



August 31, 2022

Honorable Board of Supervisors
County of Alameda
1221 Oak Street, Suite 536
Oakland, California 94612-4305

Dear Board Members:

SUBJECT: AUTHORIZE THE DIRECTOR OF THE GENERAL SERVICES AGENCY TO REVISE THE REAL PROPERTY PORTFOLIO MANAGEMENT EFFICIENCY, EFFECTIVENESS AND SUSTAINABILITY POLICY AND IMPLEMENTING PROCEDURES

RECOMMENDATIONS:

- A. Adopt a Resolution authorizing the Director of the General Services Agency to revise the Real Property Portfolio Management Efficiency, Effectiveness and Sustainability Policy and Implementing Procedures; and
- B. Direct the Director of the General Services Agency to work collaboratively with County Agencies to revise procedures, standards, and practices regarding alternative work sites, furniture, leasing, and space needs.

DISCUSSION/SUMMARY:

The acquisition, assignment, management, and operation of leased and owned space for County departmental operations in Alameda County is under the direction of the Director of General Services Agency (GSA). On March 30, 2010, your Board resolved to implement (File No. 25972 Item No. 22) a Real Property Portfolio Management Efficiency, Effectiveness and Sustainability Policy and Implementing Procedures. This, in response to the October 19, 2004 County Administrator memo to Agency and Department Heads titled "Requests for New Space -- Lease and Purchase of Buildings", urged them to hold the line on spending by carefully examining funds spent on acquisition of new space, furniture, and related expenses.

Procedures were set in place whereby Agency and Department Heads were asked to submit a formal written request to their County Administrator Office (CAO) analyst, describing their needs. The Department and analyst would then review program changes, financial impacts, and funding sources. Once approval was received from the CAO analyst, GSA would begin work on locating specific suitable properties. GSA would first determine whether there was vacant owned or leased space available, making the best use of County resources to backfill vacant space before acquiring new facilities.

The procedures put in place have resulted in improved oversight of the program. However, due to challenging financial times and in response to the Coronavirus Pandemic, additional actions and renewed commitments are now recommended to formally centralize oversight, decision-making, and to ensure improvements in the management of real property assets and effective use of space. The CAO has requested GSA review all pending and approved requests for space with new caveats. All requests will be evaluated against a new County space utilization rate of no more than 200 gross square feet per person, and all will be required to meet or exceed that goal within reasonable limits of the available space. Departments will be asked to halt the leasing of new space which has not already been approved by their CAO Analyst and considered mission critical in service delivery, to minimize tenant improvements by taking space as-is, and reusing existing furniture whenever possible. Departments will be required to develop, with GSA, a furniture standard that meets their needs and minimizes replacement costs. Furniture replacement will be evaluated on a case-by-case basis with a comparison of moving or reusing available workstations versus buying new.

In line with sustainability policies, GSA will work with Departments in considering alternative worksite strategies and policies that would further help reduce their space requirements in the future. GSA will develop standards for alternative work sites and identify locations around the County that could be utilized as touchdown space by County staff from varied agencies.

FINANCING:

No appropriations are required, and there will be no increase in net County cost as a result of approval for this action.

VISION 2026 GOAL:

Improving space management and the implementation of alternative workplace policies meet the 10X goal pathways of **Employment for All** and **Accessible Infrastructure** in support of our shared vision of a **Prosperous & Vibrant Economy**.

Respectfully submitted,

DocuSigned by:

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Kimberly Gasaway
Director, General Services Agency

Attachment

cc: County Administrator
Auditor-Controller
County Counsel

Approved as to Form:
DONNA ZIEGLER, County Counsel
By Andrew J. Massey, Deputy
Andrew J. Massey

THE BOARD OF SUPERVISORS OF THE COUNTY OF ALAMEDA, STATE OF CALIFORNIA

RESOLUTION NUMBER 2022- - 489

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF ALAMEDA REVISING THE GENERAL SERVICES AGENCY REAL PROPERTY PORTFOLIO MANAGEMENT EFFICIENCY, EFFECTIVENESS, AND SUSTAINABILITY POLICY AND IMPLEMENTING PROCEDURES

BE IT RESOLVED by the Board of Supervisors of the County of Alameda

WHEREAS, The Board of Supervisors recognizes the importance of continuous improvement in management of the real property portfolio focusing on increased efficiencies, effectiveness, building fiscal, and environmental sustainability into the Real Estate policy, practices and procedures of the County;

WHEREAS, it is the policy of the County of Alameda that all County Departments shall follow these policies, practices and procedures for the evaluation, acquisition and utilization of space, to house various activities and employees;

WHEREAS, the acquisition, assignment, management, and operation of leased and owned space for County Departmental operations is centralized to encourage administrative and fiscal efficiencies under the direction of the Director of General Services Agency (GSA);

WHEREAS, due to the necessity of conserving public funds, especially in challenging financial times, the County desires to make continuous improvements in management of real property assets that encourage efficient and effective use of space;

WHEREAS, on October 19, 2004, the County Administrator issued a memorandum titled "Request for Space – Leased and owned Buildings" describing a process for requesting space from the General Services Agency; and,

WHEREAS, that policy has improved the oversight, acquisition, tenant improvement, and assignment of space for Departments within the County;

WHEREAS, on March 30, 2010, the Board of Supervisor did resolve to authorize the Director of the General Services Agency to institute a Real Property Portfolio Management Efficiency, Effectiveness and Sustainability Policy and Implementing Procedures; and

WHEREAS, the Director of the General Services Agency did work collaboratively with County Agencies and develop implementing procedures, standards and practices regarding alternative work sites, furniture and space needs; and

WHEREAS, renewed actions, decreased County work site footprints and commitments are now required to ensure further efficiencies in real property portfolio management;

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of Alameda that the following revised County of Alameda Real Property Portfolio Management Efficiency, Effectiveness and Sustainability Policy be established:

1. GSA shall now review all pending and approved space requests in consultation with Departments and in consideration of but not limited to the following; review of all pending and approved requests for space,

recertification of space uses and needs, attainment of standardized utilization rates of no more than 200 gross square feet per person, implementation of County Facility Standards, minimization of tenant improvement expenditures, reuse of existing furniture where feasible, comprehensive review of new furniture, comprehensive review of workstation and moving expenses, and development and implementation of furniture standards that reduce replacement costs.

2. In support of Climate Action Plan objectives and furtherance of both fiscal and environmental sustainability goals, all Departments shall consider alternative workplace policies that will reduce operating costs associated with owned and leased real property, reduce space needs, and reduce emissions associated with employee commutes, while continuing to provide easily accessible and high-quality services to the public.
3. Departments are encouraged to allow employees in appropriate jobs to make alternative work arrangements at alternate work locations and provide workplaces that may be shared by others to meet the fiscal and environmental sustainability and efficiency objectives, the County will thereby save taxpayer funds and reduce environmental impacts.
4. GSA is charged with assisting Departments to develop alternative work sites and standards for alternative work locations enabling access to quality public services.
5. GSA will assist and work collaboratively with Departments to implement efficient, effective and sustainable policies, procedures and practices through continuous improvement to this policy;

The Alameda County Board of Supervisors authorizes the GSA Director, as the Alameda County Real Estate Authority, to revise the County of Alameda's Real Property Portfolio Management Efficiency, Effectiveness and Sustainability Policy and update implementing procedures and practices and ensure compliance;

This resolution shall take effect and be in force immediately upon the date of passage.

THE FOREGOING was **PASSED** and **ADOPTED** by the following vote of the Alameda County Board of Supervisors this 4th day of October 2022, to wit:

AYES: Supervisors Brown, Haubert, Miley, President Carson - 4

NOES: None - 0

ABSENT: Supervisor Valle - 1


PRESIDENT, BOARD OF SUPERVISORS

File: 30894
Agenda No: 22
Document No: _____