

executive summary

Executive Summary

County Mission

Marin County's mission is:

to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage; and encourage meaningful participation in the governance of the County by all.

The County's goals have been identified as:

- Provide excellent public service.
- Create a sustainable future.
- Promote service excellence.
- Encourage community collaboration and partnering.
- Promote innovative management and employee development.

County Strategy

The County of Marin Strategic Plan, adopted in Fall 2001, calls for the implementation of the following strategies in order to accomplish the County's mission and goals:

Strategy I

Keeping the Service in Public Service

Strategy II

Making Marin County the Employer of Choice

Strategy III

Creating a Listening Organization

Strategy IV

Assessing our Impact on the Community

Project Purpose

This Facilities Master Plan identifies space needs of the County and charts a possible course for the County's facilities to support achieving the County's mission and goals in accordance with its 2001 Strategic Plan.

This Master Plan is intended to guide planning and development of Marin County's primary real estate assets and facilities, including the Civic Center, for the next ten years.

Offering one path to a possible future, this master plan addresses the following issues:

- How efficiently are the existing facilities being utilized?
- What are the future needs for space?
- What are the needs from the point of view of the County's customers?
- What is an approach to distributing departments across the entire County?
- What can be the overall planning and design guidelines for County facilities?
- How and where can customers get their services?
- Where can staff support functions be located?

Master Plan Strategy

This Master Plan's recommendations are based on a central tenet:

One Community, One Marin County

Marin County should plan and use facilities, one of its most valuable assets, by acting as a single, coordinated organization instead of multiple, independent departments. The results will be: **better space utilization, an equitable distribution of shared space, and improved management of facilities.**

This single principle and its resultant benefits support the four County strategies on many levels including:

- Customer convenience, and therefore satisfaction, is enhanced by collocation of related departmental services.
- Employees have adequate work and support space to improve performance and increase worker satisfaction.
- Improved interaction with County residents allows the County staff to have their ear to the ground to accurately gauge future needs.
- Assessing the County's impact will be easier and more accurate due to customers clearly identifying delivery of County services.

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Findings and Recommendations

- 1. Regional Hub Model.** Distribute departmental services based on a "Regional Hub Model," locating administrative and justice – related functions at the Civic Center and customer service focused departments in populations centers, close to the customer.
- 2. Future Space Requirements.** The County will require an additional 190,000 square feet by the year 2011. 120,000 square feet of space will be required in the short term (2007) in close proximity of the existing Civic Center. The additional growth should be accommodated in Regional Hubs.
- 3. Consolidate Regional Hubs.** Consolidate Regional Hubs in either a single building, campus or cluster of buildings, accessible by public transportation and easily identified as a center for County services, for customer convenience and cross departmental collaboration.

- 4. Increase customer convenience** by distributing access to County services at each Regional Hub, not just the Civic Center. Delivery of department services in this model can be through strategic personnel assignments as well as electronic methods.
- 5. Leverage the Civic Center's symbolic value.** Make the Civic Center, a world class architectural and cultural landmark, a focal point for the community and for all County employees.
- 6. Establish a unified Facilities Management group for Marin County.** To leverage its facilities to the greatest effect, the County should consolidate the planning and management of its real estate and facilities in a single County Real Estate and Facilities Group.

- 7. Workplace space and furniture standards.** Adopt space and furniture standards based on job function rather than job classification. Over time, deploy these standards at all County facilities to maintain parity and reduce on-going staff relocation costs.
- 8. Shared support areas for ONE County.** Consolidate staff support services and amenities, including shared conference rooms, into areas that are managed by a facilities group for better space and resource utilization as well as increased opportunities for staff interaction and collaboration.
- 9. Invite the Community in.** Create spaces and services in the Civic Center and the Regional Hubs that invite the community into County facilities and encourage communication between the County and its customers.
- 10. Enable Telecommuting for Employees.** Provide technology support and workspaces at the Civic Center and all Regional Hubs that enhance telework opportunities thereby supporting employees in maintaining a healthy work-life balance.

- 11. Maximize the Civic Center's unique architecture and scenic views.** Adopt workplace standards and a planning approach that maximizes access to exterior views, introduces natural light into the interior of the workspace and is flexible to accommodate long term change and growth.
- 12. Wayfinding for visitors.** Implement a signage program for all County facilities, particularly the Civic Center, to clearly direct customers to the services they seek.
- 13. Identify County Services & Facilities.** Implement a County identity program to communicate a consistent, "One County" message for all County services and facilities.

