

COUNTY OF SANTA CRUZ

# Freedom Campus Master Plan

September 2022





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# Executive Summary

**This master plan is the first step toward re-imagining Santa Cruz County’s campus at Freedom Blvd. in Watsonville, driven by the County’s commitment to providing all County residents access to high-quality health services in modern, safe, and welcoming facilities.**

The ultimate goal of this plan was to provide a roadmap for making the Freedom Campus a better, more user-friendly version of what it already is – a community hub for health and wellness that is easily accessible to South County residents. It is important to note that this is just the *first step* toward potential future redevelopment, and therefore **this master plan does not provide a final design for the site or any buildings on the site.**

## COMMITMENT TO SOUTH COUNTY

This project reinforces Santa Cruz County’s commitment to improving the delivery of important services to South County residents; it follows several recent public investments in the region. Through the modernization of facilities and a consolidation of services in South County, the County will be able to better serve South County residents, while reducing the need to travel to multiple sites for critical services.

## THE SITE

The Freedom Campus is located at 1430 Freedom Blvd. in Watsonville, CA, and it is currently a County services hub. Primary County occupants include the Health Services Agency (“HSA”), Probation Department, and the Agricultural Cooperative Extension. The campus sits on an approximately 9.8 acre parcel. The total floor area of existing buildings on-site is approximately 54,000 gross square-feet, which is split across six single-story buildings of various ages. Some buildings are in poor condition and are in need of replacement in the near-term.



## LEGEND

- Parcel Boundary
- Existing Building
- Proposed County-Use Area
- Proposed Residential Area

Freedom Boulevard Campus Existing Conditions

## AREA

**9.8 acres**  
Total Site Area

**53,595 GSF**  
Total Building Area

## EXISTING BUILDINGS

<b>SUITE A</b> 5,575 GSF HSA	<b>SUITE D</b> 10,520 GSF HSA
<b>SUITE B</b> 14,200 GSF HSA ISD Probation	<b>SUITE E</b> 5,300 GSF Ag. Extension
<b>SUITE C</b> 4,500 GSF HSA, Dental Clinic	<b>SUITE F</b> 13,500 GSF HSA

## STAFF AND HSA DEPTS./SVCS.

**150+**  
Staff

**Clinic Services**  
**Behavioral Health Services**  
**Public Health**

## PROJECT PROCESS

The County engaged Gensler, a global design and strategy firm, to lead the production of this master plan. Given the public-facing nature of this facility, it was paramount that stakeholder and community input drive the key aspects of the plan. Thus, instead of working independently with only a limited number of opportunities to “report out” to the County and the community (as is typically the case with these types of projects), Gensler developed this master plan through a series of intensive workshops/meetings with both the County and the surrounding community — a process called “co-creation,” which Gensler believes is the best method for achieving richer and more inclusive outcomes. Health Services Agency (“HSA”) staff, County staff and leadership, and local community members were invited to actively contribute to specific aspects of the plan itself. The infographics and diagrams to the right and on the following page summarize the key steps of this process. For a more thorough summary of community engagement outcomes, please see Section 3 of this document.

## TEAM & SCOPE

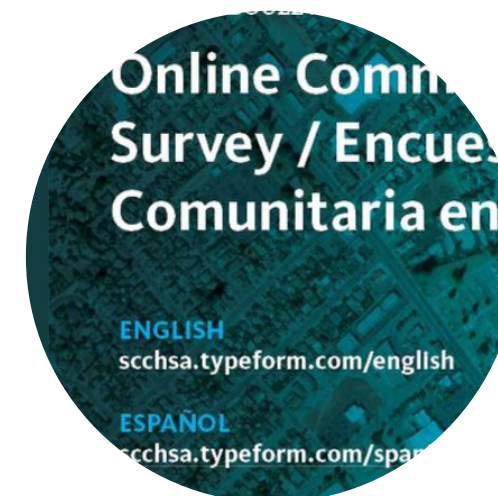
Gensler worked in collaboration with Rincon Consultants, Inc., Hexagon Transportation Consultants, and BKF Engineers (“Gensler Team”) to deliver the full scope of work, which included the development of a vision framework for future development, facilitating community engagement events and surveys for solicitation of guidance and feedback from local community members, creation of a conceptual site plan and concept building program (detailed in this document), as well as completion of an environmental review process, pursuant to the California Environmental Quality Act (“CEQA”).

All of this work was aimed at providing the County and the community with a crystalized yet flexible vision for the potential future redevelopment of the Freedom Campus that respects community needs and desires while fulfilling the operational requirements of the HSA. As of this printing, the County is in the final stages of the CEQA process, which is expected to conclude by December 2022.



4

intensive meetings and workshops with HSA/County representatives



6

meetings or workshops with community members or local leaders



96

direct responses from South County community members through online survey

## VISION FRAMEWORK

The Vision Framework serves as the “north star” of this master plan, reflecting the needs, desires, and aspirations of County staff and stakeholders as well as community members.

It includes four primary drivers, all of which are aimed at the overarching goal of supporting a healthier South County community.

Each driver serves as a focus area for this plan. Associated with each are a series of goals that are intended to advance or improve the experience of the Freedom Blvd. Campus in some way.

All drivers and goals are directly responsive to feedback gathered from HSA stakeholders during the project Kick-Off Meeting and Visioning Meeting. This framework was also presented to a panel of local community members, who provided additional feedback that was used to refine specific goals.

### PATIENT EXPERIENCE

- Support continuous, equitable care
- Reduce anxieties
- Increase visibility and accessibility
- De-stigmatize mental health care

### COMMUNITY EXPERIENCE

- Connect to history and culture
- Offer a safe place to gather
- Improve neighborhood connectivity
- Promote positive community impact



### EMPLOYEE EXPERIENCE

- Support cross-department collaboration
- Break down silos
- Promote employee wellbeing

### SAFETY & COMFORT

- Contribute positively to public realm
- Minimize “conflicting” uses
- Support sense of safety for all

# PREFERRED OPTION CONCEPT PLAN

## LEGEND

- A** Welcome Center
- B** Clinic Services Hub
- C** Behavioral Health Hub
- D** Public Health Hub
- E** Dental Clinic
- F** Crisis Stabilization Unit
- G** Community Space
- H** Courtyard/Garden
- I** Landscaped Walking Path
- J** Café Plaza
- K** Surface Parking



## PROPOSED PROJECT

The proposed project illustrated in this master plan is intended to be a phased redevelopment of the entire Freedom Campus, which would involve

- (a) **phased demolition of all existing buildings** and the goal of relocating most non-HSA functions to the County’s 500 Westridge Drive facility, which would occur over an extended period;
- (b) **phased construction of new health services buildings** that would consolidate all existing HSA functions into up to three new buildings; and
- (c) **the construction of one or more residential buildings** on an approximately 4-acre portion of the site not needed for County use. Note that the evaluation of potential housing was not part of the scope of this master plan, and therefore, this plan provides no specific recommendations related to housing.

## PREFERRED OPTION

The concept site plan on the previous page illustrates the “Preferred Option,” which includes the most promising or desired features of three original options. These initial options were presented to County stakeholders, and their feedback, as well as additional comments from community members, shaped the contours of this final option.

Key features of this option include:

- **Consolidation of most health services into a single building**, which will enhance patient experience and facilitate greater collaboration amongst HSA departments
- **Attractive, landscaped exterior spaces that offer a friendlier community presence**, while providing more public open space for neighborhood residents
- **Activation of perimeter areas fronting Freedom Blvd and Crestview Dr.** with garden spaces, walking paths, and plazas, which provides a more welcoming approach for people arriving by foot, bike, or public transportation.

## PROPOSED PROGRAM

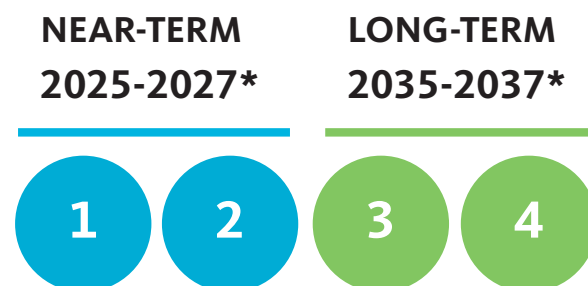
At full buildout, the re-imagined Freedom Campus would include the following major project components:

- **INTEGRATED HEALTH SERVICES HUB.** This component comprises all existing HSA outpatient services and administrative functions, including adult and children’s primary care, dental care, adult and children’s behavioral health services. This facility would allow for previously separated functions to be housed in one building, allowing for improved efficiency and collaboration between teams. Up to 5,000 square feet of the building would be dedicated to community-serving uses, which may include a community teaching kitchen and a multi-purpose community room. A limited amount of space may also be allocated for use by the Department, if they are to remain on-site (to be decided at a later date).
- **PUBLIC HEALTH HUB.** This component includes offices for County’s Public

Health Department as well as several HSA functions that serve particularly vulnerable populations, including persons experiencing homelessness.

- **CHILDREN’S CRISIS STABILIZATION CENTER.** This would be a standalone component that houses a new children’s crisis stabilization center. Although this project component would be operated by HSA’s Behavioral Health Division, it will be treated as a standalone facility, as the design for this facility is already underway and funding for this component would be provided through a grant program.
- **RESIDENTIAL.** The residential component will consist of one or more buildings that will contain a total of up to 160 dwelling units, 75% of which will be set aside deed-restricted affordable housing, yielding a residential density of approximately 40 dwelling units per acre. As noted previously, this component falls outside of the scope of this plan. However, the County’s intention is to reserve a portion of the site for future housing development.





Construction could be broken down into 4 distinct phases, with the first two occurring near-term to replace buildings that are in poorest condition.

**NEAR-TERM VS. LONG-TERM IMPLEMENTATION PRIORITIES**

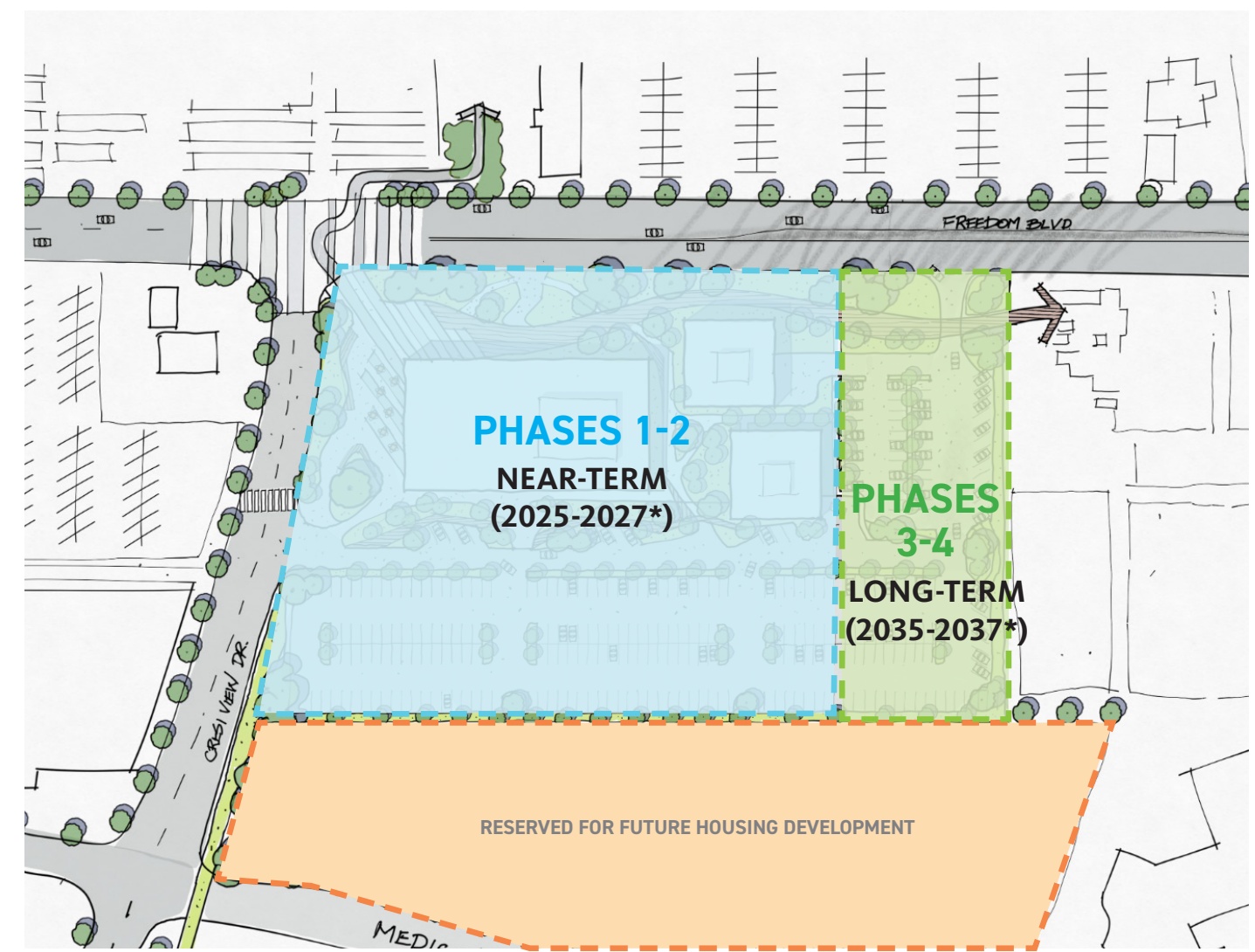
Given that the newer buildings on the Freedom Campus still have a useful life of 20 or more years, it is likely that this master plan will be implemented over multiple phases over a relatively long period of time.

Based on the Gensler team’s assessment, full implementation could be broken down into four distinct phases.

**Phase 1** and **Phase 2** are recommended to be implemented in the near term in order to replace buildings that are in poorest condition and/or functionally obsolete, which includes Suites A, B, D, and E.

**Phase 3** and **Phase 4** could occur later, the precise timing of which will be contingent upon factors such as funding availability, cost of maintenance of existing buildings, and HSA operational needs. The primary reason that these latter phases can occur so much later is because the buildings that would be replaced, Suites C and F, were constructed or substantially renovated within the last 10 years. Even so, these buildings

will eventually require substantial investment in major renovations as well as required maintenance over time in order to keep them from becoming functionally obsolete, particularly Suite F. Therefore, demolition and replacement over the long-term will likely be a more cost effective option, particularly when considering HSA’s intent to consolidate health services into fewer buildings. While no definitive implementation timeline has been set, Gensler’s preliminary evaluation and proposed phasing approach suggests that full buildout, which would include all required site work, demolition, and new construction, could be complete within 5 to 7 years. Therefore, if Phase 1 were to begin by 2025, it is likely that Phases 1 and 2 could be complete by the end of 2027. Phases 3 and 4, if beginning in 2035, full build-out could be complete by 2037.



\* Timing of future implementation is projected for illustrative purposes only and is not yet confirmed. Precise timing of implementation is contingent upon multiple factors, including funding availability, County operational needs, cost of maintenance of existing facilities, and is therefore subject to change.



CONDADO DE SANTA CRUZ

**Salud Mental y Tratamiento del Uso de Sustancias**



PARA NIÑOS Y ADULTOS



# 01 Introduction

# 1.1 Project Overview

**In late 2021 the County of Santa Cruz (“the County”) initiated a process aimed at re-imagining the Freedom Campus. This master plan is the culmination of that nearly year-long process.**

The ultimate goal is to identify ways to make the campus a better, more user-friendly version of what it already is – a community hub for health and wellness that is easily accessible to South County residents.

The impetus for this plan was the goal to move most non-health care services at the Freedom Boulevard Campus (“Freedom Campus” or “the Campus”) to the County’s 500 Westridge Drive facility in Watsonville. This refocusing on health services provided an opportunity to take a closer look at the campus overall.

It is important to note that this is just the *first step* toward potential future redevelopment,

and therefore **this master plan does not provide a final design for the site or any buildings on the site.** The County will be soliciting additional community input as part of the environmental review process, as required by the California Environmental Quality Act (“CEQA”). Upon completion of the CEQA process, the County will then seek to move forward with detailed design and implementation.

## COMMITMENT TO SOUTH COUNTY

This project reinforces Santa Cruz County’s commitment to improving the delivery of important services to South County residents; it follows several recent public investments in the region, an example of which would be the aforementioned Westridge Drive facility that the County recently purchased. Together, these two sites provide a platform for a dramatic modernization of facilities and a consolidation of services in South County, reducing the need for South County residents to travel to multiple sites for critical services. With this plan implemented, the County will be better positioned to more equitably serve County residents.

## THE SITE

The Freedom Boulevard Campus is located at 1430 Freedom Blvd. in Watsonville, CA, and it is currently a County services hub. Primary County occupants include the Health Services Agency (“HSA”), Probation Department, and the Agricultural Cooperative Extension. The campus sits on an approximately 9.8 acre parcel. The total floor area of existing buildings on-site is approximately 54,000 gross square-feet, which is split across six single-story buildings of various ages.

**Suite A** and **Suite B** house HSA functions and limited Probation Department functions. **Suite C** is an older building that was converted in 2015 into HSA’s dental clinic in partnership with Dientes Community Dental Care. **Suite D** is HSA’s primary building for Clinic Services. **Suite E** is primarily space for the Agricultural Cooperative Extension. **Suite F** is the most recently constructed facility, completed in 2018, which now primarily houses Behavioral Health Services.



**Figure 1.1** Suite C (foreground) and Suite F (background) at the Freedom Boulevard Campus

## COUNTYWIDE LONG-RANGE FACILITIES PLAN

This master plan is a direct continuation of work that began with the County’s Long-Range Facilities Plan (2020). That plan, which evaluated all County-controlled real property, established several guiding objectives and parameters for this site that this master plan builds upon. Below is a summary of the key objectives and parameters from the Long-Range Facilities Plan (“LRFP”) that this plan carries forward:

- » **Leverage South County presence.** Investing in this campus can allow for a new, integrated, and consolidated South County services hub that improves accessibility for nearby community members and reduces northbound travel demand.
- » **Phased demolition and replacement.** Suites A, B, and D are in poor condition and further investment in these buildings would not be cost effective. Therefore, this plan assumes that these buildings will be demolished and replaced in an early phase. Suites C and F are in much better condition, but even these likely will need to be replaced or substantially renovated within 25 to 30 years. Thus,

this plan assumes that *eventually*, these two buildings will also be demolished and replaced but at a later phase, which is still to be determined.

- » **Strengthen community presence and perception of safety.** This master plan is an opportunity for the campus to re-introduce itself to the surrounding community, shed its image as a unwelcoming institutional stronghold, and also address existing challenges with perception of safety.
- » **Respond to housing crisis.** LRFP studies suggested that if new buildings were to extend to two or three stories, the County likely will not need the entirety of the site for County services. This allows for an opportunity to dedicate a portion of the site to residential development, adding much needed housing stock. This plan assumes that the approximately 4 acres of land not currently occupied by the County (highlighted in orange, right) will be reserved for future housing development. Note that this master plan does not study the potential for housing, and any diagrams or drawings in this master plan depicting housing are for illustrative purposes only.



### LEGEND

- Parcel Boundary
- Existing Building
- Proposed County-Use Area
- Proposed Residential Area

Figure 1.2 Freedom Boulevard Campus Existing Conditions

### AREA

**9.8 acres**  
Total Site Area

**53,595 GSF**  
Total Building Area

### EXISTING BUILDINGS

<b>SUITE A</b> 5,575 GSF HSA	<b>SUITE D</b> 10,520 GSF HSA
<b>SUITE B</b> 14,200 GSF HSA ISD Probation	<b>SUITE E</b> 5,300 GSF Ag. Extension
<b>SUITE C</b> 4,500 GSF HSA, Dental Clinic	<b>SUITE F</b> 13,500 GSF HSA

### STAFF AND HSA DEPTS./SVCS.

**150+**  
Staff

**Clinic Services**  
**Behavioral Health Services**  
**Public Health**

## 1.2 Process and Scope

**This master plan is a product of co-creation with County stakeholders, and all ideas presented in subsequent sections are rooted in feedback gathered during a series of interactive engagements.**

The County engaged Gensler, a global design and strategy firm, to lead the production of this master plan. Given the public-facing nature of this facility, Gensler’s approach emphasized the role of stakeholder and community input as a driver of key aspects of the plan. Thus, instead of working independently with only a limited number of opportunities to “report out” to the County and the community (as is typically the case with such projects), Gensler developed this master plan through a series of intensive workshops/meetings with both the County and the surrounding community — a process called “co-creation,” which Gensler believes

is the best method for achieving richer and more inclusive outcomes.

HSA/County staff and leadership and local community members were invited to actively contribute to the plan over a period of several months. The infographics and diagrams to the right and on the following page summarize the key steps of this process. For a more thorough summary of community engagement outcomes, please see Section 3 of this document.

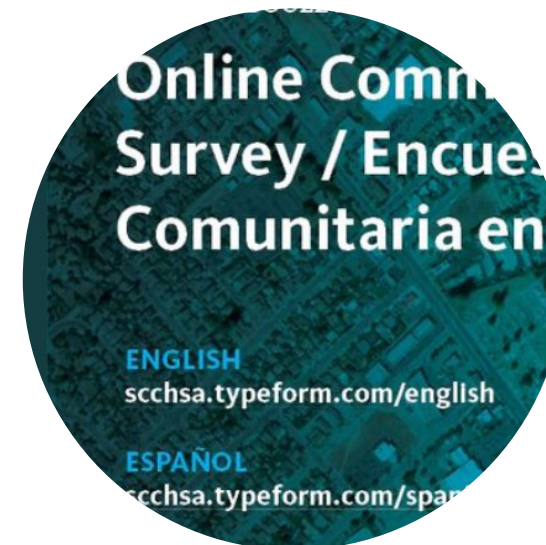
### SCOPE OVERVIEW

Gensler worked in collaboration with Rincon Consultants, Inc., Hexagon Transportation Consultants, and BKF Engineers (“Gensler Team”) to deliver the full scope of work, which includes the development of this master plan as well as an environmental review of the proposed future campus (the latter of which is ongoing as of this printing). A summary of major activities and overall timeline of these scope activities is on the following page. Note that this scope excludes any study of residential uses, though it is the County’s intention to reserve a portion of the site for housing development.



4

intensive meetings and workshops with HSA/County representatives



6

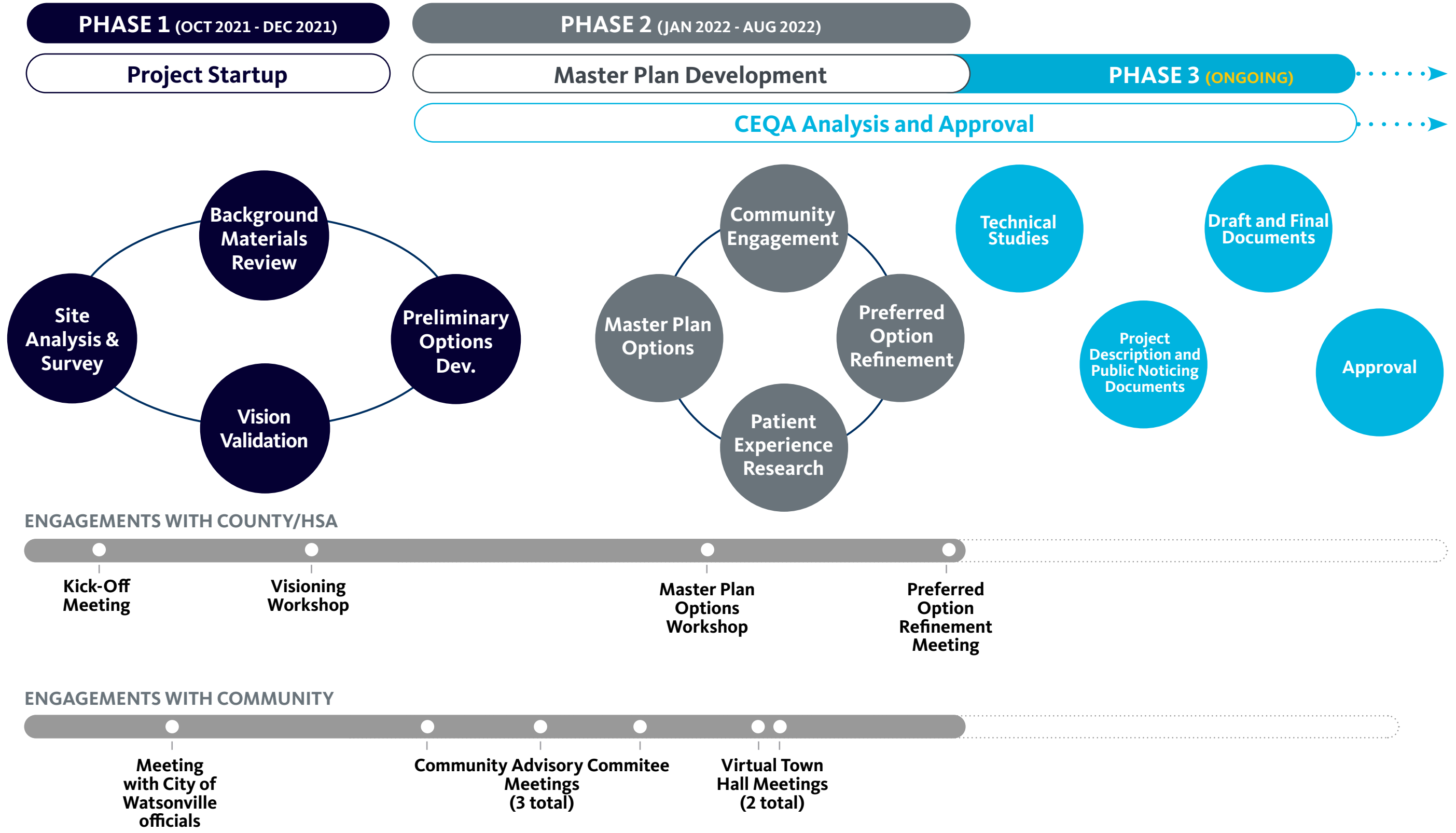
meetings or workshops with community members or local leaders



96

direct responses from South County community members through online survey

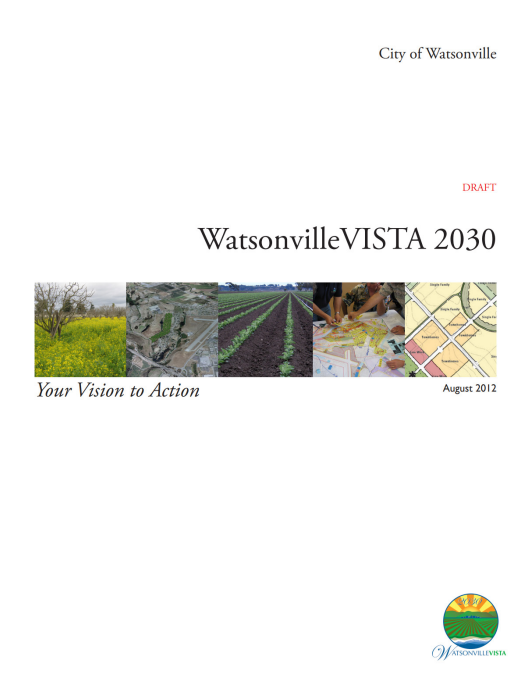
Figure 1.3 Project Process and Scope



# 1.3 Planning Context

**Recommendations in this document are intended to support and align with existing and in-progress plans or projects sponsored by the City of Watsonville.**

As part of Phase I, the Gensler team attended a meeting with City of Watsonville (“City”) representatives to discuss the approach to this project and to understand priorities that the City would like this plan to support. This section summarizes City of Watsonville planning documents and initiatives that helped to drive the development of the master plan.



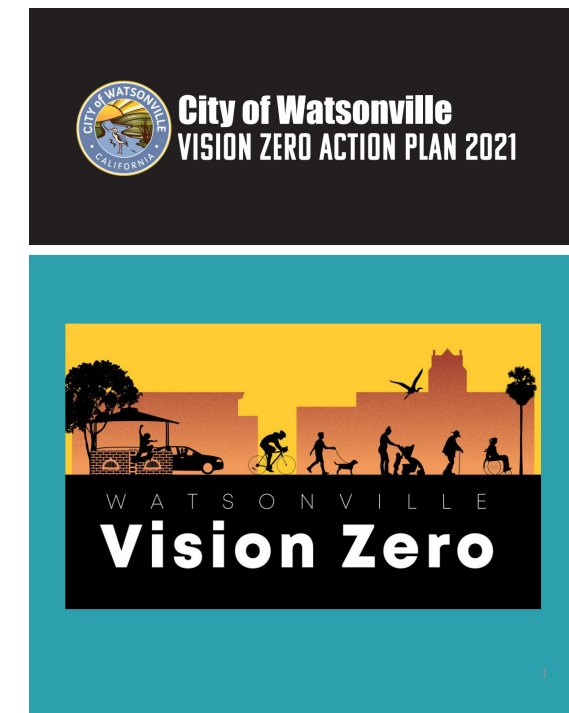
### **CITY OF WATSONVILLE DRAFT GENERAL PLAN UPDATE**

The City of Watsonville General Plan Update, currently in draft form, contains the City of Watsonville’s long-term goals for accommodating future growth. Specific objectives that this plan is intended to support include increasing availability of and access to community centers and public open space, providing safe and healthy facilities for youth, and improving access to educational opportunities for all ages.



### **THE FREEDOM-GREEN VALLEY WATER AND SEWER IMPROVEMENT PROJECT AND FREEDOM BLVD. ROAD RECONSTRUCTION PROJECT**

These in-progress projects will provide significant infrastructural enhancements to Freedom Blvd., many of which are intended to enhance to experience of pedestrians, cyclists, and other non-motorized uses of the street. Current plans do not include the section of Freedom Blvd fronting the campus, but the master plan integrates similar improvements.



### **CITY OF WATSONVILLE VISION ZERO ACTION PLAN 2021**

Vision Zero seeks to eliminate all traffic fatalities while increasing safe, healthy and equitable mobility for all. This master plan includes recommended improvements that will enhance pedestrian and cyclist safety, and proposed design elements on the Freedom Blvd. frontage are also intended to provide more pedestrian-friendly approach. Note, however, that improvements to public rights-of-way will fall outside the scope of future County-sponsored construction.



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# 02 Project Vision

## 2.1 Vision Framework

**The Vision Framework serves as the “north star” of this master plan. It includes four primary drivers, all of which are aimed at supporting a healthier South County community.**

### FOUR DRIVERS, FOUR AREAS OF FOCUS

Each driver serves as a focus area for this plan. Associated with each are a series of goals that are intended to advance or improve the experience of the Freedom Blvd. Campus in some way. All drivers and goals are directly responsive to feedback gathered from HSA stakeholders during the project Kick-Off Meeting and Visioning Meeting. The following section outlines the goals associated with each driver and also illustrates potential design solutions or features that would support those goals.



**Figure 2.1** Freedom Campus Vision Framework Drivers

## MASTER PLAN GOALS

The goals associated with each driver are outlined below. These goals reflect the sentiments expressed by HSA leadership, staff, and stakeholders during the Project Kick-Off Meeting.

## DRIVERS

---



### PATIENT EXPERIENCE

- Support continuous, equitable care
- Reduce anxieties
- Increase visibility and accessibility
- De-stigmatize mental health care



### EMPLOYEE EXPERIENCE

- Support cross-department collaboration
- Break down silos
- Promote employee wellbeing



### COMMUNITY EXPERIENCE

- Connect to history and culture
- Offer a safe place to gather
- Improve neighborhood connectivity
- Promote positive community impact



### SAFETY & COMFORT

- Contribute positively to public realm
- Minimize “conflicting” uses
- Support sense of safety for all



# PATIENT EXPERIENCE

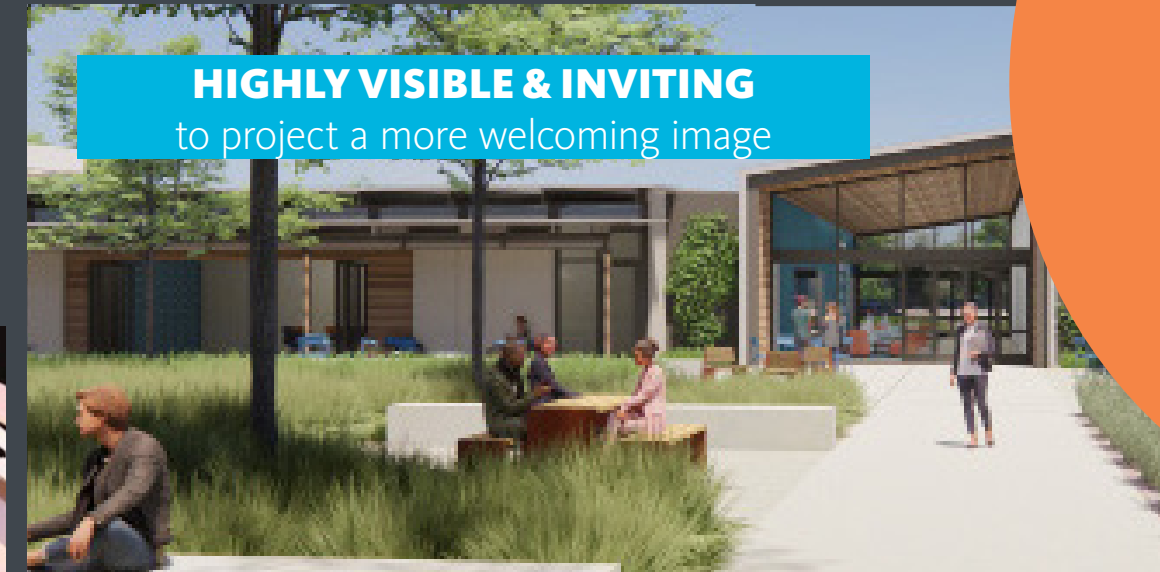
## GOALS

- Support continuous, equitable care
- Reduce anxieties
- Increase visibility and accessibility
- De-stigmatize mental health care



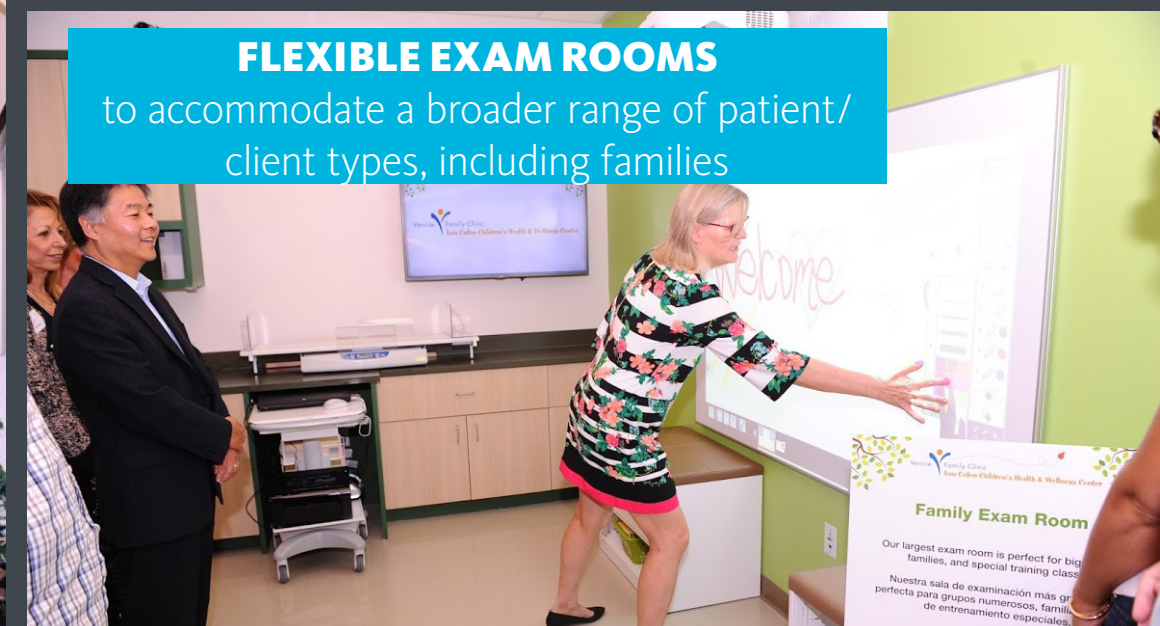
### INTEGRATED WELCOME CENTER

to allow for easier, more intuitive access to services



### HIGHLY VISIBLE & INVITING

to project a more welcoming image



### FLEXIBLE EXAM ROOMS

to accommodate a broader range of patient/client types, including families



### BIOPHILIC ELEMENTS

for a more calming, less institutional experience



# EMPLOYEE EXPERIENCE

## GOALS

- Support cross-department collaboration
- Break down silos
- Promote employee wellbeing





## GOALS

- Connect to history and culture
- Offer a safe place to gather
- Improve neighborhood connectivity
- Promote positive community impact

### COMMUNITY GARDEN

to bring health and wellness education and awareness through food



### SHARED STREETS

for vibrant neighborhood connections



### ON-SITE CAFE

to promote social connection



### PUBLIC OPEN SPACE

to give community members a place for passive recreation



### COMMUNITY PHOTO WALL

to show connection to local individuals and organizations



### COMMUNITY TEACHING KITCHEN

to promote exploration and engagement with health education and community programming







# SAFETY & COMFORT

## GOALS

- Contribute positively to public realm
- Minimize “conflicting” uses
- Support a sense of safety for all

### ENHANCED LIGHTING

to promote a greater sense of safety after dark



### GROUND LEVEL ACTIVITY

to keep “eyes on the street” while adding to a sense of place and vibrancy



### COMMUNITY EVENT PROGRAMMING

to bring people in and establish a sense of community ownership



### ACTIVE TRANSPORTATION INFRASTRUCTURE

for a safer cyclist and pedestrian experience



SUITE A

**COUNTY OF SANTA CRUZ**

CHILDRENS MEDICAL SERVICES  
VITAL STATISTICS AND HEALTH BENEFITS

SERVICIOS MEDICOS PARA NINOS  
ESTADISTICAS VITALES Y BENEFICIOS DE SALUD

1430 FREEDOM BLVD. SUITE A

Figure 1.4 VISION FRAMEWORK



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## 2.2 Best Practices Case Studies

The following case studies illustrate best practices and lessons learned from other high-quality outpatient health services facilities. They served as a source of inspiration and precedent for the vision and goals outlined in the preceding section.



# Venice Family Clinic

Venice Family Clinic offers comprehensive health care to underserved families and individuals.

Bright colors, natural materials, and friendly branding reflect their commitment to welcoming all members of the community, particularly those who cannot otherwise access or afford high-quality care.

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## LOCATION

Los Angeles County (multiple locations)

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## TYPE

Non-Profit Community Health Center

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## SELECT SERVICES OFFERED

Pediatric & Adult Primary Care  
Specialty Care  
Dental  
Vision  
Behavioral Health  
Substance Use Treatment (SUMMIT)  
Integrative Medicine  
Health Education  
HIV Prevention & Treatment  
Case Management  
Teaching Kitchen  
Health Insurance Enrollment  
Health Fairs & Community Events





**TEACHING KITCHEN**  
directly accessible and visible from lobby, underscoring it as a community resource



**WAYFINDING/SIGNAGE**  
that consider both adults and children



**NATURAL MATERIALS**  
for a more approachable, less institutional first impression



**CHILD-CENTRIC NOOKS**  
with objects and decor to help children to feel at ease when visiting



# BeWell Orange County

BeWell in Orange County, California takes a cross-sector partnership strategy — public, private, academic, faith and others — to break down silos in mental health and substance abuse care, offering a community-wide, coordinated ecosystem of care.

Their facilities are designed for calm and comfort, with abundant use of neutral tones and other design features that promote emotional well-being. Outpatient, outpatient crisis, and residential behavioral health services are all offered within the same facility.

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## LOCATION

Orange County, CA

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## TYPE

Public-Private Mental Health and Substance Abuse Center

---

## SELECT SERVICES OFFERED

Crisis Stabilization  
Sobering/Recovery Station  
Residential Substance Use Treatment  
Withdrawal Management  
Crisis Residential Services  
Co-Occurring Residential Services for Mental Health and Substance Use Disorder







**STEPPED BACK FACADE**  
for a less imposing entry  
experience

**OUTDOOR SEATING AND LANDSCAPING**  
to make use of the entryway as a space for  
relaxation

**CLOSE-IN PARKING**  
for easier access, especially for  
wheelchair users



**NATURAL MATERIALS**  
for a less clinical exterior



**WATER FEATURES AND  
GREENERY**  
to promote sense of calm

# Vanguard Health Hub

The Vanguard Health Hub concept emphasizes holistic health consciousness among its patients, so that its clients can stay healthy and ultimately avoid high-acuity situations as much as possible.

Its facilities are intended to be community gathering places, where members come not only to seek primary care, but also to learn, grow, and connect with others.

**LOCATION**

N/A (concept)

**TYPE**

Private For-Profit Clinic (concept)

**SELECT SERVICES OFFERED**

- Primary Care
- Health Education
- Nutrition Support
- Community Space



## OFFERS: FOR ME

### Do

- Assessment
- Basic care
- Preventative care
- Health education
- Track & get feedback
- System navigation
- Identify quality care

### Plan

- Goal setting
- Roadmapping
- Groceries and meal planning
- Family activities

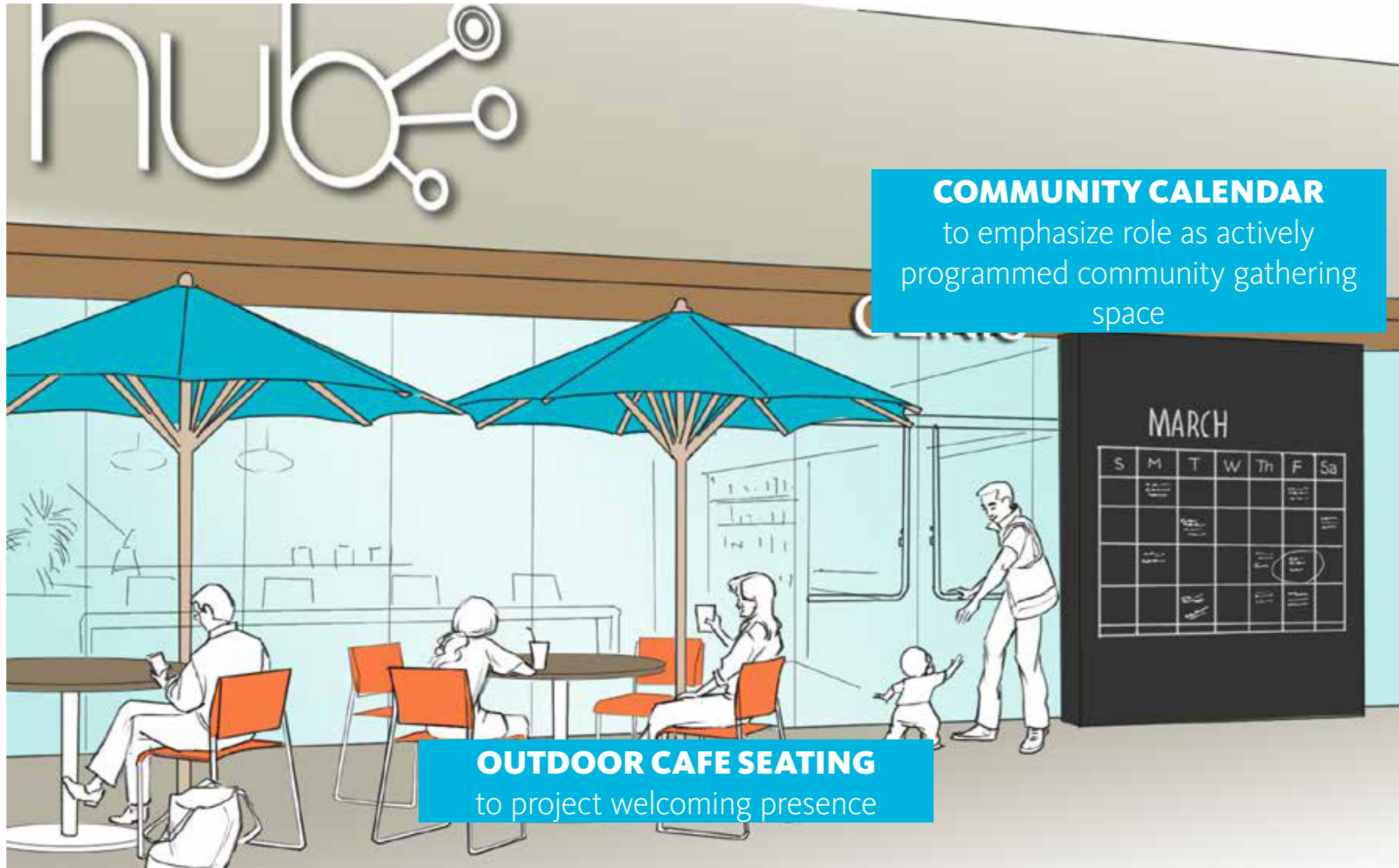
### Connect

- Alternative medicine practitioners
- Medical specialists
- Community partners
- People to people
- Commercial partners

### Coordinate

- Specialist care
- Hospital care
- Ancillary care
- Care across family
- Dental



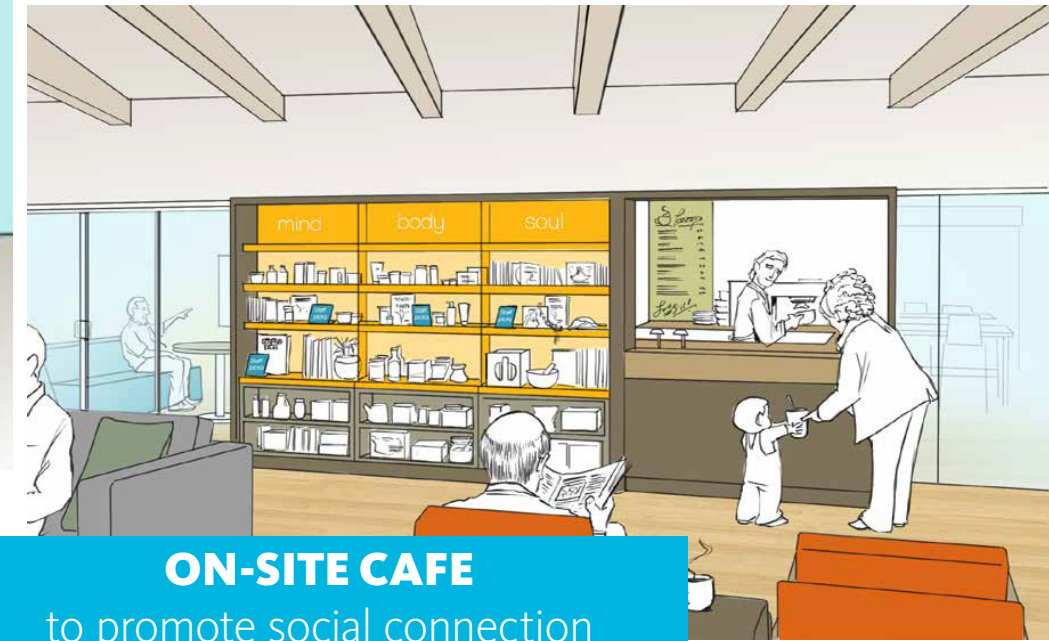


**COMMUNITY CALENDAR**  
to emphasize role as actively programmed community gathering space

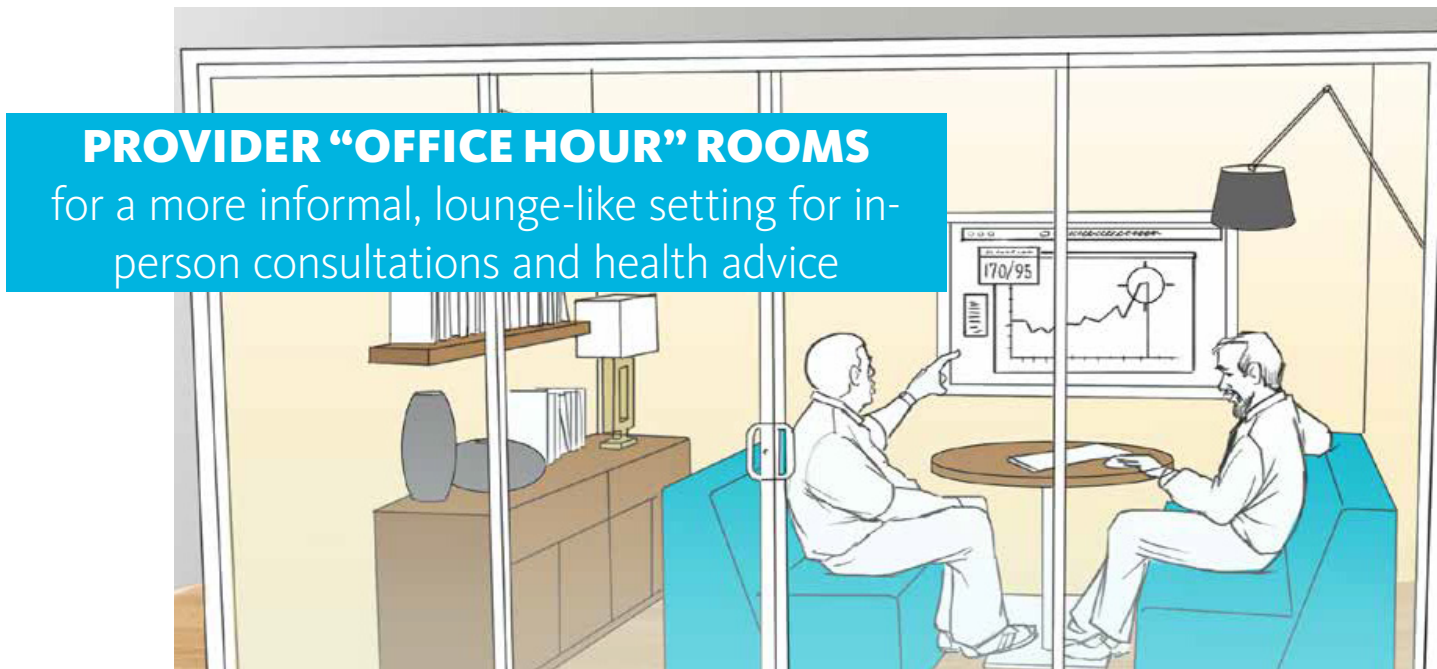
**OUTDOOR CAFE SEATING**  
to project welcoming presence



**COMMUNITY PHOTO WALL**  
to show connection to local individuals and organizations



**ON-SITE CAFE**  
to promote social connection



**PROVIDER "OFFICE HOUR" ROOMS**  
for a more informal, lounge-like setting for in-person consultations and health advice





# 03 Community Engagement

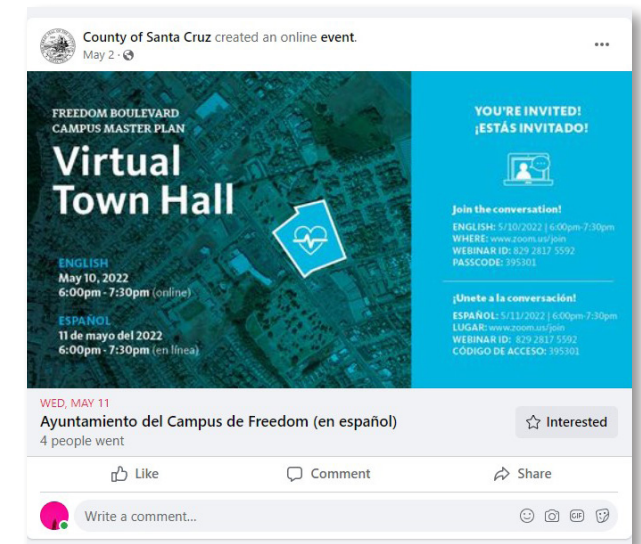
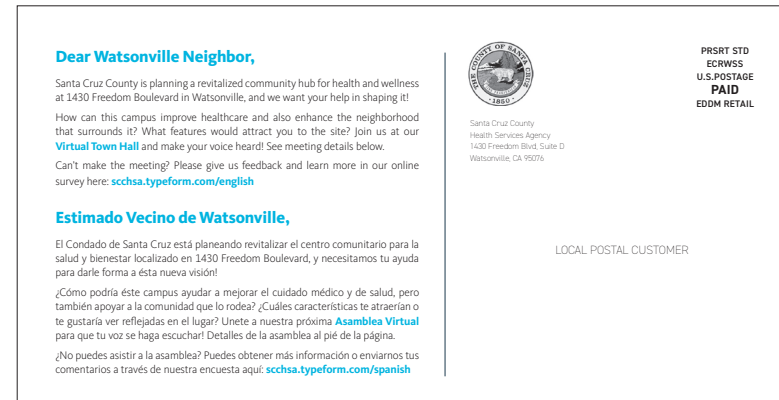
# 3.1 Overview

To reach a broad range of stakeholders in the community, the project team used a multi-channel strategy that included online community meetings, printed notifications, and digital surveys.

All materials were bilingual (English and Spanish), and promoted through tabling at local venues and the County’s social media and e-newsletter distribution lists.

The goal of this outreach effort was to three-fold:

- Invite community members to the two Virtual Town Hall meetings
- Provide general information about the project
- Share the link to an online survey in English and Spanish



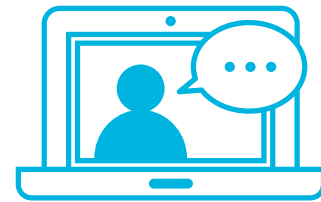
**44,157**  
aggregate audience reached by campaign

**39,000**  
social media impressions

**5,000**  
postcards mailed to households in neighborhoods surrounding the Freedom Campus

## 3.2 Virtual Town Hall

Two virtual community town halls were held in English and Spanish. These meetings served as a progress update for the community at large, and elicited live feedback through interactive Zoom polling and a Q&A discussion.



### English-language

Town Hall  
May 10, 2022

### Spanish-language

Town Hall  
May 11, 2022

**41 attendees**

Most attendees **lived near the campus**

**20 attendees**

Most attendees **used services at HSA**

*What is your connection to the Freedom Blvd. Campus?*

*What do you think of our draft Vision and Goals?*

Most attendees (English & Spanish) answered, **“Great, I love it!”**

*What community elements would you like to see on the Freedom Campus?*

Most attendees (English & Spanish) would like to see the following:



*Walking & Biking Paths*



*Farmers Markets*



*Community Cultural Events*



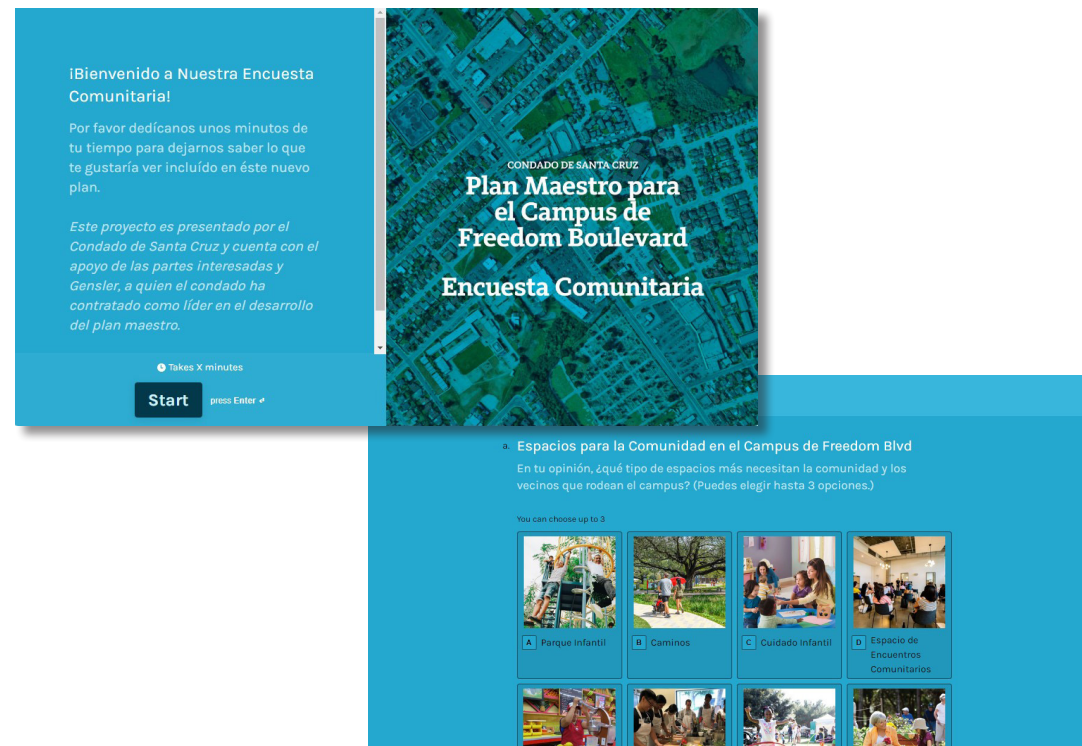
*Healthy Cooking Classes*



### 3.3 Online Survey

The Gensler team created an online survey to both inform the public about recent project updates and gather feedback on HSA services and preferences for the Freedom Campus. This survey, which was offered in both English and Spanish, was open for two weeks and captured 96 responses.

**Who did we hear from?**  
A mix of HSA Employees, Nearby Residents, and Current Patients



**73**  
English-language respondents

Most English-language Respondents **work for the County Health Services Agency (“HSA”) (51%) or live near the Freedom Blvd Campus (26%)**

**50%**  
of English-language respondents **have used HSA services**

**23**  
Spanish-language respondents

Most Spanish-language Respondents **receive health services at the Freedom Blvd Campus (82%)**

**100%**  
of Spanish-language respondents use HSA services between **1X - 12X per year**



**TOP 3**  
priorities were aligned  
between English & Spanish  
respondents

**1. Access to services at night & weekends**



**2. More education about services**



**3. More specialty services**  
(e.g., Pre-natal care, Ophthalmology)

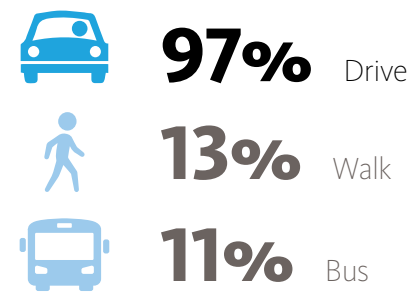


### Getting There

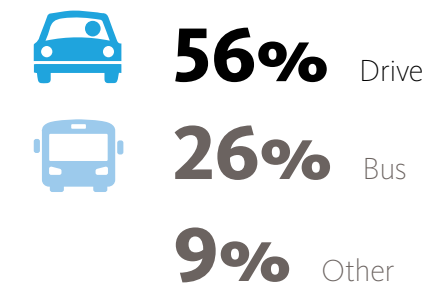
How do you travel to Santa Cruz County health services locations?

*(multiple selection)*

**English Language**  
Respondents (employees & nearby residents)



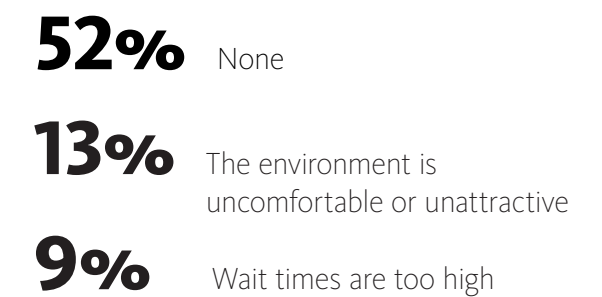
**Spanish Language**  
Respondents (patients)



### Barriers to Accessing Services

In your opinion, why is it hard to access Santa Cruz County health services?

*(multiple selection)*



## Freedom Campus Priorities

What types of amenities and activities would you like to see at the new Freedom Blvd Campus?

*Top two  
Community Spaces desired:*

*Top two  
Events & Activities desired:*

*Top two  
Outdoor design elements desired:*

**English Language**  
Respondents (employees & nearby residents)



**39%**  
Walking Path



**38%**  
Community Meeting Space

**Spanish Language**  
Respondents (patients)



**54%**  
Community Kitchen



**45%**  
Playground



**51%**  
Exercise Classes



**40%**  
Farmers Markets



**40%**  
Community & Cultural Events



**45%**  
Healthy Cooking Classes



**47%**  
Lighting



**22%**  
Public Art



**38%**  
Walking & Biking Paths



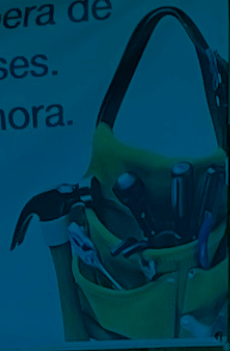
**29%**  
Lighting

# WATSONVILLE HEALTH CENTER PATIENT CENTER



*Estamos remodelando el area de espera de pacientes. Tardará entre 4 a 6 meses. Registracion está en Suite B por ahora.*

*We are remodeling the patient waiting area. It will take between 4 to 6 months. Registration is in SUITE B for now.*



CLINIC HORAS / HORARIO DE CLINICA	
MONDAY / LUNES	10 AM - 6:00 PM
TUESDAY / MARTES	10 AM - 6:00 PM
WEDNESDAY / MIÉRCOLES	10 AM - 6:00 PM
THURSDAY / JUEVES	10 AM - 6:00 PM
FRIDAY / VIERNES	10 AM - 5:00 PM
SATURDAY / SÁBADO	CLOSED
SUNDAY / DOMINGO	CLOSED
AFTER HOURS / DESPUES DE HORAS DE OFICINA	
CALL / LLAMAR	800-753-3027



# 04 Site Context & Analysis

# 4.1 Site Context

The Freedom Campus is located at 1430 Freedom Boulevard in the City of Watsonville, approximately one mile from the northern boundary of downtown Watsonville. Freedom Boulevard is a main thoroughfare that connects Downtown Watsonville to areas northwest as well as the Watsonville Municipal Airport.

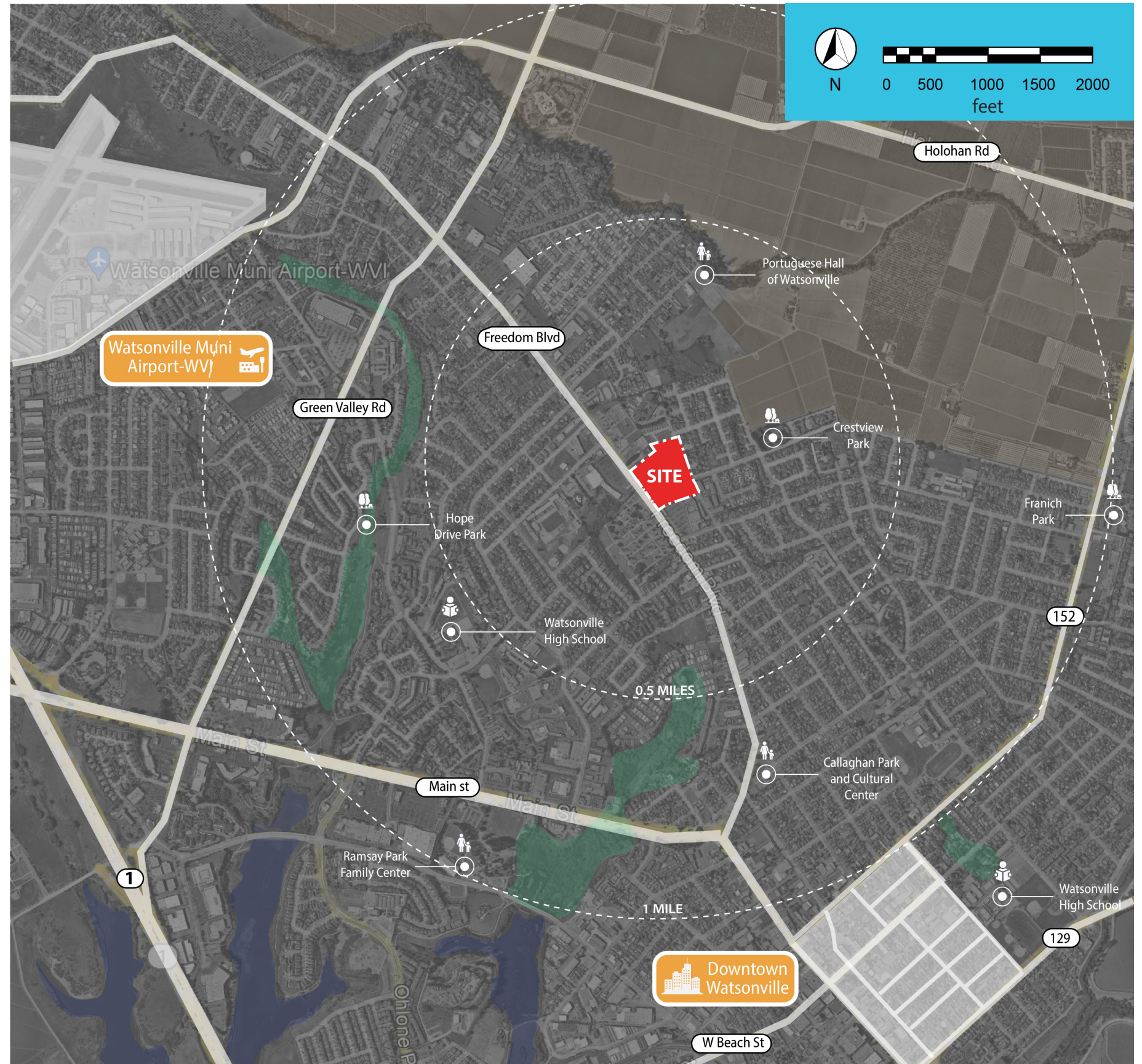


Figure 4.1 Freedom Campus Urban Context

The Freedom Blvd. Campus is surrounded by an eclectic mix of uses, including cemeteries, retail, and residential neighborhoods. The surrounding built environment is predominantly low-slung with only 1 to 2 story buildings.

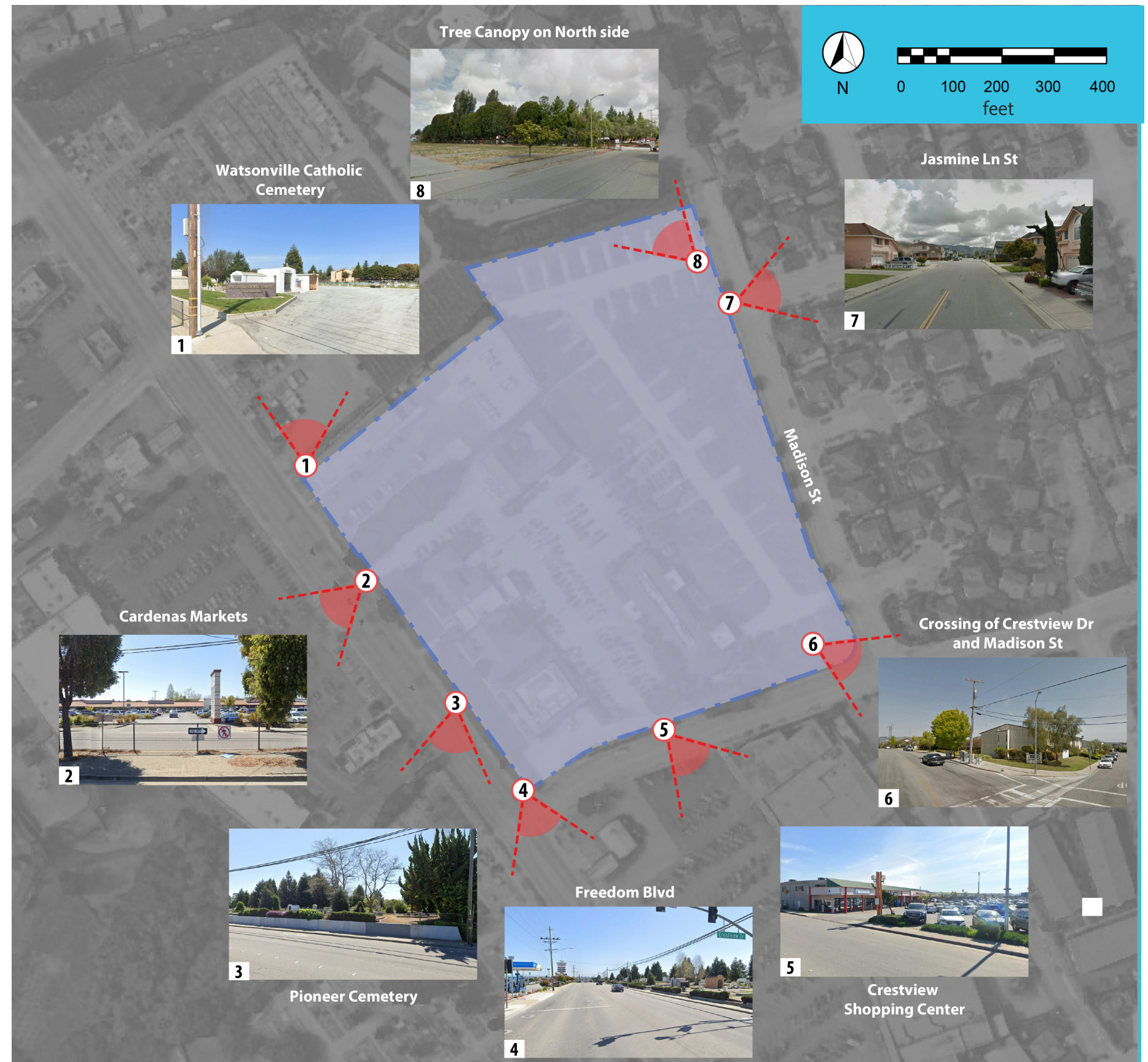


Figure 4.2 Freedom Campus Neighboring Uses

## 4.2 Transit and Vehicular Access

The site is served by a number of bus lines, with stops on both Freedom Boulevard and Crestview Drive to the south.

Driving from downtown Watsonville takes approximately 8 minutes, and Route 152 is an approximately 5 minute drive away. The campus can currently be accessed via two primary vehicular entry points, one on Freedom Boulevard and the other on Crestview Drive.

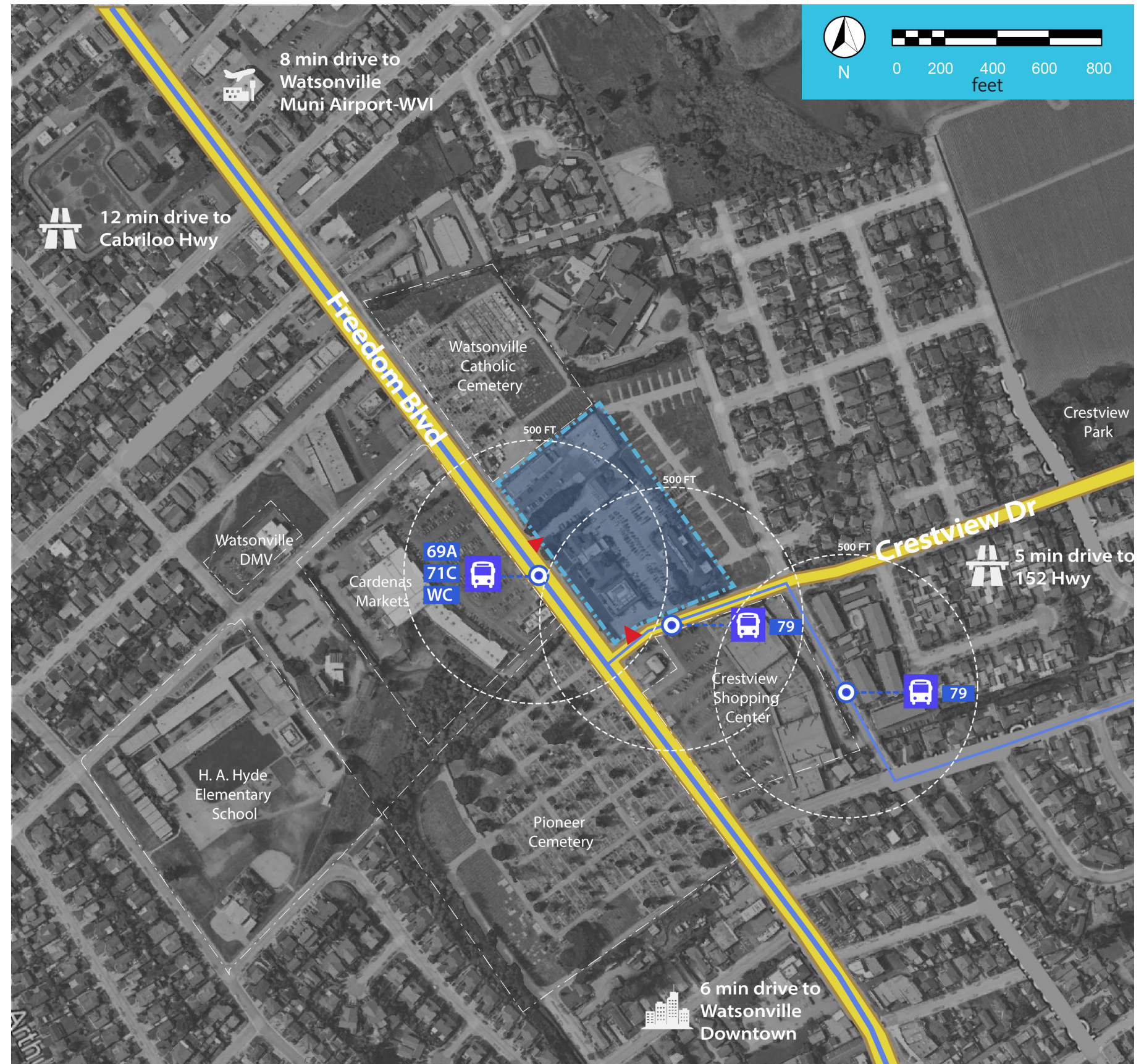


Figure 4.3 Transit and Vehicular Access



## 4.3 Zoning

The site is almost entirely surrounded by land zoned for Single-family (R-1) and Multi-family Residential (RM-2), with the exception of the parcels directly abutting Freedom Boulevard, where parcels are predominantly zoned for Commercial (CNS) and Institutional (N) uses.

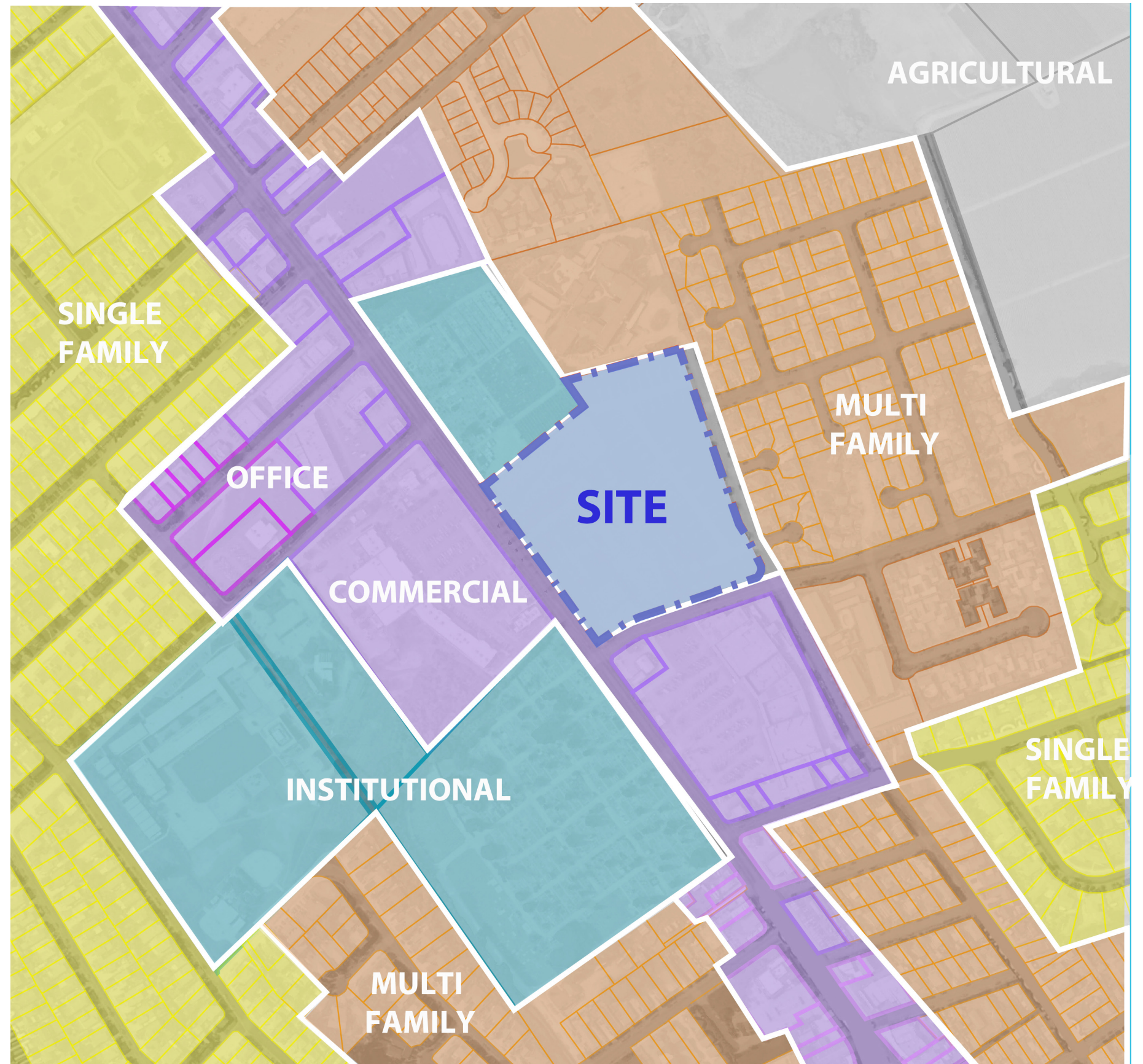


Figure 4.4 Transit and Vehicular Access





# 05 **Master Plan**

# 5.1 Program Overview

**The County’s Long-Range Facilities Plan (“LRFP”), approved in 2021, recommended that the existing facilities on this campus be demolished to make room for new, modernized facilities that would consolidate County functions into fewer, but higher intensity, buildings.**

The LRFP also recommended that the County further evaluate the potential for housing development on a portion of the site that will not be needed for County use, which, as stated in the LRFP, would be a benefit of consolidation.

The first recommendation above was driven by the LRFP’s finding that four of

the six buildings (Suites A, B, D, and E) are in poor condition and past their useful life, and the remaining two (Suites C and F) are also expected to become obsolete within 25 to 30 years (which considers the fact that these buildings were renovated or constructed within the last 10 years). The recommendation to include housing is supports the County’s objective of addressing the County’s severe shortage of affordable housing stock.

In alignment with the LRFP, the proposed project illustrated in this master plan is a phased redevelopment of the entire Freedom Campus, which would involve (a) phased demolition of all existing buildings and the goal of relocating of most non-HSA functions to the County’s 500 Westridge Drive facility; (b) phased construction of a new health services building that would consolidate all existing HSA functions into up to three new buildings; and (c) the construction of one or more residential buildings on an approximately 4-acre portion of the site not needed for County use.

At full buildout, the re-imagined Freedom Campus would comprise approximately 70,000 to 85,000 gross square feet of new space for HSA functions, split across three major project components.

## **INTEGRATED HEALTH SERVICES HUB**

This component comprises all existing HSA outpatient services and administrative functions, including adult and children’s primary care, dental care, adult and children’s behavioral health services. This facility would allow for previously separated functions to be housed in one building, allowing for improved efficiency and collaboration between teams. Patients/clients will also no longer need to navigate between multiple buildings during a single visit, which will streamline the process of receiving care. Up to 5,000 square feet of the building would be dedicated to community-serving uses, which may include a community teaching kitchen and a multi-purpose community room.

## **PUBLIC HEALTH HUB**

This component includes offices for County’s

Public Health Department as well as several HSA functions that serve particularly vulnerable populations, including persons experiencing homelessness.

## **CHILDREN’S CRISIS STABILIZATION CENTER**

This would be a standalone component that houses a new children’s crisis stabilization center. Although this project component would be operated by HSA’s Behavioral Health Division, it will be a standalone facility, as its construction will be funded separately from the rest of the campus through an external grant program.

## **RESIDENTIAL**

In addition to the HSA-dedicated components above, the County also intends to reserve a portion of the site for one or more residential buildings that will contain a total of up to 160 dwelling units, 75% of which (or 120 units) would be set aside a deed-restricted affordable housing. As noted previously, this component falls outside of the scope of this plan and is not studied.

## 5.2 Urban Design Concepts

The development of options was driven by three “big ideas” or urban design opportunities that emerged during the site analysis phase. This section illustrates the potentials associated with each.



**INTERSECTIONS  
MATTER**



**WHERE THE  
HEART IS**



**TAKE IN THE  
VIEW**

## INTERSECTIONS MATTER

Freedom Blvd. is a major vehicle-oriented thoroughfare, but there is ample opportunity to better connect the campus to its surrounding area and to improve the pedestrian experience. A simple move of pulling vehicular access points to the corners of the site that sit farthest from the intersection of Freedom Blvd. and Crestview Dr. can help to frame that corner as a pedestrian gateway. Additional improvements to non-motorized mobility infrastructure and landscaping could further enhance the pedestrian and cyclist experience.

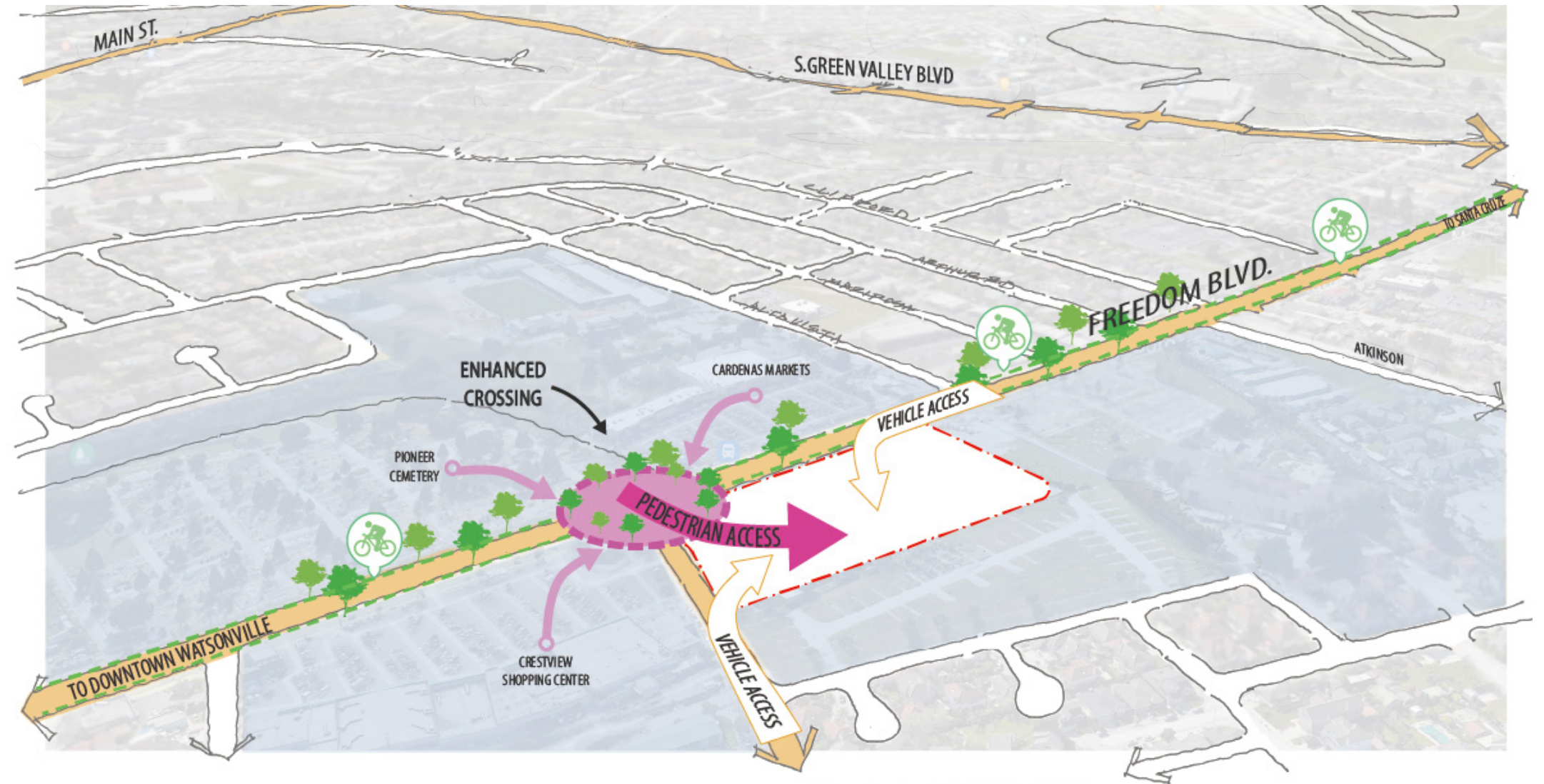


Figure 5.1 Streetscape and Access Opportunities

## WHERE THE HEART IS

With improved connectivity to the surrounding context, the Freedom Campus can serve as a community space for the various populations that use surrounding assets. The campus sits at the nexus of an eclectic mix of residential, commercial, and institutional uses, which would bring a diverse set of potential visitors to the campus.

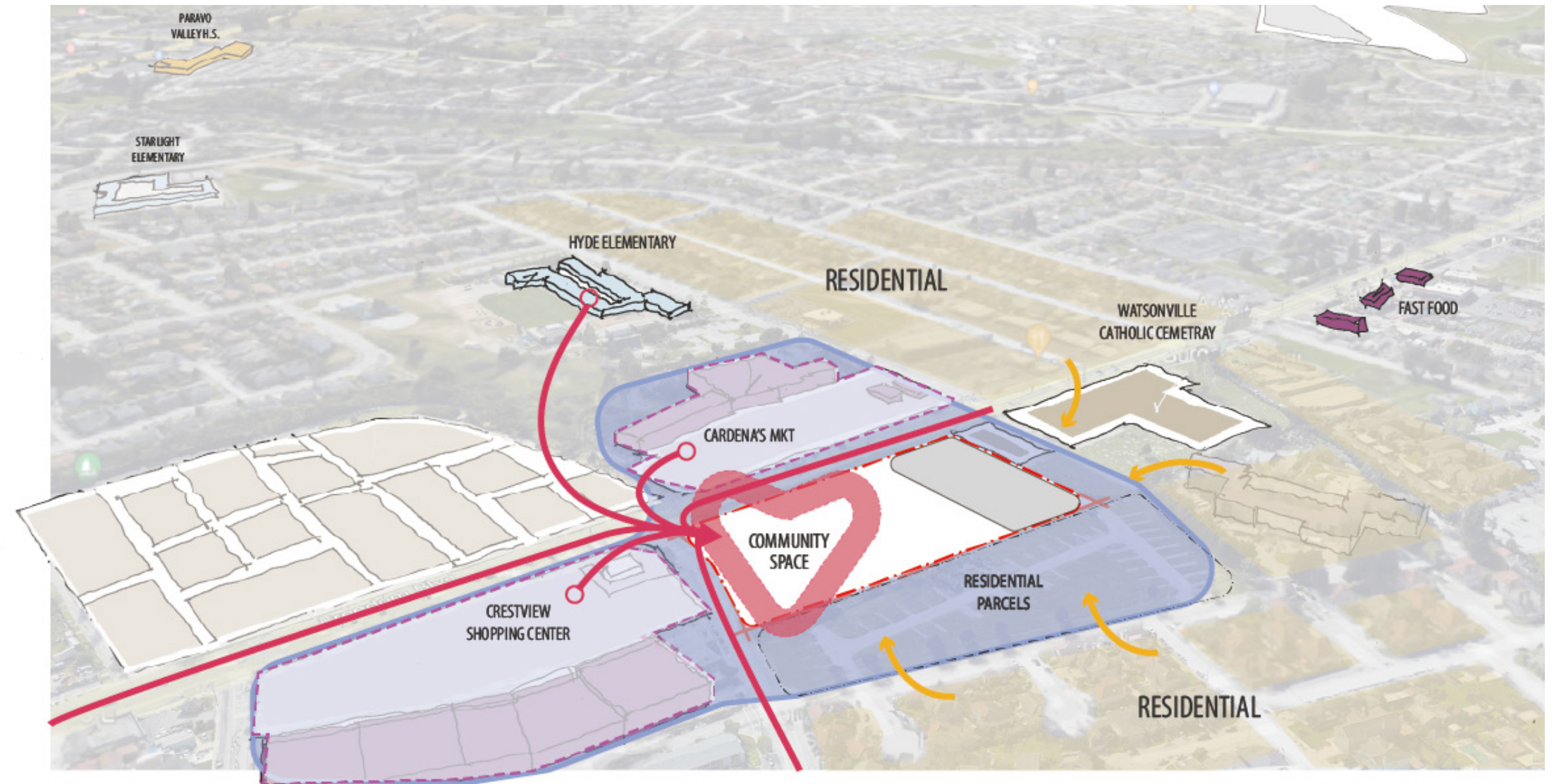


Figure 5.2 Community-Serving Opportunities

### TAKE IN THE VIEW

The Freedom Campus has the potential to provide views to key natural assets in the area, including Watsonville Slough, Struve Slough, and, farther afield, the Pacific Ocean. Even at three stories, buildings on campus could potentially establish desirable visual connections to these natural features, helping to celebrate the unique beauty of Watsonville. Furthermore, there is potential for the site to serve as a physical connector between Watsonville Slough and Struve Slough, both of which terminate within a 15-minute walking distance from the site. Notably, Struve Slough has already been partially developed into a biking, running, and hiking trail. If Watsonville Slough were to receive similar treatment, the Freedom Campus would serve as logical mid-point between the ends of both sloughs.



Figure 5.3 Opportunities for Connecting to Natural Assets



## COMPOSITE CONCEPT

The diagram to the right illustrates how these three urban design concepts can coalesce into a cohesive whole. Note that this diagram was presented merely as an illustrative diagram that was used during the Visioning Session with HSA and County representatives, and it does not reflect specific master plan recommendations, which are outlined in a later section.

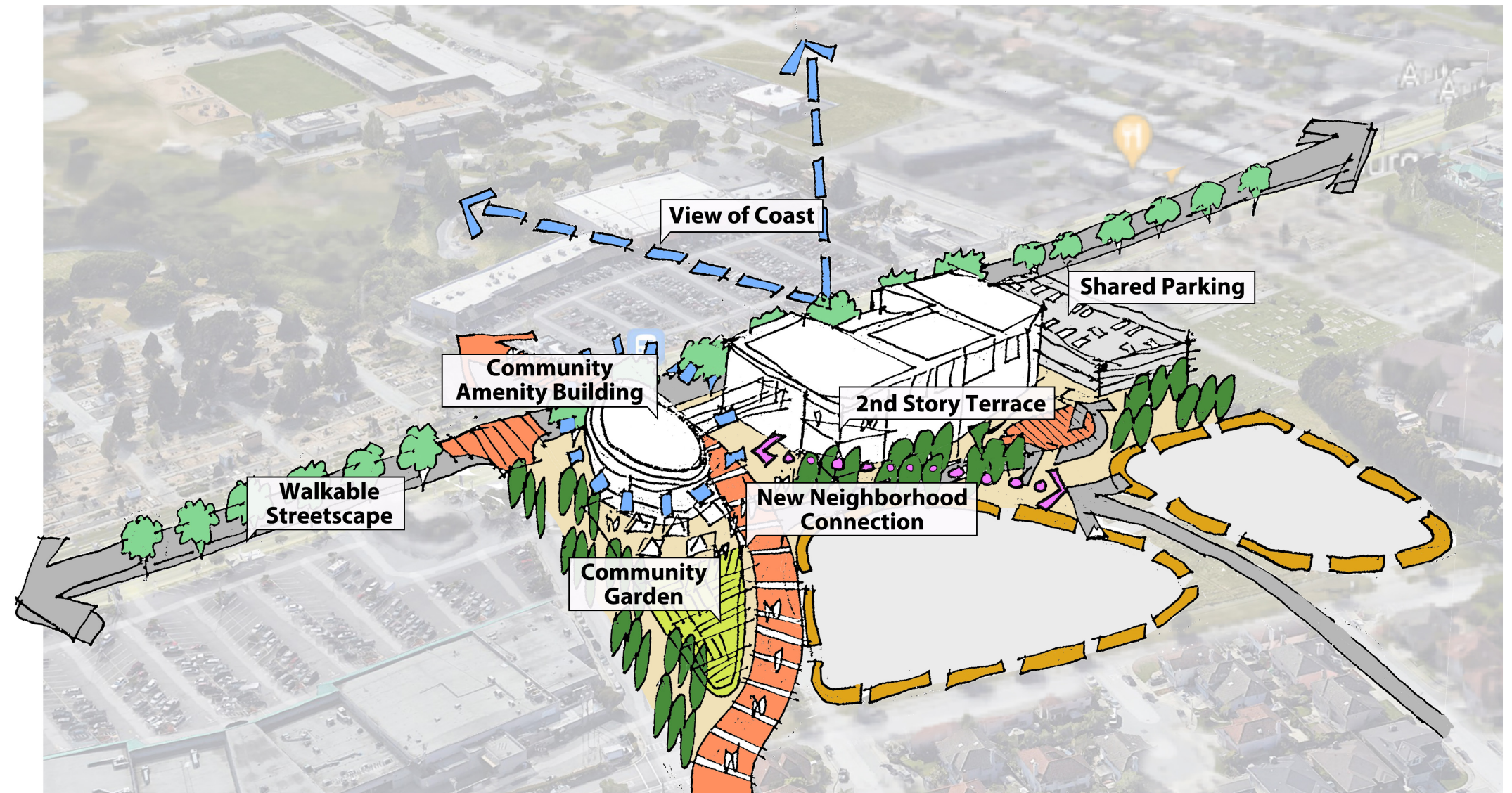


Figure 5.4 Composite Concept Sketch

## 5.3 Preliminary Site Plan Options

The Gensler team presented three preliminary site plan options for consideration by the County.

Each option integrates the urban design concepts and major program elements from the preceding section in different ways, with major differences being the number, intensity (i.e., height and bulk), and positioning of buildings on the site.

These options were created to illustrate how the goals outlined in the Vision Framework can potentially be achieved with quite different approaches. Note that the residential component, which falls outside the scope of this study, is denoted in the orange shaded area. **These residential configurations are only intended to align with the urban design of each option; they do not represent any actual proposed plans for residential development on this campus.**

### 01 TOWN GREEN



### 02 GARDEN RETREAT



### 03 WHOLE HEALTH HUB



Figure 5.5 Preliminary Site Plan Options



## PATIENT EXPERIENCE

- Support continuous, equitable care
- Reduce anxieties
- Increase visibility and accessibility
- De-stigmatize mental health care



## EMPLOYEE EXPERIENCE

- Support cross-department collaboration
- Break down silos
- Promote employee wellbeing



## COMMUNITY EXPERIENCE

- Connect to history and culture
- Offer a safe place to gather
- Improve neighborhood connectivity



## SAFETY & COMFORT

- Contribute positively to public realm
- Minimize “conflicting” uses
- Support sense of safety for all

### 01 TOWN GREEN

- SINGLE-STORY
- DISTRIBUTED CAMPUS
- PART OF THE CITY

- INDEPENDENT SERVICE HUBS
- OUTDOOR CONNECTIONS

- GRAND GATHERING SPACE
- EASILY ACCESSIBLE PUBLIC SPACE ON PERIPHERY

- PATHS ON CLEAR AXES
- CLEAR LINES OF SIGHT
- MOST SEGREGATED USES

### 02 GARDEN RETREAT

- CHOICE OF PUBLIC VS. PRIVATE EXPERIENCE
- REFUGE FROM THE CITY
- MORE VISIBLE, CIVIC PRESENCE

- DENTAL & MEDICAL INTEGRATION
- GREATER OPPORTUNITIES FOR OUTDOOR REST AND REFLECTION

- NEW COMMUNITY THOROUGHFARE
- MOMENTS OF ACTIVITY AND REST
- CONNECTED BUT DISTINCT

- GREATEST OPPORTUNITY FOR HIGH ACTIVITY - DAY AND NIGHT
- GENEROUSLY SIZED PLAZAS

### 03 WHOLE HEALTH HUB

- HIGHLY INTEGRATED CARE ENVIRONMENT
- REQUIRES NAVIGATING ELEVATORS & STAIRS
- TIGHTEST CONNECTION TO PARKING

- ALL COLLEAGUES UNDER ONE ROOF
- MOST EFFICIENT OPERATIONALLY

- EXTENSION OF STREET NETWORK INTO SITE
- COMMUNITY SPACES MOST DISTINCT
- LARGEST COMMUNITY GARDEN

- GREATEST SEPARATION BETWEEN PUBLIC AND COUNTY USES
- SHORTEST PATH TO PARKING AND FREEDOM BLVD

# 01 TOWN GREEN

## LEGEND

- A** Welcome Center
- B** Clinic Services Hub
- C** Behavioral Health Hub
- D** Public Health Hub
- E** Dental Clinic
- F** Crisis Stabilization Unit
- G** Community Space
- H** Public Green & Plaza
- I** Community Garden
- J** Café Plaza
- K** Surface Parking Lot

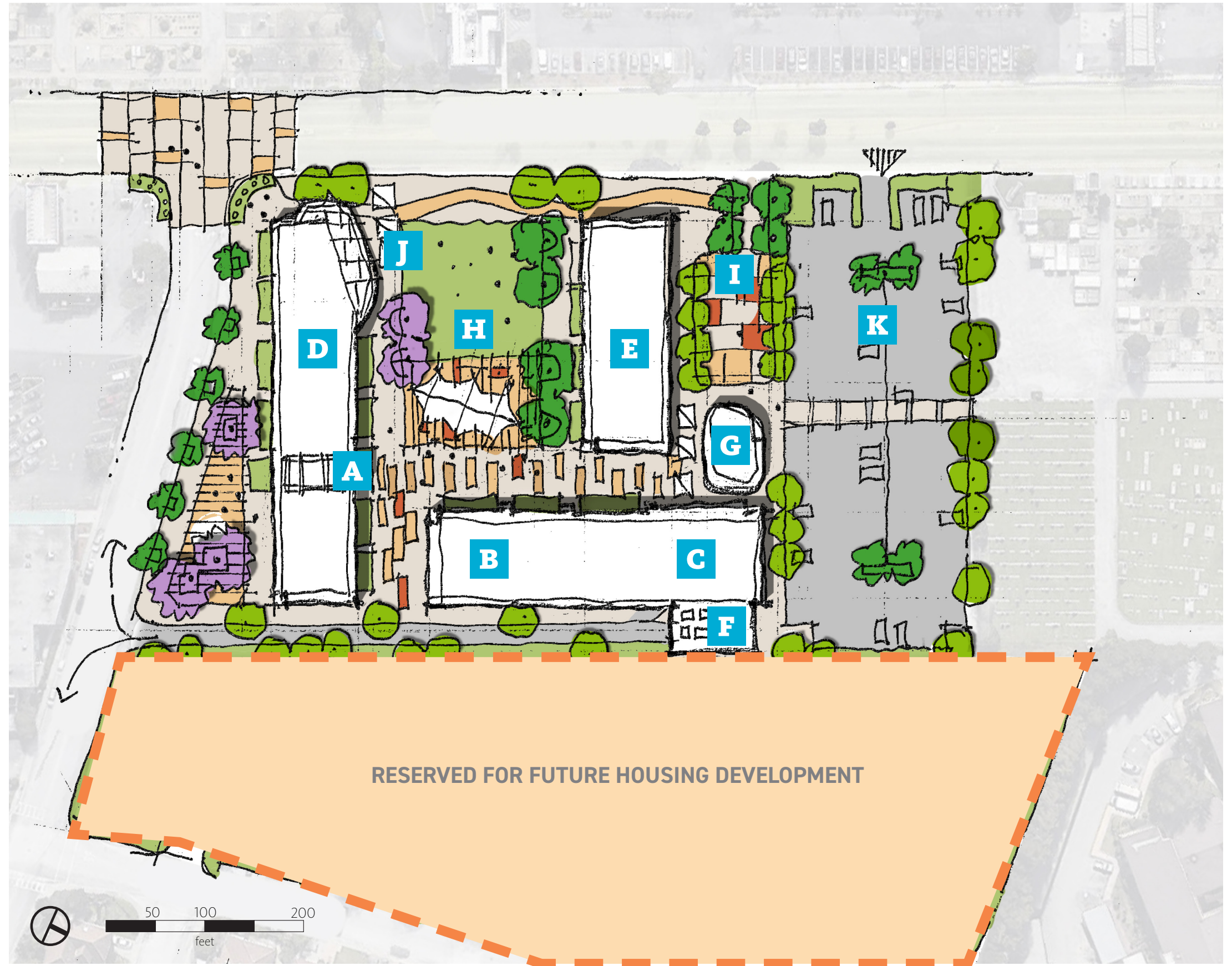


Figure 5.6 Option 1 Concept Site Plan

# 01 TOWN GREEN



- INDEPENDENT SERVICE HUBS
- OUTDOOR CONNECTIONS



- PATHS ON CLEAR AXES
- CLEAR LINES OF SIGHT
- MOST SEGREGATED USES



- SINGLE-STORY
- DISTRIBUTED CAMPUS
- PART OF THE CITY



- GRAND GATHERING SPACE
- EASILY ACCESSIBLE PUBLIC SPACE ON PERIPHERY

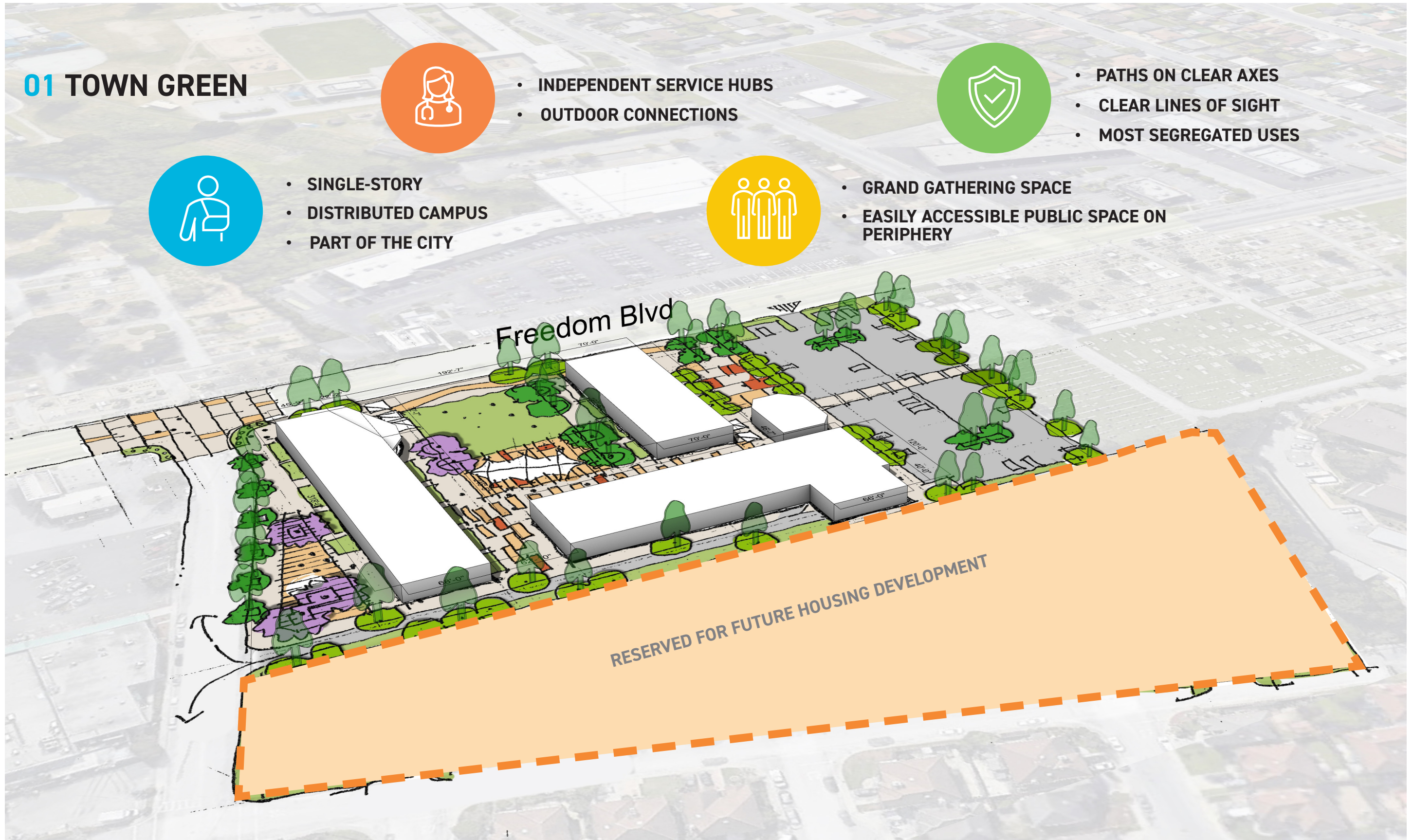


Figure 5.7 Option 1 Aerial View

## 02 GARDEN RETREAT

### LEGEND

- A** Welcome Center
- B** Clinic Services
- C** Behavioral Health
- D** Public Health
- E** Dental Clinic
- F** Crisis Stabilization Unit
- G** Outdoor Event Space
- H** Public Plaza Park
- I** Community Garden
- J** Café/Gateway Plaza
- K** Mindfulness Garden
- L** Community Space
- M** Surface Parking Lot



Figure 5.7 Option 2 Concept Site Plan

## 02 GARDEN RETREAT



- DENTAL & MEDICAL INTEGRATION
- GREATER OPPORTUNITIES FOR OUT-DOOR REST AND REFLECTION



- GREATEST OPPORTUNITY FOR HIGH ACTIVITY - DAY AND NIGHT
- GENEROUSLY SIZED PLAZAS



- CHOICE OF PUBLIC VS. PRIVATE EXPERIENCE
- MORE VISIBLE, CIVIC PRESENCE
- REFUGE FROM THE CITY



- NEW COMMUNITY THOROUGHFARE
- MOMENTS OF ACTIVITY AND REST
- CONNECTED BUT DISTINCT



Figure 5.8 Option 2 Aerial View

### 03 WHOLE HEALTH HUB

**LEGEND**

- A** Welcome Center
- B** Clinic Services
- C** Behavioral Health
- D** Public Health
- E** Dental Clinic
- F** Crisis Stabilization Unit
- G** Community Space
- H** Multi-Use Plaza
- I** Community Garden
- J** Educational Kiosks
- K** Café Plaza
- L** Green Walk
- M** Parking Structure



Figure 5.9 Option 3 Concept Site Plan



### 03 WHOLE HEALTH HUB



- ALL COLLEAGUES UNDER ONE ROOF
- MOST EFFICIENT OPERATIONALLY



- GREATEST SEPARATION BETWEEN PUBLIC AND COUNTY USES
- SHORTEST PATH TO PARKING AND FREEDOM BLVD



- HIGHLY INTEGRATED CARE ENVIRONMENT
- REQUIRES NAVIGATING ELEVATORS & STAIRS
- TIGHTEST CONNECTION TO PARKING



- EXTENSION OF STREET NETWORK INTO SITE
- COMMUNITY SPACES MOST DISTINCT
- LARGEST COMMUNITY GARDEN

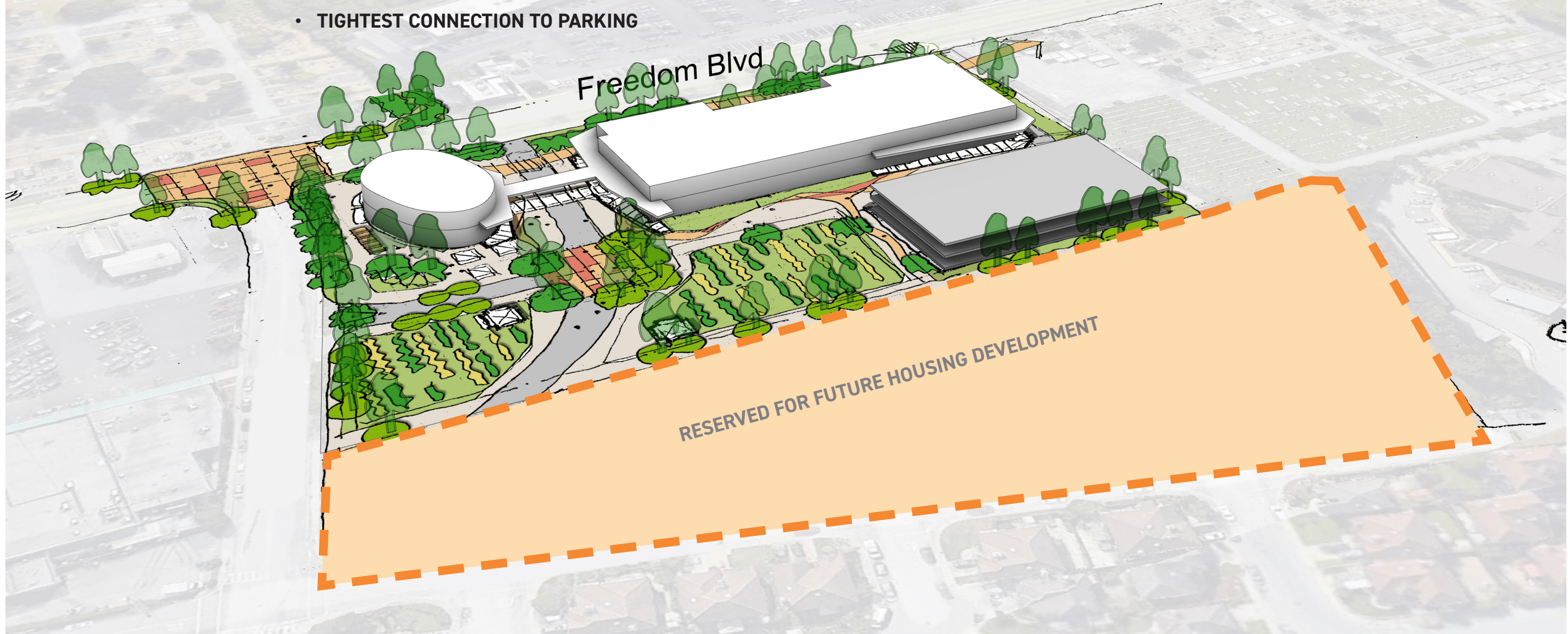


Figure 5.10 Option 2 Aerial View

# PRELIMINARY OPTIONS SUMMARY



## PATIENT EXPERIENCE

- Support continuous, equitable care
- Reduce anxieties
- Increase visibility and accessibility
- De-stigmatize mental health care



## EMPLOYEE EXPERIENCE

- Support cross-department collaboration
- Break down silos
- Promote employee wellbeing



## COMMUNITY EXPERIENCE

- Connect to history and culture
- Offer a safe place to gather
- Improve neighborhood connectivity
- Promote positive community impact



## SAFETY & COMFORT

- Contribute positively to public realm
- Minimize “conflicting” uses
- Support sense of safety for all

### 01 TOWN GREEN



- **SINGLE-STORY**
- **DISTRIBUTED CAMPUS**
- **PART OF THE CITY**

- **INDEPENDENT SERVICE HUBS**
- **OUTDOOR CONNECTIONS**

- **GRAND GATHERING SPACE**
- **EASILY ACCESSIBLE PUBLIC SPACE ON PERIPHERY**

- **PATHS ON CLEAR AXES**
- **CLEAR LINES OF SIGHT**
- **MOST SEGREGATED USES**

### 02 GARDEN RETREAT



- **CHOICE OF PUBLIC VS. PRIVATE EXPERIENCE**
- **REFUGE FROM THE CITY**
- **MORE VISIBLE, CIVIC PRESENCE**

- **DENTAL & MEDICAL INTEGRATION**
- **GREATER OPPORTUNITIES FOR OUTDOOR REST AND REFLECTION**

- **NEW COMMUNITY THOROUGHFARE**
- **MOMENTS OF ACTIVITY AND REST**
- **CONNECTED BUT DISTINCT**

- **GREATEST OPPORTUNITY FOR HIGH ACTIVITY - DAY AND NIGHT**
- **GENEROUSLY SIZED PLAZAS**

### 03 WHOLE HEALTH HUB



- **HIGHLY INTEGRATED CARE ENVIRONMENT**
- **REQUIRES NAVIGATING ELEVATORS & STAIRS**
- **TIGHTEST CONNECTION TO PARKING**

- **ALL COLLEAGUES UNDER ONE ROOF**
- **MOST EFFICIENT OPERATIONALLY**

- **EXTENSION OF STREET NETWORK INTO SITE**
- **COMMUNITY SPACES MOST DISTINCT**
- **LARGEST COMMUNITY GARDEN**

- **GREATEST SEPARATION BETWEEN PUBLIC AND COUNTY USES**
- **SHORTEST PATH TO PARKING AND FREEDOM BLVD**

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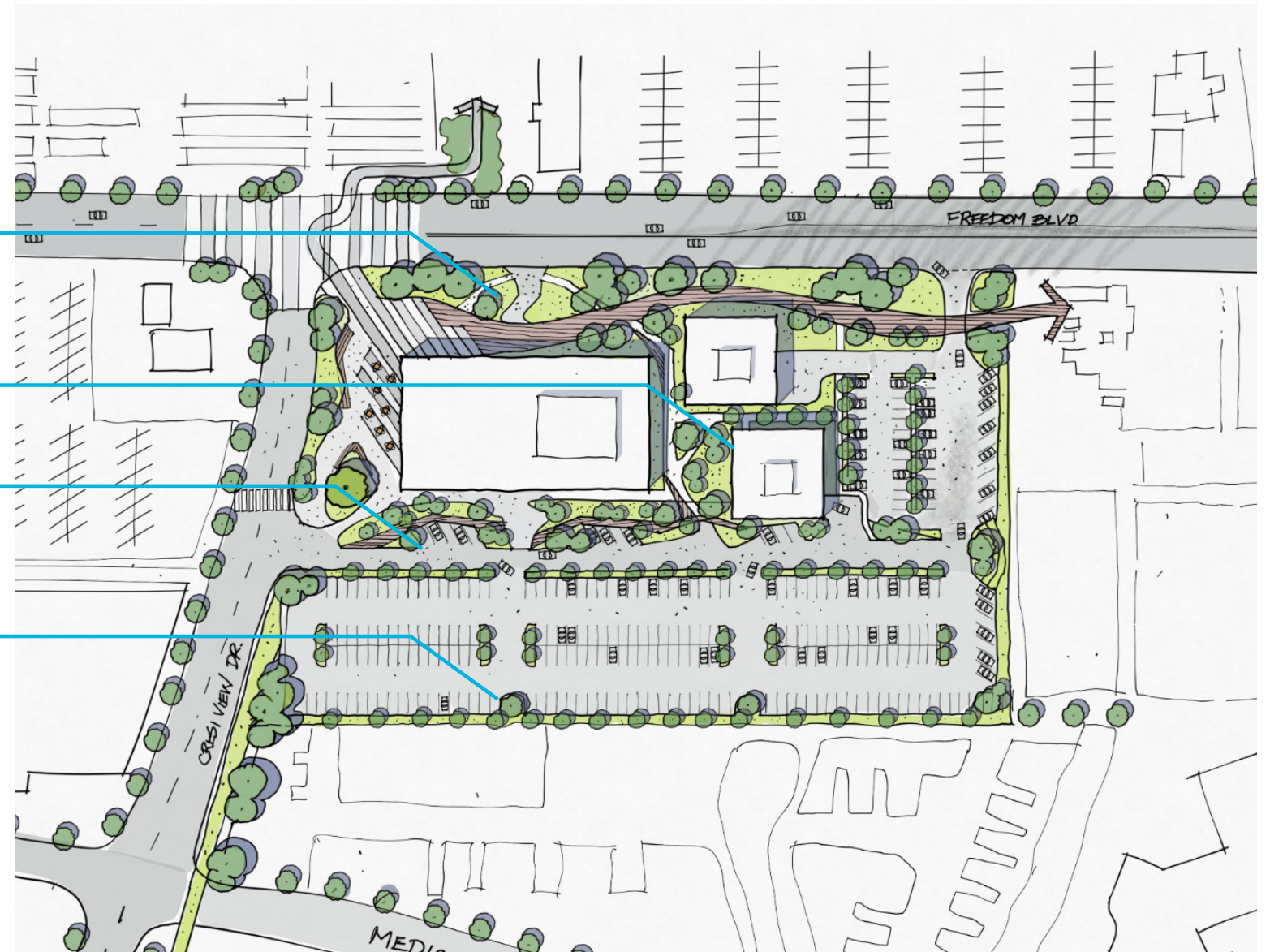
## 5.4 Preferred Option

Based on feedback from HSA representatives, we developed the following Preferred Option, which integrates the ideas deemed most promising or valuable.

Three major pieces of feedback were:

- Single building (Option 3) preferred for cost efficiency, collaboration, and ease of operations/management.
- Open space and gardens are great, but should be balanced with public safety and maintenance considerations.
- Neighborhood interface needs reconsideration; there needs to be a buffer.

- **MAINTAINED COMMUNITY-SERVING USES**  
BUT CLUSTERED ALONG  
FREEDOM BLVD FRONTAGE
- **STANDALONE CHILDREN'S  
CRISIS STABILIZATION**
- **MORE CLOSE-IN PARKING**  
FOR IMPROVED ACCESSIBILITY
- **BOTTOM (EAST) THIRD OF  
SITE DEDICATED TO PARKING**  
CAN ACCOMODATE ~350  
STALLS OF SURFACE; OPTION TO  
BUILD STRUCTURE FOR MORE  
PARKING



# PREFERRED OPTION CONCEPT PLAN AND PROPOSED USES

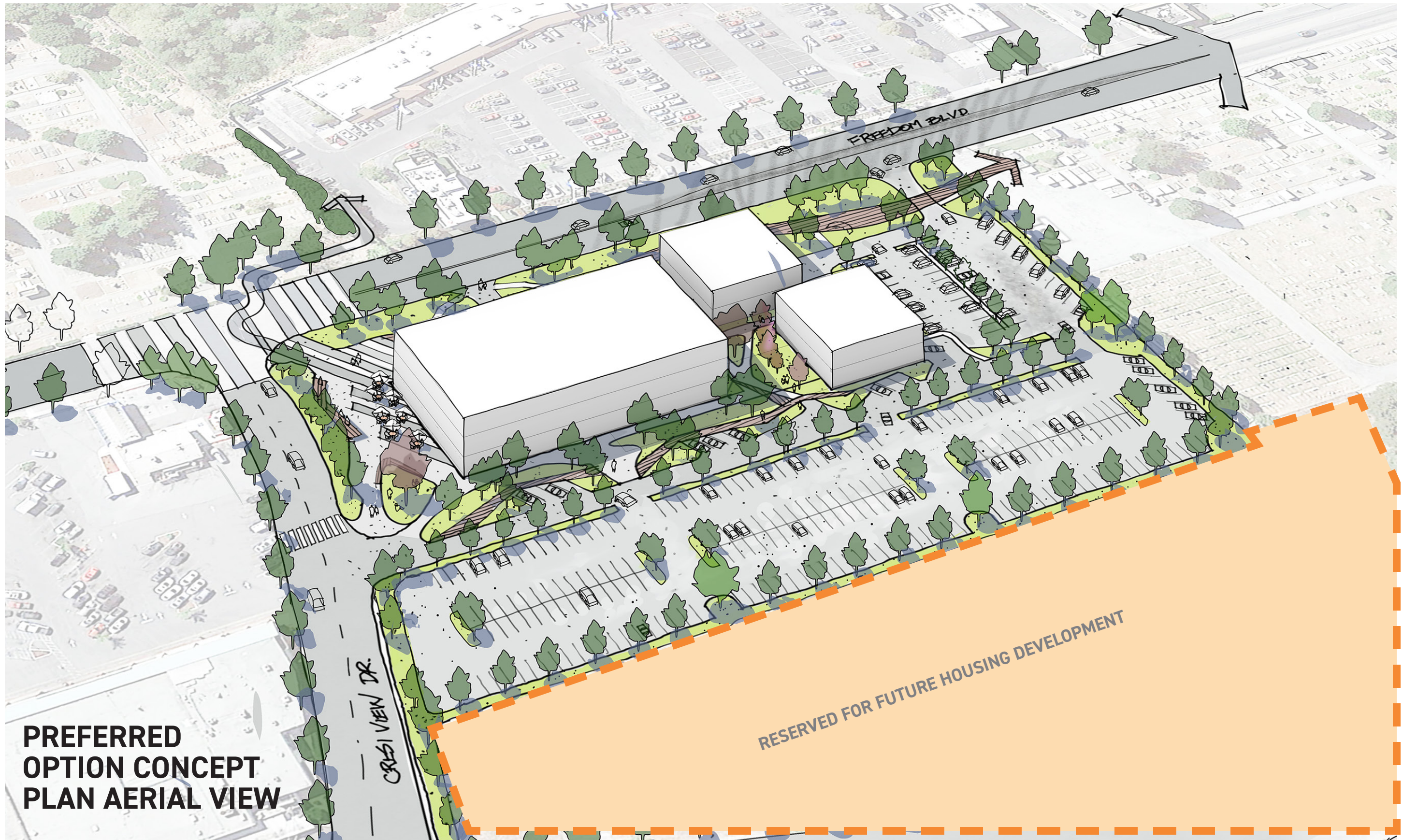
## LEGEND

- A** Welcome Center
- B** Clinic Services Hub
- C** Behavioral Health Hub
- D** Public Health Hub
- E** Dental Clinic
- F** Crisis Stabilization Unit
- G** Community Space
- H** Courtyard/Garden
- I** Landscaped Walking Path
- J** Café Plaza
- K** Surface Parking



Figure 5.11 Preferred Option Concept Plan and Proposed Uses

Figure 5.12 Preferred Option Aerial View



**PREFERRED  
OPTION CONCEPT  
PLAN AERIAL VIEW**

RESERVED FOR FUTURE HOUSING DEVELOPMENT

# 5.5 Conceptual Program

Clinic Services	Exist. FU's	Par Low (DGSF) <sup>1</sup>	Par High (DGSF) <sup>1</sup>	Sub Low (DGSF) <sup>1</sup>	Sub High (DGSF) <sup>1</sup>
Shared Exam Rooms (Adult, Teen, Women's, Peds.) <sup>2</sup>	32 rooms	400	550	12,800	17,600
Dental Exam/Treatment Rooms (Dientes) <sup>2</sup>	8 rooms	300	350	2,400	2,800
Dental Triage	2 rooms	250	300		
Children's Play/Learning Areas	1 rooms	250	350	250	350
Lab	1 rooms	550	750	550	750
General Office (Business, Admin., Practioner, etc.)	35 FTEs	120	175	4,200	6,125
Staff Conference, Break, & Storage	5 rooms	400	600	2,000	3,000
<b>Clinics Subtotal</b>				<b>22,200</b>	<b>30,625</b>

Behavioral Health Services	Exist. FU's	Par Low (DGSF) <sup>1</sup>	Par High (DGSF) <sup>1</sup>	Sub Low (DGSF) <sup>1</sup>	Sub High (DGSF) <sup>1</sup>
Shared Consult/Interview/Therapy (Adult & Children) <sup>2</sup>	16 rooms	190	300	3,040	4,800
Children's Play/Learning Areas	1 rooms	250	350	250	350
Specialty Screening	2 rooms	250	350	500	700
General Office (Business, Admin., Practioner, etc.)	70 FTEs	120	175	8,400	12,250
Staff Conference, Break, & Storage	4 rooms	400	600	1,600	2,400
<b>Behavioral Health Subtotal</b>				<b>13,790</b>	<b>20,500</b>

Public Health	Exist. FU's	Par Low (DGSF) <sup>1</sup>	Par High (DGSF) <sup>1</sup>	Sub Low (DGSF) <sup>1</sup>	Sub High (DGSF) <sup>1</sup>
General Office <sup>3</sup>	45 FTE's	120	190	5,400	8,550
Staff Conference, Break, & Storage	3 rooms	400	600	1,200	1,800
Vital Records	4 FTE's	120	175	480	700
Syringe Services Program	1 rooms	550	750	550	750
<b>Administrative DGSF</b>				<b>7,630</b>	<b>11,800</b>

**PAR BGSF 43,620 62,925**

Other Elements		Sub Low (BGSF) <sup>1</sup>	Sub High (BGSF) <sup>1</sup>
Community Space		1,750	2,000
Café / Retail		2,000	2,250
Crisis Stabilization <sup>4</sup>		20,000	20,000
<b>Other BGSF</b>		<b>23,750</b>	<b>24,250</b>

**Campus BGSF 67,370 87,175**

**Recommendation 70,000 85,000**

### NOTES

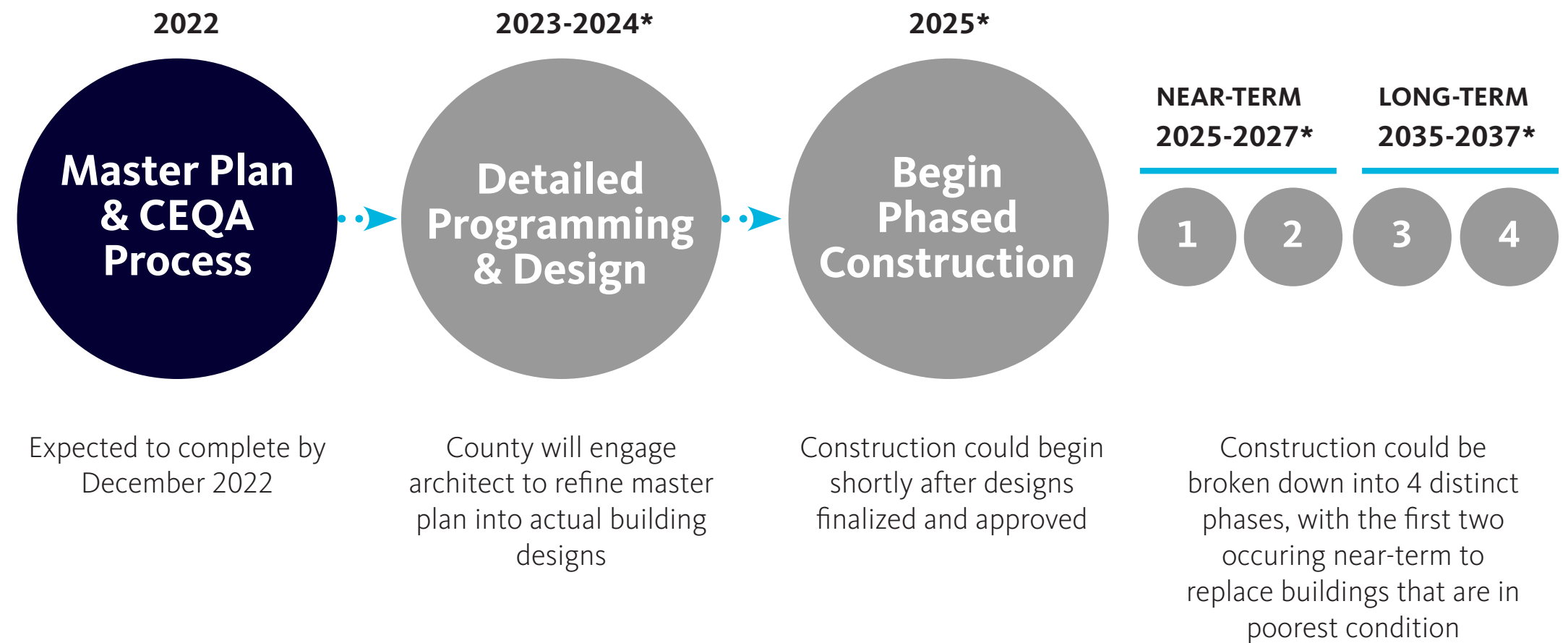
- DGSF (Departmental Gross Square Feet) reflects total net and gross areas generally demarcated by the interior face of exterior walls enclosing departmental areas, the centerline of interior walls separating spaces in one department from those in another, and the centerline of corridors separating and serving as access to spaces in two adjoining departments. Departmental gross area also generally include interior walls and internal departmental circulation areas. Interior structural and system elements such as columns, brace frames, thickened walls and localized plumbing chases are also calculated as part of the departmental gross area, as these elements would not always be set, sized, distinguished or measurable during the initial planning of the department.
- DGSF for exam, treatment, or similar rooms includes an estimated allocation for patient intake and waiting areas.
- "General Office" for Public Health reflects total estimated office space required for CA Children's Services, Child Health and Disability Prevention, Childhood Lead Poisoning Prevention, MediCruz, and Care Teams Services.
- BGSF for Crisis Stabilization based on take-off from PDF floorplans provided by County of Santa Cruz in December 2021.

## 5.6 Potential Phasing Approach

**Given that the newer buildings on the Freedom Campus still have a useful life of 20 or more years, it is likely that this master plan will be implemented over multiple phases over a relatively long period of time.**

Taking a phased approach to construction will also help to minimize disruption of HSA operations during construction. Based on the Gensler team’s assessment, full implementation could potentially be broken down into four distinct phases.

The Gensler team recommends that Phase 1 and Phase 2 be implemented in the near term in order to replace buildings that are in poorest condition. Phase 3 and Phase 4 could occur later, the precise timing of which will be contingent upon factors such as funding availability, cost of maintenance of existing buildings, and HSA operational needs.





## Phases 1-2

If Phase 1 were to begin 2024, it is likely that Phases 1 and 2 could be complete by 2027, which assumes that all demolition and construction would be complete within 2 to 3 years. This phase would include:

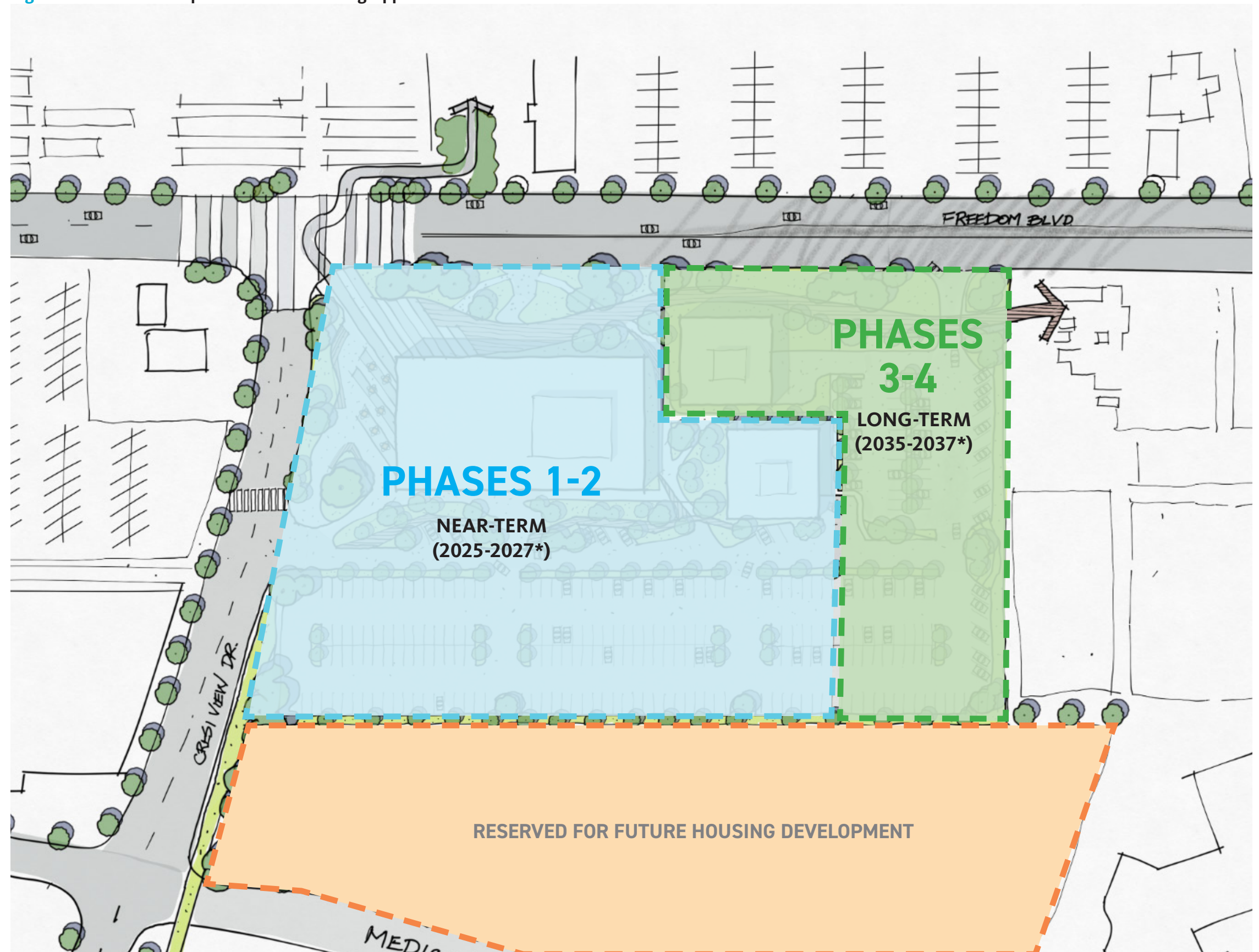
- Welcome Center
- Clinic Services Hub
- Crisis Stabilization Unit
- Behavioral Health Hub
- Community Space
- Landscaped Walking Path
- Café Plaza
- Surface Parking

## Phases 3-4

Timing of these two phases is contingent upon multiple factors, but assuming a start date of 2035 (when the campus' newest buildings would be nearing the end of their useful lives), then it is likely that full build-out could be done by 2037. This would include build out of:

- Public Health Hub
- Dental Clinic
- Courtyard/Garden
- Remaining Parking

Figure 5.13 Preferred Option Potential Phasing Approach



\* Timing of future implementation is projected for illustrative purposes only and is not yet confirmed. Precise timing of implementation is contingent upon multiple factors, including funding availability, County operational needs, cost of maintenance of existing facilities, and is therefore subject to change.

## POTENTIAL PHASING

### Phase 1

- 1.1** Demolish Suite A and Suite B, relocate current functions into temporary swing space, and prepare site for new construction
- 1.2** Create construction staging area on future residential portion of site

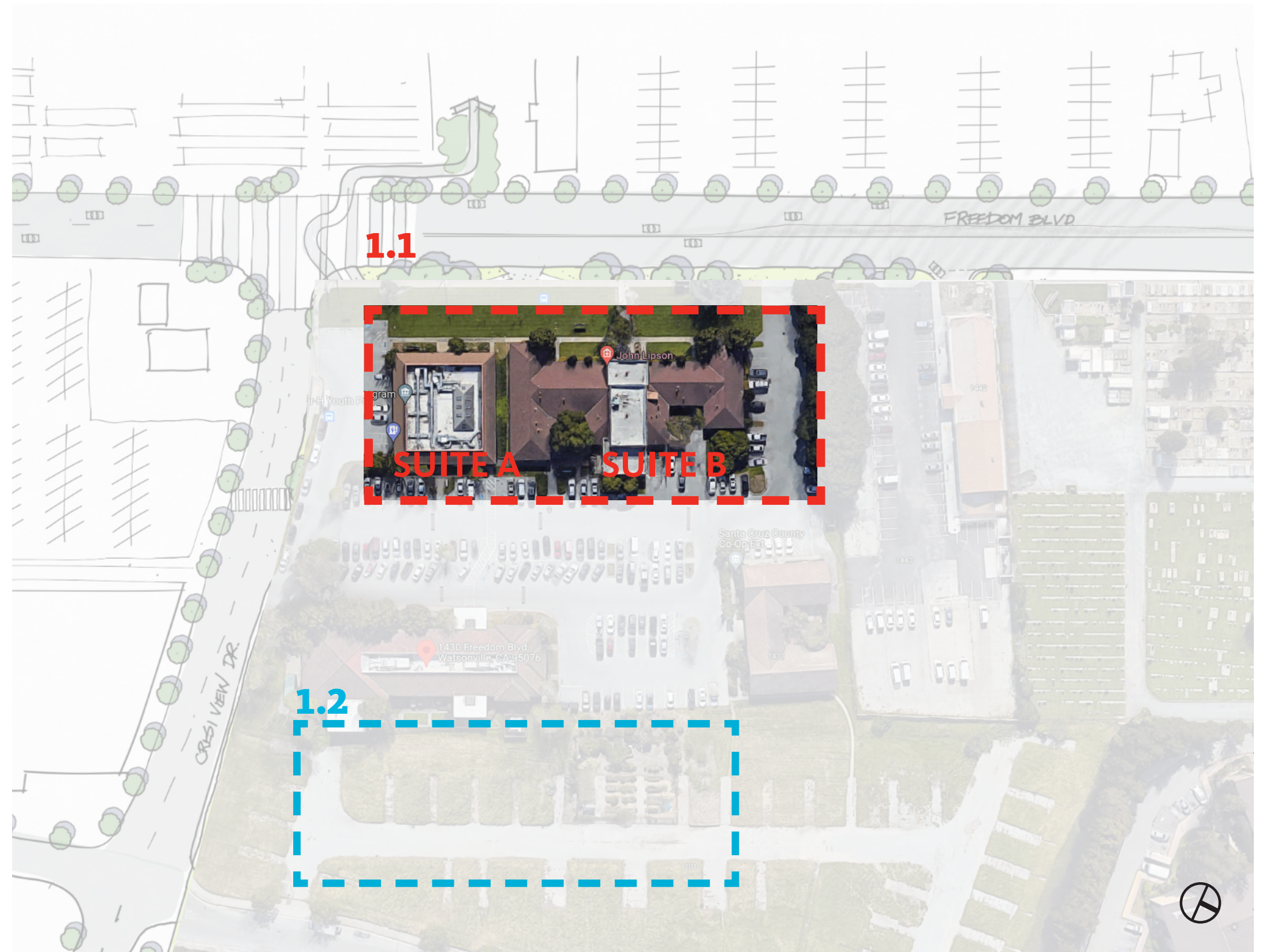


Figure 5.14 Potential Phasing Approach Phase 1A

## POTENTIAL PHASING

### Phase 1 (cont'd.)

- 1.3** Construct new Children's Crisis Stabilization Center
- 1.4** Construct core and shell of new main building, public plaza and green space on site of Suite A and Suite B

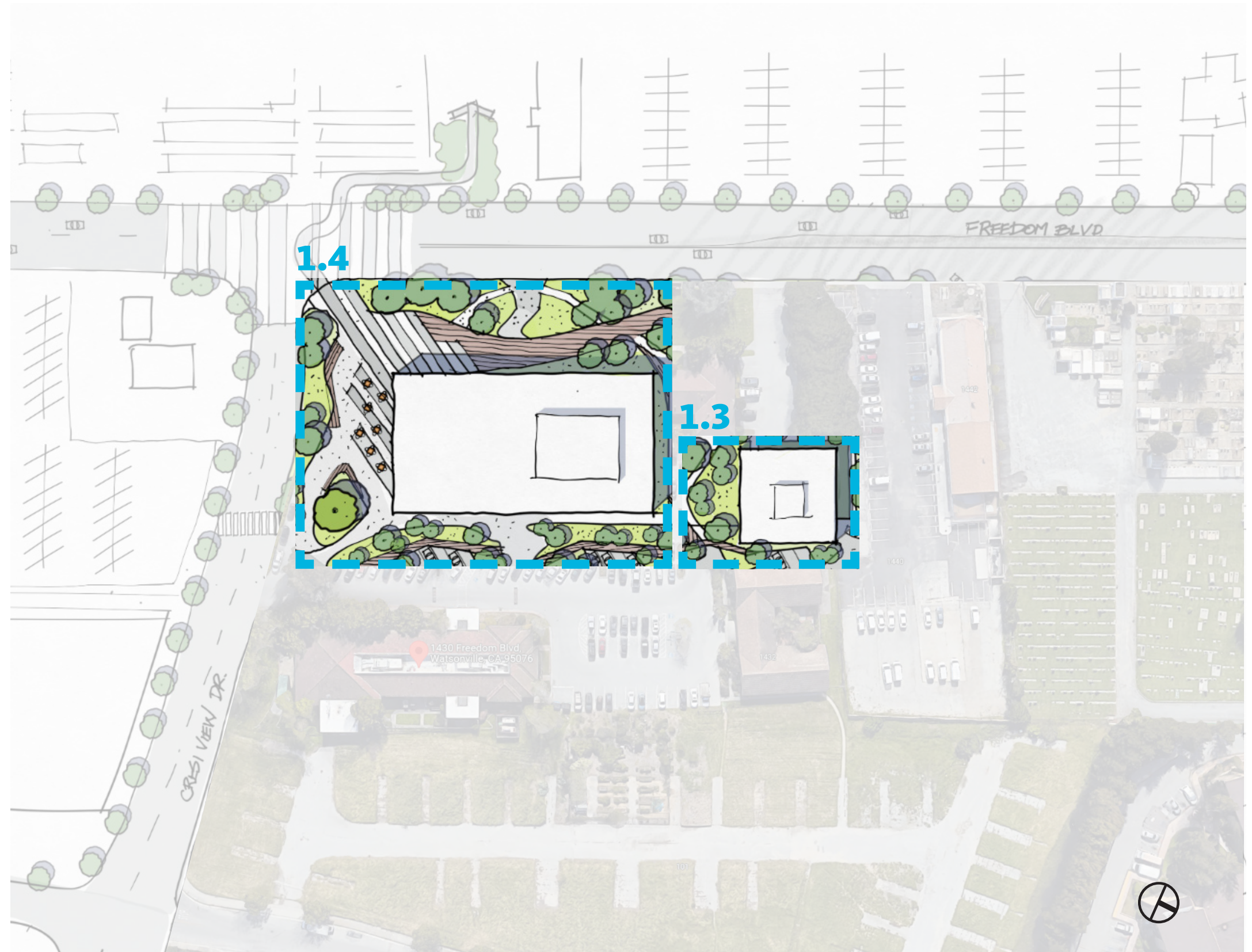


Figure 5.15 Potential Phasing Approach Phase 1B

## POTENTIAL PHASING

### Phase 2

- 2.1** Complete build out of east wing interiors of new main building, relocate existing Suite D functions and swing space occupants into new main building. Move Suite E occupants off-site
- 2.2** Demolish existing Suite D and Suite E and clear existing parking for new parking lot
- 2.3** Convert northern end of residential parcel to temporary surface parking, to be accessed from existing Freedom Blvd. curb cut and new access point from Madison St.

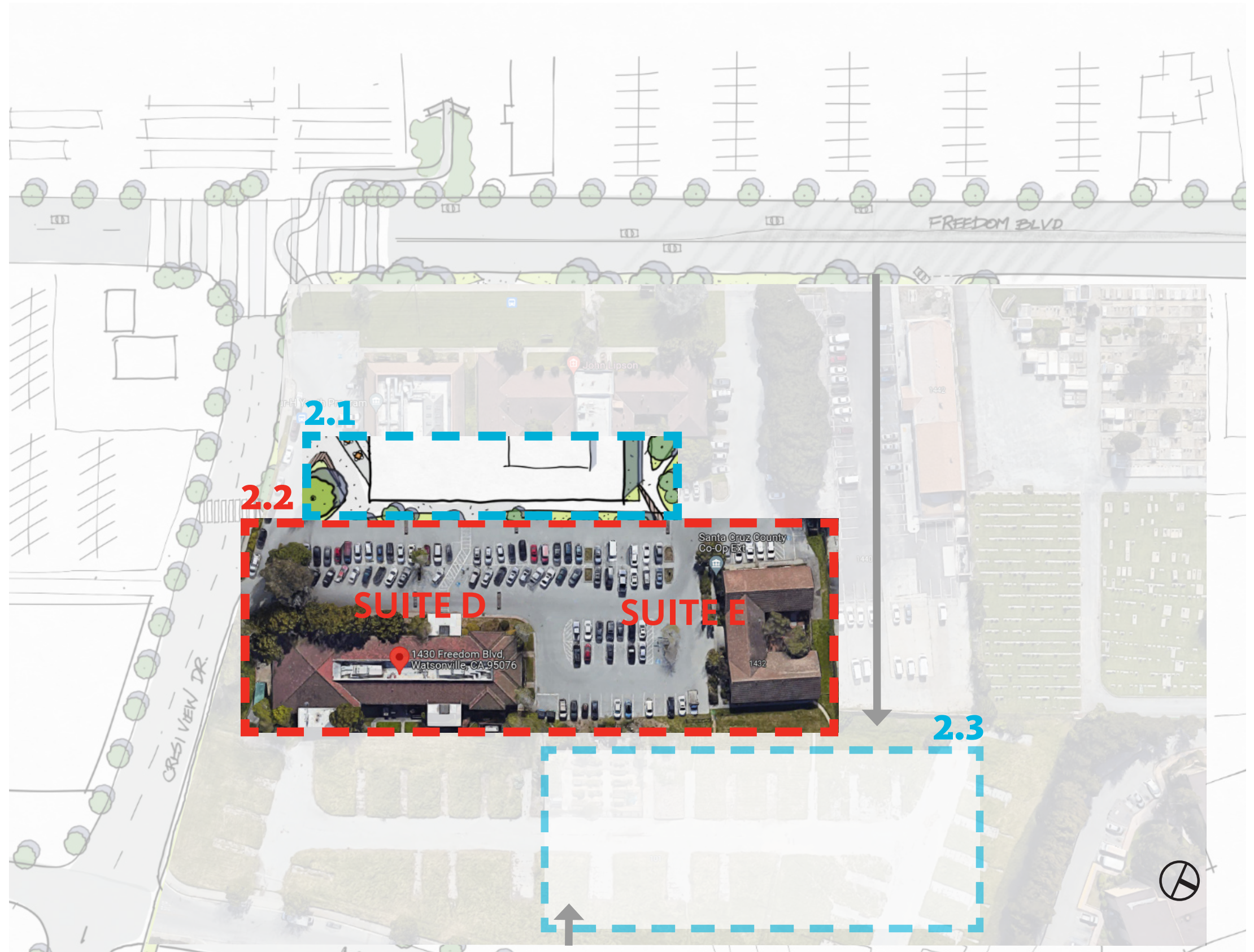


Figure 5.16 Potential Phasing Approach Phase 2

## POTENTIAL PHASING

### Phase 3

- 3.1** Upon completion of west wing interiors of new main building, relocate existing Suite C functions there
- 3.2** Demolish existing Suite C and create new parking area
- 3.3** Construct new Public Health hub, using Freedom Blvd. frontage and portion of Suite C site, if needed, as staging area

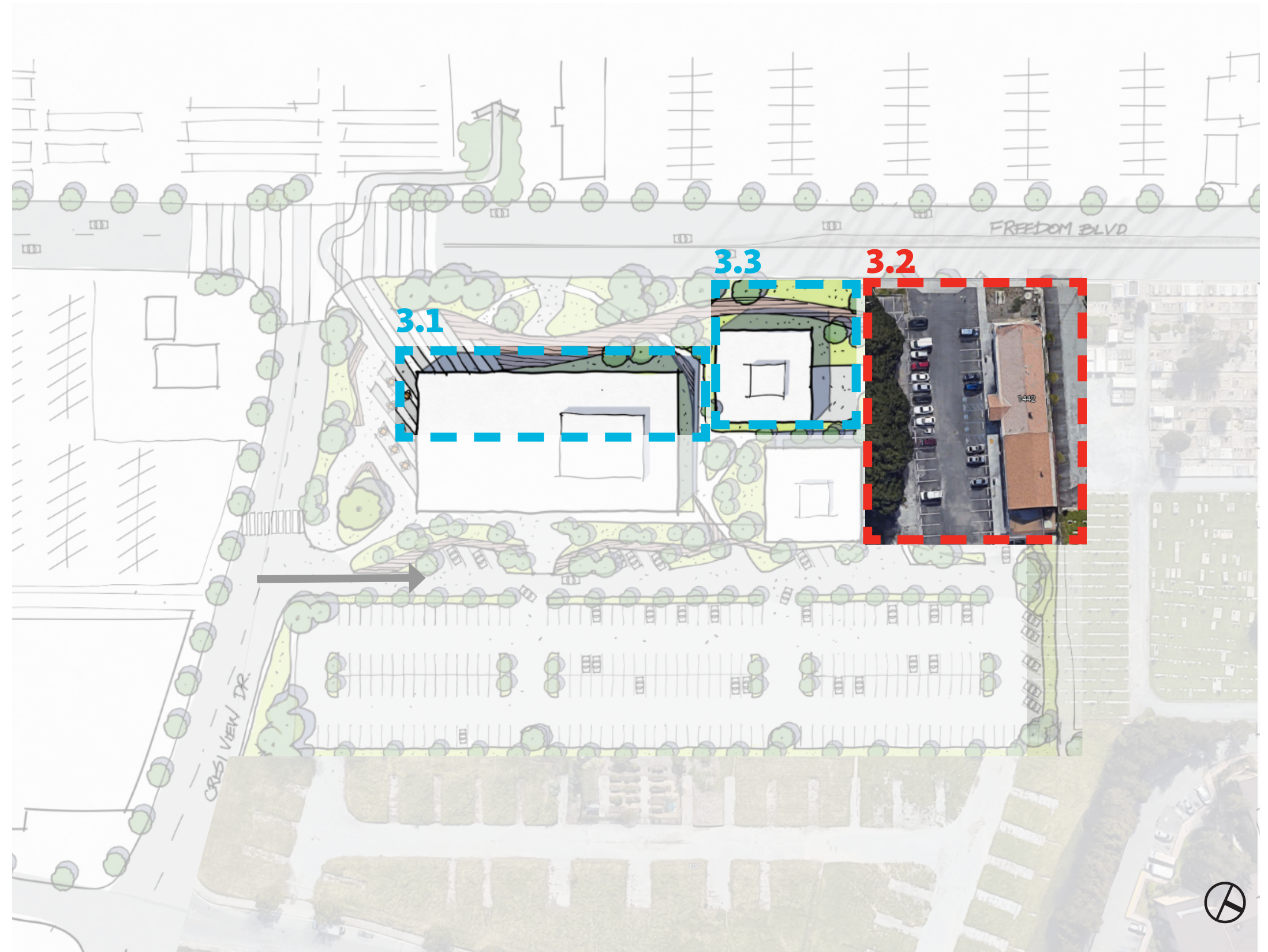


Figure 5.17 Potential Phasing Approach Phase 3

## POTENTIAL PHASING

### Phase 4

- 4.1** Demolish Suite F, move functions into new Public Health Hub or new Main Building, and convert to final piece of parking
- 4.2** Clear construction staging area and temporary parking for residential development

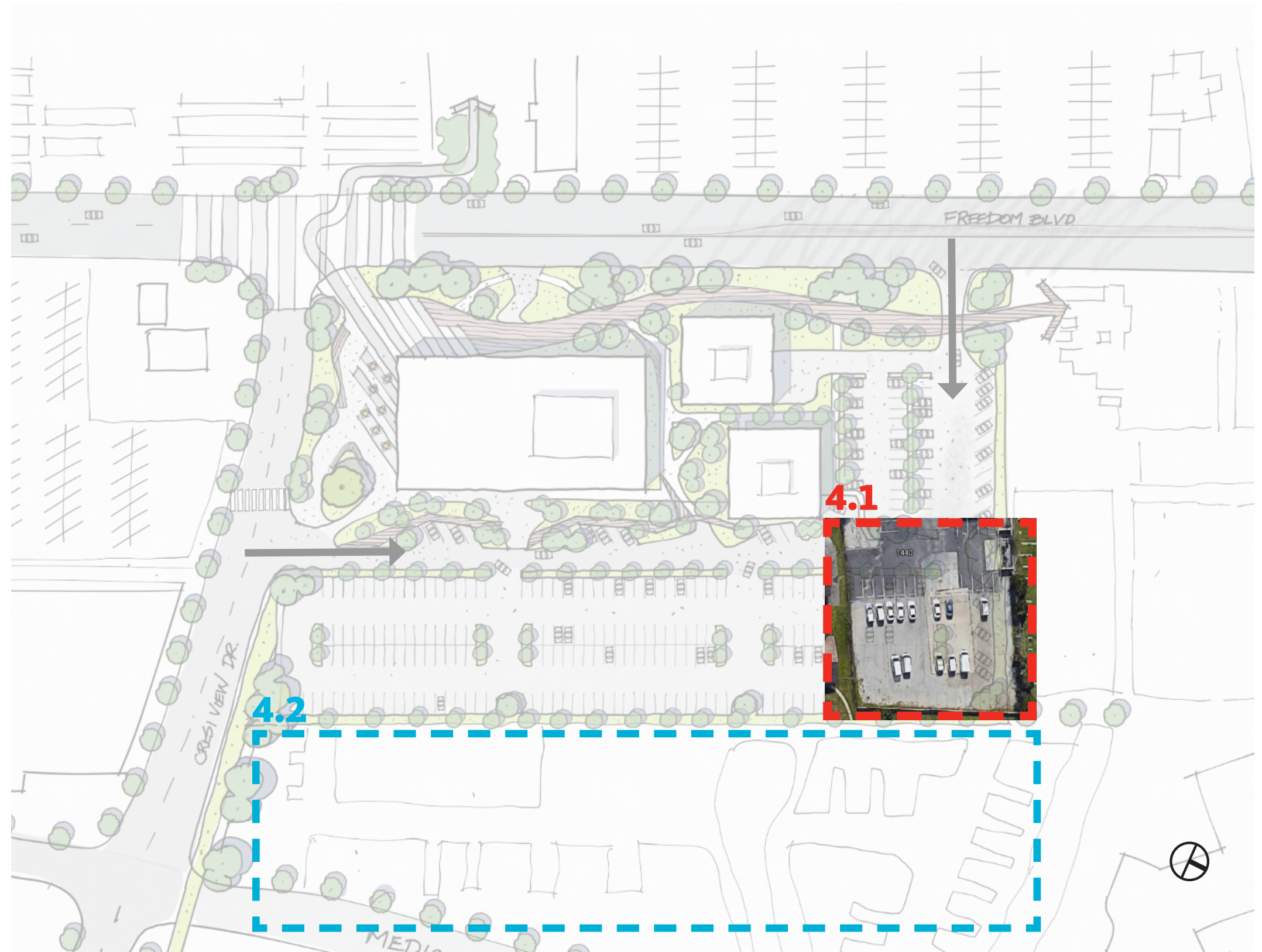


Figure 5.18 Potential Phasing Approach Phase 4

# Acknowledgements

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### Special Thanks

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- The City of Watsonville for their guidance and support
- The numerous members of the local community who provided their valuable feedback through survey responses, participation in town hall meetings, and attendance in community advisory committee meetings

An aerial photograph of a school campus, overlaid with a semi-transparent blue filter. The image shows various buildings, parking lots, and green spaces. The text is positioned in the lower-left quadrant of the image.

COUNTY OF SANTA CRUZ

# Freedom Campus Master Plan

**Gensler**

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