

County of Santa Barbara

Space Utilization Report

South County Region

July 2014

This document is designed to provide accurate and authoritative information in regard to the subject matter covered. The information presented in this document is subject to change. Every effort will be made to make proper notice to those affected by such changes. This plan will be implemented with all available funds identified for those projects resulting from this document, but does not represent a commitment on the part of the County if those funds do not materialize as expected.

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S o u t h S a n t a B a r b a r a C o u n t y

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Acknowledgments

No major project is completed without the help of others, and thus this report would never have been completed without the cooperation and help of countless department staff. Over the course of developing this document many people gave freely of their knowledge about the subject matter; provided insight into how their respective departments function and heightened our general knowledge of overall county functional interactions. This Space Utilization *update* represents a broad look at how the county uses space, including: office space, storage space, operational field space, lease space and specialized functional space.



Executive Summary

Use of Standards

The creation of space allocation standards in 1999 has served the county well as new facilities or major remodels were undertaken in the previous five-year period. While the county continues to be challenged in delivering services to its constituents, the trend of “packing” employees into the smallest possible space has been somewhat turned back. Industry studies by the private sector like; Herman Miller, Steelcase and others show that when employees have an appropriate amount of space in which to conduct their work, they tend to be happier about their work which motivates them to be more productive and tend to be more connected to their work. Space allocation is not the only factor, working environment contributes about 75% to the “happiness rating” in these surveys. In other words, when there is natural light, natural air and the ability to see outdoors employees are generally happier at work.

The County of Santa Barbara has made great progress providing improved working conditions for its employees. The creation of these improved working environments is based largely upon the board adopted *Facility Policy Framework (Framework)*. The Framework is a broad policy document that was crafted in 2000 with the input of all the county departments, outside agency stakeholders’ and County Architect. The Framework set out eight broad facility goals and 47 supporting policy statements, since its creation, the Framework has guided the design of all new buildings and major remodel efforts.

Advances since 2006 Space Utilization Study

Over the course of the last five years, process improvements have continued to increase the usefulness of a county-wide square footage database, a centralized Computer Aided Facility Management system, County Facility Design Guidelines, and greatly improved working conditions for most employees. We still have a ways to go and expect that over time all facilities will reflect the guidelines and goals of the Framework.

There have been three key documents contributing to the improved working conditions in Santa Barbara County: 1) is a focused Capital Improvement Program (CIP); 2) is the funding methods to deliver projects and, 3) the Framework and Space Utilization Reports. The CIP has over the years been focused illustrate facilities in a realistic way in order to understand department facility needs; in the long-term. The Framework and Space Studies (this study) help departments understand what they have and how much they might need now and years going forward.

Calculation Method

The *South County Space Utilization Report* and its companion the *North County Utilization Report* have been produced to illustrate a relative space allocation calculation method used to determine the represented needs base upon a scale of space. As the *Area Calculation Guidelines* section will indicate, the space can be calculated using a range. For the purposes of this report, the middle, or average was used to determine Current Need (CN) and Future Need (FN). The Current Occupied number was determined using the Square Footage Database application. The database holds information regarding departments by building and occupied area.

In 2006 the survey data was collected and entered into a series of Excel Worksheets. For this update, most data was imported to an Access database and verified using data from the Auditor, Human Resources and the County Executive Office of Budget and Management.

As with any study, the method used to calculate results is often more critical to understand than the results themselves. For the Space Utilization Report the *Building Owners and Managers Association International* (BOMA) standard has been adopted; refer to the Appendix for the space allocation standards. The *Standard Method for Measuring Floor Area in Buildings* is used and a short summary is provided here. It is generally acceptable to allow a one-digit deviation in the calculated space for purposes of this study. Often this is a result of rounding that occurs in the calculation process. So as the figures are “rolled-up” from the detail to the summary tables, round does and will occur. Therefore, if the resulting summary is within a one-digit variance of the individual components; then the summary result is determined to be an acceptable representation of the need.

With the updated requirements of various codes and regulations, additional space must be provided for those with disabilities. The Space Allocation Standards have been updated to reflect these requirements with particular focus on those which might need to use a service animal in the workplace; whether a visitor or employee. The graphics have been updated to represent these requirements.

A navigation circle has been placed in many of the graphically illustrations to convey that provision must be made to allow for removal of architectural barriers.

A “tool kit” is provided for those planning office space remodels or installation of new furniture to insure that the appropriate amount of area is provided for those with mobility issues; and finally, where there may need to be a service animal, the various office configurations have been illustrated to show that a service animal can be accommodated within the space. Where the space is too small, a recommendation is made as to how the individual with a disability can be accommodated.



Figure 3: Turn area should be minimum of 48"



Figure 2: Service animal

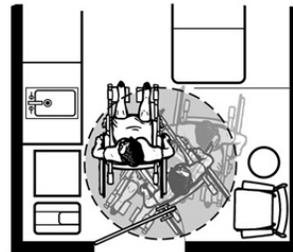


Figure 1: Turn Area Too Tight (not enough room for door to open)

Introduction

Overview

In 1999, first time in 30-years, the County Board of Supervisor's directed the assessment of the space occupied and the utilization of buildings throughout the county. The south county assessments preceded the north county assessments being completed by consulting architects. The Office of the County Architect developed the space utilization report documenting needs in County-Wide organizing the report into regional areas.

This 2012-2017 Space Utilization *update* is being completed for both planning areas by the Office of the County Architect. The report looks at future space requirements through the year 2017. The purpose of this study is two-fold: first, to re-evaluate standards for space allocation which were last adopted in 1999. And, secondly, to apply those standards to the allocation of space needs for each department.

Background & Goals

Until 1999, Santa Barbara County currently had few written space planning policies and had not adopted procedures relative to the allocation and utilization of space within its facilities. Space allocation is typically based on perceived need, availability of funds, and existing space vacancies. The County has established a space management policy, generally referred to as the Facility Policy Framework (Framework.) The Framework and its enabling Ordinance (Ord. 4452) were adopted by the Board of Supervisors in 2001 and reaffirmed by the Board in 2006. The Framework is in-place to ensure that the following space management activities are adhered to:

1. Provide a logical and systematic framework for determining the County's facility and space needs.
2. Provide planning guidelines for management of growth, reduction, or reassignment of County space over time.
3. Identify and match space needs with capital improvement requests.
4. Develop, administer, and maintain an automated Facilities Management System.

Problem Statement

The County should review their current space inventory countywide and projected needs in five-year increments (short term) to create a strategic plan that addresses specific choices about the use of buildings and lands owned or leased by County Government. The plan will quantify the number of employees and square footage of space required for each department based on data from completed departmental questionnaires. Over the next five years it will provide the County with strategic planning information to be used in making choices regarding how County facilities and available land in the north county region are best utilized.

Departments Surveyed

The following is a list of the departments within the south coast region survey area that have been interviewed for the purpose of obtaining the necessary data. Geographic regions represented by: Carpinteria, Santa Barbara, Goleta and the Gaviota Area.

Policy & Executive

- Board of Supervisors
- County Executive Office
- County Counsel

Public Safety

- Fire
- Probation
- Sheriff

Resources & Facilities

- Agriculture Commission
- Community Services (Parks & HCD)
- Planning and Development
- Public Works

Law & Justice

- District Attorney
- Public Defender
- Superior Court Services

Health & Public Assistance

- Public Health
- Alcohol, Drug and Mental Health
- Social Services
- Child Support Services

Support Services

- Auditor-Controller
- County Clerk-Recorder-Assessor
- General Services
- CEO-Human Resources
- Treasurer - Tax Collector

The objective for the project was to limit the scope of the report to the basic question: What additional space is needed by the County departments to meet their immediate and 5 year needs?

The methodology proposed is to develop a means to help departments efficiently utilize real estate holdings while meeting public service missions. It is proposed that by identifying a count of staff or special functions and multiplying that by an adopted allocation standard, space requirements can be determined which can be compared to the current (existing) condition. This comparison can then be used in planning future space needs and space management.

Project Phases

The project has been divided into two phases. The initial phase of the work involved gathering information which, followed by an analysis of that information and finally a documentation phase.

Phase 1 - Information Gathering

The *Information Gathering* process involves identifying the list of County owned and leased spaces in the region. From this list of properties floor plans were used to determine the amount of area that is currently occupied by each department. In some cases a field verification effort was undertaken.

It is necessary to establish area square footage guidelines to be applied to the assignable space for the calculation to be completed in determining the amount of area needed by each department. Research was conducted which included various California counties, some cities and the Federal General Services Administration regarding space allocation standards used by those agencies. A chart can be found in *Area Calculation Guidelines* (an Appendix) section that compares these standards to the proposed guidelines range.

The number of County employees by department forms the basis for determining the area calculation. This information was obtained from staff counts as provided by three sources: Human Resources, the Auditor-Controller and the County Executive Office—Office of Budget & Management. Each department was asked to verify the data via a questionnaire and in some cases follow-up interviews. Additionally, the questionnaire and interview process was used to ascertain any exceptions in the space needs unique to each department. Once the staff count was determined, the support areas were automatically calculated based upon industry standard allocations.

Further, the number used to calculate the area required for staff does not represent a pure statement of approved positions (FTE) for each department. Rather an expressed space requirement, which is derived by adding all the positions together

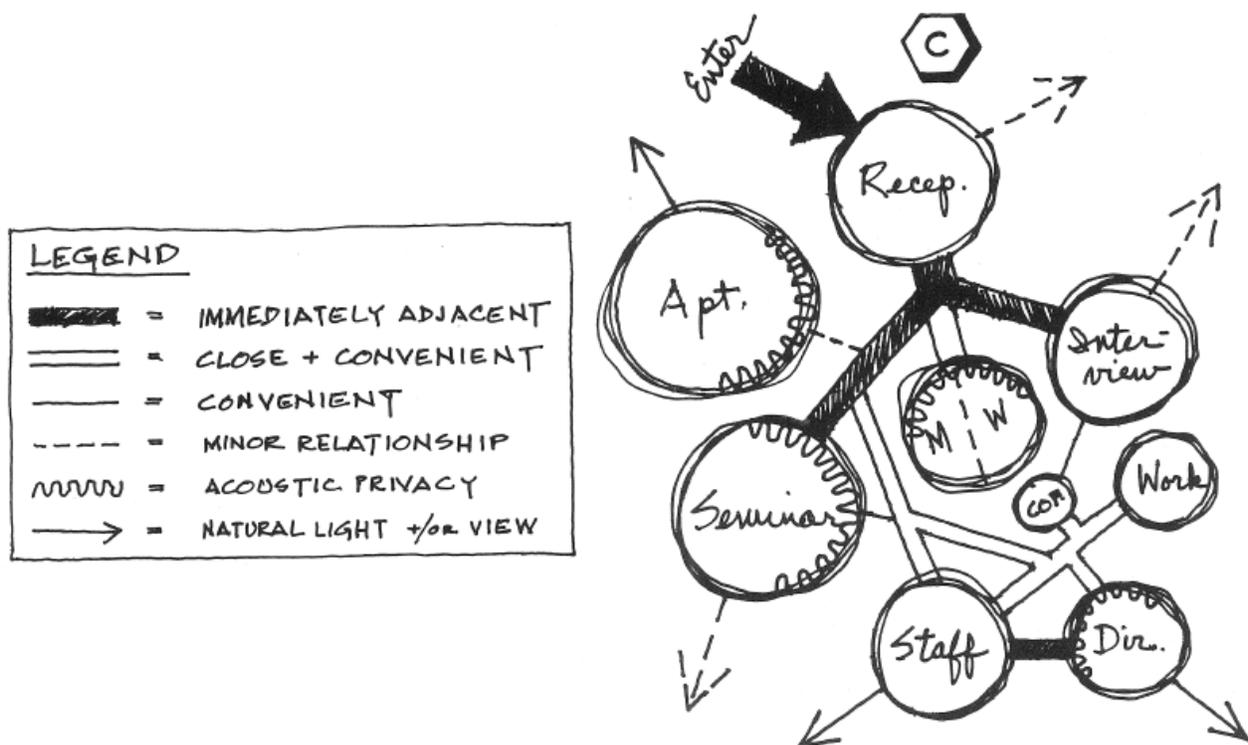
including part-time, contract and outside vendors. In some cases departments have assigned staff to another departments, the space required of these staff has been counted in their department numbers and not the host department assessments.

Phase 2 – Analysis and Documentation

The documentation and analysis phase involved the extraction and analysis of the data received from questionnaires, field research and interviews and then computing the area requirements for each department based upon current and five year projected needs.

It should be noted that certain departments seem to have more than adequate space for their needs. However, because of the configuration of some of the existing buildings, some of the available space may not be able to be used as efficiently to yield additional usable space. Open workspace is ideal for setting up efficient workstations, but the availability of that type of situation is constrained by the design of the existing buildings. Other buildings have generous public circulation areas, which may or may not yield additional usable space. An example of this is the Historic County Court House in Santa Barbara.

To develop a consistent means of evaluating space needs, an industry standard net “usable” area was determined for each building along with a general gross building area for each facility. It is recommended that detailed space studies be implemented for those facilities that appear to have excess space in order to determine if additional usable space may be gained.



Summary - South County Region

The current needs (CN) indicate a decrease from (2006-2011) of 14,064 square feet.

In general, the south county has a population growth rate slower than that of the north county. As a result, facility and county staff growth is not increasing at the same rate as the north. Another factor to facility development is the continued aging of the facilities in the area.

Functional Group	<i>2006-2011 Projected Five-Year Need (11FN)</i>	Current Occupied (CO)	Current Need (CN)	Forecast Need (FN)
Policy & Executive	28,738	32,976	33,413	33,413
Law & Justice	78,725	42,880	41,734	41,734
Public Safety	564,074	309,086	307,858	307,585
Health & Public Assistance	337,396	296,018	301,443	301,443
Community Resources & Public Facilities	124,660	206,014	205,204	205,204
Support Services	114,133	208,704	191,962	191,962
<i>Total Space Needed</i>	<u>1,247,726</u>	<u>1,095,678</u>	<u>1,081,614</u>	<u>1,081,341</u>
<i>Total Current Space</i>		<u>1,095,678</u>	<u>1,095,678</u>	<u>1,095,678</u>
Surplus (Deficit)			14,064	14,064
(Numbers in Chart)	1,247,726	<u>1,095,678</u>	1,081,614	1,081,614

FN: Future Need CO: Current Occupied CN: Current Need

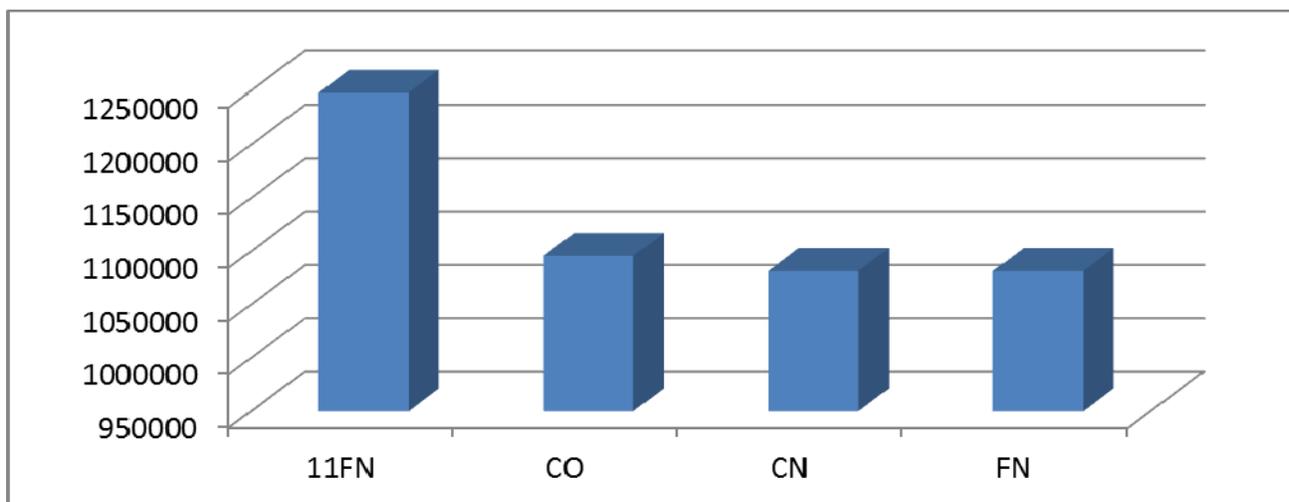


Figure 4: South County Regional Summary

Glossary of Terms

Assignable Area

Is a portion of the facility that can be assigned to the occupant of that space. It includes the interior walls, building columns and projections, but excludes exterior walls, major vertical penetrations, building core and service areas, primary and secondary circulation.

Building Penetrations

Penetrations may include elevators, flues, ducts, shafts or stairs. Dumbwaiters are not included because they usually service just the departments where they are located and not for the use of the general public. Areas with sloping walls will have measurements taken at the floor plane.

Common Space

Includes portions of the building designed to support the functional office space, like: restrooms, primary circulation areas and area for building mechanical and electrical systems.

Gross Square Footage

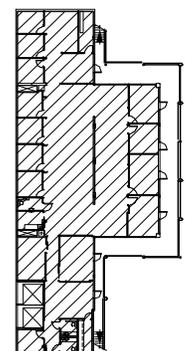
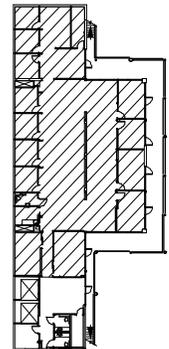
Is the sum of all floor areas on all levels that are totally enclosed within the building outer walls (or envelope), it includes cornices, pilasters and buttresses that extend beyond the external wall face. Where there is a basement space, that area is measured to the outside wall plane.

Occupied Area

Includes the area taken from the interior walls, building columns and projections and secondary circulation.

Primary Circulation

Includes the portion of a building that is a public lobby or corridor or is required for access for all occupants on a floor to stairs, elevators, toilet rooms and building entrances.



Private Office

A space totally enclosed within fixed walls that provide visual, audible and secure separation from other spaces within the general office layout.

Rentable Area

Is a term used whether the building is leased or owned. It is measured to the inside finished surface of permanent outer building walls, excluding any major vertical penetrations of the floor.

Secondary Circulation

Is the portion of the building required for access to some subdivision of space that is not defined as primary circulation.

Usable Area

Excludes exterior walls, major vertical penetrations, primary circulation, building core and building service areas. *Usable Area* is based on the “Standard Classification for Building Floor Area Measurements for Facility Management” published by the American Society for Testing and Materials.

