

A wide-angle, high-angle photograph of Alameda County at night. The foreground is dark, showing silhouettes of trees and some distant lights. The middle ground is filled with a dense, glowing sea of city lights from the San Francisco Peninsula, stretching across the hills and valleys. In the background, the San Francisco Bay is visible, with the Golden Gate Bridge and other distant city lights on the horizon. The sky is a deep blue, transitioning to a lighter, orange-tinged glow near the horizon where the sun has set.

Alameda County
Social Services Agency

MASTER SPACE PLAN

June 2016

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1- EXECUTIVE SUMMARY

1- EXECUTIVE SUMMARY

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- » Context
- » Planning Principles
- » Process & Methodology
- » Recommendation Summary
- » Keystone Project: Enterprise Site
- » Benefits of the Master Space Plan

2- SPACE USE ANALYSIS

3- REAL ESTATE PORTFOLIO RECOMMENDATIONS

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5- APPENDIX

Alameda County's Social Service Agency ("SSA") faces many facilities challenges. These challenges are affecting their ability to fully implement its mission to "promote the economic and social well-being of individuals, families, neighborhoods and communities."

Some of the more pressing challenges include:

- » Shortages of office space, meeting space, storage, and training facilities,
- » Workplace layout and configuration issues that hinder optimum work flow,
- » Limited accessibility for customers in some SSA offices,
- » Aging physical infrastructure in some buildings,
- » Technology impediments in some buildings that prevent state of the art communications between SSA offices (e.g., video training),
- » Achieving balance between parking demand and the County's public transit policies and goals,
- » Anticipated growth in the elderly customers,
- » Changes in regulations governing service delivery that impact staffing needs.

This Master Space Plan ("Plan") consists of a series of specific recommendations for each facility that seek to address these issues. At its core, the Plan is designed to provide a portfolio that enhances customer service and increases employee performance. In the face of growing caseloads and new regulatory pressures, the Plan identifies a path forward toward creating the most efficient and economic use of SSA's owned and leased facilities over the short and long term.

PLANNING PRINCIPLES

The Team's approach to multiple location master planning is based on a guiding principle that real estate and facilities play an essential and vital support role in operations. Beyond this basic understanding, Alameda County and the SSA have expressed several specific principles and goals that have guided the Plan's preparation and content.

Owning is Preferred over Leasing

From a long term perspective, the Gensler team believes that this is a sound principle. However, in practice, ownership may not be the best course in all situations. For example, in some locations, space needs are relatively small but require public facing access. Notwithstanding the difficulty of finding landlords and communities willing to accept SSA clients, it may be difficult to find and buy small freestanding buildings. Ownership also reduces flexibility in terms of being able to accommodate shifting program requirements and clients' locale. The Plan recommends a focus on ownership, but also realizes that continuing some leases and/or relocating to new leased properties needs to be part of the solution.

Client Visits Will Continue

Many SSA clients and service providers can access services by phone, internet or email without ever having to visit a SSA office in person. However, because of restricted access to technology, language barriers, and trust issues, customers will likely continue to visit in person to ensure they are receiving services. Consequently, customer office visits should not be discouraged, and visitor areas should be clean, modern, and inviting. The Plan acknowledges this and recommends that new facilities be located close to public transportation and configured with well-placed state of the art computer kiosks, efficient interview areas, and enhanced lobby technology infrastructure.

Public Transit is a High Priority

Emphasis on public transit access for both staff and customers is a high priority in the County. Each Plan recommendation balances a focus on transportation and essential parking with facility recommendations. However, the Team has not been able to uncover any clear parking policy that addresses how much parking to provide when acquiring (or building) new space. Therefore, the parking recommendations in the Plan are based on assumptions.

Workspace Should Be Consistent and Flexible Across the Portfolio.

For the most part, the Team found that SSA workspace was clean, comfortable, and well utilized. But there were pockets of inconsistency in several facilities (identified later in this report). A goal of the Plan is to ensure that future SSA workspace creates a healthy and efficient work environment, providing the flexibility to address the logistical and regulatory changes that will inevitably occur. This consideration will impact space planning, lobby configuration and orientation, furniture size and quantity, among other factors.

PROCESS & METHODOLOGY

The scope of this Master Space Plan addressed all SSA facilities, both owned and leased, including parking facilities. The goal was to develop a comprehensive series of recommendations for existing and proposed facilities designed to enhance the synergies within each department and SSA as a whole. The process undertaken to develop the Plan reflected a rigorous analytic and collaborative process between the Gensler team and SSA's leadership and staff over a period of approximately six months.

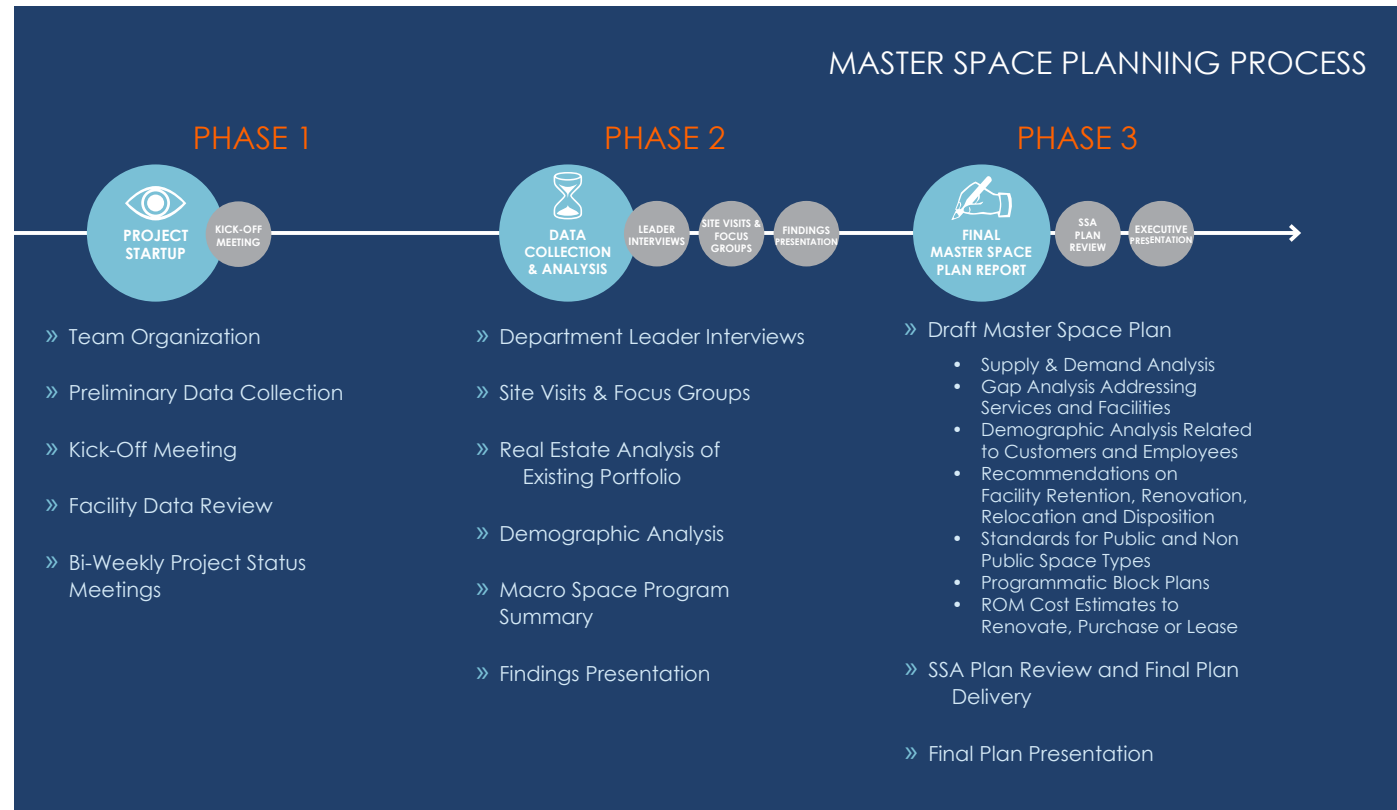


EXHIBIT 1.1: Master Space Planning Process Banner

PROCESS & METHODOLOGY

Key activities of the Plan included:

Leader Interviews

Interviews were conducted with leadership in each of the three customer-facing departments to understand current practices and future directions. These included:

- » Adult and Aging Services - Randy Morris
- » Children and Family Services – Michelle Love
- » Workforce and Benefits Administration – Andrea Ford

Site Visits

Tours were conducted at each of the following locations. The goal was to understand how space was being used, and to hear firsthand from on-site staff about the key issues at each facility.

- » 1111 Jackson St, Oakland
- » 2000 San Pablo Blvd, Oakland
- » 22225 Foothill Blvd, Hayward
- » 24100 Amador St (Eden Area Multi-Service Center), Hayward
- » 39155 Liberty St, Fremont
- » 675 Hegenberger, Oakland
- » 6955 Foothill Blvd, (Eastmont Mall), Oakland

- » 7751 Edgewater Dr, Oakland

- » 8477 Enterprise Dr, Oakland

Demographic Analysis/Poverty Linkages to SSA Office Locations

The team collected data on demographic attributes related to current and projected income levels, poverty rates, and the aging population. Interestingly, projected growth is forecast to primarily be in areas relatively close to existing locations.

The demographic analysis, together with the SSA's Agency Executive Team knowledge, demonstrated that family poverty status is the demographic characteristic most relevant to siting locations that serve customers in person. Other major customer groups, such as youth and seniors aged 65+, are not as dependent upon receiving services at conveniently located SSA offices.

OVERALL APPROACH

Balancing Supply and Demand

One of the best ways to determine long and short term facilities needs is to apply a supply and demand analysis to the planning process. SSA and the Gensler team recognize that there is a gap between real estate “supply” and “demand” for facilities that reflect the challenges noted above. “Supply,” while typically most often expressed in terms of square footage, is actually defined by many characteristics. Building age, facility condition, location, technical infrastructure, and workplace configuration (among other attributes) all can characterize supply. Thus, a building whose infrastructure is so poor that the costs and benefits to repair it are so off balance that demolition would be preferable, would not be in the calculation of available supply.

Likewise, “demand” or need is a multi-faceted term. The type of facility, services, customers, configuration, size, and location are all part of the demand equation.

The Plan reflects an evaluation of the 13 SSA leased and owned facilities throughout the County with an eye to recommending whether each facility should be relocated, expanded, reconfigured, or rebuilt.

In a perfect world, one would be able to determine space needs based on future projected headcount increases. However, it is difficult for SSA to develop such future projections, since there are many factors that influence staffing needs (caseload, regulatory changes, budgets, etc.). As a result, the Master Space Plan Team (“Team”) developed estimated space projections based on discussions with department leadership coupled with an analysis of potential caseload increases. The results of this analysis are discussed later in the report.

As a way of testing new workplace configurations, the Team performed partial test fits on certain SSA facilities. An additional site test fit was performed on the County-owned Enterprise property to help determine the size and configuration of a proposed new facility.

The maps presented ahead (Exhibit 1.3, Families Living In Poverty and Exhibit 1.4, Increase in Families Living In Poverty) demonstrate that population shifts among this group are not changing very much, and that SSA offices are currently well-located geographically to meet the projected demand for services.



Existing Supply



Demolitions/Renovations



Additions



Final Portfolio

EXHIBIT 1.2: Balancing supply and demand

PROCESS & METHODOLOGY

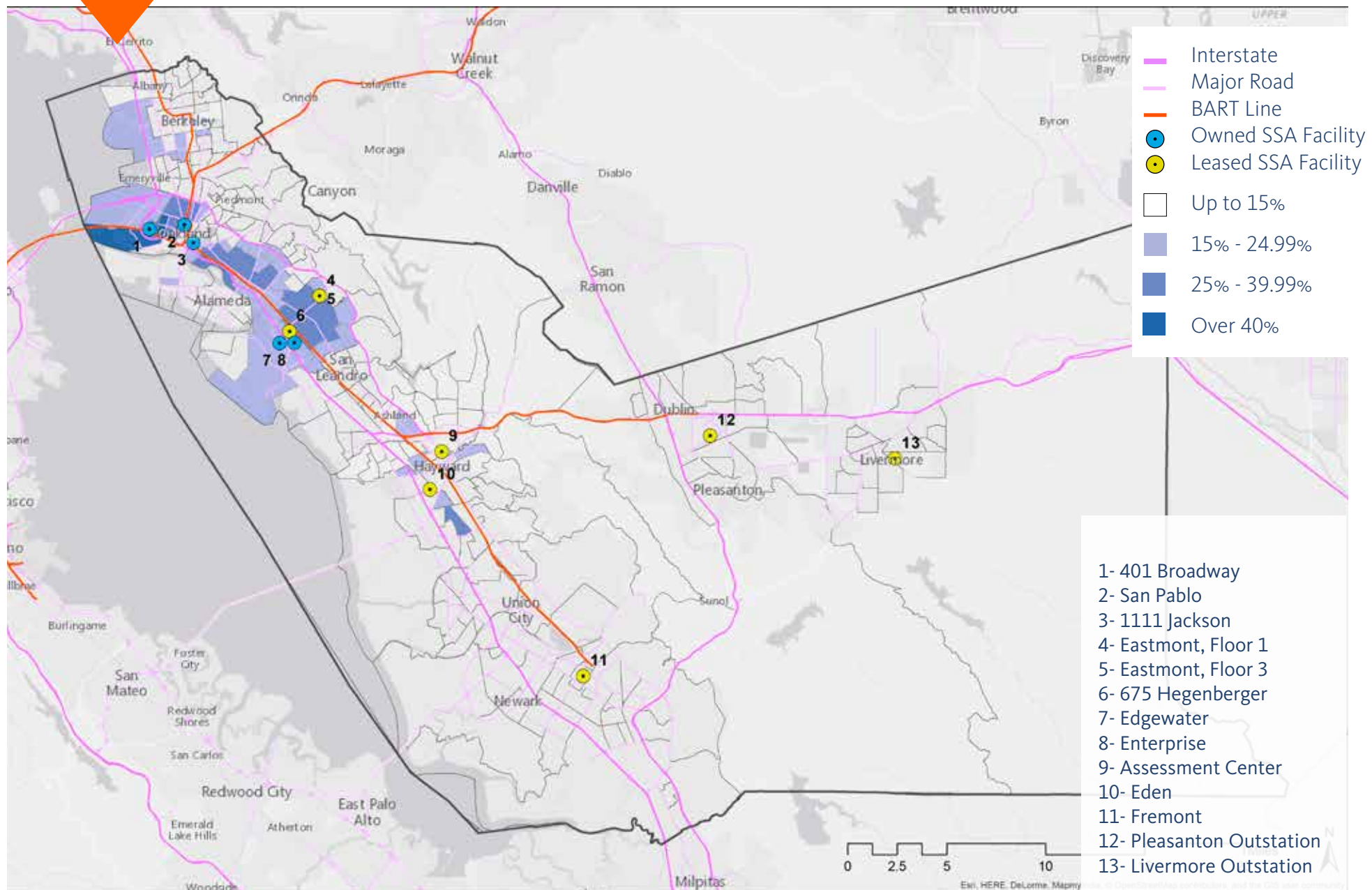


EXHIBIT 1.3: Families Living in Poverty

PROCESS & METHODOLOGY

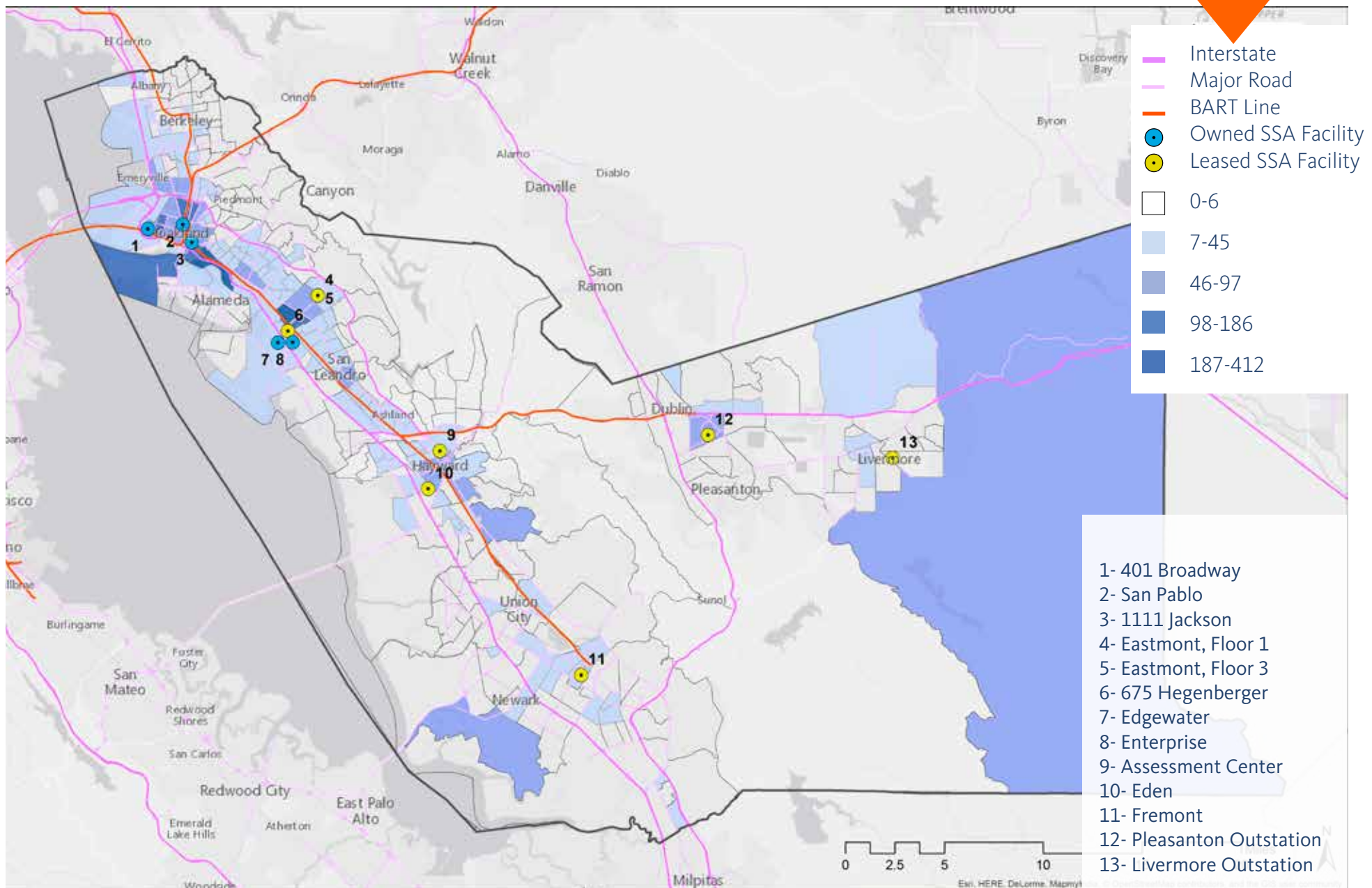


EXHIBIT 1.4: Increase in Families Living in Poverty (2016 to 2026 projections)

RECOMMENDATIONS SUMMARY

The following is a list of recommendations sorted by facility name. Chapter 3 ahead contains more detailed discussions of each recommendation.

Location	Short Term (1-4 years)	Long Term (5-10 years)
Broadway (401 Broadway)	Potentially utilize as swing space if needed	None
Children & Family Services Assessment Center (22225 Foothill Blvd)	Work to occupy adjacent facility, or find new location nearby	None
Eastmont Town Center – Workforce Benefits Administration (1st Floor)	Remain in place as is on 1st floor	Relocate all 1st floor staff and functions to redeveloped Enterprise location
Eastmont Town Center - Adult & Aging Services (3rd Floor)	Expand at Eastmont to accommodate IHSS clients; Continue with installing 6x8 workstations on 3rd floor	Relocate all operations to the 1st floor space formerly occupied by WBA
Eden (24100 Amador St)	Remain in place; install 6x8 and re-plan to improve efficiencies where possible	None
Edgewater (7751 Edgewater Ave)	Remain and expand into court space within the building when available	None
Enterprise (8477 Enterprise Dr)	Remain as is; begin planning for site redevelopment	Demolish existing building and construct larger building on site
Fremont Family Resource Center (39155 Liberty St)	Relocate to larger space	None
Hegenberger (333 Hegenberger)	Renew lease and create centralized staff training function	None
ILSP/CFS (675 Hegenberger Rd)	Remain as is	Relocate all staff and functions to redeveloped Enterprise
Jackson (1111 Jackson St)	None	None
Livermore (3311 Pacific Ave)	Relocate to new, larger leased space	None
Pleasanton (5669 Gibraltar Ave)	Retain as-is	None
San Pablo (2000 San Pablo Blvd)	Remain and renovate to increase lobby and interview booth capacity; acquire additional parking	None

EXHIBIT 1.5: Recommendations Summary Table

KEYSTONE PROJECT: ENTERPRISE SITE

One major project is recommended as a critical element of implementing the Plan. The concept involves the demolition and replacement of the 40,000-square-foot building located at 8477 Enterprise with a larger building, as demonstrated in Exhibit 1.7. The current Enterprise building has major infrastructure and facility problems that would be very costly to repair. At the same time, the site is well located and large enough to accommodate a much larger building.

Based on a preliminary assessment, a building of up to approximately 180,000 square feet could be constructed on the property and could accommodate 850 people. This would be well within current zoning regulations and provide flexibility to SSA as a location to centralize functions as they deem necessary. The Team's recommendation calls for a building of approximately 145,000 gross square feet, which would enable the co-location of WBA from Enterprise and Eastmont, along with appropriate lobby space. For additional details, please see Exhibit 3.7 in Chapter 3. In this scenario, depending on County policy and transit links, a parking structure would likely be necessary.

In addition, the Team believes that, from a logistical perspective, interim moves might be avoided because the site is large enough to potentially phase in the new development without first having to vacate the old building. However, this method would severely impact parking, as the current surface parking lot would be the location of the new building. If an interim move is required, 401 Broadway could be used on a temporary basis until Enterprise is completed.

This proposed redevelopment acknowledges the County's preference to own rather than lease and eliminates the need for a substantial portion of the Eastmont Town Center. A more detailed discussion of the Enterprise site can be found in Chapter 3, Real Estate Portfolio Recommendations.

KEYSTONE PROJECT: ENTERPRISE SITE

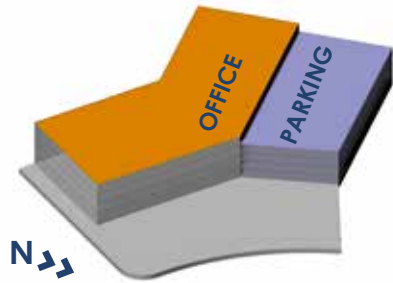


EXHIBIT 1.6: View from NE of proposed site redevelopment



EXHIBIT 1.7: Massing proposed for Enterprise site redevelopment

BENEFITS OF THE MASTER SPACE PLAN

Full implementation of the Master Space Plan would likely yield the following benefits:

- » A reduction in overall square footage due to more efficient use of space,
- » Development of a new owned facility at Enterprise to house approximately 658 staff,
- » Reduced operating and maintenance costs due to elimination of older facilities,
- » County portfolio value increase due to the new Enterprise facility,
- » An expanded and reconfigured Assessment Center that will accommodate the fuller age range now qualified for foster care and other services,
- » Improved productivity and customer service through reconfiguration of lobbies, office space, and conference facilities,
- » Improved balance between parking and transit utilization,
- » Better customer service with a larger presence in the Livermore/Pleasanton area.

2- SPACE USE ANALYSIS

1- EXECUTIVE SUMMARY

2- SPACE USE ANALYSIS » Existing Site Analysis
» Space Planning Guidelines
» Space Planning Metric

3- REAL ESTATE PORTFOLIO
RECOMMENDATIONS

4- IMPLEMENTATION

5- APPENDIX

OVERVIEW

The team conducted an **Existing Site Analysis** of the larger SSA locations in order to understand space utilization and obtain a general understanding of how each facility is supporting SSA customers and staff. The documentation and analysis from these tours is included in the first section of this chapter, immediately ahead. Additional observations from the site visits are included in the Appendix.

As an outcome of the site tours and subsequent analysis, the second section identifies a set of **Space Planning Guidelines** that the Team believes will help SSA develop a more effective and efficient workplace. These guidelines are not meant to be a comprehensive set of space standards, but rather a suggested series of flexible modules that can be implemented as new space comes online or existing space is renovated over time. However, the modules can ultimately form the basis for a set of detailed space standards that will serve the SSA portfolio in the future.

The last section of this chapter focuses on calculating a new **Space Planning Metric**, expressed as rentable square feet per person. This metric can be used to quickly calculate how many rentable square feet might be required based on a proposed headcount. This methodology was used to quantify the estimated need for additional space in the Master Space Plan.

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SITE ANALYSIS METHODOLOGY

The Team took a multi-pronged approach to analyzing SSA's space, including:

- » Site visits to each major location in order to record a “snapshot” of how the facility is being utilized by customers and staff,
- » Observation of the various activities, work zones and interactions between customers and staff,
- » Analysis of how the building impacts staff's ability to work effectively,
- » Analysis of space utilization and how a more efficient workplace could be developed,
- » Subsequent opportunities for renovation of existing facilities and acquisition of new facilities where needed.

EXISTING SITE ANALYSIS OVERVIEW

Several primary findings were identified that will influence future decision-making on the size and location of SSA buildings:

- » Staffing needs are changing (and often growing) in response to the economy and internal mandates,
- » Third-party service providers (e.g., Rubicon) are a critical component of SSA service delivery,

- » Existing facilities, while in good overall condition, can be made more efficient to improve customer service and SSA employee effectiveness,
- » Furniture systems are not always aligned with modern workplace standards,
- » Technology will play an increasing role in reducing and shortening customer visits to SSA facilities.

SITE OPPORTUNITIES AND CONSTRAINTS

Most of the existing facilities are advantageously located to meet the needs of SSA customers. Eastmont and San Pablo are along primary bus and/or BART train-lines. Liberty Street lies in the hub of other County-provided amenities. However, several sites face challenges related to space configuration and utilization.

Accommodating the anticipated growth in headcount will require SSA to maximize its utilization of existing facilities in a cost effective manner. The diagrams on the following pages identify areas where re-planning and renovations can increase efficiencies and help improve the customer and staff experience in the workplace.

EASTMONT TOWN CENTER

STUDY FOCUS: PUBLIC SERVICE + ADMINISTRATION, FLOOR 1



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 1977
LEASE/OWNED (GSF) 72,368

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

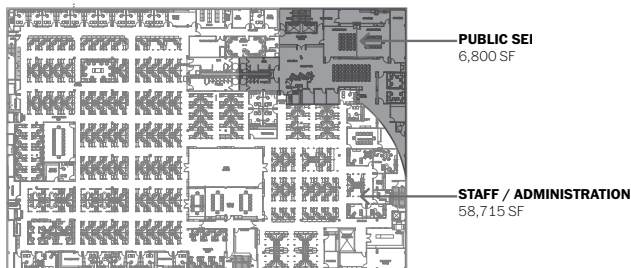
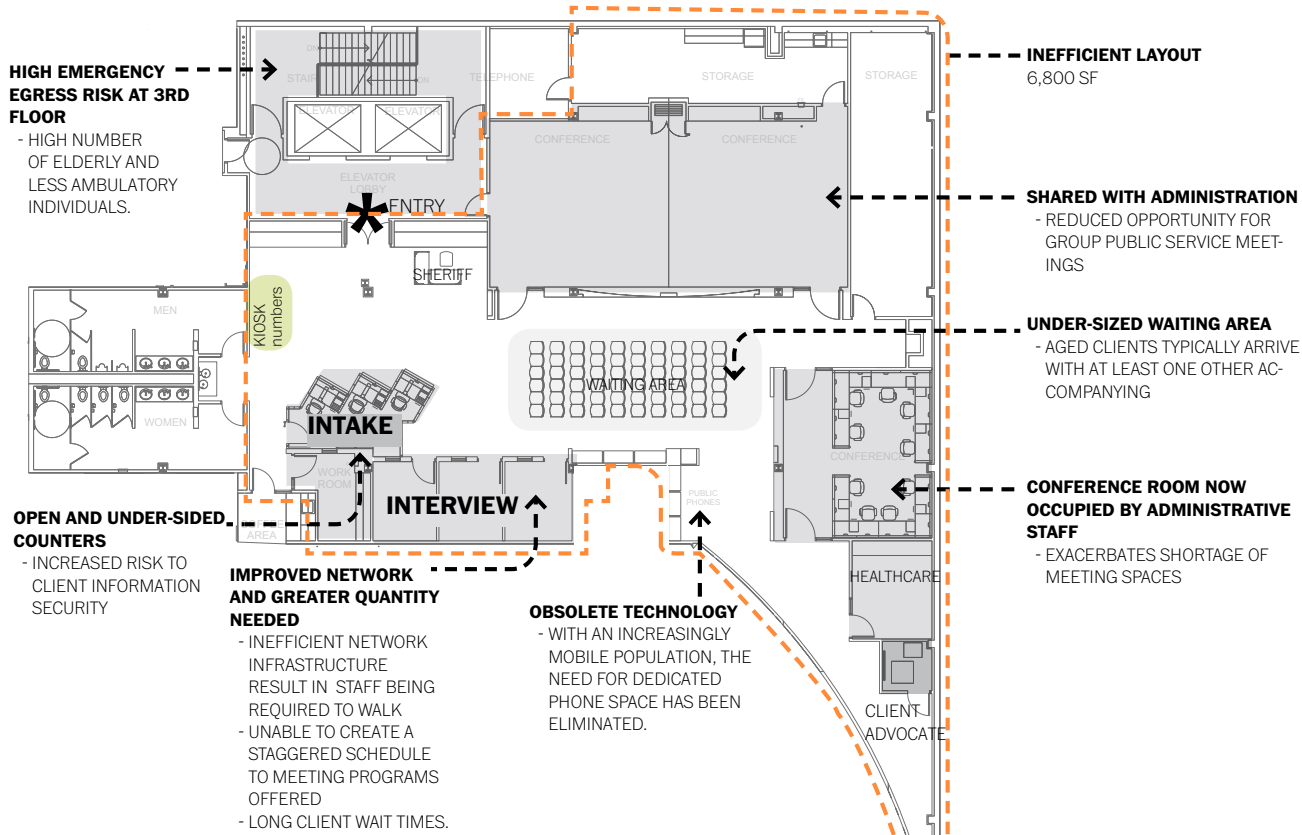
Independent contractors	- sf
Training rooms	1,400 sf
Available rental	- sf
Inefficient Use	24,100 sf
Total Available Expansion / Re-organization	25,500sf

TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.1: Plan analysis of existing conditions at Eastmont Town Center, Floor 1

EASTMONT TOWN CENTER



PROGRAM

CONSTRUCTION YEAR:	1977
LEASE/OWNED (GSF)	65,515

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	- sf
Training rooms	- sf
Available rental	- sf
Inefficient Use	6,800 sf
Total Available Expansion / Re-organization	6.800 sf

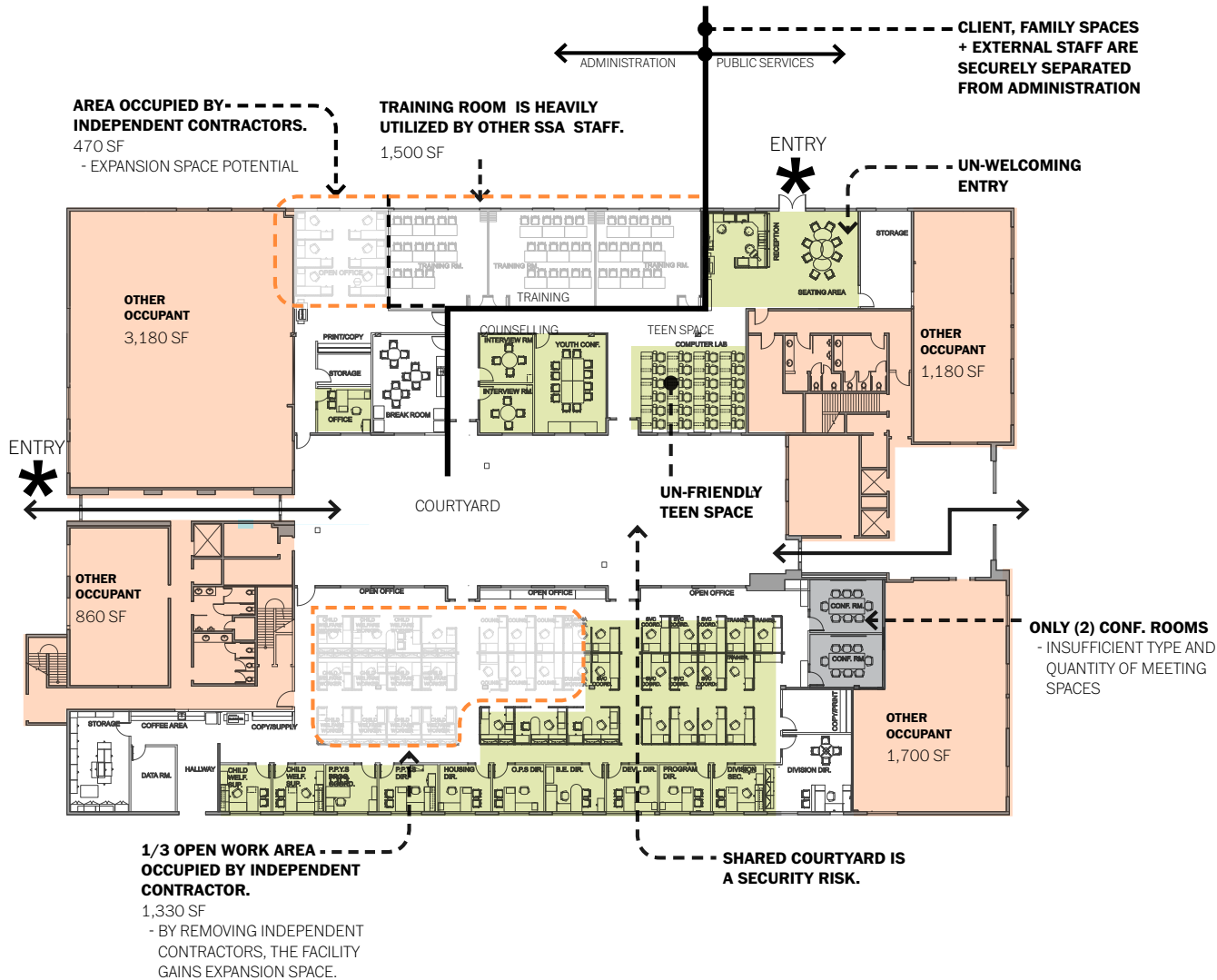
TRANSFORMATION OPTIONS

- ☐ REMODEL
- ☒ RELOCATE PROGRAM
 - ☒ IN CURRENT BUILDING
 - ☐ TO ANOTHER PROPERTY
- ☐ RE-ORGANIZE IN PLACE / CONSOLIDATE
- ☐ EXPAND IN EXISTING BUILDING
- ☐ DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.2: Plan analysis of existing conditions at Eastmont Town Center, Floor 3

ILSP BUILDING

STUDY FOCUS: PUBLIC SERVICE + ADMINISTRATION



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 1987
LEASE/OWNED (GSF) 17,321

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

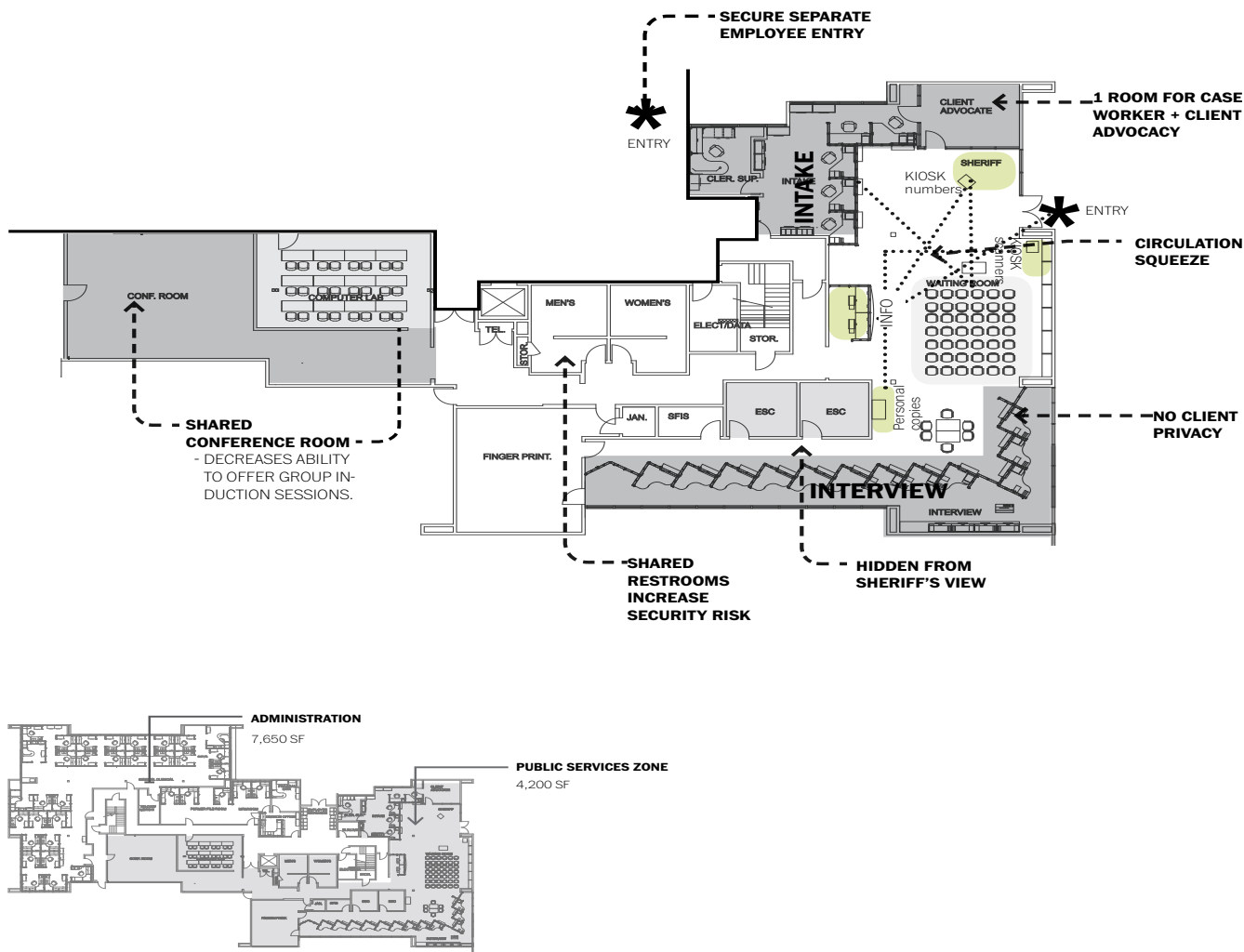
Independent contractors	1,600 sf
Training rooms	1,500 sf
Available rental	6,900 sf
Inefficient Use	-sf
Total Available Expansion / Re-organization	10,000 sf

TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.3: Plan analysis of existing conditions at the ILSP building (675 Hegenberger)

STUDY FOCUS: PUBLIC SERVICE, FLOOR 1



ANALYSIS

PROGRAM
 CONSTRUCTION YEAR: 1970
 LEASE/OWNED (GSF): 40,131

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	0 sf
Training rooms	0 sf
Available rental	0 sf
Inefficient Use	0 sf
Total Available Expansion / Re-organization	0 sf

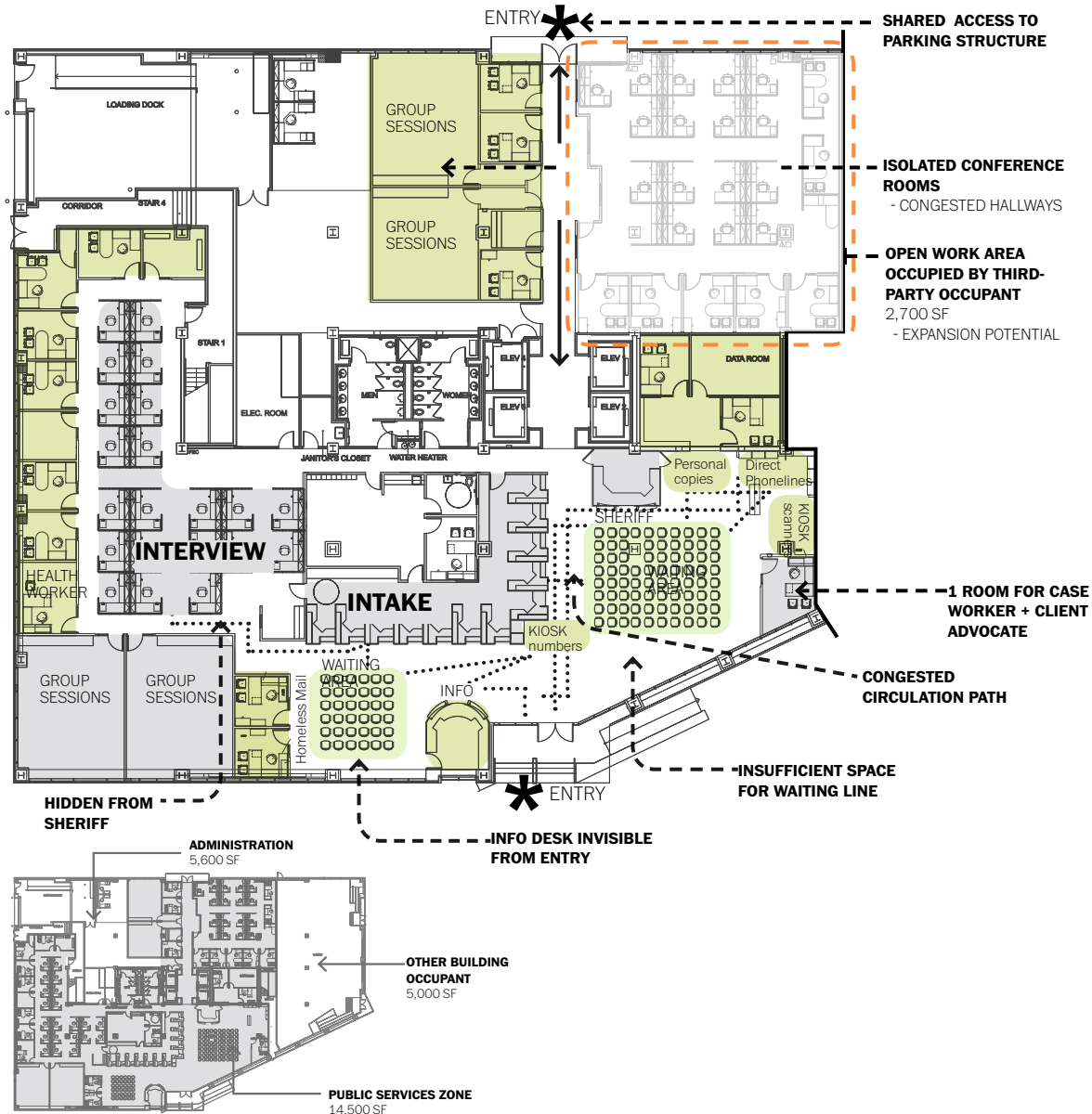
TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.4: Plan analysis of existing conditions at Enterprise (8477 Enterprise Way)

NORTH COUNTY SSC, FLOOR 1

STUDY FOCUS: PUBLIC SERVICE, FLOOR 1



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 2005
LEASE/OWNED (GSF) 102,404

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

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- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	2,700 sf
Training rooms	- sf
Available rental	- sf
Inefficient Use	- sf
Total Available Expansion / Re-organization	2,700 sf

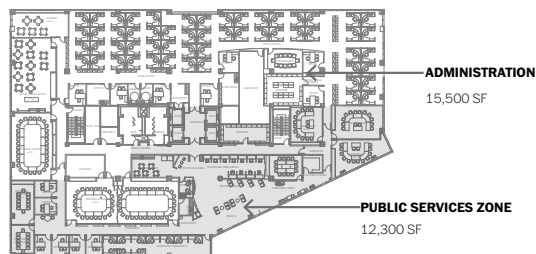
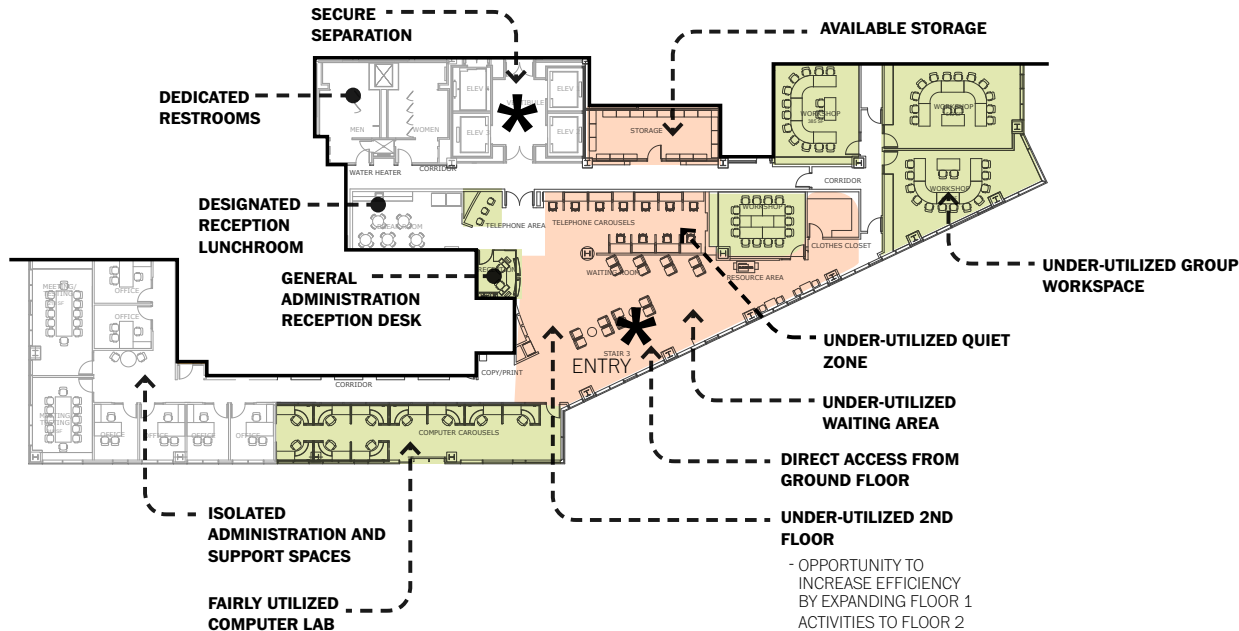
TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.5: Plan analysis of existing conditions at San Pablo (2000 San Pablo Blvd), Floor 1

NORTH COUNTY SSC, FLOOR 2

STUDY FOCUS: PUBLIC SERVICE, FLOOR 2



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 2005
LEASE/OWNED (GSF) 102,404

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	- sf
Training rooms	sf
Available rental	- sf
Inefficient Use	12,300 sf
Total Available Expansion / Re-organization	12,300 sf

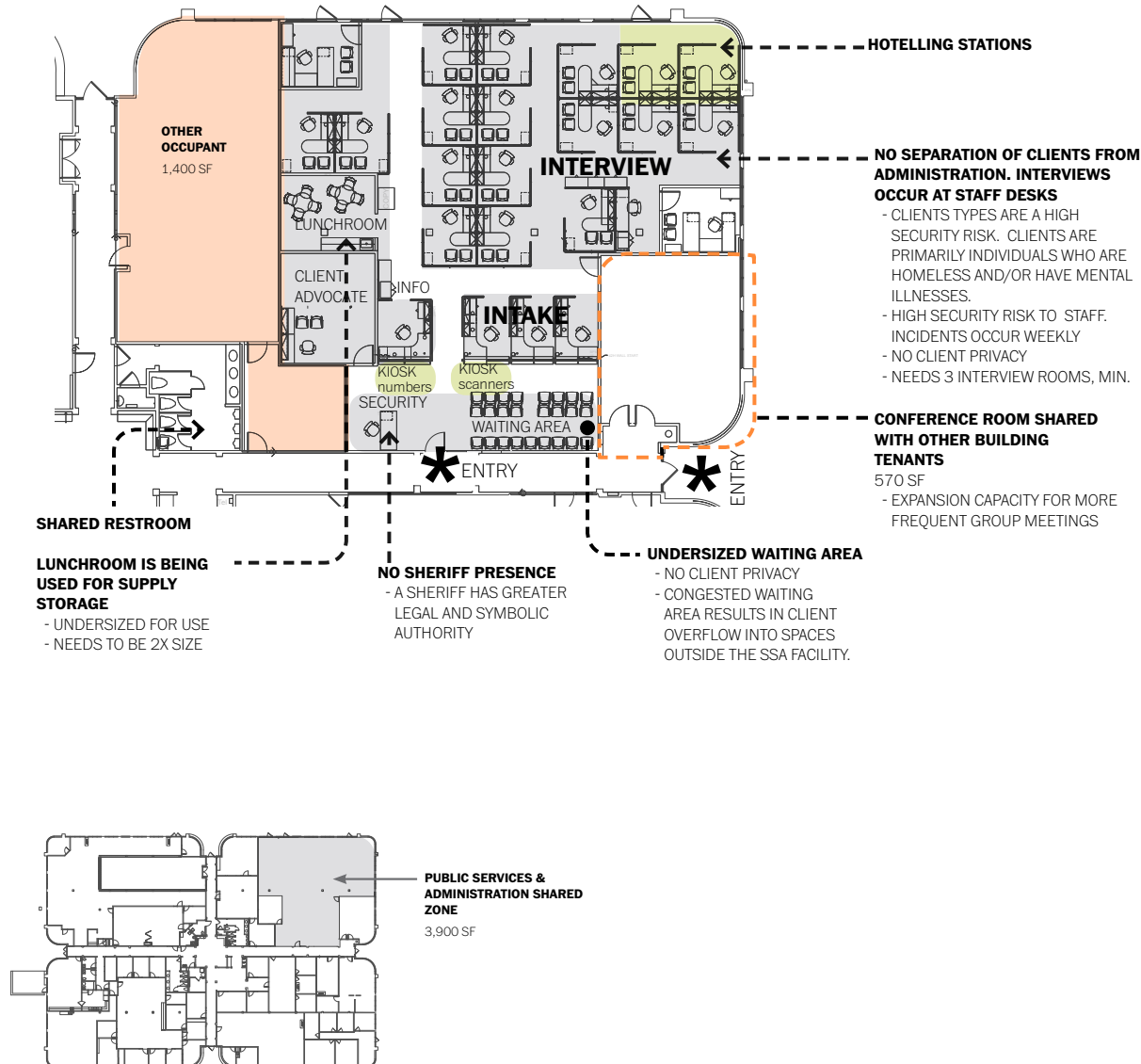
TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.6: Plan analysis of existing conditions at San Pablo (2000 San Pablo Blvd), Floor 2

FREMONT FAMILY RESOURCE CENTER

STUDY FOCUS: PUBLIC SERVICE + ADMINISTRATION



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 1985
LEASE/OWNED (GSF) 3,900

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	- sf
Training rooms	- sf
Available rental	1,970sf
Inefficient Use	- sf
Total Available Expansion / Re-organization	1,970 sf

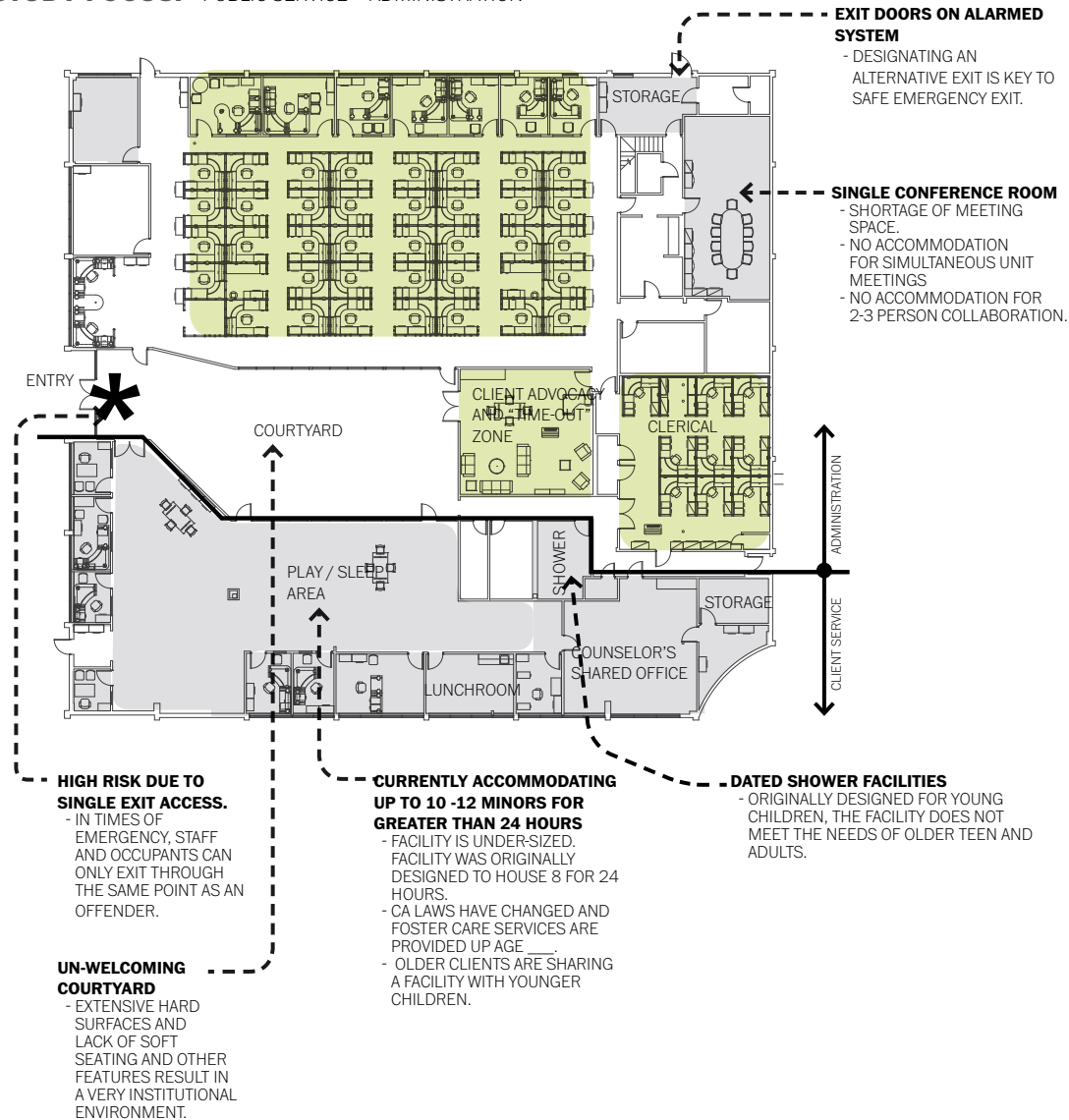
TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.7: Plan analysis of existing conditions at Fremont Family Resource Center (37155 Liberty Street)

CHILDREN & FAMILY SERVICES ASSESSMENT CENTER

STUDY FOCUS: PUBLIC SERVICE + ADMINISTRATION



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 1976
LEASE/OWNED (GSF) 16,500

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	1,000 sf
Training rooms	- sf
Available rental	- sf
Inefficient Use	- sf
Total Available Expansion / Re-organization	1,000 sf

TRANSFORMATION OPTIONS

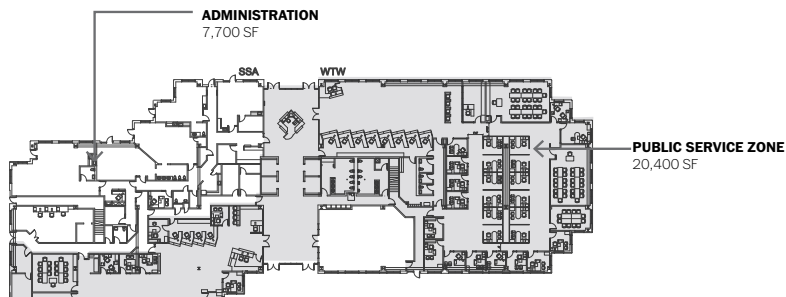
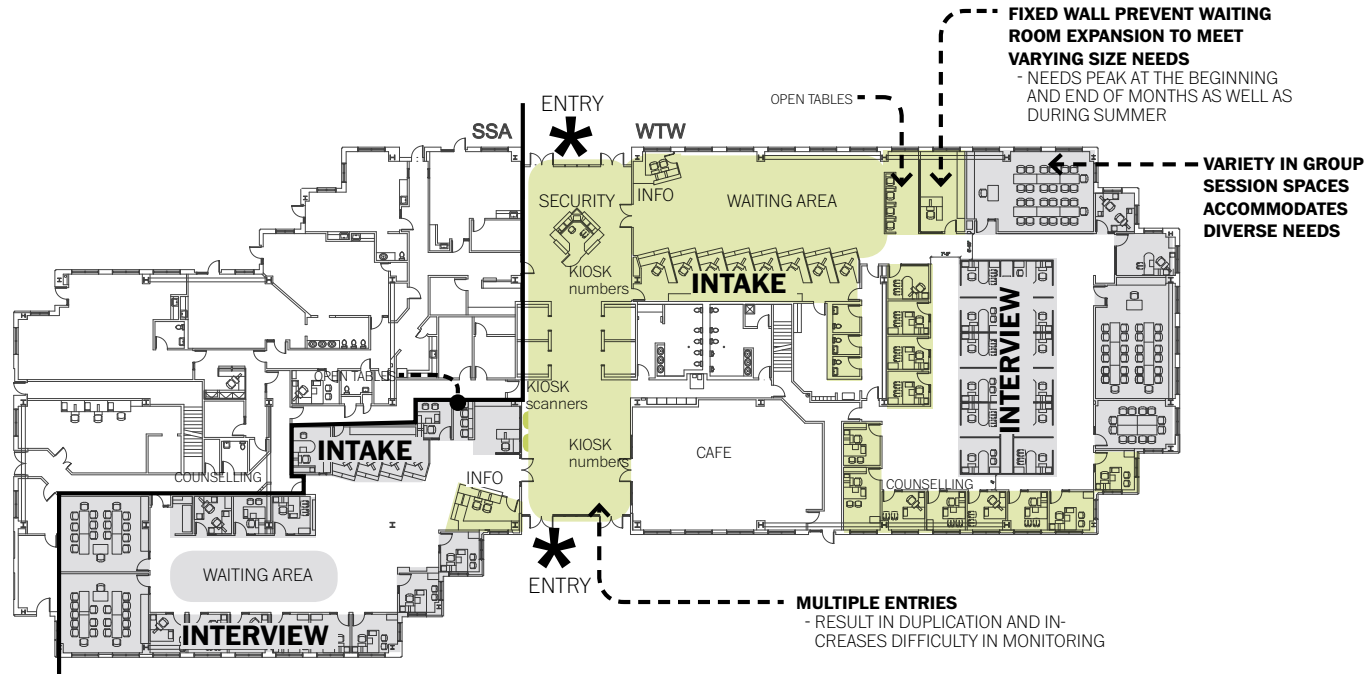
- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.8: Plan analysis of existing conditions at the Children & Family Services Assessment Center (22225 Foothill Blvd)

EDEN AREA MULTI-SERVICE CENTER, FLOOR 1

STUDY FOCUS: PUBLIC SERVICE + ADMINISTRATION

FLOOR 1 - PUBLIC SERVICE



ANALYSIS

● DOES NOT MEET NEEDS ● MEETS NEEDS ● EXCEEDS NEEDS

PROGRAM

CONSTRUCTION YEAR: 2000
LEASE/OWNED (GSF) 176,854

USER ACCOMMODATION PROFILE

PUBLIC SERVICE

- INFORMATION (PERSONAL + DIGITAL)
- WAITING AREA
- INTAKE
- INTERVIEWS + COUNSELLING
- GROUP MEETING ACCOMMODATION
- RESTROOMS
- TECHNOLOGY (WIFI)
- ACCESS (ADA, PARKING + TRANSPORTATION)
- SECURITY

ADMINISTRATION

- WORKSTATION (6X8)
- TEAM SUPERVISION / INTERACTION
- VARIETY OF MEETING SPACES
- EDUCATION + TRAINING
- STORAGE
- RESTROOMS
- TECHNOLOGY (WIFI + NETWORK)
- ENVIRONMENTAL COMFORT/HEALTH
- SECURITY

ON-SITE OPPORTUNITY FOR GROWTH

Independent contractors	- sf
Training rooms	- sf
Available rental	- sf
Inefficient Use	- sf
Total Available Expansion / Re-organization	- sf

TRANSFORMATION OPTIONS

- REMODEL
- RELOCATE PROGRAM
 - IN CURRENT BUILDING
 - TO ANOTHER PROPERTY
- RE-ORGANIZE IN PLACE / CONSOLIDATE
- EXPAND IN EXISTING BUILDING
- DEMOLISH + CONSTRUCT NEW BUILDING

EXHIBIT 2.9: Plan analysis of existing conditions at Eden (24100 Amador Street)

SPACE PLANNING GUIDELINES

RECOMMENDED STANDARDS FOR PUBLIC AND ADMINISTRATIVE SPACES

The best high-performing organizations recognize that space use can vary throughout the day. The key is to provide the appropriate types of space that enable employees to work effectively depending on the task at hand.

The Team has developed several core space planning concepts that provide balance and choice to SSA employees in the workplace. These modules reflect current trends that reduce barriers, embrace transparency, and increase efficiencies. The modules also acknowledge SSA's need to collaborate in teams, and to provide quiet spaces away from others when needed.

The test fits presented in Chapter 3, ahead, focus on two key improvements in the SSA workplace and are illustrated in the following diagrams, including:

- » A reorganization of public spaces to meet existing and projected needs,
- » A realignment of the 6'x8' workstations roll-out to better accommodate both increased number of staff as well as group meeting and conferencing needs.

SPACE TYPE + QUANTITY

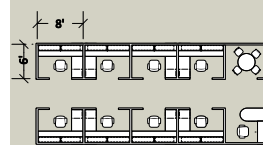
UNIT MODULES

CAPACITY

FUNCTION

INFRASTRUCTURE

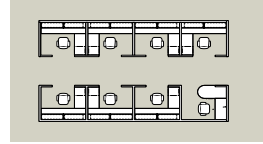
SEAT 8 + 1 SUPERVISOR



DIRECT ACCESS BETWEEN SUPERVISOR AND TEAM

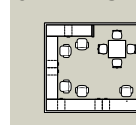
12 X 6 X 8 FT. STATIONS BOOKEND WITH A SUPERVISOR POD. SUPERVISOR ZONES INCLUDE WORKSTATION + SEPARATE MEETING TABLE AND STORAGE.

SEAT 7 + 1 SUPERVISOR



2 - 3 HOTELING PODS PER BUILDING

SEAT 4 - 5



ACCOMMODATE AND ENCOURAGE GREATER WORKFORCE MOBILITY

TASK SEATING, TABLE-TOP POWER AND HARDWARE ACCESS TO NETWORK

MANAGER BANK

3 OFFICES + 1 MEETING ROOM



10 FT X 13 FT MANAGER'S OFFICE AND SHARED CONFERENCE

TASK SEATING, INDIVIDUAL TABLE-TOP POWER, WIFI AND HARDWARE ACCESS TO NETWORK

SPACE PLANNING GUIDELINES

SPACE TYPE + QUANTITY

CAPACITY

FUNCTION

INFRASTRUCTURE

4 - 6 HUDDLE STATIONS

SEAT 2 - 4

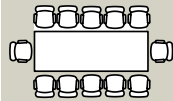


SHORT AD HOC
CONVERSATIONS

SOFT SEATING OR BAR-HEIGHT
COUNTERS, TABLE, POWER, WIFI
AND HARDWARE ACCESS TO
NETWORK

3 - 4 CONFERENCE ROOMS

SEAT 10 - 12

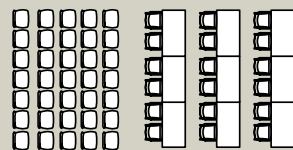


1 HOUR DURATION,
TEAM COORDINATION
PROJECT REVIEW

TASK SEATING, TABLE-TOP
POWER, WIFI AND HARDWARE
ACCESS TO NETWORK

1 MULTI - PURPOSE / GROUP WORKSHOP / COMPUTER LAB

SEAT 20 - 50



1+ HOUR DURATION, SKILLS
UPGRADE

TASK SEATING, FLEXIBLE
CONFIGURATION, WIFI
AND HARDWARE ACCESS TO
NETWORK

SPACE PLANNING METRIC

As a means of assessing SSA's demand for space, the Team determined an appropriate square foot per person metric. This metric was based on a recent Alameda County benchmark (1111 Jackson Street) and reflects SSA's move towards smaller 6'x8' workstations and fewer enclosed offices. The metric was "built up" per the diagram on the following page by including factors for support/amenity spaces and for building efficiency. This is meant to be a high-level metric used for macro space planning and space needs analysis. The actual square foot per person realized in any development will likely differ depending on the size of the floor, the configuration of columns, and the space standards employed.

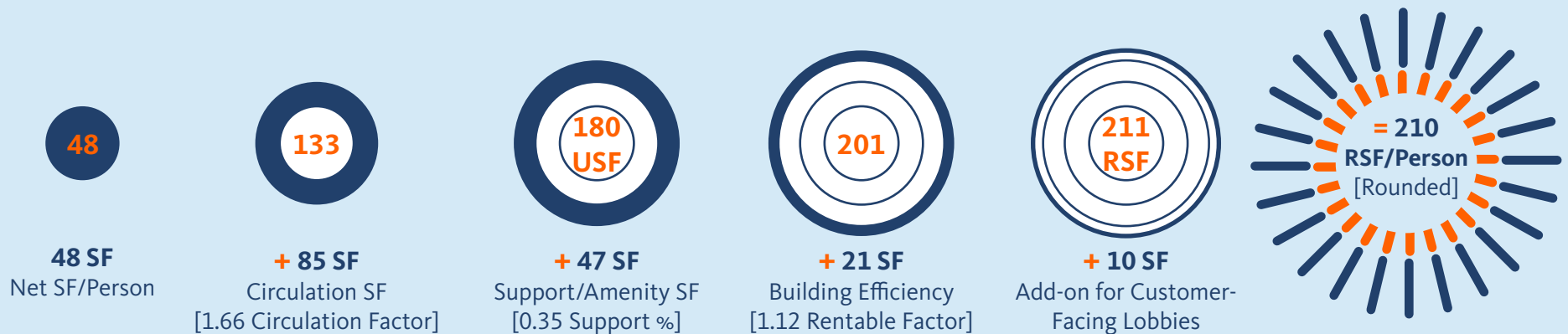


EXHIBIT 2.10: The graphic above illustrates the process by which the standard space metric was "built up."

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3- REAL ESTATE PORTFOLIO RECOMMENDATIONS

1- EXECUTIVE SUMMARY

2- SPACE USE ANALYSIS

3- REAL ESTATE PORTFOLIO
RECOMMENDATIONS

4- IMPLEMENTATION

5- APPENDIX

- » Overview
- » Broadway Building
- » Children & Family Services Assessment Center
- » Eastmont Town Center
- » Eden Area Multi-Service Center
- » Edgewater
- » Enterprise (Medi-Cal Center)
- » Fremont Family Resource Center
- » Hegenberger
- » ILSP Building (675 Hegenberger)
- » Livermore Tri-Valley Outreach Station
- » Pleasanton Outstation
- » San Pablo (North County Service Center)
- » Parking Analysis

The recommendations in this chapter present the culmination of the research and analysis employed throughout the study. These recommendations are intended to address the key issues uncovered by the Team and to reflect the guiding principals and goals developed in the early stages of the study (discussed in the Executive Summary) that have guided the preparation of this Master Space Plan.

The pages that follow contain the Plan's recommendations regarding each of the Agency's 13 owned and leased facilities. The recommendations are organized alphabetically by facility name. For each recommendation, the following aspects are discussed (as applicable):

- » **Recommendation:** The primary recommendation for the facility.
- » **Rationale:** A brief discussion on why the Team feels this recommendation is justified.
- » **Timing Implications:** Special considerations related to the timing of the recommendation, if any (e.g. lease expirations, impacts to other SSA facilities, etc.).
- » **Logistics:** Details on how the recommendation could be implemented.
- » **Estimated Costs:** Estimated construction costs for interior renovations are based on the

recently completed 1111 Jackson build-out. The estimated cost for the new ground-up building at Enterprise are based on recent benchmarks. All costs are preliminary and provided purely as information at a rough order of magnitude. Detailed cost estimates should be developed before making any financial commitment.

- » **Alternatives:** Other options to consider should the recommendation turn out not to be supported or logistically/financially feasible.
- » **Test Fits** (as applicable): Test fits have been included for certain facilities that illustrate ways to increase capacity and improve efficiencies. The layouts all assume use of the new 6' x 8' workstation size. The test fits are conceptual in nature and need to be validated and further developed into more detailed space plans before they are acted upon.

BROADWAY BUILDING

401 Broadway St, Oakland, CA

Current Status

- » Owned
- » 100,851 Rentable Square Feet



Recommendation

If necessary use as temporary swing space over the next 1-6 years, or as long as the property remains available.

Rationale

SSA staff will soon vacate 401 Broadway and relocate to the newly renovated 1111 Jackson. According to GSA, the space will be available as swing space for at least the next two years, after which it will return to the County's portfolio. The County's plan is to sell the building. However, if 401 Broadway is going to play a key role in the Enterprise development strategy, it could remain in the County's portfolio until no longer needed.

Alternatives

None

CHILDREN & FAMILY SERVICES ASSESSMENT CENTER

22225 Foothill Blvd, Hayward, CA

Current Status

- » Leased
- » 16,500 Rentable Square Feet



SSA Occupants

Children & Family Services (“CFS”)

Recommendation

In the near term, retain with minor renovations. Re-evaluate near end of lease in 2023.

Rationale

The facility layout is an example of industry best practices, but its function is outgrowing the space and the interior is dated. Although attempts to keep the Center’s location confidential have been breached, the facility is still considered geographically well located and close to public transit. Recently, the number of older children and young adults coming through the Center has increased. But, the layout of the facility and activities in the space are meant for younger children. The Assessment Center would benefit from additional space which would allow them to provide separate spaces tailored to the different needs of various age groups. SSA may be able to expand into the space next door (approximately 9,600 square feet) currently occupied by the Tiburcio Vasquez Health Center (likely a Health Care Services Agency contractor) if a new home for Tiburcio can be found and a relocation agreed upon.

CHILDREN & FAMILY SERVICES ASSESSMENT CENTER

22225 Foothill Blvd, Hayward, CA

Logistics

In general terms, the following activities would be required:

- » Partner with Tiburcio Vasquez Health Center and the Health Care Services Agency to facilitate Tiburcio's relocation.
- » Assume the Tiburcio lease.
- » Reconfigure approximately 25% of the new space for office use and the remaining space to accommodate older children and young adults.
- » Relocate appropriate clerical staff and services for older children into the new space.
- » Renovate the existing Assessment Center building to upgrade plumbing, carpet and paint and increase storage areas, using the new building as temporary housing during construction.

Timing Implications

Although this recommendation is stand-alone, it is important for this expansion to happen as soon as possible to support Children and Family Services in placing children more quickly. The existing lease does not expire until 2023 and the landlord is well-liked and provides good service.

Estimated Construction Cost

Approximately \$3 million
(assumes 16,500 RSF at \$185 per square foot)

Alternatives

Longer term, relocate to a larger workspace in the surrounding area that would accommodate separate spaces for younger and older children, provide touchdown space for mobile staff, and be located convenient to public transit.

EASTMONT TOWN CENTER

6955 Foothill Ave, Oakland, CA

Current Status

- » Leased
- » Approx. 163,000 Rentable Square Feet



SSA Occupants

Adult & Aging Services (“AAS”),
Workforce & Benefits Administration (“WBA”)

Recommendation

Although Eastmont Town Center has several drawbacks, it has compelling advantages for AAS. WBA, on the other hand, could and should be relocated, preferably to a newly rebuilt facility on the County-owned Enterprise property.

Long-Term: Relocate WBA staff to the new Enterprise facility (once completed); Relocate AAS staff to the renovated WBA space; Preserve the 3rd floor for future AAS growth.

Short-Term: Acquire an additional 10,000-15,000 RSF on the 1st or 2nd floor of the Eastmont Town Center and relocate all public-facing operations from the 3rd floor.

Rationale: AAS

Adult & Aging Services benefits from Eastmont’s centralized transit location and from collocation with complementary public assistance services, including the Center for Elders Independence, County of Alameda Wellness Center, County of Alameda Department of Public Health, Alameda County Medical Specialty Clinic, Department of Behavioral Health Care Services, a Social Security

office, and others. This makes Eastmont a natural location for continued AAS operations. The current 3rd floor location and restrictive elevator access makes it difficult for customers with disabilities to access the lobby. The lobby also becomes easily overwhelmed by providers and customers, especially when IHSS provider orientations are conducted. However, there are two key issues related to the facility that need to be addressed ahead of any decision to stay at Eastmont: parking security, and property management responsiveness. As SSA is a major tenant in the center, the County should use this leverage to insist that the owner improve both of these areas.

Since AAS needs more space immediately, and it will likely be several years before WBA relocates out of the 1st floor, the Plan recommends (as a short term solution) acquiring approximately 13,000 RSF of additional space on the second floor of Eastmont Town Center. This space would house approximately 40 AAS staff and include a customer facing lobby to support interactions with IHSS providers and customers in a more accessible part of the center. This move would eliminate the accessibility challenges currently encountered on the third floor.

According to the property manager at Eastmont Town Center, Beena Standig, the second floor available space includes approximately 8,122

EASTMONT TOWN CENTER

6955 Foothill Ave, Oakland, CA

square feet in suites 79 and 80, approximately 13,600 square feet in suites 64, 65 and 66, and approximately 11,100 square feet in suites 54 and 55. The first floor contains a collection of suites (40-43) next to the current “Annex” space that totals approximately 5,822 square feet. Once a suitable new short-term space is identified and occupied, the newly vacated seats on the third floor can be backfilled as needed to support growth.

Rationale: WBA

Assuming that issues with the owner are satisfactorily resolved, over the long term, the Plan recommends relocating WBA from the first floor to the new Enterprise facility. This move would allow SSA to consolidate operations into a new, more efficient facility, which would improve customer service and likely reduce operating costs over the long term. The move would also free up the first floor WBA space for AAS occupancy.

Logistics

In general terms, the following activities would be required:

Short Term

- » Acquire approximately 10,000 - 15,000 RSF of space on the first or second floor and build-out for AAS customer-facing operations.
- » Relocate approximately 40 IHSS clerical staff to the new space.

Long Term

- » Move WBA from the first floor to a newly rebuilt Enterprise facility.
- » Renovate the first floor for AAS occupancy, taking advantage of the new 6' x 8' workstation standard and eliminating one of the two WBA lobbies.
- » Relocate AAS to the first floor, vacating the third floor entirely.
- » Consider retaining rights on the third floor to support expected growth in AAS staff.

Timing Implications

The long-term recommendation is tied to the completion of the new recommended Enterprise facility and parking structure. Should the construction of the Enterprise facility be pushed back, WBA would have to remain on the first floor of Eastmont, delaying renovation.

Estimated Cost

Short Term

Approximately \$2.7 million
(assumes 15,000 RSF at \$185 per square foot)

Long Term

Approximately \$13.4 million
(assumes 72,368 RSF at \$185 per square foot)

Alternatives

Relocate All Staff and Functions

Vacate Eastmont entirely once the new Enterprise facility is complete. There would potentially be room at the new Enterprise facility to accommodate both WBA and AAS. If the County chooses not to redevelop Enterprise, then new leased space or renewal at Eastmont would be needed for WBA and AAS.

EASTMONT TOWN CENTER: TEST FITS

6955 Foothill Ave, Oakland, CA
Floor 1 - Immediate Renovation Opportunity

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBLIC INTERFACE				
Information	# desks	2	2	
Waiting / Lobby Areas	# seats	3	2	-1
Intake	# desks	13	13	
Interview stations	# desks	30	36	6
Consulting Rooms	# desks	14	14	
Computer Lab/Stations	# rms	1	1	
Group Accommodation	# rms	8	8	
STAFF & ADMINISTRATION				
Workstations	# seats	165	197	32
Offices	# seats	6	6	0
Conference Rooms				
Seats 2 - 6	# rms		6	6
Seats 8 - 12	# rms	3	3	
Seats 15 - 20	# rms	1	1	
Seats 25 OR MORE	# rms			
Training / Computer Lab	# rms	2	2	
Lunchroom	# seats	1	1	
Lactation / Wellness Room	# rms	0	0	
Gender Neutral Restroom	# rms	0	0	

Eastmont Floor 1 Staff area is already tightly packed. With the planned reconfiguration and use of the 6'x8' workstation standard, and taking advantage of the existing circulation patterns, six new meeting tables have been accommodated.

If IHSS can use a portion of the existing WBA public service zone (on a temporary basis), the County not only gains real estate efficiency but also greater synergy between services. The concept of a one-stop shop is reinforced.

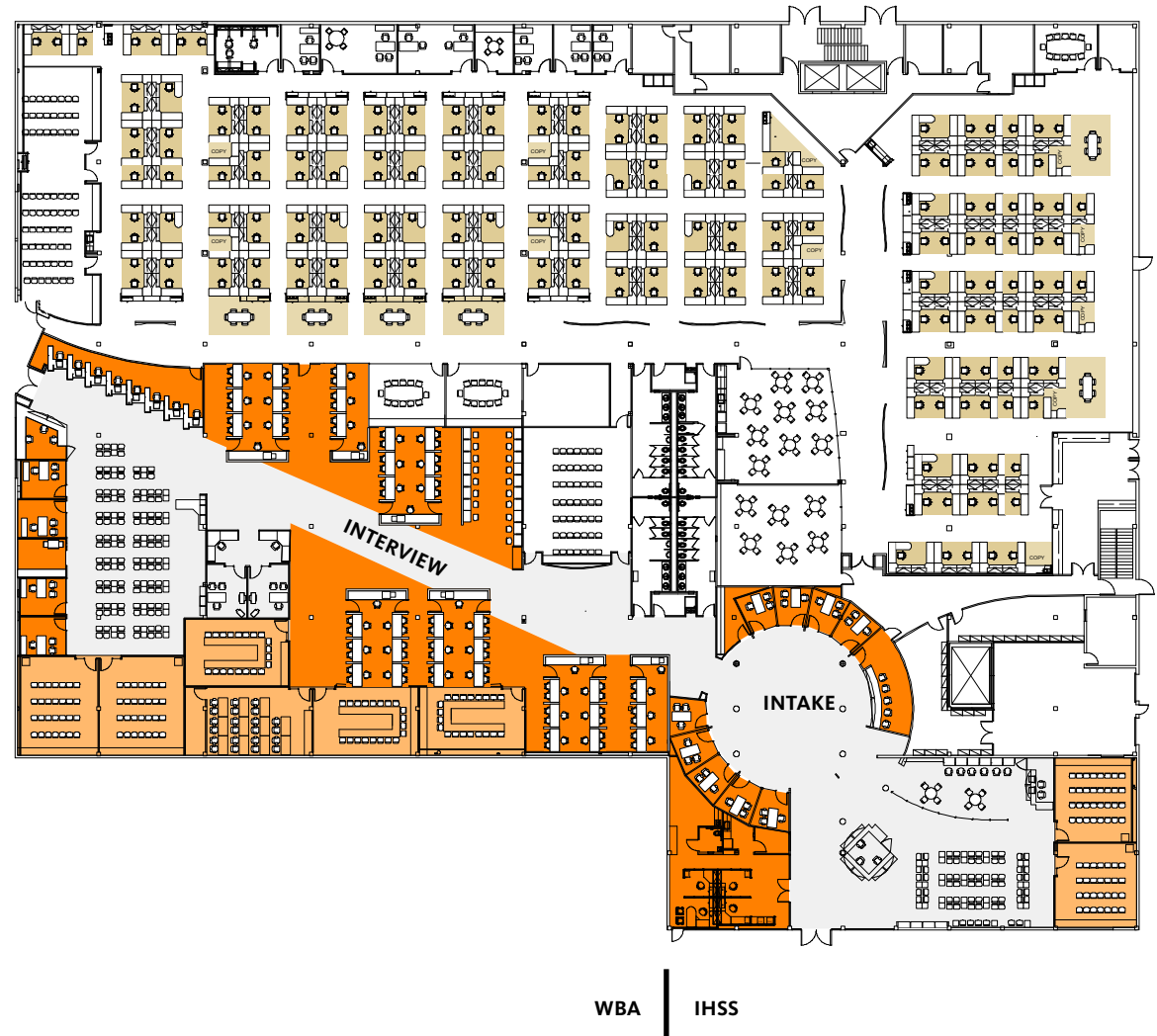


EXHIBIT 3.1: Test fit plan, Eastmont Town Center (6955 Foothill Ave), Floor 1

EASTMONT TOWN CENTER: TEST FITS

6955 Foothill Ave, Oakland, CA
Floor 3 - Immediate Renovation Opportunity



EXHIBIT 3.2: Test fit plan, Eastmont Town Center (6955 Foothill Ave), Floor 3

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBLIC INTERFACE				
Information	# desks			
Waiting / Lobby Areas	# seats			RELOCATED TO FLOOR 1
Intake	# desks			
Interview stations	# desks			
Consulting Rooms	# desks			
Computer Lab/Stations	# rms			
Group Accommodation	# rms			
STAFF & ADMINISTRATION				
Workstations	# seats	185	263	78
Offices	# seats	31	24	-7
Conference Rooms				
Seats 2 - 6	# rms	0	7	7
Seats 8 - 12	# rms	2	3	1
Seats 15 - 20	# rms			
Seats 25 OR MORE	# rms	1	3	2
Training / Computer Lab	# rms	1	1	
Lunchroom	# seats	1	1	
Lactation / Wellness Room	# rms	0	0	
Gender Neutral Restroom	# rms	0	0	

One consistent request from staff has been to provide more meeting space. Floor 3 has the unique attribute of an outdoor roof courtyard which alleviates the pressure on the few existing conference rooms.

As shown in the proposed test fit, conference rooms are now distributed evenly across the floor, and the existing large conference room is re-dedicated to staff use. With the relocation of public service functions to Floor 1, the Adult and Aging group is able to increase capacity by 78 seats while only losing 2 offices.

EDEN AREA MULTI-SERVICE CENTER

24100 Amador St, Hayward, CA

Current Status

- » Leased
- » 176,854 Rentable Square Feet



SSA Occupants

Workforce & Benefits Administration

Recommendation

Retain; Rearrange staff and contractors to improve adjacencies and space efficiency

Rationale

Eden is well-located to serve WBA customers, and is an ideal workplace for employees.

Parking remains a challenge at Eden. GSA is reportedly working with SSA to improve the exiting process and to ensure employees who pay for parking are allocated a parking space.

Although Eden is not as challenged for meeting space as other facilities in the SSA portfolio, there are underutilized areas that could be reclaimed for meeting space or additional seats, including an unoccupied café and overly generous internal circulation pathways.

The assignment of space to contractors appears, in some instances, to conflict with the adjacencies of some SSA units, and reprogramming the space could facilitate better teamwork and communication.

Logistics

In general terms, the following activities would be required:

- » Complete conversion to 6' x 8' workstations on all floors.
- » Reprogram floors for improved adjacencies.
- » Reclaim underutilized space for additional meeting space or workspace:
 - Floor 1: Unoccupied café
 - Floor 1: Excessive circulation space

Timing Implications

Reprogramming Eden is not dependent on any other recommendation but should be completed as soon as possible to maximize occupancy and reduce space needs elsewhere.

Estimated Cost

N/A

Alternatives

None

EDEN AREA MULTI-SERVICE CENTER: TEST FITS

6955 Foothill Ave, Oakland, CA
Floor 4 - Immediate Renovation Opportunity



EXHIBIT 3.3: Test fit plan, Eden (24100 Amador Street), Floor 4

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBLIC INTERFACE				
Information	# desks			
Waiting / Lobby Areas	# seats			
Intake	# desks	NOT APPLICABLE		
Interview stations	# desks			
Consulting Rooms	# desks			
Computer Lab / Stations	# rms			
Group Accommodation	# rms			
STAFF & ADMINISTRATION				
Workstations	# seats	142	171	29
Offices	# seats	28	26	-2
Conference Rooms				
Seats 2 - 6	# rms		11	11
Seats 8 - 12	# rms		1	1
Seats 15 - 20	# rms	2	3	1
Seats 25 OR MORE	# rms			0
Training Rooms	# rms	2	1	-1
Lunchroom	# seats	1	1	
Lactation / Wellness Room	# rms		1	1
Gender Neutral Restroom	# rms			

With only a reduction of 2 offices, the new proposed standard is able to provide a far wider selection of work environments. Even with accommodating a new Mother's/Wellness room and maintaining provision of a lunchroom and training lab, real estate efficiency has improved.

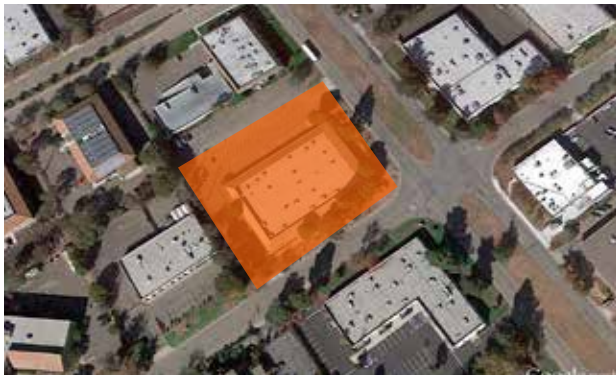
Workstation count increased by 18% and the number of group/meeting accommodations increased by more than four fold.

EDGEWATER

7751 Edgewater Dr, Oakland, CA

Current Status

- » Owned
- » 15,030 Rentable Square Feet



SSA Occupants

Welfare Fraud, Appeals/Fair Hearings

Recommendation

Retain and expand into adjacent space of approximately 10,000 square feet when it becomes available (estimated to be Spring 2017).

Rationale

Edgewater has been recently renovated with 6' x 8' workstations, but there is still a need to support additional staff. Extensive file retention requirements also require more space. In the short term, securing off-site site storage would temporarily improve space constraints. Over the longer term, there is an opportunity to expand into adjacent space currently occupied by the Courts Office of Information Technology (OIT) when it becomes available in spring 2017. The amount of available space likely exceeds what is needed to support reported short term staff growth from the two programs, but any additional space could be used for file storage, both for Welfare Fraud, Appeals/Fair Hearing and perhaps even other SSA departments.

Logistics

In general terms, the following activities would be required:

- » Secure off-site or more compact on-site storage solutions to improve space constraints.
- » Expand into Courts OIT space when it becomes available in spring 2017.
- » Allocate any unneeded space for file storage from other departments/locations.

Timing Implications

Reprogramming Edgewater is not dependent on any other recommendation, but should be completed as soon as possible to maximize occupancy and reduce space required for additional staff elsewhere.

Estimated Cost

Approximately \$1.85 million
(assumes 10,000 RSF at \$185 per square foot)

Alternatives

None

ENTERPRISE (MEDI-CAL CENTER)

8477 Enterprise Way, Oakland, CA

Current Status

- » Owned
- » 40,131 Rentable Square Feet



SSA Occupants

Workforce Benefits Administration

Recommendation

Rebuild on site to maximize capacity and provide a modern workplace.

Rationale

The existing Enterprise office is well located to serve its customers, but the facility itself is old and needs to be replaced. The space is in poor condition, and failing systems and infrastructure are driving up maintenance and repair costs. The site is also severely under-parked, which limits building densification. Ongoing renovations and workstation reconfigurations are costly and are further compounding existing infrastructure issues.

There are two primary challenges to implementing this recommendation. The first challenge is financing and gaining Board of Supervisor endorsement. The second challenge is finding a suitable temporary location for the SSA staff currently working at Enterprise, as the existing buildings will need to be demolished prior to construction of the new facility. 401 Broadway would seem to be a good candidate, as it is large enough to house the Enterprise staff and it has a ground floor customer-facing lobby. But it is

unclear how long the County intends to hold onto 401 Broadway once its current occupants are relocated to the new 1111 Jackson space.

There is also the possibility of a phased approach that would allow the existing building to remain in place while a new building is constructed on site. The viability of this alternative will depend on the final sizing of the building, its configuration, County-wide on-site parking policies, and regulatory negotiations with the City of Oakland.

Exhibit 3.5 ahead shows one way that a new office building and parking could be positioned on the property while adhering to the current 55' height limit.

Logistics

In general terms, the following activities would be required:

- » Identify a temporary location to house SSA staff currently working at Enterprise.
- » Relocate the staff and functions from Enterprise to the temporary location.
- » Demolish the existing buildings and construct a new 100,000 – 200,000 SF building and corresponding parking structure.
- » Relocate staff from temporary location into new Enterprise building.

ENTERPRISE (MEDI-CAL CENTER)

8477 Enterprise Way, Oakland, CA

Timing Implications

This project is crucial to the success of several other recommended projects. Should the Enterprise project be delayed, the other recommendations would be impacted.

Estimated Cost

Office Building

Approximately \$72.5 million
(assumes 145,000 GSF at \$500 per square foot)

Parking Garage

Approximately \$9.8 million
(assumes 75,500 GSF at \$130 per square foot)

Alternatives

Vacate the Enterprise site entirely and move staff to a new location.

Hypothetical Program: Redeveloped Enterprise Facility

Name	Headcount	Required RSF	Parking
Enterprise WBA staff	190	39,900	152
Eastmont WBA staff	254	53,340	203
ILSP Staff + Contractors	82	17,321	66
Projected Growth @ 25%	132	27,640	105
TOTAL	658	138,201	526
GSF Markup		145,111	

EXHIBIT 3.4: Summary of space required at proposed Enterprise site redevelopment

ENTERPRISE (MEDI-CAL CENTER): TEST FIT

8477 Enterprise Way, Oakland, CA
Site Redevelopment



EXHIBIT 3.5: View from NE of proposed site redevelopment



EXHIBIT 3.6: Massing proposed for Enterprise site redevelopment

DESCRIPTION		MAX.	DESIGN	
Building Height		55		
FLOORS	AREA (SF)	ELEVATION	F/H	
1	45,300	0	17.0	LOT AREA (SF)
2	45,300	17	12.5	105,372
3	45,300	30	12.5	FAR (design)
4	45,300	42	12.5	4
roof		55		DESIGN: PARKING
BUILDING DESIGN (AREA)				75,500
	181,200			DESIGN: PARKING FOOTPRINT
				23,424
				concrete structure
				10%
				22% *exceeds zoning
				# spaces (1:1200)
				151
				Max per floor
				55
				Parking Levels
				2.75 *ground, 2nd and roof
				LANDSCAPE
				15,806
				13,568
				15%
				13% * below zoning

EXHIBIT 3.7: Summary of space required at proposed Enterprise site redevelopment

FREMONT FAMILY RESOURCE CENTER

39155 Liberty St, Fremont, CA

Current Status

- » Leased
- » 4,867 Rentable Square Feet



Occupants

Workforce Benefits Administration

Recommendation

Relocate staff to a larger leased space as soon as possible. This move may be temporary or permanent, depending on the City of Fremont's new civic center project, supposedly designed to include several social service agencies.

Rationale

The Fremont office is well-located to serve a large number of customers but the facility is severely overcrowded, and many resources, such as restrooms, have to be shared with other tenants in the building. Additionally, the City of Fremont has targeted the existing facility site for redevelopment in accordance with its Fremont Downtown Community Plan, adopted in 2012 and amended in 2014. While the City has begun taking steps to facilitate the relocation, there is no clear understanding of when the City will find a new home for SSA in Fremont. In the meantime, SSA needs to relocate immediately in order to keep pace with service demand in the Fremont area. The existing lease is on a month to month basis.

FREMONT FAMILY RESOURCE CENTER

39155 Liberty St, Fremont, CA

Logistics

In general terms, the following activities would be required:

- » Determine status of City's effort to find new space for SSA.
- » Identify new location of approximately 7,000 RSF.
- » Relocate staff to new location.

Timing Implications

This recommendation is not tied to any other, although relocation should be completed as soon as possible to relieve overcrowding and improve customer service.

Estimated Cost

Approximately \$1.3 million
(assumes 7,000 RSF at \$185 per square foot)

Alternatives

None

Hypothetical Program: New Leased Fremont Facility

Name	Headcount	Required RSF	Parking
Current staff	25	5,250	20
Additional unit	8	1,680	6
TOTAL	33	6,930	26

EXHIBIT 3.8: Summary of space required at proposed new leased Fremont facility

HEGENBERGER

333 Hegenberger Rd, Oakland, CA

Current Status

- » Leased
- » 18,200 Rentable Square Feet



Occupants

Pending

Recommendation

Retain and position as a centralized training facility.

Rationale

Training is currently spread throughout the County in other SSA facilities, which compromises meeting space that is needed by the occupants of their respective locations. SSA would like to hold more frequent training events in order to keep pace with increasing case-related work. The space on the sixth floor at 333 Hegenberger could adequately house several training rooms. Sudden swells of trainees would be more easily accommodated here than at most other facilities due to the large number of parking spaces and parking lot access points. The building's large main lobby is also a benefit when large groups gather for training. Centralizing the training function at Hegenberger would allow SSA to repurpose many large training rooms at other locations as work seats or collaboration space.

Logistics

In general terms, the following activities would be required:

- » Solidify lease terms
- » Program, design and install FF&E in training rooms and the sixth floor lobby

Timing Implications

This recommendation is not tied to any other, but should take place as soon as possible to remove pressure on space in other facilities currently hosting training events. Should this recommendation be delayed, SSA will continue to struggle to train staff quickly enough to accommodate increasing work loads.

Alternatives

Negotiate better terms and lease additional space at 675 Hegenberger for centralized training.

ILSP BUILDING

675 Hegenberger Rd, Oakland, CA

Current Status

- » Leased
- » 17,321 Rentable Square Feet



Occupants

Children and Family Services, Independent Living Skills Program (ILSP) contractors

Recommendation

Relocate to the new redeveloped Enterprise facility.

Rationale

The current leased Independent Living Skills Program (ILSP) building is well-located to serve its customers, but the building is old and SSA's current rent appears to be above market. Neither the parking lot nor the building itself appear to be well maintained. SSA's lease ends in December of 2016 and triggers an opportunity to find a more modern space near public transit to house this function.

Logistics

In general terms, the following actions would be required:

- » Locate suitable public-facing office space with good access to public transit.
- » Configure the new space to meet the needs of the Independent Living Skills Program, (e.g. computer training rooms).
- » Relocate staff and functions into the new space.
- » Do not renew the lease at 675 Hegenberger.

Timing Implications

This recommendation is not tied to any other but should be considered immediately, given the current space's impending lease end date.

Alternatives

The above notwithstanding, the rent at 675 Hegenberger, while slightly above market, is still relatively cheap, which is likely reflected in the landlord's poor level of service. There is an opportunity for GSA to negotiate more favorable lease terms and remain in place.

JACKSON BUILDING

1111 Jackson St, Oakland, CA

Current Status

- » Owned
- » 152,564 Rentable Square Feet



Occupants

Children & Family Services, Agency Administration & Finance

Recommendation

Retain as-is

Rationale

The building at 1111 Jackson was recently renovated to house SSA staff previously located at 401 Broadway, and staff from the Alameda County Probation Department. The facility is in excellent condition and offers room for staff growth.

Logistics

In general terms, the following actions would be required:

- » Source and lease/purchase additional parking nearby or on the shuttle route.

Timing Implications

None

Alternatives

None

LIVERMORE TRI-VALLEY OUTREACH STATION

3311 Pacific Ave, Livermore, CA

Current Status

- » Leased
- » 1,243 Rentable Square Feet



Occupants

Workforce & Benefits Administration

Recommendation

Relocate to a new, larger leased facility to accommodate East County growth.

Rationale

The Livermore Tri-Valley Outreach Station is well located to serve customers in the eastern region of Alameda County, an area experiencing relatively rapid growth in customer population. However, office is quickly outgrowing their existing space. The lease ends in December 2016, which provides an opportunity to relocate to a larger, more modern facility.

Logistics

In general terms, the following activities would be required:

- » Acquire a new leased office space of approximately 4,000 RSF.
- » Relocate the staff and functions from the Livermore Tri-Valley Outreach Station to the new facility.
- » Do not renew the lease at 3311 Pacific Avenue in Livermore.

Timing Implications

The timing of this recommendation is tied to the lease of the Livermore Tri-Valley Outreach Station, whose lease expires in December 2016. If space cannot be located on time, a month-to-month lease to remain in place should be arranged.

Estimated Cost

Approximately \$740,000
(assumes 4,000 RSF at \$185 per square foot)

Alternatives

None

PLEASANTON OUTSTATION

5669 Gibraltar Dr, Pleasanton, CA

Current Status

- » Leased
- » 2,346 Rentable Square Feet



Occupants

Workforce & Benefits Administration

Recommendation

Retain as-is

Rationale

The Pleasanton office is not customer-facing and does not appear to be growing. At this location, SSA is collocated within the Department of Child Support Services space, a co-location SSA finds beneficial and would like to maintain.

Logistics

In general terms, the following activities would be required:

- » Complete conversion to 6' x 8' workstations.

Timing Implications

This recommendation is not tied to any other

Alternatives

None

SAN PABLO (NORTH COUNTY SOCIAL SERVICE CENTER)

2000 San Pablo, Oakland, CA

Current Status

- » Owned
- » 102,404 Rentable Square Feet



Occupants

Workforce Benefits Administration, Children and Family Services, Agency Administration

Recommendation

Renovate first floor lobby and second floor career center to increase interview booth capacity; seek third-party parking nearby to alleviate parking shortage

Rationale

The San Pablo office is well-located to serve its customers, but staff growth is quickly outgrowing the space. In addition to the need for more workstations, there is also a severe shortage of meeting spaces. The customer-facing space is challenged by an inadequate number of interview booths, inefficient space distribution in the lobby, and multiple waiting rooms, which are confusing to customers. The second floor career center is significantly underutilized. The 6' x 8' workstation reconfiguration will create additional seating capacity once implemented. If projected growth exceeds this new capacity, space can be programmed into the new Enterprise facility. Additionally, any non customer-facing or supporting functions could be relocated from San Pablo to the new Enterprise facility,

creating more room for customer-facing staff at San Pablo.

Note: A separate suite on the first floor of approximately 5,000 SF is controlled (in some manner) by the local developer Alan Dones, who reportedly has plans to use the space and thus is unlikely to return control to the County for a reasonable price, if at all.

SAN PABLO (NORTH COUNTY SOCIAL SERVICE CENTER)

2000 San Pablo, Oakland, CA

Logistics

In general terms, the following activities would be required:

- » Locate additional parking nearby to alleviate parking shortage.
- » Develop a formal plan to increase shuttle accessibility and utilization.
- » Renovate first floor lobby in phases, utilizing second-floor career center for overflow seating during peak times.
- » Renovate second floor career center space for use as interview booths.

Timing Implications

This recommendation is not tied to any other actions, but due to the current severe parking shortage, it is dependent on locating additional parking nearby and supporting alternative transportation. Once the pressure on parking has been relieved, renovations can begin.

Estimated Cost

1st Floor

Approximately \$2.7 million
(assumes 14,500 RSF at \$185 per square foot)

2nd Floor

Approximately \$2.3 million
(assumes 12,300 RSF at \$185 per square foot)

Alternatives

None

2000 San Pablo, Oakland, CA

Floor 1 - Renovation Opportunity

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBLIC INTERFACE				
Information	# desks	1	1	
Waiting / Lobby Areas	# seats	2	2	
Intake	# desks	12	18	6
Interview stations	# desks	21	18	-3
Consulting Rooms	# desks	11	11	
Computer Lab / Stations	# rms	-	-	
Group Accommodation	# rms	4	2	-2
STAFF & ADMINISTRATION				
Workstations	# seats	18	11	-7
Offices	# seats	7	2	-5
Conference Rooms				
Seats 2 - 6	# rms			
Seats 8 - 12	# rms			
Seats 15 - 20	# rms			
Seats 25 OR MORE	# rms			
Training Rooms				
Lunchroom	# seats			
Lactation / Wellness Room	# rms			
Gender Neutral Restroom	# rms			

In order to meet growing public needs and resolve the crowded waiting room issues, relocate Rubicon to Floor 2. This provides an opportunity to designate Floor 1 as purely a customer service center.

PUBLIC INTERFACE

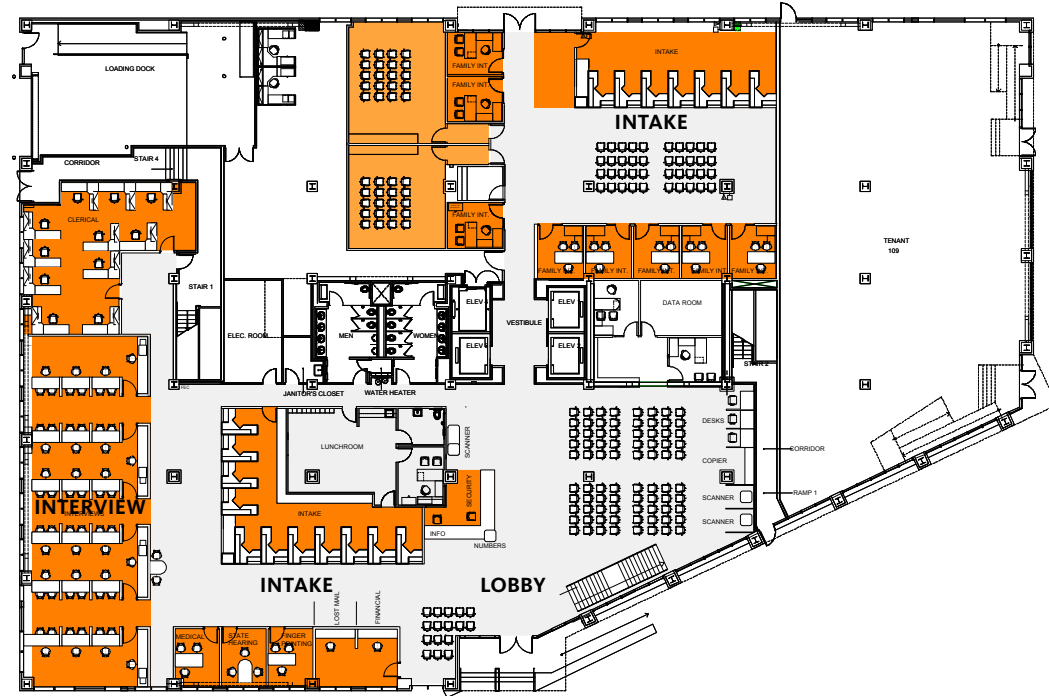


EXHIBIT 3.9: Test Fit for San Pablo (2000 San Pablo Blvd), Floor 1

SAN PABLO: TEST FITS

2000 San Pablo, Oakland, CA
Floor 2 - Renovation Opportunity

WORKFORCE DEVELOPMENT + GROUP ORIENTATION

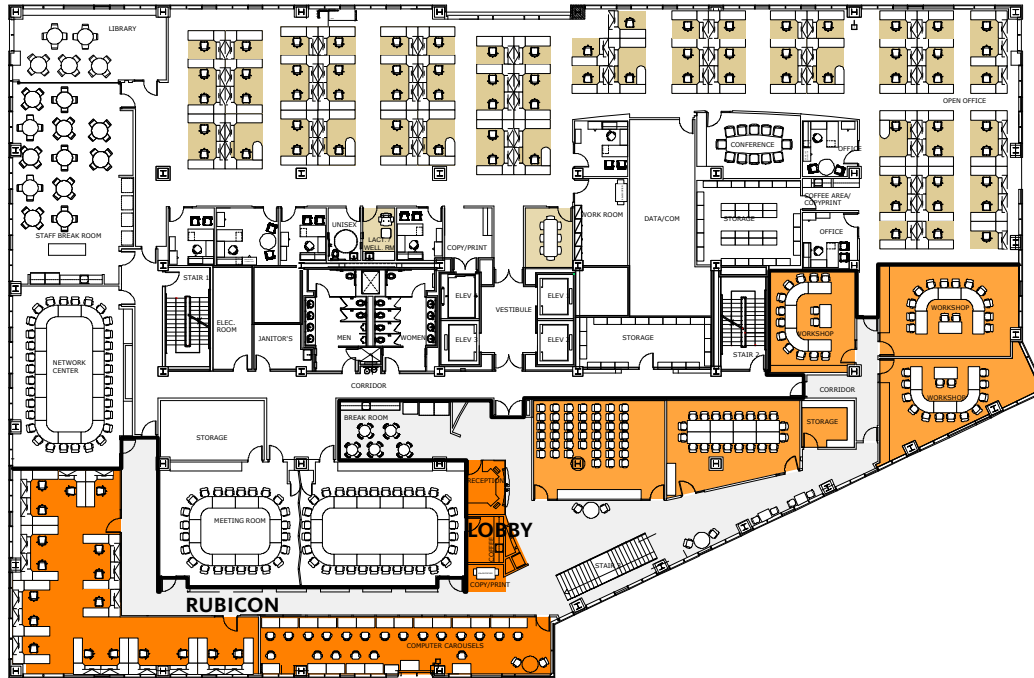


EXHIBIT 3.10: Test Fit for San Pablo (2000 San Pablo Blvd), Floor 2

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBIC INTERFACE				
Information	# desks	1	1	
Waiting / Lobby Areas	# seats	1	1	
Intake	# desks	-	-	
Interview stations	# desks	-	-	
Consulting Rooms	# desks	-	-	
Computer Lab / Stations	# rms	1	1	
Group Accommodation	# rms	5	5	
STAFF & ADMINISTRATION				
Workstations	# seats	55	92	37
Offices	# seats	8	6	-2
Conference Rooms				
Seats 2 - 6	# rms	0	2	2
Seats 8 - 12	# rms	1	2	1
Seats 15 - 20	# rms	-	-	
Seats 25 OR MORE	# rms	2	2	
Training Rooms	# rms	1	1	
Lunchroom	# seats	1	1	
Lactation / Wellness Room	# rms		1	1
Gender Neutral Restroom	# rms		1	1

A far more detailed examination of the use of the North County SSC is needed to determine better utilization numbers. However, to gain some insight as a possible direction, the strategy provided here assigns Rubicon and all Workforce Development to Floor 2. This should improve work efficiencies between the two groups and provide better overall service to SSA customers.

SAN PABLO: TEST FITS

2000 San Pablo, Oakland, CA
Floor 3 - Renovation Opportunity

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBLIC INTERFACE				
Information	# desks	NOT APPLICABLE		
Waiting / Lobby Areas	# seats			
Intake	# desks			
Interview stations	# desks			
Consulting Rooms	# desks			
Computer Lab / Stations	# rms			
Group Accommodation	# rms			
STAFF & ADMINISTRATION				
Workstations	# seats	99	109	10
Offices	# seats	19	15	-4
Conference Rooms				
Seats 2 - 6	# rms	0	8	8
Seats 8 - 12	# rms	3	7	4
Seats 15 - 20	# rms	1	1	0
Seats 25 OR MORE	# rms	1	1	0
Training Rooms	# rms	2	2	0
Lunchroom	# seats	24	24	0
Lactation / Wellness Room	# rms		1	1
Gender Neutral Restroom	# rms			

Floors 3 and 4 are wholly administrative in function. Currently a significant portion of the floor plates are dedicated to large foot-print functions (e.g. library, training rooms, lunchrooms). As a result, an optimized Floor 3 only gains 10 workstations.

To address these issues, training facilities could be relocated off site, possibly at 333 Hegenberger, creating more room for staff on Floor 3. Another option is to take advantage of the growing food options in downtown Oakland and convert the large lunchrooms to smaller coffee/microwave stations.



EXHIBIT 3.11: Test Fit for San Pablo (2000 San Pablo Blvd), Floor 3

SAN PABLO: TEST FITS

2000 San Pablo, Oakland, CA
Floor 4 - Renovation Opportunity

WORKFORCE DEVELOPMENT + GROUP ORIENTATION



EXHIBIT 3.12: Test Fit for San Pablo (2000 San Pablo Blvd), Floor 4

Test Fit Results and Comparisons

SPACE USE	UNIT	CURRENT	PROPOSED	GAIN/LOSS
PUBLIC INTERFACE				
Information	# desks			
Waiting / Lobby Areas	# seats			
Intake	# desks			NOT APPLICABLE
Interview stations	# desks			
Consulting Rooms	# desks			
Computer Lab / Stations	# rms			
Group Accommodation	# rms			
STAFF & ADMINISTRATION				
Workstations	# seats	92	104	12
Offices	# seats	31	32	1
Conference Rooms				
Seats 2 - 6	# rms	3	6	3
Seats 8 - 12	# rms	3	6	3
Seats 15 - 20	# rms			
Seats 25 OR MORE	# rms	1	1	0
Training Rooms	# rms			
Lunchroom	# seats	24	24	0
Lactation / Wellness Room	# rms	0	1	1
Gender Neutral Restroom	# rms			

Growth on Floor 4 is restricted by the foot-print of Human Resources and a large lunchroom. As a result, there is only a net increase of 12 seats in this test fit.

PARKING ANALYSIS

Balancing Parking and Sustainability

While Americans have long depended on cars as their primary transportation to work, the rapid urbanization of cities is increasing the cost of real estate and limiting the land available for parking lots and structures. Both the environmental costs and the social costs of driving have added further pressure on cities and local governments to reduce vehicle use and encourage alternative means of transportation. Offering fewer parking spaces is among the most effective strategies for discouraging automobile use.

Although neither Alameda County nor the SSA has provided a specific target parking spaces per employee, the County has emphasized reducing the number of employees driving to work as a strategy central to meeting its sustainability goals. Based on a master space plan completed for the Department of Social Services in the County of Los Angeles, the Team has assumed a parking ratio of 0.8 spaces per employee. This ratio, coupled with the County's new shuttle program serving select Oakland facilities, will effectively manage real estate costs and contribute to the County's sustainability goals.

While SSA has enough parking overall to meet the target of 0.8 spaces per employee, the spaces are not distributed to adequately serve all of the Agency's facilities. Most notable are the parking shortages at Enterprise, Jackson, and San Pablo. Should the Team's recommendation to redevelop

the Enterprise site be enacted, that location will gain sufficient parking through the construction of a new on-site parking structure comprised of no less than 421 parking stalls.

At facilities where the plan recommends occupying additional space when nearby tenants vacate, such as Enterprise and the Assessment Center, it is assumed that parking shortages will be mitigated with the acquisition of the previous occupants' parking stalls.

Leasing or purchasing additional parking near the Jackson and San Pablo facilities is recommended. The Team recognizes that the County owns the AlcoPark structure near 1111 Jackson. However, AlcoPark offers only 250 parking stalls to supplement the 62 stalls provided on-site at 1111 Jackson. Additionally, the structure is completely reserved with a five- to seven-year wait list, effectively preventing employees without a space in the structure from ever receiving parking privileges there. Jackson is currently programmed to house approximately 475 SSA staff (380 parking stalls would satisfy the parking ratio for this number of employees), but has only 62 parking spaces allocated in the adjacent garage. San Pablo would need 211 parking stalls – 61 fewer than provided now - to meet the parking ratio if its staff grows up to the projected 25 percent.

PARKING ANALYSIS

Provided Parking: Current vs. Projected Need

The table below is intended as a guide to assist SSA in determining a target number of parking stalls ideal for supporting staff growth at any one facility. In some cases, the amount of available real estate will limit the acquisition or leasing of additional parking space.

Name	Address	Parking Stalls: Current	Parking Stalls: Projected Need	Delta
Pleasanton	5669 GIBRALTAR DRIVE	0	9	-9
Eastmont	6955FOOTHILL AVE Ste. 100	257	214	43
Eastmont	6955 FOOTHILL AVE Ste. 300	250	0	N/A
Broadway	401 BROADWAY	25	0	N/A
Hegenberger	333 HEGENBERGER RD, 600	N/A	70	N/A
ILSP	675 HEGENBERGER RD	0	0	N/A
Enterprise	8477 ENTERPRISE DR	147	421	-274
Edgewater	7751 EDGEWATER DRIVE	76	94	-18
Jackson + AlcoPark	1111 JACKSON STREET	312	406	-94
San Pablo	2000 SAN PABLO BLVD	150	211	-61
Fremont	39155 LIBERTY STREET	0	20	N/A
Assessment Center	22225 FOOTHILL BLVD	14	50	-36
Eden	24100 AMADOR STREET	1190	569	621
Livermore	3311 PACIFIC AVE	0	15	N/A
TOTALS		2421	2080	156

EXHIBIT 3.13: Analysis of current parking supply and projected parking demand

4- IMPLEMENTATION

1- EXECUTIVE SUMMARY

2- SPACE USE ANALYSIS

3- REAL ESTATE PORTFOLIO
RECOMMENDATIONS

4- IMPLEMENTATION

5- APPENDIX

- » Overview
- » Implementation Time Frame
- » Implementation Details

OVERVIEW

Overview

The Master Space Plan (“Plan”) recommends a combination of rebuilding, relocating, or renovating nearly 238,000 RSF of facilities representing 34% of the total portfolio. Implementation would require a phased development program based on logistical and timing considerations related to existing lease expirations, as well as a recognition that costs will be substantial and funding will also need to be phased over many years, ideally no more than ten.

The Team has worked diligently to propose a sequence of activities that causes minimal disruption and avoids costly multiple moves, when possible. The proposed sequence also reflects the priorities and logistics that the Team believes makes the most sense.

The scope and magnitude of the Plan is extensive, and successful implementation will be transformative for SSA and the County as a whole. The process is manageable if resources, commitment and talent can all be dedicated to the effort. Below are several critical factors and tasks needed for successful implementation.

Determine Funding Sources

SSA will need to work with the General Services Agency (“GSA”) to determine the best funding or financing vehicle for each specific recommendation. SSA should also understand the ramifications of choosing one funding source over another. For example, if the County prefers ownership of facilities, then the principal on any issued debt (bond, COP, etc.) would not be eligible for reimbursement under the Federal OMB 87 regulation. On the other hand, leasing a facility, or working with a developer to build a facility and lease it back to the County would result in monthly rent payments, which might qualify for a significant reimbursement.

Establish Priorities

The Plan makes assumptions about the timing of the various projects based largely on lease expirations and availability of office space to facilitate staff relocations. However, these assumptions need to be validated and modified based on priorities, either financial, political or logistical. Such priorities need to be identified well beforehand, with consensus among all County stakeholders in the Plan.

Establish Dedicated Project Teams

In conjunction with a sponsor at the Board of Supervisors level, project teams should be formed within each District to implement the project from its pre-development activities through move-in. Teams would likely consist of representatives from SSA, Treasurer, Public Works, Risk Management, and GSA.

Implementation Links & Dependencies

Implementation of the recommendations contained in this Master Space Plan can be a complicated process, balancing many often-competing factors. A few of the Plan's project recommendations are dependent on the availability of space resulting from the completion of other recommended projects.

To kick-start this process, the Plan includes an implementation time frame that respects existing lease expirations and available space to accommodate staff relocations. The Plan's timeline, in general, tries to avoid temporarily leasing swing space in order to keep costs down, opting instead to use newly vacated or newly built space to meet this need. While this approach can reduce costs, it can also extend the implementation time frame.

The following page contains a suggested implementation time frame, with subsequent pages identifying the key activities along each development path. The Team understands that there are many logistical hurdles involved in

rolling out a portfolio-wide plan of this nature. The time frame presented here will likely need to be modified to reflect budgeting, consensus-building, and other pre-development activities needed to gain project approvals.

IMPLEMENTATION TIME FRAME

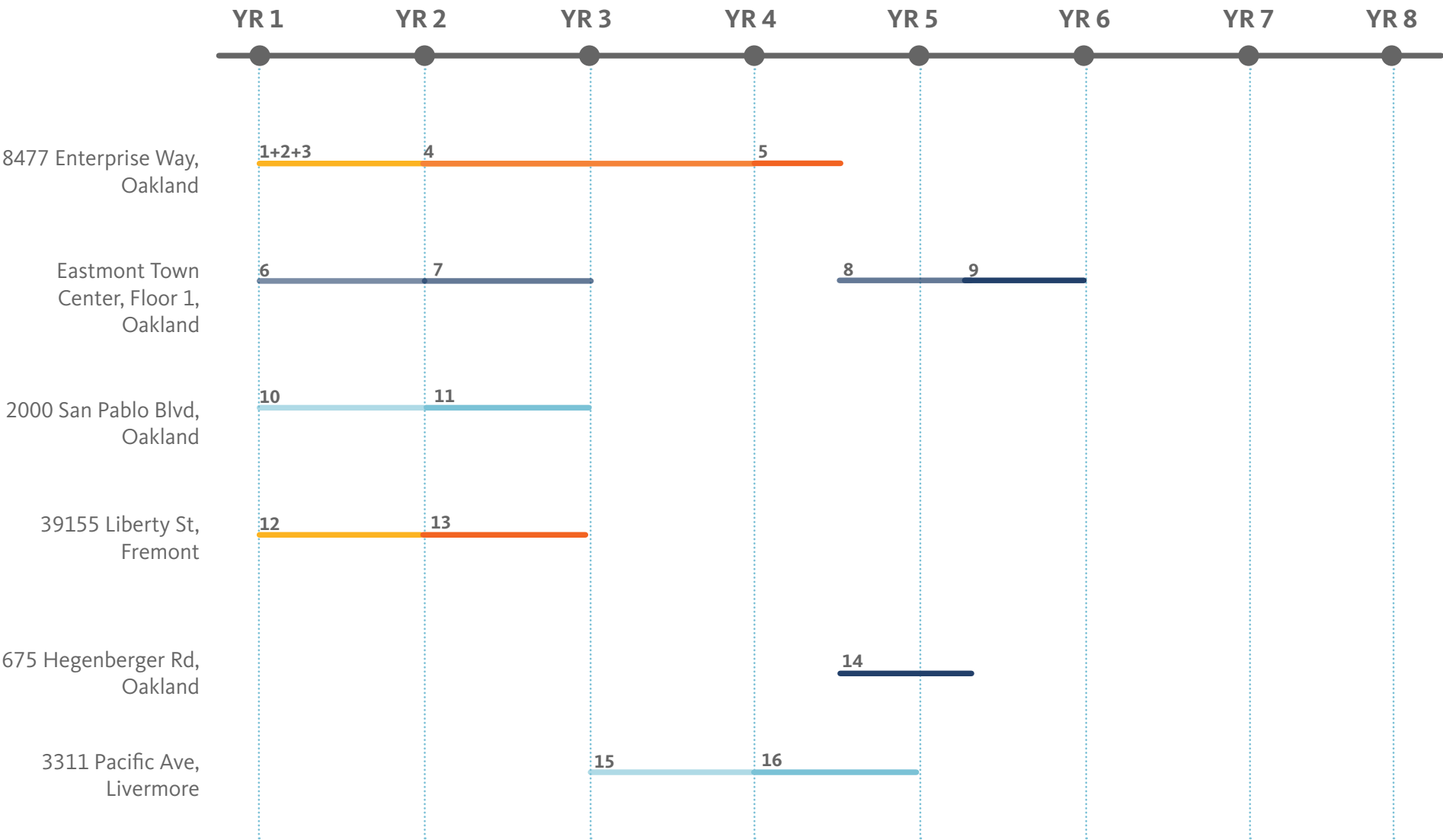


EXHIBIT 4.1: Implementation Timeline

Redeveloped Enterprise Site

1. Identify a temporary location to house SSA staff currently working at Enterprise (e.g., 401 Broadway).
2. Relocate the staff and functions there from Enterprise.
3. Demolish the existing buildings.
4. Construct a new building and parking structure.
5. Relocate staff from temporary location into new Enterprise building.

Eastmont Town Center

6. Continue installing 6' x 8' workstations on the third floor.
7. Expand into new leased space in Eastmont Town Center to accommodate IHSS clients.
8. Relocate all first floor WBA staff to redeveloped Enterprise location.
9. Relocate all third floor AAS operations to first floor space previously occupied by WBA.

San Pablo

10. Acquire additional parking.
11. Renovate to increase lobby and interview booth capacity

Fremont

12. Locate space and negotiate lease in the general Fremont area, preferably within a close proximity to the existing Fremont Family Resource Center.
13. Relocate staff to new location.

ILSP

14. Relocate staff and functions to the newly redeveloped Enterprise site when complete.

Livermore

15. Locate space and negotiate lease in Livermore, preferably within a close proximity to the existing Livermore facility.
16. Relocate staff to new location.

Conclusion

As SSA evaluates the Plan and selects projects to implement, it needs to carefully consider the logistical aspects of the recommendations, which are designed to provide a smooth, cost-conscious and least disruptive path to completion.

5- APPENDIX

1- EXECUTIVE SUMMARY

2- SPACE USE ANALYSIS

3- REAL ESTATE PORTFOLIO
RECOMMENDATIONS

4- IMPLEMENTATION

5- APPENDIX

- » Demographic Trends & Maps
- » Office Market Analysis
- » Gentrification Analysis
- » Facilities: Existing Conditions
- » Ongoing Projects

DEMOGRAPHIC TRENDS & ANALYSIS

Poverty Linkages to SSA Office Locations

While numerous demographic characteristics were considered (e.g., youth and seniors), discussions with the Agency Executive Team (AET) indicated that family poverty status is the most relevant demographic characteristic driving office-based client service needs. Other major client groups, such as youth and seniors aged 65+, are not as dependent on receiving services at conveniently located SSA offices. However, for information purposes, several demographic maps related to age are presented here in the Appendix.

Poverty Defined

The central data source for this demographic analysis was the US Census Bureau, which defines poverty using a set of income thresholds that vary by family size and composition. To be considered “in poverty” a family’s income must be below its threshold. Although the thresholds are updated for inflation using Consumer Price Index (CPI-U), they do not vary geographically. Income is pre-tax, and does not include non-cash benefits, such as food stamps.

Selected Locational Indicators

A range of demographic variables were identified with the intent to show trends and projections that influence the location of SSA offices. The intent was twofold:

- » Identify areas where SSA service populations are currently located to ascertain if existing offices are well located relative to need;
- » Determine where service populations may be growing, providing input on future locational decision-making.

Poverty in Alameda County

The Gensler team collected and analyzed data on Alameda County’s family poverty status. The Team then prepared forecasts by census tract to geographically refine an approach to understanding current office locations versus the possible need for new or relocated facilities. Data used in the analysis included the current percentage of families living in poverty and projections for the percentage increase in families living in poverty. Interestingly, projected growth is relatively similar to existing locations of families in poverty.

The maps presented ahead, **Families Living Below Poverty** and **Increase in Families Below Poverty**, demonstrate that population shifts among this group are not changing very much. SSA’s existing 13 offices, with owned offices denoted with a blue circle and leased offices denoted with a yellow circle, are also shown on the maps.

DEMOGRAPHIC TRENDS & ANALYSIS

Families Living Below Poverty.

On average, the data indicate that 9% of Alameda County families are living below poverty. The map presenting the distribution of existing families living below poverty includes a census tract-based gradient color scale as follows:

- » Up to 15%
- » 15% - 24.99%
- » 25% - 39.99%
- » 40% or more

The map specifically focuses on depicting census tracts with 15% or more of families living in poverty. There are roughly the same numbers of tracts in each range, excepting the highest range, which just has a few census tracts. The analysis indicates that all of the census tracts with 25% or more of families below poverty are located in either Oakland or Hayward. There are two census tracts in West Oakland where more than 40% of families live in poverty.

Several additional census tracts in Berkeley and Albany also have high levels of families in poverty, but these census tracts are associated with undergraduate and graduate student housing for the University of California at Berkeley. These tracts are not reflected on the maps since they are population groups that typically do not seek SSA services.

The census tracts with 15% - 24.99 % of families below poverty are primarily located in Oakland, West Berkeley, Hayward, and the adjacent census-designated places (CDP) of Ashland and Cherryland. One census tract each in Alameda and the Castro Valley CDP also have this range of families living in poverty. All other cities/areas of Alameda County have relatively lower percentages of families living in poverty.

Additional cities/areas with at least one census tract with less than 15 % but equal to or more than the 9% County-wide poverty average include Emeryville, San Leandro, Union City, and the San Lorenzo CDP.

DEMOGRAPHIC TRENDS & ANALYSIS

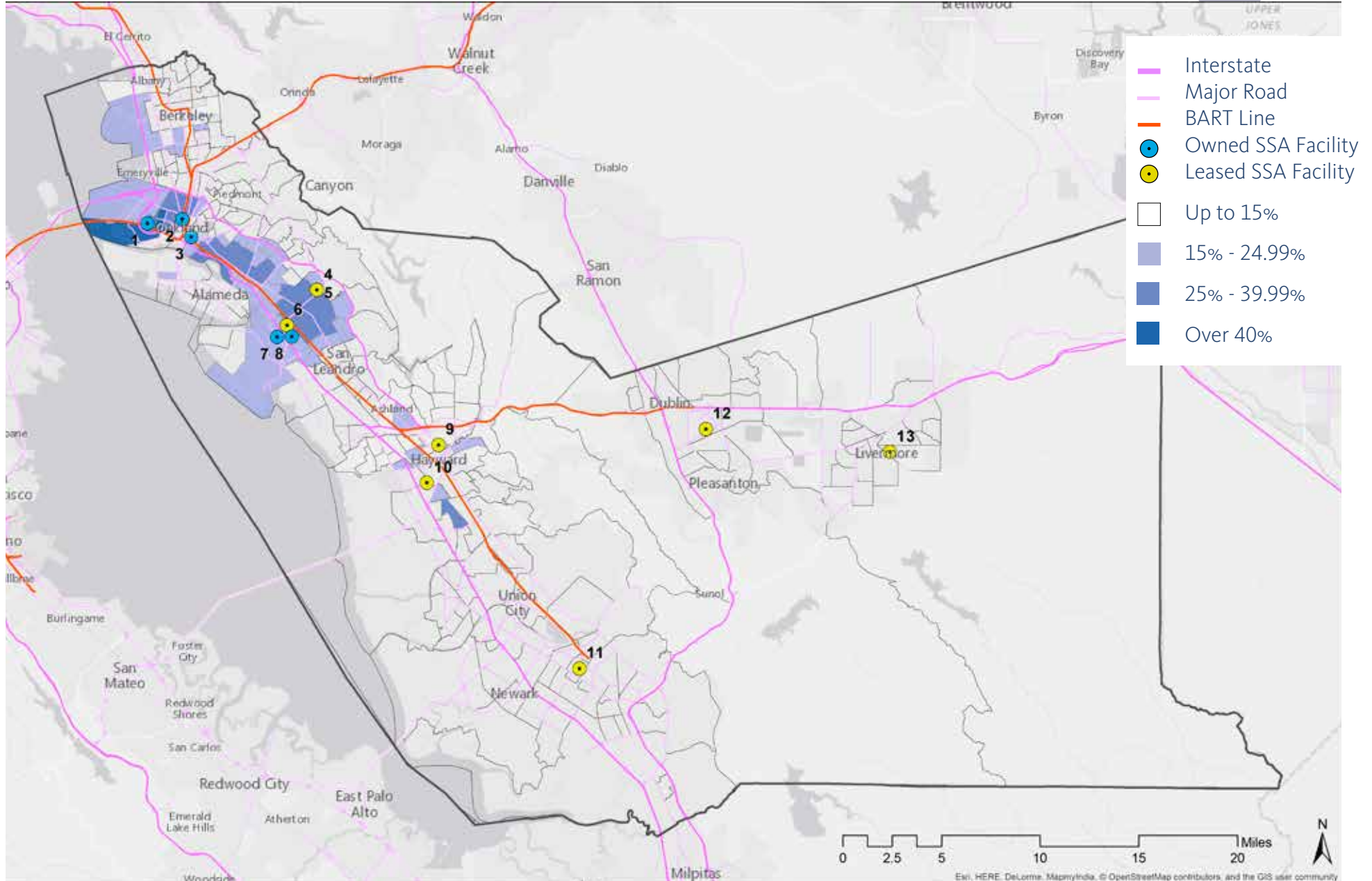


EXHIBIT 5.1: Families Living in Poverty

DEMOGRAPHIC TRENDS & ANALYSIS

Finally, there are a few cities/areas with no census tracts where the countywide poverty average of 9% exists. These cities/areas, include Albany (excepting the tract with graduate student housing), Dublin, Fairview CDP (bordering Hayward), Fremont, Livermore, Newark, Piedmont, and Pleasanton.

The number of census tracts per city/area with the County-wide poverty average of 9% or more reinforces the visual findings of the map. Areas with the highest share of census tracts with families in poverty (listed from highest to lowest) include the following. These areas have the highest need for SSA services targeted toward families in poverty.

- » Ashland and Cherryland CDPs
- » Oakland
- » Hayward
- » Emeryville
- » Alameda
- » Berkeley
- » San Lorenzo
- » San Leandro

As noted in Exhibit 5.1, Families Living Below Poverty, SSA offices, regardless of which specific services are offered, are already clustered in poverty areas, especially extending from Oakland through Hayward. The main exception includes the City of Berkeley, which has a significant share

of census tracts with poverty-level families, even absent the effect of University student housing.

Thus, existing SSA offices appear to be generally well-located to serve the County's families living below poverty.

Growth Projections in Families Living Below Poverty

Exhibit 5.2, Increase in Families Below Poverty, shows similar concentrations of families living in poverty compared to the map of existing conditions (Exhibit 5.1), with a few potential areas of intensification due to high household growth rates. Generally speaking, the total county-wide addition of families living in poverty over the next 10 years is estimated to be 5,023, up from approximately 35,703 in 2016, comprising an increase of approximately 14%.

The scale on this map is based on numeric growth projections, ranging up to the addition of 412 households living in poverty, which is the maximum estimated for any census tract. The scale reflects an increase in households totaling:

- » 0 to 6
- » 7 to 45
- » 46 to 97
- » 98 to 186
- » 187 to 412

DEMOGRAPHIC TRENDS & ANALYSIS

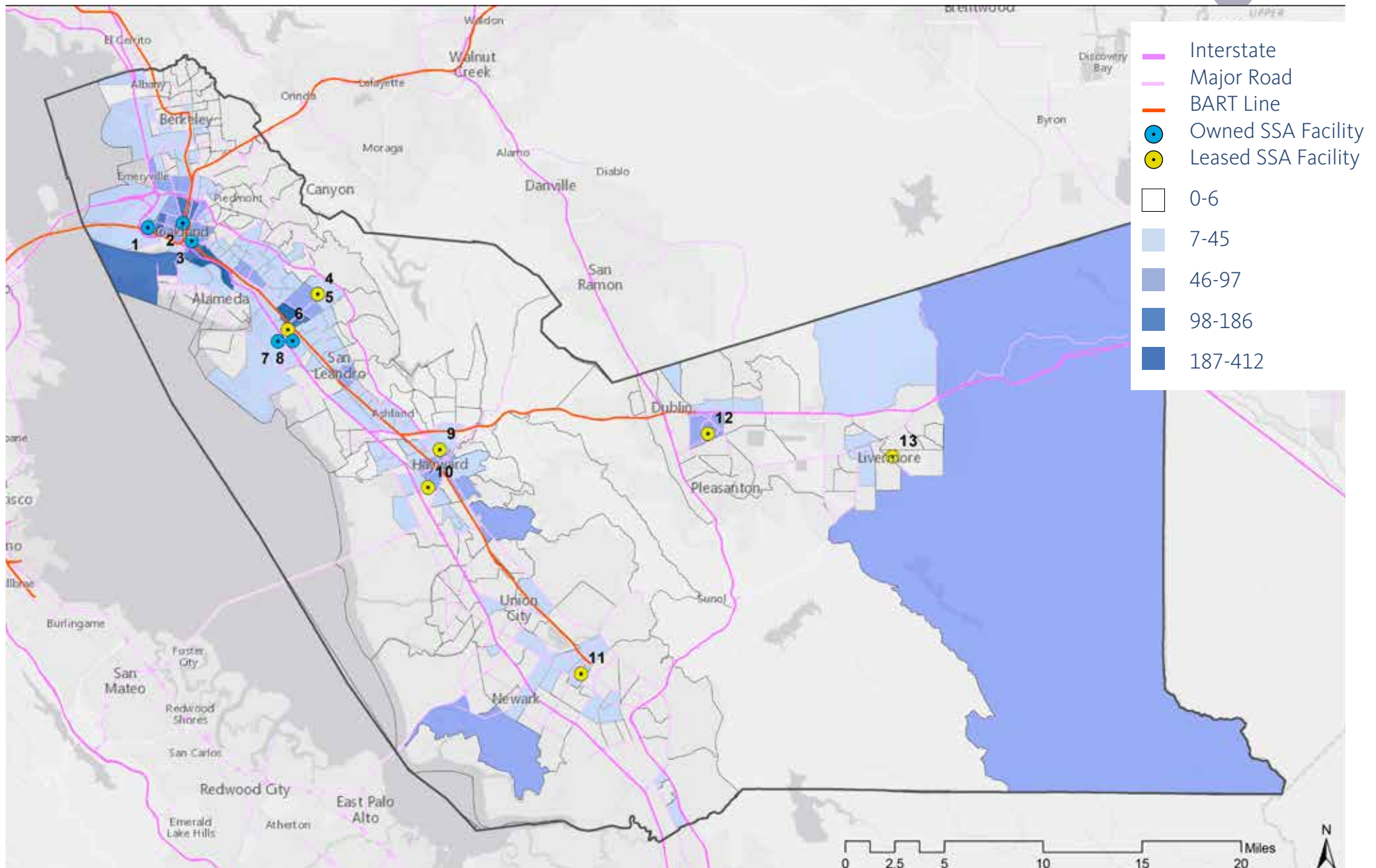


EXHIBIT 5.2: Increase in Families Living in Poverty (2016 to 2026 projections)

DEMOGRAPHIC TRENDS & ANALYSIS

The figures bracketing the ranges were selected because of natural breaking points in the data. For example, there are no census tracts estimated to gain 187 to 255 new households living in poverty, nor are there any census tracts estimated to gain 98 to 123 new households living in poverty.

Exhibit 5.2, Increase in Families Below Poverty, shows emerging nodes of families living in poverty in Alameda, South Hayward, San Leandro, Newark, Pleasanton, and Livermore. In some cases, this may be an artifact of high projected growth rates in general, rather than specific to low income families. The numbers also show high poverty growth in areas already characterized by a high percentage of families living in poverty. The findings also suggest the potential for growing nodes of families living in poverty where the current incidence is low. This is especially the case in Newark, Pleasanton, and Livermore.

The map shading depicts some large areas with high increases in poverty, though this is visually misleading to some extent because the large size of the census tract is not an indication of an increase number in families in poverty. In fact, larger census tracts tend to have a smaller population (larger tracts are subdivided into smaller census tracts over time as the population

increases). The idea is to normalize the population base of each census tracts. This is especially the case in the easternmost census tract beyond Livermore. Yet, despite the census tract size, the findings indicate the potential for marked increases in the number of families living in poverty. This trend could result in emerging needs for SSA services for families in these cities, thus influencing the consideration of future office locations.

DATA SOURCES

Association of Bay Area Governments (“ABAG”)

The ABAG resource includes census tract level data generated as part of ABAG’s Plan Bay Area Projection’s 2013. This report consists of a series of statistical compendia on demographic, economic, and land uses changes in coming decades. ABAG typically produces a publication of this nature approximately every four years. The variables available from ABAG are limited, including primarily population, households, and job estimates and projections in five-year increments between 2010 and 2040.

DEMOGRAPHIC TRENDS & ANALYSIS

Nielsen

In contrast, Nielsen includes estimates and projections predicated upon census data and proprietary modeling techniques for a range of variables, including population age, household income and poverty status. Nielsen data are reported for 2010 pursuant to the U.S. Census findings, the current year, and a five-year projection period.

UC Berkeley Urban Displacement Project (“Berkeley Project”)

The University of California at Berkeley, Urban Displacement Project was used to assess the degree of gentrification per census tract as a measure to identify census tracts that may be at risk of low income population displacement. The Berkeley Project developed a gentrification typology based on analysis of housing and population trends, generally reflecting decennial data points from 1990 onward as well as additional data from 2005-2009, 2009-2013, and select housing data from 2014.

Many of the data points gleaned from the three resources were mapped and examined for visual relevancy. The Master Space Plan demographic analysis combined the ABAG and Nielsen data sources to obtain current estimates and assess projected trends. The approach was to apply the ABAG population and household growth projections to the current estimates provided

by Nielsen. In this way, the analysis blends the locally-based projections prepared by ABAG with Nielsen’s more specific data. As noted, the findings pertaining to families living in poverty were found to be most salient and informative.

Data points were estimated or collected for 2016, comprising the base year. They were then projected for a 10-year time period to 2026. The families in poverty characteristic presented in the maps is based upon Nielsen’s count of families in poverty, generated as a percent of Nielsen’s total family count per census tract. Growth in families living in poverty was then estimated by taking that percentage and multiplying it by an estimate of household count increase from 2016 to 2026 based upon ABAG’s household growth projections for 2010, 2020, and 2030.

OFFICE MARKET ANALYSIS

ALAMEDA COUNTY LEASED OFFICE MARKET CHARACTERISTICS

Overview

Alameda County's office market has improved and tightened in the past several years. Rates are highest in the communities with the largest office bases but also include select communities with very small office bases, such as Albany. On balance, these conditions would make it more difficult than it already is for SSA to lease additional space. The greatest opportunities for lower cost space with significant office space availabilities appear to be in Emeryville, Fremont, Alameda, Hayward, and Livermore.

Inventory

Alameda County has a large leased office base, totaling 70.7 million square feet. Market Characteristics are shown in the following exhibit, which includes trend information on the market from Fourth Quarter 2012 to Fourth Quarter 2015.

The 70.7 million square feet of office space includes all classes of leased space but does not include owner-occupied space. Oakland dominates the market with 27.6 million square feet, comprising 39% of the total inventory. Pleasanton is the next largest submarket, with 10.9 million square feet, comprising 15% of the total inventory. Thus, more than half Alameda County's leased office space is located in the cities of Oakland and Pleasanton.

Vacancy Rates and Leasing Costs

Office vacancy rates vary widely across the County, but overall, vacancy rates declined from 12.8% to 8.5% between 2012 and 2015, while average monthly office rents increased 16.8%, from \$1.85 in 2012 to \$2.16 in 2015. Thus, the market as a whole has tightened significantly and is characterized by rising rents. This is especially true in the three largest submarkets in the County – Oakland, Pleasanton, and Berkeley. Each of these cities had significantly lower vacancy rates at year-end 2015, ranging from 3.8% to 10.2% and with double digit percentage rent increases of about 20% or more for the average full service lease.

While it does not have as large an office base, Dublin experienced the greatest rental rate increases from 2012 to 2015, with the Fourth Quarter 2015 average lease rate exceeding all other areas, just edging out nearby Pleasanton. San Leandro also experienced a similar uptick.

SSA Candidate Locations

Insofar as additional space is needed, several communities continue to offer reasonable leasing costs. Newark, for example, also experienced a strong uptick in lease rates, but Newark continues to be one of the communities with the highest vacancy rate, at 16.8%. Hayward, has a 20% vacancy rate and average lease rates remained relatively flat between 2012 and 2015.

Communities such as Newark and Hayward

with high vacancy and low lease rates comprise opportunistic leasing opportunities. Other communities with high vacancy and low or limited rental increases include Alameda, Emeryville, and Livermore to some extent (vacancy is below 10% in Livermore, but average rents are low).

Summary

- » Alameda County's office market improved significantly from 2012 to 2015, with vacancy dropping from 12.8% in 2012 to 8.5% in 2015, and with rents increasing by 16.8%. The majority of Alameda County submarkets experienced increased lease rates during this period, many over 20%, signaling overall improvement in market conditions and tightening of the market.
- » The cities of Oakland and Pleasanton dominate the County's office market, with more than 50% of all office space, vacancy rates declining faster than the County, and lease rate escalations in excess of the County average.
- » The communities with the strongest conditions, and thus tightest markets for users seeking space, include Oakland, Berkeley, Dublin, and San Leandro. However, because of its large inventory, Oakland has significantly more vacant office space than any other community.
- » Select communities with high vacancy and low lease rates may comprise opportunistic leasing options for tenants more concerned about cost than location. These communities include in Emeryville, Fremont, Alameda, Hayward, and Livermore.

OFFICE MARKET ANALYSIS

Alameda County Leased Office Market Characteristics (1)
Alameda County, Cities, and Select Census Designated Places
Fourth Quarter 2012 and Fourth Quarter 2015 Benchmark Periods (2)

City/Area (3)	Inventory		% of County Total (4)	Vacant Space		Vacancy Rate		Average Lease Rate (5)		
	2012	2015		2012	2015	2012	2015	2012	2015	% Change
Oakland	27,537,721	27,572,260	39%	3,163,591	1,650,162	11.5%	6.0%	\$1.82	\$2.24	23.1%
Pleasanton	10,835,748	10,897,571	15%	1,622,678	1,113,016	15.0%	10.2%	\$1.95	\$2.54	30.3%
Berkeley	5,695,681	5,742,601	8%	447,835	219,902	7.9%	3.8%	\$2.05	\$2.45	19.5%
Emeryville	5,216,334	5,216,334	7%	800,512	704,894	15.3%	13.5%	\$2.51	\$2.33	-7.2%
Fremont	4,588,759	4,769,116	7%	575,886	291,650	12.5%	6.1%	\$1.63	\$1.61	-1.2%
Alameda	4,065,666	4,064,082	6%	710,888	630,850	17.5%	15.5%	\$1.82	\$1.88	3.3%
Hayward	3,443,192	3,416,207	5%	736,201	681,673	21.4%	20.0%	\$1.58	\$1.56	-1.3%
Dublin	2,480,658	2,480,658	4%	291,386	216,540	11.7%	8.7%	\$1.75	\$2.59	48.0%
San Leandro	2,161,902	2,161,902	3%	103,445	124,187	4.8%	5.7%	\$1.24	\$1.69	36.3%
Livermore	2,111,874	2,111,874	3%	296,476	187,004	14.0%	8.9%	\$1.21	\$1.03	-14.9%
Castro Valley CDP	675,254	675,254	1%	50,308	44,176	7.5%	6.5%	\$2.02	\$1.96	-3.0%
Union City	626,176	626,176	1%	40,503	11,434	6.5%	1.8%	\$1.58	\$1.62	2.5%
Newark	615,359	615,359	1%	130,927	103,620	21.3%	16.8%	\$1.55	\$2.06	32.9%
Albany	216,618	216,618	0%	5,175	4,639	2.4%	2.1%	\$2.04	\$2.88	41.2%
San Lorenzo CDP	88,548	88,548	0%	4,493	0	5.1%	0.0%	\$0.92	NA	NA
Alameda County (6)	70,393,184	70,688,254	100.0%	8,982,554	5,985,121	12.8%	8.5%	\$1.85	\$2.16	16.8%

Source: CoStar provided by CBRE; and ALH Urban & Regional Economics.

(1) Includes only space available for lease, direct and sublease. Includes Class A, B, and C space. Does not include owner-occupied space.

(2) All reported data are for the fourth quarter periods of the respective years.

(3) Presented by size of office inventory, from largest to smallest.

(4) Presented as a percent of the Fourth Quarter 2015 inventory.

(5) Monthly full service rents.

(6) Figures reported independently and therefore do not match the summed totals of all reported cities and census-designated places.

EXHIBIT 5.3: Alameda County Leased Office Market Characteristics

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GENTRIFICATION ANALYSIS

ALAMEDA COUNTY HOUSING GENTRIFICATION ANALYSIS BY CITY AND AREA

Single-Family Homes

In analyzing appropriate configuration and locales for SSA offices, the Team looked at trends in specific urban neighborhoods (among other indicators) where increasing property values and displacement of lower-income families and small businesses might impact the Team's recommendations. This process, generally known as "gentrification", can be tracked by looking at trends in median home prices.

Data available from CoreLogic provided sales price information for single-family homes, condominiums/ townhomes and new homes for 13 incorporated cities, and two unincorporated communities (Castro Valley and San Lorenzo).

Exhibit 5.4 presents the home price trend data by city and for Alameda County as a whole. For the County, the median home price increased by 12.7% from \$576,750 in May 2014 to \$650,000 as of December 2015.

Of the 15 areas included in the report, seven had median prices below the County median as of May 2014, while six had median prices below the County median as of December 2015. These areas are generally more affordable than other cities within the County where home prices exceed the County median.

Median Home Price Trends

Cities and Selected Unincorporated Areas, Alameda County (1)

City/County Area (2)	Median Home Prices - SFR/Condos/New Homes				% Change Prices		Number of Sales	
	May-14	December-14	May-15	December-15	May 14-15	May 14-Dec 15	May-15	Dec-15
Alameda	\$675,000	\$625,000	\$775,000	\$770,500	14.8%	14.1%	55	75
Albany	\$611,000	\$740,250	\$740,000	\$657,500	21.1%	7.6%	17	14
Berkeley	\$690,000	\$815,000	\$927,500	\$962,500	34.4%	39.5%	64	73
Castro Valley	\$604,500	\$535,000	\$680,000	\$650,000	12.5%	7.5%	62	70
Dublin	\$788,000	\$790,250	\$802,500	\$778,000	1.8%	-1.3%	105	116
Emeryville	\$415,000	\$450,000	\$434,500	\$447,750	4.7%	7.9%	44	42
Fremont	\$738,000	\$670,000	\$805,000	\$744,750	9.1%	0.9%	203	203
Hayward	\$432,500	\$468,500	\$466,000	\$541,000	7.7%	25.1%	168	191
Livermore	\$607,500	\$570,750	\$657,500	\$645,000	8.2%	6.2%	123	159
Newark	\$500,000	\$495,000	\$600,000	\$730,000	20.0%	46.0%	45	57
Oakland	\$480,000	\$417,500	\$565,000	\$515,000	17.7%	7.3%	305	390
Pleasanton	\$875,000	\$851,250	\$861,500	\$908,000	-1.5%	3.8%	96	78
San Leandro	\$440,500	\$462,500	\$497,000	\$490,000	12.8%	11.2%	75	85
San Lorenzo	\$425,000	\$440,000	\$456,500	\$495,000	7.4%	16.5%	27	30
Union City	\$507,000	\$415,000	\$482,500	\$707,500	-4.8%	39.5%	35	76
Overall County	\$576,750	\$550,000	\$640,000	\$650,000	11.0%	12.7%	1439	1675

Sources: CoreLogic, "California Home Sale Activity by City - Home Sales Recorded in May 2015," and "California Home Sale Activity by City - Home Sales Recorded in December 2015"; and ALH Urban & Regional Economics.

(1) Cities in **bold** font had median prices below that of the Overall County for the relevant period.

(2) Cities in **bold red** font had median prices below that of the Overall County and price increases in excess of County increase over the period covered.

EXHIBIT 5.4: For Sale Housing Market

The six cities with median prices below the County median as of December 2015 were:

- » Emeryville
- » Hayward
- » Livermore
- » Oakland
- » San Leandro
- » San Lorenzo.

GENTRIFICATION ANALYSIS

For purposes of this analysis, gentrification is defined as those cities or communities with median home prices below the County median but with appreciation rates in excess of the 12.7% overall County median for the 19-month period from May 2014 to December 2015. Four cities met this criteria:

- » Hayward;
- » Newark;
- » San Lorenzo (unincorporated area); and
- » Union City.

These communities had price increases ranging from 16.5% to 46% over the 19-month period. In fact, Union City experienced such a high appreciation rate that its December 2015 median home price of \$707,500 exceeded that of the entire County.

Apartments

In addition to identifying potential gentrification associated with home prices, the Team researched changes in apartment market rents using information provided by RealFacts, Inc. The database includes “institutional-grade” apartment complexes, generally those that are newer with more than 50 units. Data goes back to 2010, which was generally the nadir of the local apartment market cycle. Information is reported for 13 of Alameda County’s cities, plus two unincorporated communities (Castro Valley and San Lorenzo).

Exhibit 5.5 presents the rent trend data for Alameda County as a whole, illustrating that average monthly rents have increased by 60% over the past five years, from \$1,367 in 2010 to \$2,190 in 2015.

**Alameda County Average Annual Apartment Rents (1)
By Year and Unit Type
2010 - 2015**

Unit Type	Year						Percent Change
	2010	2011	2012	2013	2014	2015	
All	\$1,367	\$1,466	\$1,588	\$1,734	\$1,934	\$2,190	60.2%
studio	\$1,016	\$1,082	\$1,185	\$1,313	\$1,499	\$1,725	69.8%
1bd 1bth	\$1,193	\$1,292	\$1,409	\$1,550	\$1,730	\$1,971	65.2%
2bd 1bth	\$1,360	\$1,434	\$1,534	\$1,667	\$1,875	\$2,120	55.9%
2bd 2bth	\$1,627	\$1,756	\$1,915	\$2,074	\$2,293	\$2,579	58.5%
2bd TH	\$1,491	\$1,575	\$1,669	\$1,812	\$2,004	\$2,312	55.1%
3bd 2bth	\$1,884	\$2,004	\$2,162	\$2,341	\$2,658	\$2,916	54.8%
3bd TH	\$1,635	\$1,702	\$1,790	\$1,907	\$2,042	\$2,279	39.4%

Sources: RealFacts, Inc.; and ALH Urban & Regional Economics.

(1) RealFacts tracks apartment complexes with 50 or more units that are predominantly market-rate complexes.

EXHIBIT 5.5: Alameda County Average Apartment Rents

GENTRIFICATION ANALYSIS

Exhibit 5.6 presents the data by city/area and for Alameda County overall. As shown, a few cities stand out with rental increases in excess of the overall County average. These are:

- » Fremont
- » Newark
- » Oakland
- » Union City

Alameda County Average Apartment Rent Trends (1)
Average Annual Inventory and Monthly Rent Trends by Year (2)
Cities and Select Unincorporated Areas
2010 - 2015

City/Area (3)	Apartment Inventory			Average Annual Rental Rate						Percent Rate Change 2010-2015
	Properties	No. Units	Unit/Prop	2010	2011	2012	2013	2014	2015	
Alameda	20	3,134	157	\$1,401	\$1,412	\$1,563	\$1,697	\$1,952	\$2,168	55%
Albany	1	60	60	\$1,315	\$1,349	\$1,435	\$1,559	\$1,768	\$1,938	47%
Berkeley	10	1,148	115	\$2,103	\$2,124	\$2,258	\$2,484	\$2,759	\$2,979	42%
Castro Valley	10	742	74	\$1,150	\$1,214	\$1,268	\$1,380	\$1,525	\$1,822	58%
Dublin	15	4,102	273	\$1,620	\$1,727	\$1,852	\$2,023	\$2,237	\$2,452	51%
Emeryville	11	2,146	195	\$1,807	\$1,912	\$2,102	\$2,309	\$2,450	\$2,737	51%
Fremont	66	13,751	208	\$1,350	\$1,484	\$1,606	\$1,749	\$1,973	\$2,241	66%
Hayward	54	7,222	134	\$1,156	\$1,210	\$1,298	\$1,415	\$1,580	\$1,801	56%
Livermore	18	2,363	131	\$1,285	\$1,371	\$1,459	\$1,584	\$1,729	\$1,943	51%
Newark	5	764	153	\$1,381	\$1,493	\$1,616	\$1,792	\$2,014	\$2,322	68%
Oakland	16	4,166	260	\$1,490	\$1,626	\$1,854	\$2,057	\$2,388	\$2,783	87%
Pleasanton	19	3,809	200	\$1,520	\$1,685	\$1,790	\$1,950	\$2,106	\$2,393	57%
San Leandro	32	4,125	129	\$1,086	\$1,123	\$1,189	\$1,263	\$1,377	\$1,538	42%
San Lorenzo	4	365	91	\$1,180	\$1,207	\$1,258	\$1,343	\$1,476	\$1,633	38%
Union City	12	2,274	190	\$1,318	\$1,420	\$1,563	\$1,733	\$1,917	\$2,171	65%
Alameda County	293	50,171	171	\$1,367	\$1,466	\$1,588	\$1,734	\$1,934	\$2,190	60%

Sources: RealFacts, Inc.; and ALH Urban & Regional Economics.

(1) RealFacts tracks apartment complexes with 50 or more units that are predominantly market-rate complexes.

(2) Rents are presented annually as an average of monthly rents for the year.

(3) Cities/areas highlighted in **red** have percent rate changes from 2010-2015 greater than the overall Alameda County average.

EXHIBIT 5.6: Alameda County Average Apartment Rent Trends by City/Area

The results for the city with the highest percentage increase, Oakland at 87%, could be skewed due to a relatively small inventory (4,166 units) and the completion of a few high-end projects during the covered time period.

Exhibit 5.7 presents the rental data sorted from lowest to highest for 2010 and 2015, as well as a sort of the city/area rental increases from lowest to highest.

Roughly half the cities/areas have rents lower than the average for the overall County, with the most affordable areas including:

- » San Leandro
- » San Lorenzo
- » Castro Valley
- » Hayward
- » Livermore
- » Albany
- » Union City

For purposes of this analysis, gentrification is defined as those areas with average monthly rents below or close to the County average in 2010 and with appreciation rates in excess of the 60% experienced by the County from 2010 to 2015. Three cities met this criterion:

- » Fremont
- » Newark
- » Union City

In comparison to the findings regarding for-sale housing, there is a geographical overlap in terms of areas at risk of gentrification, primarily cities in the southern part of Alameda County. These cities are also closer to Silicon Valley and may be at the forefront of spillover demand from the more expensive San Mateo and Santa Clara counties. Anecdotally, homelessness is a serious issue in Fremont, due in part to this acceleration in the cost of housing.

GENTRIFICATION ANALYSIS

Alameda County Average Apartment Rent Trends (1)
Sorted by Least to Most Expensive Cities/Areas
Cities and Select Unincorporated Areas
2010 - 2015

Sorted by Least to Most Expensive Cities/Areas						Area Sort by Percent Rental Increase	
2010			2015				
City/Area	Rent	Percent of County (2)	City/Area	Rent	Percent of County (2)	City/Area	Percent Change (3)
San Leandro	\$1,086	79%	San Leandro	\$1,538	70%	San Lorenzo	38%
Castro Valley	\$1,150	84%	San Lorenzo	\$1,633	75%	San Leandro	42%
Hayward	\$1,156	85%	Hayward	\$1,801	82%	Berkeley	42%
San Lorenzo	\$1,180	86%	Castro Valley	\$1,822	83%	Albany	47%
Livermore	\$1,285	94%	Albany	\$1,938	88%	Livermore	51%
Albany	\$1,315	96%	Livermore	\$1,943	89%	Dublin	51%
Union City	\$1,318	96%	Alameda	\$2,168	99%	Emeryville	51%
Fremont	\$1,350	99%	Union City	\$2,171	99%	Alameda	55%
Newark	\$1,381	101%	Fremont	\$2,241	102%	Hayward	56%
Alameda	\$1,401	102%	Newark	\$2,322	106%	Pleasanton	57%
Oakland	\$1,490	109%	Pleasanton	\$2,393	109%	Castro Valley	58%
Pleasanton	\$1,520	111%	Dublin	\$2,452	112%	Union City	65%
Dublin	\$1,620	119%	Emeryville	\$2,737	125%	Fremont	66%
Emeryville	\$1,807	132%	Oakland	\$2,783	127%	Newark	68%
Berkeley	\$2,103	154%	Berkeley	\$2,979	136%	Oakland	87%
County Overall	\$1,367	100%		\$2,190	100%		60%

Sources: RealFacts, Inc.; and ALH Urban & Regional Economics.

- (1) RealFacts tracks apartment complexes with 50 or more units that are predominantly market-rate complexes.
 (2) Reflects how each city or area's average rental rates compare as a percentage of the overall average for Alameda County.
 (3) Cities/areas denoted in **red** experienced rental price increases over the period greater than the average for Alameda County.

EXHIBIT 5.7: Alameda County Average Apartment Rents, Sorted by Least to Most Expensive Cities/Areas

22225 FOOTHILL BOULEVARD, HAYWARD

LEASED

SqFt: 16,500

OCCUPANTS: Children & Family Services, Assessment Center (contractor)

ASSESSMENT CENTER



INFRASTRUCTURE/WORKSPACE

- » Central Hayward location and nondescript "confidential" appearance is ideal
- » Building is welcoming inside and represents best practice nationally for its use
- » Building is too small to house staff and standard number of children present (need room for two more units, or 16 staff)
- » State corrective action plan is in effect for inability to place children in under 24 hours
- » Children's side of facility was designed for younger children, but those coming in now are older
- » Staff appreciates being close to kids but in a space that gives them separation

- » Team Development Meetings (TDMs) are driving a need for more meeting space
- » Restrooms are old and outdated; HVAC resets twice a day

STORAGE

- » Resource Family Agreement (RFA) is driving growth and will at least double paper storage needs (licensing files could be stored off-site)
- » Additional storage space is needed for children's clothing, toys, and other related materials

TECHNOLOGY

- » Technology is outdated; internet performance issues reduce functionality

EXISTING CONDITIONS

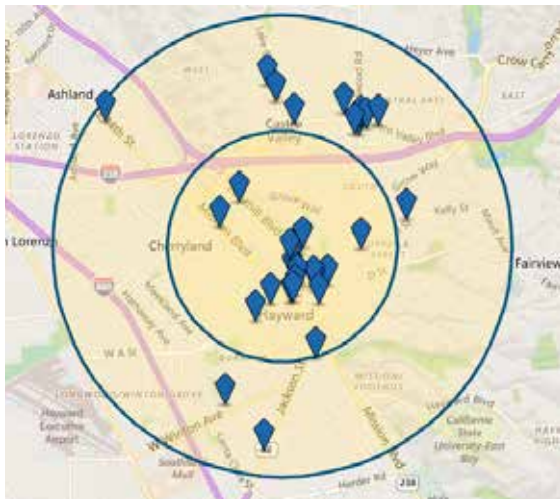
22225 FOOTHILL BOULEVARD, HAYWARD

LEASED

SqFt: 16,500

OCCUPANTS: Children & Family Services, Assessment Center (contractor)

ASSESSMENT CENTER (CON'T)



Available office space within 1 mile & 2 miles of Assessment Center
Source: CoStar

CUSTOMER SPACE

- » Entry would benefit from more seating to allow different clusters of customer to gather separately

PARKING

- » There appears to be extra land in rear because of excess in parking needs

REAL ESTATE

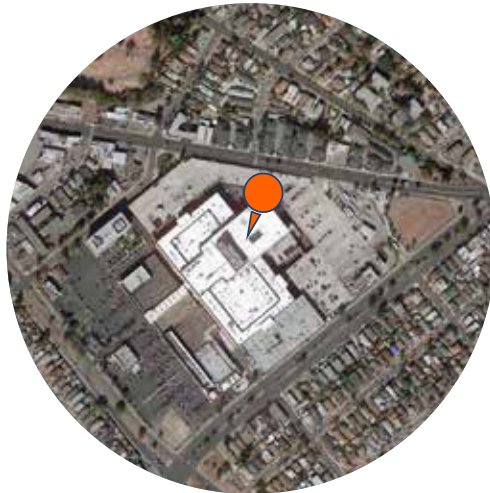
- » The lease expires in 2023, which prevents relocation in time for expansion needs
- » Rents in the area are currently lower than lease rate.
- » Existing rental space within one mile of current site is somewhat limited

6955 FOOTHILL AVENUE, OAKLAND FLOOR 1

LEASED

SqFt: 85,478

OCCUPANTS: Workforce & Benefits Administration



EASTMONT 1ST FLOOR

INFRASTRUCTURE/WORKSPACE

- » WBA is out of space, even with smaller workstations
- » There are small pockets of additional space at Eastmont, but SSA's desire to remain there is unclear
- » No windows/daylight; concerns about air quality and people getting sick
- » Not enough meeting space, particularly for groups of 2-4 people

CUSTOMER SPACE

- » Lack of privacy is a concern throughout
- » Dual lobbies confuse staff and customers
- » Insufficient number and size of interview spaces

PARKING

- » Configuration of parking for customers and employees is insufficient and can be unsafe
- » Reports of vehicle vandalism are frequent
- » Staff are slow to use the available shuttle service

REAL ESTATE

- » Current rent appears to be at market rate for space in the area
- » Leases don't expire for another 7-8 years

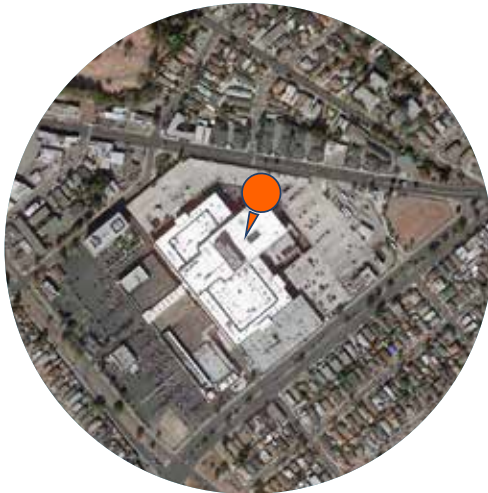
EXISTING CONDITIONS

6955 FOOTHILL AVENUE, OAKLAND FLOOR 3

LEASED

SqFt: 65,515

OCCUPANTS: ADULT & AGING SERVICES



EASTMONT 3RD FLOOR

INFRASTRUCTURE/WORKSPACE

- » Atrium provides access to daylight and pleasant space for a break
- » Lobby is overcrowded and needs more space for employees
- » There are not enough seats in bullpen for drop-in social workers
- » Dependency on elevator makes access difficult for the disabled
- » More accessible space is available in Eastmont Mall, though not all contiguous nor desirable
- » Not enough meeting space, particularly for small meetings

CUSTOMER SPACE

- » Lobby reception area is not safe for the disabled or frail

- » Lack of privacy is a concern throughout
- » IHSS orientations overwhelm the lobby
- » Number and size of interview spaces is insufficient
- » Separate entrance/exit is needed for Public Administrator/Guardian visits

PARKING

- » Configuration of parking for customers and employees is problematic
- » Reports of vehicle vandalism are frequent
- » There are not enough parking spaces due to staff increases and trainings
- » Staff are slow to use the available shuttle service

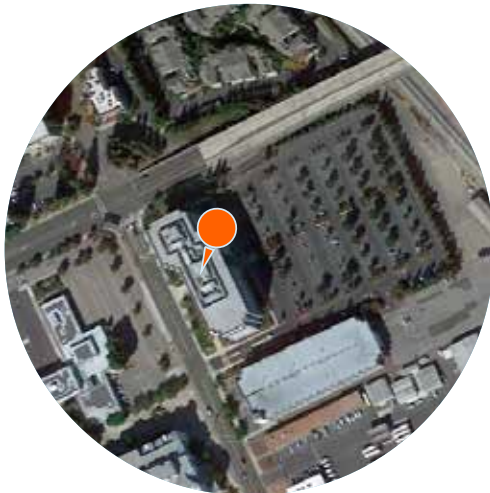
24100 AMADOR STREET, HAYWARD

LEASE WITH OPTION TO PURCHASE

SqFt: 176,854

OCCUPANTS: Agency Administration, Workforce & Benefits Administration, Children & Family Services, Workforce Investment Board

EDEN



INFRASTRUCTURE/WORKSPACE

- » Call center will relocate to 2nd floor, where there is room for growth
- » Modern open-plan workplace with good daylighting
- » There is no need for additional work space at this location, but conference rooms are scarce
- » Building is well-maintained with no apparent deficiencies

PARKING

- » Parking is challenging for customers and staff, primarily due to circulation and constrained entrance/exit gate

STORAGE

- » Social workers would benefit from additional storage space, particularly for domestic violence cases

REAL ESTATE

- » County plans to exercise purchase option in 2019

EXISTING CONDITIONS

7751 EDGEWATER DRIVE, OAKLAND

OWNED

SqFt: 15,030

OCCUPANTS: Welfare Fraud and Appeals Unit

EDGEWATER



INFRASTRUCTURE/WORKSPACE

- » Ample access to windows/daylight
- » Most workstations were recently converted to 6x8 configuration
- » Growth confined to current space, which is at capacity
- » May grow into adjacent space if/when tenant vacates

SECURITY

- » Additional security may be needed due to Probation customers next door interacting with Appeals Unit customers

STORAGE

- » High file retention requirement; storage shortage becoming critical

PARKING

- » Adequate parking for occupants (additional parking spaces leased in adjacent building)
- » Staff are slow to use the available shuttle service

REAL ESTATE

- » Operating costs exceed BOMA average

8477 ENTERPRISE WAY, OAKLAND

OWNED

SqFt: 40,131

OCCUPANTS: WORKFORCE & BENEFITS ADMINISTRATION, AGENCY ADMINISTRATION & FINANCE

ENTERPRISE



INFRASTRUCTURE/WORKSPACE

- » The building is old and has significant infrastructure deficiencies (e.g., elevator, HVAC, restrooms, windows)
- » WBA is growing but there is no more space
- » Reconfiguration of workstations will yield fewer new seats than projected due to structural columns dispersed throughout floor plate

CUSTOMER SPACE

- » Lobby is too small, confusing, and intimidating to customers
- » Self-service kiosks have helped shorten time spent in lobby by customers
- » There are privacy concerns in the interview booths

PARKING

- » There is a shortage of parking spaces for both customers and employees (street parking is short-term and not secure)
- » Staff is slow to use the available shuttle service

REAL ESTATE

- » The 2.3-acre site is underutilized
- » Operating expenses are higher than those for comparable private sector space and are highest in the SSA real estate portfolio

EXISTING CONDITIONS

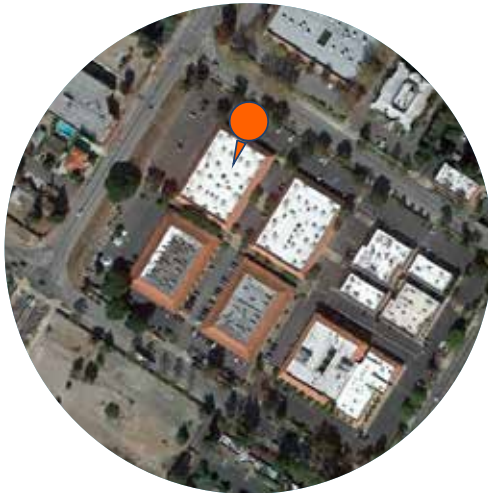
39155 LIBERTY STREET, FREMONT

LEASED

SqFt: 4,867

OCCUPANTS: WORKFORCE & BENEFITS ADMINISTRATION

FREMONT



INFRASTRUCTURE/WORKSPACE

- » Clients benefit from collocation with other support agencies
- » Overcrowded
- » No dedicated meeting space
- » No employee restrooms; all restrooms located in public hallway outside SSA space

CUSTOMER SPACE

- » Significant homeless population served by Fremont office
- » No interview booths; interviews at desks

SECURITY

- » High number of severe security incidents;
- » Negotiations to replace security guard with sheriff are underway

REAL ESTATE

- » Scheduled to move to new space in approximately 5 years per City of Fremont Downtown Community Plan, which is not soon enough due to current overcrowding and poor working conditions

39155 LIBERTY STREET, FREMONT

LEASED

SqFt: 4,867

OCCUPANTS: Workforce & Benefits Administration

FREMONT (CON'T)

STORAGE

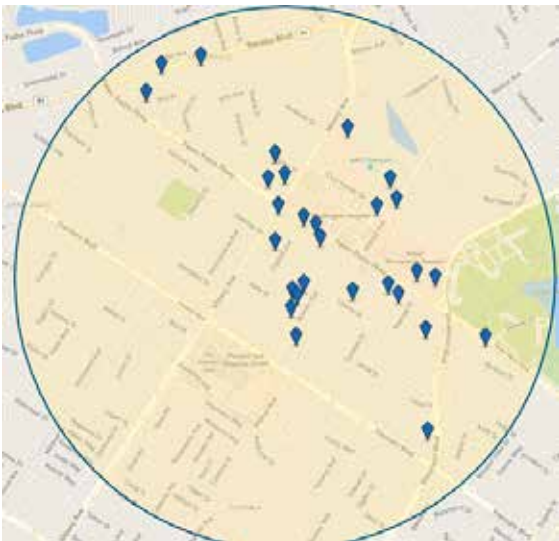
- » Insufficient space for storage of files and office supplies

PARKING

- » Parking is adequate and free

REAL ESTATE

- » Moderate availability in vicinity for temporary or permanent move



Available office space within 2 miles of current Fremont facility
Source: CoStar

EXISTING CONDITIONS

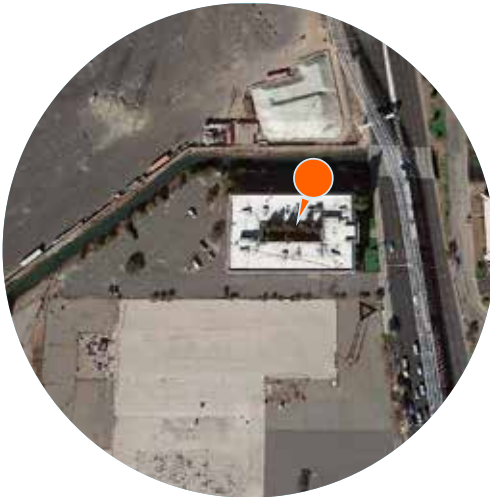
675 HEGENBERGER ROAD, OAKLAND

LEASED

SqFt: 18,091

OCCUPANTS: Children & Family Services,
Independent Adult Living Skills Program, Contractors

ILSP BUILDING



INFRASTRUCTURE/WORKSPACE

- » Ample access to windows/daylight
- » Potential for more efficient use of space (lobby and circulation spaces appear oversized)
- » Lobby is welcoming, but building is old and interior appears dated
- » Ideally, contractors and SSA staff would be separated

PARKING

- » There is ample surface parking in the rear of the building
- » Parking lot does not appear to be well-maintained

REAL ESTATE

- » The building has significant vacancy
- » Current SSA rent is well above market lease rates
- » Lease ends in December 2016, providing opportunity to relocate, renegotiate terms, and/or expand

2000 SAN PABLO BOULEVARD, OAKLAND

OWNED

SqFt: 102,404

OCCUPANTS: Agency Administration, Workforce & Benefits Administration, Adult & Aging Services

SAN PABLO



INFRASTRUCTURE/WORKSPACE

- » Quickly outgrowing space
- » Need more 4-5 seat meeting spaces (HR utilizes them frequently)
- » Hard wall perimeter offices prevent infiltration of natural light

CUSTOMER SPACE

- » Interview booths work well but more are needed (space could be reconfigured to increase capacity)
- » Self-service kiosks have helped shorten time spent in lobby by customers
- » Multiple waiting rooms are confusing
- » Lobby is overcrowded at peak times
- » Signage in lobby is poor

- » Only one window to accommodate disabled customers
- » Use of video displays being studied by a committee
- » No room to interview large families
- » Career center on 2nd floor is under-utilized

PARKING

- » Parking is extremely limited for customers and employees. The alternative is 2-hour metered street parking

SECURITY

- » Area outside of building can feel unsafe

TECHNOLOGY

- » Copy machines are old and break often; new fax machines are on order

OTHER FACILITIES

5669 GIBRALTER DRIVE, PLEASANTON

» **SqFt:** 2,436

» **Notes:** Space leased in building totaling 67,680 sqft; potential to expand

1111 JACKSON, OAKLAND

» **SqFt:** 152,654

» **Notes:** Renovations nearing completion and programming underway; potentially extra seats or space available

401 BROADWAY, OAKLAND

» **SqFt:** 100,851

» **Notes:** Occupants will move to 1111 Jackson and building will be used as swing space and then sold

3311 PACIFIC AVENUE, LIVERMORE

» **SqFt:** 1,243

» **Notes:** Small outreach station in area with increasing need

333 HEGENBERGER ROAD, STE 600, OAKLAND

» **SqFt:** 18,200

» **Notes:** Currently under-utilized; Lease is in holdover from previous County tenant; May be used for provider orientation and training space

ONGOING PROJECTS

The Team learned of several projects that were active and in various stages of completion at the time this report was created. The recommendations included in this report have taken these projects into account.

Current Location	Project Description
All	6' x 8' workstation size reduction
Call Center	Relocation
Eastmont Town Center	IHSS relocation
Eastmont Town Center	Acquisition of new leased space for Adult & Aging Services
Eastmont Town Center	Acquisition of new leased space (Annex #2) at Eastmont Town Center
Edgewater	Parking lot resurfacing and fencing
Edgewater, San Pablo	Explore potential for additional parking
Fremont Family Resource Center	Programming for relocation
333 Hegenberger	Reconfiguration as a training center

EXHIBIT 5.8: Ongoing projects by location



Gensler

blink!LAB
architecture

ASSET STRATEGIES

ALH|ECON