



# Phase 1 Budget Status

February 14, 2013

# Transbay Transit Center

**TJPA**





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# Agenda

- Phase 1 Baseline Budget Development and Evolution
- Risk & Vulnerability Assessment
- Contingencies & Reserves
- Design, Bidding and Construction Schedule
- Recommended Budget Adjustments
- Funding Strategies



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# Initial Phase 1 Budget



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# Initial Phase 1 Budget Context

## June 2006

- TJPA Board adopts phasing strategy

## September 2007

- TJPA Board authorizes negotiating with Pelli Clarke Pelli for architectural services

## November 2007

- Phase 1 Baseline Budget adopted by TJPA Board

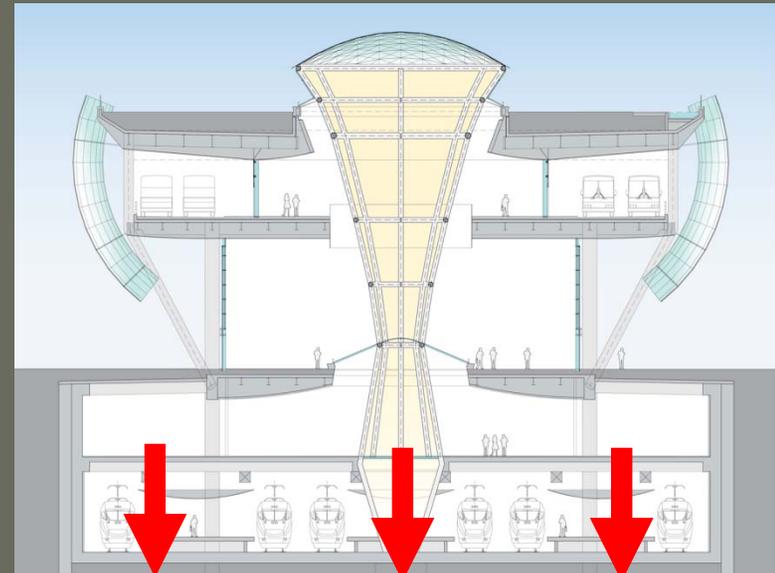
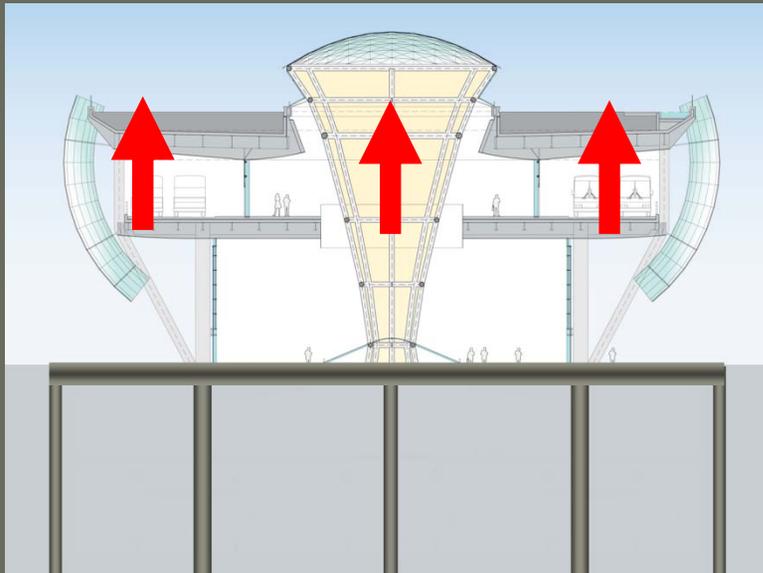


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## Basis of November 2007 \$1,189M Budget

The 2007 Phase 1 Baseline Budget of \$1,189M was based on:

- Top-down construction with below grade structure deferred





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- Transit Center construction costs estimated based on HOK design scheme
- Park not included





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- Top-down construction with below grade structure deferred
- Transit Center construction costs estimated based on HOK design scheme
- Park not included
- January 2007 estimate of construction cost escalated at 3.5% annual rate
- FTA-required minimum levels of contingencies
- Demolition to commence August 2009 and Phase 1 construction to be completed in January 2014
- Concept validation of competition proposal against Scope Definition Report (HOK scheme) to be completed by the selected Architect after contract award



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# Revised Phase 1 Budget



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## After Adoption of \$1,189M Budget

- May 2008 – TJPA awards design contract to Pelli Clarke Pelli Architects
- Design Schedule:
  - Concept Validation May '08 – Sept '08
  - Schematic Design Sept '08 – Feb '09
  - Design Development Mar '09 – Sept '09
  - Construction Documents Oct '09 – Nov '11



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## After Adoption of \$1,189M Budget

- September 2008 – Completed Concept Validation of competition proposal against program requirements
- Incorporated many features not anticipated within the original design scope:
  - Five acre rooftop park
  - Geothermal and grey water systems
  - Natural lighting and ventilation
  - LEED Gold rather than LEED Silver
  - Competition architectural vision



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## After Adoption of \$1,189M Budget

- Costs maintained within the original \$1,189M baseline budget through Value Engineering efforts with PCPA and the CMGC
  - Eliminate bus deck enclosure
  - Eliminate two skylights – enhanced park space
  - Reduce area of awning system
  - Refined structural system design
  - Refine park landscape design
- Cost containment benefitted from low rates of escalation and heightened market competition



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## After Adoption of \$1,189M Budget

- Challenges of implementing top-down construction identified during Schematic Design Phase
  - Effecting both Phase 1 and Phase 2 construction
- Constructability review and VE efforts identified \$100 million program savings if rail levels constructed in Phase 1
- February 2009 – ARRA program announced; TJPA filed application to construct the rail levels in Phase 1
- June 2009 – TJPA Board approved inclusion of rail levels in Phase 1 Design Development documents pending ARRA application



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## ARRA Award

- January 2010 – TJPA notified of \$400 million ARRA award
- The \$400 million in ARRA funding provided the opportunity to:
  - Mitigate program risk
  - Construct a rail ready facility
  - Improved ground floor design
  - Save \$100 million in overall program costs
  - Defer land sales allowing for market recovery
  - Create an additional 12,000 jobs; a total of 48,000 in Phase 1
- *May 2010 – Revised Baseline Budget of \$1,589M adopted by TJPA Board*



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## Revised \$1,589M Budget

The revised baseline budget considered:

- Cost to construct based on 50% design development documents independently estimated by Architect and CM/GC
- Cost containment realized through value engineering
- Actual costs incurred constructing the Temporary Terminal
- Award value of the demolition contract
- Deletion of Golden Gate Transit bus storage facility
- Updated estimates for Bus Ramps, Utility Relocation, and AC Transit bus storage facility
- Update of time-dependent programwide management and support costs



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## Revised \$1,589M Budget

- Demolition to commence August 2010 and Phase 1 construction to be completed in October 2017
- Revised annual escalation based on available data:
  - 2010 = 0%
  - 2011 = 2.5%
  - 2012-completion = 3.5%
- Adjustments made for:
  - Further scope development
  - Implementation of CM/GC contracting strategy
  - Reallocation of management and support costs from Phase 2



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# May 2010 \$ \$1,589M Budget

<b>Project Costs</b>	<b>TOTAL (millions)</b>
Temporary Terminal	\$25.3
Bus Storage	\$22.9
Demolition (Exist and Temp Term)	\$16.2
Utility Relocation	\$65.6
Transit Center Building Design	\$143.1
Transit Center Building Construction	\$909.7
Bus Ramps	\$40.2
ROW Acquisition	\$71.9
ROW Support	\$5.3
Programwide	\$243.6
Program Reserve	\$45.2
<b>TOTAL</b>	<b>\$1,589.0</b>



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## May 2010 Phase 1 Milestones Including Rail Levels

Vacate Terminal/Begin Demolition	August 2010
Begin Shoring Wall Construction	March 2011
Complete Excavation	July 2013
Complete Below-Grade Construction	June 2014
Complete Construction of Bus Ramps	October 2014
Complete Superstructure Construction	August 2015
Complete Rooftop Park	October 2016
Begin Bus Operations	October 2017

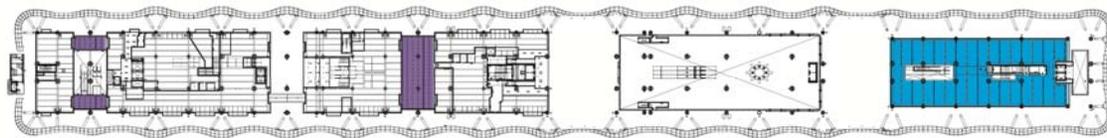
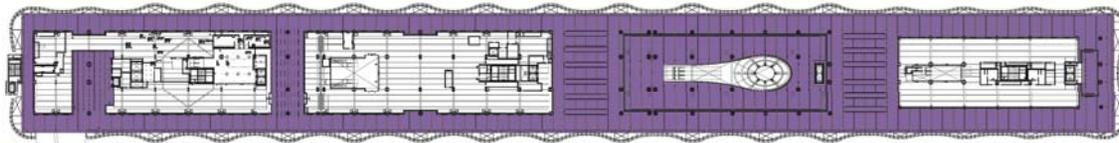
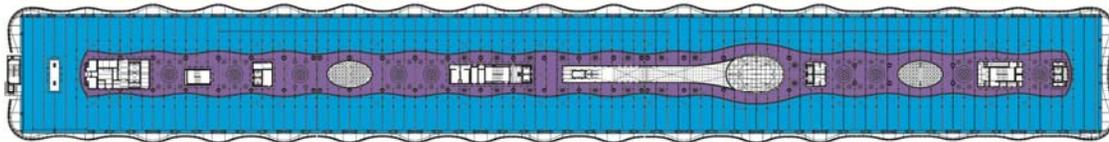


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## 2013 Design Status

Additional Value Engineering to reduce costs:

- Switch ceilings from GFRC to metal





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## 2013 Design Status

Additional Value Engineering to reduce costs:

- Changing Fascia material





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## 2013 Design Status

Additional Value Engineering to reduce costs:

- Simplifying storefront glazing



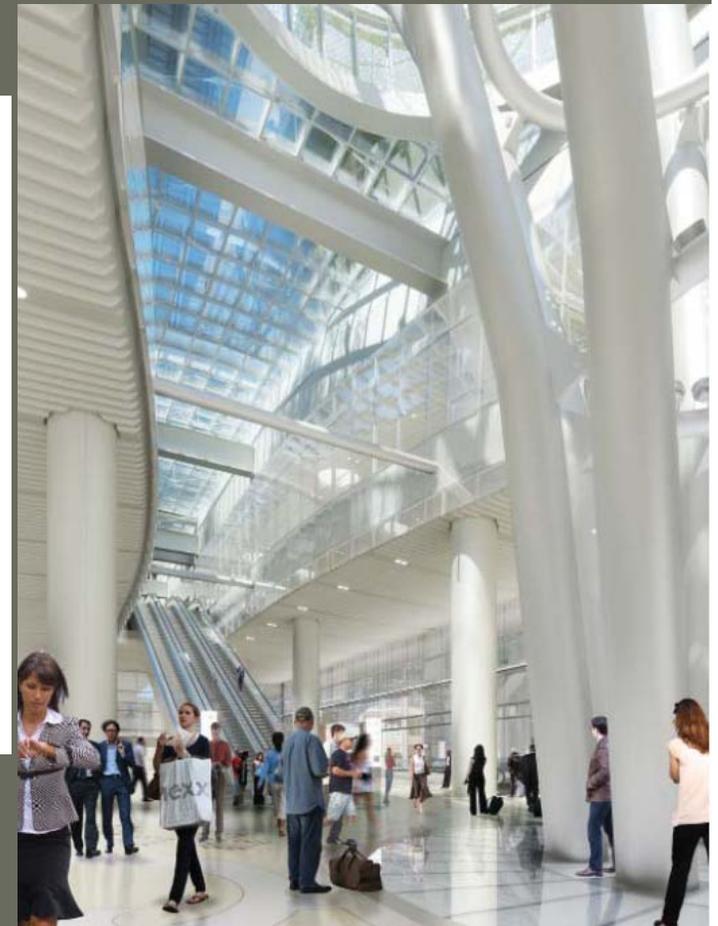
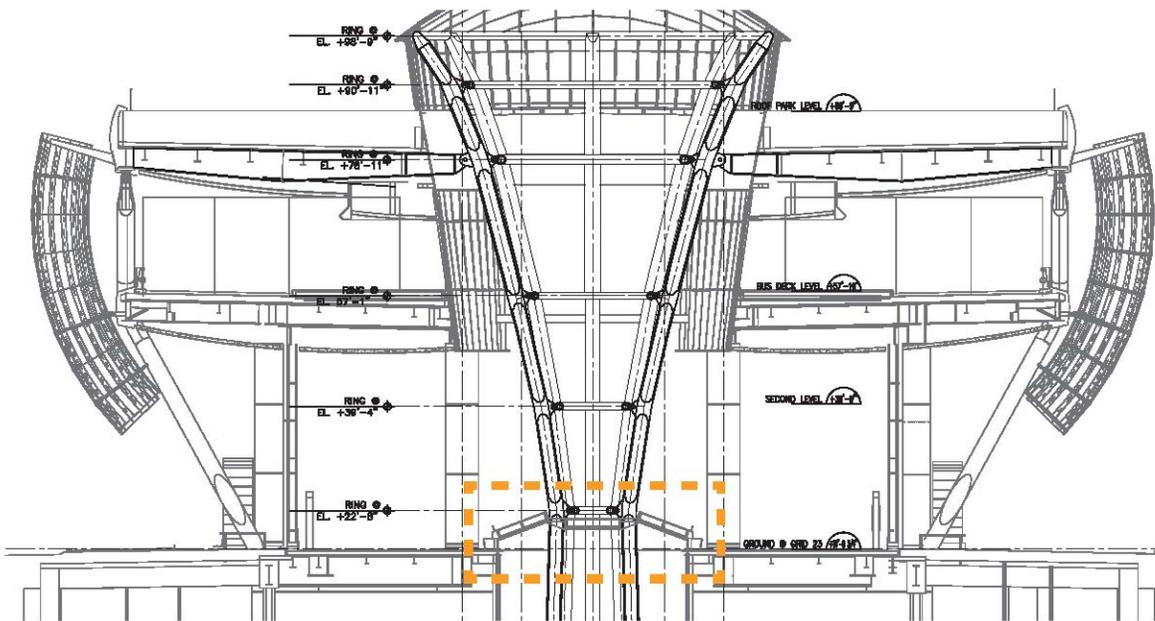


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## 2013 Design Status

Additional Value Engineering to reduce costs:

- Simplify light column floor at Grand Hall





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## 2013 Design Status

Bid alternates incorporated in the Construction Documents provide flexibility in maintaining budget:

- Eliminate terrazzo floor at bus deck
- Monolithic sidewalk concrete
- Eliminate Beale Street elevator vestibule
- Alternate architectural finishes
- Simplified lighting solutions
- Alternate paving materials at park

*Since design inception more than \$100 million in Value Engineering savings and deductive alternates have been developed in Phase I*



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# Risk and Vulnerability Assessment



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# Protective Design Evolution

- Challenges to create safe and secure spaces have changed dramatically in last 20 years
- Conventional crime prevention is no longer an acceptable design standard of care
- Terror threats have overturned the protective design paradigm
- The planning, design and construction process has been reconstituted for projects of significance
- Adherence to “best practices” is essential
- Limit liability exposure
- Support SAFETY Act designation



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## SAFETY Act

- Passed as part of the Homeland Security Act of 2002
- Purpose is to eliminate or minimize tort liability should lawsuits arise after an act of terrorism
- Program operated by the U.S. Department of Homeland Security (DHS)
- Typically used by anti-terrorism technology engineers, vendors, and personal security services
- Also applicable to new building facilities



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# SAFETY Act Projects & Programs

- SAFETY Act projects/programs similar to the Transbay Program:
  - Port Authority of New York and New Jersey (2011); Protection of underwater rail tunnels and protective sleeve technology on suspension bridges
  - New York Yankees (2012); Integrated security system at Yankee Stadium
  - Cincinnati Airport (2011); Security management plan
  - New York Stock Exchange (2011); Multi-layered security system and services
  - National Football League (2008) Best practices guidelines for stadium security management
  - Major League Baseball (2012) Security review and oversight for the 2012 All-Star Game at Kauffman Stadium in Kansas City



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## RVA DGC and Obtaining SAFETY Act Designation/Certification

- DHS Directorate of Science and Technology will evaluate the TTC's RVA DGC protective design strategies and features, including:
  - Perimeter vehicular approach and pedestrian protection
  - Structural robustness
  - Façade and glazing anti-fragmentation performance
  - Arson event management
  - Ballistic weapons attack protection
  - CBRN detection and mitigation strategies
  - Evacuation, rescue, and recovery systems' operational survivability
  - Electronic security counter crime measures, including situational awareness
  - Emergency communications, mass notification, and evacuation planning
  - Cyber penetration and corruption event management
- The metrics for SAFETY Act approval focus on the provision of protective designs which enhance the TTC operations survivability and occupant life safety



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## Benefits of SAFETY Act Designation/Certification

- In the event of act of terrorism and resulting litigation against the TJPA:
  - Claims may only be filed in Federal court
  - Liability claims against the TJPA capped at the DHS-determined limits of liability insurance
  - Punitive damages are barred
  - Plaintiff's recovery is reduced by amounts the plaintiff receives from "collateral sources" (e.g., insurance benefits), thereby reducing the overall exposure of the TJPA



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# Protective Design Context Manmade and Natural Events

- 1993 New York City World Trade Center bombing
- 1995 Tokyo subway nerve agent attacks
- 1996 Oklahoma City bombing
- 2001 New York City WTC and Washington DC/Pentagon attacks
- 2004 Train bombings in Madrid
- 2005 Bus and subway bombings in London
- 2006 Mumbai train attacks
- 2008 Mumbai station attack
- 2010 Moscow Metro system attack
- 2011 Minsk Metro system attack
- Of 1,241 transportation attacks listed in the Terrorism Knowledge Base (1968 – 2007) approximately 1 in 3 involved buses

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- And all-hazard event management



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# Government Agency and Design Response

- An ever-evolving and more comprehensive planning, design and facility operations process
- 1996 GSA and other agencies publish ISC/GSA design criteria; numerous subsequent revisions
  - Keep current with recent intelligence gathering
  - Accurately recommend protective design techniques
  - Incorporate emerging security design strategies
- Many additional guidelines and standards now used, such as:
  - Building Infrastructure Protection Series (BIPS)
  - Uniform Facilities Criteria (UFC)
  - FEMA 426 and 452
  - National Institute of Standards and Technology (NIST)



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# Transit Center Criticality

- “An Asset of Significance”
  - 4 blocks long – largest in the US
  - Largest elevated park in the US – 5.4 acres
  - Critical multimodal transportation infrastructure
  - Will serve more than 125,000 patrons daily
    - capacity of 45+ million/year
  - Centerpiece of the future SF downtown core
    - a major urban revitalization and an economic engine
  - Iconic architectural presence on ground level and skyline
  - Adjacent and connected to the tallest building west of the Mississippi and other towers
- Attributes require employing best practices for enhanced safety and security



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# San Francisco Significant Attributes





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# Transbay Transit Center The Hub of a New District





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## TJPA Response

- Proactive planning: Safety and security have been in the program from inception
- Retained world class design, engineering, risk assessment professionals, and security SMEs
- Performed peer reviews of significant event responses
- Engaged in a rigorous, government best practice process to assess and address vulnerabilities
- Highly structured process involving knowledgeable and certified firms and subject matter experts



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# Implementing Risk Assessment

- Performed initial 2009 Risk and Vulnerability Assessment (RVA) on conceptual design then updated in 2011 – 2012 prior to finalizing construction documents
  - Update initiated in 2011 and completed in 2012
  - Addressed design development from conceptual phase to final design phase
  - Incorporates the most current Government and security industry standards, design strategies, lessons learned and intelligence gathered (DHS/S&T, DHS/BioWatch, DHS/DNDO, DHS/FEMA, NIOSH, DOS, DOD, National Counterterrorism Center, DHS/NCIS, ATF, AASHTO, ASIS, SFPD, SFFD, etc.)
  - Correct and diligent approach for a facility of this significance
  - Reflects appropriate planning and agency conscience in response to current security design standards



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# Risk Assessment Guidelines & Standards

- BIPS 06/FEMA 426, Reference Manual to Mitigate Potential Terrorist Attacks Against Buildings (2011)
- FEMA 452, A How-To Guide to Mitigate Potential Terrorist Attacks Against Buildings (2005)
- DHS, National Infrastructure Protection Plan (2009)
- GSA/ISC, Security Design Criteria for New Federal Office Buildings and Major Modernization Projects (2010)
- DOD, Unified Facility Criteria (UFC) Minimum Antiterrorism Standards for Buildings (2012)
- CrimeCap Index, San Francisco, (2011)
- The Lipman Report (October 15, 2010)
- Numerous others



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## RVA Process Justification

- Although no facility can be free of all risks, Security planning is essential to create safe places
- Process balances business mission requirements against postulated threats to identified facility vulnerabilities
- Recommends Design Guidance Criteria for the design team to implement measures to minimize the risks
- Government approved and mandated process used in 2009 and 2012 to:
  - Ensure excellence in the assessment process and findings
  - Achieve desired results of reducing vulnerabilities/improved safety
  - Demonstrate a standard of care for reduced TJPA liability
- Essential to obtaining SAFETY Act Designation/Certification



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## Additional RVA Process Benefits

- Increased design team sensitivity and awareness
  - Create an informed facility design with appropriate safety and security features
- Established definitive DGC for clarity in objectives
- Insured a multi-disciplinary approach to designing a safe facility
  - RVA and security SMEs and designers considered all elements (structure, architecture, landscape, mech/HVAC, electrical, fire protection, lighting, electronic technologies, etc.)
  - Provided official forum for security SME's, design professionals and members of SFPD and SFFD to arrive at balanced solutions
  - Ensured a comprehensive and holistic approach
- Developed consensus security strategy for design and informed future security management policies and procedures
- Best positions the TJPA to receive additional future federal funding



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## Facility Protective Design Categories

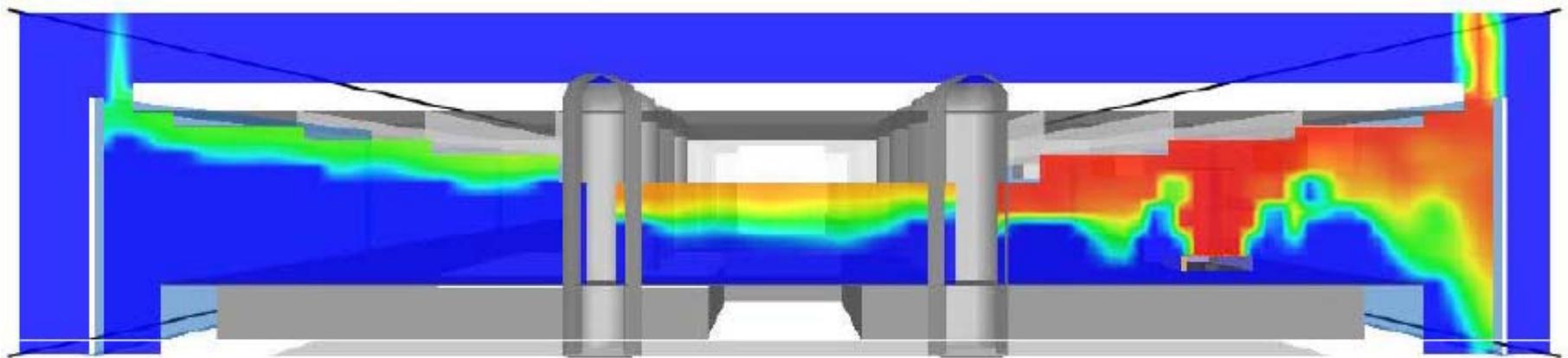
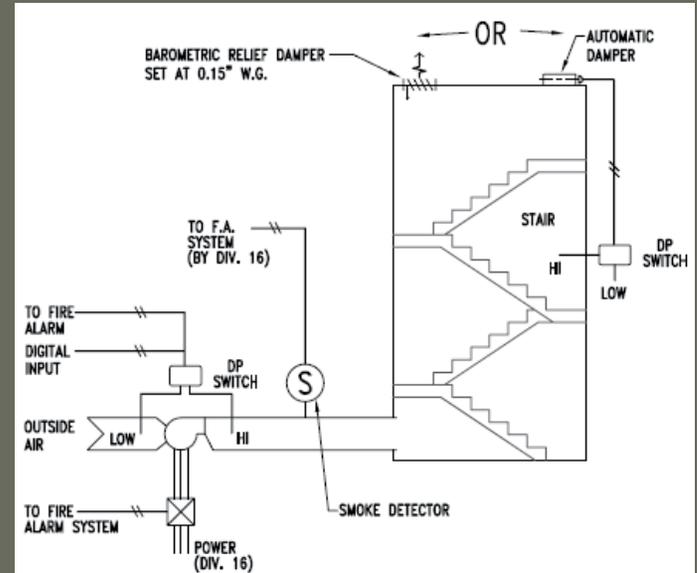
- Bus, Train and Other Fire Event Management
- Vehicular and Pedestrian Perimeter Protection
- Radio, Cellular, and Mass Notification Communications
- Glazing Systems Hazard Management
- Structural Systems Seismic, Fire, & Explosive Performance
- Evacuation, Rescue & Recovery Pathways Survivability
- Evacuation, Rescue & Recovery Supporting Systems Operational Resiliency
- Situational Awareness, Access Control, & Intrusion Detection
- CBRN Detection and Mitigation



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# Incorporating Protective Design Features: Bus and Train Fire Management

- Computer modeling of fire and smoke conditions
- Significantly enhance smoke and fire detection, fire suppression and smoke control systems
- Informed by SFFD, Amtrak, NFPA, & 3 groups of fire SMEs

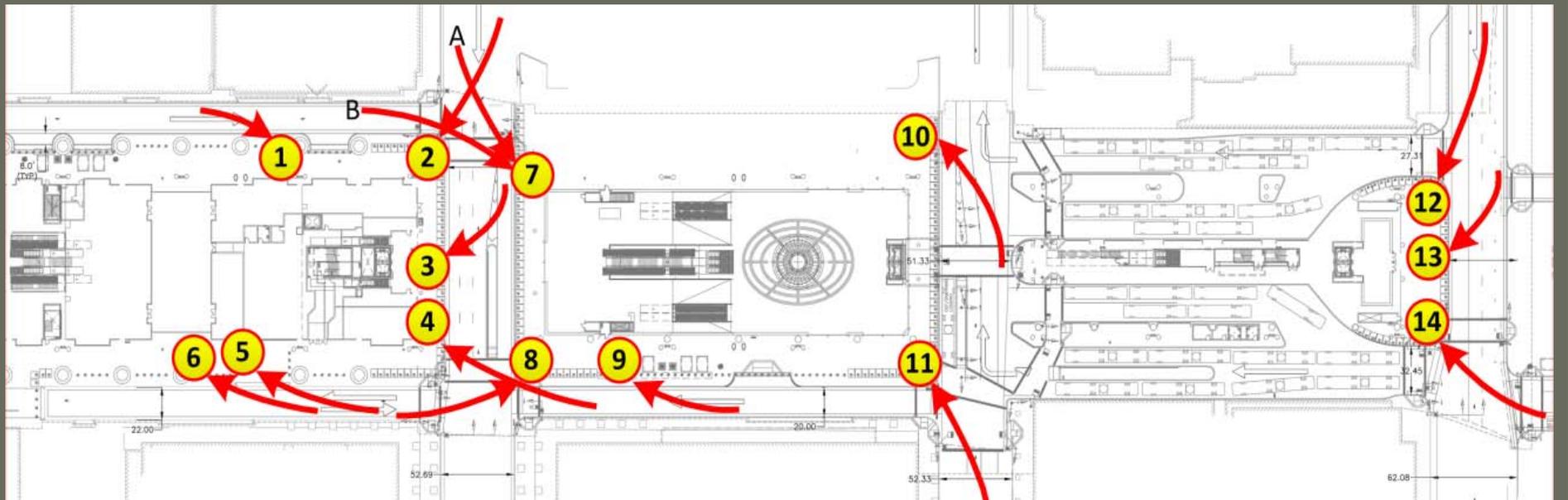
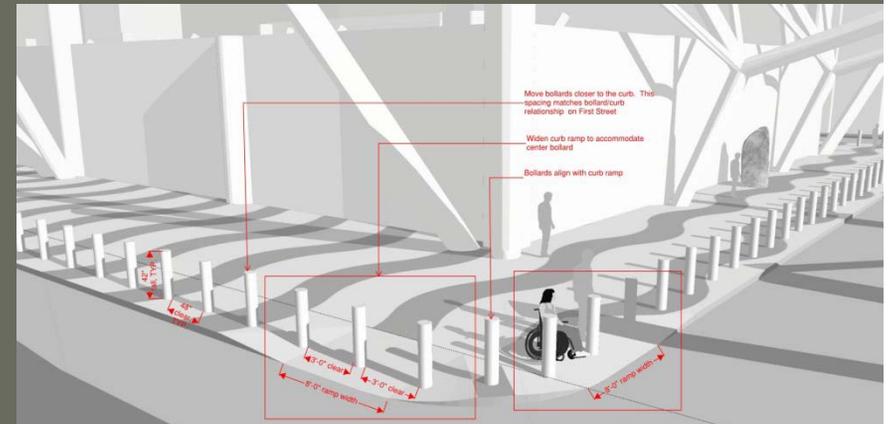




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# Incorporating Protective Design Features: Managing Exterior Threats

- Computer based modeling
- Enhanced protective perimeter
- Increased standoff, increased bollard ratings, additional operable barriers and pedestrian closures

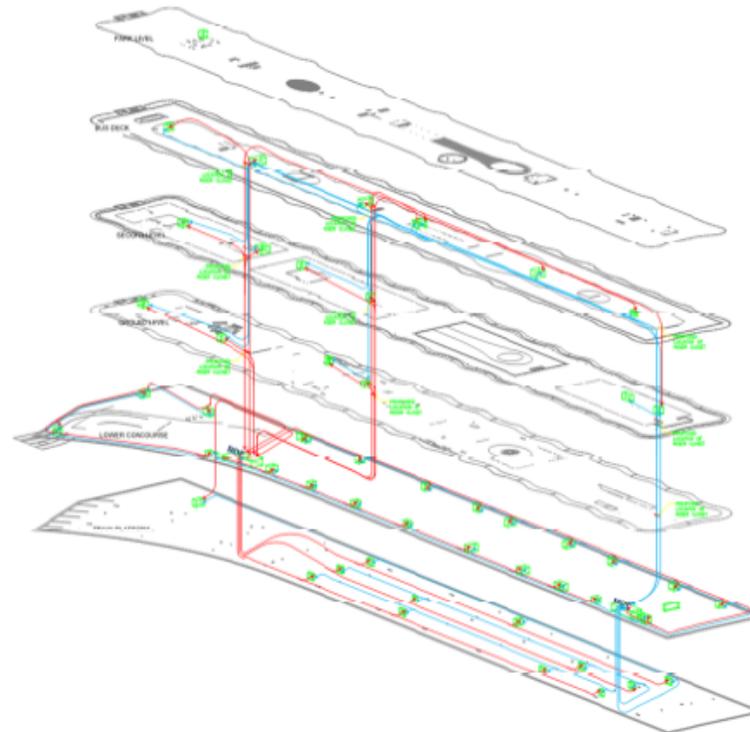
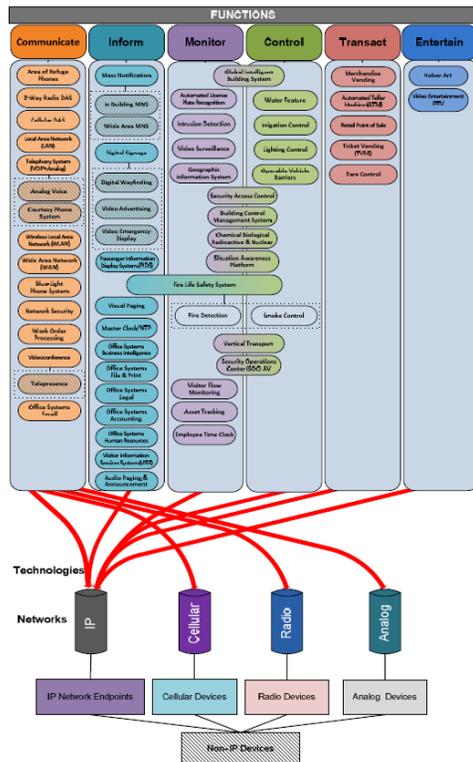




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# Incorporating Protective Design Features: Communications and Incident Response

- Implement Converged IT Network to support audible & visual paging, emergency responder interoperability, cellular communications, wireless communications, and Mass Notification System





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## Incorporating Protective Design Features: Communications and Incident Response

- Centralized state-of-the-art Security Operations Center and backup
- Primary and backup Fire Command Center

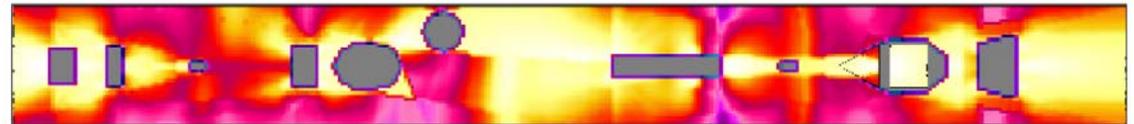




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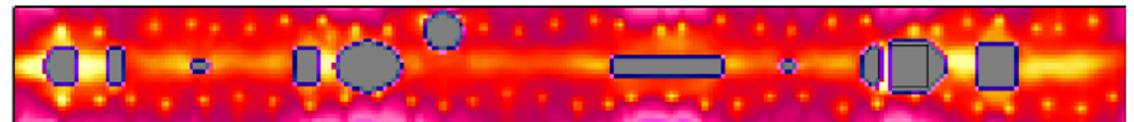
# Incorporating Protective Design Features: Communications and Incident Response

- Creation of a Mass Notification System
- Computer-based modeling to ensure communications audibility and intelligibility



On-Building Design – STI Plan View

(15) Reinkus-Heinz Iconyx IC8 and (2) Reinkus-Heinz Iconyx IC16 steerable loudspeaker arrays placed on buildings



Pylon Design – STI Plan View

(63) K-Array Kobra KK50 loudspeaker arrays concealed in the pylons

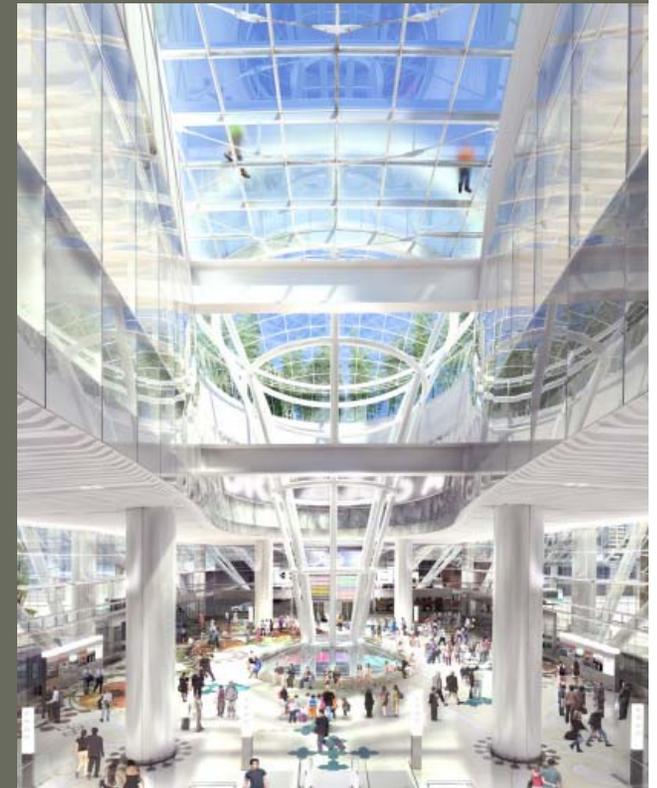
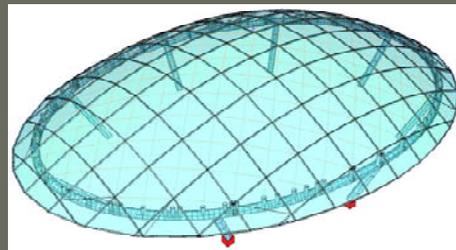




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## Incorporating Protective Design Features: Glazing Systems

- Enhanced glazing retention and support systems modeling and analysis
  - Floors, skylights, curtain walls, and interior finishes

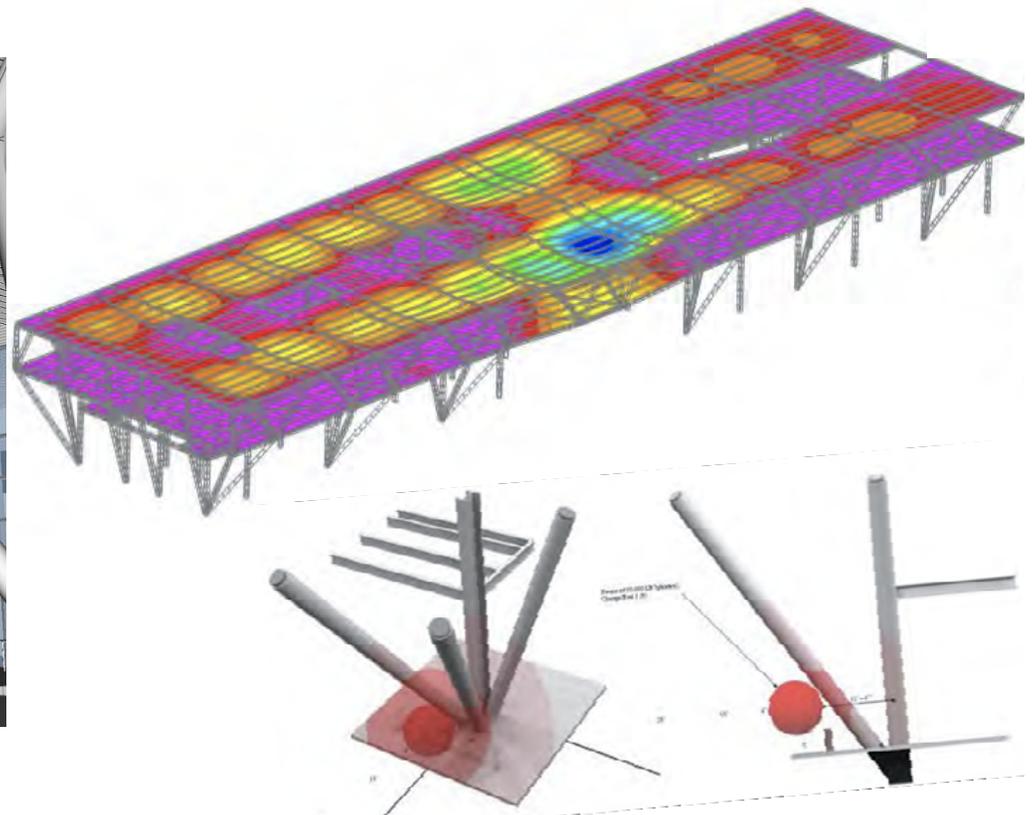




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## Incorporating Protective Design Features: Structural Evaluation

- Additional computer modeling and analysis
- Robust structure

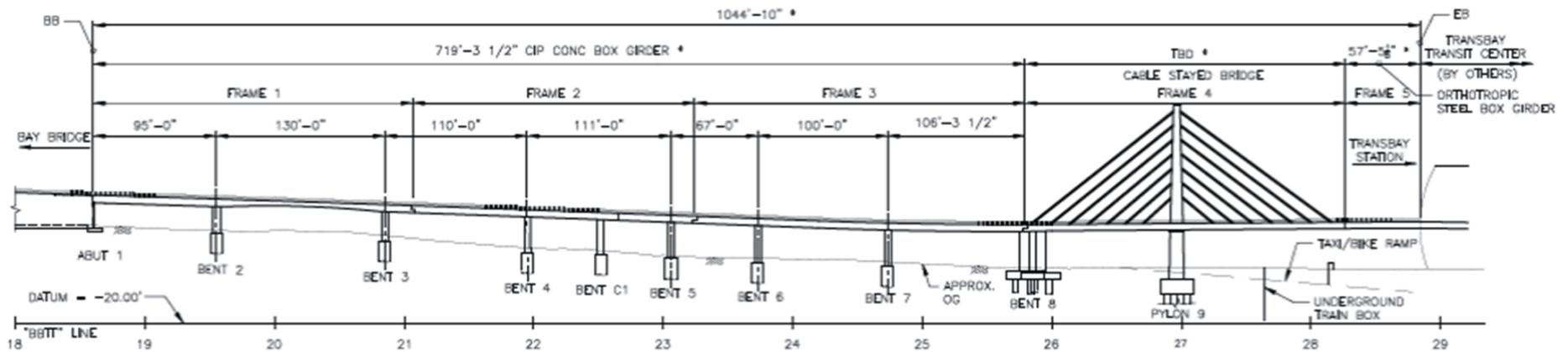
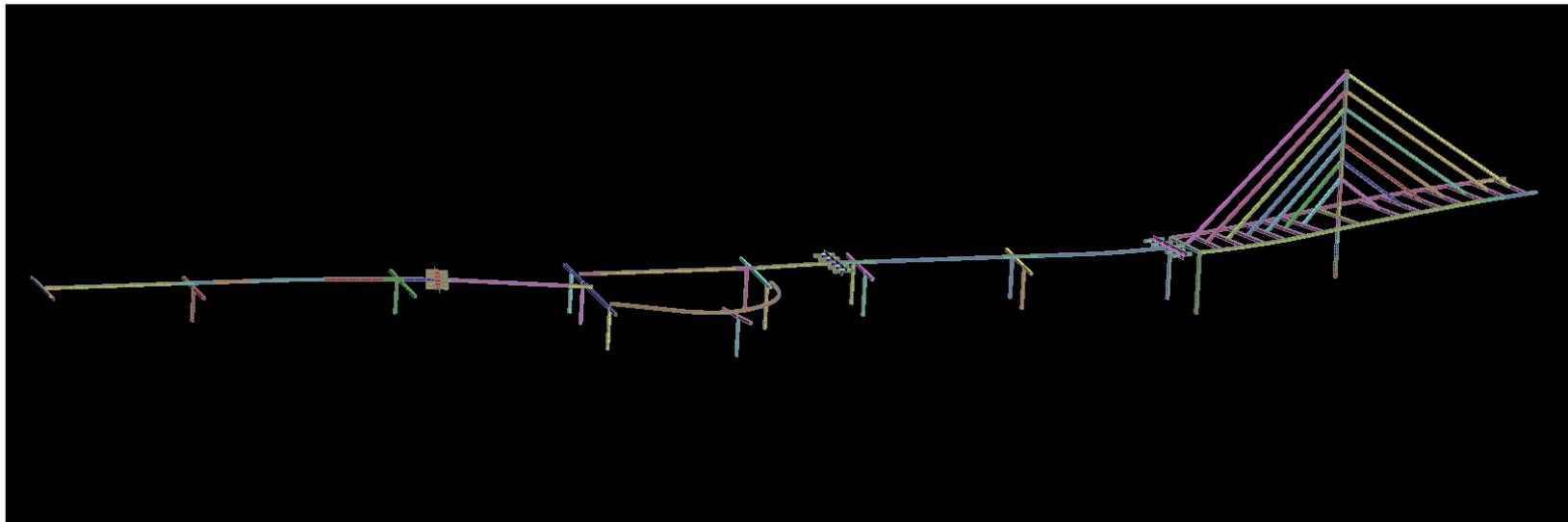




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# Incorporating Protective Design Features: Bus Ramps Structural Evaluation

- Additional computer modeling and analysis



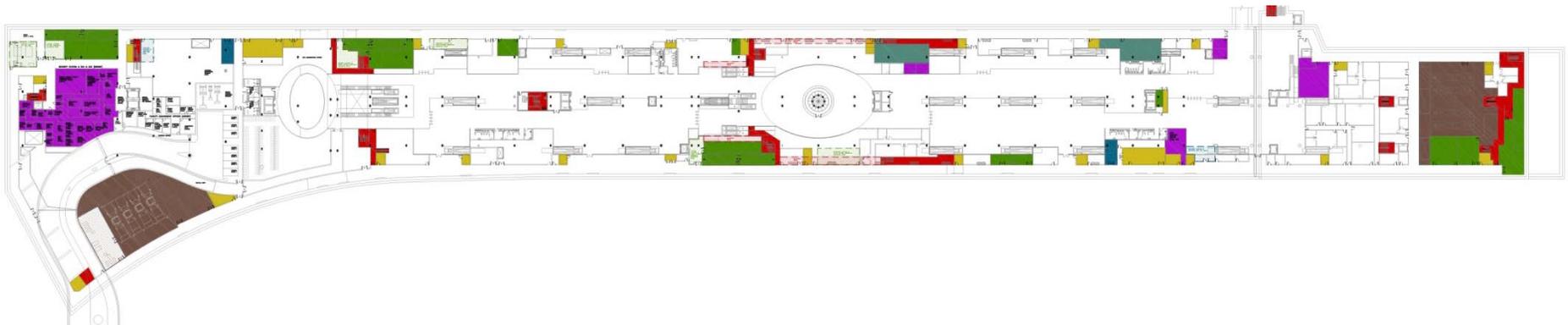




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## Incorporating Protective Design Features: ERR Systems Survivability

- Enhanced Evacuation, Rescue, and Recovery (ERR) systems and features for operational survivability
- Hardened and secured critical ERR systems rooms

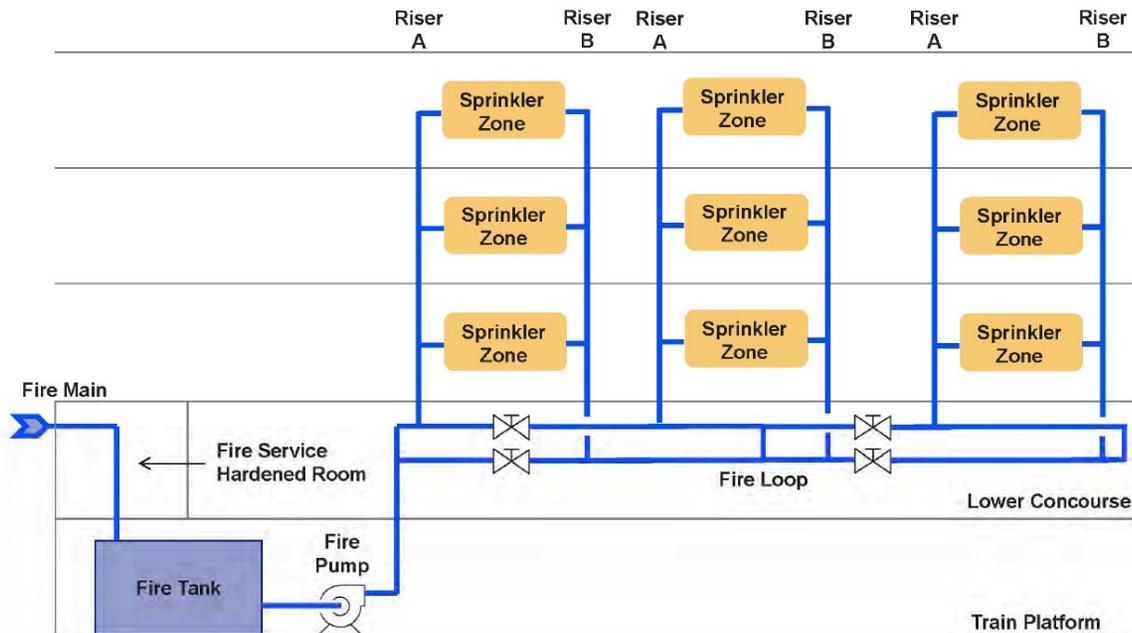




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# Incorporating Protective Design Features: ERR Systems Survivability

- Enhanced Evacuation, Rescue and Recovery (ERR) systems and features for operational survivability
  - Fire sprinkler loop
  - Improved fire suppression system
  - Improved fire alarm survivability

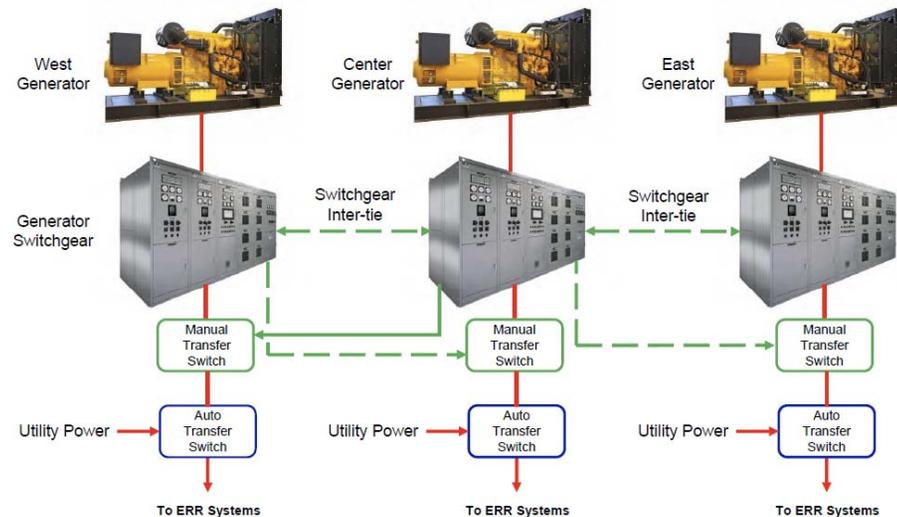
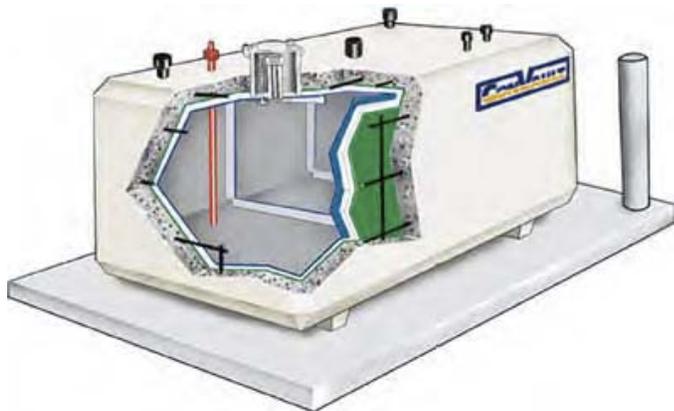




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# Incorporating Protective Design Features: ERR Systems Survivability

- Enhanced Evacuation, Rescue and Recovery (ERR) systems and features for operational survivability
  - Enhanced emergency power distribution, increased fuel storage
  - Improved emergency and normal power distribution
  - Alternate circuit emergency lights
  - Improved IT backbone redundancy





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## Incorporating Protective Design Features Electronic Security and Situational Awareness

- Extensive video surveillance, biometric access control, and intrusion detection systems
- Enhanced lighting to support higher resolution video surveillance

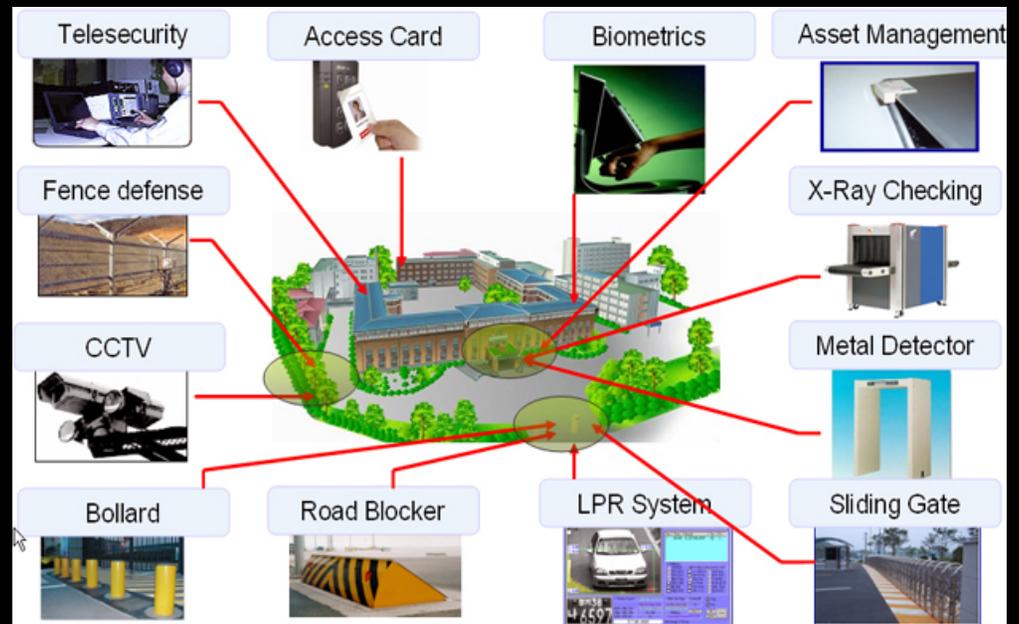




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## Incorporating Protective Design Features Electronic Security and Situational Awareness

- Incorporation of situational awareness systems integrated with video analytics
- Physical Security Information Management (PSIM)
  - collect and integrate data as “actionable knowledge”

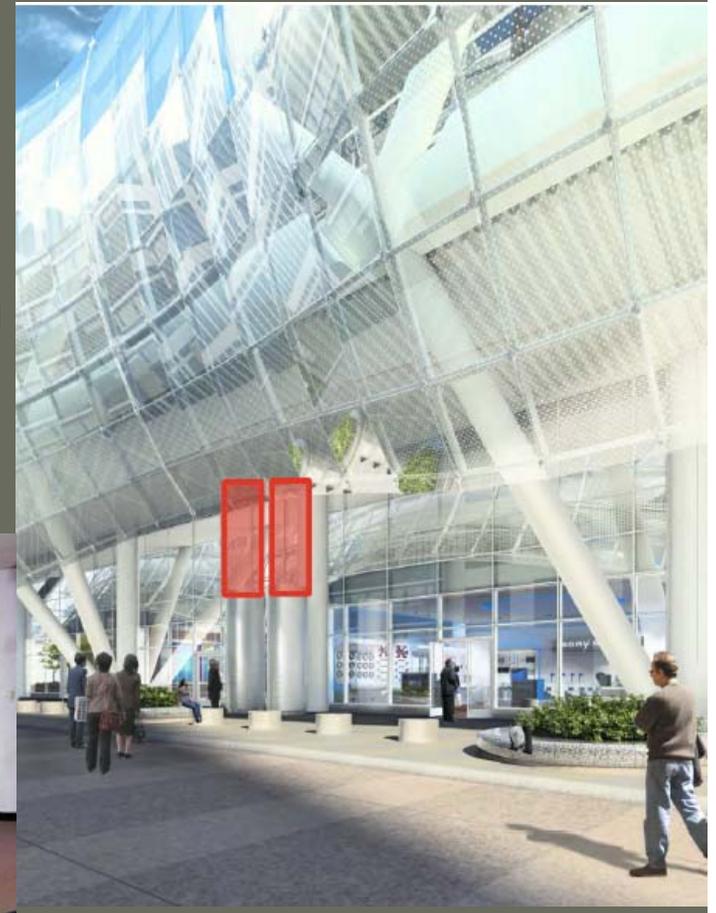




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## Incorporating Protective Design Features: CBRN Event Detection and Mitigation

- Informed by DHS/S&T, DNDO, & BioWatch Programs
- Chemical, Biological, Radiological, and Nuclear (CBRN) detection and mitigation program
- Modify and monitor air intakes
- HVAC upgrades
- Enhance building perimeter isolation
- Protect SOC & FCC
- Install infrastructure to support detection systems





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# Looking Forward Occupancy & Operations

- Protective design enhancements are fundamental to creating safe spaces through facility design and construction
- The DGC calls for a robust Situational Awareness Platform supported by a Converged Information Technology Network to inform safe operations
  - Converged Network will collect, coordinate, process and redistribute information as “actionable knowledge”
  - Provides real time awareness as the basis for executing the pre-planned policies and procedures by facility staff, security, and emergency responders
  - Essential to threat identification/mitigation and incident response/management



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# Protective Design Implications

- Significant investments well beyond building code stipulations representing significant liability reductions
- Represent best industry standards of practice and care
- Essential to obtain SAFETY Act Designation and Certification
- Assist in the acquisition of additional Federal funding (present and future)
- Security staffing and law enforcement incident response and crime prevention optimized
- Identify the TJPA Program as a national model for safe multi-modal transit center design, construction and operation



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# Learning from Lessons Learned

- The world's great cities have been the stage for unfortunate and tragic events:
  - Moscow
  - London
  - New York City
  - Tokyo
  - Oslo
  - Madrid
  - Rome
  - Istanbul
  - Jerusalem
  - Athens
- San Francisco is one of the nation's premier cities
- Recommended DGC consistent with those being employed on facility designs in NY, Washington DC, Chicago, Boston, Philadelphia, and elsewhere
- The RVA process and DGC will substantially reduce the possibility and extent of a Transit Center event
- Funding these RVA initiatives is essential to achieve these safety, security and liability reduction objectives



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# Addressing RVA Design Guidance Criteria

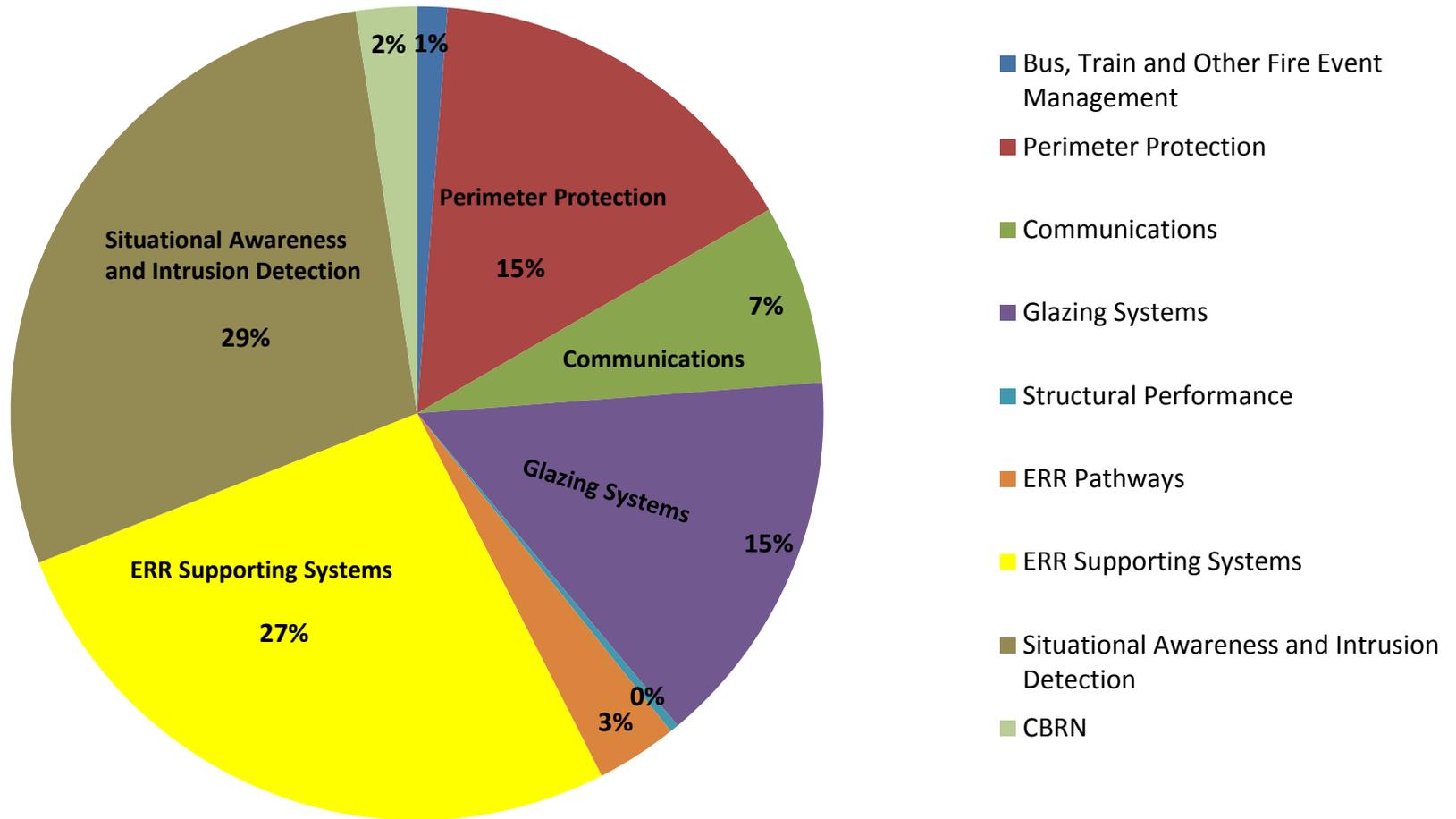
- Design team analyzed design and construction impacts of implementing the recommended DGC
- Increases estimated cost of construction by \$64.3 million
  - Bus, Train and Other Fire Event Management
  - Vehicular and Pedestrian Perimeter Protection
  - Radio, Cellular, and Mass Notification Communications
  - Glazing Systems Hazard Management
  - Structural Systems Seismic, Fire, & Explosive Performance
  - Evacuation, Rescue & Recovery Pathways Survivability
  - Evacuation, Rescue & Recovery Supporting Systems Operational Resiliency
  - Situational Awareness, Access Control, & Intrusion Detection
  - CBRN Detection and Mitigation



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# Addressing RVA Design Guidance Criteria

Cost of implementing the DGC and IT improvements

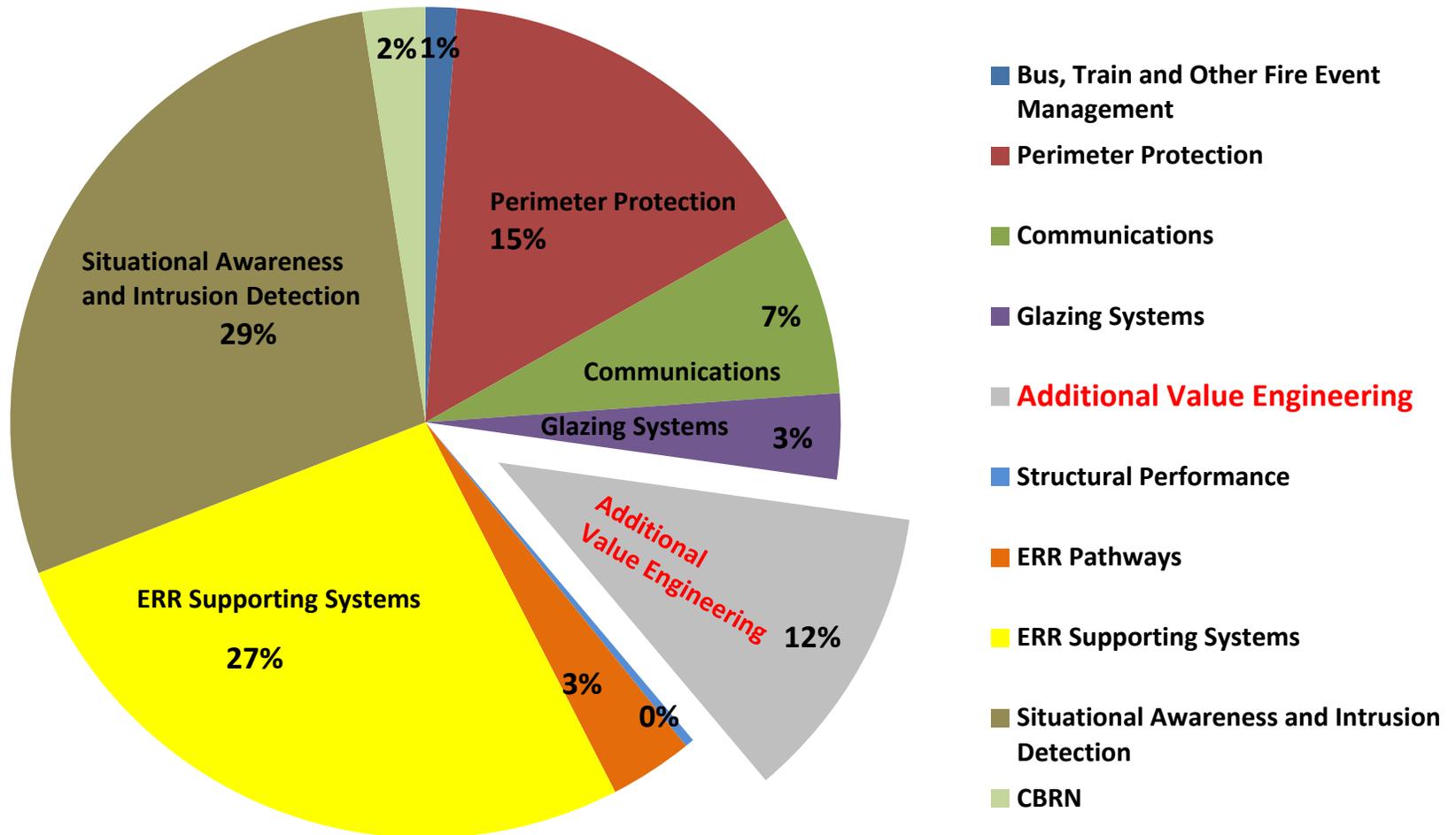




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# Addressing RVA Design Guidance Criteria

Cost of implementing the DGC and IT improvements





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# Program Contingencies & Reserves



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# Contingencies & Reserves

## Design Contingency

- Contained within construction budget
- Meant to capture scope not reflected in preliminary design drawings
- Reduced to 0% as construction documents are completed

## Construction Contingency

- Contained within construction budget
- Reserved to fund construction contract changes after award due to unforeseen conditions and other changes

## CM/GC Contingency

- Contained within construction budget
- Intended to address coordination issues between trade subcontractors, schedule recovery, and related issues

## Program Reserve

- Independent budget category
- Reserve against all program budget requirements



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# Contingencies & Reserves

*A review of all contingencies and reserves has been performed to ensure that recommended budget adjustment is comprehensive*

## Schedule Contingency

- Independent budget category
- Reserve for extended costs to manage the project if not completed as scheduled

## Market Recovery Adjustment

- Contained within construction budget
- Recommended adjustment to the budget based on Bay Area market conditions
- Significant increase in construction activity in San Francisco and the region
- Substructure package represented a return to normalcy in contractor margins
- Decreased competition and higher returns expected to impact future trade subcontract bids



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# Contingencies & Reserves

## Current Contingencies & Reserves

Design Contingency	8.2
Construction Contingency	33.2
CM/GC Contingency	16.1
Program Reserve	<u>21.4</u>
<i>Sub-Total Current Reserves</i>	<b>\$ 78.9</b>

## Recommended Additional Contingencies & Reserves

Market Recovery Adjustment	55.4
Replenish Program Reserves	25.0
Construction Contingency (total 8% of to-go scope)	25.0
Schedule Contingency	<u>\$5.0</u>
<i>Sub-Total Recommended Additional Reserves</i>	<b>\$ 110.4</b>



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# Design, Bidding and Construction Schedule



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# Schedule For Bus Operations Maintained

- The construction of the buttress has driven the critical path for excavation and subsequent construction
- 100% Construction Document completion extended to integrate updated RVA findings
- *Extended design and bidding periods has impacted design and CM/GC pre-construction expenses*

*Re-sequencing of construction has allowed TJPA to maintain October 2017 date for start of bus operations*



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## Current Phase 1 Milestones

Vacate Terminal/Begin Demolition	August 2010
Begin Shoring Wall Construction	April 2011
Complete Excavation	February 2014
Complete Below-Grade Construction	July 2015
Complete Construction of Bus Ramps	June 2017
Complete Superstructure Construction	June 2016
Complete Rooftop Park	October 2017
Begin Bus Operations	October 2017



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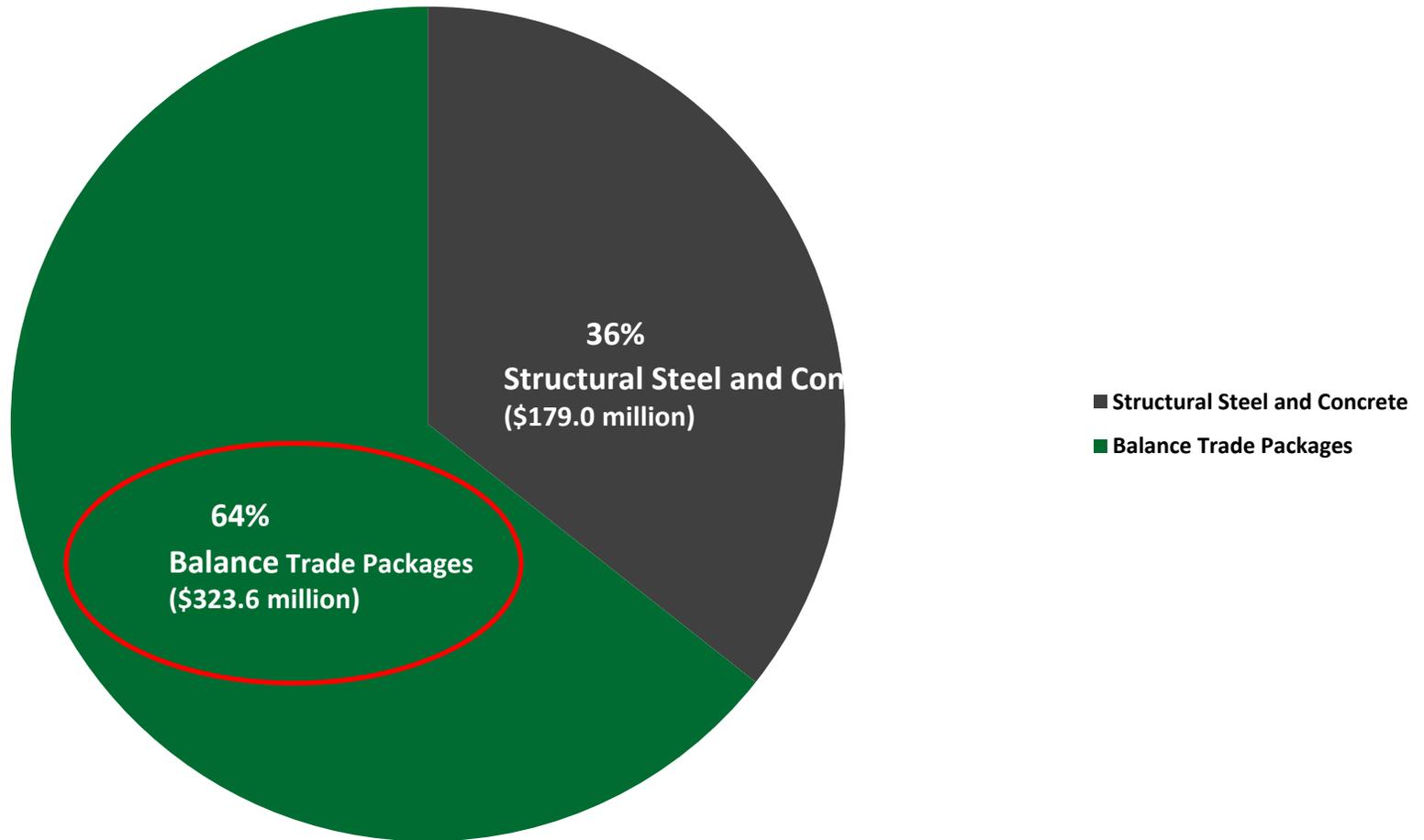
# Recommended Budget Adjustment



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# Construction Packages To-Go Budget

Remaining Construction Trade Packages = \$502.6M

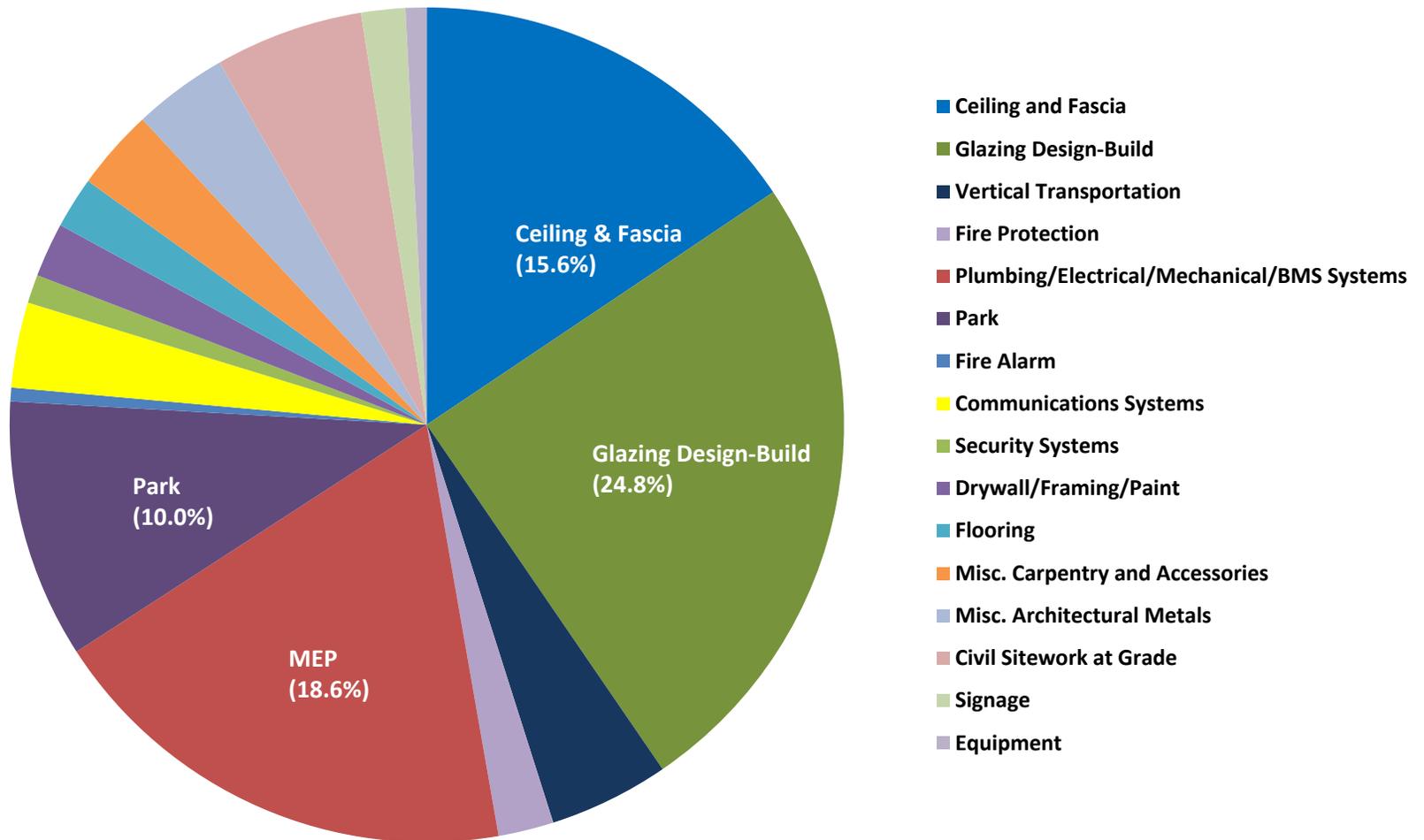




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# Remaining Construction Trade Packages

**TCB Construction Balance Trade Packages = \$322.3 million**





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# Awning System Value Engineering

- Largest single cost element after Transit Center structure
- Has a significant RVA associated cost
- Alternate materials will reduce base system cost and reduce RVA cost impacts from 64.3 to 56.8 million
- *Target total cost savings of \$17.5 million*





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# Baseline & Proposed Budget (millions)

Project Costs	Baseline	Proposed
Temporary Terminal	\$25.3	\$25.7
Bus Storage	\$22.9	\$24.8
Demolition (Exist and Temp Term)	\$16.2	\$16.8
Utility Relocation	\$65.6	\$29.4
Transit Center Building Design	\$143.1	\$181.9
Transit Center Building Construction	\$909.7	\$1,056.8
Bus Ramps	\$40.2	\$53.7
ROW Acquisition	\$71.9	\$72.9
ROW Support	\$5.3	\$4.8
Programwide	\$243.6	\$290.0
Program Reserve	\$45.2	\$46.5
<b>TOTAL</b>	<b>\$1,589.0</b>	<b>\$1,803.3</b>

- **\$49.8 million in Net New Revenue identified, resulting in \$164.5 in Additional Revenue Required**



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# Revenue Plan for Estimated Draft Budget Adjustment



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# Estimated Draft Revenue Required

RVA Costs	\$56.8
Contingencies and Program Reserves	\$110.4
Other Construction Costs	\$12.0
Soft and Programwide Costs	\$35.1
<i>Estimated Draft Budget Adjustment</i>	<i>\$214.3</i>
<i>Net New Revenue Identified</i>	<i>\$49.8</i>
<b><i>Estimated Additional Revenue Required</i></b>	<b><i>\$164.5</i></b>



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## Net New Revenues

- *Increased Land Sales Values:*
  - \$53 million increase, based on 2013 “Conservative Appreciation” update of land values and likely RFP schedule
- *TCDP Impact Fees for Park:*
  - \$15 million for City Park included in Transit Center District Plan Implementation Document
- *Reduction in RTIP Funds:*
  - \$18.2 million no longer available during Phase 1 schedule, based on SFCTA prioritization of local needs and State gas tax revenue projections
-



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# Draft Additional Revenue Strategy

Increase TIFIA Loan	\$97.0
Accelerated Prop K	\$15.0
One Bay Area Grant Program	\$10.2
Accelerated Land Sales from Phase 2	\$10.5
Other Discretionary Funds	\$31.8
<i>Total</i>	<hr/> <i>\$164.5</i>



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# Target Revenues

- *Increase TIFIA Loan Amount:*
  - Modify and increase the existing TIFIA loan by up to \$97 million
- *Accelerate SF Prop K Sales Tax:*
  - Acceleration of funds currently programmed in FY34 to Phase 1 construction period yields an estimated \$15 million
- *One Bay Area Grant Program:*
  - Region's program to distribute federal STP/CMAQ funds via county congestion management agencies; funding strategy includes TJPA's request of \$10 million for bike and pedestrian elements; programming decisions to be finalized in Spring 2013; currently in the Upper Tier of candidate projects



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# Target Revenues

- *Accelerated Land Sales from Phase 2:*
  - Could include no-interest loan based on estimated values of Parcel F and Block 4
- *Other Discretionary Funds:*
  - May include Federal funds such as PNRS or TIGER, or local/regional funds required due to contract certification needs and funding eligibility issues