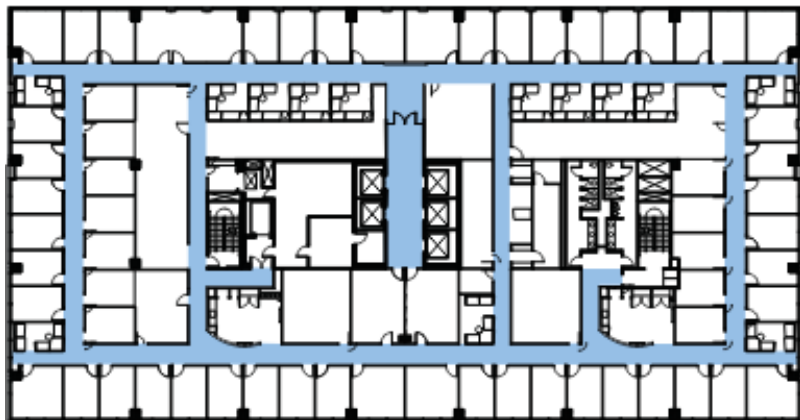
HOW IT IS MEASURED

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.

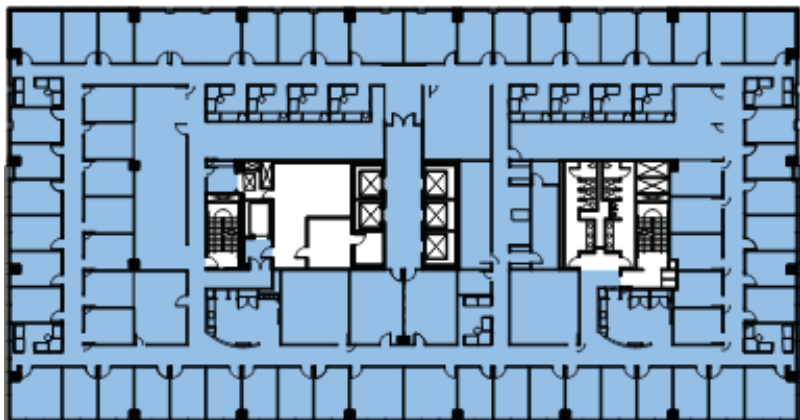
HOW IT IS MEASURED

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

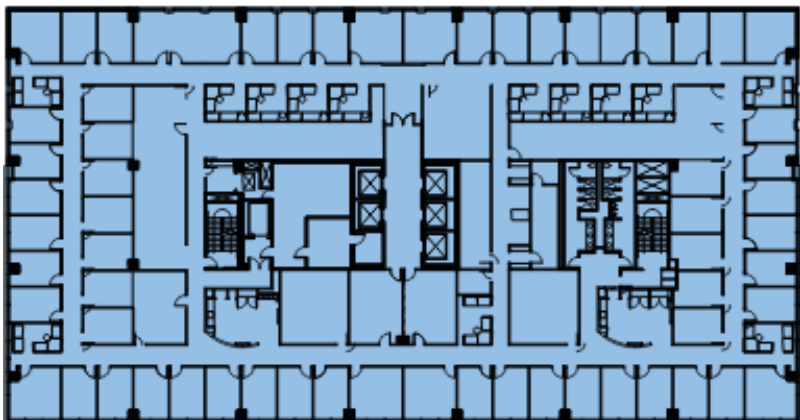
See ANSI/BOMA standard for detailed calculation method. Generally speaking, measure the area enclosed between the finished surface of the office area side of corridors and the dominant portion of the exterior wall or vertical penetrations.

$$NSF + Circulation = USF$$

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.

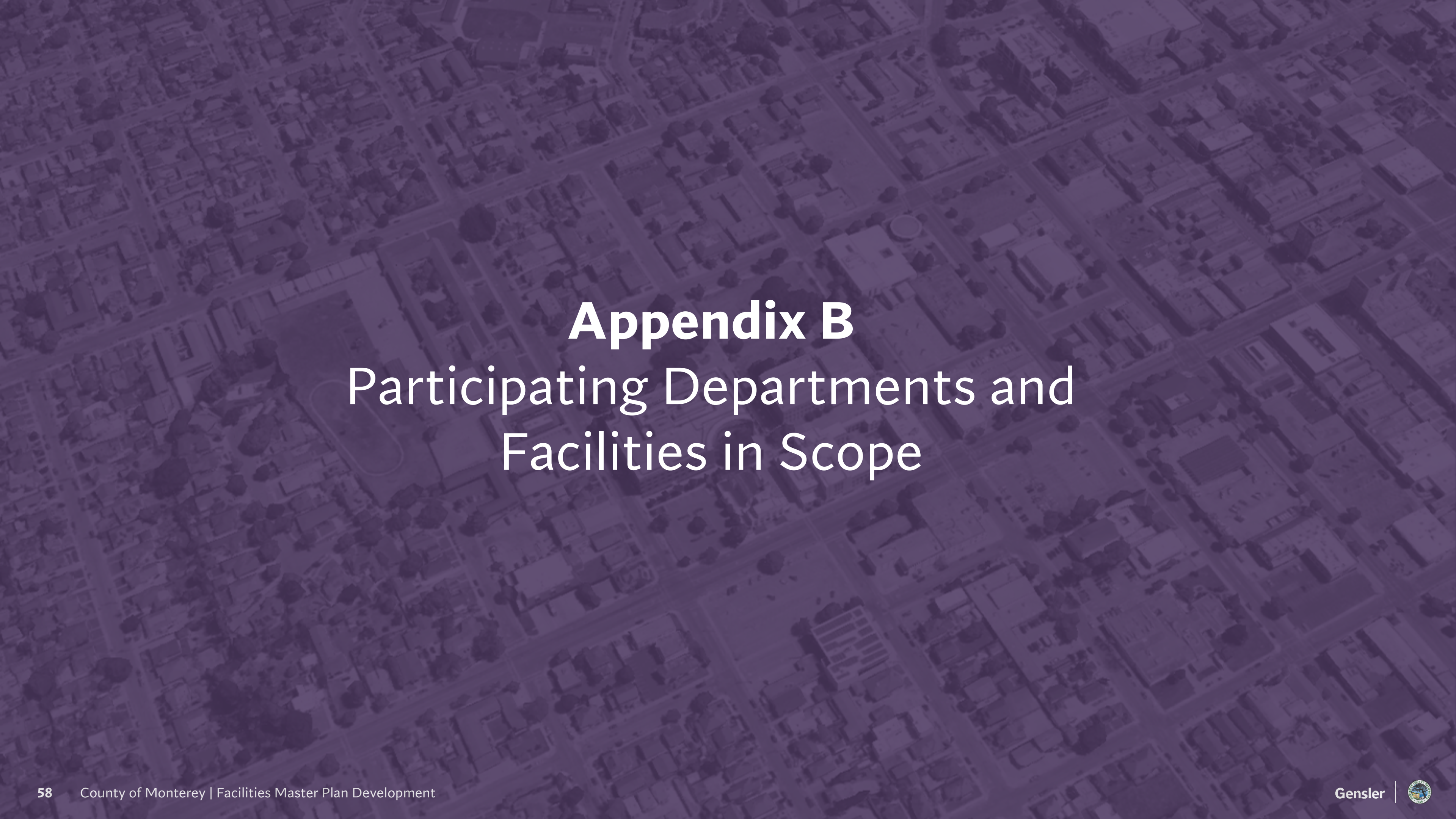
HOW IT IS MEASURED

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

$$RSF + penetrations \text{ and } Building \text{ exterior walls} = GSF$$

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 text is centered in 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	1200 Aguajito Road Annex	
1352 Natividad Road	1441 Schilling Place	331 North Sanborn Road	1281 Broadway Avenue	NORTH COUNTY
1410 Natividad Road	1488 Schilling Place	855 East Laurel Drive	2620 First Avenue	
1414 Natividad Road	154 West Alisal Street	970 Circle Drive	299 Twelfth Street	
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.

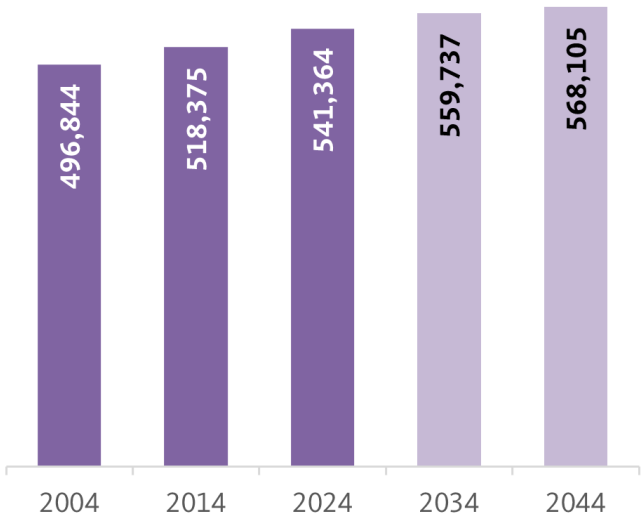
Appendix C

Detailed Key Findings

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

COUNTY POPULATION GROWTH

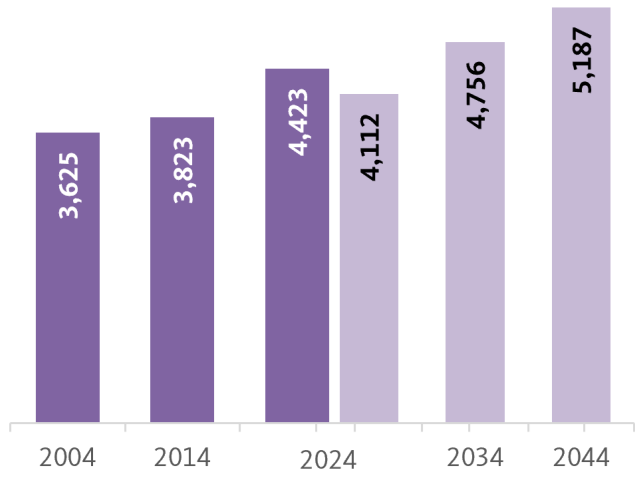
From 2004 to 2024, the County of Monterey’s population grew by 6.4% (+26,100 residents). To better understand the overall service population, a “resident-equivalent” population was assessed, considering the impact of non-local workers on County services. While resident growth remained relatively minimal 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

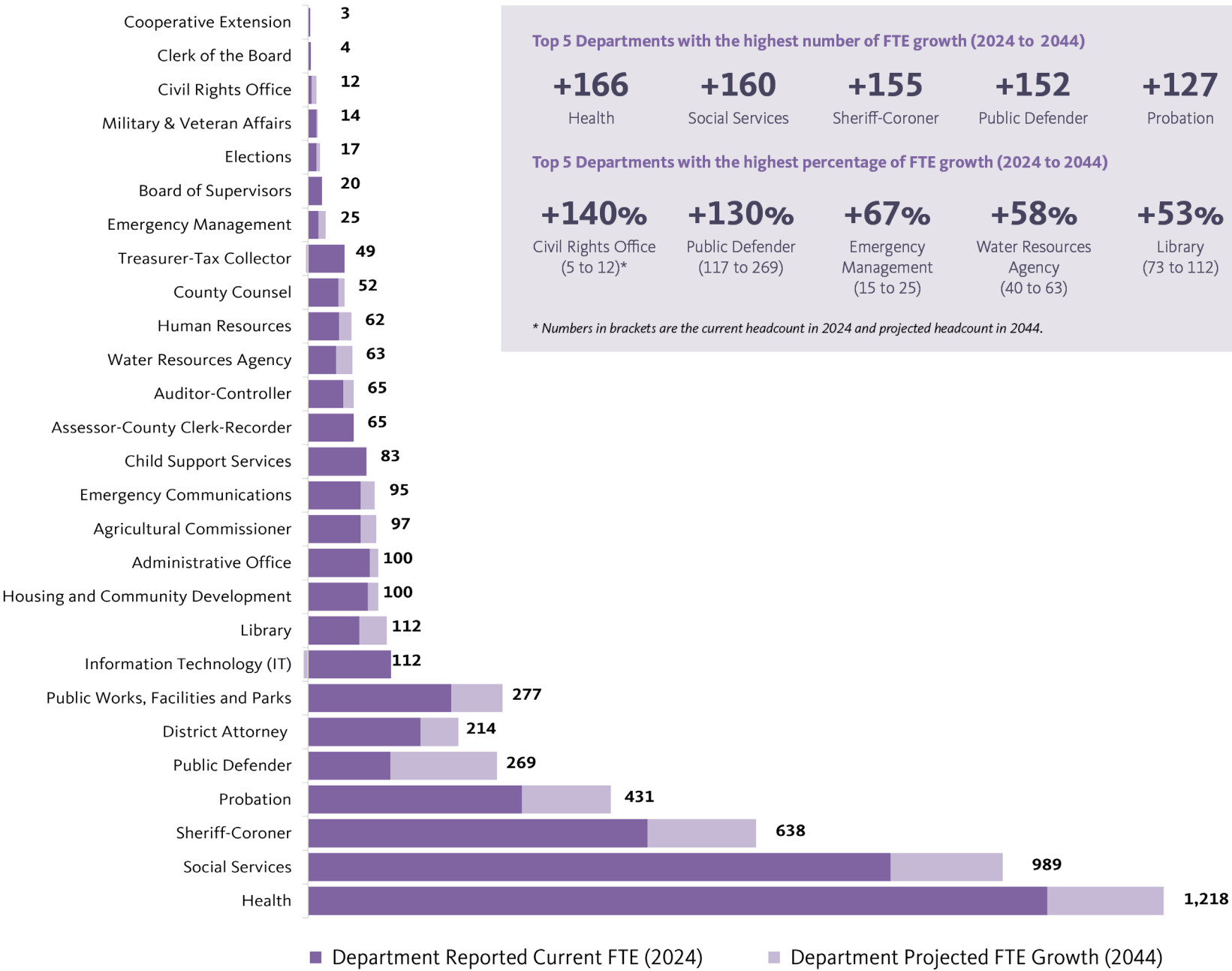
COUNTY EMPLOYEE GROWTH

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.

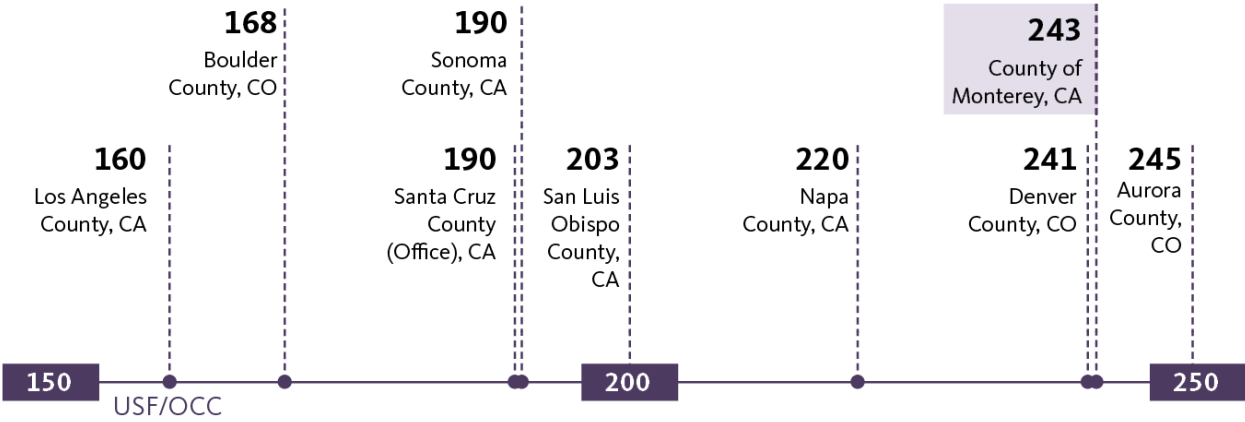
Since measurable floor plans were unavailable for all facilities, USF was estimated using a space efficiency factor of 75% of gross square feet (GSF). No additional adjustments for specialty spaces or specific layouts were made.

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.

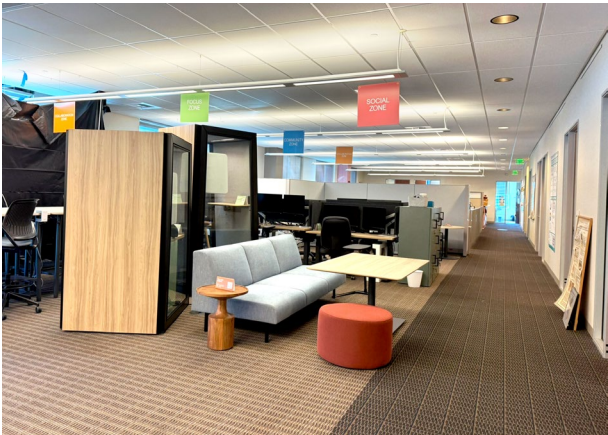
DEPARTMENT TELEWORK PRACTICE

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.



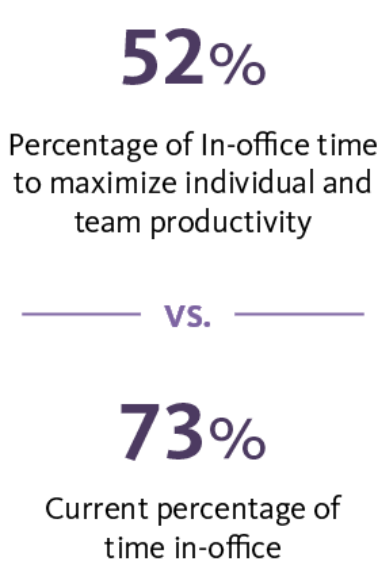
1270 Natividad Road (Health): Hybrid work pilot project testing new work modes and furniture arrangements.

EMPLOYEE FEEDBACK ON IN-PERSON VS. REMOTE WORKING

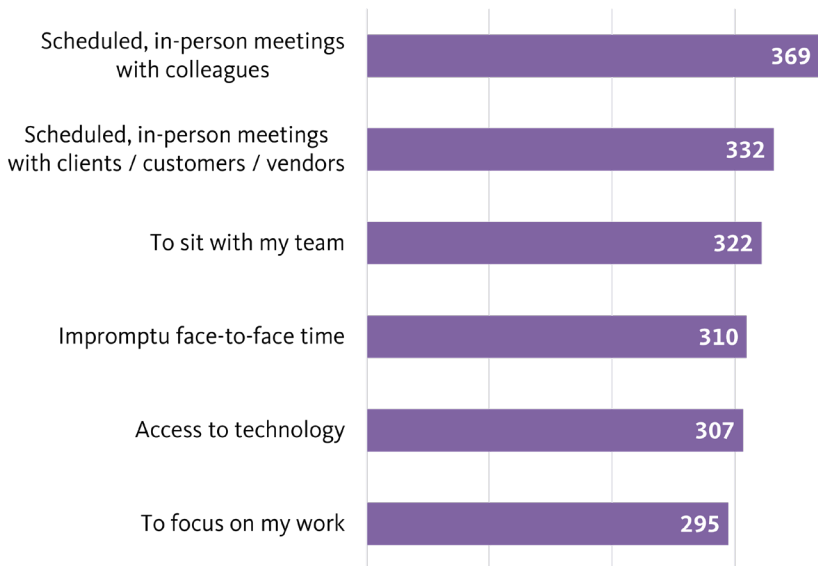
In the WPIx (Workplace Performance Index) Employee Survey, respondents reported that they need to be in-office 52% of their time to maximize individual and team productivity. Where as, the same respondents independently reported that they currently are working in-office 73% of the week.

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.

Maximizing Productivity



Top Reasons to Come to the Office



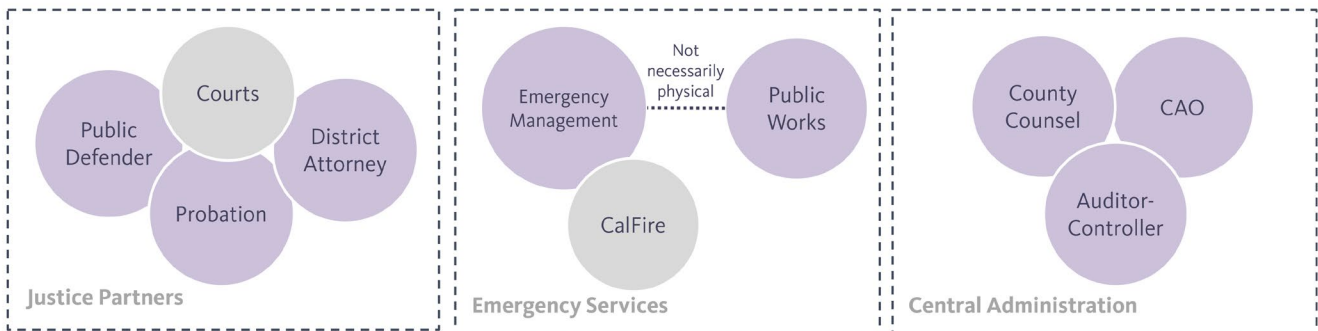
Most operational and service adjacencies are met, but opportunities exist for improved workflow and privacy.

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

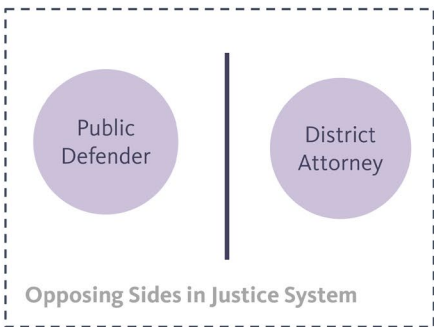


SEPARATION NEEDS

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.

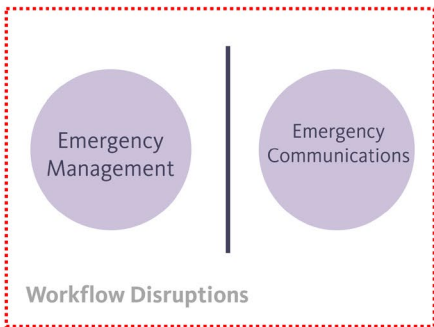
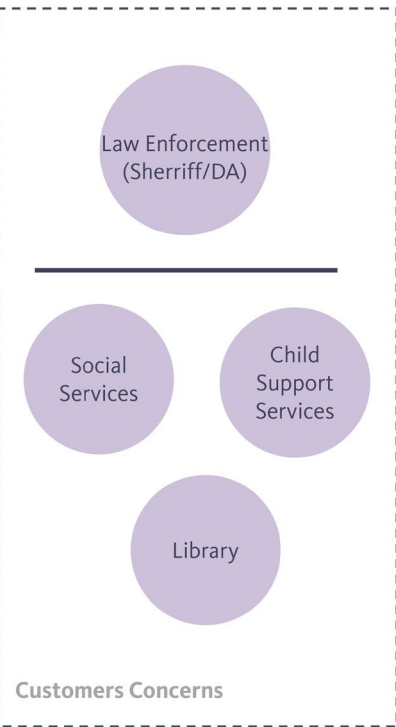
Operational Independence



Confidentiality Concerns



Security & Accessibility Conflicts



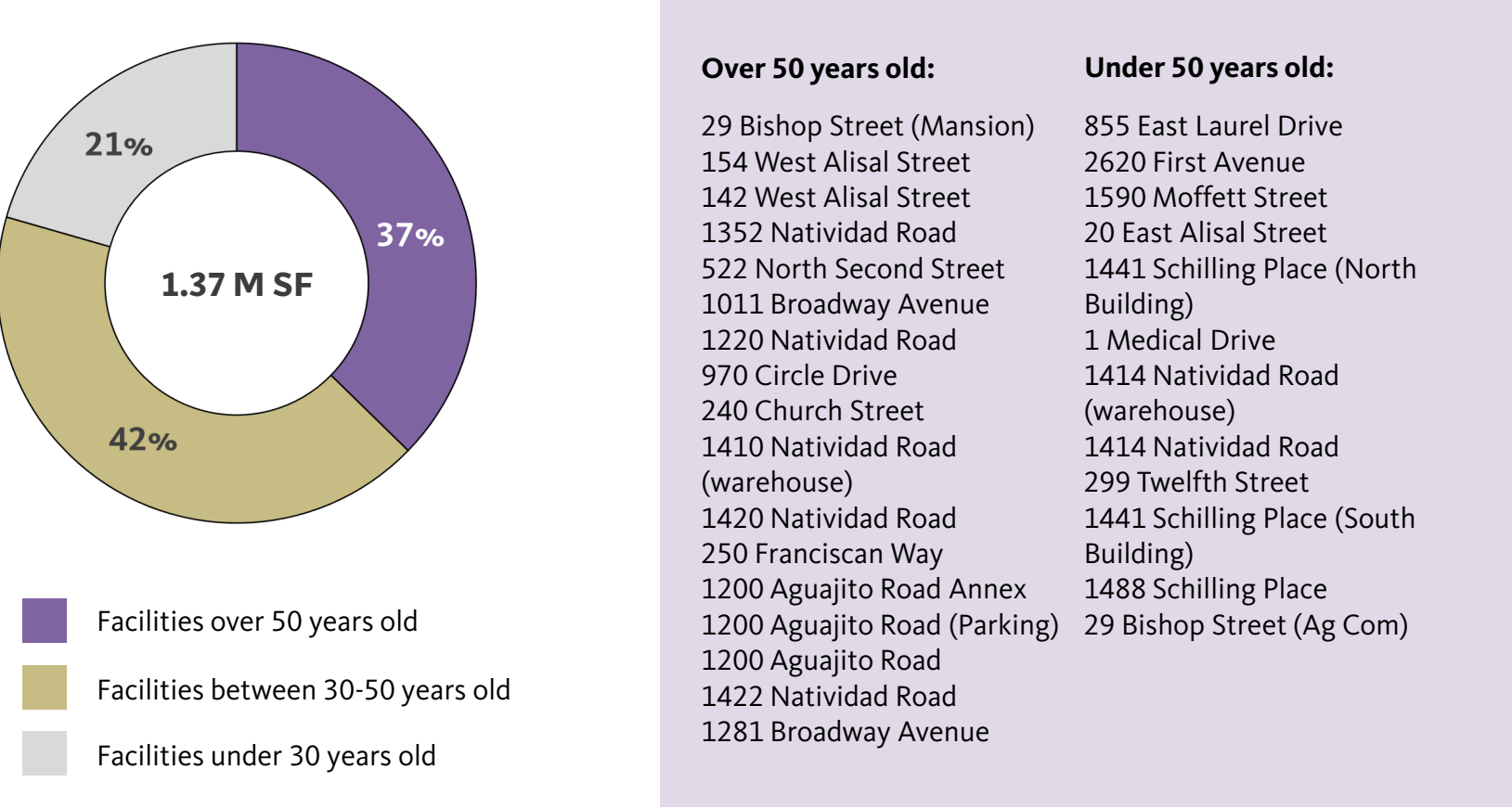
County facilities are aging, and some require substantial repairs, replacements, or seismic retrofitting.

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

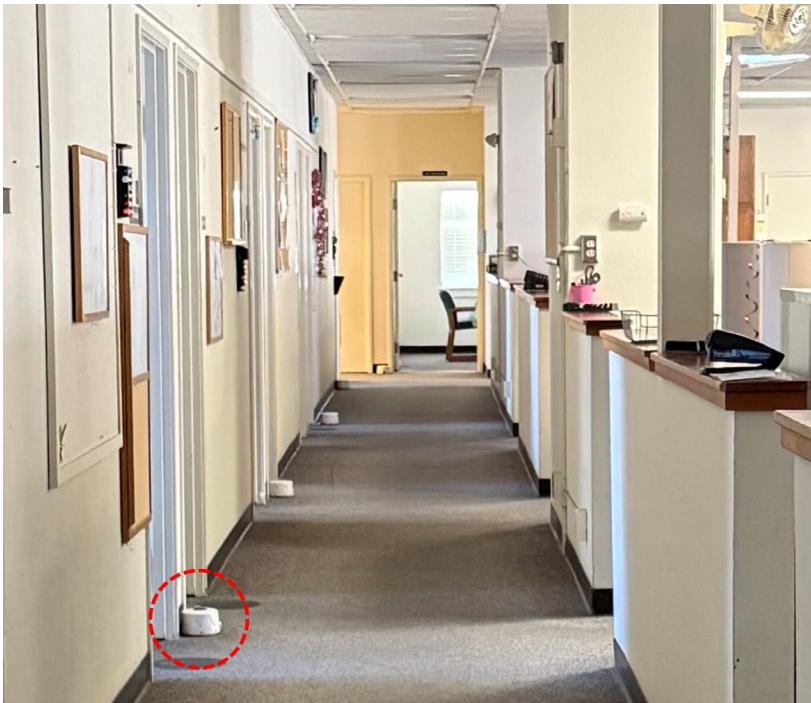
**A higher FCI indicates a worse condition*

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.

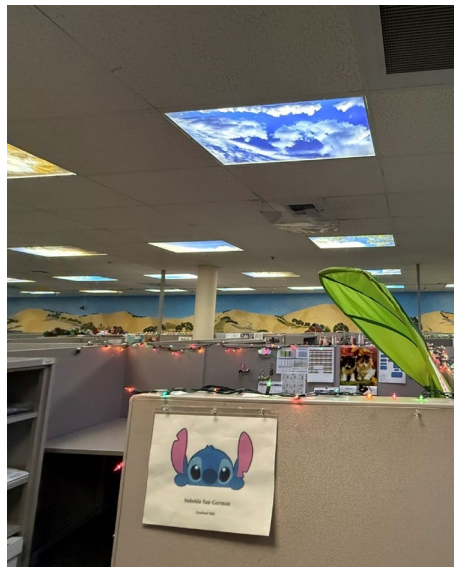


1281 Broadway: White noise machines in front of the interview rooms

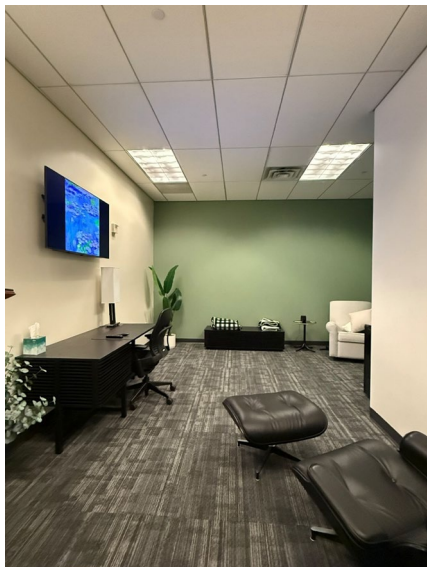
WELLBEING

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.



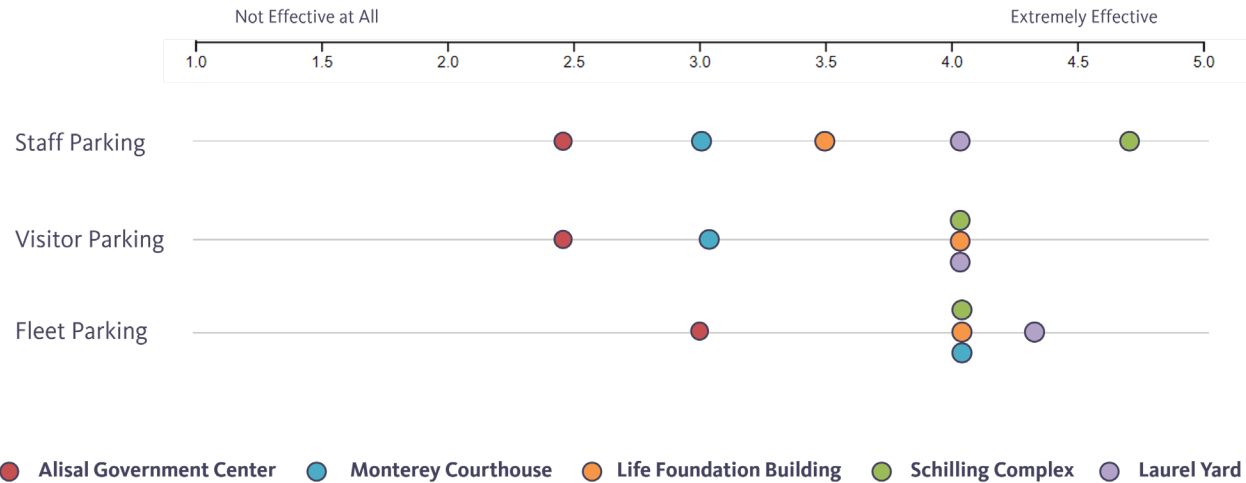
(Left) 1000 S. Main: Cloth light cover reducing light within open office.
(Right) 168 W. Alisal: Relaxation and lactation room in Public Defender offices.



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*

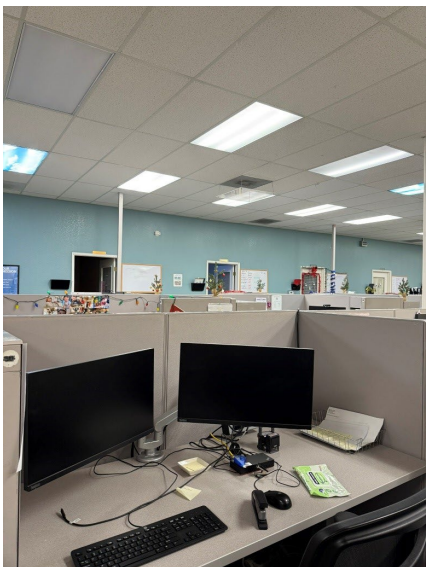


INCONSISTENT WORKPLACE STANDARDS

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.



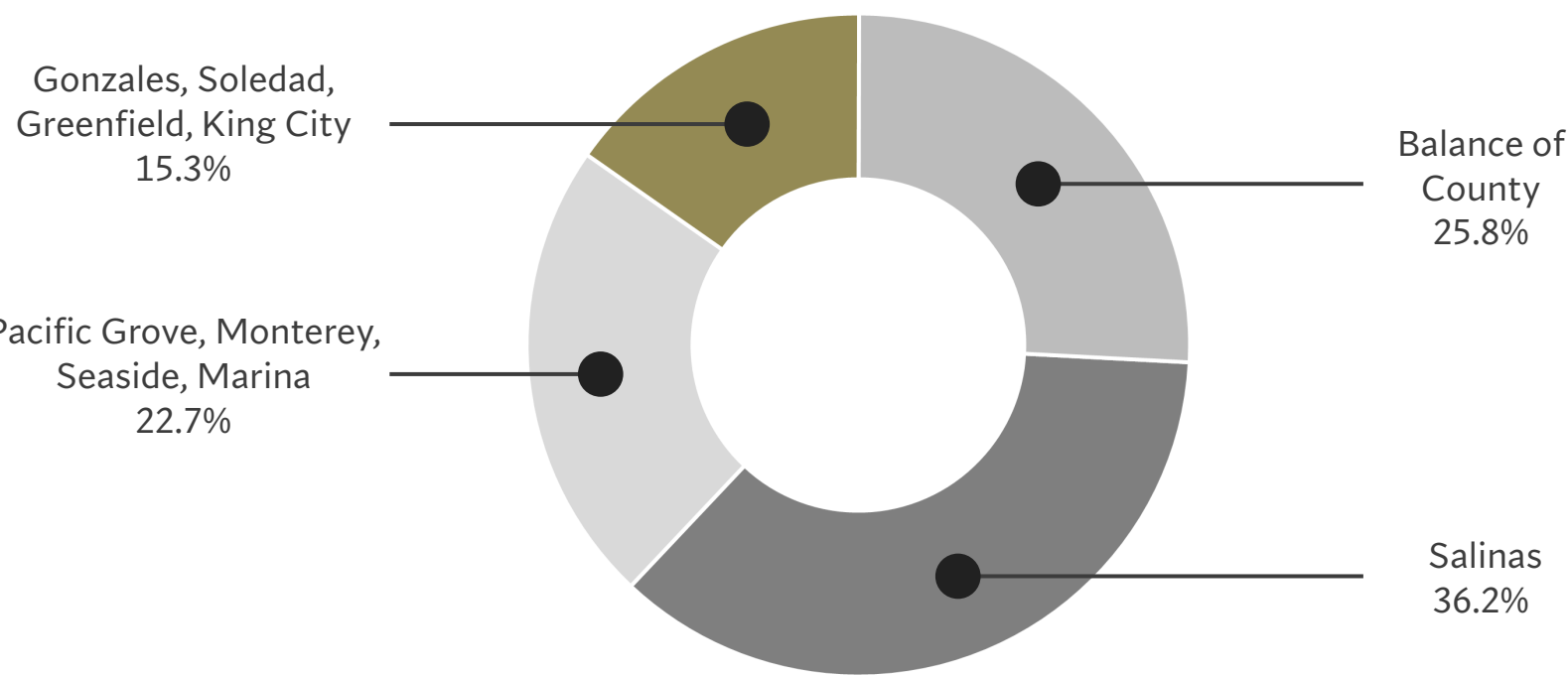
Service gaps remain in South and North County; several departments are interested in expanding their presence.

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.

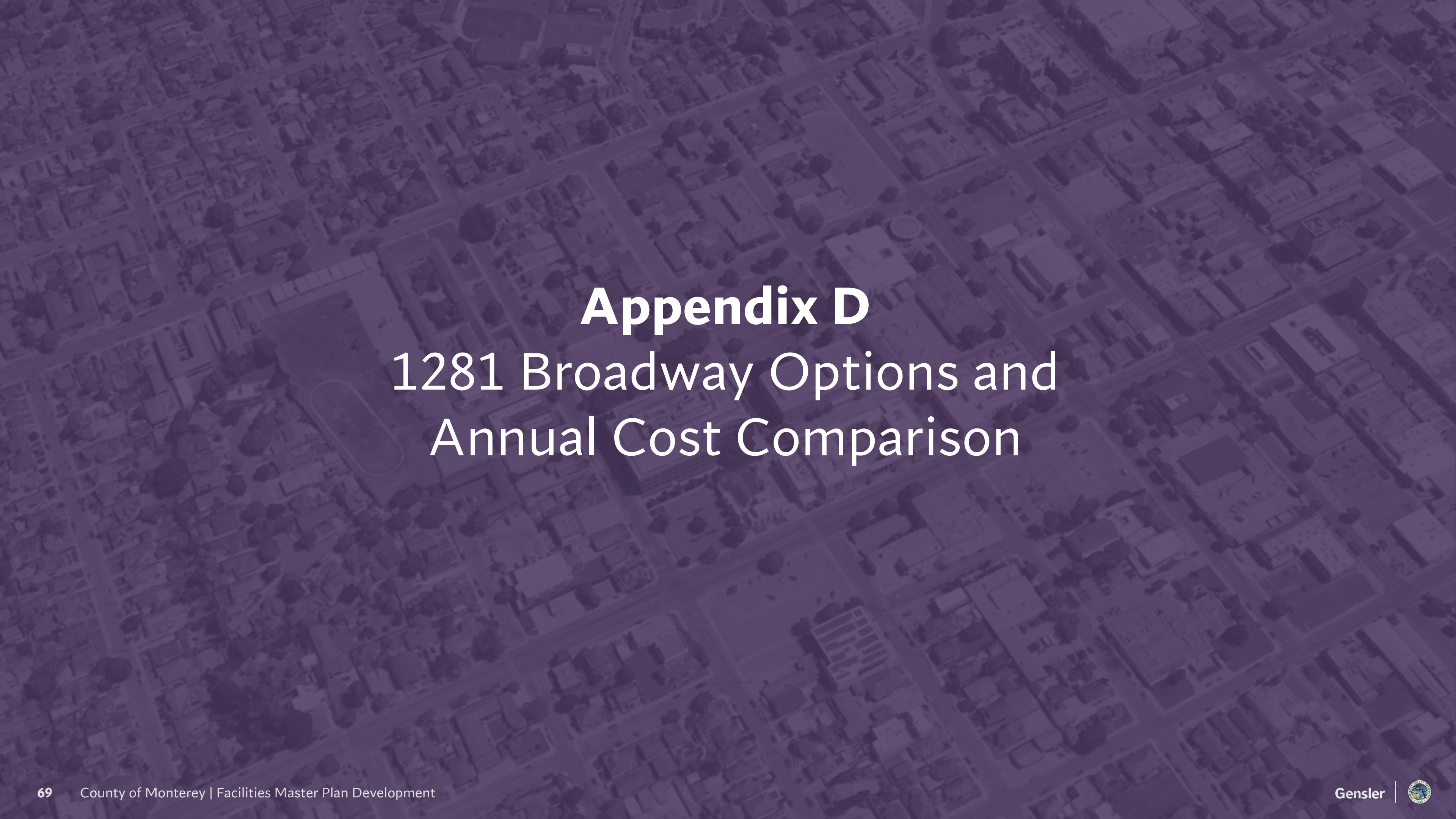
Retail

- 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.

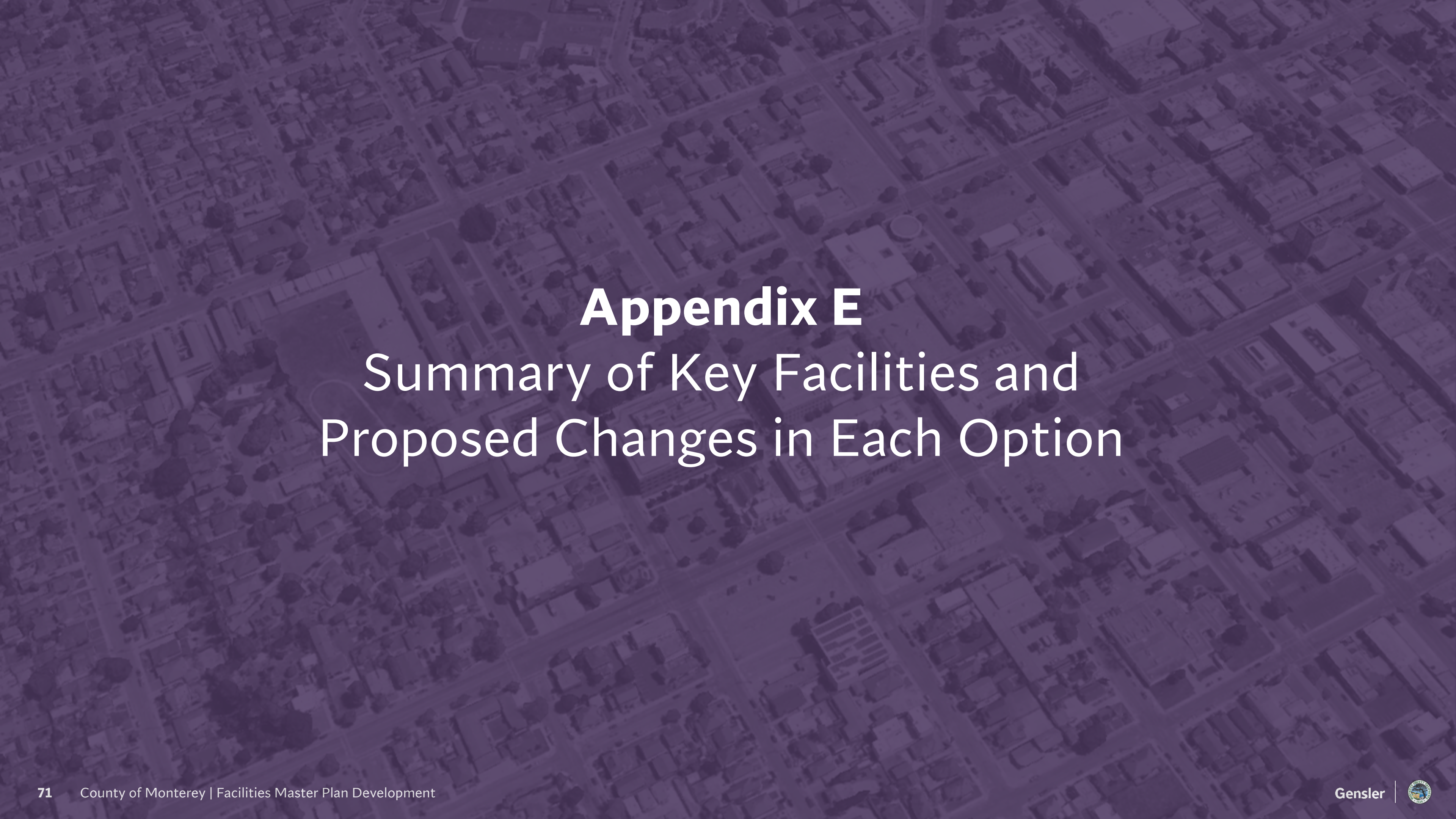




Appendix D

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.							



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	- 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)	Workforce Development Board (35)	Human Resources (55)
Alisal Government Center 142 W. Alisal St.	74,000 GSF	District Attorney (180)		
Leased WDB Building <i>(lease cancellation)</i> 344 Salinas St.	15,000 SF			Workforce Development Board (35)
DSS Community Services Center 1000 S. Main St.	139,000 SF	- Social Services (490) - Heath (28)		
Schilling Place 1441 Schilling Pl. (North and South)	203,000 GSF	- Civil Rights Office (12) - Elections (17) - Health (9+105) - Child Support Services (82) - Housing and Community Development (100) - Public Works, Facilities and Parks (134)	- Public Works, Facilities and Parks (100) - Human Resources (55)	Water Resources Agency (47)
Schilling Place 1488 Schilling Pl.	87,000 GSF	- Public Works, Facilities and Parks (19) - Administrative Office (20) - Social Services (20)	Public Works, Facilities and Parks (13)	
IT Building 1590 Moffett St.		Information Technology (105)	Information Technology (7)	
Laurel Yard <i>(partially vacated for housing)</i> 855 E. Laurel Dr.	49,000 GSF	- Water Resources Agency (8) - Probation (5)	Water Resources Agency (47)	- Public Works, Facilities and Parks (124) - Information Technology (7)
Public Safety Building 1414 Natividad Rd.	85,000 GSF	Sheriff-Coroner (210)		
Probation Admin Building 1422 Natividad Rd.	23,000 GSF	Probation (68)		
Vacant (former Juvenile Center) 1352 Natividad Rd.	6,000 GSF		District Attorney Family Justice Center	
Emergency Services Building 1322 Natividad Rd.	16,000 GSF	Emergency Communications (95)		Emergency Management (25) + EOC
Health Admin Center 1270 Natividad Rd.	48,000 GSF	Health (333)		
Vacant (former print shop) 1220 Natividad Rd.	3,500 GSF		Retail Lease	

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	- Sheriff-Coroner (44) - District Attorney (28) - Health (14) - Probation (8) - Public Defender (20) - District 5 (4)	- Emergency Management (25)+ EOC - Public Works, Facilities and Parks (11)	
Broadway Family Connection Center 1281 Broadway Ave., Seaside	TBD (estimated at 28,000 SF)	Social Services (117)		
Location TBD Seaside or Marina	~15,000 SF		- District Attorney Family Justice Center - Public Defender (2)	
MVOA, DSS, AgCom Building 2620 First Ave., Marina	13,000 GSF	- 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.

(#) Projected FTEs in 2044

FACILITIES	PROPOSED AREA	GROW IN PLACE	RELOCATED IN	RELOCATED OUT
Alisal Government Center 168 W. Alisal St.	133,000 GSF	- 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)	- Housing and Community Development (100) - Workforce Development Board (35)	- Human Resources (55) - Public Defender (130)
New Justice Partner Building 168 W. Alisal St.	70,000 GSF		Public Defender (130)	
Alisal Government Center 142 W. Alisal St.	74,000 GSF	District Attorney (180)		
Leased WDB Building <i>(lease cancellation)</i> 344 Salinas St.	15,000 SF			Workforce Development Board (35)
DSS Community Services Center 1000 S. Main St.	139,000 SF	- Social Services (490) - Heath (28)		
Schilling Place 1441 Schilling Pl. (North and South)	203,000 GSF	- Civil Rights Office (12) - Elections (17) - Health (9+105) - Child Support Services (82) - Public Works, Facilities and Parks (134)	- Public Works, Facilities and Parks (100) - Human Resources (55) - Emergency Management (25)+ EOC	- Housing and Community Development (100) - Water Resources Agency (47)
Schilling Place 1488 Schilling Pl.	87,000 GSF	- Public Works, Facilities and Parks (19) - Administrative Office (20) - Social Services (20)	Public Works, Facilities and Parks (13)	
IT Building 1590 Moffett St.		Information Technology (105)	Information Technology (7)	
Laurel Yard <i>(partially vacated for housing)</i> 855 E. Laurel Dr.	49,000 GSF	- Water Resources Agency (8) - Probation (5)	Water Resources Agency (47)	- Public Works, Facilities and Parks (124) - Information Technology (7)
Public Safety Building 1414 Natividad Rd.	85,000 GSF	Sheriff-Coroner (210)		
Probation Admin Building 1422 Natividad Rd.	23,000 GSF	Probation (68)		
Vacant (former Juvenile Center) 1352 Natividad Rd.	6,000 GSF		District Attorney Family Justice Center	
Emergency Services Building 1322 Natividad Rd.	16,000 GSF	Emergency Communications (95)		Emergency Management (25) + EOC
Health Admin Center 1270 Natividad Rd.	48,000 GSF	Health (333)		
Vacant (former print shop) 1220 Natividad Rd.	6,000 GSF		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

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 <i>(partially vacated for housing)</i>	24,000 GSF	- Sheriff-Coroner (44) - District 5 (4)		- District Attorney (28) - Health (14) - Probation (8) - Public Defender (20)
Location TBD (Monterey Yard) Pacific Meadows or Palla Carona			Public Works, Facilities and Parks (11)	
Former DSS location 1281 Broadway Ave., Seaside	13,000 GSF		- District Attorney Family Justice Center - Public Defender (2)	Social Services (117)
DSS Family Connection Center <i>(leased location)</i>	TBD (estimated at 26,200 GSF)		Social Services (117)	
Marina Service Building 2620 First Ave., Marina	38,000 GSF	- Ag Commissioner (4) - Veteran Affairs (10) - Social Services (15) - District 4 (4)	- District Attorney (28) - Health (14) - Probation (8) - Public Defender (20)	

Monterey

- Public Safety
- Land use & Facilities

Seaside

- Public and Social Services

Marina

- Justice Partners
- Public & 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		• Probation (6) + Education Facilities • Health (Animal Services)	• Ag Commissioner • Public Works, Facilities and Parks
South County Service Center 1011 Broadway Ave. King City	10,500 GSF		• 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	• District Attorney (6) • Public Defender (4) • Sheriff-Coroner (36)		
Social Services 116, 118 Broadway Ave. King City <i>(leased)</i>	16,000 GSF	• Social Services (76) • Child Support Services (1)		
Social Services 200 Broadway Ave. King City <i>(leased)</i>	13,000 GSF	• Social Services (18) • Health (19) • Library (9)		
Greenfield City Hall 599 El Camino Real Greenfield <i>(leased)</i>	-	• Public Defender (20)		• 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.

(#) 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		Health (Animal Services)	- Ag Commissioner - Public Works, Facilities and Parks
South County Service Center 1011 Broadway Ave. King City	10,500 GSF		- 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		- Probation (6) + Education Facilities - Public Defender	
King City Courthouse 250 Franciscan Ave. King City	12,500 GSF	- District Attorney (6) - Public Defender (4) - Sheriff-Coroner (36)		
Social Services 116, 118 Broadway Ave. King City <i>(leased)</i>	16,000 GSF	- Social Services (76) - Child Support Services (1)		
Social Services 200 Broadway Ave. King City <i>(leased)</i>	13,000 GSF	- Social Services (18) - Health (19) - Library (9)		
Greenfield City Hall 599 El Camino Real Greenfield <i>(leased)</i>	-	Public Defender (20)		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		- Library (4) - Health (TBD) - Co-working space for County departments		Pajaro - Land use & Facilities - Social & Health Services
AgCom Office 29 Bishop St., Pajaro	3,000 GSF	Ag Commissioner (12)			
Library & BOS 11140 - 11160 Speegle St., Castroville	14,000 GSF	- District 2 (4) - Library (7)			Castroville BOS
Sheriff Touchdown Office <i>(lease to be identified)</i>			Sheriff-Coroner (Touchdown)		
AgCom Training Space <i>(lease to be identified)</i>			Ag Commissioner (Training Room)		

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



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, with a semi-transparent purple overlay. The image shows a dense pattern of streets, buildings, and trees. The text "Appendix G" and "Responses to Board Referrals" is centered in white.

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



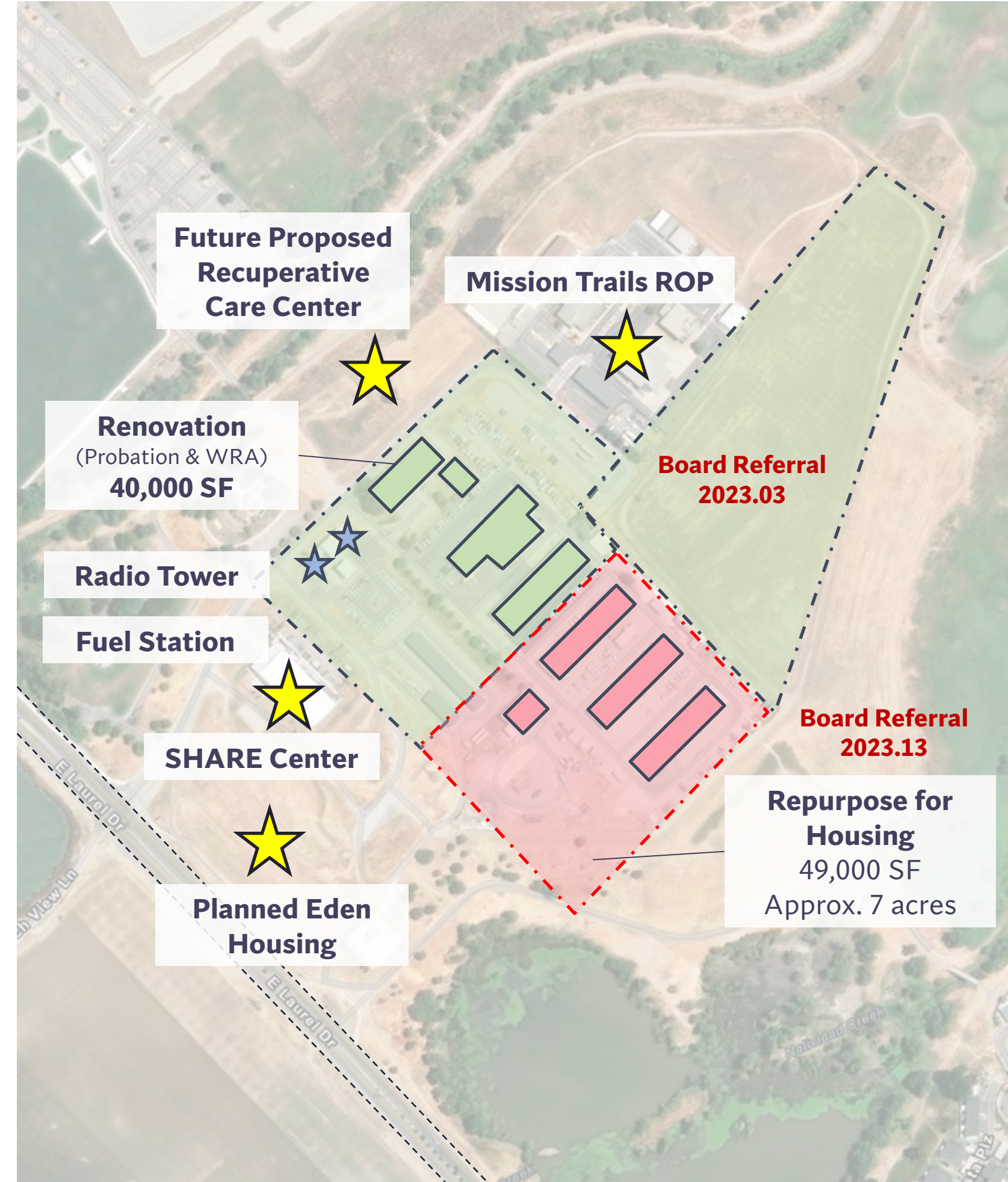
Board Referral 2023.03

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).

