

REGIONAL TRANSIT ISSUE PAPER

Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
5	09/25/17	Open	Action	09/19/17

Subject: Delegating Authority to the General Manager/CEO to Release a Request for Proposals for Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility ~~Development Services~~

ISSUE

Whether or not to delegate authority to the General Manager/CEO to release a Request for Proposals for Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility ~~Development Services~~ and waiving the requirement in Title VII of the RT Administrative Code that federally acquired real property be sold to the “highest bidder”.

RECOMMENDED ACTION

Adopt Resolution No. 17-09-____, Delegating Authority to the General Manager/CEO to Release a Request for Proposals for Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility ~~Development Services~~ and Waiving the Highest Bidder Requirement for the Sale of Federally Acquired Real Property in Title VII of the RT Administrative Code.

FISCAL IMPACT

Budgeted:	No	This FY:	\$	75,000
Budget Source:	Operating Budget	Next FY:	\$	
Funding Source:	Outside Services	Annualized:	\$	
Cost Cntr/GL Acct(s) or Capital Project #:	84/630003	Total Amount:	\$	75,000
Total Budget:	\$ 75,000.00			

A resultant sale may generate income to SacRT and secure administrative office space and/or a new bus maintenance facility.

DISCUSSION

Background

SacRT owns properties in the following areas within the Central City area of Sacramento:

- Administration complex (1400, 1414, 1514, and 1516 29th Street; 2812 - 2824 N Street; 2811 – 2815 O Street; and 2831 P Street)
- Bus Maintenance Facility 1 (BMF1) complex (1301, 1323 and 1325 28th Street)
- Customer Service Center (1221 and 1225 R Street)

Approved:

Presented:

Final 9/21/17

General Manager/CEO

Director, Civil and Track Design

J:\Board Meeting Documents\2017\14 September 25, 2017\Campus Master Plan Development Services RFP rev 2017-09-19.OSO.EDITS - Revised 9-21.doc

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Subject: **Delegating Authority to the General Manager/CEO to Release a Request for Proposals for Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility Development Services**

On February 23, 2009, the Board authorized release of a Request for Qualifications (RFQ) and Request for Proposals (RFP) for a Transit Oriented/Joint Development Project at SacRT’s Administrative Office Complex and a building located in the City of Sacramento Downtown Central Business District (CBD). The RFP made clear that, to be considered, any proposal submitted had to be cost-neutral or a revenue generator for SacRT. SacRT received one proposal on July 23, 2009 that was deemed non-responsive. The reason for the determination of non-responsiveness was that the proposal contained a statement that it was not a cost neutral transaction and/or a revenue generator for RT. Based on informal industry feedback, the sense at the time was that the developers could not meet the conditions of the RFP and devise a deal structure that was economically feasible.

Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility Campus Master Plan

The Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility is a major initiative of SacRT to modernize the District’s current and future work space needs. The ultimate goals are better customer service, enhanced productivity, more efficient operations and a safer working environment. These goals would be accomplished by:

- Consolidating administrative employees,
- Modernizing or replacing facilities,
- Accommodating future needs for space expansion, and
- Reducing operating costs.

~~Staff has developed a series of working papers (Working Papers 1-3 are completed and attached).~~

Staff has engaged in a comprehensive Campus Master Plan process to set the parameters for the possible redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility (Campus Master Plan Working Papers 1 – 3 are completed and attached).

- Working Paper 1 summarizes previous studies related to the Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility, evaluates the appropriate space standards to apply, and estimates SacRT’s current space needs.
- Working Paper 2 identifies service growth scenarios and estimates SacRT’s future space needs.
- Working Paper 3 identifies possible locations for reconstructed or replacement facilities.

Staff has also solicited comments from employees at the August 10 quarterly employee meeting, from the Board and the public at the August 28 Board meeting, and from the Mobility Advisory Council (MAC) at its September 7 meeting. Key findings in the working papers address comments from the Board, the MAC and the public, include the following:

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1. General Requirements for Facilities (Working Paper 2):
 - a. Administration: 100,000 square feet
 - b. Operations Campus: approximately 32.5 acres
 - Operations buildings
 - Parking for 250 buses, with site circulation (16 acres)
 - Employee and visitor parking (5 acres)
 - Water detention (2.5 acres, or place underground if more cost-effective)
 - Utilities and setbacks (depends on zoning; 5 acres assumed)
2. Location constraints (Working Paper 3):
 - Customer service functions (Customer Service, Customer Advocacy and Accessible Services Departments) could be relocated in downtown Sacramento or remain at 1221/1225 R Street.
 - SacRT will retain property at BMF2 and will build out that space in phases to accommodate 125 buses.
 - Any replacement for BMF1 needs to match the current BMF1 program/needs and capacity of 250 buses.
 - Any replacement location for BMF1 needs to balance good freeway access, non-residential area, and be near greatest density of ridership and routes.
 - Relocation of BMF1 should minimize SacRT’s operating costs due to deadhead and operator relief needs.

Proposed RFP

In accordance with the ~~Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility~~ **Campus Master Plan** currently in development, SacRT would seek proposals from qualified developers to renovate, reconstruct (on property currently owned by SacRT) or relocate (to property provided by Proposer) the current Administration complex and BMF1 facilities.

Title VII of the SacRT Administrative Code Section 7.6.04 requires surplus property acquired with federal funds to be sold to the highest bidder. The Federal Transit Administration (FTA) rules have changed and FTA does not require that SacRT sell property acquired with FTA funds to the "highest bidder." Instead, FTA requires that transit districts obtain “the highest value or at least fair market value” for the property. Since the disposition of surplus property under this RFP would result in compensation to SacRT in kind (through the improvements provided by the successful proposer) rather than in cash compensation, the provisions of Administrative Code 7.6.04 would need to be waived; instead, SacRT would establish an evaluation process to determine which proposal offers the highest value to SacRT, subject to the requirement that SacRT receive at least the fair market value for the property. Thus, the value of the replacement property and any improvements must be equal to the fair market value of the property SacRT will convey to the selected developer. Staff will seek amendments to Title VII at a future meeting.

Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
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SacRT needs maximum flexibility in negotiating the terms and conditions of any sale, including SacRT’s continued requirement for space at 29th and N Street if BMF1 remains in its current location. Accordingly, the RFP would remain open to many options, including:

- ~~The Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility~~ **Campus Master Plan** will be used as a starting point, but not necessarily as minimum requirements, to allow for tradeoffs or consideration of other ideas not previously considered by SacRT;
- BMF1 need not necessarily be located within the District’s service boundary, so long as the site minimizes deadhead time and adequately provides for operator relief needs;
- SacRT’s goal is to reach a positive revenue or at least a cost-neutral proposal. However, a cost impact is not necessarily a fatal flaw;
- Relocation of any facilities could include an exchange of properties so that SacRT would retain a permanent real property interest in its new facilities.

A developer may be identified through the RFP process, which offers significant flexibility for both SacRT and the successful Proposer in developing a joint project that benefits SacRT, the Proposer and transit riders. This would allow SacRT to identify a cost-neutral or revenue-generating proposal with little or no impact on its operating budget, while the selected developer retains flexibility in use of cash flow, site control and minimizing capital risk. Statements of Qualifications and Proposals submitted will consist of written technical information, developer qualifications, experience and financial proposals reflecting overall development concept. Staff intends to require developers whose proposals are short-listed to prepare oral presentations to be presented to SacRT employees, the general public and the SacRT Board of Directors.

Staff intends to evaluate the Proposals based on development team experience and financial capacity, references from previous projects, and the proposed development scenario(s) including site locations, preliminary financing plan, timeline, responsiveness to SacRT needs as stated in the ~~Redevelopment of SacRT’s Administrative Campus and Bus Maintenance Facility~~ **Campus Master Plan** and the extent to which the scenario meets transit-oriented development objectives. Staff intends on developing a short list for approval by the Board (the proposed budget assumes three proposers would advance to the short list). The short-listed proposers would be given a stipend of \$25,000 each and have a designated period of time to refine their proposals (including a complete pro forma). The stipend will be provided to developers to help them defray the cost of developing their proposal and will be provided to the developers *after* SacRT selects a developer and executes an Exclusive Negotiating Agreement (ENA) with the proposer. The proposer with whom SacRT enters into a contract would be ineligible for the stipend. This second stage of evaluation would include public presentations. Upon completion of its evaluation, SacRT staff would recommend the offer that provides the best value for the potential overall project and SacRT Board would be asked to designate the selected Proposer to enter into an ENA with SacRT.

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Staff recommends the Board delegate authority to the General Manager/CEO to release the RFP for Redevelopment of SacRT's Administrative Campus and Bus Maintenance Facility Development Services, and waive the requirement in Title VII of the RT Administrative Code that federally purchased properties be sold to the "highest bidder" and instead authorize SacRT convey its real property to the proposer who offers SacRT the highest value, so long as the value the property and improvements offered to SacRT in exchange is at least the fair market value of SacRT's real property.

Working Paper #1 – Programming and Space Needs

The Campus Master Plan (CMP) project is to study the space needs of Sacramento Regional Transit District (RT) for administration, bus operations and maintenance, customer service, and facilities needs. The scope of the project includes long-range facilities planning for all aspects of RT except light rail. The light rail system has special needs that are beyond the scope or purpose of this effort.

Contents

Working Paper #1 – Programming and Space Needs	1
Project Goals.....	2
Consolidating employees	2
Modernizing facilities.....	2
Accommodating future needs.....	3
Minimizing costs.....	3
Process	3
Programming.....	3
Space planning	4
Recommended Space Standards	4
Current Facilities	5
Administrative Offices and General Facilities	5
Bus Maintenance/Operations Facilities	5
Rail Maintenance/Operations Facilities	5
Building Areas.....	5
Review of Previous Plans	6
Administrative Facilities.....	6
Bus Maintenance Facilities	7
Baseline Demand	8
Number of current employees and area used	8
Current space standards.....	8
Attachment 1: Campus Master Plan Process Flow Chart	
Attachment 2: Programming (excerpts from the Whole Building Design Guide)	
Attachment 3: Review of research comparing different office environment models	
Private offices and cubicles	
Alternative Work Arrangements.....	
Telework.....	
Hoteling and Desk Sharing.....	

References.....
Attachment 4: Previous Administrations Studies
Attachment 5: Tabulation of current employees and areas used
Attachment 6: Recommended Space Standards.....

Project Goals

Goals of the CMP project include consolidating employees, modernizing facilities, accommodating future needs, and reducing operating costs.

Consolidating employees

Currently RT's administrative functions are scattered in 8 separate buildings. Most of these buildings are within a block of the Main Administration building, and some are interconnected with that building, but even the short distance between buildings can sometimes be a barrier to communications or a sense of teamwork. Allocation of staff and work groups to a physical space will consider:

- Efficiency within Administrative functions
- Proximity of Administration to Bus / Rail facilities
- Proximity of Administration to customers
- Proximity of Administration to key stakeholders

Modernizing facilities

RT's current buildings and infrastructure are old, inefficient and an impediment to productive work. The CMP project will identify means to leverage improvements to address:

- Safety: Several buildings have had roof leaks, mold infestations, exposed asbestos, and/or air conditioning failures. RT's facilities need to be upgraded to meet current standards for environmental health, access to daylight, acoustical control, ventilation,
- Productivity: Private office layouts within buildings, as well as the balkanization of departments into separate buildings, inhibits communications among staff. Also, current building layouts reflect older paradigms dependent upon private offices, which makes the space utilization very inefficient.
- Building Operations and Maintenance costs: All of RT's buildings are relatively old and have not been well maintained, and parts for some building systems are no longer readily available, leading in some cases to expensive and debilitating systems failures. New or renovated spaces provide an opportunity to capitalize replacement or repair of inadequate building systems with new systems that require less intensive maintenance and operating costs.
- Sustainability and energy efficiency: Existing buildings were built under energy efficiency standards that are now several generations old, and RT spends a lot of money on wasted energy. New or renovated spaces will be required to improve energy efficiency, which will help reduce operating costs and increase occupant comfort.
- Resiliency: Current buildings are vulnerable to natural and human threats. Resiliency needs to be designed in so that RT's facilities can support operations during and after natural or man-made disasters.

Accommodating future needs

- RT's vision includes a growth in service to support the growth in the region as a whole. Until now, RT has accommodated staff growth in an ad-hoc and unplanned manner, aggravating the inefficiency of the multiple work locations. The CMP will seek to provide a framework for the orderly and efficient accommodation of staff growth.
- RT was a pioneer in adopting clean-burning CNG buses. However, California regulations are likely to force RT to start using zero-emissions buses in the future. Specifically, California Code of Regulations, Title 13, Section 2023.3 requires that the owner or operator of alternative fuel path transit agencies whose active urban bus fleet initially exceeds 200 urban buses after January 1, 2009, shall have three years to comply with the Zero-Emission Bus Purchase Requirement (so 15% of the entire fleet must be ZEBs) starting January 1, of the year they exceed 200 urban buses through 2026. The regulations are likely to become more strict after that date.
- Also, heavily-used routes may need to use articulated or other high-capacity buses to increase capacity on the route most efficiently. RT's bus maintenance facilities will need to accommodate maintenance/operations for future ZE buses and articulated buses (which have different shop requirements than the current fleet). New or renovated facilities may provide an opportunity to include inductive charging overnight and at layover.

Minimizing costs

RT does not have a source of funds identified to rebuild its current facilities.

- The CMP will develop a strategy or strategies for cost-neutral improvements.

Process

In order to complete the analysis for complete, rational and actionable recommendations, the CMP project is set up to deliver a series of working papers leading to a final report with recommendations and a draft Request for Proposals for a development team to implement the recommendations. To ensure that the CMP reflects the vision and values of management, the assumptions and recommendations of each working paper need to be reviewed and validated by management, including the EMT and the GM/CEO, at each step.

The attached flow chart (Attachment 1) illustrates the process that was developed for the CMP. Subsequently, the project completion was accelerated by eliminating Working Paper 6 and incorporating the qualitative review into the Final Report (as well as eliminating a number of other, smaller tasks).

Programming

The CMP project is really all about programming (as the term is used in architecture). The purposes of the Programming phase of a project are:

- To clarify project goals and design issues;
- To provide a rational basis for design decision making; and
- To ensure that the project reflects RT's values.

(Source: The Architect's Handbook of Professional Practice, AIA, (c) 2000)

An excerpt from the Whole Building Design Guide (WBDG) summarizes the architectural programming process in more detail (Attachment 2).

Space planning

After staffing, office space is typically an organization's second-largest administrative expense. And because office space can impact the ability to recruit, as well as the satisfaction and productivity of employees, many organizations have been taking a very careful look at how their space is working for them. Many organizations are undergoing fundamental changes in the way they work. For organizations moving to internet-based business models or making other significant changes, traditional workspaces may no longer work well.

Developing standards or programming is typically the first step in the space-design process. The basic elements typically considered include:

- How much space is available?
- What is the staffing plan? How many more people will be added to the space over time?
- What technology do individual workers have? What does each group share?
- Who interacts daily? What other interaction patterns may influence adjacencies?
- What are the workgroup structures? Are there status differences and how are they represented by the organization?
- What workstyles and processes should be supported?
- Which specific pieces of furniture do the people in these jobs need?
- How much and what types of storage do people need in their workstations?
- What kinds of storage and work support are needed in shared group areas?
- What kinds of adjustability are needed — keyboard, chair, work surface heights, etc.
- Any special ergonomic or ADA concerns or requirements?
- What are the aesthetic preferences or expectations?
- What are the HVAC and lighting capacities? Will those be adequate when the layout changes?

Observation will also reveal space needs that people might not think about when filling out forms or being interviewed. Are there lots of hallway meetings going on because there is nowhere else to go? Are offices spilling over because there's not enough storage? Have people started bringing in their own furniture or making their own ergonomic interventions, such as cardboard monitor glare guards or using phone books as monitor lifts? Observations like these all point to a need for change. Over the past few years, many organizations have taken programming to a higher level by looking into how they want people to feel while working in or visiting a space, or how a space could influence work to be done in a fundamentally different way. Working with an outside design firm is often helpful in this process because they may be more exposed to national and international trends and practices. After this information is collected, some basic decisions have to be made about how much space each person and each group will get. With the basic space standard decision made, a designer can move forward with allocation of space locations to different groups and to individuals within those groups. Basic furniture specifications can be put together along with a budget for the new space. Each step of this process can involve reviewing options and negotiating to get the best work support possible.

This Working Paper 1 includes a review of research comparing different office environment models, including private offices, cubicles, and hoteling (desk sharing); see Attachment 3.

Recommended Space Standards

For RT specifically, it is recommended to retain a mix of cubicles and private offices for employees who are assigned primarily to administration, and provide a series of shared workspaces for employees who are primarily assigned to field work. Most administrative

employees would be assigned to cubicles, which would be provided in one of three sizes (6' x 8' small cubicles, 8' x 8'-9" standard cubicles, and 8' x 12' large cubicles, depending on the space needs of the position). Standard 10' x 12' offices would be provided for department directors, attorneys, or other staff who primarily engage in confidential discussions; and larger offices for the Executive Management Team. See Attachment 6 for details.

Current Facilities

RT's facilities studied in this CMP include administrative and bus facilities, all located within the City of Sacramento except BMF2. In addition, this CMP studies the possibility of centralized light rail administration and control centers.

Administrative Offices and General Facilities

- Main Administration Building, 1400 29th Street
- Old Administration Building, 2820 N Street
- Hullcraft Building, 2816 N Street
- Engineering Building, 2811 O Street
- Training Trailer, 2811 O Street
- Finance Building, 1516 29th Street
- Human Resources Building ("Print Shop"), 2810 O Street (leased space)
- Customer Service Center, 1221/1225 R Street
- Fare Inspection office, 1515 S Street (leased facility adjacent to 16th Street Station)
- Security Operations Center, 300 Richards Blvd. (co-located with City of Sacramento Police Department)
- Facilities Maintenance Warehouse, 2051 Evergreen Street*
- Lumberjack property, 880-936 Arden Way*

* RT has received Letters of Interest from other parties to purchase the former Facilities warehouse and storage yards at 2051 Evergreen and 880-936 Arden, but RT has taken no formal position so far. It is assumed that these properties will be disposed of separately from this CMP project.

Bus Maintenance/Operations Facilities

- BMF1, 1301/1323/1325 28th Street
- Parking lots under Business 80 freeway bounded by Capitol Mall, Q Street, 29th Street and 30th Street
- Main Admin Building (Operators' lounge and Dispatch), 1400 29th Street
- BMF2, 3701 Dudley Blvd, McClellan, CA

Rail Maintenance/Operations Facilities

- Metro Building, 2700 Academy Way
- Wayside Building, 2750 Academy Way
- Metro Heavy Repair Facility (MHRF), 2760 Academy Way
- Training and Storage buildings, 2501/2531 Land Avenue

Building Areas

Building	Address	Gross Floor Area (sq.ft.)*	% of total	Remarks
Main Admin	1400 29th Street	23,000	18%	2-story
Old Admin	2820 N Street	6,674	5%	6400 SF (+/-) 1st floor, 274 SF mezzanine

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Hullcraft	2816 N Street	21,695	17%	28% office buildout, includes mezzanines
Engineering	2811 O Street	11,024	8%	
Engineering Trailer	2811 O Street	2,000	2%	
Human Resources	2810 O Street	4,000	3%	
Finance	1516 29th Street	5,680	4%	2-story
Customer Service Center	1221/1225 R Street	10,560	8%	
BMF1	1301-1325 28th Street	2,121	2%	2nd storey only
BMF2	3701 Dudley Blvd.	44,000	34%	Total office area on 2 floors is shown; current area used is only 4682 SF on 2nd floor for CBS.
TOTAL		130,754	100%	

* Floor area listed for bus maintenance facilities is for administration portion only.

Review of Previous Plans

The District has engaged in a number of previous facilities planning efforts prior to the current Campus Master Plan (CMP). These include administrative, bus, and rail facilities:

Administrative Facilities

RT hired Sedway Group (CBRE Consulting) with Williams + Paddon Architects in late 2002 through 2003 to conduct a similar space needs study for RT's Administrative Complex, to maximize the value of RT's properties while providing for its current and future administrative and other office space needs. The study used then-current staffing, with projections for future staffing at 2-, 5- and 10-year intervals, based on interviews with division heads (EMT). A suggested range of workspace standards was provided, along with adjacency preferences and requirements. The recommended space per person, for planning purposes (including common and support spaces) was 225-250 SF for remodel or 200-225 SF for new construction. Options to accommodate this space included:

1. Owning or leasing new improvements at the current Administration Complex;
2. Buying a building at a different location;
3. Leasing space at a different location; or
4. Developing space at a different location.

The study found 366 administrative employees and recommended that administrative facilities occupy about 75,000 SF of building, with capability to expand to 100,000 SF (for 394 employees). A specific task of the study was to evaluate the suitability of the historic Sacramento Valley Station depot building to serve as a headquarters; however, that building was deemed too small, and the recommended alternative at the time was to **build** a new 5-story building at 2811 O Street with underground parking, **retain** the Main Admin, Old Admin and Hullcraft buildings as well as BMF1 and all under-freeway parking, **and relinquish** remaining administrative buildings (including Finance and leased buildings; RT did not own 1225 R Street at the time). This was not a revenue-neutral proposal and was dropped.

The Sedway study was updated in February 26, 2004 (Attachment 4) to evaluate alternative sites. The updated study recommended a minimum of 60,000 USF in the short term (within 1-2 years) and the potential to increase to 100,000 SF in the long-term (up to a 20-year horizon).

Sacramento Regional Transit District
M013: Campus Master Plan

In 2007, RT updated the head count to 292 administrative employees (excluding shops) with projected growth by 2012 to 330 employees, and 32,560 SF of assignable office space plus 8,100 SF of conference rooms for a total of 40,690 SF total assignable area, and 16,050 of additional common space for a total usable area of 56,740 USF in 2007, and growing to a projected 70,669 SF by 2012. This was an efficiency ratio of 72%. The recommendations were revised to show a proposed building size of 85,000 to 95,000 SF of office (due primarily to growth in in-house contractor employees) with future build-out to 90,000 to 120,000 SF.

In May 2009, RT issued an RFP for TOD/Joint Development of RT's Administrative Complex. RT's goal was to leverage the Admin properties in order to achieve a cost neutral transaction supporting replacement office space for its new headquarters in a downtown location. The major deal points were:

1. A deal structure that enables RT to engage in a cost neutral transaction and/or a revenue generator for RT.
2. The project to be developed on the Midtown parcels under the terms of a lease/purchase would have to retain approximately 7,500 sf of space for RT's Transportation Dispatch office and driver break room.
3. The project to be developed on the Midtown leased/purchased parcels must contain bus berths and/or contribute to the physical and functional viability of RT's transit system.
4. In order to support public transit, the project would result in a requirement that the developer or its successor in interest purchase an agreed upon number of transit passes each year for its employees and/or patrons.
5. RT would retain ownership over any leased parcel(s).

On July 23, 2009, RT received a single proposal on the RFP, from a partnership of David S. Taylor Interests, CIM Group, and The Evergreen Company. The proposal was found non-responsive because it was neither cost-neutral nor a revenue generator for RT.

Bus Maintenance Facilities

Bus maintenance and operations facilities are continuously evaluated under the Fleet Plans (Bus Fleet Management Plan last updated April 17, 2017). The BFMP notes that the CMP "will evaluate options for improvements [of BMF1] both on-site and via relocation of existing facilities in a cost-neutral (or revenue benefit) approach.... as to its long-term capacity needs, highest and best use, and the benefits and drawbacks associated with relocation of the facility."

BMF2, at McClellan Park, has been the subject of separate studies dating from 2001 to 2002, which established the need for a second bus facility in one of three zones (**North Zone** including North Highlands, McClellan Air Force Base, and Antelope; **East Zone** including Mather Field, the Sunrise/Douglas area, and Aerojet; and **South Zone** including Elk Grove and the Army Depot), and the desired size of 250 buses. 28 sites were reviewed including a deadhead analysis, and the top ranked locations were:

- Main Avenue (East of Beloit Dr., off of Main and Raley)
- Morrison Creek (near intersection of Elder Creek Rd. and Florin-Perkins Rd.)
- Outfall Circle (Outfall Circle east of intersection of Florin-Perkins Road and Unsworth)

By 2005, the McClellan Park location at 3701 Dudley Blvd. had been set and RT has been progressing gradually since then towards eventual build-out of the BMF2 site based on a 2009 report. The following phases are planned:

Sacramento Regional Transit District
M013: Campus Master Plan

- Phase 1 – Purchased property (via 99-year lease-to-own) and moved CBS to BMF2 (completed circa 2005)
- Phase 1A – Construction of CNG fueling station (completed circa 2012)
- Phase 2 – Expand CBS vehicle maintenance at BMF2 (in design)
- Phase 3 – Build out BMF2 to accommodate approximately 125 buses (the current property is sufficient to accommodate 125 buses, although up to 245 can be accommodated via “crush parking”)
- Phase 4 – Full build-out for 250 buses (will require acquisition of approximately 2-3 acres of adjoining property)

Baseline Demand

Number of current employees and area used

The attached tabulation shows that SacRT has approximately 47,717 SF (square feet) of area currently used for designated employee work areas and storage. Additional area is used for common spaces (such as copier rooms, break rooms and restrooms), circulation (elevators, hallways and stairs), and support spaces (electrical and mechanical rooms). See Attachment 5.

Compared with the previous studies (Attachment 4), which estimated 56,740 SF total assigned space, the current estimate is somewhat higher, reflecting growth in staff, staff space, and ancillary spaces (workshops, storage, etc.) since 2007.

The list of SacRT Building Areas in “Current Facilities,” above, shows that RT has approximately 130,000 SF of office area currently available, although 1/3 of that (44,000 SF) is at BMF2 and requires significant improvements to make it habitable; only about 10% of the area at BMF2 is currently occupied. The total building area **excluding BMF2** is approximately 86,000 SF.

The current space utilization of 47,717 SF designated work space out of 86,000 gross SF results in an efficiency ratio of approximately 55%. Typical efficiency ratios range from 70-75% for fixed offices to about 80% for an all-cubicle environment. (Note however that modern office standards for flexible shared work spaces are less efficient since they consist of significantly more shared common space such as lounges and informal meeting areas.) Some of the difference between the 86,000 SF available and the 47,717 SF used probably reflects storage space and workshops located in the Hullcraft building that are flexible in size.

The tabulation is based on the SacRT work force (including filled positions and vacant budgeted positions), organizational structure, and buildings used as of July 21, 2017.

Current space standards

RT currently has no standards for how much area to allocate to each employee. Given the constraints posed by the limited space and fixed walls of most of our older buildings, employees are allocated areas based on availability rather than on need. Proposed assignable area standards are provided in the Recommended Space Standards, above.

This working paper includes also recommended space standards for each position (Attachments 5 & 6). For example, many positions that are currently located in enclosed offices are recommended to be housed in cubicles, in order to make more efficient use of space, improve communications between employees within the same work group, and flexibility in future space reallocations.

Based on the above standards, RT’s current space need calculates to 47,936 SF assignable area. With a 70% efficiency ratio, that results in a gross estimate of approximately 68,480 USF.

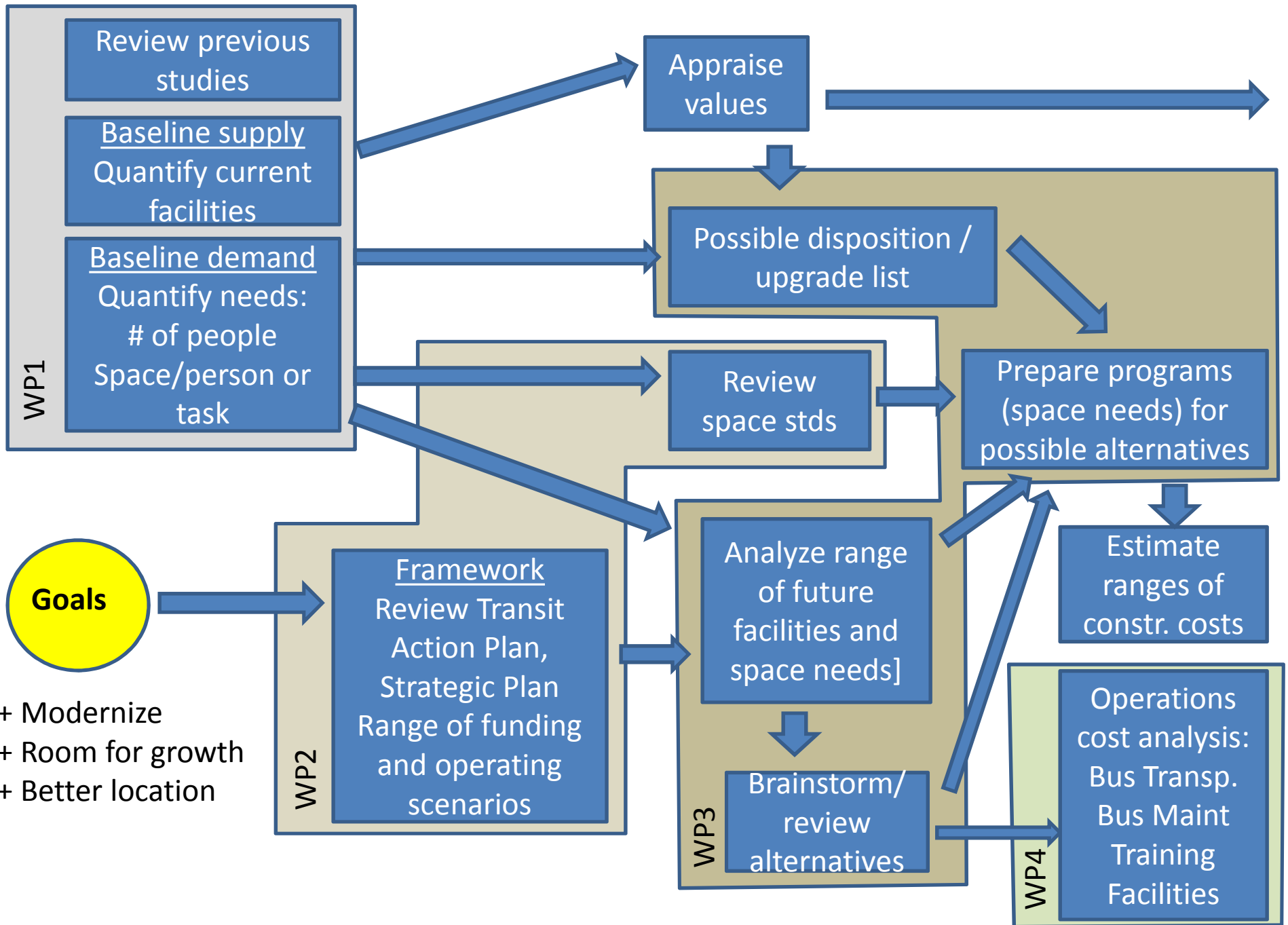
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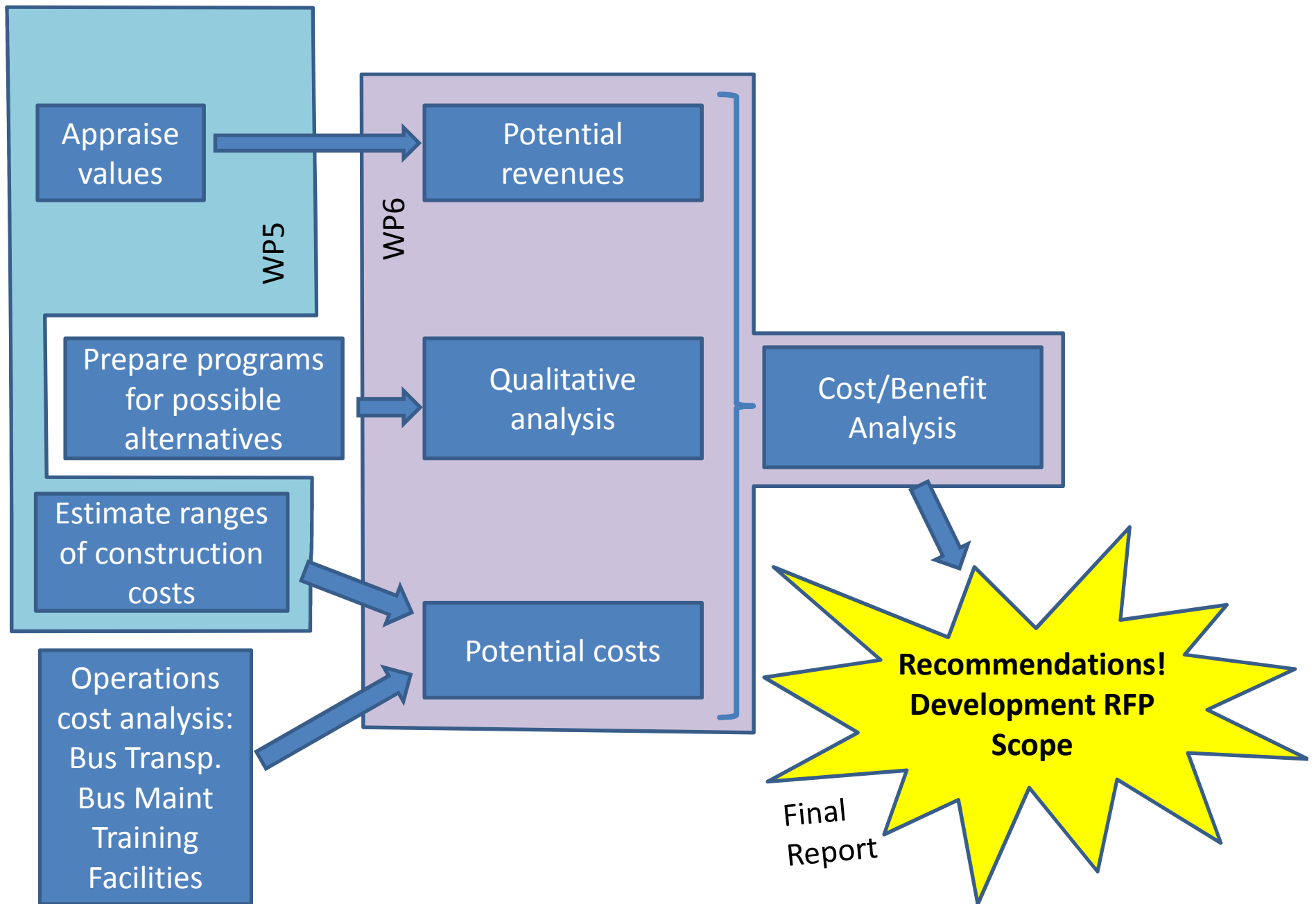
This is slightly higher than calculated in 2004 by The Sedway Group but consistent with 85,000 to 95,000 SF requested in the 2009 RFP for administrative space.

Recommendations for future administrative space needs will be addressed in Working Paper 2. Recommendation for bus maintenance space will be addressed in Working Paper 3.

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Attachment 1: Campus Master Plan Process Flow Chart





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Attachment 2: Programming (excerpts from the Whole Building Design Guide)



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DESIGN DISCIPLINES

[Architecture \(/design-disciplines/architecture\)](/design-disciplines/architecture)

[Architectural Programming \(/design-disciplines/architectural-programming\)](/design-disciplines/architectural-programming)

[Civil Engineering \(/design-disciplines/civil-engineering\)](/design-disciplines/civil-engineering)

[Commissioning Authority \(/design-disciplines/commissioning-authority\)](/design-disciplines/commissioning-authority)

[Cost Estimating \(/design-disciplines/cost-estimating\)](/design-disciplines/cost-estimating)

[Electrical Engineering \(/design-disciplines/electrical-engineering\)](/design-disciplines/electrical-engineering)

[Fire Protection Engineering \(/design-disciplines/fire-protection-engineering\)](/design-disciplines/fire-protection-engineering)

[HVAC and Refrigerating Engineering \(/design-disciplines/hvac-refrigerating-engineering\)](/design-disciplines/hvac-refrigerating-engineering)

[Information Technologies Engineering \(/design-disciplines/information-technologies-engineering\)](/design-disciplines/information-technologies-engineering)

[Interior Design \(/design-disciplines/interior-design\)](/design-disciplines/interior-design)

[Landscape Architecture \(/design-disciplines/landscape-architecture\)](/design-disciplines/landscape-architecture)

[Lighting Design \(/design-disciplines/lighting-design\)](/design-disciplines/lighting-design)

[Planning \(/design-disciplines/planning\)](/design-disciplines/planning)

[Plumbing Engineering \(/design-disciplines/plumbing-engineering\)](/design-disciplines/plumbing-engineering)

Structural Engineering (/design-disciplines/structural-engineering)

ARCHITECTURAL PROGRAMMING

([HTTPS://WWW.ADDTOANY.COM/SHARE#URL=HTTP%3A%2F%2FWBDG.ORG%2FDESIGN-DISCIPLINES%2FARCHITECTURAL-PROGRAMMING&TITLE=ARCHITECTURAL%20PROGRAMMING](https://www.addtoany.com/share#url=http%3A%2F%2Fwbdg.org%2Fdesign-disciplines%2Farchitectural-programming&title=architectural%20programming))

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INTRODUCTION

Architectural programming began when architecture began. Structures have always been based on programs: decisions were made, something was designed, built and occupied. In a way, archaeologists excavate buildings to try to determine their programs.

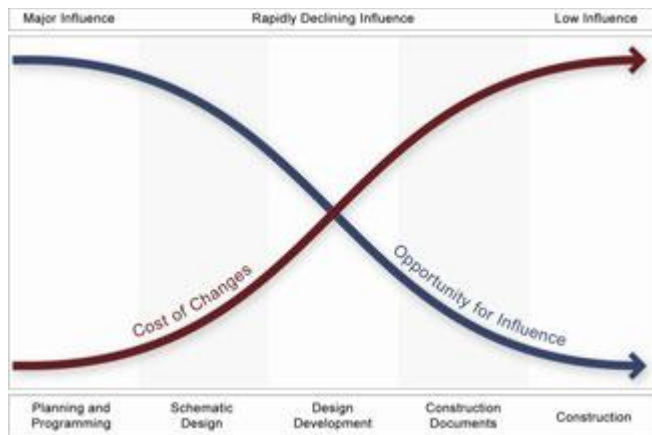
Today, we define architectural programming as the research and decision-making process that identifies the scope of work to be designed. Synonyms include "facility programming," "functional and operational requirements," and "scoping." In the early 1960s, William Peña, John Focke, and Bill Caudill of Caudill, Rowlett, and Scott (CRS) developed a process for organizing programming efforts. Their work was documented in *Problem Seeking*, the text that guided many architects and clients who sought to identify the scope of a design problem prior to beginning the design, which is intended to solve the problem.

In the 1980s and 1990s, some architectural schools began to drop architectural programming from their curricula. The emphasis of the Post-Modern and Deconstruction agendas was instead on form-making. Programming and its attention to the users of buildings was not a priority. Now, several generations of architects have little familiarity with architectural programming and the advantages it offers:

- Involvement of interested parties in the definition of the scope of work prior to the design effort
- Emphasis on gathering and analyzing data early in the process so that the design is based upon sound decisions
- Efficiencies gained by avoiding redesign and more redesign as requirements emerge during architectural design.

WITHIN THIS PAGE

- Introduction
- Description
- Emerging Issues
- Relevant Codes and Standards
- Additional Resources



The most cost-effective time to make changes is during programming. This phase of a project is the best time for interested parties to influence the outcome of a project.

The "whole building" design approach is intended "to create a successful high-performance building." To achieve that goal, we must apply the integrated design approach to the project during the planning and programming phases. People involved in the building design should interact closely throughout the design process. The owner, building occupants, and operation and maintenance personnel should be involved to contribute their understanding of how the building and its systems will work for them once they occupy it. The fundamental challenge of "whole building" design is to understand that all building systems are interdependent. (Source: WBDG Web site, the goal of "Whole Building (/resources/whole-building-design)" design).

DESCRIPTION

According to standard AIA agreements, programming is the responsibility of the owner. However, the owner's programmatic direction can vary from vague to very specific. In some cases, the owner does not have the expertise to develop the program and must use the services of a programming consultant. Most programming consultants are either architects or have architectural training, but others have become skilled through experience. Many architects perform programming as an additional service to their standard contracts. Many building type consultants (laboratory, health care, theater, etc.) have expertise in programming components of facilities.

LEVELS OF PROGRAMMING

Programming may happen for different purposes and may impact the level of detail of investigation and deliverables. For instance, programming at the master planning level is more strategic in nature—providing information to building owners to make decisions regarding current and projected space needs and rough budgeting for implementation. Programming at the individual project level provides specific, detailed information to guide building design.

AN ARCHITECTURAL PROGRAMMING PROCESS

The following discussion is intended to provide a clear process for conducting the research and decision-making that defines the scope of work for the design effort. It is imperative that the major decision-maker—the client-owner—allows participation of all of the stakeholders, or the client-users, who are affected by the design. Experience has shown that client-users' involvement in the programming process results in designs that can be optimized more efficiently.

ORGANIZING FOR THE PROGRAMMING EFFORT

Prior to the beginning of the process of programming a project, the programmer and the client-owner develop a list of the stakeholders to be involved. One organizational method is to form a Project Programming Committee with representatives from the stakeholder groups. For example, if the project is to be an office/classroom building for the humanities department at an institution of higher education, the Project Programming Committee could include representatives from the involved academic department(s), faculty, students, and building operations and facility maintenance departments.



Design programming should involve the parties that are affected by the design solution.

Lines of communication must be established to determine how and when meetings will be called, what the agenda will be, how contacts will be made, and how records of the meetings will be kept. The authority of the committee must be made clear. In the example above, the committee's authority will be to make recommendations to the college authorities. Within that framework, the committee must decide how it will make decisions as a committee (by consensus? majority rule? other means?).

A SIX-STEP PROCESS

Many different programming formats incorporate the same essential elements. In all cases, the design programming fits within a larger context of planning efforts which can also be programmed. For design programming for a building, we propose a six-step process as follows:

1. Research the project type
2. Establish goals and objectives
3. Gather relevant information
4. Identify strategies
5. Determine quantitative requirements

6. Summarize the program

1) RESEARCH THE PROJECT TYPE

This step is necessary if the programmer is working on a project type for the first time. The programmer should become familiar with some of the following relevant information:

- The types of spaces frequently included in the building type,
- The space criteria (number of square feet per person or unit) for those spaces,
- Typical relationships of spaces for these functions,
- Typical ratios of net assignable square footage (NASF—areas that are assigned to a function) to gross square footage (GSF—total area to the outside walls) for this building type,
- Typical costs per square foot for this building type,
- Typical site requirements for the project type,
- Regional issues that might alter the accuracy of the data above in the case of this project, and
- Technical, mechanical, electrical, security, or other issues unique to the project type.



This information can be obtained from literature on the building type, analysis of plans of existing projects, expert consultants familiar with the building type, and/or cost estimating services.

2) ESTABLISH GOALS AND OBJECTIVES

Working with the committee, the programmer solicits and suggests broad goal statements that will guide the remainder of the programming process. (See Design Objectives (/design-objectives) on the WBDG Web site.) Each of the following categories of goals should be addressed:

- *Organizational Goals:* What are the goals of the owners? Where do they see their organization headed? How does this architectural project fit into this broad picture?
- *Form and Image Goals:* What should be the aesthetic and psychological impact of the design? How should it relate to the surroundings? Should its image be similar to or distinct from its neighbors? From other buildings belonging to the owner that are located elsewhere? Are there historic, cultural, and/or context implications?
- *Function Goals:* What major functions will take place in the building? How many people are to be accommodated? How might the building design enhance or impact occupant interactions?
- *Economic Goals:* What is the total project budget? What is the attitude toward initial costs versus long-range operating and maintenance costs (/design-objectives/sustainable/optimize-operational-maintenance-practices)? What level of quality is desired (often stated in relation to other existing projects)? What is the attitude toward

conservation of resources and sustainability (/design-objectives/sustainable) (energy, water, etc.)?

- *Time Goals:* When is the project to be occupied? What types of changes are expected over the next 5, 10, 15, and 20 years?
- *Management Goals:* These goals are not so much an issue of the nature of the project as they are the circumstances of the owner, clients, programmer, or architect. For example, perhaps the schematic design must be completed in time for a legislative request application deadline.

3) GATHER RELEVANT INFORMATION

Based upon the goals, the categories of relevant information can be determined and researched.

Typical categories include:

- Facility users, activities, and schedules: Who is doing what, how many people are doing each activity, and when are they doing it?
- What equipment is necessary for activities to function properly? What is the size of the equipment?
- What aspects of the project need to be projected into the future? What is the history of growth of each aspect that requires projection?
- What are the space criteria (square feet per person or unit) for the functions to take place?
- What other design criteria may affect architectural programming: access to daylight, acoustics, accessibility, campus/area design guidelines, historic preservation, etc.?
- Are there licensing or policy standards for minimum area for various functions? What are these standards?
- What are the energy usage and requirements?
- What code information may affect programming decisions?
- Site analysis: the site is always a major aspect of the design problem and therefore should be included in the program. Site analysis components that often affect design include:
 - Legal description
 - Zoning, design guidelines, and deed restrictions and requirements
 - Traffic (bus, automobile, and pedestrian) considerations
 - Utility availability (a potentially high cost item)
 - Topography
 - Views
 - Built features
 - Climate (if not familiar to the designer)
 - Vegetation and wildlife
- Client's existing facility as a resource

If the client is already participating in the activities to be housed in the new facility, it may be possible to make use of information at hand. Determine if the existing facility is satisfactory or obsolete as a resource.

If a floor plan exists, do a square foot take-off of the areas for various functions.

Determine the building efficiency (the ratio of existing net-to-gross area). This ratio is useful in establishing the building efficiency target for the new facility.

If the client is a repeat builder (school districts, public library, public office building, etc.), obtain plans and do area take-offs; determine typical building efficiencies.

Use the existing square footages for comparison when you propose future amounts of space. People can relate to what they already have. (See illustration above in *Step 5, Determine quantitative requirements.*)

4) IDENTIFY STRATEGIES

Programmatic strategies suggest a way to accomplish the goals given what one now knows about the opportunities and constraints. A familiar example of a programmatic strategy is the relationship or "bubble" diagram. These diagrams indicate what functions should be near each other in order for the project to function smoothly. Relationship diagrams can also indicate the desired circulation connections between spaces, what spaces require security or audio privacy, or other aspects of special relationships.

Other types of strategies recur in programs for many different types of projects. Some examples of common categories of programmatic strategies include:

- *Centralization and decentralization:* What function components are grouped together and which are segregated? For example, in some offices the copying function is centralized, while in others there are copiers for each department.
- *Flexibility:* What types of changes are expected for various functions? Do facilities need to change over a period of a few hours? A few days? A summer recess? Or is an addition what is really needed?
- *Flow:* What goods, services, and people move through the project? What is needed at each step of the way to accommodate that flow?
- *Priorities and phasing:* What are the most important functions of the project? What could be added later? Are there ongoing existing operations that must be maintained?
- *Levels of access:* Who is allowed where? What security levels are there?

Ideally, each of the goals and objectives identified in Step 2 will have some sort of strategy for addressing that goal. Otherwise, either the goal is not very important, or more discussion is required to address how to achieve that goal or objective.

5) DETERMINE QUANTITATIVE REQUIREMENTS

In this step, one must reconcile the available budget with the amount of improvements desired within the project time frame. First, a list of spaces is developed to accommodate all of the activities desired (see Exhibit A). The space criteria researched in Step 3 are the basis of this list of space requirements. The space requirements are listed as net assignable square feet (NASF), referring to the space assigned to an activity, not including circulation to that space.

A percentage for "tare" space is added to the total NASF. Tare space is the area needed for circulation, walls, mechanical, electrical and telephone equipment, wall thickness, and public toilets. Building efficiency is the ratio of NASF to gross square feet (GSF), the total area including the NASF and tare areas. Building efficiency equals $NASF/GSF$. The building efficiency for a building type was researched in Step 1 and possibly Step 3. See Exhibit A for an example of space requirements.

The building efficiency of an existing space used by a client can inform the selection of the net-to-gross ratio. The example below of an office suite within an office building illustrates the areas of net assignable square feet and tare area. Notice that some space within an office is considered circulation, even though it is not delineated with walls. We call this circulation, "phantom corridor."

The desired GSF is then tested against the available budget (see Exhibit B). In drafting the total project cost, the programmer uses the cost per square foot amount researched in Step 1. Factors for inflation should be included, based upon the project schedule. Costs should be projected to the date of the mid-point of construction because bidders calculate estimates on the assumption that costs could change from the time of the bid date.

The total project cost includes the construction cost (for building and site work), plus amounts for architect's fees, furniture and equipment, communications, contingency, printing for bid sets, contingency, soils tests, topological surveys, and any other costs that must come from the owner's budget. The intention is to help the owner prepare for all the project costs, not just those costs assigned to construction.



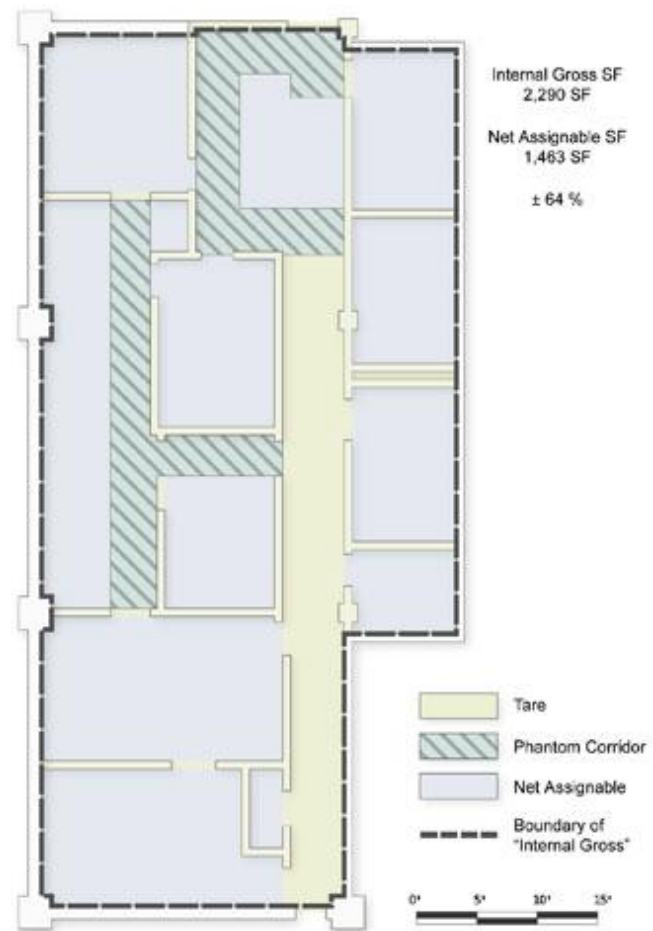
Cost, schedule, and affordable area are interdependent. Costs are affected by inflation through time. Affordable area is determined by available budgets.

If the bottom line for the project costs is more than the budget, three things can happen: 1) space can be trimmed back or delegated to a later phase (a reduction in quantity); 2) the cost per square foot can be reduced (a reduction in quality); or 3) both. This reconciliation of the desired space and the available budget is critical to defining a realistic scope of work.

6) SUMMARIZE THE PROGRAM

Finally, once all of the preceding steps are executed, summary statements can be written defining "in a nut shell" the results of the programming effort. All of the pertinent information included above can be documented for the owner, committee members, and the design team as well. The decision-makers should sign-off on the scope of work as described in the program.

Once a program is completed and approved by the client, the information must be integrated into the design process. Some clients want the programmer to stay involved after the programming phase to insure that the requirements defined in the program are realized in the design work.



In the case of a tenant improvement within a larger building, one establishes the "internal gross" of the leased space. Additional support space or tare area such as mechanical rooms and public toilets would not be included in the calculation for this project type.

EMERGING ISSUES

Some of the emerging issues in the discipline of architectural programming include:

1. Development of standards and guidelines for owners that build similar facilities frequently. These efforts include:
 - a. Formalizing (computerizing) building facility requirements for Web-based consumption—for example, the National Park Service has developed Facility Planning Model Web-based software to assist park superintendents and other staff in the development of space and cost predictions for legislative requests. The intention is to make budget requests more realistic and more comprehensive.
 - b. Facility programming to make early predictions to aid in early capital budgeting

2. Client-owners are increasingly requiring verification that the design complies with the program.
3. New technologies are generating a need for types of space which have no precedents. Basic research on these technologies is required to determine standards and guidelines.
4. As more clients require measures for building energy and resource conservation standards (LEED, Green Globes, etc), the programming process needs to reflect these requirements in goals, costs, scheduling, and process.
5. The supply of facility programmers is smaller than the demand. More professionals need to consider this sub-discipline as a career path.

RELEVANT CODES AND STANDARDS

A very important part of programming is identifying relevant codes and standards that apply to the project (see Steps 1 and 3 above). Codes, covenants, deed restrictions, zoning requirements, licensing requirements, and other legal obligations can have significant influence on costs and therefore, affordable GSF. These factors must be identified prior to design.

Many governments and institutions have developed standards and guidelines for space allocations. For example, the General Services Administration (GSA), military, and higher education institutions all have standards and guidelines. These standards must be adhered to in programming projects for these clients. The standards are also useful as guidelines for agencies that have not developed their own standards.

Some standards are mandated by statutes in some jurisdictions for licensing, accreditation, or equity purposes. Schools, hospitals, correctional facilities, and other licensed or accredited institutions may be required to meet these standards prior to opening their doors.

Some building codes identify the number of square feet allocated per person for certain types of occupancy. However, while these ratios may determine the legal occupancy numbers for the facility, exiting requirements, fire separations, etc., they represent the minimum requirements. It may be necessary to accommodate specific activities adequately with more space.

ADDITIONAL RESOURCES

WBDG

DESIGN GUIDANCE

Space Types (/space-types), Building Types (/building-types)

DOCUMENTS AND REFERENCES

Case Studies (/references/casestudies.php), Federal Mandates (/references/federal_mandates.php)

DESIGN DISCIPLINES

Cost Estimating (/design-disciplines/cost-estimating) for a discussion of conceptual cost estimating.

DESIGN OBJECTIVES

Cost-Effective (/design-objectives/cost-effective) for additional cost estimating software resources.

SOURCES FOR SPACE CRITERIA AND PROJECT TYPE RESEARCH

Graphic standards and other design standard sources:

- AIA Building Types series
- School Districts and/or Departments of Education
- *National Park Service Facility Planning Models (Museum Collection Facility, Maintenance Facility, Education Facility, Visitor Facility and Administration Facility)* by Architectural Research Consultants, Incorporated: Albuquerque, NM, 2004-2005. Computer software.
- Accrediting agencies
- State, county, and municipal, licensing and regulatory agencies.

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- "Facilities Planning on a Large Scale: New Mexico State Police Facilities Master Plan" by John Petronis, AIA, AICP in *Programming the Built Environment* edited Wolfgang F. E. Preiser. New York, NY: Van Nostrand Reinhold, 1985.
- Chapter 12.1, "Programming" by Edith Cherry, FAIA, ASLA, in *The Architect's Handbook of Professional Practice* by American Institute of Architects. Washington D.C., 2008.
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- *Professional Practice in Facility Programming* by W.F.E. Preiser. New York, NY: Van Nostrand Reinhold, 1993.
- *Programming for Design: From Theory to Practice* (<http://www.anrdoezrs.net/click-2191068-10438326?url=http%3A%2F%2Fwww.wiley.com%2Fremtitle.cgi%3Fisbn%3D0471196452&cjsku=0471196452>) by E. Cherry. New York, NY: John Wiley & Sons, Inc., 1998.
- *Programming the Built Environment* by W.F.E. Preiser. New York, NY: Van Nostrand Reinhold, 1985 ed.
- *Project Programming, A Growing Architectural Service* by E.T. White. Tucson, Arizona: Architectural Media Ltd., 1991.
- *Square Foot Cost Data and Building Construction Cost Data* by RS Means. 100 Construction Plaza, P.O. Box 800, Kingston, MA, 02364-0800, issued annually.
- "Values: A Theoretical Foundation for Architectural Programming" in *Programming the Built Environment* by R. Hershberger. New York, NY: Van Nostrand Reinhold, 1985.

EXHIBIT A: SPACE REQUIREMENTS (/FILES/PDFS/ARCHPROGRAMMING_EXHIBIT_A.PDF)

In this example of space requirements, the list is divided into two parts representing space with significantly different construction costs.

EXHIBIT B: EXAMPLE OF A TOTAL PROJECT BUDGET (/FILES/PDFS/ARCHPROGRAMMING_EXHIBIT_B.PDF)

Note that the Construction Cost, Line E, is significantly less than the Total Project Cost. The client needs to know what the total project will cost, not just the construction cost.

Exhibit A: Space Requirements

In this example of space requirements, the list is divided into two parts representing space with significantly different construction costs.

Happy Valley Children's Museum

ID No.	Space/Activity	Existing Space	Where is existing space?	Space Criteria SF/item	No. of People or Items	Space Sub-Total	No. of Spaces	Square Feet Required	Notes
1.0	Entry, Lobby, Admission, Store								
1.1	Entry Vestibule	0				150	1	150	
1.2	Lobby/ Orientation	240	Main Floor			500	1	500	includes sculpture
1.3	Admissions/Tickets	0				50	1	50	
1.4	Museum Store	320	Main Floor			420	1	420	
1.5	Back Storage for Museum Store	0				80	1	80	
Sub-Total Net Assignable Square Feet								1,200	

2.0	Activity/Program Areas								
2.1	Exhibit Floor	2770	Main Floor			4000	1	4000	Approx. 1.5 times
2.2	Art Space	396	Main Floor			700	1	700	
2.3	(not used)								
2.4	Toddler Area	384	Admin Off.			700	1	700	
2.5	Birthday Room	440	Admin Off.	25	28	700	1	700	
2.6	Multi-Purpose Room	0		0	0	0	1	0	
2.7	Kitchen	218	Admin Off.			120	1	120	
Sub-Total Net Assignable Square Feet								6,220	

3.0	Administration: Finance and PR								
3.1	Reception/Waiting	0		80	1	80	1	80	
3.2	Executive Director	240	Admin Off.	200	1	200	1	200	
3.3	Executive Toilet	35	Admin Off.	50	1	50	1	50	
3.4	Associate Director of Administration	80	Admin Off.	100	1	120	1	120	
3.5	Office Manager	64	Admin Off.	80	1	80	1	80	
3.6	Bookkeeper	64	Admin Off.	75	1	75	1	75	
3.7	Store Manager	64	Admin Off.	75	1	80	1	80	
3.8	Director of External Affairs	80	Admin Off.	80	1	100	1	100	
3.9	PR Coordinator	64	Admin Off.	75	1	75	1	75	
3.1	Future Staff	0		75	1	75	2	150	
3.11	Copy/Work Room/ Mail	210	Admin Off.	180	1	180	1	180	
3.12	Small Meeting/Planning Area	0		100	1	100	1	100	
3.13	Filing and Storage	0		80	1	80	1	80	
Sub-Total Net Assignable Square Feet								1,370	

4.0	Administration: Programs								
4.1	Operations Associate	80	Admin Off.	100	1	100	1	100	
4.2	Youth Programs Coordinator		Upstairs	70	1	70	1	70	
4.3	Museum Educator		Upstairs	70	1	70	1	70	
4.4	Earthworks Coordinator		Admin Off.	70	1	70	1	70	
4.5	Earthworks Educator/Facilitator		Upstairs	80	1	80	1	80	
4.6	Earthworks Garden Manager		Upstairs	70	1	70	1	70	
4.7	Floor Managers		Upstairs	40	1	40	4	160	
4.8	Museum Artist		Upstairs	70	1	70	1	70	
4.9	Volunteer Coordinator		Upstairs	70	1	70	1	70	
4.10	Future Staff	0		70	1	70	2	140	
4.11	Volunteer Break Area/Planning/Meeting		Upstairs	25	14	350	1	350	
4.12	Volunteers' Personal Storage		Upstairs	4	12	48	1	48	
Sub-Total Net Assignable Square Feet								1,298	

Total Net Assignable Square Feet of Type A space; 70% of Gross	10,088
Tare at 30%	4,323
Gross Square Footage of Type A Space	14,411

Exhibit A: Space Requirements (continued)

Happy Valley Children's Museum (continued)

ID No.	Space/Activity	Existing Space	Where is existing space?	Space Criteria SF/item	No. of People or Items	Space Sub-Total	No. of Spaces	Square Feet Required	Notes
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Type B Space (Unfinished Space)

5.0 Exhibit Shop & Warehouse									
5.1	Exhibit Shop	0		0	1	0	1	0	
5.2	Design Area			0	1	0	1	0	
5.3	Flammable Storage	0		60	1	60	1	60	
5.4	Warehouse	1500	rented	1700	1	1700	1	1700	
5.5	Facilities Manager	0		80	1	80	1	80	
5.6	Near Exhibit Floor Supply Storage	0		80	1	80	2	160	
Sub-Total Net Assignable Square Feet								2,000	

6.0 Earthworks Buildings									
6.1	Greenhouse/Classroom	900	Outside	400	1	400	1	400	
6.2	Aviary	inc. above		300	1	300	1	300	
6.3	Seedlings	inc. above		200	1	200	1	200	
6.4	Kids' Shop	0		400	1	400	1	400	
6.5	Storage for Kid's Shop	0		200	1	200	1	200	
Sub-Total Net Assignable Square Feet								1,500	

Total Net Assignable Square Feet of Type B space; 80% of Gross	3,500
Tare Area at 20%	875
Gross Square Feet	4,375

Total Gross Squaqre Feet

18,786

Attachment 3: Review of research comparing different office environment models

Private offices and cubicles

During periods of large increases in employment, consistent furniture and space plans made growth more manageable. Organizations used up to 13 different office standards, based on job levels. Offices were used to reward people and to visually communicate subtle status differences. In the 1990s, a need to simplify office planning was driven by increasing rates of change. It was difficult to move people quickly if offices had to be exactly matched to job levels. Most organizations pared down to as few as three different office sizes and configurations so most workers could be moved into existing spaces with minimal changes.

Private offices and team spaces tend to require more space than standard cubicles; see chart below.

<u>Application</u>	<u>Dimension ranges</u>	<u>Minimum area (square feet)</u>	<u>Maximum area (square feet)</u>
Executive office: 3-4 people can meet around a desk	105" to 130" x 96" to 123"	70	111
Standard office or cubicle: 2 people can meet with a table or desk between them	96" to 126" x 90" to 108"	56	95
Ideal U-shaped workstation for full-time computer user	105 x 96	70	70
Worker has a primary desk plus return	60" to 96" x 60" to 96"	25	64
Basic workstation, e.g. bullpen, call center, group office	60" to 72" x 42" to 52"	18	26
Note: Areas are net square feet, excluding common spaces, support spaces, and circulation			

Source: Revisiting Office Space Standards, by Judy Voss, Haworth/HMI, November 2011

Organizations seem to move away from hierarchical space planning and more towards use of space that provides the best possible benefit for knowledge workers. Currently, 48 (6x8) SF per person is the lowest workspace allocation for knowledge workers that HMI typically sees in the marketplace. Unlike the RSF and USF metrics discussed earlier in this document, this allocation does not include common areas and only accounts for dedicated workspace. However, HMI is seeing workspace allocations as low as 36 (6x6) or 25 (5x5) SF per person for call center environments, since call center employees do not have the same storage and collaboration needs as knowledge workers.

The lean-and-mean movement also caused many organizations to pare office sizes down as far as possible to save real estate costs. In highly collaborative work groups, where the bulk of the day is spent in meetings or out visiting customers, a very small workstation may be perfectly adequate. For people who do work in one place most of the time, however, feeling crowded in a small space would be stressful. A study of workstations determined that the ideal workstation for a full-time computer user would be 8.75' by 8' (Cohen, James, Taveira, Karsh, Scholz, & Smith, 1995, p. 1669); see highlighted entry in the table above. Their U-shaped station model was developed based on task analysis and ergonomic measurements for typical computer-based workers.

Another factor pushing companies to reconsider office space is the widening gap between what workers need and what workplaces provide. At one time, office employees labored primarily in solitude; today, they spend two-thirds of their time collaborating, according to Gartner. But offices are still set up for the old style of work. "In most companies, you find that conference rooms are overbooked while offices and cubicles are empty," according to Mark Golan, VP of Real Estate and Workplace Services at Google, and formerly with Cisco Systems. Part of the reason for re-evaluation is that organizations are trying to free up space for more collaborative work processes.

Alternative Work Arrangements

Organizations can most efficiently and effectively minimize their square foot usage by implementing innovative workspace strategy, such as hoteling and teleworking. GSA for example has been knocking down walls, even dismantling cubicles to create a free-flowing layout that encourages collaboration and reduces workspace.

Workplaces are now influenced by an improving mobile workforce and greater use of instantaneous wireless communication tools. Mobile phones, smart phones, and wireless networking have revolutionized the workplace. As a result, many government agencies and private organizations have turned to alternative work arrangements (AWA) to reduce workspace costs and optimize physical workspace. AWA, including telework, hoteling stations and desk sharing, are a major trend in today's real estate marketplace, and offer organizations flexibility and optimal workspace usage. Additionally, organizations have noted an increase of quantitative benefits with the use of AWA such as increased productivity and enhanced employee morale.

In June 2010 through January 2011, GSA conducted telephone interviews and e-mail surveys with several public, private and international organizations to develop workspace benchmarks. Approximately 76% of the respondent government organizations provide AWA. AWA strategies reported by government organizations include:

- Telework (77%)
- Hoteling (4%)
- Telework centers (8%)
- Desk sharing (12%)

Approximately 15% of respondent government organizations reported having full-time teleworkers who are not provided office workspace, as compared to 59% of private industry organizations that reported having full-time teleworkers who are not provided office workspace.

Executives at companies that have made the move to alternative workplaces agree that the change-management issues require a lot of attention. One financial services firm in New York jumpstarted its process by giving managers a reduced amount of office space and left it to them to decide whether to stick with the traditional office layout, which would result in a cramped

cubicle hell, or adopt a more inviting, open plan that allowed for some growth possibilities — assuming employees shared the space. As Chris Howe of BCG notes, “It doesn’t force anyone to do things a certain way, but it does make the tradeoffs very clear.”

Telework

Due to advances in mobile and networking technologies, sustainability concerns, and changing workforce demographics, many employees are working with high degrees of mobility, leading to low actual utilization of physical office workspace. Employees are constantly on the go - working at home, regional offices, or with Federal partners located across town or across the globe. In a recent study of public and private sector organizations conducted by GSA’s Public Buildings Service (PBS) Applied Research Program, employees are working through many different means. Conducting head-down work at one’s desk is no longer the primary way of working. There has been a significant shift toward a more mobile workforce. This swing impacts the office workplace and the overall office workspace strategy.

Telework, sometimes called telecommuting or flexiplace, is an innovative business solution that enables employees to work productively away from the traditional office setting. Broadly speaking, anyone who works at home, at a client’s office, in a satellite office, telework center, or on the road, is teleworking. In fact, modern technological advances have made it easier to work anytime and in any place. More and more organizations around the world are using this tool to increase productivity, recruit new employees, lower staff turnover rate, save on overhead costs, respond to emergency situations, reduce traffic congestion, and improve their staff’s work-life balance.

Other Telework benefits:

- Reduced absenteeism: Teleworkers can work from home to avoid dangerous weather and traffic conditions. They can also continue to work at home with illness or another ailment that may have kept them away from the office to avoid transmitting disease to co-workers. According to the figures from the National Center of Health Statistics, American workers miss 20 million workdays a year due to colds and 70 million workdays because of flu.
- Improved recruiting: Telework enlarges the pool of available talent. The State of North Carolina had difficulty filling their Raleigh-based vacancies until they re-advertised these positions as home-based with occasional visits to Raleigh. Over 200 qualified applicants responded.
- Reduced turnover: Because Telework is regarded as an attractive work option; employees are less willing to explore work elsewhere. After implementing its Telework Program, Philadelphia-based Cigna, a large health insurance provider, experienced a 30 percent decrease in turnover. In fact, research at Eli Lilly and Company shows that employees who telework are significantly more satisfied with their direct supervisors, a key factor in an employees’ intention to remain with their organizations.

Hoteling and Desk Sharing

The larger the mobile workforce the more there will be underutilized office workspace. Studies show that the average utilization for workspace in the U.S. and Europe between the hours of 8:00 a.m. and 5:00 p.m. is 35% to 50%; at any given time over half of all workspaces are not being used. This presents the organization with the opportunity to eliminate underutilized workspace to reduce cost or to grow its staff without adding to facilities.

Hoteling allows employees who already telework to reserve office workspace on an as needed basis without being permanently assigned to a workstation. Hoteling is normally reserved for employees who do not have an assigned personal workspace, or those who are willing to

Sacramento Regional Transit District
M013: Campus Master Plan

relinquish their assigned workspace. This alternative workspace strategy can also eliminate the need for additional office workspace and may save the organization millions of dollars in real estate costs. In a traditional work environment there is a 1-to-1 ratio of employees to workspaces. With a hoteling/desk sharing strategy there is at least an “n”- to-1 ratio of employees to workspaces. The higher the value of “n”, the more effective the workspace program will be with the prospect of yielding better workspace performance. With no loss in employee productivity, it stands to reason that a 2:1 employee to workplace ratio is twice as efficient as a 1:1 ratio. How high the ratio goes is defined by the nature of the organization, but from GSA’s research, ratios of 5:1 to 7:1 are not uncommon.

Many responders are emphasizing teamwork, and the new mobile workforces that are accustomed to working anywhere but at a desk are turning up their noses at the hierarchical formality of the traditional workplace. In addition, familiar technologies such as laptop computers, smart phones and videoconferencing are finally beginning to affect the office workplace. Ideally, GSA’s design creates a workplace that is more open, collaborative, and efficient while utilizing fewer square feet per person.

An IBM team found that staff was willing to share space in the home office if they were given the technology necessary to support their customers while in the field. Since staff indicated that they did not necessarily require cubicles or desks at the IBM home office, the team explored a variety of new real estate designs. Ultimately, the team settled on a mixed use design consisting of multiple collaboration office spaces designed only for management. This design, which initially centered on a 4:1 staff-to-desk ratio, was based on the fact that staff was spending the majority of their work week at client sites. The mixed use design provided a flexible office environment for staff to return to as needed. A behavioral psychologist helped the office prepare for the cultural shift that would result from this new work arrangement. Managers and staff were encouraged to discuss potential frustrations with the new work arrangement in cultural training sessions.

The Sabre Holdings Flexible Workspace Program (Flexspace) is an alternative, flexible space model where only a percentage of cubicles were assigned and others remained available for “flexible use.” Sabre employees were frequently out of the office, and on average, only 60% to 65% of them were actually in the office on any given day. Taking into account offsite meetings, vacation and sick time, even employees who didn’t travel and considered themselves daily on-site workers could easily be absent from their desks for one month out of the year. Cubicles which varied in size depending upon an employee’s position and level within the company would have to be reconfigured into a standard size and outfitted with the same technology, so that employees could expect the same environment wherever they were physically placed to work. Executives too, who were the only employees with private offices in the new headquarters building, would have to move to cubicles to make room for the additional meeting space required.

Capital One Financial Services Corp. has made the concept a key part of its “Future of Work” initiative by swapping traditional offices and cubicles for a mixture of unassigned desks, sofas, and conference spaces. The company’s cafeteria is designed to accommodate informal meetings, and there are scattered café areas that look remarkably like the local Starbucks. Employees, equipped with wireless laptops, Blackberries, and cell phones, are free to work wherever they wish. Some companies are taking the idea further, combining new thinking on office space with an endorsement of telecommuting or the establishment of smaller, more modest regional offices that employees can drop in to as needed.

Cisco’s response has been to turn the old design on its head by making the office a home away from home. “You don’t go home to a cubicle,” Golan says; “you move around the house

depending on what you're doing." When Cisco's employees aren't on the road (they're on the road about 20% of the time), they usually work together, so the space was reconfigured to provide open areas where employees can have quick, informal meetings, while work teams can gather in a range of small and large conference rooms outfitted with video-conferencing equipment and digital whiteboards. When employees need what Capital One refers to as "heads-down quiet space" they can move to a library, where conversation is minimal and cell phones must stay on vibrate mode.

The goal is to augment the savings on real estate with enhanced productivity. Measuring productivity is never easy; as Cisco's Golan noted, "It's hard to isolate the effect that any one variable has on worker output." But he says that a pilot project in the company's call centers resulted in "very significant" improvements. Capital One attempts to crack the productivity code through worker surveys, and says that three quarters of employees surveyed say they are now working as productively as possible, while just over half say that group productivity is up. The company also found a 24 to 31% reduction in the time needed to get input from managers and peers, which it says leads to faster decisions.

Employees are given the option of "going mobile," and about 80% choose to do so. They receive six to eight weeks of training on everything from how to be productive while working in virtual teams to how to use new equipment, to how to manage their own piles of paperwork when they no longer have dedicated desks. (Hint: forget hard copies and instead embrace the "paperless office.") Flexibility is essential. There are big differences between what suits the sales staff, who travel a lot, and the engineers, who are more office-bound and have more gear.

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Sacramento Regional Transit District
M013: Campus Master Plan

Attachment 4: Previous Administrations Studies

- Memorandum from Sedway Group Study dated February 26, 2004
- Sacramento Regional Transit Space Requirements dated 2007

MEMORANDUM

To: Mr. Fred Arnold, Sacramento Regional Transit District

From: Amy Herman and Sofia Nordahl, Sedway Group
Benjamin Pollock, Pollock & Company

Date: February 26, 2004

Subject: Sacramento Headquarters Site Analysis, Phase I Prospective Building and Site Locations

Sedway Group was retained by Sacramento Regional Transit District (RT) to conduct analysis to help RT identify alternative headquarters sites. The first phase of the analysis comprises three tasks:

1. to identify criteria for the selection of prospective buildings and development sites suitable for a headquarters presence for RT;
2. to identify possible locations based on these criteria; and
3. to document the findings in a summary memorandum.

Subsequent phases include a detailed property analysis, where additional information will be collected about select Phase I properties for evaluation purposes. This evaluation will result in recommendations regarding which properties are best suited to RT's needs. A Phase III financial options and implications analysis will then follow, regarding a property disposition strategy of the existing RT administrative complex, followed in turn by a Phase IV implementation analysis regarding financing options for the new headquarters. A Board presentation is included in Phase V.

Following are the results of the Phase I efforts. Sedway Group and Pollock & Company will await feedback and recommendations from RT before proceeding with the Phase II analysis. These Phase I findings are subject to the appended assumptions and limiting conditions.

SITE CRITERIA

In collaboration with RT, Sedway Group and Pollock & Company established the following site criteria for prospective RT headquarters buildings or development sites:

- Location within Sacramento County and in the Sacramento Central Business District (CBD)¹;
- Location within a ¼-mile radius of a light rail station (existing or operational by year-end 2005);
- Proximity to other government agencies, including Capital Area Development Authority (CADA), Sacramento Area Council of Governments (SACOG), Sacramento County, the Federal Building, CalTrans, California Fish and Game, United States Army Corps of Engineers, and United States Fish and Wildlife²;

¹ For analytical purposes, the CBD is defined as the area bounded by the American River to the north, R Street to the south, 16th Street to the east, and the Sacramento River to the west.

² Proximity in this case is defined as a ½-mile maximum distance.

Sacramento Regional Transit District M013: Campus Master Plan

Mr. Fred Arnold
February 26, 2004
Page 2

SEDWAY GROUP
Real Estate and Urban Economics

- Public accessibility, including handicap accessibility;
- Site sufficient to support a minimum of 60,000 square feet of office space in the short term (i.e., one- to two-year time horizon) and a minimum of 100,000 square feet in the long term (i.e., 20-year time horizon); and
- Occupancy by mid-2005.

Additional non-restraining characteristics of the prospective buildings or sites were also identified, including:

- Single occupancy by RT is not a requirement;
- Acquired space can exceed RT's minimum requirements (i.e., 60,000 to 100,000 square feet), with the excess leased to a third party; and
- A comparatively low parking ratio of 2.5 to 2 spaces per 1,000 square feet of building area.

Of the initial site criteria, proximity to United States Fish and Wildlife was excluded due to its location outside the defined CBD. Further, public accessibility was deferred to Phase II for the buildings because it is not readily available information. Moreover, this criterion is not applicable to development sites as no buildings have yet been constructed and it is assumed that all new construction will in fact entail public accessibility pursuant to prevailing development standards. Lastly, the criterion of occupancy by mid-2005 was not applicable to the development sites inventory as it is unlikely that RT could occupy a building by mid-2005 if it is not already under construction.

PROPERTY INVENTORY

Sedway Group and Pollock & Company worked with the brokerage firm CB Richard Ellis to identify locations suitable for a headquarters presence for RT. A total of 23 prospective locations were identified, including 13 buildings and 10 sites. Notably, the number of prospective locations included in this Phase I effort exceeds the 15 locations included in the scope of services for this assignment.

Buildings were included on the list only if they meet the minimum short term space need of 60,000 square feet. Many prospective buildings may not have the potential to meet RT's long-term space need for 100,000 square feet. Therefore, prospective development sites were also included to potentially meet RT's total long term space needs. Development sites were screened for size; ones judged to be of a suitable size to accommodate RT's full development program were included in the inventory. Further analysis in Phase II, however, would need to be conducted to fully determine the development potential of these sites.

Exhibits were prepared identifying all prospective locations and analyzing their suitability pursuant to the site criteria. Maps were also prepared for the prospective buildings and development sites.

Prospective Buildings

The locations of the 13 prospective buildings and their proximity to light rail stations and government agencies are shown in Exhibit 1. The characteristics of each building and their compliance with the established criteria are summarized in Exhibit 2. Key findings include:

- All but two of the buildings are located within the boundaries of the defined CBD;
- About half, or six of the buildings are located within ¼ mile of a light rail station;
- A total of eight buildings are in proximity to at least one government agency;

A total of five buildings both meet all of the three above-mentioned criteria and are anticipated to be available by mid-2005, including:

- The Amtrak Station, Building 3, constitutes three buildings with a total available size of 55,000 square feet (just below the required 60,000-square-foot threshold). It is located in proximity to the Federal Building and Sacramento County.
- The Downtown Plaza, Building 4, has a total of 69,347 square feet, 59,370 of which are available for occupation. The building is located within ½ mile of the Federal Building, Sacramento County, United States Army Corps of Engineers, and California Department of Fish and Game.
- 500 Capitol, Building 6, is just under 85,000 square feet and completely available for occupation. The building, currently under renovation, is located in proximity to both the Federal Building and California Department of Fish and Game.
- 520 Capitol, Building 8, has recently undergone renovation and consists of 85,000 square feet plus an additional 7,000 square feet located in its basement. The building, located close to both the Federal Building and California Department of Fish and Game, features 75,000 available square feet.
- 1500 5th Street, Building 11, is a low-rise with a total of 75,000 square feet, all of which are available. The building, currently occupied by CalTrans, is located within ½ mile California Department of Fish and Game.

Of the remaining properties, one meets two of the three criteria:

- Meridian Plaza, Building 9, is a new development with a total of 249,000 square feet, of which 60,000 are available. It is situated within the defined CBD and in proximity to the United States Corps of Engineers, SACOG, CalTrans, and CADA. However, it is located almost ½ mile from the nearest light rail station, which is outside the defined ¼-mile radius.

Prospective Development Sites

The locations of the 10 prospective sites, as well as their proximity to light rail stations and government agencies, are shown in Exhibit 3. The site characteristics relative to the location criteria are presented in Exhibit 4. In summary:

- All but one of the sites are located within the CBD;
- Close to all, or 9 of the sites, are situated within ¼ mile of a light rail station; and
- All of the sites are located proximate to at least one government agency.

Of the 10 sites, eight meet all of the three above-established criteria:

- Site 1, located in the northeast corner of 12th and I streets, is a planned site situated within proximity of Sacramento County and United States Army Corps of Engineers.
- Site 2, situated in the northwest corner of 14th and I streets, is a currently vacant site zoned C2, located proximate to the United States Army Corps of Engineers and SACOG.
- Site 3, located at the southeast corner of 14th and I streets, constitutes a C3-zoned parcel that is currently being used as a parking lot. The site is located within proximity of the United States Army Corps of Engineers and SACOG.
- Site 4, situated in proximity to SACOG, California Department of Fish and Game, and CalTrans, is a planned site located at the northwest corner of 9th and L streets.
- Site 6 is a planned development with a total of 350,000 planned square feet. It is located proximate to the Federal Building, California Department of Fish and Game, and CalTrans. This property is anticipated to be delivered to the market by third quarter 2006.
- Site 7, at 1225 R Street, is improved with a building of 10,567 square feet and was recently bought by RT. The parcel, zoned RMX (Residential Mixed Use), is located close to CalTrans and CADA.
- Site 8 is a vacant parcel located at the northeast corner of 16th and R streets. The site, zoned OB (Office Building), is proximate to CADA.
- Site 10 is a planned site located at the southwest corner of 16th and R streets within proximity of CADA.

The remaining two development sites meet two of the three criteria:

- Site 5, Meridian Phase II, is the second phase of Meridian Plaza with a total of 300,000 square feet of planned additional space. It is situated within the defined CBD and in proximity to the United States Corps of Engineers, SACOG, CalTrans, and CADA. However, it is located almost ½ mile from the nearest light rail station.
- Site 9, located at the northeast corner of 17th and R streets, is the site of a now closed Orchard Supply store. The site is located within the defined ¼-mile radius of a light rail station, and also in proximity to CADA. However, it is situated outside the defined CBD.

PHASE II RECOMMENDATIONS

The preceding findings suggest several recommendations pertinent to the more detailed site evaluation planned for Phase II. Sedway Group will await RT feedback regarding the desired buildings and development sites to include in the Phase II analysis before proceeding to this additional phase. As input to RT's decision process, the following recommendations and thoughts are provided.

Mr. Fred Arnold
February 26, 2004
Page 5

Prospective Buildings

Based on the characteristics of the buildings relative to the established criteria, it is recommended that Phase II further evaluation be conducted for six of the 13 buildings included in the Exhibit 2 inventory. These six buildings include the ones reviewed in this memorandum, as follows: the Amtrak Station (Building 3), The Downtown Plaza (Building 4), 500 Capitol (Building 6), 520 Capitol (Building 8), Meridian Plaza (Building 9), and 1500 5th Street (Building 11).

As a means of narrowing the field further, RT might wish to refine this list based upon considerations such as the following:

- a building's ability to meet RT's long term needs (satisfied only by Building 9);
- proximity to higher priority government agencies, which agencies would need to be determined by RT; and
- light rail proximity (i.e., the ¼ mile criterion is not strictly met by Meridian Plaza, Building 9).

RT's review might suggest the incorporation of yet other considerations to narrow the field of prospective buildings for the Phase II evaluation. This narrowing will facilitate more focused analysis in Phase II.

Prospective Development Sites

As stated above, the occupancy by mid-2005 criterion was not applicable to the screening criteria for development sites, as it is highly unlikely that RT could occupy a building by mid-2005 if it is not already under construction. Instead, these development sites are included for their potential to meet RT's long term need for 100,000 square feet space. However, further analysis is required to fully determine the development potential of these sites.

Toward that end, the development sites included in the Phase II analysis could include the eight that meet all three of the above-referenced criteria or they could include these eight plus the additional two that meet two of the three criteria. RT could choose yet additional criteria for winnowing down the number of prospective development sites. Such winnowing would be beneficial to the timing and level of analysis conducted in the Phase II analysis.

If a large number of development sites are selected for the Phase II analysis then they could be subject to a two-tiered screening process. The first tier screen could identify the extent to which the sites meet additional high priority locational criteria as established by RT. The sites meeting these criteria could then be subject to more detailed analysis.

ASSUMPTIONS AND GENERAL LIMITING CONDITIONS

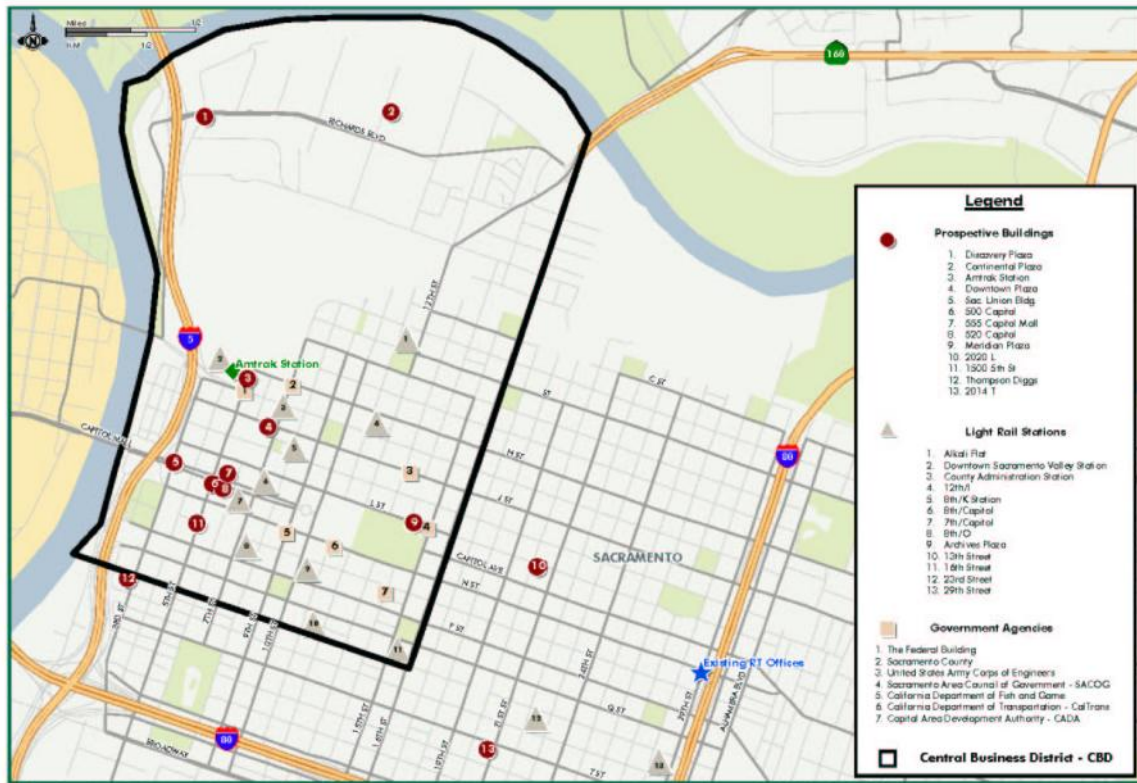
Sedway Group has made extensive efforts to confirm the accuracy and timeliness of the information contained in this study. Such information was compiled from a variety of sources, including interviews with government officials, review of City and County documents, and other third parties deemed to be reliable. Although Sedway Group believes all information in this study is correct, it does not warrant the accuracy of such information and assumes no responsibility for inaccuracies in the information by third parties. We have no responsibility to update this report for events and circumstances occurring after the date of this report. Further, no guarantee is made as to the possible effect on development of present or future federal, state or local legislation, including any regarding environmental or ecological matters.

The accompanying projections and analyses are based on estimates and assumptions developed in connection with the study. In turn, these assumptions, and their relation to the projections, were developed using currently available economic data and other relevant information. It is the nature of forecasting, however, that some assumptions may not materialize, and unanticipated events and circumstances may occur. Therefore, actual results achieved during the projection period will likely vary from the projections, and some of the variations may be material to the conclusions of the analysis.

Contractual obligations do not include access to or ownership transfer of any electronic data processing files, programs or models completed directly for or as by-products of this research effort, unless explicitly so agreed as part of the contract.

This report may not be used for any purpose other than that for which it is prepared. Neither all nor any part of the contents of this study shall be disseminated to the public through publication advertising media, public relations, news media, sales media, or any other public means of communication without prior written consent and approval of Sedway Group.

Exhibit 1, Prospective Buildings - Sacramento RT Headquarters Analysis



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M013: Campus Master Plan

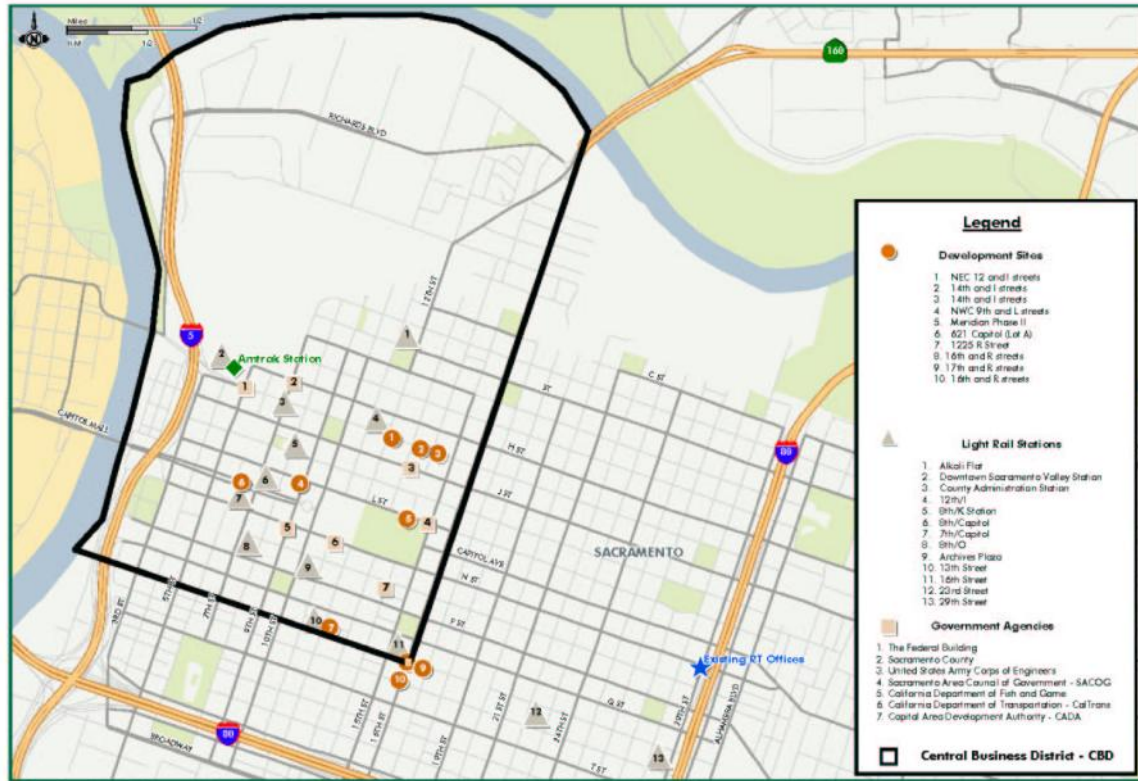
EXHIBIT 2 PROSPECTIVE BUILDINGS ¹ SACRAMENTO, CALIFORNIA FEBRUARY 2004						
Building Location	Located Within the CBD ²	Located Within 1/4 Mile of an LRT Station ³	Proximity to Government Agencies ⁴	Space Available (Sq.Ft.)	Occupancy by Mid-2005	Comments
1. Discovery Plaza 300 Richards Boulevard	✓	✗	✗	150,000	✓	New building in shell form of a total of 150,000 sq.ft. Owned by Nat.
2. Continental Plaza North 7th Street	✓	✗	✗	280,000	✓	Three buildings: 60,000, 70,000 and 150,000 sq.ft. Owned by Nat.
3. Amtrak Station H Street	✓	✓	✓	55,000	✓	The space would consist of first floor of EEA, Amtrak building, and Greyhound building.
4. Downtown Plaza 660 J Street	✓	✓	✓	59,370	✓	Part of Downtown Plaza and with a total square footage of 69,347. Owned by Westfield.
5. Sacramento Union Building 301 Capitol Mall	✓	✗	✗	110,000	✓	Low-rise with a total of 110,000 sq.ft. Owned by Tower Development.
6. 500 Capital 500 Capitol Mall	✓	✓	✓	< 85,000	N/A	Existing building under renovation with uncertain date of completion. Size less than 85,000 sq.ft. Adjacent to big parking garage. Owned by George Tsakopoulos.
7. 555 Capital 555 Capitol Mall	✓	✓	✓	60,000	✗	Building with a total of 150,000 square feet. Available third quarter, 2006. Owner unknown.
8. 520 Capital 520 Capitol Mall	✓	✓	✓	75,000	✓	Building has recently undergone BTV renovation. The building of 85,000 square feet has an additional 7,000 square feet in the basement. Owned by BTV.
9. Meridian Plaza 1415 L Street	✓	✗	✓	60,000	✓	New development with a total square footage of 249,000. Located in close proximity to Capitol Building. Owned by Allen Group.
10. 2020 L 2020 L Street	✗	✗	✓	150,000	✓	Building with a total square footage of 150,000. Outside CBD, yet well-located in midtown. Owned by Pappas.

Continued...

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EXHIBIT 2 PROSPECTIVE BUILDINGS ¹ SACRAMENTO, CALIFORNIA FEBRUARY 2004						
Building Location	Located Within the CBD ²	Located Within 1/2 Mile of an LRT Station ³	Proximity to Government Agencies ⁴	Space Available (Sq.Ft.)	Occupancy by Mid-2005	Comments
11. <u>1500 9th Street</u> 1500 9th Street	✓	✓	✓	75,000	✓	Low-rise with a total of 75,000 sq. ft. CalTrans is its current first-floor tenant. Owned by Ebas.
12. <u>Thompson Diggs</u> 1800 3rd Street	✓	✗	✗	85,000	✓	Rehab building with a total of 200,000 sq. ft. Located adjacent to the American River. Currently occupied by the State. Owned by Watkins.
13. <u>2014 T</u> 2014 T Street	✗	✗	✗	65,000	✓	Older rehab building with a total of 90,000 sq. ft. Owned by AKT.
<p><u>Notes:</u></p> <p>(1) Included are only buildings that meet RTD's minimum short term space need for 60,000 square feet.</p> <p>(2) The Sacramento CBD is defined as the area bounded by the American River to the north, R Street to the south, 16th Street to the east and the Sacramento River to the west.</p> <p>(3) Includes both existing and planned Light Rail Transit stations. The locations of the planned stations are R Street between 3rd and 4th; 7th and I streets; and 8th and K streets.</p> <p>(4) Proximity in this case is defined as a 1/2-mile maximum distance.</p> <p>✓ stands for yes.</p> <p>✗ stands for no.</p> <p>Source: Local brokerage community, Sacramento Regional Transit District, governmental agencies, and Seidway Group. J:\board_proceedings\board_projects\1003084 - Sacramento RT Headquarters\Working Documents\Property Inventory.xls\B2 Bu 26-Feb-04</p>						

Exhibit 3, Prospective Development Sites - Sacramento RT Headquarters Analysis



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EXHIBIT 4 PROSPECTIVE DEVELOPMENT SITES ¹ SACRAMENTO, CALIFORNIA FEBRUARY 2004					
Site Location	Located Within the CBD ²	Located Within 1/4 Mile of an LRT Station ³	Proximity to Government Agencies ⁴	Space Available (Sq.Ft.)	Comments
1. NEC 12th and I streets NEC 12th and I streets	✓	✓	✓	N/A	Planned, but no information on start and finish dates. Unknown size. Owned by JB Company.
2. NWC 14th and I streets NWC 14th and I streets	✓	✓	✓	N/A	Vacant parcel. Fragmented ownership, including Tower Development. Zoned C2.
3. SEC 14th and I streets SEC 14th and I streets	✓	✓	✓	N/A	Parking lot. Zoned C3. Owned by Ralph Family Trust.
4. NWC 9th and L streets NWC 9th and L streets	✓	✓	✓	N/A	Planned, but no information on start and finish dates. Unknown size. Owned by Cordano.
5. Meridian Phase II 1415 L Street	✓	✗	✓	300,000	Second phase of Meridian Plaza. Total square footage 300,000. Owned by Allen Group.
6. 621 Capitol (Lot A) 621 Capitol Mall	✓	✓	✓	350,000	New development with a total of 350,000 sq.ft. Available third quarter 2004 on Light Rail. Rent for the five-year is estimated to be less than \$3 per sq.ft. Owned by David Taylor.
7. 1225 R Street 1225 R Street	✓	✓	✓	N/A	The building, totaling 10,547 gha sq.ft. was recently purchased by RT. Zoned RM5.
8. NEC 16th and R streets NEC 16th and R streets	✓	✓	✓	N/A	Vacant parcel. Crystal lot. Zoned OB. Owned by JB Management.
9. NEC 17th and R streets NEC 17th and R streets	✗	✓	✓	N/A	Closed Orchard Supply store. Zoned C4. Owned by Orchard Supply Co. of Sacramento.
10. SWC 16th and R streets SWC 16th and R streets	✓	✓	✓	N/A	Planned, but no information on start and finish dates. Unknown size. Owned by AJT.

Notes:
 (1) Included are only sites judged to be of suitable size to accommodate RT's long term space needs for 100,000 square feet.
 (2) The Sacramento CBD is defined as the area bounded by the American River to the north, E Street to the south, 14th Street to the east and the Sacramento River to the west.
 (3) Includes both existing and planned Light Rail Transit stations. The locations of the planned stations are: H Street between I and 4th; 7th and I streets; and 9th and K streets.
 (4) Proximity in this case is defined as a 1/4-mile maximum distance.
 ✓ stands for yes.
 ✗ stands for no.

Sources: Local brokerage community, Sacramento Regional Transit District, governmental agencies, and Seibey Group.
 Howard_gross@gsd.com; project61003084 - Sacramento RT Headquarters/Working Documents/Property Issues

36-Feb-04

Sacramento Regional Transit Space Requirements

	Heavy McClellan				Heavy Central City			
	Option 1		Option 2		Option 3		Option 4	
	Central City	BMF 2	Central City	BMF 2	Central City	BMF 2	Central City	BMF 2
2007 Budget Head count								
* 2012 Estimated Head Count								
Delta								
** Estimated 2012 Space Needs								
Office of the O.M.	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150
Office of the Chief Legal Counsel	3,300	1,320.0	1,350	1,350	1,920	3,300	3,300	3,300
Legal/Library/Files & Depo. RM	544	544.0	544	544	544	544	544	544
Chief Operating Officer	750	750	750	750	750	750	750	750
Transportation								
Maintenance								
Light Rail								
CCS								
Scheduling (Co-located w/Trans. Rooms Box)	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0
Police Services (24 staff - Offsets)	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Marketing & Communications	2,750	2,750.0	2,750	2,750	2,750	2,750	2,750	2,750
Facilities & Business Spt Div.	500	500	500	500	500	500	500	500
Facilities	1,125	1,125.0	1,125	1,125	1,125	1,125	1,125	1,125
Safety & Env.	1,500	1,500.0	1,500	1,500	1,500	1,500	1,500	1,500
Information Technology	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0
Procurement ***	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0
Customer Services (Xpress/Complains)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Engineering Div.	1,250	750.0	500	500	750.0	500	500	1,250
System Design	2,250	2,250.0	2,250	2,250	2,250.0	2,250	2,250	2,250
Civil & Track Design	3,250	3,250.0	3,250	3,250	3,250.0	3,250	3,250	3,250
Program Control	2,250	2,250.0	2,250	2,250	2,250.0	2,250	2,250	2,250
Project Management	2,500.0	2,500.0	2,500	2,500	2,500.0	2,500	2,500	2,500
Planning & Transit Dev. Div	500	500	500	500	500	500	500	500
Planning	3,500.0	3,500.0	3,500	3,500	3,500.0	3,500	3,500	3,500
Real Estate	1,750	1,750.0	1,750	1,750	1,750.0	1,750	1,750	1,750
CFO	500	500	500	500	500	500	500	500
Management & Budget	2,250	2,250.0	2,250	2,250	2,250.0	2,250	2,250	2,250
Finance & Treasury ***	4,500	4,500.0	4,500	4,500	4,500.0	4,500	4,500	4,500
CAO	1,750	1,750.0	1,750	1,750	1,750.0	1,750	1,750	1,750
HR (16 HR & 4 Risk)	6,000	6,000.0	6,000	6,000	6,000.0	6,000	6,000	6,000
EEO	750	750.0	750	750	750.0	750	750	750
ER	1,250	1,250.0	1,250	1,250	1,250.0	1,250	1,250	1,250
Accessibility Services (1 added in 07)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Common Space	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Totals	330	38	330	38	330	38	330	38
	70,669	47,669	9,924	11,274	45,289	34,219	31,350	61,894
	3,675							

** Administrative Space Head Count does not include shops or shop works
 *** Revenue room staff not shown (4 Pcs)
 **** Warehouse staff not shown, but clerks included
 ***** Located at 1225 R when not at new Central City Location

Sacramento Regional Transit District Space Requirements

	2008 Budget Head count	Staff by Type 2012	** Estimated 2012 Space Needs	RM/ Office	Cubes	Notes	
Office of the GM	8						
GM Suite		3	750	3		Suite w/GM Mini Confr & receipt.	300
GM Staff		3	240		3 @ 80sf		240
GM Storage		0	96	1	8x12		100
Office of the Chief Legal Counsel	10						
Chief Legal Counsel		1	180	1		12' x 15'	100
Senior Legal Staff		4	400	4		10x10	400
Legal Staff		5	400		5	8x10 Cubes	400
Legal(library, files & Depo RM)			450	3		1 12x18 Lib, 1 8x15 Files, 1 10x10 Depo RM	436
Chief Operating Officer	2	3					
COO		3	260	1	2	12x15, 2 Cubes	260
Transportation							
Maintenance							
Light Rail							
CBS						McClellan	
ing (Co-located w/Trans. Seems best)	5	6	500	1	5	10x10, 5 Cubes	500
Police Services (24 staff + Officers)	60	64	780	3	6	10x10, 6 Cubes 8x10	780
PD & Sheriff Common Area			100	1		10x20	100
Locker Rm, Shared Area, Shower			400	3		Mens, Womens & Shower	300
Transit Officer						1225 R St	
Marketing & Communications	10						
AGM Marketing		3	260	1	2	12x12, 2 Cubes 8x10	260
Staff		9	820	1	9	Cubes	820
Laydown & Equipment Area			240			12x20	
Customer Service (Xlered Complaints)	26	28					
Facilities & Business Spt Div.	1	2					
Chief FBSS			230	1	1	12x12, 1 Cube 8x10	
Facilities	4	5	680	2	6	10x10, 6 Cubes 8x10	680
Safety & Env.	5	6	680	2	6	1 office, 1 equipment RM	680
Information Technology	14	16	1,680	4	16	2 10x10, File & Sever RMs	1,680
Procurement ****	15	16	1,740	7	13	3 Offices, File RM, Suplies, Mail Rm	1,740
(Front Desk), Reception & Sales			1,500		3	10x20 Empl, 20x30 Vistors, 700sf Waiting	800
Engineering Div.	5	5					
AGM Engineering			726	1	4	1 10x15, 4 12x12	726
System Design	9	9	1,208	2	7	Cubes @ 12x12	1,208
Civil & Track Design	13	13	1,740	3	10	Cubes @ 12x12	1,740
Program Control	9	9	1,252	1	8	Cubes @ 12x12	1,252
Project Management	10	10	1,308	3	7	Cubes @ 12x12	1,308
Engineering Storage, Equip, Misc Rms			900			2 12x18 Rooms, 1 16x26	900
Planning & Transit Dev. Div	2	2					
AGM Planning				1	1		
Planning	12	14	1,300	3	12		1,260
Real Estate	6	7	1,750	3	8	3 Office, 4 emp Cubes, 4 Consultant Cubes	940
RE & Planning Storage Area			150			10x15 Storage	
CFO	2	2					
CFO			230	1	1	12x12, 1 Cube 8x10	
Management & Budget	8	9	1,000	3	8	3 10x10, 8 Cubes	940
Finance & Treasury***	17	18	1,700	3	16	3 10x10, 16 Cubes	1,580
Equipment Area			200			10x20	
File RM			200			10x20	
CAO	7	7					
CAO			230	1	1	12x12, 1 Cube 8x10	224
STAFF (Clerk, Legislative, etc...)			640	3	4	2 10x10, 1 8x15 board storage, 4 Cubes 8x10	640
HR (16 HR & 4 Risk)	20	26	2,140	3	23		2,140
EEO	2	3	340	1	3		340
ER	4	5	440	2	3		440
HR Interview Rooms			350	3		2 10x10, 1 10x15	300
HR, EEO, & ER File Rooms			360	3		3 8x15	360
HR, EEO & ER Information Area			250				
Accessible Services (4 added in 07)	8	14	1,580	3	16		1,580
AS Training Room	8	14	180			12x15	180
Common Space							
Break Rooms			1,600	4		1 per floor, except on Gound Floor	1,600
Retail (Child Care, Food, ?)			4,000			Retail Space 4,000 sf	
Hallway Etc...			6,000			Assume 12% of 60,000 sf	6000
Conference Rooms			2,880	16		4 per floor, except on Gound Floor	2,880
Board Room & Closed Session RM			5,000			80 x 60	4800
Executive Conference RM			250			12 x 20	240
HVAC, Elevators, Stairs, etc....			1,750	5			1,750
Rest Rooms			2,700	10		5 sets (roughly 15 x 18)	2,700
Totals	292	330	56,740				

1008 8 x 11
 Stc Office 10 x 10
 SWT Office 10 x 12
 M1 Office 12 x 12

* Administrative Space Head Count does not include shops or shop works
 ** All space is shown with common space removed (break rooms, restrooms, and meeting rooms)
 *** Revenue room staff not shown (4 Pes)
 **** Warehouse staff not shown, but clerks included
 ***** Located at 1225 R when not at new Central City Location

Sacramento Regional Transit District
M013: Campus Master Plan

Attachment 5: Tabulation of current employees and areas used

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Board of Directors		Auditorium	1	Auditorium	1519	1,519	Main Admin	Auditorium	4000	4000	Administration
Board of Directors		Auditorium kitchen	1	Auditorium kitchen	49.875	50	Main Admin	Auditorium kitchen	included in Auditorium		Administration
Board of Directors		Auditorium storage	1	Auditorium storage	203.25	203	Main Admin	Auditorium storage	included in Auditorium		Administration
Board of Directors		Board member office	1	Office	139	139	Main Admin	Office	120	120	Administration
General Manager		General Manager	1	Office	221	221	Main Admin	Executive Office	192	192	Administration
General Manager		Executive Assistant	1	Office	225	225	Main Admin	Reception office w/ waiting area	192	192	Administration
General Manager		Special Assistant	1	Cubicle	-	-	Pending hire	Cubicle	64	64	Administration
General Manager		Conference Room	1	Conference Room	210	210	Main Admin	Conference Room, Small	200	200	Administration
Safety & Security		Lieutenant, Police Services	1	Office	89	89	Old Admin	Office	120	120	Administration
Safety & Security		Conference Room	1	Conference Room	-	-	n/a	Conference Room, Large	500	500	Administration
Safety & Security	Police	Police Officer	29	Shared Workspac	6	182	Old Admin	Shared workspace	24	696	Administration
Safety & Security	Police	Administrative Assistant	2	Cubicle	46	92	Old Admin	Cubicle	64	128	Administration
Safety & Security	Police	Consultants	3	Cubicle	91	274	Old Admin	Cubicle	64	192	Administration
Safety & Security	Police	Locker Room	29	Locker Rooms	15	427	Old Admin	Lockers	12	348	Administration
Safety & Security	Police	Locker Room	1	Shower	59	59	Old Admin	Showers	60	60	Administration
Safety & Security	Police	Storage	3	Storage Rooms	61	184	Old Admin	Storage Rooms	24	72	Administration
Safety & Security	Police	Gym	1	Gymnasium	600	600	Hullcraft	Gymnasium	600	600	Administration
Safety & Security	Fare Inspection	Transportation Supervisor	1	Office	180	180	1515 S Street	Office	120	120	Administration
Safety & Security	Fare Inspection	Transit Officer Supervisor	1	Office	103	103	1515 S Street	Office	120	120	Administration
Safety & Security	Fare Inspection	Transit Agent	33	Shared Workspac	16	512	1515 S Street	Shared workspace	24	792	Administration
Safety & Security	Fare Inspection	Transit Fare Inspector	6	Included in Transit Agent Wor		-	1515 S Street	Shared workspace	24	144	Administration
Safety & Security	Fare Inspection	Locker Room	39	Locker Rooms	4	164	1515 S Street	Lockers	12	468	Administration
Safety & Security	SOC	Security Operations Center				-	300 Richards	(not in project)	#N/A		Police Department
Communications & Partnerships		VP Communications & P	1	Office	202	202	Main Admin	Executive Office	192	192	Administration
Communications & Partnerships	Marketing & Communications	Director, Marketing	1	Office	179	179	Main Admin	Office	120	120	Administration
Communications & Partnerships	Marketing & Communications	Community/Gov't Affairs	1	Office	132	132	Old Admin	Cubicle	64	64	Administration
Communications & Partnerships	Marketing & Communications	Marketing Specialist	1	Office	109	109	Old Admin	Cubicle	64	64	Administration
Communications & Partnerships	Marketing & Communications	Graphics Designer	2	Cubicle	66	133	Old Admin	Cubicle	64	128	Administration
Communications & Partnerships	Marketing & Communications	Adminstrative Assistants	1	Cubicle	42	42	Old Admin	Cubicle	64	64	Administration

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Communications & Partnerships	Marketing & Communications	Graphics work area	1	Conference Room	168	168	Old Admin	Workshop	144	144	Administration
Communications & Partnerships	Marketing & Communications	Marketing storage	1	Closets	109	109	Old Admin	Closet	40	40	Administration
Communications & Partnerships	Customer Service	Customer Service Manager	1	Office	137	137	1225 R Street	Office	120	120	Administration
Communications & Partnerships	Customer Service	Customer Service Supervisor	1	Office	119	119	1225 R Street	Office	120	120	Administration
Communications & Partnerships	Customer Service	Customer Service Representative	12	Cubicle	132	1,581	1225 R Street	Cubicle	64	768	Administration
Communications & Partnerships	Customer Service	Reception Clerk	1	Cubicle	141	141	Main Admin	Cubicle	64	64	Administration
Communications & Partnerships	Customer Service	Treasury Clerk	1	Shared Workspac	175	175	1225 R Street	Cubicle	64	64	Administration
Communications & Partnerships	Customer Service	Lost & Found	1	Area	272	272	Hullcraft	Workshop	144	144	Administration
Communications & Partnerships	Customer Advocacy	Customer Advocacy Supervisor	1	Office	127	127	1225 R Street	Office	120	120	Administration
Communications & Partnerships	Customer Advocacy	Customer Advocates	2	Cubicle	96	192	1225 R Street	Cubicle	64	128	Administration
Communications & Partnerships	Customer Advocacy	ConnectCard temps	3	Cubicle	110	331	1225 R Street	Cubicle	64	192	Administration
Communications & Partnerships	Gov't Affairs	Community/Gov't Affairs	1	Office	100	100	Main Admin	Office	120	120	Administration
Finance		VP Finance / CFO	1	Office	163	163	Finance	Executive Office	192	192	Administration
Finance		Administrative Assistants	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration
Finance		Real Estate Administrator	1	Office	153	153	2811 O Street	Office	120	120	Administration
Finance	Finance & Treasury	Director, Finance and Treasury	1	VACANT	-	-	Finance	Office	120	120	Administration
Finance	Finance & Treasury	Accounting Manager	1	Office	102	102	Finance	Office	120	120	Administration
Finance	Finance & Treasury	Accountants	2	Cubicle	52	104	Finance	Cubicle	64	128	Administration
Finance	Finance & Treasury	Senior Clerk	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration
Finance	Finance & Treasury	Accounts Payable Clerk	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration
Finance	Finance & Treasury	Payroll Supervisor	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration
Finance	Finance & Treasury	Payroll Analyst	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration
Finance	Finance & Treasury	Payroll Technician	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Finance	Finance & Treasury	Electronic Fare Collection Administrator	1	Office	85	85	Hullcraft	Cubicle	64	64	Administration
Finance	Finance & Treasury	Revenue Manager	1	Office	118	118	BMF1	Office	120	120	Administration
Finance	Finance & Treasury	Revenue Analyst	1	Cubicle	52	52	Finance	Cubicle	64	64	Administration
Finance	Finance & Treasury	Revenue Clerk	2	Cubicle	52	104	Finance	Cubicle	64	128	Administration
Finance	Finance & Treasury	Fare Prepayment Clerk	1	Office	92	92	Finance	Office	120	120	Administration
Finance	Finance & Treasury	File Storage	1	Office & open work areas	653	653	Finance	Filing Room, Large	300	300	Administration
Finance	Human Resources	Director, HR	1	Office	127	127	2810 O Street	Office	120	120	Administration
Finance	Human Resources	HR Administrator	1	Office	135	135	2810 O Street	Office	120	120	Administration
Finance	Human Resources	Pension Administrator	1	Cubicle	49	49	2810 O Street	Office	120	120	Administration
Finance	Human Resources	Senior HR Analyst	3	Cubicle	49	146	2810 O Street	Cubicle	64	192	Administration
Finance	Human Resources	HR Analyst	3	Cubicle	49	146	2810 O Street	Cubicle	64	192	Administration
Finance	Human Resources	Administrative Assistants/Tech	4	Cubicle	49	194	2810 O Street	Cubicle	64	256	Administration
Finance	Human Resources	Lobby	1	Lobby	117	117	2810 O Street	Reception Office w/	192	192	Administration
Finance	Human Resources	Conference Room	1	Conference Room	166	166	2810 O Street	Conference Room, Small	200	200	Administration
Finance	Human Resources	Interview Room	1	Conference Room	85	85	2810 O Street	Conference Room, Small	200	200	Administration
Finance	Human Resources	HR Files	1	Storage Rooms	178	178	2810 O Street	Room	192	192	Administration
Finance	Risk	Risk Administrator	1	Office	127	127	2810 O Street	Office	120	120	Administration
Finance	Risk	Senior Risk Analyst	1	Cubicle	49	49	2810 O Street	Cubicle	64	64	Administration
Finance	Risk	Risk Analyst	1	Cubicle	49	49	2810 O Street	Cubicle	64	64	Administration
Finance	Risk	Risk Technician	1	Cubicle	49	49	2810 O Street	Cubicle	64	64	Administration
Finance	Office of Management & Budget	Director, Office of Management & Budget	1	Office	137	137	Finance	Office	120	120	Administration
Finance	Office of Management & Budget	Budget Manager	0	n/a	-	-	Finance	Office	120	0	Administration
Finance	Office of Management & Budget	Senior Financial Analyst	3	Cubicle	54	163	Finance	Cubicle	64	192	Administration
Finance	Office of Management & Budget	Grants Manager	1	Office	143	143	Finance	Office	120	120	Administration
Finance	Office of Management & Budget	Grants Analyst	3	Cubicle	54	163	Finance	Cubicle	64	192	Administration

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Finance	Office of Management & Budget	Conference Room	1	Conference Room	141	141	Finance	Conference Room, Small	200	200	Administration
Accountability & Performance		VP, Accountability & Performance	1	Office	218	218	Main Admin	Executive Office	192	192	Administration
Accountability & Performance		Administrative Assistants	1	Cubicle	60	60	Main Admin	Cubicle	64	64	Administration
Accountability & Performance	Internal Auditor	Internal Auditor	1	Office	110	110	Main Admin	Office	120	120	Administration
Accountability & Performance	Service Planning	Director, Planning	1	Office	125	125	2811 O Street	Office	120	120	Administration
Accountability & Performance	Service Planning	Principal Planner	1	Office	136	136	2811 O Street	Cubicle	64	64	Administration
Accountability & Performance	Service Planning	Planner	2	Office	139	278	2811 O Street	Cubicle	64	128	Administration
Accountability & Performance	Service Planning	Long-Range Planner	1	Office	119	119	2811 O Street	Cubicle	64	64	Administration
Accountability & Performance	Service Planning	Intern/Temp/Light Duty	2	Shared Workspace	74	147	2811 O Street	Cubicle	64	128	Administration
Accountability & Performance	Service Planning	Route Checkers	4	Shared Workspace	-	-	2811 O Street	Shared workspace	24	96	Administration
Accountability & Performance	Service Planning	Administrative Assistants	1	Office	139	139	2811 O Street	Cubicle	64	64	Administration
Accountability & Performance	Board	Clerk to the Board	1	Office	159	159	Main Admin	Office	120	120	Administration
Accountability & Performance	Board	Scanning	1	Cubicle	55	55	Main Admin	Cubicle, Small	48	48	Administration
Accountability & Performance	Board	Executive Conference Room	1	Conference Room	440	440	Main Admin	Conference Room, Large	500	500	Administration
Accountability & Performance	Board	File Storage	1	Storage Rooms	78	78	Main Admin	Filing Room, Large	300	300	Administration
Accountability & Performance	EEO	EEO Officer	1	Office	162	162	2811 O Street	Office	120	120	Administration
Accountability & Performance	Accessible Services	Director, Accessible Services	1	Office	235	235	1225 R Street	Office	120	120	Administration
Accountability & Performance	Accessible Services	Accessible Services Analyst	3	Office	189	568	1225 R Street	Office	120	360	Administration
Accountability & Performance	Accessible Services	Administrative Assistants	2	Cubicle	99	198	1225 R Street	Cubicle	64	128	Administration
Accountability & Performance	Accessible Services	Intern/Temp/Light Duty	2	Cubicle	81	162	1225 R Street	Cubicle	64	128	Administration
Accountability & Performance	Accessible Services	File Storage	1	Storage Rooms	204	204	1225 R Street	Closet	40	40	Administration

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Operations		VP Transit Services / Chief Operating Officer	1	Office	268	268	Main Admin	Executive Office	192	192	Administration
Operations		Deputy Chief Operating Officer	1	Office	154	154	Main Admin	Office	120	120	Administration
Operations		Transportation Supervisor	1	Office	102	102	Main Admin	Cubicle	64	64	BMF
Operations		Administrative Assistants	1	Cubicle	146	146	Main Admin	Cubicle	64	64	Administration
Operations		Emergency Control Center	3			-	n/a	Control Center workstation	48	144	TBD
Operations	CBS	Director, CBS	1	Office	220	220	BMF2	Office	120	120	BMF
Operations	CBS	CBS Dispatcher	4	Shared Office	162	648	BMF2	Shared workspace	24	96	BMF
Operations	CBS	Driver's Rooms	28	Driver's Room	63	1,760	BMF2	Driver's Room	12	336	BMF
Operations	CBS	Administrative Assistants	1	Office	240	240	BMF2	Cubicle	64	64	BMF
Operations	CBS	Conference Room	1	Conference Room	200	200	BMF2	Conference Room, Small	200	200	BMF
Operations	Light Rail	Director, Light Rail	1	Office	105	105	Metro	Office	120	120	Light Rail
Operations	Light Rail	Supervisors	2	Shared Office	70	140	Metro	Cubicle	64	128	Light Rail
Operations	Light Rail	Administrative Assistants	1	Cubicle	196	196	Metro	Cubicle	64	64	Light Rail
Operations	Light Rail	Light Rail Controllers	2	Metro Center	291	582	Metro	Control Center workstation	48	96	Light Rail
Operations	Light Rail	Conference / Training Rooms	2	Conference Room	453	905	Metro	Conference Room, Large	500	1000	Light Rail
Operations	Training	Training Administrator	1	Office	108	108	O Street Trai	Office	120	120	BMF
Operations	Training	Operations Trainer	4	Cubicle	56	224	O Street Trai	Cubicle	64	256	BMF
Operations	Training	Trainee	10	Computer Room	11	108	O Street Trai	Shared workspace	24	240	BMF
Operations	Training	Conference / Training Rooms	1	Meeting Room	875	875	O Street Trai	Conference Room, Large	500	500	BMF
Operations	Transportation	Director, Transportation	1	Office	212	212	Main Admin	Office	120	120	BMF
Operations	Transportation	Transportation Superintendent	3	Office	147	440	Main Admin	Office	120	360	BMF
Operations	Transportation	Transportation Supervisor/Dispatch	23	Shared Workspac	26	608	Main Admin	Shared workspace	24	552	BMF
Operations	Transportation	Driver's Rooms	349	Driver's Room	6	2,068	Main Admin	Driver's Room	12	4188	BMF
Operations	Transportation	Administrative Assistants	2	Cubicle	53	106	Main Admin	Cubicle	64	128	BMF
Operations	Transportation	Conference Room	1	n/a	-	-	n/a	Conference Room, Small	200	200	BMF
Operations	Bus Maintenance	Director, Maintenance	1	Office	265	265	BMF1	Office	120	120	BMF
Operations	Bus Maintenance	Administrative Assistants	2	Cubicle	46	91	BMF1	Cubicle	64	128	BMF

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Operations	Bus Maintenance	Conference Room	2	Add'l Conference Room needed for disciplinary hearings etc.	-	-		Conference Room, Small	200	400	BMF
Operations	Bus Maintenance	Conference Room	2	Conference Room	268	536	BMF1	Conference Room, Large	500	1000	BMF
Operations	Bus Maintenance	Maintenance Superintendent	1	Office	135	135	BMF1	Office	120	120	BMF
Operations	Bus Maintenance	Maintenance Special Projects Supervisor	1	Office	128	128	BMF1	Office	120	120	BMF
Operations	Bus Maintenance	Maintenance Supervisor	7	Office	128	898	BMF1	Cubicle, Small	48	336	BMF
Operations	Bus Maintenance	Maintenance Trainer	1	Included in above	-	-	BMF1	Cubicle	64	64	BMF
Operations	Bus Maintenance	Materials Management Superintendent	1	included in above	-	-	BMF1	Cubicle	64	64	BMF
Operations	Bus Maintenance	Storekeeper	7	Shared Workspac	57	399	BMF1	Shared workspace	24	168	BMF
Operations	Scheduling / Route Planning	Director, Scheduling	1	Office	132	132	2811 O Street	Office	120	120	Administration
Operations	Scheduling / Route Planning	Schedule Analyst	3	Cubicle	89	268	2811 O Street	Cubicle	64	192	Administration
Operations	Scheduling / Route Planning	Scheduling work area	4	Shared Workspac	-	-	2811 O Street	Shared Workspace	24	96	Administration
Operations	Safety	Chief, Env. Health & Safety	1	Office	166	166	2811 O Street	Office	120	120	Administration
Operations	Safety	Senior Safety Specialist	1	Office	144	144	2811 O Street	Cubicle	64	64	Administration
Operations	Safety	Safety Specialist	1	Office	155	155	2811 O Street	Cubicle	64	64	Administration
Operations	Safety	Safety supplies	1	Included in Safety Specialist c	-	-	2811 O Street	Closet	40	40	Administration
Administration		VP Administration / CAO	1	Office	169	169	Main Admin	Executive Office	192	192	Administration
Administration	Information Technology	Director, IT	1	Office	93	93	Hullcraft	Office	120	120	Administration
Administration	Information Technology	Conference Room	1	Conference Room	165	165	Hullcraft	Conference Room, Small	200	200	Administration
Administration	Information Technology	Manager, Enterprise Systems	1	Office	142	142	Old Admin	Office	120	120	Administration
Administration	Information Technology	IT/Network Technician	6	Cubicle	103	618	Hullcraft	Cubicle, Large	96	576	Administration
Administration	Information Technology	Temp/Intern	1	Cubicle	24	24	Hullcraft	Cubicle, Small	48	48	Administration
Administration	Information Technology	Network Administrator	1	Office	109	109	Hullcraft	Office	120	120	Administration

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Administration	Information Technology	Network or Video Comm Engineer	3	Cubicle	103	309	Hullcraft	Cubicle, Large	96	288	Administration
Administration	Information Technology	IT (Business Systems, Programmer) Analyst	8	Cubicle	55	443	Old Admin	Cubicle	64	512	Administration
Administration	Information Technology	Administrative Assistant / Project Coordinator	1	Cubicle	72	72	Hullcraft	Cubicle	64	64	Administration
Administration	Information Technology	IT Training Room	1	Conference Room	479	479	2811 O Street	Conference Room, Large	500	500	Administration
Administration	Information Technology	IT Workshop	2	Offices & cubicles	102	203	2811 O Street	Workshop	144	288	Workshops
Administration	Information Technology	Computer storage	1	Storage Rooms	3,450	3,450	Hullcraft	Warehouse	3000	3000	Administration
Administration	Information Technology	FVM & Fiber storage	1	Storage Rooms	2,400	2,400	BMF2, NE corner	Warehouse	2,400	2400	Administration
Administration	Labor Relations	Director, Labor Relations	1	Office	166	166	Main Admin	Office	120	120	Administration
Administration	Labor Relations	Senior Labor Relations Analyst	1	Cubicle	65	65	Main Admin	Office	120	120	Administration
Administration	Labor Relations	Labor Relations Analyst	1	Cubicle	55	55	Main Admin	Cubicle	64	64	Administration
Administration	Labor Relations	Conference Room	1	Conference Room	-	-	Main Admin	Conference Room, Small	200	200	Administration
Administration	Labor Relations	Labor Relations Files	1	Office	143	143	Main Admin	Room	192	192	Administration
Administration	Procurement	Manager, Contracts & DBE	1	Office	184	184	Hullcraft	Office	120	120	Administration
Administration	Procurement	Senior Procurement Analyst	2	Office	123	246	Hullcraft	Cubicle, Large	96	192	Administration
Administration	Procurement	Procurement Analyst	3	Office	124	372	Hullcraft	Cubicle, Large	96	288	Administration
Administration	Procurement	Procurement Clerk	3	Open office	129	388	Hullcraft	Cubicle	64	192	Warehouse
Administration	Procurement	Conference Room	1	Conference Room	490	490	Hullcraft	Conference Room, Large	500	500	Administration
Administration	Procurement	File Storage	1	Included in Conference Room	-	-	Hullcraft	Filing Room, Large	300	300	Administration
Engineering & Facilities		VP Strategic Planning & System Development	1	Office	340	340	2811 O Street	Executive Office	192	192	Administration
Engineering & Facilities		QA Administrator	1	Office	156	156	2811 O Street	Cubicle	64	64	Administration
Engineering & Facilities		Administrative Assistants	1	Office	110	110	2811 O Street	Cubicle	64	64	Administration
Engineering & Facilities		Conference Room	1	Conference Room	425	425	2811 O Street	Conference Room, Large	500	500	Administration
Engineering & Facilities		Conference Room	1	Conference Room	175	175	2811 O Street	Conference Room, Small	200	200	Administration

Current and Proposed Employee Space Allocations

Division	Department	Title	Current No. of spaces	Current Description	Current area (avg sq.ft.)	Total area (sq.ft.)	Current Location	Space standard description	Area standard (sq.ft.)	Total area (sq.ft.)	Desired location
Engineering & Facilities	Systems Design	Director, Design	1	Office	123	123	2811 O Street	Office	120	120	Administration
Engineering & Facilities	Systems Design	Engineers / Architects	4	Office	148	593	2811 O Street	Cubicle	64	256	Administration
Engineering & Facilities	Systems Design	Engineer (PSC)	1	Office	112	112	2811 O Street	Cubicle	64	64	Administration
Engineering & Facilities	Systems Design	Outside consultant	1	Office	110	110	2811 O Street	Office	120	120	Administration
Engineering & Facilities	Systems Design	Engineering Technicians	1	Office	132	132	2811 O Street	Cubicle	64	64	Administration
Engineering & Facilities	Systems Design	Drawing & Project Files	2	Office	255	510	2811 O Street	Filing Room, Large	300	600	Administration
Engineering & Facilities	Construction & Facilities Mgmt	Director, Construction & Facilities Mgmt	1	Office	227	227	2811 O Street	Office	120	120	Administration
Engineering & Facilities	Construction & Facilities Mgmt	Assistant Resident Engineer	1	Office	140	140	2811 O Street	Cubicle	64	64	Administration
Engineering & Facilities	Construction & Facilities Mgmt	Construction equipment storage	1	Included in Dir., A	-	-	2811 O Street	Closet	40	40	Administration
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Supervisors	3	Office	127	381	2811 O Street	Office	120	360	Facilities Workshops
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Workers	29	Shared Workspac	10	286	2811 O Street	Shared workspace	24	696	Facilities Workshops
Engineering & Facilities	Construction & Facilities Mgmt	Administrative Assistant	1	Cubicle	72	72	2811 O Street	Cubicle	64	64	Administration
Engineering & Facilities	Project Management	Director, Project Management	1	Office	255	255	2811 O Street	Office	120	120	Administration
Engineering & Facilities	Project Management	Senior Engineering Analyst	1	Office	113	113	2811 O Street	Cubicle	64	64	Administration
Office of the Chief Counsel		Chief Counsel	1	Office	414	414	Main Admin	Executive Office	192	192	Administration
Office of the Chief Counsel		Deputy Chief Counsel	1	Office	133	133	Main Admin	Office	120	120	Administration
Office of the Chief Counsel	Legal	Attorney	3	Office	116	348	Main Admin	Office	120	360	Administration
Office of the Chief Counsel	Legal	Legal Secretary	2	Cubicle	91	181	Main Admin	Cubicle	64	128	Administration
Office of the Chief Counsel	Legal	Senior Paralegal	1	Cubicle	91	91	Main Admin	Cubicle	64	64	Administration
Office of the Chief Counsel	Legal	Library	1	Office	203	203	Main Admin	Filing Room, Large	300	300	Administration
TOTALS						47,717	square feet			47,808	square feet
Highlighted cells have been revised since 7/18/2017.											

Attachment 6: Recommended Space Standards

Following are RT's proposed space standards for assignable area:

Figure 1. Proposed space standards

Description	Dimensions	Area (sq.ft.)	Remarks
Auditorium	60' x 67'	4000	
Closet	5' x 8'	40	
Conference Room, Large	20' x 25'	500	
Conference Room, Small	12' x 16'-8"	200	
Control Center workstation	6' x 8'	48	Per person
Cubicle	8' x 8'	64	
Cubicle, Large	12' x 8'	96	
Cubicle, Small	6' x 8'	48	
Driver's Room	per person	12	Per person
Executive Office	12' x 16'	192	
Filing Room Large	12' x 25'	300	
Gymnasium	20' x 30'	600	
Lobby	20' x 20'	400	
Lockers	2' x 6'	12	Per person
Office	10' x 12'	120	
Reception Office w/ waiting area	12' x 16'	192	
Sales Center	25' x 40'	1000	
Shared Workspace	4' x 6'	24	Per person
Warehouse	TBD		
Workshop	12' x 12'	144	Per person

Net square feet of assignable area, excluding shared space.

RT's proposed work space standards are based on the following reference from GSA in USF:

Figure 2. Typical Workspace Allocation

POSITION	USF	CONFIGURATIUN
Executive	300	Private Office
Director	250	Private Office
Manager	200	Cubicle
Supervisor	120	Cubicle
Technical	80	Cubicle
Support Staff	80	Cubicle
Clerical	64	Cubicle

Usable Square Feet (USF), or the sum of retail areas, office space, and common areas. Neither RSF nor USF standards simply measure an associate's office or cubicle area, but also include a portion of shared space— such as conference rooms and hall space—for each associate in a space use measurement.

Sacramento Regional Transit District M013: Campus Master Plan

Figure 2 excerpted from Workspace Utilization and Allocation Benchmark, U.S. General Services Administration Office of Governmentwide Policy, Office of Real Property Management Performance Measurement Division, July 2012

The estimates provided in Figure 2 are prevailing standard workspace averages for a atypical allocation per staff position which GSA received from its research partners. These estimates can be individually adjusted upward to provide a more spacious workspace or can be adjusted downward to provide a more efficient use of office workspace. The participating responders reported that workspace allocation is still somewhat dependent upon an employee's position in the organization. However, most responders reported that their prevailing standard average workspace is between 175 and 200 square feet per person. The greatest amount of workspace at the executive levels (300 USF per person) and the least amount of workspace at the support staff levels (64 USF per person).

Working Paper 2 – Recommended Space Needs

Contents

Working Paper 2 – Recommended Space Needs 1

 Framework to Evaluate Future Needs 1

 Funding and Service Scenarios 1

 Bus service expansion..... 2

 Administrative facilities 3

 Estimation of Future Increases 4

 Recommended space standards 5

 Amenities 5

 Area for each type of work space 7

 Recommended Space Needs 7

 Net space surplus or deficit 9

Attachment 1: Organizational Chart 11

Attachment 2: Amenities Memo 12

Attachment 3: Space Needs for Service Expansion 27

Framework to Evaluate Future Needs

Funding and Service Scenarios

The Campus Master Plan Team selected the following funding and service scenarios at a meeting on June 21, 2017, to serve as the framework for evaluating SacRT’s future space needs.

Scenario 0 - Current service (for reference only):

Current peak vehicle requirement (PVR) effective FY 2017-18 is 167 buses (152 full-size buses and 15 CBS buses, per the 2017 Bus Fleet Management Plan) with approximately 376 bus operators (348 driving full-size buses and 28 driving small buses at CBS). Note: PVR does not include stand-by or spare buses; SacRT maintains 8 stand-by buses and a 20% spare ratio, so the total required fleet size is $(167 + 8) \times 120\% = 210$ buses. Light rail (LRT) service will include the Streetcar system starting around 2021, which will be under separate management but will share tracks and operations with RT and assume that heavy repair will also be contracted to RT.

Scenario 1 - \$20M Expansion option (2-3 years):

Service and staffing increased by \$20,000,000 annually to increase bus and light rail service levels including administrative support. Adds approximately 21 PVR and approximately 49 bus operators relative to current bus service levels. Assume Green Line LRT extension to the Airport (a roughly 33% increase in LR service) including a second LRT maintenance facility, and LRV replacements.

Scenario 2 - Transit Renewal option (3-5 years):

Service and staffing increased to support pre-2006 bus service levels. Adds approximately 48 PVR and approximately 111 bus operators relative to current service levels. LRT service same as Option 1.

Scenario 3 - \$40M Expansion option (5-10 years):

Service and staffing increased by \$40,000,000 annually to increase bus and light rail service levels including administrative support. Adds approximately 64 PVR and approximately 148 bus operators relative to current service levels. LRT service same as Option 1.

Scenario 4 - Board Vision (10-20 years):

Service and staffing increased by \$50,000,000 or more annually to increase bus and light rail service levels, by 80-100 buses. Assume increase of 100 PVR and approximately 231 bus operators relative to current service levels. LRT service per above and also expands to Elk Grove and add double tracks for 15-minute service to Folsom (total LRT service ~60% above current).

Scenario 5 - General Manager's Vision (20 years +):

Double bus and light rail service levels relative to current service. Adds 175 PVR and approximately 376 bus operators relative to current service levels. LRT service per Option 4 and also extends to Roseville and West Sacramento (total LRT service ~100% above current).

The above scenarios generally assume that future service operations will be similar to current operations except as otherwise noted. Service levels are based on Service Planning analysis and use an average ratio of 2.25 Operators/PVR. The GM's vision includes expanding CBS more than full-size buses; that would greatly increase the portion of all RT bus service provided by CBS but the above scenarios assume that the current Operators/PVR ratio would still apply.

Number of stations would probably be proportional to increase in light rail service. To the extent the Facilities workload reflects the number of bus stops, it is assumed the number of bus stops will probably remain fairly constant as service expansion is more likely to manifest itself in increased frequency than in broadened geographic coverage, and to the extent the latter occurs, it may be balanced by removal of existing bus stops.

Bus service expansion

The number of bus maintenance facilities is a function of the size of the fleet, and the extent of the service area. The optimum number of maintenance facilities will balance the need to limit operating costs due to deadhead and similar distance-based costs, with the cost to staff, manage and maintain additional facilities. For transit agencies in primarily suburban service areas such as SacRT (as opposed to urban service areas like New York MTA or San Francisco Muni that have very high density of population and routes), experience has shown that the optimal maintenance facility is approximately 250 buses. The current BMF1 location in Midtown Sacramento has served as SacRT's primary bus maintenance facility since SacRT's founding in 1972, and was the sole maintenance facility until SacRT created the CBS Department at BMF2 in McClellan Park. BMF1 is sufficient – barely – to maintain SacRT's current fleet. Significant expansion of SacRT's fleet will require SacRT to build out BMF2, as discussed below.

Central City (BMF1)

The Midtown main bus maintenance facility (BMF1) is located in the block bounded by 28th Street, 29th Street, Capitol Avenue and N Street, and also includes parking under the Business

Route 80 viaduct on the blocks bounded by 29th Street, 30th Street, Capitol Avenue and Q Street. This facility currently serves all SacRT bus routes served by full-size buses (approximately 198 buses total including PVR, stand-by and spare buses). Due to physical site constraints, this is close to the maximum number of buses that can be accommodated; although SacRT had 278 buses in 2007, that exceeded the site capacity and forced a number of operational compromises that were not sustainable (such as requiring many employees to find on-street parking).

BMF1 is well-positioned to serve bus routes radiating from downtown and also, pending development of an East Area bus maintenance facility, to serve routes along the Highway 50 corridor.

North area (BMF2)

SacRT purchased property in the McClellan Business Park at 3701 Dudley Blvd and is developing the property as BMF2. BMF2 has functioned as the home of SacRT's Community Bus Service (CBS) division (operating 28 smaller 27' and 35' buses, including spares) since approximately 2005. The interim build-out, to enable SacRT to start running 50-80 full-size buses, is anticipated to be completed circa mid- to late-2019, pending funding. The site is intended to operate bus routes serving the portions of SacRT's service area north of the American River. BMF2 is currently planned to serve 125 buses, with eventual build-out (upon acquisition of additional property) to 250 buses.

South area

Beyond the central city, the greatest density of SacRT's route structure (and the greatest density of transit-dependent population) exists in the area south of Highway 50 and west of the Union Pacific Railroad (former Southern Pacific Railroad) main line tracks. It includes a wedge of the city between Interstate 5 and Highway 99, and extends south to Elk Grove, which in the early 2000s was the fastest growing city in California in 2005-2006 and is still one of the faster-growing cities in California. The South area is the logical location for a third bus maintenance facility, to support SacRT's current route network and possible expansion.

Various locations within the South Area have been identified in the past to support a possible bus maintenance facility. The specific sites are generally clustered in the industrial area east of the light tracks from Fruitridge Road to Florin Road, and in the area around the former Sacramento Army Depot. The latter site is relatively removed from the greatest density of residents or SacRT bus routes.

East area

SacRT currently has only 8 bus routes serving the Highway 50 corridor east of Florin-Perkins Road, most of which have relatively low ridership. While the potential for future growth in population, transit ridership and bus routes along this corridor may justify another bus maintenance facility in this area in the future, the current service does not appear to justify it.

Administrative facilities

The attached Organizational Chart dated 7/06/2017 shows the structure of SacRT's administration. All departments other than Bus Transportation, Bus Maintenance, and Light Rail, can be generally considered to be administrative departments. Directors, Superintendents, Administrative Assistants and similar management, professional or technical employees of Bus Transportation, Bus Maintenance, and Light Rail departments are also be considered administrative employees for purposes of this Campus Master Plan.

Customer service

SacRT's in-person Customer Service Center is located at 1225 R Street, adjacent to the 13th Street light rail station. Departments located at the Customer Service Center include Customer Service, Customer Advocacy, and Accessible Services, and provide services such as selling tickets and passes, taking photo IDs for discounted service, and providing information about SacRT services.

While located in the center of SacRT's light rail network, the current Customer Service Center is slightly removed from the centroid of downtown employment (which is centered on the State Capitol and its surrounding office buildings). Prior to 2005, there was a Customer Service Center at the main Administration Building (1400 29th Street in Midtown) and a satellite location in a rented storefront at 818 K Street, which was the center of Downtown (and served by light rail).

SacRT should consider the convenience of a retail storefront to its customer base when it decides where to located its administrative facilities. Ideally all of the public functions of SacRT would be accommodated at a single location, to eliminate the need for SacRT's customers to travel between multiple locations in order to do business with SacRT or otherwise use SacRT's services.

Executive functions

SacRT's current administrative headquarters at 1400 29th Street offers relatively convenient parking for Midtown, but is about 2 miles removed from many of its primary stakeholders – the City of Sacramento, County of Sacramento, Sacramento Area Council of Governments (SACOG) and Caltrans are all located west of 15th Street.

Planning for a new administrative facility should consider the desire for SacRT administrative and executive staff to be close to these key stakeholders. The Auditorium, which serves as the Board meeting room, should be readily accessible via public transportation including both bus and light rail. The desirability of a downtown location, however, must be balanced with the potentially higher cost and a need for some parking, if only for pool cars to support business trips that cannot be made via transit.

Support staff functions

Support staff functions are those “back office” functions such as accounting, engineering, facilities maintenance, information technology, police services, procurement, risk management, and safety, that may not absolutely need to be near the General Manager or Board meeting space. However, it is desirable to keep all administrative staff close to the executive functions, to maximize the productivity boost due to proximity and to better foster a team spirit among the administrative staff. Support staff that is primarily in the field (for example, Facilities Maintenance or Police Services) typically have parking and space needs that make these functions less optimally located in the Central City.

Estimation of Future Increases

The scenarios discussed above were presented to each Vice President and Department Director, who then provided estimates for the staffing increase for that department and/or division needed to support each scenario. The scenarios assumed the current operating environment remains relatively constant, and so does not consider possible increases or decreases in operational efficiency to provide the basic service. In other words, a doubling of current bus service (in route miles provided) would result in a doubling of the number of buses,

drivers, mechanics, and road supervisors (all of whom would be considered Operations rather than Administrative employees for purposes of this Campus Master Plan). Administrative staff, however, would not necessarily expand proportionally.

For those departments where staffing may be better estimated based on time horizon or funding, the estimated cost and assumed time frame for implementation of each scenario is provided above for comparison.

Note that this framework was used only as a basis to estimate space needs; the actual staffing if a scenario were implemented would probably vary from this framework.

Recommended space standards

Amenities

The prospect of constructing or renovating facilities offers an opportunity to create facilities to support additional workplace amenities. Recommended amenities include:

- Cafeterias
- Green space (courtyards, decks and/or gardens)
- Gymnasias and wellness rooms
- Quiet rooms/lactation rooms

These amenities could have the potential to aid recruitment and retention of employees, reduce absenteeism, and increase morale and productivity. Each of the recommended amenities is discussed below. Research including evaluation of pros and cons, case studies and references is provided in Attachment 2 – Amenities Memo.

Cafeterias:

Many employees go out for lunch. Although the administration complex and BMF1 have a plethora of restaurants nearby ranging from McDonald's to Biba's, the Metro light rail campus and BMF2 have no food service within walking distance. Food service could be provided by a vendor or vendors on site; there are many business models and scales of operation from which to choose. The size of an employee cafeteria would vary depending on the facility and space available, but would typically be about 50 SF/person (seated capacity) including area for dining, food preparation and service.

Recommendation: Consider providing street-level retail space for food or beverage if the administrative facility is built in the central city or another walkable location. Consider providing space for on-site food service for relatively remote locations (most proposed locations outside of the central city) that have large concentrations of employees. The proposed space plan allocates 20 SF per administrative employee (where all employees take lunch from 11 am – 2 pm) and 10 SF per non-administrative employee (due to more varied shift timing) for some sort of food service facility and associated dining/gathering area (cafeteria or street level retail, depending on site location).

Green Space:

There is a design question to what extent landscaping should be provided at SacRT facilities. Note that local codes generally require a minimum amount of landscaping for most new developments.

Recommendation: SacRT should ensure that every employee work space (including frequently-occupied ancillary spaces such as the drivers' lounges) have windows looking onto planted areas, to the greatest extent possible; and provide indoor landscaping where exterior windows are not possible. In addition, outdoor gathering areas should be planned. An additional 3 SF per employee is proposed for interior green space.

Gymnasia and Wellness Centers:

SacRT already provides a gym for the Polices Services Department, because police officers are required by their job descriptions to maintain a certain level of fitness. The gymnasium equipment was purchased with a Homeland Security grant. However, because the gym is small and poorly located, access is restricted to police officers and even that only for limited hours.

SacRT has put a lot of effort into promoting employee health and wellness. The reasons for this include reducing SacRT-provided health insurance costs, reducing absenteeism, and increasing productivity and job satisfaction. SacRT's existing efforts could be assisted by providing space at each campus for a gym and wellness center, to serve all employees. A wellness center would extend the benefits of a gym by providing space for aerobics, yoga, and other health-building activities, as well as a central place for employees to obtain wellness information (including mental health counseling currently provided on-site by MHN).

Recommendation: SacRT should provide a gymnasium and wellness center at each campus, with adjacent male/female/gender-neutral private locker rooms, changing areas, showers and restroom facilities; it would not significantly increase the cost of construction and would be consistent with SacRT's employee development goals. A combined 4 SF per employee is proposed for gymnasia and wellness centers and ancillary spaces.

Quiet rooms/lactation rooms

Quiet rooms would be part of the ancillary space for small conference rooms, and also will be provided as part of the space requirements for the Driver's Lounge. An additional 1 SF/employee is proposed for lactation and quiet rooms; depending on the division and distribution of facility sites, the area required may be larger to meet minimum room sizes.

Further Discussion

To the extent that the Campus Master Plan consolidates some employees in a building or area, the potential amenities discussed above will become easier to support. On the other hand, as SacRT grows, the operating facilities in particular will gradually become dispersed over the service area, making it potentially necessary for balance to duplicate amenities across multiple facilities. Amenities that are scalable across multiple facilities will therefore be fairer to implement.

The purpose of this memorandum is not to recommend whether SacRT provide such amenities, but rather whether SacRT should set aside space for such amenities while planning new or renovated facilities. The research and references are relatively cursory to be able to provide such preliminary recommendations, and further research will be needed before implementing any programs.

The amenities described above (cafeterias, green space, gymnasia/wellness centers, and quiet rooms/lactation rooms) would add 19 to 21% to the overall space needs of an administrative facility and 14 to 20% to the overall space needs of a bus maintenance facility.

Area for each type of work space

Work space standards (including shared work areas, conference rooms, etc.) are addressed in Working Paper 1.

Transition issues

SacRT needs to recognize that a shift from primarily private offices to a mix of cubicles and private offices represents a cultural shift and also that there are fears among the staff regarding privacy and distraction. The largest concern relates to noise. There are a number of potential solutions to excessive noise or sound travel, including: planning adjacencies to separate noisy and quiet working groups from each other; providing choice of work environments for each task; interspersing open office areas with meeting rooms, or other physical barriers such as walls or partitions; absorptive surfaces; high-backed furniture; providing background music or other “white noise”; allowing headphones at work areas; and allowing work at noisy areas that cover private conversations (e.g. Starbucks).

Reference:

“Can’t Stand Your Obnoxiously Noisy Office? 4 Architects Share Their Quiet Hacks,” by Diana Budds, in Co.Design, August 7, 2017, <https://www.fastcodesign.com/90135011/cant-stand-your-obnoxiously-noisy-office-4-designers-share-their-quiet-hacks>

Recommended Space Needs

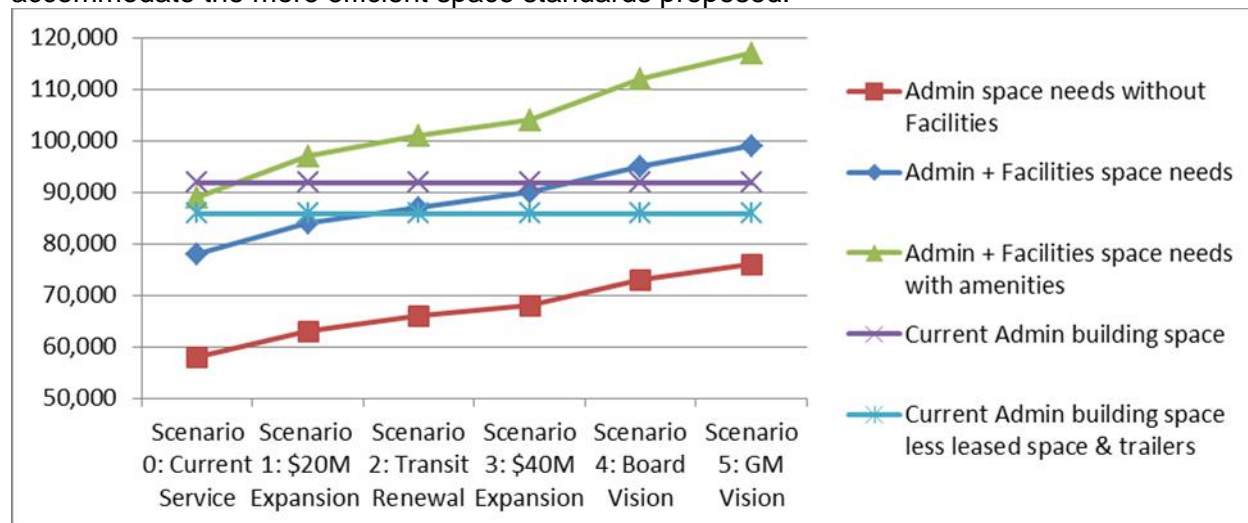
The full tabulation is included as Attachment 3. Note that the purpose of this estimate was to determine space needs for administrative and bus facilities, not staffing. Light rail facilities and staffing (including operators and mechanics) are not included in this estimate except to the extent that certain light rail administrative functions could be moved to an administrative complex.

Administration Campus

Based on the above process, the following staffing and administrative space needs were estimated for each service scenario.

Scenario	0 (Current baseline)	1 (1-2 years, +\$20M)	2 (3-5 years, Transit Renewal)	3 (5-10 years, +40M)	4 (10-20 years, +>50M)	5 (20+ years, doubling service)
Administration Building						
Administrative staff	273	315	345	361	404	427
Total required Admin & Facilities area in gross square feet (GSF)	78,000	84,000	87,000	90,000	95,000	99,000
Less Facilities space	(20,000)	(21,000)	(21,000)	(22,000)	(22,000)	(23,000)
Administrative building area in GSF, excluding amenity space	58,000	63,000	66,000	68,000	73,000	76,000
Proposed amenity space, in GSF	N/A	12,000	13,000	13,000	15,000	16,000
Administrative building area in GSF, including amenity space (except baseline)	58,000	75,000	79,000	81,000	88,000	92,000

The chart below shows that the Administrative and Facilities Maintenance space needs will exceed the space available after Scenario 3 (or by Scenario 2, if temporary and leased buildings are not available). If Facilities Maintenance workshops are moved out of the Administrative campus, there is sufficient space available in existing owned buildings to accommodate the future administrative space needs, but those buildings would need to be remodeled to accommodate the more efficient space standards proposed.



The following staff and facilities currently in the existing Administration complex are proposed to not be located at the Administration facility if it is relocated. These facilities total 19,000 GSF currently and would increase to 29,000 GSF by Scenario 5:

- Bus Administration would be at one of the Bus Maintenance Facilities (depending on number and location of bus maintenance facilities and assuming the two facilities are not approximately equally sized). This affects both Director of Transportation and Director of Maintenance, and their respective administrative staffs; Transportation Supervisors and Superintendents; and possibly also the Scheduling Department. If BMF1 remains where it is, then Bus Administration would remain. If BMF2 is built out and a relocated BMF1 is about the same size, then Bus Administration could remain at the new Administrative Facility as well, depending on accessibility from the two BMFs.
- Facilities maintenance staff assigned primarily to bus stops and light rail stations, as well as to those outlying campuses, would be assigned to one of the bus maintenance facilities;
- IT storage (5,400 SF) could be located at an outlying campus, but are included in the Administration Facility for purposes of this study;
- Operator training would be located at BMF2;
- Procurement receiving and warehousing would be located at the bus maintenance facilities; and
- Police Services should be considered to move to one of the bus maintenance facilities (primarily due to police vehicle parking needs).

Bus Maintenance Campus

Based on the above process, the following staffing and bus operations space needs were estimated for each service scenario.

Scenario	0 (Current baseline)	1 (1-2 years, +\$20M)	2 (3-5 years, Transit Renewal)	3 (5-10 years, +40M)	4 (10-20 years, +>50M)	5 (20+ years, doubling service)
Bus Maintenance Facility 1 or equivalent						
Bus operations staff	532	612	679	725	819	980
Total required Bus operations/ maintenance area in GSF	78,000	84,000	87,000	90,000	95,000	99,000
Plus Facilities space	20,000	21,000	21,000	22,000	22,000	23,000
BMF+Facilities building area in GSF, excluding amenity space	98,000	105,000	108,000	112,000	117,000	122,000
Proposed amenity space, in GSF	N/A	16,000	17,000	18,000	22,000	26,000
Total BMF+Facilities building area in GSF, including amenity space (except baseline)	98,000	121,000	125,000	130,000	139,000	148,000
Total BMF+Facilities building area in GSF, including amenity space, with growth directed towards BMF2	98,000	98,000	98,000	98,000	98,000	98,000

The space needs for bus maintenance and storage will be slightly increased if SacRT's bus fleet is divided between two separate maintenance facilities. This is because parts storage, and some specialized shop space (e.g. the paint booth) will be duplicated at the multiple locations. This Campus Master Plan study assumes that the BMF2 will be built out as a full second maintenance facility and will accommodate any growth in the fleet. The timing of implementation of BMF2 is an issue, however, since that project is not fully funded. Therefore, each of the scenarios for BMF1 or its relocation includes a space requirement both with and without BMF2 buildout.

Further study will be required to determine which routes are best served from BMF2, and which routes are best served from BMF1 or its replacement. The Campus Master Plan project does not have the resources to undertake such a study at this time, so the intent is that any relocation of BMF1 duplicate the same functions. A larger replacement building than the existing will be needed to ensure more efficient operations and vehicle maintenance.

Net space surplus or deficit

SacRT's existing administrative and bus maintenance buildings excluding BMF2 currently contain approximately 92,000 GSF of floor area excluding bus maintenance shops. Due to inefficiencies in the layouts of these older buildings, and the fact that some facilities have to be duplicated between buildings, the 92,000 GSF is fully occupied by uses that would optimally require only 58,000 GSF. Some of that existing space (notably the 24,188 SF in the Hullcraft building) is used for non-administrative purposes, including warehousing, storage, and facilities maintenance shops. Since BMF2 is not yet fully built out, some of the functions currently being

housed in the administrative complex are recommended to be relocated to BMF2 or to other operating facilities outside of the downtown/midtown area. These functions include:

- Bus Administration (depending on number and location of bus maintenance facilities are more or less equally sized). This affects both Director of Transportation and Director of Maintenance, and their respective administrative staffs; Transportation Supervisors and Superintendents; and possibly also the Scheduling Department.
- Facilities storage, and maintenance workshops for staff assigned primarily to bus stops and light rail stations, as well as to those outlying campuses;
- IT storage;
- Operator training;
- Procurement receiving and warehousing; and
- Police Services (primarily due to police vehicle parking needs)

Much of the rest of the existing space is in older buildings that are constrained to inefficient office layouts by fixed walls, some of which are structural. Thus, the 92,000 SF of administrative space needed long-term cannot be readily accommodated within the existing 92,000 SF of buildings without gutting and remodeling the interiors of every building.

Moving the non-administrative spaces described above would free up approximately 20,000 SF immediately, so the existing buildings could accommodate the future administrative growth anticipated for the next 20 years. In that scenario, the Old Administration and Hullcraft buildings would need to be remodeled to accommodate new uses. The other buildings would need investment to bring them up to a state of good repair, and minor interior remodels to accommodate conversions of some private offices to cubicles.

However, SacRT would still be left with an administrative campus scattered among 8 separate buildings. One of them, at 2810 O Street, is leased. Another, the Training Trailer behind 2811 O Street, is a temporary building that is not cost-effective to through the 20-year life studied in this plan. In order to mitigate the eventual loss of these two buildings (6,000 GSF total), SacRT will need to add space elsewhere.

If the amenities described above are added to the program, ranging from 12,000 to 16,000 GSF, then the existing buildings (including 2810 O Street and the trailers at 2811 O Street) may be sufficient to accommodate the administrative needs in the near term (Scenarios 1 & 2), but SacRT would need additional space starting from Scenario 3.

The chart under Administrative Campus above shows that SacRT's administrative space needs and current administrative space under the various expansion scenarios.

If all current uses other than warehousing remain in the administrative complex as is, SacRT will exceed its current space under Scenario 4. If SacRT does not continue its lease for the Human Resources building at 2810 O Street and the Training trailer behind 2811 O Street exceeds its useful life, then SacRT will fill its remaining space by Scenario 3. Neither of these conditions allows for the possibility of adding amenities that could improve labor productivity.

The proposed administrative areas, which depend on new, more efficient office layouts and on moving some space-intensive support tasks to outlying campuses, show that new buildings could accommodate SacRT's administrative needs for the foreseeable future in less space than is used for the current administrative campus.

Attachment 2: Amenities Memo

See attached memorandum dated August 3, 2017.

REGIONAL TRANSIT MEMO

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Ed Scofield
Camille Tyler

DATE: August 3, 2017
TO: Campus Master Plan Team
THRU: Neil W. Nance, Sr., PE *NWN*
FROM: David M. Solomon, AIA *DS*
SUBJ: Campus Master Plan - Policy for Work Space Amenities

The prospect of constructing or renovating facilities offers an opportunity to create facilities to support additional workplace amenities. Amenities that have been suggested by employees and managers include:

- Cafeterias
- Day care (child care)
- Green space (courtyards, decks and/or gardens)
- Gymnasias and wellness rooms
- Quiet rooms/lactation rooms

These amenities could have the potential to aid recruitment and retention of employees, reduce absenteeism, and increase morale and productivity. Each of these potential amenities is discussed below, with my proposed recommendations for further study or not. Research, case studies and references are provided in the attached document.

Cafeterias:

Many employees go out for lunch. Although the administration complex and BMF1 have a plethora of restaurants nearby ranging from McDonald's to Biba's, the Metro light rail campus and BMF2 have no food service within walking distance. Food service could be provided by a vendor or vendors on site; there are many business models and scales of operation from which to choose. The size of an employee cafeteria would vary depending on the facility and space available, but would typically be about 50 SF/person (seated capacity) including area for dining, food preparation and service.

Pros: Providing food on-site can help provide an inexpensive source of healthy food and reduce tardiness, as well as fostering socialization among the staff. Company cafeterias can make workers less harried and companies more productive. Food service would be provided by a vendor or vendors rather than SacRT staff. The cafeteria space could also be used for other events.

Cons: Managing a food service contract (or contracts) would require additional administrative time. An on-site cafeteria accommodating up to 200 employees at a time could require up to 4,000 SF. Because SacRT

has extended working hours, it may not be cost effective to provide on-site food preparation.

Recommendation: Consider providing street-level retail space for food or beverage if the administrative facility is built in the central city or another walkable location. Consider providing space for on-site food service for relatively remote locations (most proposed locations outside of the central city) that have large concentrations of employees.

Day Care:

For working parents, typically the greatest distraction from work is child care. Many employees must arrive late to work, or leave early, to drop off or pick up their children from child care, or otherwise worry about making child care arrangements.

Pros: Providing day care on site may reduce absenteeism and parent stress. According to research by Bright Horizons (a child care center provider), 87% of employees who are working parents say child care makes them more productive. Without a dependable child care provider, employee productivity decreases because work time is often spent arranging care, getting to and from a child care center, or just worrying about a child's care and education. Access to employer-sponsored child care is a proven sticky benefit that increases employee retention. Great employees are more likely to stay with the employer who's helped them solve their most pressing work/life balance challenge. Employers that don't offer child care can lose great employees to organizations that do. Providing child care can improve employee retention, including the decision – for both men and women – to return to work after having a child.

Cons: For bus and train operators, mechanics, and supervisors who do not work office hours, day care is not usually open when they need to pick up or drop off their children. Day care is expensive and parental contributions do not cover its costs, requiring an employer subsidy. Day care is a complicated, highly regulated industry, and there is potential liability from having day care facilities on industrial sites such as bus or rail maintenance yards.

Recommendation: Do not provide space for on-site day care, as other more cost-effective options are available.

Green Space:

There is a design question to what extent landscaping should be provided at SacRT facilities. Note that local codes generally require a minimum amount of landscaping for most new developments.

Pros: There has been a wealth of research into the effects of nature in the built environment, and the results of the research are clear that exposure to plants increases employee health, productivity and satisfaction; it even boosts retail sales in stores and health care outcomes in hospitals. The term "biophilia" was coined to capture the theme that humans benefit from regular interaction with nature, and specifically with plants.

- **Views of plants increase job satisfaction.** Employees with an outside view of plants experience less job pressure and greater job satisfaction than workers viewing man-made objects or having no outside view. They also report fewer headaches and other ailments than workers without the view. The same effects are found with potted plants indoors.
- **Nature increases worker productivity.** Psychologists have found that access to plants and green spaces provides a sense of rest and allows workers to be more productive.

Cons: Landscaping takes some space for atria, courtyards, decks, or other gardens in addition to code-required landscape setbacks, screening and shading. Plants must be maintained in order to provide the benefits cited above.

Recommendation: SacRT should ensure that every employee work space (including frequently-occupied ancillary spaces such as the drivers' lounges) have windows looking onto planted areas, to the greatest extent possible; and provide indoor landscaping where exterior windows are not possible. In addition, outdoor gathering areas should be planned.

Gymnasias and Wellness Centers:

SacRT already provides a gym for the Polices Services Department, because police officers are required by their job descriptions to maintain a certain level of fitness. The gymnasium equipment was purchased with a Homeland Security grant. However, because the gym is small and poorly located, access is restricted to police officers and even that only for limited hours.

SacRT has put a lot of effort into promoting employee health and wellness. The reasons for this include reducing SacRT-provided health insurance costs, reducing absenteeism, and increasing productivity and job satisfaction. SacRT's existing efforts could be assisted by providing space at each campus for a gym and wellness center, to serve all employees. A wellness center would extend the benefits of a gym by providing space for aerobics, yoga, and other health-building activities, as well as a central place for employees to obtain wellness information (including mental health counseling currently provided on-site by MHN).

Pros: See above description. Having gymnasias accessible to drivers' lounges may also mitigate union concerns with split shifts, by providing off-duty or on-call drivers with healthy activities while they wait for their next assignments.

Cons: There would be a cost to program wellness activities, though the cost could be borne by participating employees and/or supported through existing wellness program efforts. Exercise equipment would need periodic observation, maintenance and replacement, and there is a potential risk of increased injury and/or workers' compensation claims from equipment on SacRT's premises. Increased exercise may

increase demand on employee showers and lockers, as well as necessitate separate HVAC systems.

Recommendation: SacRT should provide a gymnasium and wellness center at each campus; it would not significantly increase the cost of construction and would be consistent with SacRT's employee development goals.

Quiet rooms/lactation rooms

Quiet rooms would be part of the ancillary space for small conference rooms, and also will be provided as part of the space requirements for the Driver's Lounge. The additional space requirement for lactation rooms is negligible.

Further Discussion:

To the extent that the Campus Master Plan consolidates some employees in a building or area, the potential amenities discussed above will become easier to support. On the other hand, as SacRT grows, the operating facilities in particular will gradually become dispersed over the service area, making it potentially necessary for balance to duplicate amenities across multiple facilities. Amenities that are scalable across multiple facilities will therefore be fairer to implement.

The purpose of this memorandum is not to recommend whether SacRT provide such amenities, but rather whether SacRT should set aside space for such amenities while planning new or renovated facilities. The research and references are relatively cursory to be able to provide such preliminary recommendations, and further research will be needed before implementing any programs.

Attachments:

1. Research, Case Studies and References

Cafeterias:

Research and Case Studies:

At the "Best Companies" that Great Place to Work, a research and consulting firm in San Francisco, follows based on its surveys and ratings, Susan Lucas-Conwell, Global CEO sees "employees genuinely interested in spending time with each other." "I would imagine that employees at these companies appreciate the opportunity to connect as much as, if not more, than a little extra money in their paychecks," she said.

The Spokane Teachers Credit Union in Washington state offers "reasonably priced" food cooked on-site like \$5.50 full lunches. The head of the cafeteria hopes to implement Weight Watchers points labeling on its food in the long-term.

Apart from quality and affordability, the modern cafeteria inspires teamwork, said Christian Holden, a business development executive at Gartner, a company in Gateway, FL. "When people ask me about Gartner and the cafeteria, I say it's like a college common without the college," he said. "We talk shop a lot simply because of the environment that we have."

While dining options are often available nearby, companies are finding quality dining in-house is important because it keeps employees communicating and collaborating all day, according to Richard Broome, executive vice president of corporate affairs and communications for Hertz. "The whole idea of the building is that we want to encourage as much openness, transparency and collaboration as possible," Broome said. "We felt that one way to do that was to create a dining space to fit into those objectives."

Management-theorist types will tell you that cafeterias work magic for employee morale and save time by discouraging long lunches away from the office. There is certainly evidence that cafeterias save time: A new study of Silicon Valley firms done by Towers Watson, a management consultancy, found that tech companies that offered food saved employees between 30 and 60 minutes at lunchtime.

Larger employers are more likely to have food services than smaller firms. SHRM estimates that more than a quarter of firms with 100 to 2,500 employees have on-site cafeterias, while just 11% of smaller firms do. This is unsurprising, since most companies contract out their food services.

Company cafeterias generally require an employer subsidy. According to Anthony Morro, Principal of Food Industry Solutions, "the ROI for the subsidy **investment** is higher **participation** which can yield increased **productivity**. If you can get even a 1-2% improvement you will begin to reap the rewards of a happier, safer and more productive work force."

Cafeteria References:

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Day Care:

Research and Case Studies:

“There are some financial benefits for companies to provide child care”, says Bradford Hall, managing director of Hall & Company CPAs. Companies that create qualified on-site child care facilities may claim a tax credit of up to 25% of the facility expenditures, plus 10% of any resource and referral expenditures in a calendar year, up to a limit of \$150,000. The credit has some conditions, including that the facility must operate for 10 years or the credit can be recaptured, so it’s a hefty commitment, Hall says. It is uncertain whether SacRT can capture any of the tax benefits through a private partner. Employers may also deduct any remaining expenses related to the child care facility as a business expense. Child care fees from employees using the service may also offset the cost.

There may also be indirect financial benefits. A 2014 study published in the *Journal of Managerial Psychology* found that employee performance was higher and absenteeism was lower among employees using on-site child care than employees using an off-site center or who had no children.

Patagonia has run an on-site day care at its headquarters since 1983. Patagonia estimates the program’s cost at \$1 million a year, even after it collects dues from parents and a \$150,000 annual tax deduction. Patagonia employees certainly enjoy it. For parents, in-house daycare is the ultimate convenience. They eat meals with their children and moms can bring nursing infants to meetings or hang out with them at their desks. The childless employees don’t seem to mind what some might consider workplace interruptions, said Dean Carter, a vice president of human resources at Patagonia. But, Patagonia claims it recoups 91% of its total costs. Day care saves

Patagonia on employee attrition. The company claims it has 25% lower turnover with employees who put their kids in the program. And 100% of moms return to work after maternity leave, a statistic that the company attributes to the availability of nearby child care. The program has been so successful that Patagonia opened a second infant day care center for the 450 workers in its Reno warehouse. "We found that it's a really good business decision for us financially," Carter said. "It's worth more than the risk of losing valuable employees."

Since September 2010, organic food and drink maker Clif Bar & Company has offered on-site child care at its Emeryville, California, headquarters, where roughly 330 of the company's 400-plus employees work. Clif Base Camp, as it's called, can accommodate up to 64 children and averages roughly 44 each day. Claudia Perkins, Clif's vice president of human resources, says that employees pay for the cost of using the center at rates "roughly 15% to 20% less" than comparable area facilities. A child care partner handles operations and compliance issues. Perkins says that Clif Base Camp helps working parents, especially those who are returning from leave and shows that the company is serious about its family-friendly culture. Having on-site day care saves employees time and is ranked highly as a benefit among employees, the majority of whom are aged between 30 and 40, and who have trouble finding affordable child care in the Bay Area, Perkins says. Such benefits contribute to the company's low 5% turnover rate. However, to be successful, on-site child care has to be a benefit that your employees want and will use, she says. "Companies considering offering on-site child care should survey parents to understand their needs and wishes."

Only 3% of organizations offer unsubsidized day care services, according to the Society for Human Resource Management (SHRM) 2016 benefits survey. That figure is down from 9% in 1996. Most businesses substitute less complex benefits that have similar appeal:

Many companies have started offering increasingly generous parental leave policies -- for example:

- In lieu of on-site child care, there is increased demand for backup child care for employees to use when their own child care options "break down." Companies can reserve a number of spots in the center, which employees can use if the nanny is sick or the kids have a day off school.
- About a quarter of organizations allow parents to bring a child to work in an emergency, according to SHRM
- About 68% of employers offer tax-free dependent-care, flexible-spending accounts (FSAs) that parents can use to pay for child care.
- Flexible work hours, another benefit on the rise, also appeal to parents who might need to shift work hours to accommodate their kids' schedules.
- Employers can contribute direct subsidies of up to \$5,000 to the cost of each employee's child without the subsidy being added to the employee's taxable income.

Day Care References:

“How Some Companies Are Making Child Care Less Stressful for Their Employees”,
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Green Space:

Research and Case Studies:

People who work in a “green” office, literally surrounded by plants, are happier than people in “lean” offices without live foliage, suggests a new study. In experiments, UK researchers found that enriching a lean office with potted plants could increase productivity by 15 percent. Green spaces, on the other hand, are thought to improve workers’ concentration and productivity by a number of mechanisms, Knight and his colleagues write in the Journal of Experimental Psychology: Applied.

Knight said that plants are good at cleaning the air and their presence can make “a fantastic difference psychologically.” Volatile organic compounds in the form of formaldehyde, benzene and hexane are often given off by paints and carpeting and plants help to scrub those compounds out of the air, he told Reuters Health.

In the US, findings show that workers without views of nature have impaired levels of productivity. Another survey in the US found 40% of people agreeing that natural greenery within their indoor environment made them feel calmer and more relaxed. Furthermore, those residing in environments that incorporate external green space indicate that having this space is important for their well-being. Taking this investigation into the office environment, employees also report that plants make them feel calmer and more relaxed, frequently stating that an office with plants makes it a more desirable place to work. Similarly, in the UK, live plants in the office have a positive effect on productivity – specifically, people who have access to this greenery within their workspace report higher levels of productivity than those with an absence of these elements.

University researchers in Cardiff compared the levels of productivity of two groups of office workers who were exposed to different levels of nature contact. They found that those who worked in offices with natural greenery saw a 15% rise in productivity over a three month period, in comparison to those working with no greenery or natural elements within their immediate environment.

Green Space References:

“Green offices make employees happier and more productive: study”, by Shereen Lehman, Reuters Health, New York, OCTOBER 2, 2014, <http://www.reuters.com/article/us-health-psychology-office-plants-idUSKCN0HR2DW20141002>. SOURCE: bit.ly/1E5zvgJ Journal of Experimental Psychology: Applied, September 2014

“The Impact of Biophilia – Productivity, in Human Spaces Global Report”, <https://humanspaces.com/global-report/the-impact-of-biophilia-productivity/>

Economic Benefits of Green Spaces, Project Evergreen, 2017, <http://projectevergreen.org/resources/economic-benefits-of-green-spaces/>

Gymnasia and Wellness Centers: **Research and Case Studies:**

Employer Benefits:

In today’s employee-driven market, on-site corporate fitness facilities give companies a competitive edge in employee recruitment and retention. Among the four most desired benefits, onsite fitness centers was listed at 19%, preceded by fitness center discounts (25%), onsite preventative screenings (22%), and access to wellness experts (21%).

Employers benefit from a healthy and fit workforce. Although employees may be individually motivated to lose weight and maintain physical fitness on their own, employers can offer incentives to encourage their workers to do so. One common

method is to open an onsite fitness center. An on-site gym offers advantages for employees, and their use of the facility benefits the employer.

Some companies offer an employee benefit that pays for an annual membership at an offsite public gym or health club. However, a corporate gym may be cheaper for the employer than subsidizing gym memberships. According to research conducted by the University of California at Berkeley, people who pay for annual gym memberships are significantly less likely to maintain a long-term exercise habit. Subsidizing employee gym memberships may therefore maximize the benefits to the employer.

Employees who have access to a workplace fitness center can keep up with their healthy lifestyle without having to invest in a gym membership or compromise their busy schedules. Encouraging work-life balance and promoting a wellness philosophy could help retain employees for the long-run because they feel like their employer cares about their health and well-being. The presence of an onsite office gym provides a convenience that makes it more likely that employees will exercise. It can be difficult to make time to go to a separate facility to work out before or after a long day on the job. An opportunity to work out at one's place of employment makes it easier for an employee to fit exercise into his or her busy schedule.

Many companies see decreasing health-care costs as another important goal of on-site centers. After all, inactive people are twice as likely to suffer from premature heart attacks than active people, and regular exercise greatly reduces the risk of premature death from preventable conditions such as heart disease, diabetes, hypertension and colon cancer. According to health-care statistics from the Wellness Councils of America, preventable illness makes up approximately 70% of all illness and associated health-care costs. Preventable illnesses account for 8 of the 9 leading categories of death and amount to roughly 980,000 deaths per year. If a company can get its employees into programs – whether the programs focus on fitness, behavior modification, weight management or nutrition – that company can increase its potential to save on health-care costs in the long run.

Honeywell, a \$24 billion diversified technology and manufacturing company based in Arizona, outsources the management of its on-site wellness centers (one at each of two locations) to Johnson & Johnson Health Care Systems. Employees and their spouses each pay \$15 a month for wellness services, with billing performed through payroll deductions. About 30% of the company's corporate population, or 2,600 employees, are members. "We promote wellness because we know that 48% of illness and injury is preventable by controlling high-risk health factors, according to the U.S. Surgeon General and the Centers for Disease Control," says Pam Witting, manager of health services for the Engine and Systems Business Unit at Honeywell. "We want to reduce employees' preventable risk factors."

With its overall goal of healthy employees in mind, Motorola gives all of its workers a choice: a free membership to its on-site facility or a \$240 reimbursement (minus applicable taxes) for a membership at an outside fitness or wellness center. Almost all of its on-site centers are staffed 24 hours a day, seven days a week, and all of them offer massage therapy, as well as aerobics, group cycling and yoga classes. Locker rooms are stocked with shampoos, conditioners and towels. The wellness centers and their programs are managed in-house by a wellness department that falls under a larger bonus benefits umbrella. Each wellness staff employee is assigned to a certain number of fitness center members, and he or she makes sure to touch base with these members on at least a quarterly basis to see how they're doing, if they need a readjustment in their workout or if they need help planning a travel program. According to Betty-Jo Saenz, regional manager of North America Wellness Initiatives at Motorola, all of this hands-on personal attention is well worth it. "We want people to work out and get healthy," she says.

NCR tries to make its programs hard to refuse. Its fitness center membership is free for all employees. Of NCR's four on-site fitness centers, the management of two (including the 10,000 SF center at its Dayton, OH headquarters) is outsourced to Johnson & Johnson, while in-house staff members run the two smallest. Mindy Tatham, head of work life programs at NCR, says that the company's primary motivations for building the onsite centers-recruitment, retention, employee morale and employee wellness - follow national trends.

As the cost of health care continues to rise, employers are turning to prevention to keep expenses low. "Organizations have been toying with wellness over the past five to seven years," says Evren Esen, SHRM's director of survey programs. "Time has passed, and research shows wellness programs really do make a difference in reducing overall health care costs."

A two-year study at Mesa Petroleum evaluated the effect of an exercise-based program on absenteeism. The company saved an estimated \$156 per employee in the first year, and \$303.90 per employee in the second year. Several companies were also able to report a clear return on investment as a result of their health promotion activities. Both Coors and the Bank of America claim to have received a return of \$6 for every dollar spent on their programs. Citibank has reported a return of \$4.50, and DuPont a \$2 return. Research reviews of several worksite wellness studies cited by the American Institute for Preventive Medicine identified that for every \$1 invested, companies experienced an average return of \$3.48 due to reduced medical claim costs and a return of \$5.82 in reduced absenteeism.

While these studies quantify the financial benefits of workplace fitness and wellness programs, many companies may not need to see the numbers; they just intuitively believe that the programs are the right thing to do for their employees. Whatever the

reasons, companies continue to view corporate fitness as a positive addition to their company culture.

Employer Risks:

Employers seeking to improve worker morale and health with onsite workout and recreational facilities may also expose themselves to new liability. Although such facilities so far haven't generated a significant number of suits or claims, attorneys and consultants say employers considering the approach need to take steps to limit their liability.

"Simply setting up a company exercise room implicates various issues," said Gerald Maatman Jr., a workforce attorney with Seyfarth Shaw L.L.P. in Chicago. Companies could be held liable in injury lawsuits and--depending on state laws--workers compensation claims if someone were hurt using such facilities, he said. "The more closely it is associated with your employment, the more likely it could be considered workers comp," said Dale Renner, director of national casualty claims for Aon Risk Services in Philadelphia. For example, companies that require that a person be in good shape to do their job are more liable for workers comp if an employee is injured using a facility, he said. Public safety workers such as police officers and firefighters, he said, are obvious candidates for workers comp in these cases.

There are several steps employers can take to reduce the risk of claims and litigation, experts say:

1. Employers need to make certain that employees have their doctor's permission before using an onsite facility, said Michael Tompkins, a Kansas City, Mo.-based senior claim consultant for Lockton Cos. Inc., which offers onsite workout facilities.
2. In addition, companies need to have professional fitness staff available to ensure equipment is being used correctly. Regular equipment maintenance and safety checks also are vital, Mr. Tompkins said. "The whole issue is supervision and control, and you really have to have it in place. And if you can't afford to have it, then you are better off not" providing a facility, said Mr. Renner of Aon.
3. Companies also can reduce their risk greatly by allowing only workers--and not their families--access to facilities, he said. Employers can also hire an outside fitness company to run the facility, potentially transferring some liability, he said.
4. Finally, Mr. Tompkins said, employers need to ensure the facility is available to all employees, regardless of disability. Attorney Mr. Milani said onsite fitness centers and like facilities could give rise to discrimination claims if employers aren't careful to make them accessible for disabled workers. "Employers have to be very careful with compelling people to visit an onsite facility if the facility leaves out the disabled," he said.

Benefits to employees:

1. **Promotes a Wellness Philosophy:** A wellness-centered company may be more attractive to prospective employees and encourage current employees to stay with the company because their employer is invested in their health. Adding onsite fitness centers could help SacRT attract and retain quality employees.
2. **Improves Work-Life Balance:** Providing a fitness center at the workplace may encourage employees to enjoy some work-life balance. Some employees who work long hours or overtime regularly will appreciate the opportunity to break away for a lunchtime workout or get their workout in first thing in the morning before a busy day.
3. **Boosts Productivity:** The Harvard Business Review reports on the mental benefits of regular exercise, pointing to compelling evidence that suggests our workout regimen is directly linked to concentration, memory, learning ability, and creativity. Exercise can also boost the mood which has a direct effect on workplace performance.
4. **Improves Employee Morale:** Workers who feel like their employers care about them may be more cooperative, productive, and happier overall. Announcing that you are opening a private gym specifically for employee use could boost employee morale - it's a clear indication of the company investing in its employees.
5. **Can Reduce Absenteeism:** The American Institute for Preventive Medicine found that for every \$1 invested in worksite wellness programs, companies experienced a return of \$5.82 in reduced absenteeism. Companies with worksite wellness programs can effectively boost employee morale and improve employee health, and reduce the risk of absenteeism. Encouraging employees to work out regular at the workplace fitness center and adopt healthy lifestyle habits could contribute to reduced absenteeism.
6. **Helps Employees Manage Stress Effectively:** Stressed employees may be more likely to need time off work or they may compromise their ability to perform their jobs optimally. The American Psychological Association reports that exercise may improve mental health by helping the brain cope with stress effectively. Being sedentary - something that most of your employees do for a good portion of the workday - makes the body less efficient in responding to stress. Having access to a workplace fitness center could be a valuable asset to many stressed employees.

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Attachment 3: Space Needs for Service Expansion

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin staff?	BMF staff?	Facilities staff?	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
							Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Board of Directors		0 Auditorium	Administration	N	N	N	1	4000	1	4000	1	4000	1	4000	1	4000	1	4000
Board of Directors		0 Auditorium/Media Control Room	Administration	N	N	N	0		1		1		1		1		1	
Board of Directors		0 Auditorium kitchen	Administration	N	N	N	1		1		1		1		1		1	
Board of Directors		0 Auditorium storage	Administration	N	N	N	1		1		1		1		1		1	
Board of Directors		0 Board member office	Administration	N	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Board of Directors		0 Closed session conference room	Administration	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
General Manager		0 General Manager	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
General Manager		0 Executive Assistant	Administration	Y	N	N	1	400	1	400	1	400	1	400	1	400	1	400
General Manager		0 Special Assistant	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
General Manager		0 Conference Room	Administration	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Safety & Security		0 Police Captain	Administration	Y	N	N	0	0	0	0	0	0	1	120	1	120	1	120
Safety & Security		0 Lieutenant, Police Services	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Safety & Security		0 Conference Room	Administration	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
Safety & Security	Police	0 Sergeant	Administration	Y	N	N	3	144	4	192	5	240	5	240	6	288	6	288
Safety & Security	Police	0 Police Officer	Administration	Y	N	N	29	696	32	768	35	840	35	840	40	960	40	960
Safety & Security	Police	0 Administrative Assistant	Administration	Y	N	N	2	128	3	192	3	192	3	192	3	192	3	192
Safety & Security	Police	0 Consultants	Administration	Y	N	N	3	192	3	192	3	192	3	192	3	192	3	192
Safety & Security	Police	0 Locker Room	Administration	N	N	N	29	696	32	768	35	840	35	840	40	960	40	960
Safety & Security	Police	0 Locker Room	Administration	N	N	N	2	120	3	180	3	180	3	180	3	180	3	180
Safety & Security	Police	0 Storage	Administration	N	N	N	3	600	3	600	3	600	3	600	3	600	3	600
Safety & Security	Police	0 Gym	Administration	N	N	N	1	600	1	600	1	600	1	600	1	600	1	600
Safety & Security	Fare Inspection	0 Transportation Superintendent	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Safety & Security	Fare Inspection	0 Transit Officer Supervisor	Administration	Y	N	N	3	72	4	96	4	96	5	120	5	120	5	120
Safety & Security	Fare Inspection	0 Transit Agent	Administration	Y	N	N	54	1296	68	1632	72	1728	76	1824	81	1944	85	2040
Safety & Security	Fare Inspection	0 Transit Officer	Administration	Y	N	N	7	168	9	216	10	240	10	240	11	264	11	264
Safety & Security	Fare Inspection	0 Locker Room	Administration	N	N	N	64	768	80	960	85	1020	89	1068	95	1140	99	1188
Safety & Security	SOC	0 Security Operations Center	Police Department	N	N	N	0	0	0	0	0	0	0	0	0	0	0	0
Communications & Partnerships		0 VP Communications & Partnerships	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Communications & Partnerships	Marketing & Communications	0 Director, Marketing	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Communications & Partnerships	Marketing & Communications	0 Community/Gov't Affairs	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Communications & Partnerships	Marketing & Communications	0 Marketing Specialist	Administration	Y	N	N	1	64	2	128	3	192	4	256	5	320	6	384
Communications & Partnerships	Marketing & Communications	0 Graphics Designer	Administration	Y	N	N	2	128	3	192	3	192	3	192	4	256	4	256
Communications & Partnerships	Marketing & Communications	0 Administrative Assistants	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Communications & Partnerships	Marketing & Communications	0 Graphics work area	Administration	N	N	N	1	144	1	144	1	144	1	144	1	144	1	144
Communications & Partnerships	Marketing & Communications	0 Marketing storage	Administration	N	N	N	1	40	1	40	1	40	1	40	1	40	1	40
Communications & Partnerships	Customer Service	0 Customer Service Manager	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Communications & Partnerships	Customer Service	0 Customer Service Supervisor	Administration	Y	N	N	1	120	2	240	3	360	4	480	5	600	6	720
Communications & Partnerships	Customer Service	0 Customer Service Representative	Administration	Y	N	N	12	768	14	896	20	1280	20	1280	20	1280	20	1280
Communications & Partnerships	Customer Service	0 Customer Service Center	Administration	N	N	N	1	400	1	400	1	400	1	400	1	400	1	400
Communications & Partnerships	Customer Service	0 Reception Clerk	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Communications & Partnerships	Customer Service	0 Treasury Clerk	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Communications & Partnerships	Customer Service	0 Temp/Intern	Administration	Y	N	N	2	128	0	0	0	0	0	0	0	0	0	0
Communications & Partnerships	Customer Service	0 Lost & Found	Administration	N	N	N	1	144	1	144	1	144	1	144	1	144	1	144

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin	BMF	Faciliti	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
				staff?	staff?	es staff?	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Communications & Partnerships	Customer Advocacy	Customer Advocacy Supervisor	Administration	Y	N	N	1	120	1	120	1	120	2	240	2	240	2	240
Communications & Partnerships	Customer Advocacy	Admin Assistant	Administration	N	N	N	0	0	1	64	1	64	1	64	1	64	1	64
Communications & Partnerships	Customer Advocacy	Customer Advocates	Administration	Y	N	N	2	128	4	256	4	256	5	320	5	320	6	384
Communications & Partnerships	Customer Advocacy	ConnectCard Advocates	Administration	Y	N	N	2	128	2	128	3	192	3	192	4	256	4	256
Communications & Partnerships	Customer Advocacy	Conference Room	Administration	N	N	N	0	0	1	200	1	200	1	200	1	200	1	200
Communications & Partnerships	Gov't Affairs	Community/Gov't Affairs	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance		VP Finance / CFO	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Finance		Administrative Assistants	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Finance		Real Estate Manager	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance		Real Estate Administrator	Administration	Y	N	N	1	120	1	120	1	120	1	120	2	240	2	240
Finance	Finance & Treasury	Director, Finance and Treasury	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Finance & Treasury	Accounting Manager	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Finance & Treasury	Accountants	Administration	Y	N	N	2	128	3	192	3	192	3	192	4	256	4	256
Finance	Finance & Treasury	Senior Clerk	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Finance	Finance & Treasury	Accounts Payable Clerk	Administration	Y	N	N	1	64	1	64	1	64	1	64	2	128	2	128
Finance	Finance & Treasury	Payroll Supervisor	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Finance	Finance & Treasury	Payroll Analyst	Administration	Y	N	N	1	64	1	64	1	64	1	64	2	128	2	128
Finance	Finance & Treasury	Payroll Technician	Administration	Y	N	N	1	64	1	64	1	64	2	128	2	128	2	128
Finance	Finance & Treasury	Electronic Fare Collection Administrator	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Finance	Finance & Treasury	Revenue Manager	BMF	N	Y	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Finance & Treasury	Revenue Analyst	BMF	N	Y	N	1	56	1	56	1	56	1	56	1	56	1	56
Finance	Finance & Treasury	Revenue Clerk	BMF	N	Y	N	2	112	3	168	3	168	4	224	4	224	4	224
Finance	Finance & Treasury	Vault	BMF	N	N	N	2	192	2	192	2	192	2	192	2	192	2	192
Finance	Finance & Treasury	Revenue Storage	BMF	N	N	N	1	40	1	40	1	40	1	40	1	40	1	40
Finance	Finance & Treasury	Fare Prepayment Clerk	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Finance & Treasury	File Storage	Administration	N	N	N	1	300	1	300	1	300	1	300	1	300	1	300
Finance	Human Resources	Director, HR	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Human Resources	HR Administrator	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Human Resources	Pension Administrator	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Human Resources	Senior HR Analyst	Administration	Y	N	N	3	192	3	192	4	256	5	320	7	448	8	512
Finance	Human Resources	HR Analyst	Administration	Y	N	N	3	192	3	192	4	256	4	256	4	256	4	256
Finance	Human Resources	Administrative Assistants/Tech	Administration	Y	N	N	4	256	5	320	5	320	6	384	7	448	8	512
Finance	Human Resources	Lobby	Administration	N	N	N	1	400	1	400	1	400	1	400	1	400	1	400
Finance	Human Resources	Conference Room	Administration	N	N	N	1	200	1	200	2	400	2	400	3	600	3	600
Finance	Human Resources	Interview Room	Administration	N	N	N	1	200	1	200	1	200	2	400	2	400	2	400
Finance	Human Resources	HR Files	Administration	N	N	N	1	56	1	56	1	56	2	112	2	112	2	112
Finance	Office of Management & Budget	Director, Office of Management & Budget	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Office of Management & Budget	Budget Manager	Administration	N	N	N	0	0	0	0	0	0	0	0	1	120	1	120
Finance	Office of Management & Budget	Senior Financial Analyst	Administration	Y	N	N	3	192	2	128	3	192	3	192	4	256	6	384
Finance	Office of Management & Budget	Grants Manager	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Finance	Office of Management & Budget	Grants Analyst	Administration	Y	N	N	3	192	4	256	5	320	5	320	7	448	10	640

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin	BMF	Faciliti	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
				staff?	staff?	es staff?	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Finance	Office of Management & Budget	Conference Room	Administration	Y	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Accountability & Performance		VP, Accountability & Performance	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Accountability & Performance		Administrative Assistants	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Accountability & Performance	Internal Auditor	Internal Auditor	Administration	Y	N	N	1	120	1	120	1	120	1	120	2	240	3	360
Accountability & Performance	Internal Auditor	Audit Specialist	Administration	N	N	N	0	0	0	0	0	0	0	0	1	120	2	240
Accountability & Performance	Service Planning	Director, Planning	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Accountability & Performance	Service Planning	Principal Planner	Administration	Y	N	N	1	64	1	64	1	64	1	64	2	128	2	128
Accountability & Performance	Service Planning	Planner	Administration	Y	N	N	2	128	2	128	2	128	2	128	3	192	3	192
Accountability & Performance	Service Planning	Long-Range Planner	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	2	128
Accountability & Performance	Service Planning	Intern/Temp/Light Duty	Administration	Y	N	N	2	128	2	128	2	128	2	128	3	192	4	256
Accountability & Performance	Service Planning	Route Checkers	Administration	Y	N	N	4	96	4	96	4	96	5	120	6	144	6	144
Accountability & Performance	Service Planning	Administrative Assistants	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Accountability & Performance	Board	Clerk to the Board	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Accountability & Performance	Board	Assistant Clerk to the Board	Administration	N	N	N	0	0	0	0	0	0	0	0	0	0	1	120
Accountability & Performance	Board	Scanning	Administration	N	N	N	1	48	1	48	1	48	1	48	1	48	1	48
Accountability & Performance	Board	Executive Conference Room	Administration	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
Accountability & Performance	Board	File Storage	Administration	N	N	N	1	300	1	300	1	300	1	300	1	300	1	300
Accountability & Performance	EEO	EEO Officer	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Accountability & Performance	EEO	EEO Specialist	Administration	N	N	N	0	0	0	0	0	0	0	0	1	120	1	120
Accountability & Performance	Accessible Services	Director, Accessible Services	Administration	Y	N	N	1	120	1	120	2	240	2	240	2	240	2	240
Accountability & Performance	Accessible Services	Accessible Services Analyst	Administration	Y	N	N	3	360	3	360	4	480	4	480	5	600	6	720
Accountability & Performance	Accessible Services	Administrative Assistants	Administration	Y	N	N	2	128	3	192	3	192	3	192	4	256	4	256
Accountability & Performance	Accessible Services	Intern/Temp/Light Duty	Administration	Y	N	N	2	128	2	128	2	128	2	128	2	128	2	128
Accountability & Performance	Accessible Services	File Storage	Administration	N	N	N	1	40	1	40	1	40	1	40	1	40	1	40
Operations		VP Transit Services / Chief Operating Officer	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Operations		Deputy Chief Operating Officer	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations		Transportation Supervisor	BMF	N	Y	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations		Administrative Assistants	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Operations		Operations Control Center	Administration	N	N	N	0	0	0	0	0	0	0	0	1	48	2	96
Operations	CBS	CBS Superintendent	BMF	N	Y	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations	CBS	CBS Dispatcher	BMF	N	Y	N	4	96	4	96	4	96	4	96	5	120	6	144
Operations	CBS	Driver's Rooms	BMF	N	Y	N	28	336	32	384	36	432	39	468	45	540	56	672
Operations	CBS	Administrative Assistants	BMF	N	Y	N	1	64	1	64	1	64	1	64	1	64	1	64
Operations	CBS	Conference Room	BMF	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Operations	Light Rail	Director, Light Rail	Light Rail	N	N	N	1	120	1	120	1	120	1	120	1	120	1	120

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin staff?	BMF staff?	Facilities staff?	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
							Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Operations	Light Rail	Superintendents	Light Rail	N	N	N	2	128	2	128	3	192	3	192	3	192	4	256
Operations	Light Rail	Administrative Assistants	Light Rail	N	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Operations	Light Rail	Light Rail Controllers/Dispatchers	Light Rail	N	N	N	3	144	3	144	4	192	4	192	4	192	6	288
Operations	Light Rail	Conference / Training Rooms	Light Rail	N	N	N	2	1000	2	1000	2	1000	2	1000	2	1000	2	1000
Operations	Training	Training Administrator	BMF	N	Y	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations	Training	Operations Trainer	BMF	N	Y	N	4	256	4	256	4	256	5	320	5	320	6	384
Operations	Training	Trainee	BMF	N	Y	N	20	480	40	960	40	960	40	960	40	960	40	960
Operations	Training	Conference / Training Rooms	BMF	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
Operations	Transportation	Director, Transportation	BMF	N	Y	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations	Transportation	Transportation Superintendent	BMF	N	Y	N	3	360	3	360	4	480	4	480	5	600	5	600
Operations	Transportation	Transportation Supervisor/Dispatch	BMF	N	Y	N	23	552	26	624	30	720	32	768	37	888	46	1104
Operations	Transportation	Driver's Rooms	BMF	N	Y	N	349	4188	394	4728	452	5424	487	5844	564	6768	698	8376
Operations	Transportation	Administrative Assistants	BMF	N	Y	N	2	128	3	192	3	192	3	192	4	256	5	320
Operations	Transportation	Conference Room	BMF	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Operations	Transportation	File Storage	BMF	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Operations	Bus Maintenance	Director, Maintenance	BMF	N	Y	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations	Bus Maintenance	Administrative Assistants	BMF	N	Y	N	2	128	2	128	2	128	3	192	3	192	4	256
Operations	Bus Maintenance	Conference Room	BMF	N	N	N	2	400	2	400	2	400	2	400	3	600	3	600
Operations	Bus Maintenance	Conference Room	BMF	N	N	N	2	1000	2	1000	2	1000	2	1000	3	1500	3	1500
Operations	Bus Maintenance	Maintenance Superintendent	BMF	N	Y	N	1	120	1	120	1	120	2	240	2	240	2	240
Operations	Bus Maintenance	Maintenance Special Projects Supervisor	BMF	N	Y	N	1	120	1	120	1	120	2	240	2	240	2	240
Operations	Bus Maintenance	Maintenance Supervisor	BMF	N	Y	N	7	336	8	384	8	384	9	432	10	480	12	576
Operations	Bus Maintenance	Service Bays	BMF	N	N	N	31	55800	31	55800	31	55800	31	55800	31	55800	31	55800
Operations	Bus Maintenance	Mechanics (Bus Service Workers, Electronics Mechanics, Mechanic A, Mechanic B, Mechanic C, Painter, Upholsterer)	BMF	N	Y	N	69	828	74	888	74	888	74	888	74	888	74	888
Operations	Bus Maintenance	Maintenance Trainer	BMF	N	Y	N	1	64	1	64	1	64	1	64	2	128	2	128
Operations	Bus Maintenance	Materials Management Superintendent	BMF	N	Y	N	1	64	1	64	1	64	1	64	1	64	1	64
Operations	Bus Maintenance	Storekeeper	BMF	N	Y	N	7	168	7	168	7	168	7	168	8	192	9	216
Operations	Bus Maintenance	Parts Warehouse	BMF	N	N	N	1	7000	1	7000	1	7000	1	7000	1	7000	1	7000
Operations	Scheduling / Route Planning	Director, Scheduling	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations	Scheduling / Route Planning	Schedule Analyst	Administration	Y	N	N	3	192	3	192	3	192	3	192	4	256	4	256
Operations	Scheduling / Route Planning	Scheduling work area	Administration	N	N	N	4	96	4	96	4	96	4	96	5	120	5	120
Operations	Safety	Chief, Env. Health & Safety	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Operations	Safety	Senior Safety Specialist	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Operations	Safety	Safety Specialist	Administration	Y	N	N	2	128	2	128	3	192	3	192	3	192	4	256
Operations	Safety	Administrative Assistants	Administration	N	N	N	0	0	1	64	1	64	1	64	1	64	1	64
Operations	Safety	Safety supplies	Administration	N	N	N	1	40	0	0	0	0	0	0	0	0	0	0
Operations	Safety	Calibration lab	Administration	N	N	N	0	0	1	144	1	144	1	144	1	144	1	144
Administration		VP Administration / CAO	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Administration		Administrative Assistants	Administration	N	N	N	0	0	1	64	1	64	1	64	1	64	1	64

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin	BMF	Faciliti	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
				staff?	staff?	es staff?	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Administration	Information Technology	Director, IT	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Administration	Information Technology	Conference Room	Administration	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Administration	Information Technology	Manager, Enterprise Systems	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Administration	Information Technology	IT/Network Technician	Administration	Y	N	N	6	576	8	768	10	960	10	960	11	1056	12	1152
Administration	Information Technology	Temp/Intern	Administration	Y	N	N	1	48	1	48	1	48	1	48	2	96	2	96
Administration	Information Technology	Network Administrator	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Administration	Information Technology	Network or Video Comm Engineer	Administration	Y	N	N	3	288	4	384	4	384	4	384	5	480	6	576
Administration	Information Technology	IT (Business Systems, Programmer) Analyst	Administration	Y	N	N	8	512	10	640	11	704	11	704	12	768	12	768
Administration	Information Technology	Administrative Assistant / Project Coordinator	Administration	Y	N	N	1	64	2	128	2	128	2	128	2	128	2	128
Administration	Information Technology	IT Training Room	Administration	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
Administration	Information Technology	IT Workshop	Administration	N	N	N	2	288	2	288	2	288	2	288	2	288	2	288
Administration	Information Technology	Computer storage	Administration	N	N	N	1	3000	1	3000	1	3000	1	3000	1	3000	1	3000
Administration	Information Technology	FVM & Fiber storage	Administration	N	N	N	1	2400	1	2400	1	2400	1	2400	1	2400	1	2400
Administration	Labor Relations	Director, Labor Relations	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Administration	Labor Relations	Senior Labor Relations Analyst	Administration	Y	N	N	1	120	1	120	1	120	1	120	2	240	2	240
Administration	Labor Relations	Labor Relations Analyst	Administration	Y	N	N	1	64	1	64	1	64	2	128	2	128	2	128
Administration	Labor Relations	Administrative Assistants	Administration	N	N	N	0	0	1	64	1	64	1	64	1	64	1	64
Administration	Labor Relations	Conference Room	Administration	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Administration	Labor Relations	Labor Relations Files	Administration	N	N	N	1	56	1	56	1	56	1	56	2	112	2	112
Administration	Procurement	Manager, Contracts & DBE	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Administration	Procurement	Senior Procurement Analyst	Administration	Y	N	N	2	192	3	288	3	288	3	288	4	384	4	384
Administration	Procurement	Procurement Analyst	Administration	Y	N	N	3	288	4	384	5	480	5	480	5	480	6	576
Administration	Procurement	Procurement Clerk	Administration	Y	N	N	3	192	3	192	3	192	3	192	3	192	3	192
Administration	Procurement	Conference Room	Administration	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
Administration	Procurement	File Storage	Administration	N	N	N	1	300	1	300	1	300	1	300	1	300	1	300
Administration	Procurement	Receiving	Administration	N	N	N	1	1000	1	1000	1	1000	1	1000	1	1000	1	1000
Engineering & Facilities		VP Strategic Planning & System Development	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Engineering & Facilities	Engineering Services	QA Administrator	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Engineering & Facilities	Engineering Services	QA Specialist	Administration	N	N	N	0	0	0	0	0	0	0	0	1	64	1	64
Engineering & Facilities	Engineering Services	Administrative Assistants	Administration	Y	N	N	2	128	3	192	3	192	3	192	3	192	3	192
Engineering & Facilities	Engineering Services	Conference Room	Administration	N	N	N	1	500	1	500	1	500	1	500	1	500	1	500
Engineering & Facilities	Engineering Services	Conference Room	Administration	N	N	N	1	200	1	200	1	200	1	200	1	200	1	200
Engineering & Facilities	Systems Design	Director, Design	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Engineering & Facilities	Systems Design	Engineers / Architects	Administration	Y	N	N	4	384	5	480	6	576	6	576	8	768	8	768
Engineering & Facilities	Systems Design	Engineer (PSC)	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin staff?	BMF staff?	Facilities staff?	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
				(Y/N)	(Y/N)	(Y/N)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Engineering & Facilities	Systems Design	Outside consultant	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Engineering & Facilities	Systems Design	Engineering Technicians	Administration	Y	N	N	1	96	1	96	1	96	1	96	2	192	2	192
Engineering & Facilities	Systems Design	Drawing & Project Files	Administration	N	N	N	2	600	2	600	2	600	2	600	2	600	2	600
Engineering & Facilities	Construction & Facilities Mgmt	Director, Construction & Facilities Mgmt	Administration	Y	N	N	1	120	2	240	2	240	2	240	2	240	2	240
Engineering & Facilities	Construction & Facilities Mgmt	Assistant Resident Engineer	Administration	Y	N	N	1	64	2	128	2	128	2	128	2	128	2	128
Engineering & Facilities	Construction & Facilities Mgmt	Construction equipment storage	Administration	N	N	N	1	40	1	40	1	40	1	40	1	40	1	40
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Superintendent	Facilities Workshops	N	N	Y	1	120	1	120	1	120	1	120	1	120	1	120
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Supervisors	Facilities Workshops	N	N	Y	2	240	2	240	2	240	2	240	3	360	3	360
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Workers	Facilities Workshops	N	N	Y	29	696	32	768	34	816	36	864	38	912	40	960
Engineering & Facilities	Construction & Facilities Mgmt	Administrative Assistant	Administration	Y	N	N	0	0	0	0	0	0	0	0	0	0	0	0
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Workshop & storage	Facilities Workshops	N	N	N	29	4176	32	4608	34	4896	36	5184	38	5472	40	5760
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Lockers	Facilities Workshops	N	N	N	29	348	32	384	34	408	36	432	38	456	40	480
Engineering & Facilities	Construction & Facilities Mgmt	Facilities Warehouse	Facilities Workshops	N	N	N	2	10000	2	10000	2	10000	2	10000	2	10000	2	10000
Engineering & Facilities	Project Management	Director, Project Management	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Engineering & Facilities	Project Management	Project Manager	Administration	N	N	N	0	0	2	192	2	192	2	192	3	288	3	288
Engineering & Facilities	Project Management	Senior Engineering Analyst	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Engineering & Facilities	Project Management	Administrative Assistant	Administration	N	N	N	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Chief Counsel		Chief Counsel	Administration	Y	N	N	1	192	1	192	1	192	1	192	1	192	1	192
Office of the Chief Counsel		Deputy Chief Counsel	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Office of the Chief Counsel	Legal	Attorney	Administration	Y	N	N	3	360	3	360	3	360	3	360	3	360	3	360
Office of the Chief Counsel	Legal	Legal Secretary	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Office of the Chief Counsel	Legal	Senior Paralegal	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Office of the Chief Counsel	Legal	Library	Administration	N	N	N	1	300	1	300	1	300	1	300	1	300	1	300
Office of the Chief Counsel	Risk	Risk Administrator	Administration	Y	N	N	1	120	1	120	1	120	1	120	1	120	1	120
Office of the Chief Counsel	Risk	Senior Risk Analyst	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	2	128
Office of the Chief Counsel	Risk	Risk Analyst	Administration	Y	N	N	2	128	2	128	2	128	3	192	3	192	3	192
Office of the Chief Counsel	Risk	Risk Technician	Administration	Y	N	N	1	64	1	64	1	64	1	64	1	64	1	64
Office of the Chief Counsel	Risk	Storage closet	Administration	N	N	N	1	40	1	40	1	40	1	40	1	40	1	40
Total staff/assigned area							844	130,920	969	136,080	1070	139,724	1134	142,316	1274	148,708	1463	153,432
Efficiency ratio (Assigned SF / Rentable building area (RSF))								75%		75%		75%		75%		75%		75%
Total Rentable Building Area								174,560		181,440		186,299		189,755		198,277		204,576
Say								175,000		182,000		187,000		190,000		199,000		205,000

Space Needs for Service Expansion

Division	Department	Title	Desired location	Admin staff?	BMF staff?	Facilities staff?	Scenario 0: Current Service (162 buses, 376 drivers) (Current LRT + Streetcar starting ~2021)		Scenario 1: \$20M Expansion (+21 buses, +49 drivers) (Current LRT + Streetcar)		Scenario 2: Transit Renewal (+48 buses, +111 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 3: \$40M Expansion (+64 buses, +148 drivers) (LRT fleet replace, Streetcar, Green line)		Scenario 4: Board Vision (+100 buses, +231 drivers) (LRT fleet replace, Streetcar, Green line, EG, Folsom)		Scenario 5: GM Vision (+162 buses, +376 drivers) (LRT fleet, Green line, EG, Folsom, Roseville, West Sac)	
							Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)	Staffing	Space (Assigned SF)
Administration Buildings only							273	39,176	315	42,428	345	44,640	361	45,896	404	49,648	427	51,560
Flexibility ratio	10%						110%		110%		110%		110%		110%		110%	
Efficiency ratio	(Assigned SF / Rentable building area (RSF))						75%		75%		75%		75%		75%		75%	
Total Rentable Building Area							57,458		62,228		65,472		67,314		72,817		75,621	
Say							58,000		63,000		66,000		68,000		73,000		76,000	
Added space for Amenities	Cafeteria / Street level retail	20SF/employee					5,460		6,300		6,900		7,220		8,080		8,540	
	Day Care	Not recommended					0		0		0		0		0		0	
	Green Space	3 SF/employee					819		945		1,035		1,083		1,212		1,281	
	Gymnasium / Wellness	4 SF/employee					1,092		1,260		1,380		1,444		1,616		1,708	
	Quiet Rooms/ Lactation Rooms	1 SF/employee					273		315		345		361		404		427	
	Subtotal						7,644		8,820		9,660		10,108		11,312		11,956	
Efficiency ratio	(Assigned SF / Rentable building area (RSF))						75%		75%		75%		75%		75%		75%	
Total Rentable Building Area							10,192		11,760		12,880		13,477		15,083		15,941	
Say							10,000		12,000		13,000		13,000		15,000		16,000	
							17.2%		19.0%		19.7%		19.1%		20.5%		21.1%	
TOTAL ADMINISTRATION SPACE DESIRED							68,000		75,000		79,000		81,000		88,000		92,000	
BMF1 or replacement only							532	74,708	612	76,076	679	77,036	725	78,012	819	80,172	980	82,464
Efficiency ratio	(Assigned SF / Rentable building area (RSF))						80%		80%		80%		80%		80%		80%	
Total Rentable Building Area							93,385		95,095		96,295		97,515		100,215		103,080	
Say							94,000		96,000		97,000		98,000		101,000		104,000	
Added space for Amenities	Cafeteria / Street level retail	10SF/employee					5,320		6,120		6,790		7,250		8,190		9,800	
	Day Care	Not recommended					0		0		0		0		0		0	
	Green Space	3 SF/employee					1,596		1,836		2,037		2,175		2,457		2,940	
	Gymnasium / Wellness	4 SF/employee					2,128		2,448		2,716		2,900		3,276		3,920	
	Quiet Rooms/ Lactation Rooms	1 SF/employee					532		612		679		725		819		980	
	Subtotal						9,576		11,016		12,222		13,050		14,742		17,640	
Efficiency ratio	(Assigned SF / Rentable building area (RSF))						75%		75%		75%		75%		75%		75%	
Total Rentable Building Area							12,768		14,688		16,296		17,400		19,656		23,520	
Say							13,000		15,000		16,000		17,000		20,000		24,000	
							13.8%		15.6%		16.5%		17.3%		19.8%		23.1%	
TOTAL BMF SPACE DESIRED							107,000		111,000		113,000		115,000		121,000		128,000	
Facilities space only							32	15,580	35	16,120	37	16,480	39	16,840	42	17,320	44	17,680
Efficiency ratio	(Assigned SF / Rentable building area (RSF))						80%		80%		80%		80%		80%		80%	
Total Rentable Building Area							19,475		20,150		20,600		21,050		21,650		22,100	
Say							20,000		21,000		21,000		22,000		22,000		23,000	
Added space for Amenities	Cafeteria / Street level retail	20SF/employee					640		700		740		780		840		880	
	Day Care	Not recommended					0		0		0		0		0		0	
	Green Space	3 SF/employee					96		105		111		117		126		132	
	Gymnasium / Wellness	4 SF/employee					128		140		148		156		168		176	
	Quiet Rooms/ Lactation Rooms	1 SF/employee					32		35		37		39		42		44	
	Subtotal						896		980		1,036		1,092		1,176		1,232	
Efficiency ratio	(Assigned SF / Rentable building area (RSF))						75%		75%		75%		75%		75%		75%	
Total Rentable Building Area							1,195		1,307		1,381		1,456		1,568		1,643	
Say							1,000		1,000		1,000		1,000		2,000		2,000	
							5.0%		4.8%		4.8%		4.5%		9.1%		8.7%	
TOTAL FACILITIES SPACE DESIRED							21,000		22,000		22,000		23,000		24,000		25,000	
Admin + Facilities							89,000		97,000		101,000		104,000		112,000		117,000	
BMF + Facilities							128,000		133,000		135,000		138,000		145,000		153,000	

Working Paper 3 – Location Alternatives

Contents

Working Paper 3 – Location Alternatives 1

Facilities and Constraints 1

Administrative facilities 2

Customer service 2

Executive functions 2

Support staff functions 3

Bus Maintenance Facility 1 (BMF1) 3

Basic Constraints 3

Growth Issues 3

Central City (BMF1) 4

Other Central City Locations 5

North Area 5

South area 5

East area 5

West Sacramento 6

Proposed Locations 6

Administration Complex 6

Option A: Renovate Current Facilities 6

Option B: Consolidate Facilities on Existing Property 6

Option C: Relocate Downtown 7

Option D: Relocate with BMF1A 7

BMF1/BMF1A 8

Option A: Renovate Current Facilities 8

Option B: Relocate to South Area 8

Satellite Yard Downtown 9

Customer Service Center 9

Facilities Maintenance, Warehousing, and Other Support Services 9

Attachment 1: Central City Map 10

Attachment 2: SacRT Routes & Population Density 12

Attachment 3: SacRT Routes & Income 14

Attachment 4: SacRT Routes & Employment 16

Attachment 5: Ridership Map 18

Facilities and Constraints

A workshop was held August 1, 2017 with key staff to identify possible combinations of locations for SacRT administrative and bus facilities, to:

- Accommodate current needs and future growth,
- Bring admin staff closer to stakeholders downtown,
- Upgrade facilities at least or no cost (whether through renovation or new construction), and

- Reap value from SacRT's existing properties, to the extent that such value may exceed the costs of renovation or new construction.

The participants reviewed existing administration and bus facilities (see Working Paper 1), and the potential growth scenarios (see Working Paper 2).

Administrative facilities

One of the goals of the CMP Project is to consolidate SacRT's administrative staff in a single building, to improve efficiency. However, the location constraints for administrative staff are not all the same. There are different constraints for customer service, executive functions, and support services (see Working Paper 2).

Customer service

Departments located at the Customer Service Center include Customer Service, Customer Advocacy, and Accessible Services, and provide services such as selling tickets and passes, taking photo IDs for discounted service, providing information about SacRT services, and maintaining the Lost and Found. Despite the trend for organizations to provide more on-line services, there is a continued need for SacRT to provide these services in person. These services should therefore be located near the center of SacRT's customer base, and convenient to the entire light rail system and to many SacRT bus routes.

The greatest concentration of customer base is found in the areas within a few blocks north and south of Capitol Mall, where City/County and State government offices (respectively) are concentrated. SacRT's three light rail lines overlap services at 7th & Capitol, 8th & Capitol, 8th & O, Archives Plaza, and 13th Street Station. When the Blue Line gets re-routed from K Street to H Street (as part of the Downtown Riverfront Streetcar project), then 7th & I/County Center and 8th & H/County Center Stations will also be within that overlap (and will also serve the Streetcar). If the Green Line gets interlined with another line, then 16th Street Station (SacRT's busiest) would also be within this overlap. If the Customer Service Center is located within a block of all three light rail lines and within the greatest concentration of customers, then that defines a potential area roughly bounded by G Street, 6th Street, 9th Street, N Street, P Street, 11th Street, 13th Street, Q Street, S Street, and 14th Street. The current Customer Service Center Location at 1221/1225 R Street is within this area. See Attachment 1 – Central City Map.

SacRT should consider the convenience of a retail storefront(s) to its customer base when it decides where to locate its administrative facilities. Ideally all of the public functions of SacRT would be accommodated at the same location(s), to eliminate the need for SacRT's customers to travel between multiple locations in order to do business with SacRT or otherwise use SacRT's services.

Executive functions

SacRT's current administrative headquarters at 1400 29th Street offers relatively convenient parking for Midtown, but is about 2 miles removed from many of its primary partners – the City of Sacramento, County of Sacramento, Sacramento Area Council of Governments (SACOG) and Caltrans are all located west of 15th Street.

Planning for a new administrative facility should consider the desire for SacRT administrative and executive staff to be close to these key stakeholders. The auditorium, which serves as the Board meeting room, should be readily accessible via public transportation including both bus and light rail. The desirability of a downtown location, however, must be balanced with the

potentially higher cost and a need for some parking, if only for pool cars to support business trips that cannot be made via transit.

Support staff functions

Support staff functions are those “back office” functions such as accounting, engineering, facilities maintenance, information technology, police services, procurement, risk management, and safety, that may not absolutely need to be near the General Manager or Board meeting space. However, it is desirable to keep all administrative staff close to the executive functions, to maximize the productivity boost due to proximity and to better foster a team spirit among the administrative staff. Support staff that is primarily in the field (for example, Facilities Maintenance or Police Services) typically have parking and space needs that make these functions less optimally located in the Central City.

Bus Maintenance Facility 1 (BMF1)

Basic Constraints

The Bus Maintenance Facilities (or BMFs) are locations where buses are parked, serviced and maintained, and where bus operators (drivers) report to work. When a bus route starts and stops somewhere other than a BMF, the travel from the BMF to or from the start or end of the route is called “deadhead”; this travel is a cost to SacRT when the bus and driver are not providing service to customers. Similarly, when an operator must travel from the BMF to a point where he or she can relieve another operator for a shift change, that is called relief time and is a cost to SacRT where the driver is not providing service to customers. The greater the deadhead and relief time, the more operating efficiency is adversely impacted. SacRT needs to maximize its operating efficiency, which implies that it should minimize deadhead and relief travel.

In order to minimize deadhead time, any BMF requires good freeway access. Due to their industrial nature and the fact that bus maintenance activities continue late into the night and start early in the mornings, any BMF should be located far from any residential areas.

In addition, since each BMF requires certain fixed labor and space needs for supervision, parts storage, fueling and wash facilities, etc., the efficiency of the facilities is decreased if it is too small.

Review of peer agencies serving similar metropolitan areas indicates that the optimal size of a BMF is approximately 250 buses. This size balances the benefits of dispersing multiple facilities throughout the service area to minimize operating costs (deadhead and relief costs) with the benefits of facility efficiency.

Growth Issues

Working Paper 2 lays out a series of growth scenarios that ultimately would double the size of SacRT’s bus fleet. Given the optimal size of a bus maintenance facility at 250 buses, and the current fleet size of 226 buses, virtually any growth scenario will require a second bus maintenance facility.

Fortunately, SacRT already has a site for a second bus maintenance facility. BMF2, at 3701 Dudley Blvd. in the McClellan Business Park, is the home of 28 CBS buses. Full build-out of BMF2 is planned to serve 125 buses, with ultimate build-out (upon acquisition of additional property) to 250 buses. For various reasons related to the nature of the real estate transaction with McClellan Park, SacRT cannot readily abandon the existing BMF2 site.

A set of interim improvements to BMF2 is in design and is anticipated to be completed circa mid- to late-2019, pending funding. These interim improvements are intended to enable SacRT to start operating and maintaining 50-80 buses at BMF2, including full-size (40'-long) buses. BMF2 will be most effective as a base of operations for bus routes serving the portions of SacRT's service area north of the American River; depending on the actual routes to be shifted, BMF2 is intended to accommodate total fleet growth beyond 250 buses.

SacRT is soliciting proposals from consultants to conduct a Route Optimization Study (ROS) to reimagine SacRT's bus route structure; the ROS is anticipated to take about 18 months. Since this CMP is tasked with completion in September 2017, the CMP needs to rely on assumptions what the bus service will look like after the ROS is implemented. The new bus route structure can be assumed to be concentrated in areas where there is relatively high density of residents (especially low-income residents, who tend to be more transit-dependent) and employment. The greatest population density resides primarily in the central city, and secondarily in two wedges stretching from the central city to the northeast (between I-80 and US 50) and to the south along Highway 99; see Attachment 2 – SacRT Routes & Population Density. The same areas have the lowest median household income; See Attachment 3 – SacRT Routes & Income. Downtown Sacramento has the region's highest employment density by a factor of 3 to 12 over any other census block; see Attachment 4 – SacRT Routes and Employment.

The locations of bus maintenance facilities consider how best to minimize operating costs related to deadhead and operator reliefs. For this analysis, the concept of a "center of mass" is most helpful. The center of mass is defined as the average position of all the parts of the system, weighted according to their masses (boardings and alightings). See Attachment 5 – Ridership Map. SacRT's existing bus route structure extends across much of the urbanized portion of Sacramento County, but the "center of mass" of the locations where existing bus passengers' trips start and end is near Midtown Sacramento. The current BMF1 location is the optimal location for a single bus maintenance facility.

Therefore, if BMF1 is relocated, the new location should be on the opposite side of the centroid of bus service from BMF2 -- in other words, to the central or southern parts of SacRT's service area.

For purposes of this CMP, the term BMF1A will be used to refer to a relocation of BMF1.

Central City (BMF1)

The Midtown main bus maintenance facility (BMF1) is located in the block bounded by 28th Street, 29th Street, Capitol Avenue and N Street, and also includes parking under the Business Route 80 viaduct on the blocks bounded by 29th Street, 30th Street, Capitol Avenue and Q Street. This facility currently serves all SacRT bus routes served by full-size buses (approximately 198 buses total including PVR, stand-by and spare buses). Due to physical site constraints, this is close to the maximum number of buses that can be accommodated; although SacRT had 278 buses in 2007, that exceeded the site capacity and forced a number of operational compromises that were not sustainable (such as requiring many employees to find on-street parking).

BMF1 is well-positioned to serve bus routes radiating from downtown and also, pending development of an East Area bus maintenance facility, to serve routes along the Highway 50 corridor.

Other Central City Locations

Staff reviewed other locations for BMF1A in the Sacramento central city area (roughly bounded by the American River on the north, the Sacramento River on the west, US 50 on the south and Business 80 on the east), that would have similar deadhead and relief travel distances as BMF1. The only non-residential or industrial areas within this area were the Railyards and the River District. Both of these areas are to the northwest of the Capitol and would increase travel times significantly to the eastern part of the service area.

A satellite bus yard (i.e. for just parking buses and for operator reporting, not for service or maintenance) anywhere in the central city would assist in staging buses for commutes. However, there are potential operating costs to a new satellite yard as well. One scenario in which the satellite yard may work is if it is co-located with a new administrative headquarters in the Railyards or River District. With the recent bankruptcy of Capitol Station 65, LLC, the Township 9 area has a lot of vacant property that could suffice for a dual-use administrative/satellite bus facility.

North Area

Because the assumption is that BMF2 will be retained and built out to serve the portion of SacRT's service area north of the American River, staff ruled out any other new locations in the north area.

South area

Beyond the central city, the greatest density of SacRT's route structure (and the greatest density of transit-dependent population) exists in the area south of Highway 50 and west of the Union Pacific Railroad (former Southern Pacific Railroad) main line tracks. It includes a wedge of the city between Interstate 5 and Highway 99, and extends south to Elk Grove, which in the early 2000s was the fastest growing city in California in 2005-2006 and is still one of the faster-growing cities in California. The South area is a likely location for a third bus maintenance facility, to support SacRT's current route network and possible expansion.

Various locations within the South Area have been identified in the past to support a possible bus maintenance facility. The specific sites studied are generally clustered in the industrial area east of the light tracks from Fruitridge Road to Florin Road, and in the area around the former Sacramento Army Depot. The latter site is relatively removed from the greatest density of residents or SacRT bus routes and lacks good freeway access.

Farther south, the City of Elk Grove's e-Tran system occupies much of the Elk Grove Corporation Yard at 10250 Iron Rock Way, Elk Grove, with a capacity of approximately 60 buses. This location also has good access to Highway 99, but is about 7 miles south of the Cosumnes River College Transit Center (approximately the southern point of SacRT's service area), and with the heavy commute traffic on Highway 99, this is not a good location for SacRT to co-locate.

East area

SacRT currently has only 8 bus routes serving the Highway 50 corridor east of Florin-Perkins Road, most of which have relatively low ridership. While the potential for future growth in population, transit ridership and bus routes along this corridor may justify another bus maintenance facility in this area in the future, the current service does not appear to justify it.

West Sacramento

Just across the river from Downtown Sacramento, West Sacramento has an abundance of industrial land and good freeway access. Due to the fact that West Sacramento lies outside of SacRT's service area, staff did not fully evaluate this option.

Proposed Locations

The following individual project site options were evaluated for conformance to the criteria listed above. These evaluations were not intended to be exclusive, but rather to identify promising options for further study. See Attachment 6 Potential Future Locations – Background Information for more detail.

Administration Complex

Option A: Renovate Current Facilities

As noted in Working Paper 2, the existing administrative facilities have enough gross floor area to accommodate SacRT's future growth needs, provided that some space-intensive support functions are moved to other sites. However, the current administrative buildings have a lot of deferred maintenance and the space layouts are functionally obsolete, so the existing buildings would need to be renovated to function at higher efficiency.

Option B: Consolidate Facilities on Existing Property

Consolidate the Administration complex in a renovation/expansion of one of the existing SacRT administration properties. This would result in a multi-story building on one of the following three sites:

Option B1: The Main Administration, Old Administration and Hullcraft buildings at 1400 29th Street, 2812 N Street, and 2824 N Street, respectively. The scope of work would include renovating Main Administration building (currently 2 stories and 23,000 GSF) but not adding new space. The Old Administration building would be demolished and reconstructed as a 2-6 story building (12,800 – 38,400 GSF). The Hullcraft building would be renovated and the walls and roof raised a couple feet to be able to insert a full second floor (38,400 GSF total). This option results in a program of approximately 99,800 GSF.

Pros: Fewer people to relocate, easier to stage construction.

Cons: Releases less value.

If all three buildings are built out at 2 stories, total floor area could be 76,800 GSF; at 3 stories (max. FAR) we could reach 115,200 GSF. In reality, the Main Admin and Hullcraft buildings may be difficult to raise above 2 stories, for different reasons (structural in the case of Main Admin, historic in the case of Hullcraft), so the entire increase above 76,800 GSF would have to be accommodated by rebuilding the Old Admin building to a height of 4-6 stories (total 89,600 – 102,400 GSF, depending on final program). SacRT could then sell the Engineering, Finance and R Street properties and relinquish the lease on the HR building.

Option B2: A new building located at 2811 O Street (in place of the current Engineering Building and O Street Trailer).

Pros: Fewer people to relocate, easier to stage construction.

Cons: Releases less value, and was found not to be cost-neutral in 2003. May require a general plan amendment.

The existing property is approximately 100' x 160' or 16,000 GSF. Maximum building height is 65'. Sedway Group report from 2003 recommended a 5-story building (80,000 GSF) with underground parking to supplement RT Main Admin, Old Admin and Hullcraft, but relinquish all other properties (Finance, HR and 1225 R Street). This option was found not to be revenue-neutral at that time, and would require an increase in the FAR. However, the cost-benefit ratio could be improved by retaining the 4 blocks of RT parking under the freeway, constructing a new driver's lounge and dispatch center under the southbound on-ramp (where the pool car parking is currently located on the east side of 29th Street between N and O Streets), and selling the Main Admin/Old Admin/Hullcraft properties as well.

Option B3: A new building located at 1516 29th Street (in place of the current Finance Building).

This proposal includes the existing RT Finance lot (approximately 160' x 160' or 25,400 GSF) and the 40' x 80' lot across the alley to the north, currently used as parking, proposed to remain as visitor's parking. Maximum building height is 65'. Assuming current FAR of 3.0, maximum building area would be 76,200 GSF. Other concerns are similar to Option B2 above.

Option C: Relocate Downtown

SacRT's image, and actual and perceived accessibility, could be improved by moving the Administration Complex and Customer Service Center to a single location in the Central Business District. Specific sites were located in the vicinity of Sacramento Valley Station (SVS), as well as a historic building at 830 K Street that was investigated in the early 2000s and is still available.

Option C1: Lot 40 (northwest corner of 5th & H Streets, currently a detention basin, owned by Downtown Railyard Ventures, or DRV). This site is a narrow parcel between 5th Street to the east and the proposed relocation/realignment of SVS light rail station to the west. The site will be available for development only after a discharge facility is constructed, unburdening the site from its current use as the detention basin for the properties east of 5th.

Option C2: Llot bounded by F/G/5th/6th, owned by DRV. The administrative offices would be located at the 5th & 6th street level and above, over light rail storage tracks at ground level. The City will want to see an active perimeter of uses at the street level; the stepping of the floor plates can be challenging from a cost perspective. This site is very constrained by the undercrossing at 7th, the transitway impacts along F Street and of course the rail corridor on the north side, so acquisition cost could be relatively inexpensive. Parking would be an issue.

Option C3: 830 K Street. Total building area is 60,000 GSF, which is too small to accommodate the entire Administration space needs. SacRT could try to also purchase the adjacent Cordano property at 9th & L for Police Services. In addition, some additional support staff may need to be relocated to BMF2. The space for amenities would be limited, but due to the proximity of numerous businesses downtown (including restaurants, cafes, gymnasias, etc.), the need for in-house amenities may be reduced.

Option D: Relocate with BMF1A

Option D1: Move the Administration complex to the Township 9 area, adjacent to or across the street from the 7th & Richards/Township 9 Station and share the site with bus staging. There

are available properties at the northeast corner of N. 5th & Richards and the northeast corner of N. 7th & Richards. The Township 9 property owner is in the middle of bankruptcy proceedings and a new owner will result in a resetting of the property values. Need to check zoning. Considered for Admin only or Admin with a downtown bus staging area, not a full maintenance facility.

Option D2: If BMF1 is relocated to the South Area as discussed elsewhere in this document, there would be some synergy to keeping the Administration complex with the relocated BMF1A. If this is done, the Administration complex would be relatively far from our customers, partners and stakeholders. For example, 47th Avenue Station is 6 miles from downtown and 19-21 minutes to 7th & Capitol/9th & K Stations. In order to preserve transit accessibility to the new administration complex, SacRT may need to reintroduce Route 64 and/or a Franklin express bus; and improve pedestrian access to the nearest light rail station. See also comments below re: BMF.

BMF1/BMF1A

The following possible BMF1 scenarios have been developed:

- Option A: Renovate existing buildings.
- Option B: Move BMF1 to South area at Campbell's Soup site.
- Option C: Move BMF1 to South area at Florin & Franklin.
- Option D: Move BMF1 to South area industrial neighborhood between 47th Avenue and Florin Road (exact site(s) not determined).

Option A: Renovate Current Facilities

As noted in Working Paper 2, the existing BMF1 can accommodate SacRT's current fleet if all growth in fleet size is channeled to BMF2. However, the current BMF1 buildings and equipment have a lot of deferred maintenance, so the existing buildings would need to be renovated to extend their useful life.

Option B: Relocate to South Area

In order to space two yards appropriately for most effective coverage of SacRT's route network, only sites in the south area would be considered.

Option B1: The Campbell's Soup property is ~110 acres with 70 acres available, which is more than enough for SacRT, and existing buildings that could be renovated for both BMF1A and for the Administration complex. SacRT could use additional area beyond our 32.5 acre BMF1A program for training/Roadshows etc. The site is already connected to ample water and electricity service, and a large CNG pipeline; and it is near SacRT's fiber optic network connection point at 47th Avenue. The site is currently served only by Route 67 and is about a 1/2 mile walk to the 47th Avenue light rail station, which may complicate operator reliefs.

Option B2: Old dealerships at the northwest corner of Florin Road and Franklin Boulevard are vacant, and are a higher traffic and more visible location than near 47th Avenue; the site would be served by Route 81 which is one of RT's busiest bus routes, in addition to Route 67, and is ¼ to ½ mile from Florin light rail station. Bus access may be hampered by heavy traffic on Florin Road.

Option B3: Other industrial areas near Florin/47th/UPRR need more study.

Satellite Yard Downtown

If SacRT relocates BMF1 away from the central city, there may be a continued need to provide bus staging near downtown. Staff has identified the potential to build a combined bus staging area and administrative office with parking near the 7th & Richards/Township 9 station; see discussion under Administration Complex Option D1 above.

In addition to SacRT's current leases from Caltrans under the Business 80 freeway, the City of Sacramento's planned expansion of SVS may provide opportunities for more bus routes to terminate and lay over at the SVS. The SVS project is currently in master planning and implementation is many years out.

Customer Service Center

The Customer Service Center is proposed to remain at 1221/1225 R Street to provide SacRT with a downtown presence and keep the main customer service functions near SacRT's ridership base. Also, the Network Operations Center (NOC), which is the center of SacRT's fiber optic network, is located at 1221/1225 R Street. Relocation of the NOC would require most of the fiber optic trunk lines to be extended to a new location.

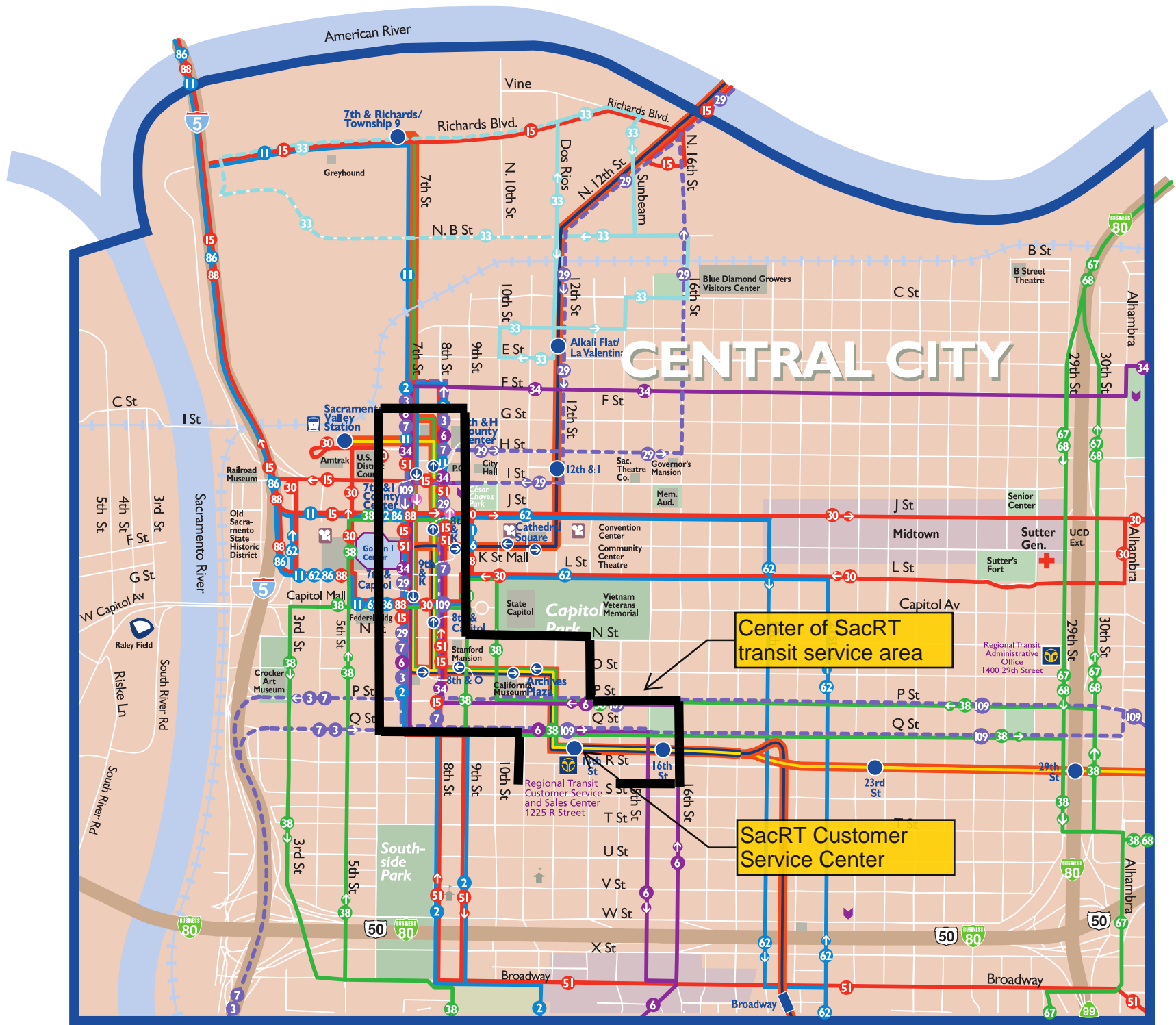
However, in scenarios where the Administration complex moves to a new Administration building within the downtown Sacramento CBD, the customer service functions could move to the new Administration building. If the NOC is also relocated, then the property at 1221/1225 R Street could be declared surplus and sold as well.

Facilities Maintenance, Warehousing, and Other Support Services

As discussed in Working Paper 2, some of the support services are proposed to be separated from the administration complex and located at other facilities. These support services include: Facilities Maintenance, Police Services, Procurement receiving, storage for various departments; and a central Operations Training facility.

- Facilities maintenance staff will be located at Administration, BMFs and Metro according to their respective work assignments;
- IT storage could be located at an outlying campus, but are included in the Administration Facility for purposes of this study;
- Operator Training would be located at BMF2. The 2008 program for BMF2 accommodates a central training department of 16,787 SF for Transportation, Maintenance, and Light Rail (including 3 classrooms for 40 people each, 1 classroom for 25 people, a 12-person conference room, 8 simulators, and associated office and shared space and storage), but only in the 250-bus program, not in the 125-bus program. Since the BMF2 building is sufficiently spacious to accommodate the central training program, it is recommended that this central training department be accommodated with the initial 125-bus buildout at BMF2 if that occurs before BMF1 is moved; otherwise build the training center with BMF1A;
- Procurement receiving and warehousing would be located at the bus maintenance facilities (BMF1/BMF1A and BMF2); and
- Police Services: If Administration moves downtown, then Police Services should move to one BMF1A (primarily due to police vehicle parking needs).

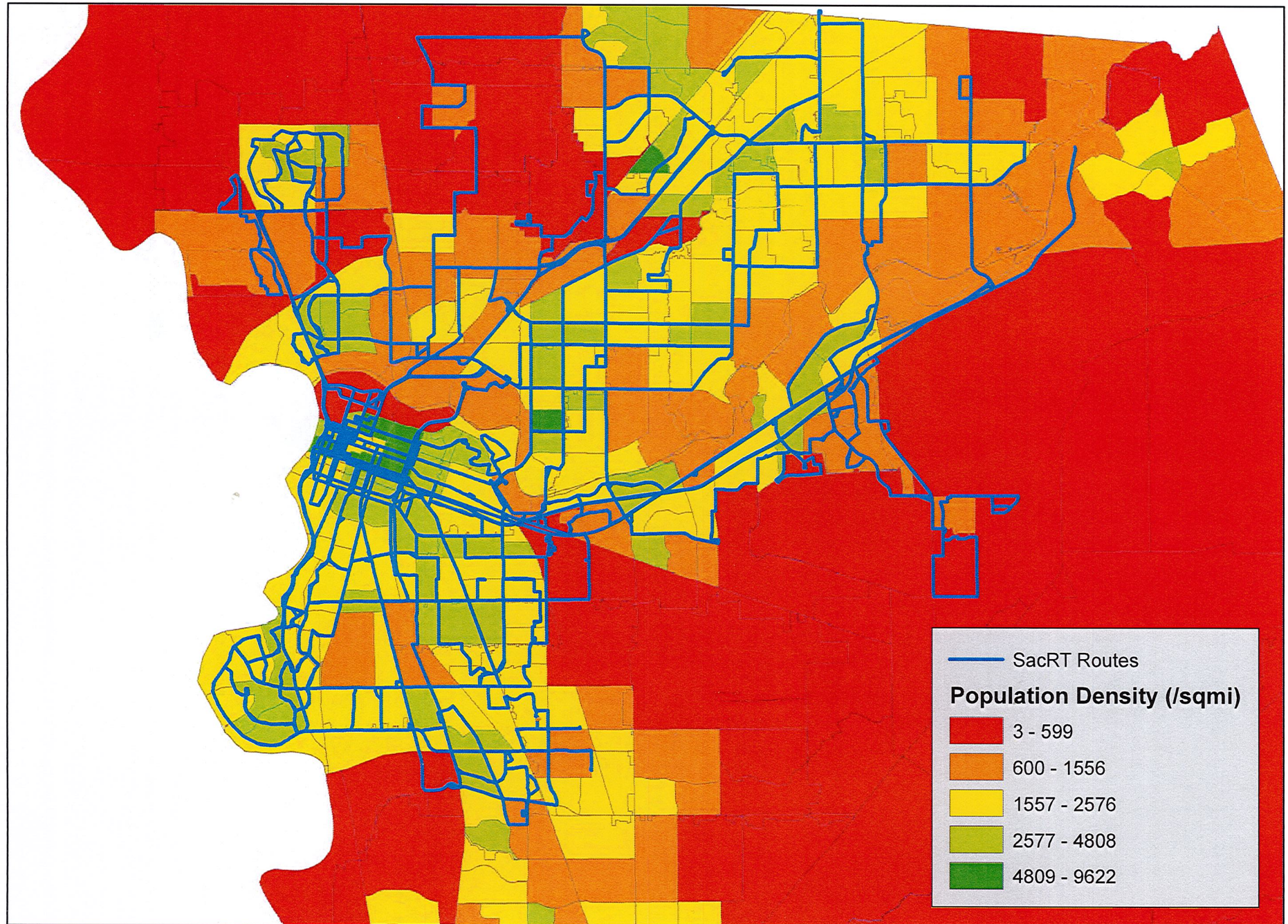
Attachment 1: Central City Map



Attachment 2: SacRT Routes & Population Density

Note: Map is based on SacRT 2013 bus route network and 2010 census data.

SacRT Routes & Population Density



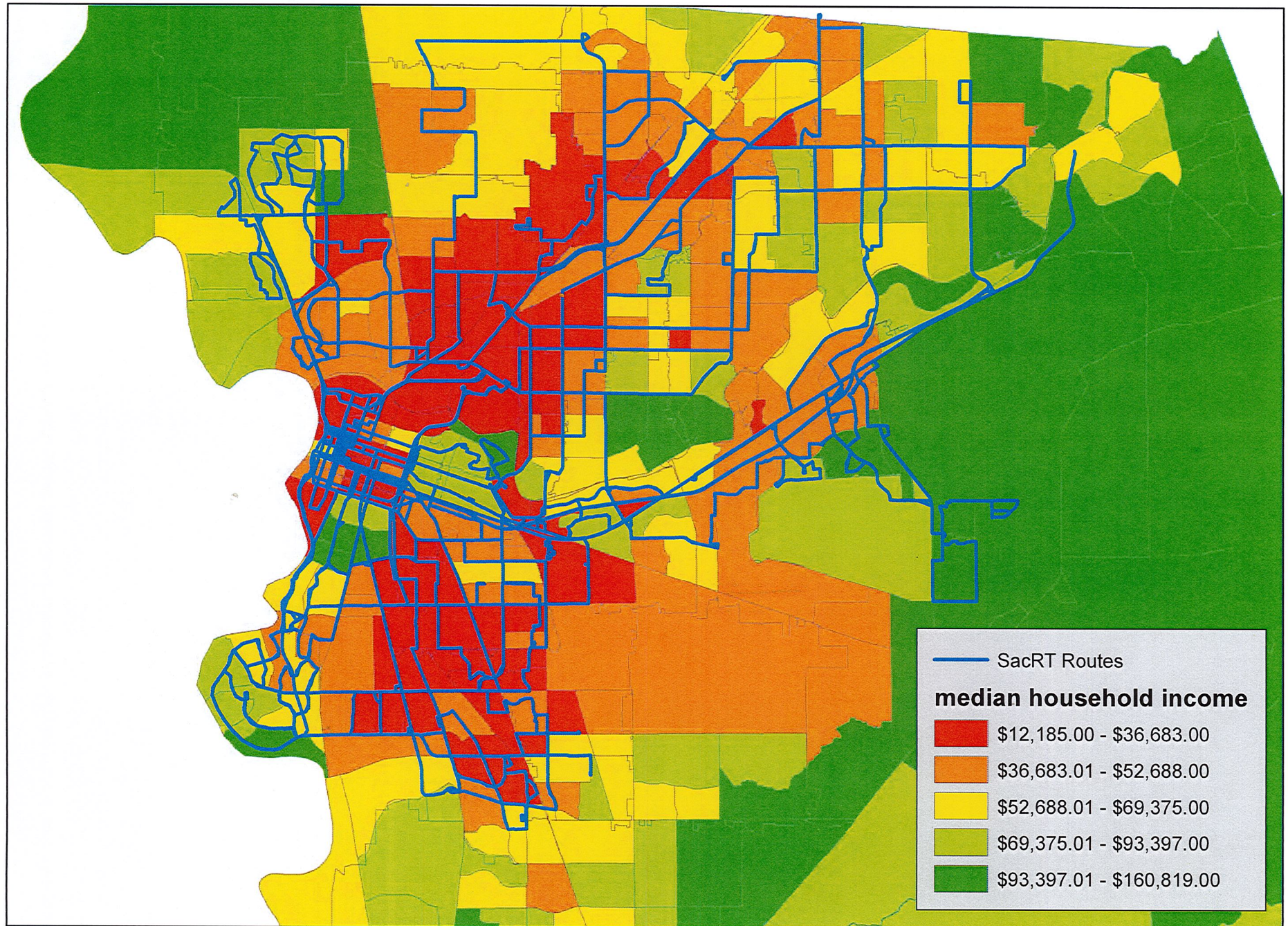
Sources: SacRT GTFS routes (all), ACS Population



Attachment 3: SacRT Routes & Income

Note: Map is based on SacRT 2013 bus route network and 2010 census data.

SacRT Routes & Income



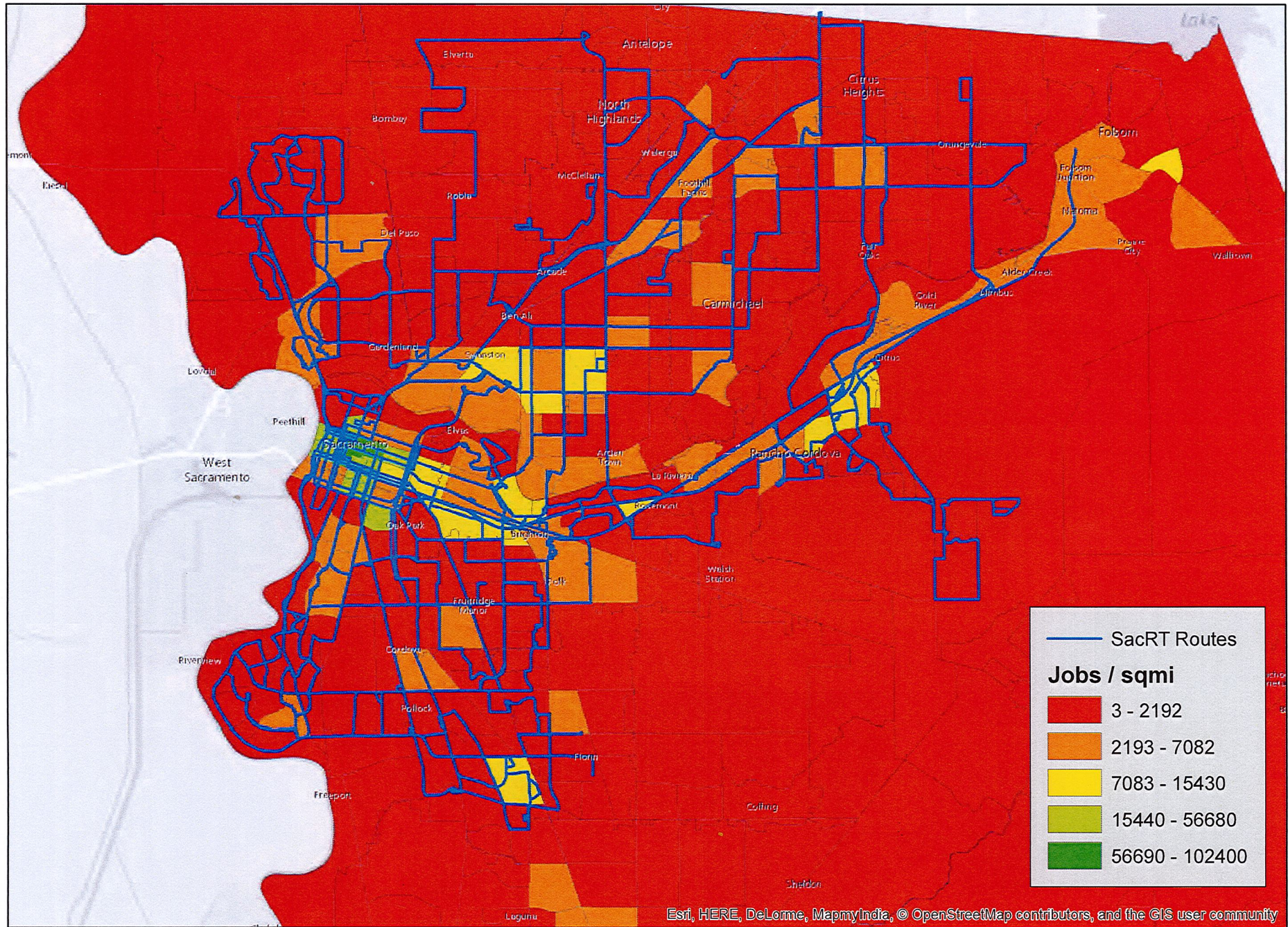
Sources: SacRT GTFS routes (all), ACS Median Household Income



Attachment 4: SacRT Routes & Employment

Note: Map is based on SacRT 2013 bus route network and 2010 census data.

SacRT Routes & Employment

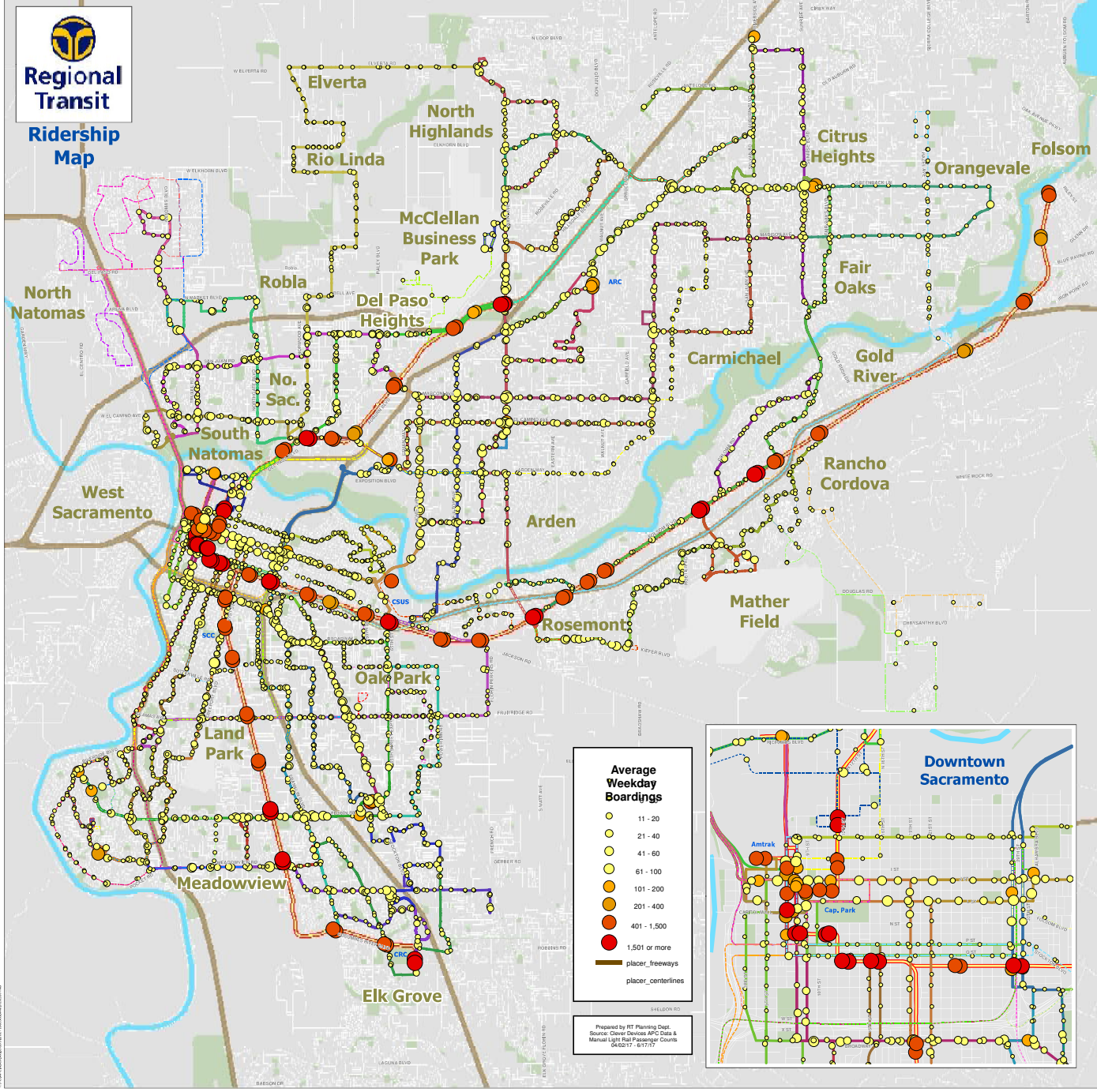


Sources: SacRT GTFS routes (all), Longitudinal Employment-Household Dynamics (LEHD)

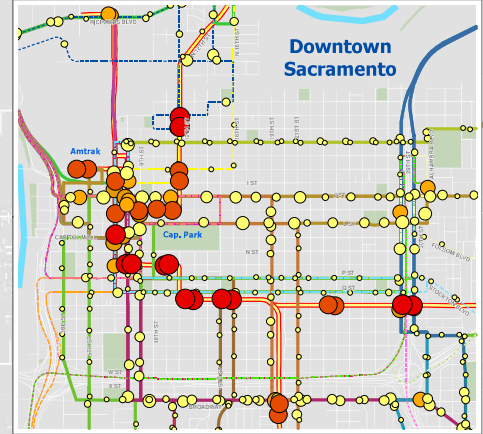


Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

Attachment 5: Ridership Map



Prepared by RT Planning Dept.
Source: Central Census APC Data &
Manual Light Rail Passenger Counts
04/2017 - 6/17/17



RESOLUTION NO. 17-09-_____

Adopted by the Board of Directors of the Sacramento Regional Transit District on this date:

September 25, 2017

**DELEGATING AUTHORITY TO THE GENERAL MANAGER/CEO TO RELEASE A
REQUEST FOR PROPOSALS FOR REDEVELOPMENT OF SACRT'S
ADMINISTRATIVE CAMPUS AND BUS MAINTENANCE FACILITY ~~DEVELOPMENT~~
~~SERVICES~~ AND WAIVING THE HIGHEST BIDDER REQUIREMENT FOR THE SALE
OF FEDERALLY ACQUIRED REAL PROPERTY IN TITLE VII OF THE RT
ADMINISTRATIVE CODE**

BE IT HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF THE
SACRAMENTO REGIONAL TRANSIT DISTRICT AS FOLLOWS:

THAT, the Board hereby waives the requirement in Title VII of the RT Administrative Code that federally purchased properties be sold to the "highest bidder".

THAT, the Board hereby delegates authority to the General Manager/CEO to release the Request for Proposals (RFP) for Redevelopment of SacRT's Administrative Campus and Bus Maintenance Facility ~~Development Services~~.

THAT, the upon release, the Solicitation of Proposals be advertised pursuant to the provisions of the RT Procurement Ordinance.

ANDREW J. MORIN, Chair

A T T E S T:

HENRY LI, Secretary

By: _____
Cindy Brooks, Assistant Secretary