

# PROGRAM STATUS REPORT AND PLAN FOR 2018

January 2018

# Agenda

---

## 2017 YEAR IN REVIEW

### Highlights & Key Accomplishments

#### Programwide

*Funding*

*Small Business Enterprise/Disadvantaged Business Enterprise (SBE/DBE)*

#### Phase 1

*Temporary Terminal*

*Salesforce Transit Center*

*Project Labor Agreement*

*Bus Storage*

*Budget, Schedule & Risks*

#### Phase 2

#### Operations

*Asset Management*

*Transit Operations*

*Security*

## PLAN FOR 2018

### Programwide

*Funding*

#### Phase 1

*Construction*

#### Phase 2

#### Operations

*Asset Management*

*Transit Operations*

*Security*

### Grand Opening



# **2017 YEAR IN REVIEW**

# Highlights & Key Accomplishments

---

- Achieved full funding for Phase 1
- Secured additional funding for operations
- Obtained funding commitment for operations and Phase 2 in the upcoming Regional Measure 3 (RM-3) ballot measure
- Signed Naming and Signage Rights Agreement with [salesforce.com](https://www.salesforce.com)
- Awarded Asset Management Agreement to Lincoln Property Company
- Completed staffing for operations



# Highlights & Key Accomplishments

- In partnership with AC Transit & Golden Gate Transportation District, negotiated a lease agreement for the Bus Storage Facility with Caltrans at a rate 85% below Fair Market Value, and secured approval from the California Transportation Commission (CTC) in January
- In partnership with Office of Community Investment & Infrastructure, negotiated a lease agreement with Caltrans for the Under Ramp Park for \$1/year, and secured approval from the CTC in August
- Last full year of Phase 1 – created economic opportunities for over 190 small businesses, 1,400 union apprentices in 30 trades, and 75 college and high-school interns
- Added the California High-Speed Rail Authority (CHSRA) to the TJPA Board



# Programwide

---

Funding

SBE / DBE

# Programwide

## Funding

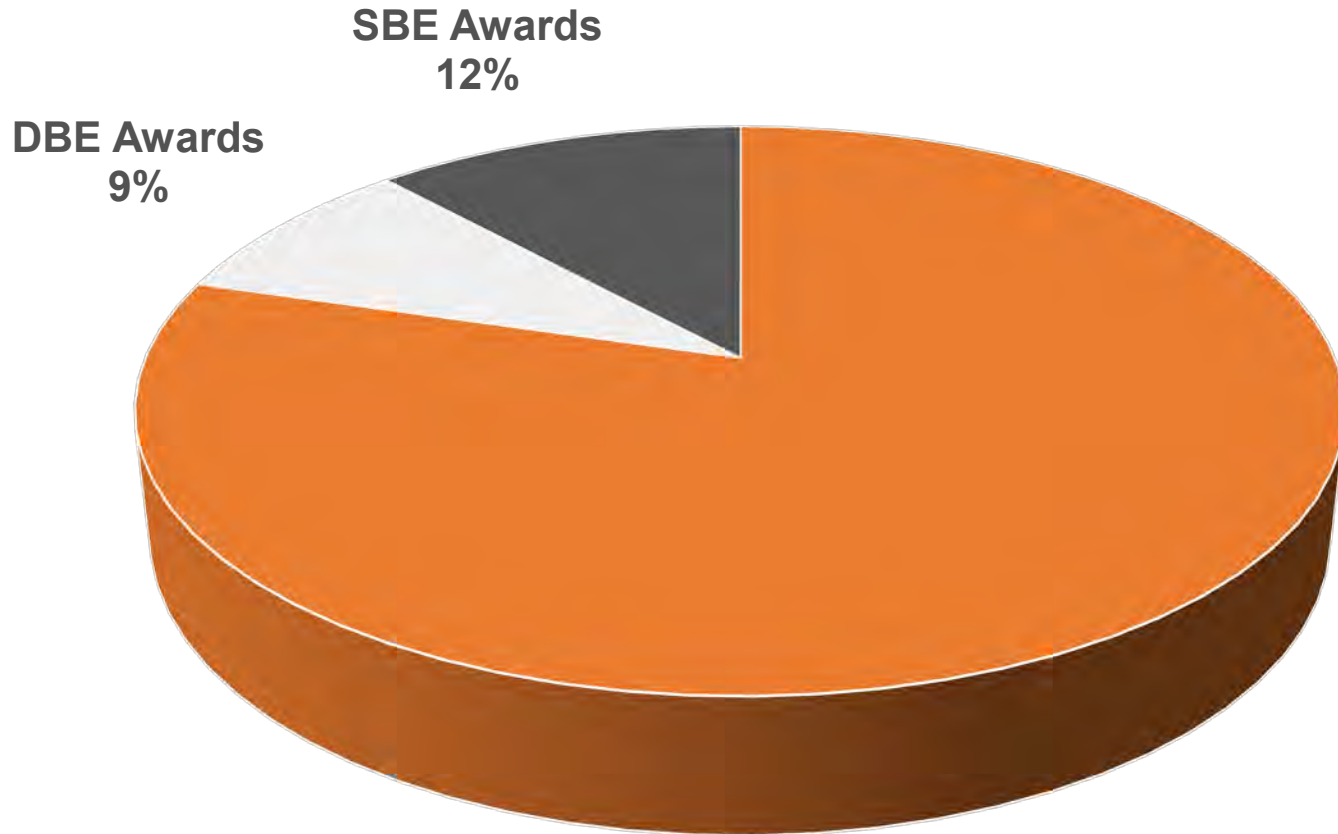
- Financial close of interim City Financing and successful sale of first tranche of CFD bonds (with net proceeds of \$149 million), fully funds Phase 1
- Naming rights agreement will provide more than \$110 million over 25 years to offset expenses at the transit center
- Additional \$3 million in RM-2 funds allocated for each of next five fiscal years for operations
- Received revenue of \$2.25 million from Boingo, the Neutral Host Distributed Antenna System (DAS) provider
- Secured approximately \$5.4 million in Prop K funding from San Francisco County Transportation Authority (SFCTA) to complete 30% design and study on certain Phase 2 elements



# Programwide

## SBE & DBE

### AWARDS



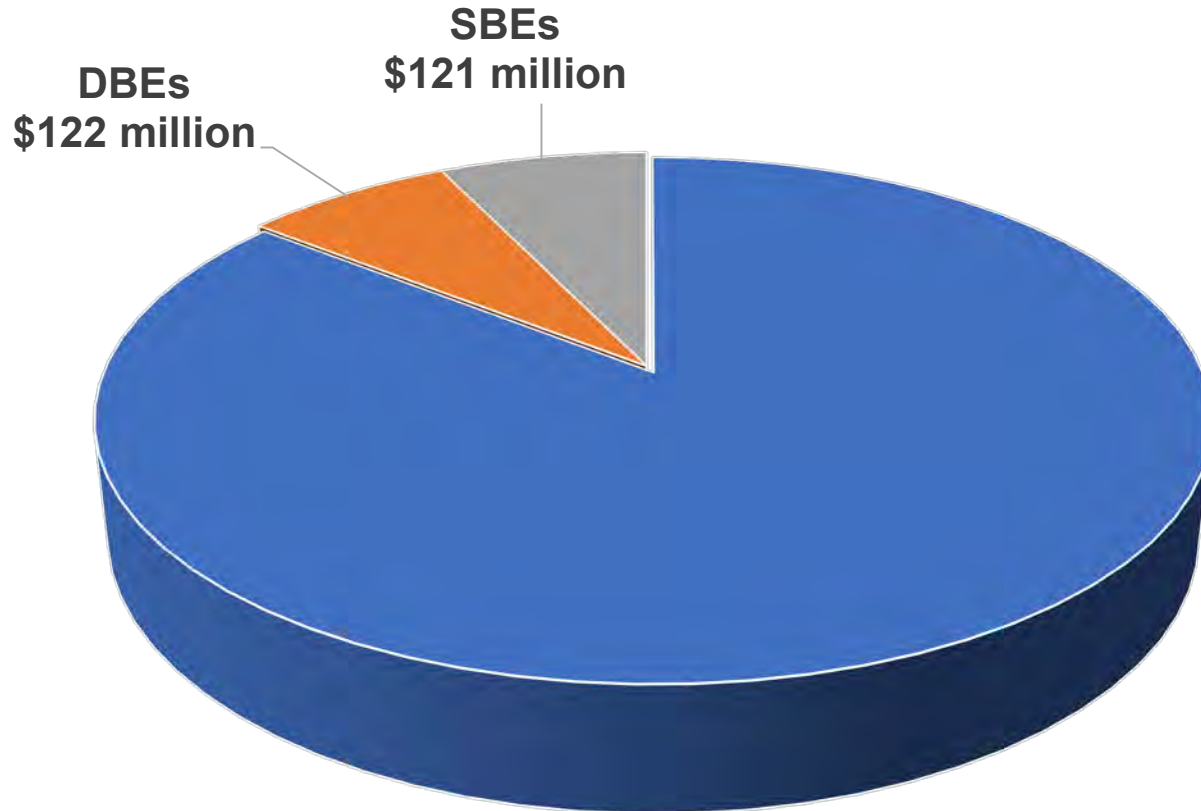
**Total Awards to DBEs/SBEs = \$350 million  
(Life of the Program)**



# Programwide

## *SBE & DBE*

### PAYMENTS

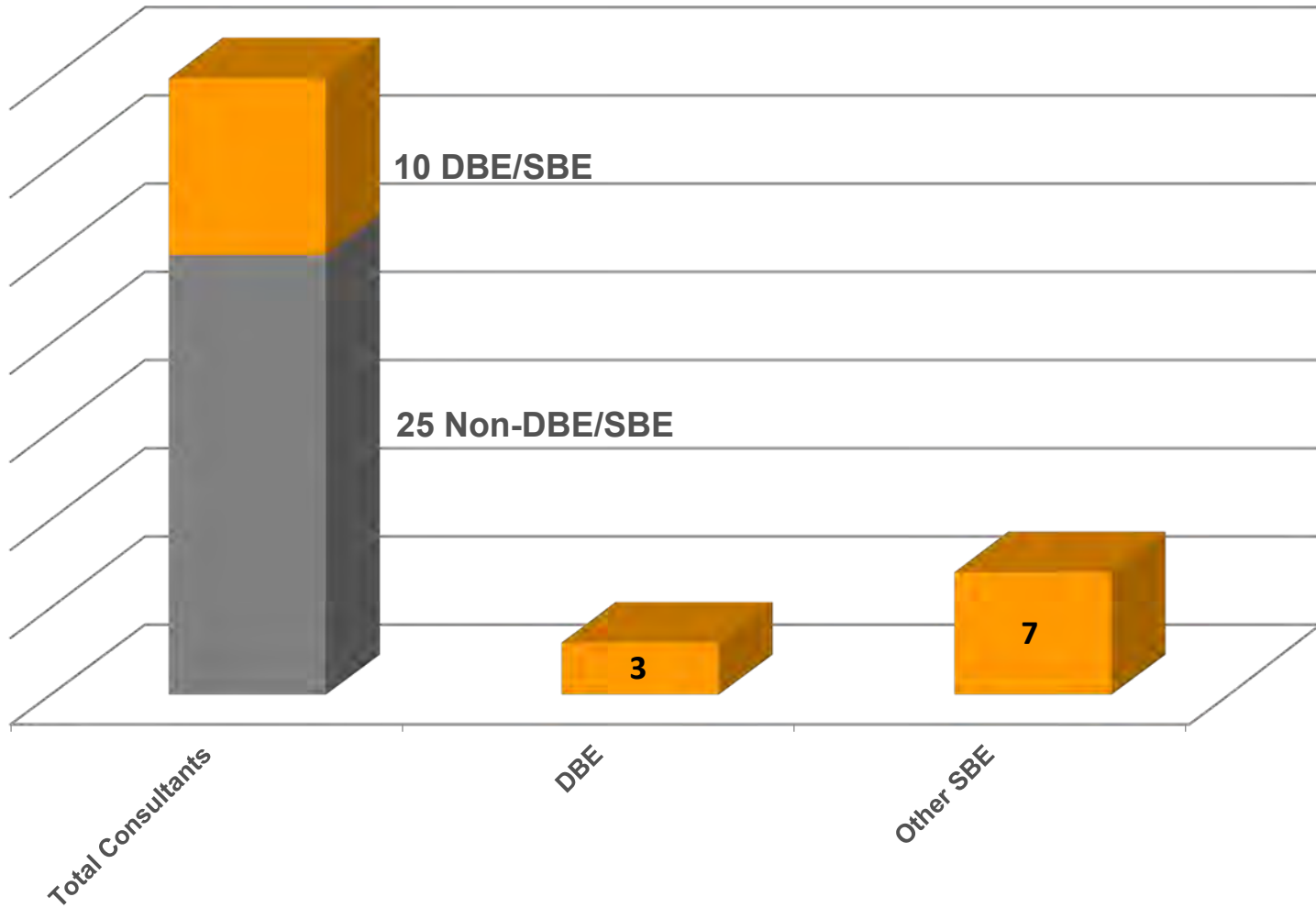


**Total Payments to DBEs/SBEs = \$243 million  
(Life of the Program)**

# Programwide

## SBE & DBE

### CURRENT CONSULTANT CONTRACTS

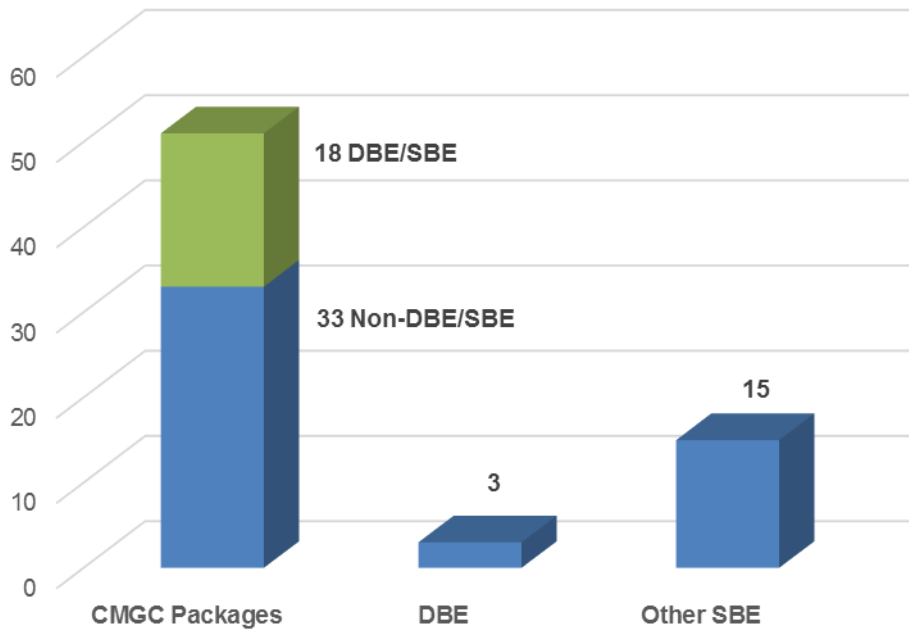


# Programwide

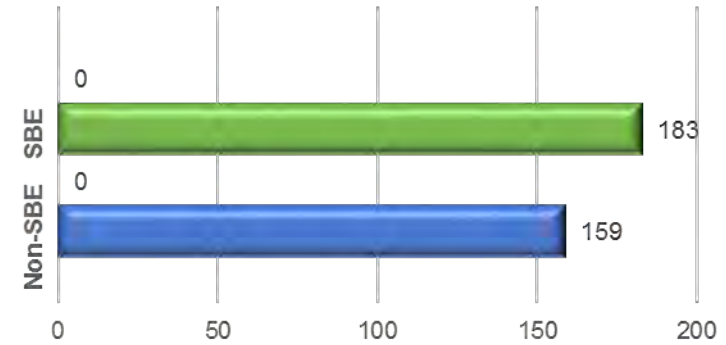
## SBE & DBE

### CONSTRUCTION

CM/GC Trade Packages



CM/GC Lower Tier Subs



Bus Storage Construction

FY17	3% DBE/SBE
FY18	11% DBE

# Phase 1

---

Temporary Terminal

Salesforce Transit Center

Project Labor Agreement

Bus Storage

Budget, Schedule & Risks

# Phase 1

## *Temporary Terminal*

- Seventh full year of successful operation
- ABM began coordination with asset management team for transfer of operations
- Negotiated two-year lease with Tishman Speyer for Greyhound/Amtrak building following transfer of operations

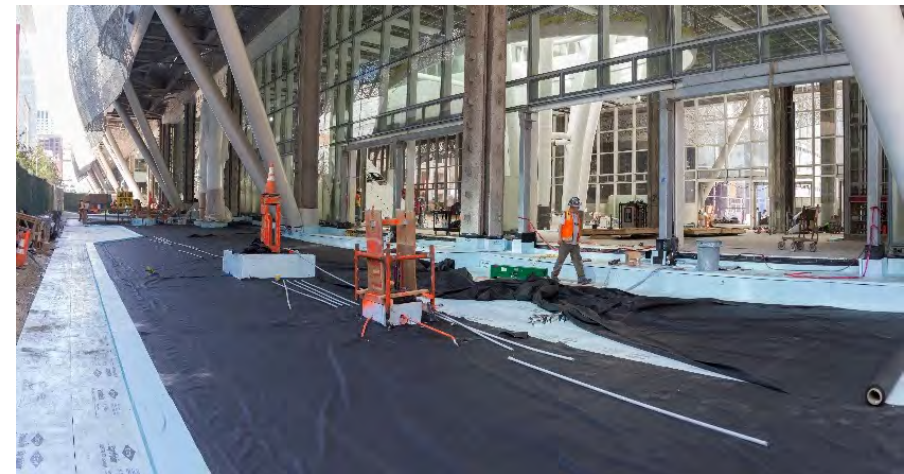


# Phase 1

## *Salesforce Transit Center*

### DESIGN & PROCUREMENT

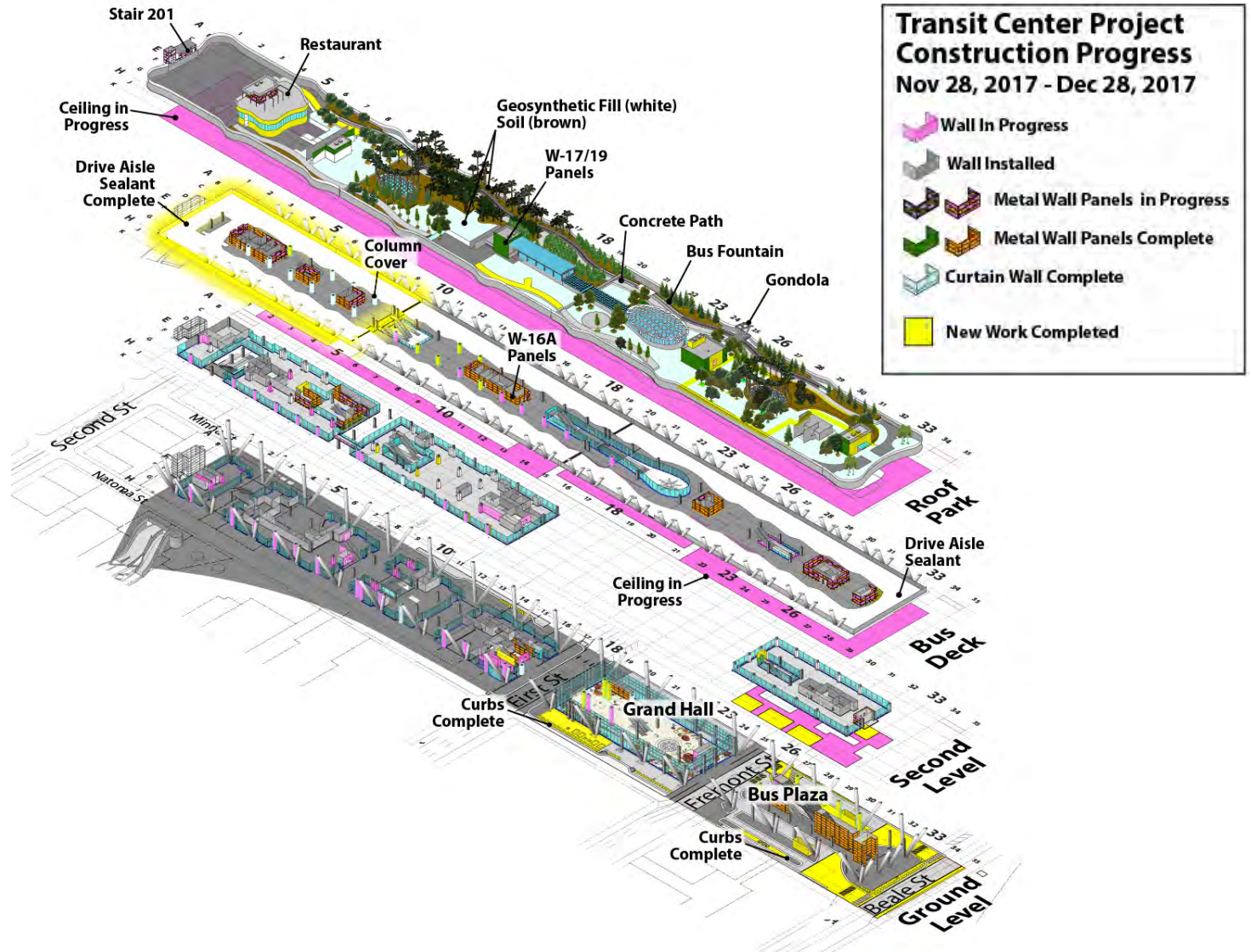
- Awarded Neutral Host DAS
- Awarded Physical Security Information Management (PSIM) system and Emergency Communication/Mass Notification systems (ECS/MNS)
- Executed amendment to agreement with San Francisco Public Works (SFPW) for works to be constructed under existing SFPW contracts:
  - Mission Street bus island, to be completed in early 2018
  - Natoma Pedestrian Way Extension to Second Street, to be completed in spring 2018 and include construction of a planned bicycle parking area



# Phase 1

## Salesforce Transit Center

### CONSTRUCTION






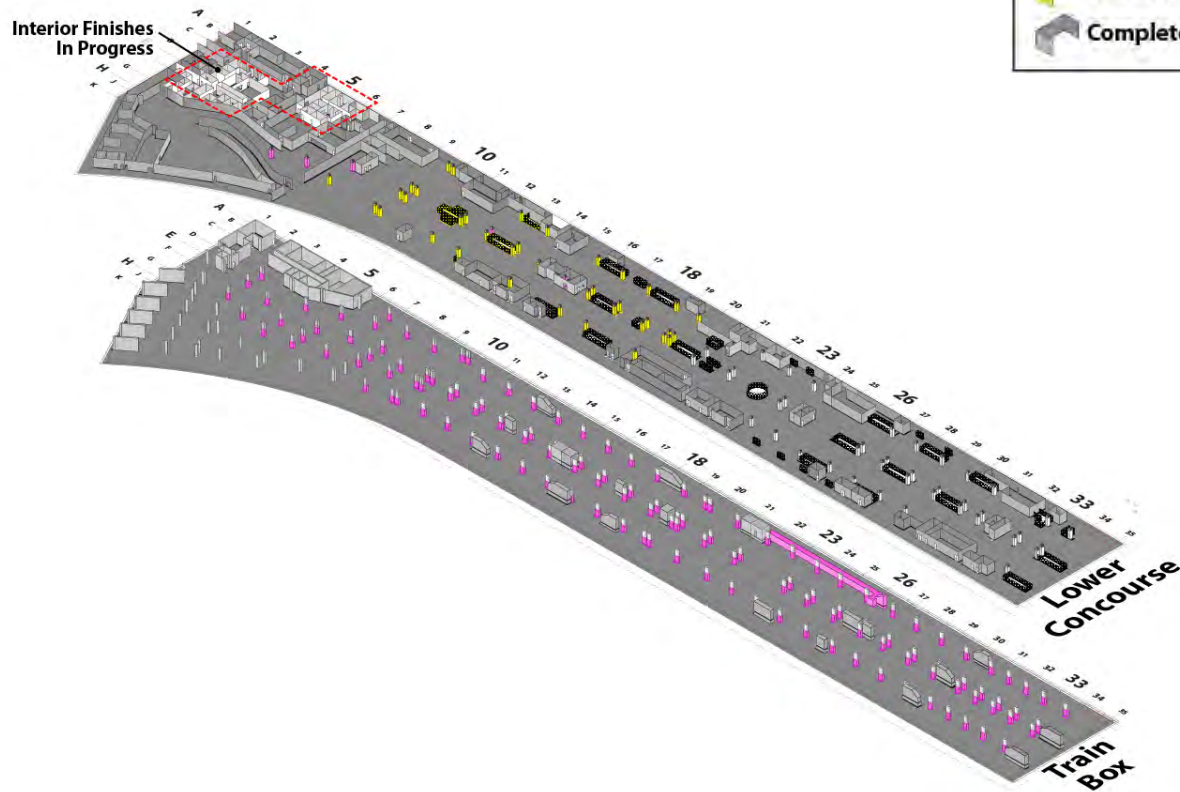
# Phase 1

## Salesforce Transit Center

### CONSTRUCTION

**Transit Center Project  
Construction Progress  
Nov 27, 2017 - Dec 28, 2017**

-  In Progress
-  New Work Completed
-  Complete

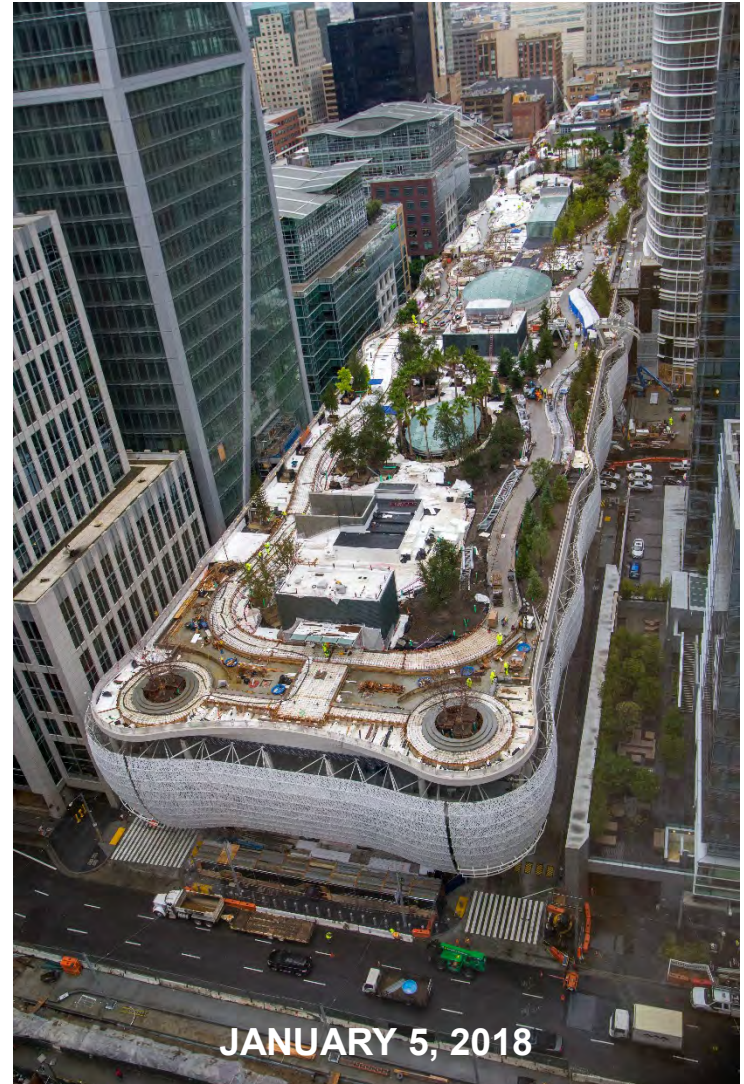




# Phase 1

## *Salesforce Transit Center*

CONSTRUCTION



# Phase 1

## *Salesforce Transit Center*

### CONSTRUCTION

- All topping slabs were completed at lower concourse, ground and bus deck levels by 3rd quarter 2017
- Doors, frames and hardware installs are in progress with many rooms completed at lower concourse, ground and bus deck levels by 3rd quarter 2017
- Bus deck drive aisle and commuter island area floor coating systems were completed
- Grand hall radiant heating system and terrazzo flooring installation were completed

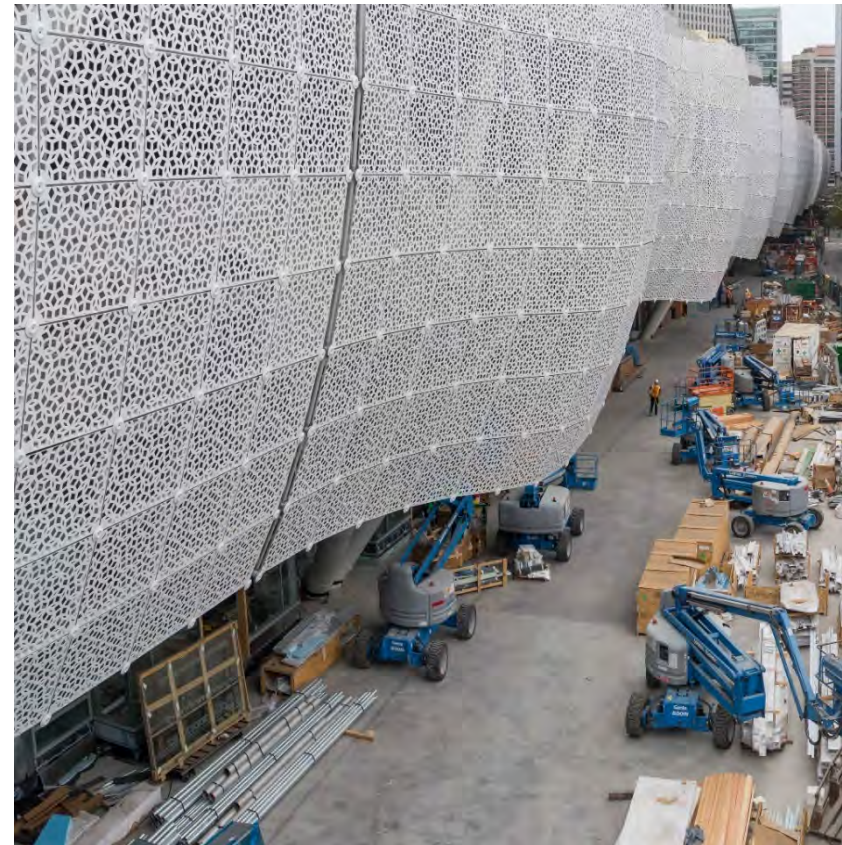


# Phase 1

## *Salesforce Transit Center*

### CONSTRUCTION

- Exterior awning installation was completed in late 2017
- W-2 and W-3 glass curtain wall installations made good progress and are nearing completion
- W-4 glass curtain wall installation at the rooftop oculus and bus deck was completed
- W-8 rooftop canopy glazing at the main escalator was completed
- Installation and leak testing of the W-10 glass skylights and W-12 glass floor on the rooftop was completed



# Phase 1

## *Salesforce Transit Center*

### CONSTRUCTION

- Rooftop landscaping began in early 2017 and continued throughout 2017
- Rooftop trees were delivered throughout 2017 and are 76% installed
- Boston Properties' gondola coordination and installation of main components began in November
- Rooftop hardscaping pathways and landscape soils placement are well underway



# Phase 1

## *Salesforce Transit Center*

### CONSTRUCTION

- AC Transit bus deck testing commenced in mid-December
- Muni bus plaza north opened to 5-Fulton service on December 26



# Phase 1

## *Salesforce Transit Center*

### CONSTRUCTION

- Plumbing and HVAC installation made great progress throughout 2017 with all pumps and other equipment delivered and installed
- Electrical power distribution progressed throughout 2017 with all transformers and switchgear equipment delivered and installed
- Elevators and escalators installation was in progress throughout 2017
- PG&E Permanent Power “green tag” was achieved on September 23
- Permanent water was connected by San Francisco Public Utilities Commission on December 16

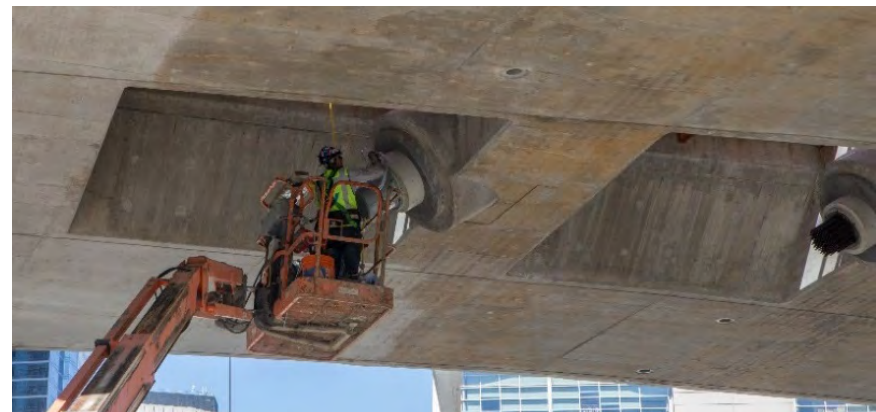


# Phase 1

## *Bus Ramp*

### CONSTRUCTION

- Substantial Completion achieved:
  - Completed all concrete and the cable-stayed bridge by mid-2017
  - Completed all profilograph and grinding of roadways by mid-2017
  - Completed AC Transit bus testing in April with lane striping completed in May
  - Completed all mechanically stabilized earth and retaining wall backfill and under-ramp parcel asphalt and fencing by late November
- Bus ramp electrical and security systems testing was underway in late 2017



# Phase 1

## *Salesforce Transit Center*

### OUTREACH TO VETERANS

- Webcor/Obayashi Joint Venture (Webcor) continued to work with “Helmets to Hardhats” and other organizations to help veterans obtain work on the Transbay Program and with other contractors
- Turner and Webcor hosted the annual Veterans Day appreciation lunch for more than 50 veterans employed on the Transbay Program
- Attended the following veteran/on-base career fairs:
  - Naval Base Ventura County Spring and Fall Career Fairs
  - HIRE GI Veterans Career Fair – Fairfield, San Diego, Oceanside
  - Hiring Our Heroes Veterans Career Fair – San Francisco
  - V3 Hopfest – San Ramon
  - Marine Corps Camp Pendleton Career Fair



# Phase 1

## Salesforce Transit Center

LABOR		
	Through December 31, 2017	
Location	Total Hours Completed	Percent of Total
East Bay (Alameda, Contra Costa, Solano)	1,891,275	42.2%
North Bay (Marin, Napa, Sonoma)	241,102	5.4%
South Bay (San Mateo, Santa Clara)	466,334	10.4%
San Francisco	657,906	14.7%
Other*	1,224,703	27.3%
<b>Totals</b>	<b>4,481,320**</b>	<b>100%</b>

- Other includes workers from throughout California including the Central Valley as well as workers from out of state who are on site for specific tasks
- Total hours are for the transit center construction work and do not include the initial demolition work represented by a total of approximately 55,000 craft hours

# Phase 1

## Salesforce Transit Center

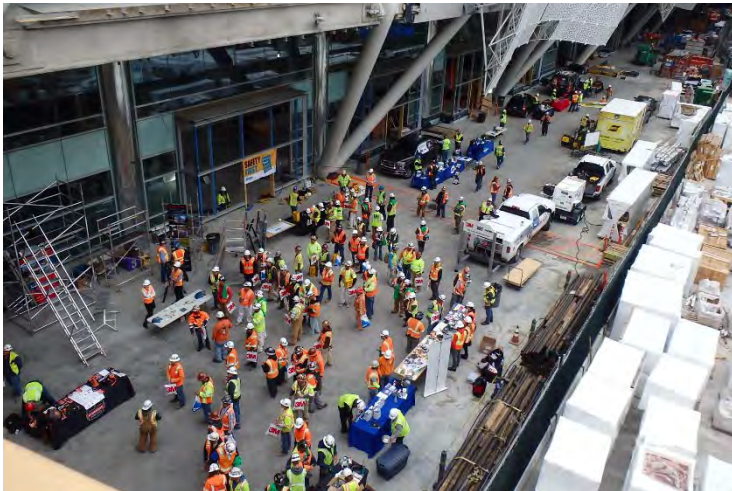
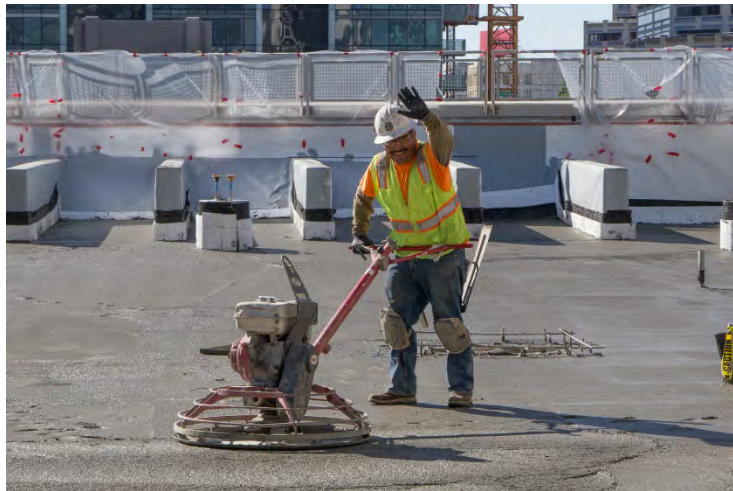
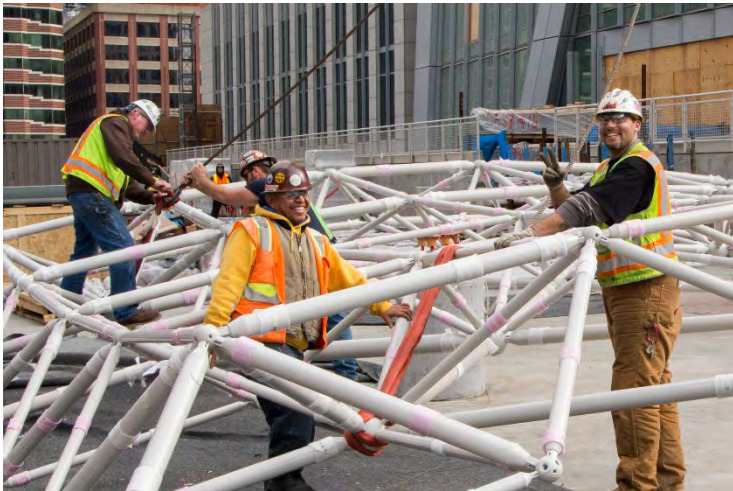
### SAFETY

<b>Recordable Incidents this Quarter:</b>	<b>3</b>	<b>Lost Time Incidents this Quarter:</b>	<b>0</b>
Total Recordable Incidents – Year 2017:	11	Total Lost Time Incidents – Year 2017:	3
<b>WOJV Average Annual Recordable Incident Rate 2011 through 2016</b>	<b>2.99</b>	<b>WOJV Average Annual Lost Time Incident Rate 2011 through 2016:</b>	<b>0.33</b>
Nat'l/ State Annual Average Recordable Incident Rate – Public Works 2011 through 2016:	2.90	Nat'l/ State Annual Average Lost Time Incident Rate 2011 through 2016:	1.36
<b>Total Transit Center Craft Hours 2011 – YTD 2017 :</b>	<b>Total Craft Hours Dec. 31, 2017:</b>	<b>Total Transit Center Craft Hours YTD 2017 :</b>	
<b>4,481,320</b>	<b>151,950</b>	<b>1,635,404</b>	

# Phase 1

## Salesforce Transit Center

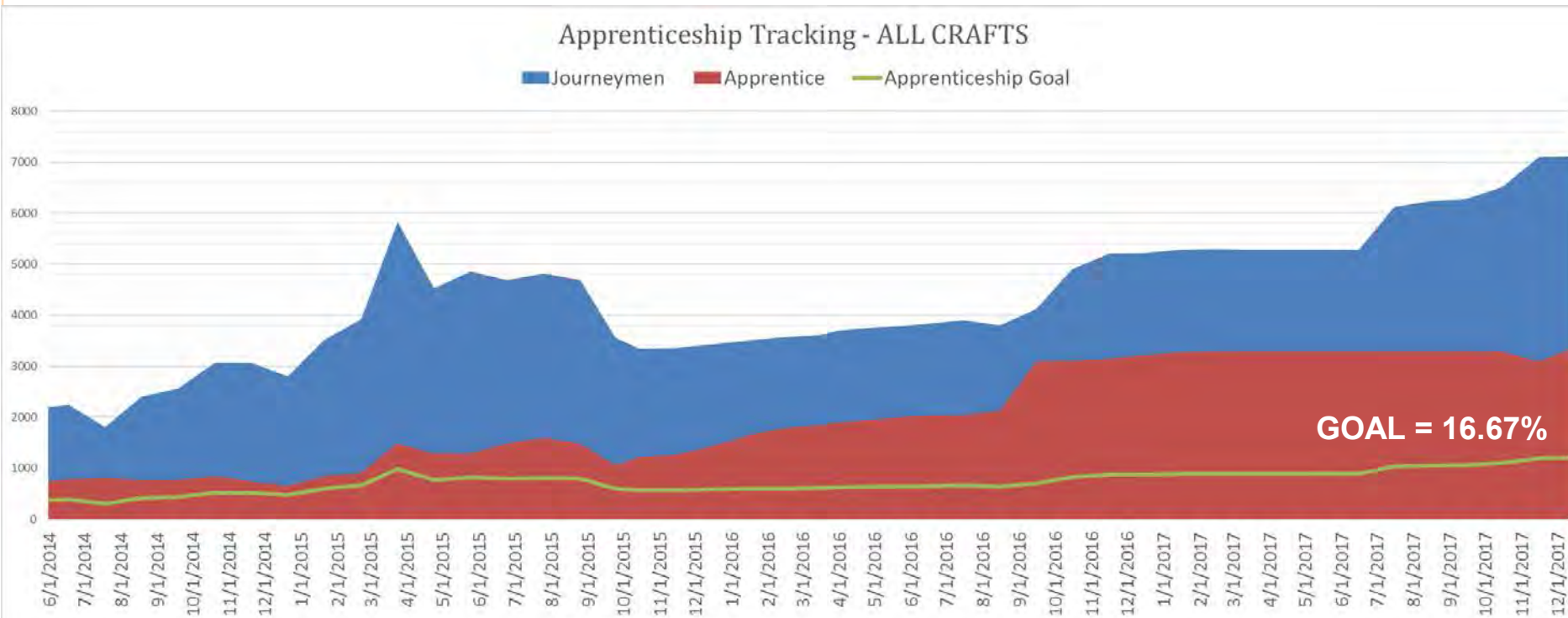
### LABOR & SAFETY



# Phase 1

## Salesforce Transit Center

APPRENTICES THRU DECEMBER 12, 2017



- To date, apprenticeship goal surpassed by approximately 15%

# Phase 1

## *Bus Storage*

### DESIGN, PROCUREMENT, PRECONSTRUCTION

- Obtained approval of the plans from the State Division of Architect and the State Fire Marshal
- Executed airspace lease with Caltrans
- Executed sub-lease with AC Transit
- Awarded construction contract to Ghilotti Construction in March 2017
- Completed archaeological field work in advance of construction



# Phase 1

## *Bus Storage*

### CONSTRUCTION

- Construction commenced in May 2017
- Completed off haul of all contaminated soil
- Retaining and sound wall footing excavation and concrete pours are well underway
- Bridge deck was poured for structure over Second Street
- Obtained Cal Fire permit for administration offices
- Held schedule throughout 2017

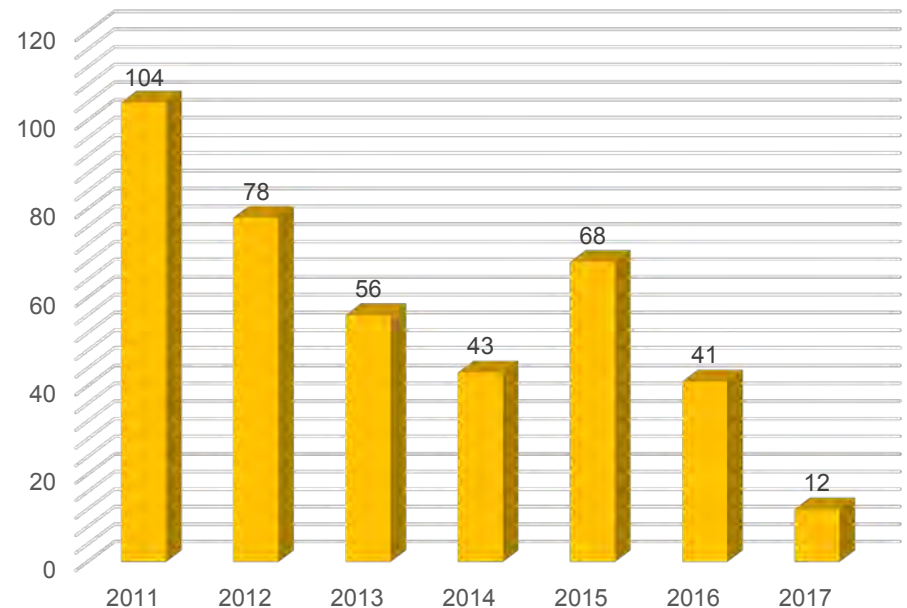


# Phase 1

## Community Outreach

- Hosted regular community meetings at TJPA office
- 10-day look-ahead email updates to neighbors on a weekly basis
- Continued with regular newsletters and social media to highlight project components and milestones
- Faces of Transbay: New videos featuring TJPA's 2017 summer interns
- Staffed 24-hour construction hotline
- Continued outreach to mitigate impacts to neighbors, resulting in fewest complaints since construction began

NUMBER OF COMPLAINTS



# Phase 1

## *Student Internships*





# Transit Center Jobs Across the United States of America

As of November 2017

## Washington

Thompson Metal, Vancouver  
Steel Columns & Transfer Girders  
Insulform, Puyallup  
Insulation  
McClean Iron Works, Everett  
Steel Frames

## Oregon

Marks Metal Tech, Clackamas  
Rolling & Metal Forming  
Oregon Sandblasting, Tualatin  
Metal Prep & Coating  
Oregon Iron Works, Clackamas  
Girders, Basket Columns  
American Steel/Lampros Steel, Portland  
Supply Steel Plates

## California

Gerdau, Napa /San Diego/Long Beach  
Reinforcing Bars  
XKT Engineering, Vallejo  
Cruciform SLRS Vertical Members  
Bratton Masonry Inc., Fresno  
Masonry  
Mageba, San Jose  
Pendulum Bearings  
ISAT, La Mirada  
Seismic Anchors  
TWI, Los Angeles  
Curtain Wall Steel Frames  
Harris Rebar, Livermore  
Reinforcing Bars  
Pacific Erectors, Rocklin  
Metal Wall Panel System  
The Herrick Corp, San Bernardino  
WF Shape, SLRS Steel Members  
DYWIDAG-Systems, Long Beach  
Reinforcing Bars/HS Rods  
NMI Industrial, Sacramento  
Steel for Stairs  
Desert Mechanical, Sylmar  
HVAC, Plumbing  
Mason Industries Inc, Anaheim  
Seismic bracing and Isolation  
Tiger Tanks, Bakersfield  
Fuel Tanks

## North Dakota

GPk Products, Fargo  
PVC Pipe Fittings

## Nebraska

G4S Technology, Omaha  
Security Systems  
Diamond Plastic, Grand Island  
PVC Pipe

## Kansas

Bradken, Atchison  
Large Steel Shapes  
Viega, Wichita  
Pipe Fittings



## Nevada

Performance Pipe, Reno  
Geothermal System  
Southwest Specialty, Las Vegas  
Metal Ceilings

## Colorado

Rail Service Corp, Lakewood  
Transit Communications Systems  
Johns Manville, Denver  
Insulation Systems

## Arizona

Stinger Bridge & Iron, Coolidge  
Cable Stay Steel Plates  
Coyote Steel, Fountain Hills  
Steel Beams for Falsework  
Clayton National, Scottsdale  
Fireproofing  
Vinyltech Corp, Phoenix  
PVC Pipes

## Montana

MicroLab, Bozeman  
Power Splitter/Couplers

## Idaho

Base Line Irrigation, Boise  
Irrigation Products

## Missouri

Bradken, St. Joseph  
Cast Nodes  
Architectural Systems, Monett  
Metal Panels  
Carboline, St. Louis  
Performance Coatings  
H.E. Williams, Carthage  
Light Mountings  
Bull Moose Tube, Chesterfield  
Mechanical & Structural Tubing

## Minnesota

Innovent, Minneapolis  
Indoor Air Handling Unit  
Valspar, Minneapolis  
Extrusion Coatings  
Twin City Hose, Rogers  
Flexible Metal Hose

## Iowa

EFCO Corp, Des Moines  
Concrete Forms  
Eko Const., Decora  
Metal Fasteners, Anchors  
Viking Pump, Cedar Falls  
Pumps

## Illinois

Delta Structures Inc, Addison  
Space Frame Design & Fab  
Scot Forge, Spring Grove  
Forged Pins  
Circle Metal Specialties, Alsip  
Custom Steel Design & Fab  
Allied Tube & Conduit, Harvey  
Rigid Steel  
Larson Engineering, Chicago  
Curtain Wall Engineering

## Kentucky

General Cable, Highland Heights  
Electrical Cable  
Republic Conduit, Louisville  
Electrical Conduit

## Michigan

Williams Form Eng, Belmont  
Supply HS Rods  
Ward Connector, Holland  
HVAC Components

## Indiana

Crown Corr, Gary  
EMT Fittings  
RACO, South Bend  
EMT Fittings

## Wisconsin

Wisconsin Centrifugal, Waukesha  
Spun Cast Pipes  
Weil Pump Co, Cedarburg  
Water Heaters/Controls

## Ohio

Lincoln Electric, Euclid  
Welding Wire & Machines  
Metal Tek, Sandusky  
Spun Cast Pipe  
Artco, Hannibal  
Steel Plates  
The Dyson Corp, Painesville  
HS Rods  
Picoma Industries, Cambridge  
EMT Elbows, Steel Conduit  
Columbia Eng. Rubber, Vandalia  
Rubber Bellows  
ClarkDietrich, West Chester  
Steel Framing

## Maine

Woods End Labs, Mt Vernon  
Analytical Soil Testing

## New Hampshire

Pipe Compression Connections

## New York

Hohmann & Barnard, Hauppauge  
Waterproofing  
Watson Bowman Acme, Amherst  
Structural Sealing Joint System

Karp Assoc Inc, Melville  
Access Doors

Garlock, Palmyra  
Pipe Fittings/Gaskets

## Massachusetts

Berry Plastics, Franklin  
Waterproofing

Sarnafl, Canton  
Waterproofing

## Rhode Island

APC, West Kingston  
Uninterrupted Power Supply

## Connecticut

Bridgeport, Stratford  
Electrical Fittings

United Tech. Co., Farmington  
Steel Systems

Belimo, Danbury  
Actuators

## West Virginia

American Airworks, Sophia  
Breathing Air Systems

## Pennsylvania

Ward Mfg, Blossburg  
Pipe Fittings

ArcelorMittal, Coatesville  
Steel Plates

Chapel Steel, Pottstown  
Steel Plates

ESAB, Hanover  
Welding Materials

Wheatland Tube Co., Scranton  
Conduit Locknuts, Bushings

PPG Industries, Pittsburgh  
Industrial Coatings



### Total Jobs Created

Local: 14,136\* | Beyond SF Bay Area: 8,330

### Off-site Jobs Created

500 200 100

\* Jobs created in the San Francisco Bay Area from demolition of the old Transbay Terminal, construction of the Temporary Terminal, Transit Center and Bus Ramp.

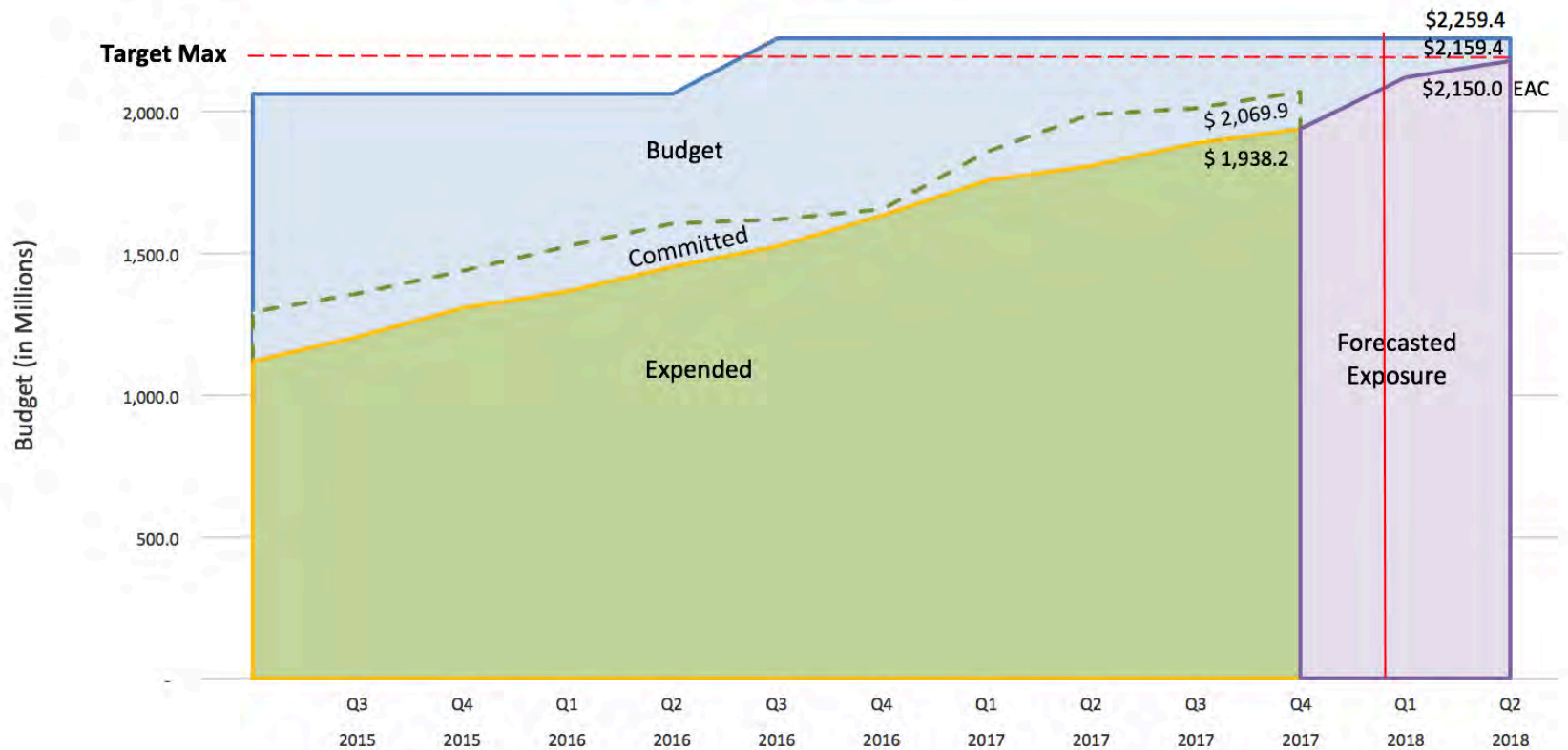
# Phase 1

## Salesforce Transit Center

### BUDGET

#### Phase 1 - Transbay Program

Data thru: November '17



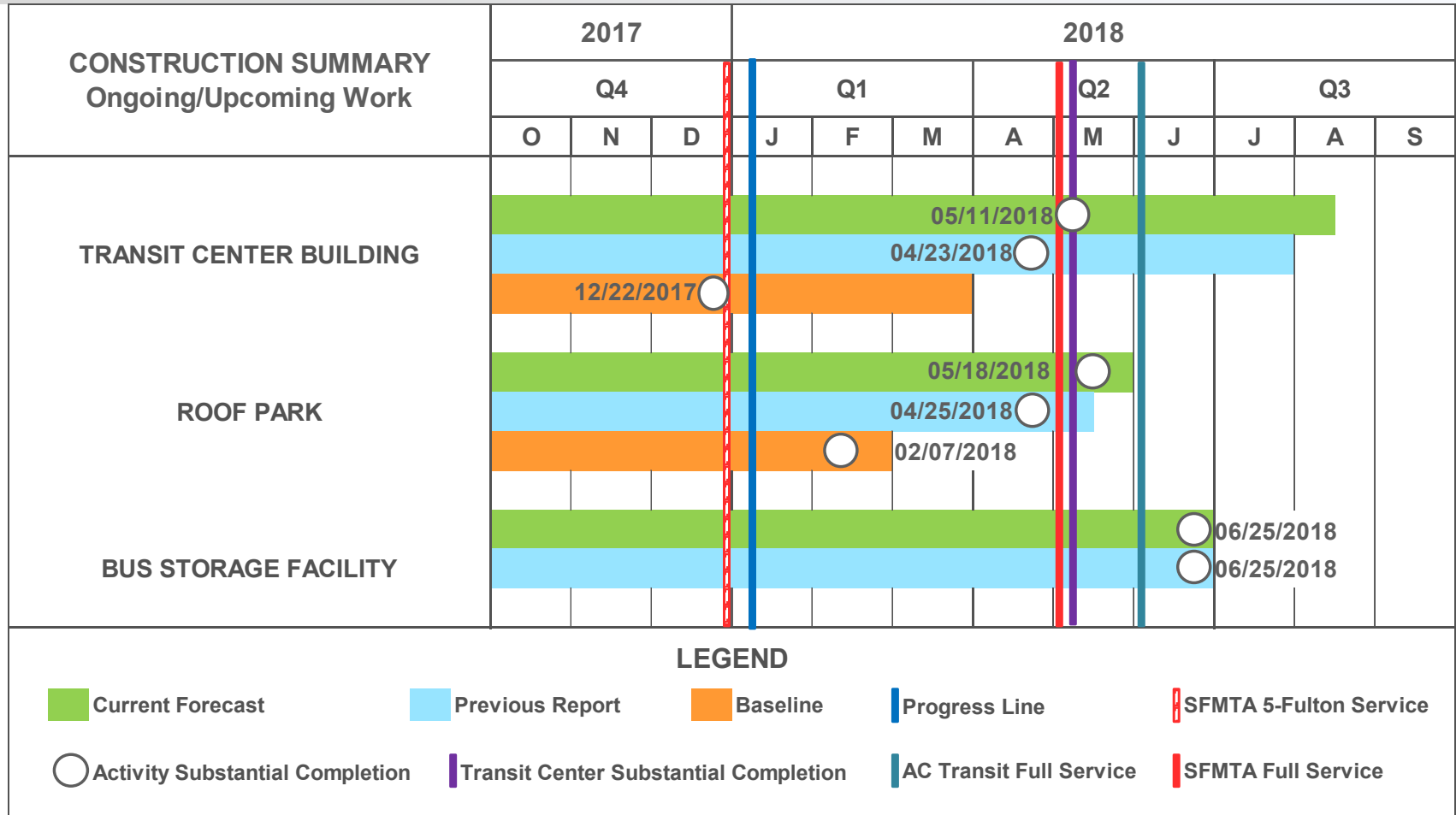
■ 86% Program Budget

■ 99% Contract Time

# Phase 1

## Salesforce Transit Center

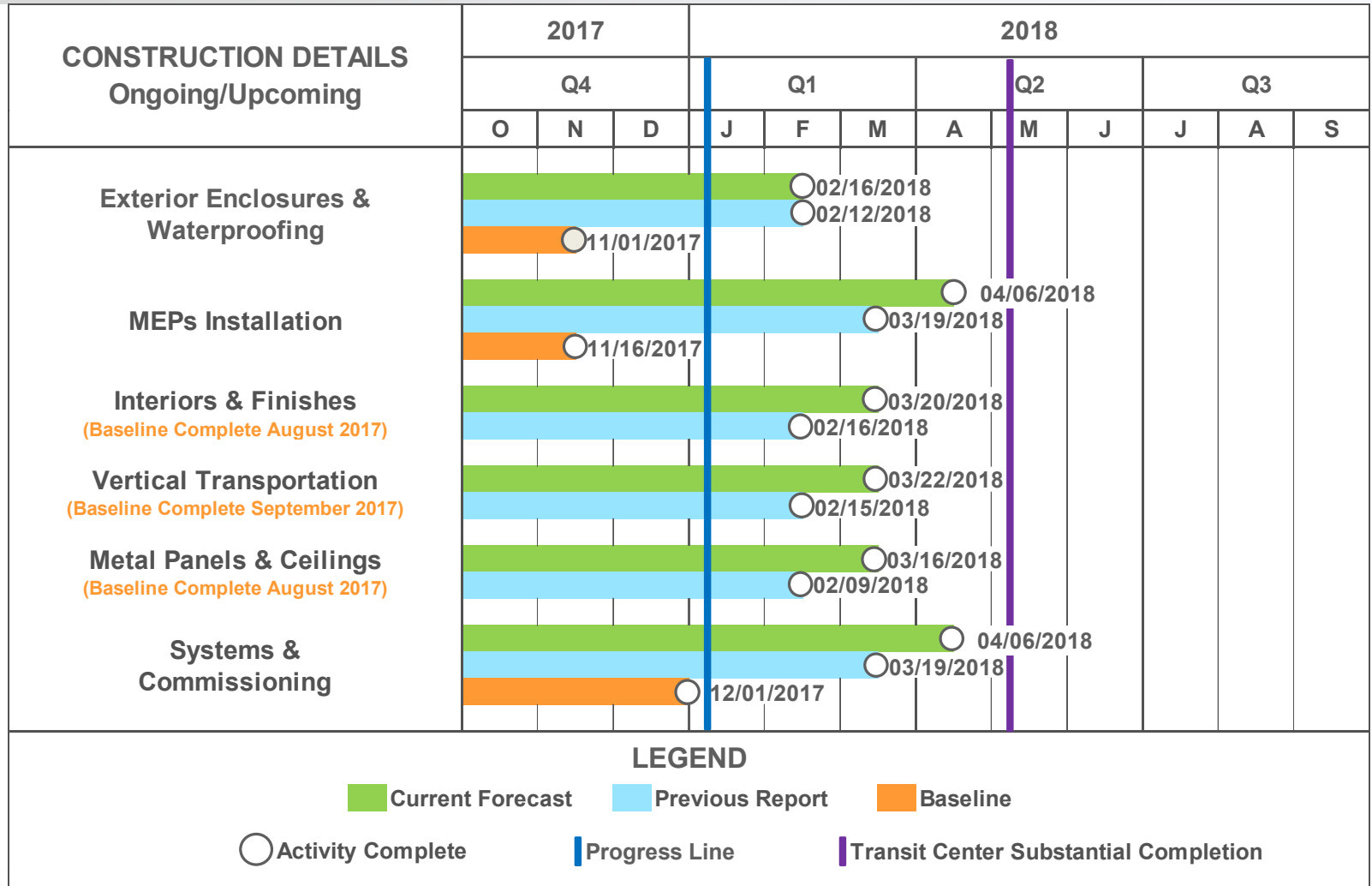
### SCHEDULE



# Phase 1

## Salesforce Transit Center

### SCHEDULE



# Phase 1

## *Salesforce Transit Center*

### RISKS

- Eroded confidence in Webcor's ability to provide partial Schedule Recovery
- Reliability of Webcor's schedule reporting is diminished by Fisk Electric's lack of scheduling participation
- Fisk Electric's production rates in both normal voltage and low voltage distribution continue to have negative schedule impacts
- Webcor's limited mitigation success to date
- Webcor's late Substantial Completion milestone is impairing planned bus training or the start of transit operations

### ENHANCED MITIGATION MEASURES

- Continue strategic acceleration
- Further replacement or augmentation of underperforming subcontractors
- Webcor to increase reporting details and transparency of subcontractor intermediate key milestones, especially related to electrical progress
- Webcor to provide TJPA with weekly greater detailed State of Completion reports indicating milestone misses, makes, and forecast
- Contractual remedies implemented including assessment of Liquidated Damages

## Phase 2

---

# Phase 2

- Secured Prop K funds to continue design
- Initiated 30% design on elements common to both the Downtown Rail Extension and alternative alignments being studied by the City
- Completed tunnel options study
- Completed rail operations study & initiated a peer review with SFCTA
- Submitted Draft Supplemental Environmental Impact Study/ Environmental Impact Report (SEIS/EIR) to Federal Transit Administration (FTA) for final review
- Completed Phase 2 ridership analysis
- Continued to work closely with the City to progress the Railyard Alternatives and I-280 Boulevard Feasibility (RAB) Study toward conclusion
- Continued close coordination with CHSRA, Caltrain, SFCTA, and the City



# Operations

---

Asset Management

Transit Operations

Security



# Operations

## Asset Management – Lincoln

### FACILITY OPERATIONS

- Executed Asset Management Agreement with Lincoln Property Company whose team includes Biederman Redevelopment Ventures (BRV), Colliers International and Pearl Media
- Major contracts awarded by Lincoln:
  - MBH Architects: tenant improvement architectural services
  - Turner Construction Company, Interiors Division: tenant improvement general contractor
  - Pro Resources, Inc: retail pop-up consultant
  - Township Building Services: janitorial
  - Township Engineering, Inc: engineering & maintenance
  - Landmark Industries: waste and recycling

LINCOLN  
PROPERTY  
COMPANY

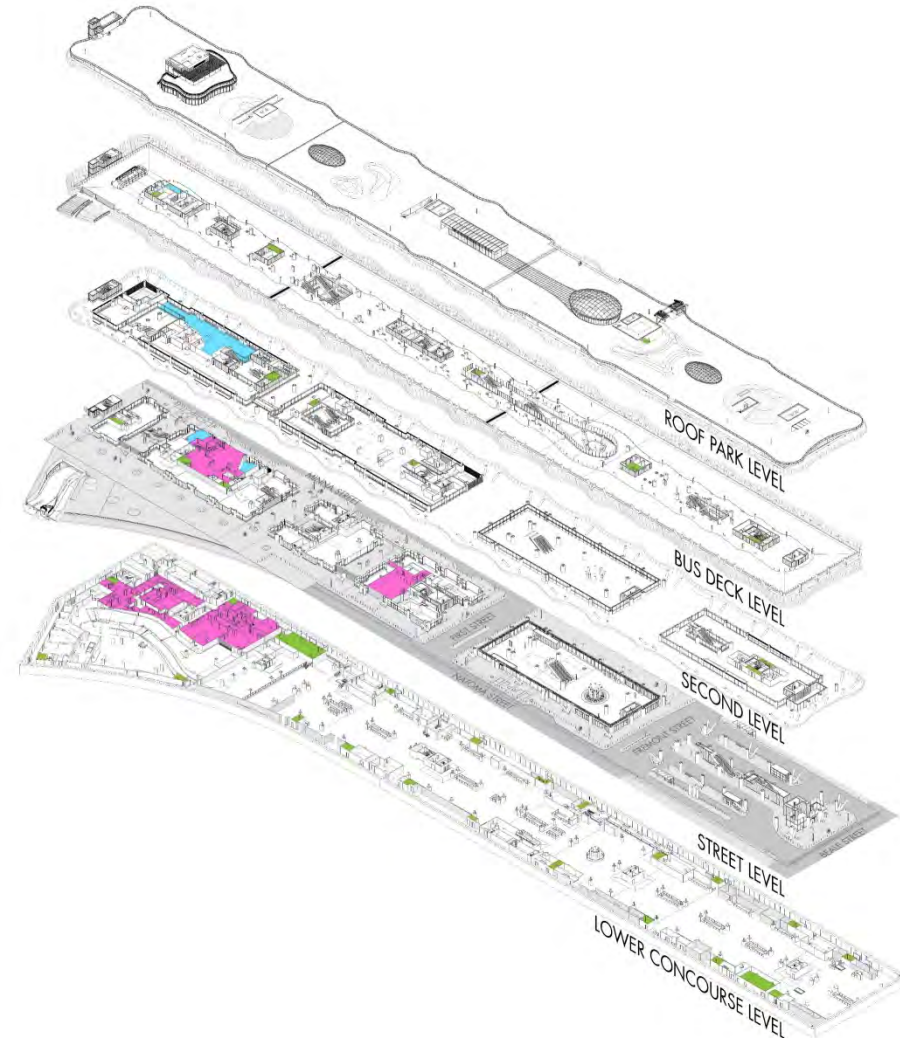


# Operations

## Asset Management – Lincoln

### FACILITY OPERATIONS

- Developed management framework for transition activities
- Issued 28 of about 50 requests for proposals (RFP) for service contractors
- Submitted Amtrak/Greyhound office plans to Department of Building Inspection for permitting
- Ordered furniture for Security Operations Center and building engineering and janitorial workrooms
- Purchased salesforcetransitcenter URLs

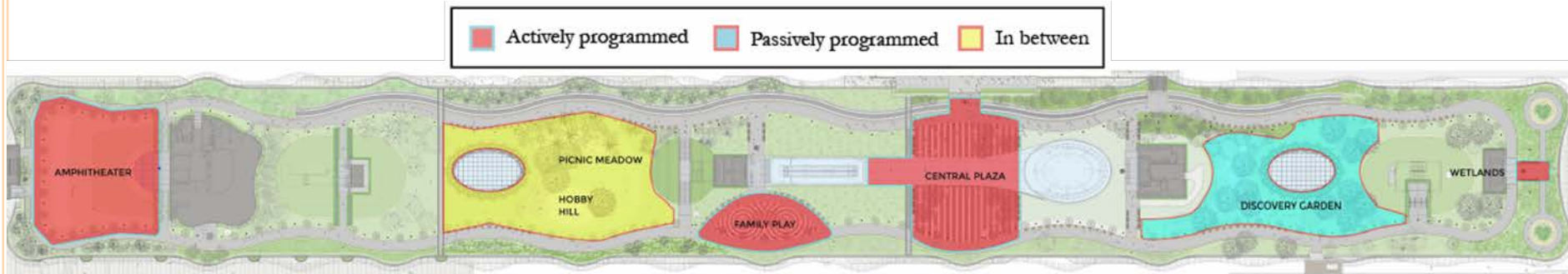


# Operations

## Asset Management – BRV

### SALESFORCE PARK

- Conducted interviews, outreach, and focus groups with key stakeholders to form an understanding of park users
- Identified and met with over 100 potential programming, event, and sponsorship partners
- Defined park activity zones
- Defined park programming & event schedule, policies, staffing, and budget needs
- Created park marketing materials and established initial contact with brands
- Defined park maintenance and operations policies

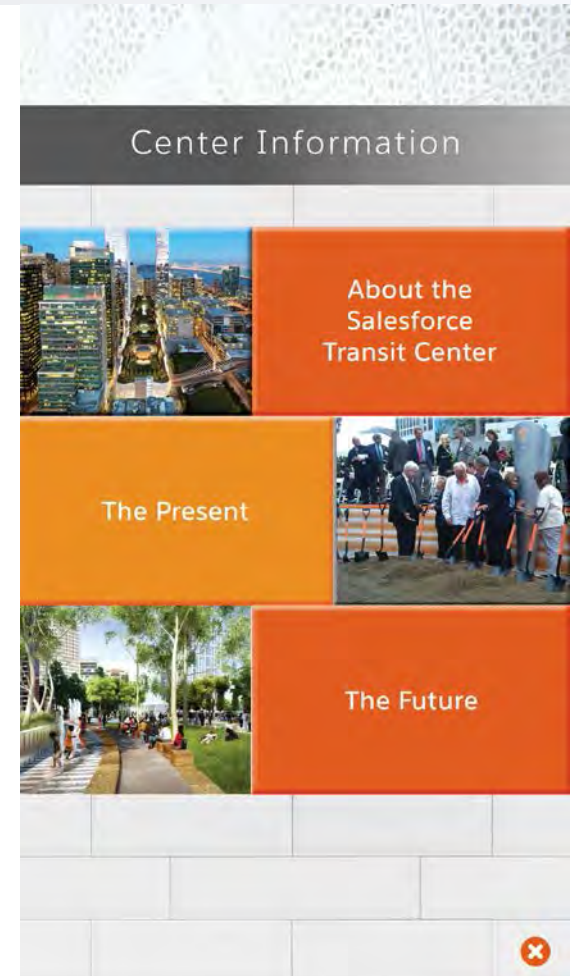


# Operations

## Asset Management – Pearl

### DIGITAL MEDIA

- Conducted technical analysis of digital display system components and configurations
- Completed scoping and layout of the content management system (CMS) and provided a live technical demonstration of its capabilities
- Created visual standards for the digital display of transit information
- Designed and implemented sales presentation package
- Created framework for advertising pricing packages to include BRV
- Commenced outreach to potential advertisers



# Operations

## Asset Management – Colliers

### RETAIL PROGRAM

- Approved retail merchandising plan
- Approved retail/commercial leasing policy including lease agreement and letter of intent templates
- Launched marketing campaign:
  - Developed lease outline drawings (LODs) for each retail location
  - Created interactive website including marketing video, LODs, prospective tenant application, lease template, tour information
  - Implemented database application for tracking tenant inquiries and producing weekly reports to TJPA
  - Placed ads and sent e-mail blasts
- Developed financial retail pro forma in accordance with market trends



# Operations

## *Asset Management – PRI*

### POP-UP RETAIL PROGRAM

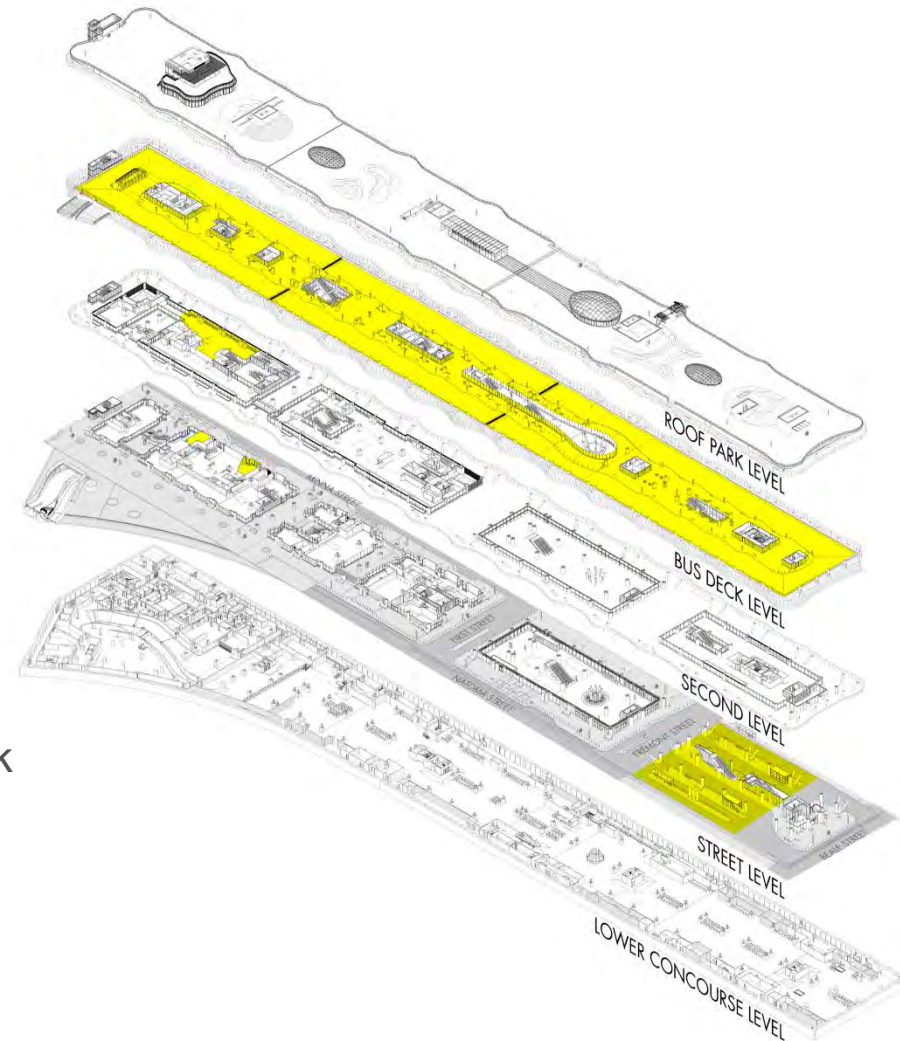
- Developed retail pop-up vision
- Added the Salesforce Transit Center pop-up program to PRI website to facilitate interactive applications
- Began canvassing for pop-up retailers at Northern California artisan markets, holiday markets & events, and shopping locations
- Formulated preliminary plans for farmers market, food trucks, and pop-up locations throughout the transit center
- Developed license agreement template



# Operations

## *Transit Operations*

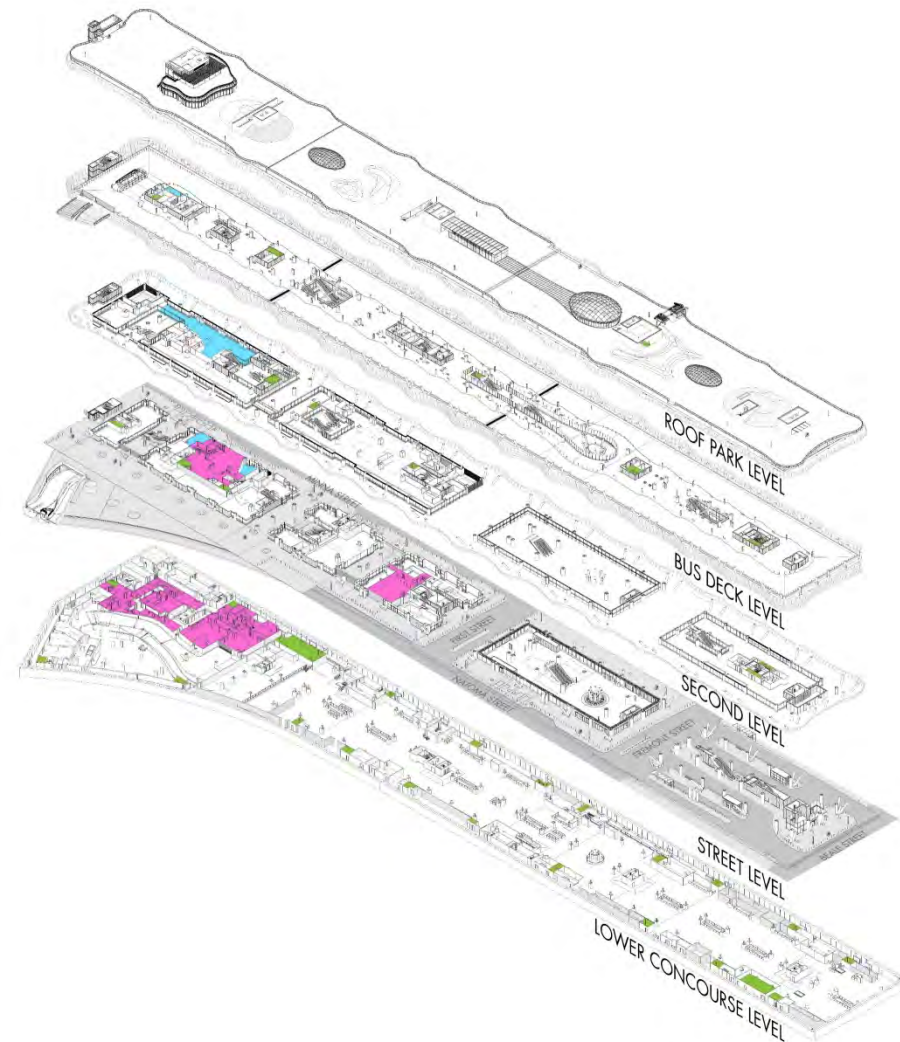
- Developed and presented operating projections to transit operators
- Established transition planning framework with transit operators
- Approved Greyhound office lease
- Negotiated San Francisco Municipal Transportation Agency (SFMTA) lease for the bus plaza, to be presented to Board in early 2018
- Negotiated Amtrak office lease for second floor space
- Completed bus testing on the bus ramp, and conducted bus testing on the bus deck and bus plaza
- Approved right-of-entry agreement with SFMTA and began service for Muni #5-Fulton at the bus plaza



# Operations

## Security

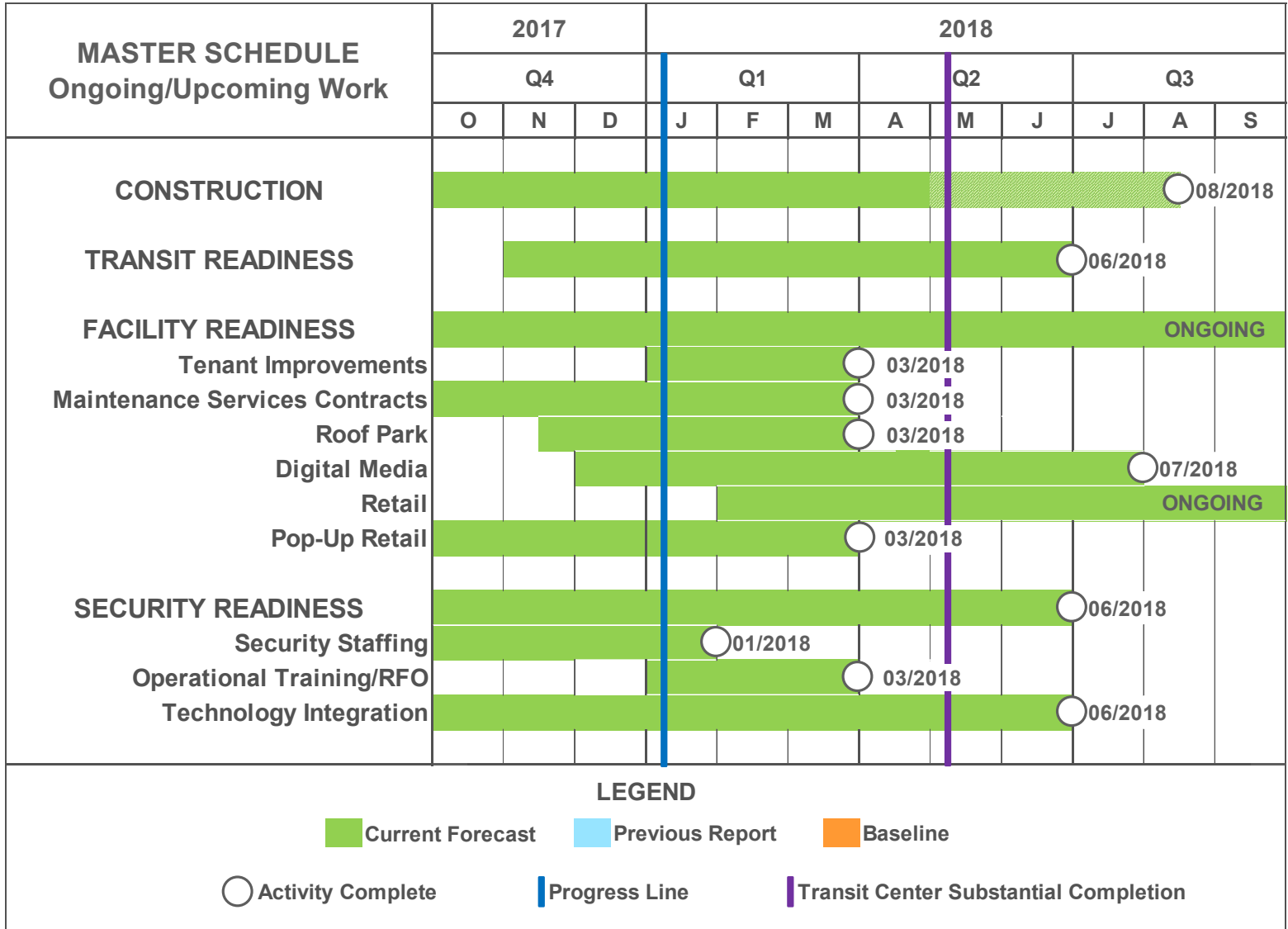
- Completed peer review of security staffing plan by American Public Transportation Association (APTA)
- Negotiated contract with Allied Universal Security for on-site security guards
- Negotiated memorandum of understanding (MOU) with San Francisco Police Department (SFPD) for on-site law enforcement officers
- Conducted multi-agency panel discussion of quality of life issues at transit center during December TJPA Citizens Advisory Committee meeting
- Issued RFP for information security/cybersecurity services
- Developed park rules & regulations; approved by the TJPA Board





# Operations

## Master Schedule





**PLAN FOR 2018**

# Programwide

## Funding

- Submit application for \$275 million in funding for Phase 2 under the State's Transit and Intercity Rail Capital Program (TIRCP)
- Boingo to sign cellular carriers, generating additional revenue of up to \$1.75 million (with 4<sup>th</sup> carrier signed) in addition to a minimum of \$125,000 annually
- Support RM-3 ballot measure –Transbay Program would receive \$325 million for Phase 2 and an additional \$5 million per year for operations
- Seek funding for Phase 2 under the Senate Bill 1 Road Repair and Accountability Act, signed into law in April 2017
- Seek federal infrastructure funding



# Phase 1

## *Construction – Salesforce Transit Center*

- Achieve Substantial Completion:
  - Begin system start-up, testing and commissioning of critical systems in early 2018
  - Complete installation and integration of data network and systems
  - Complete installation of Neutral Host DAS
  - Complete installation and integration of audio visual equipment
  - Complete installation of wayfinding and digital signage
  - Complete installation of artwork
  - Complete rooftop park landscaping in Spring 2018



# Phase 1

## *Construction – Bus Storage*

---

- Substantial Completion expected June 26, 2018:
  - Complete bus link ramp over Second Street in 1st quarter 2018
  - Complete exterior sound walls in 2nd quarter 2018
  - Complete site grading/paving in 2nd quarter 2018
  - Install AC Transit administration building in 2nd quarter 2018



# Phase 2

- Complete Final SEIS/EIR and present to TJPA Board for approval
- Support issuance of Record of Decision by FTA
- Support SFCTA's peer review of operations study results
- Address the recommendations of the RAB Study
- Secure funding to update remaining preliminary engineering design
- Complete 30% design & update cost estimate
- Continue development of funding plan
- Enter the New Starts federal grant program



# Operations

## *Asset Management – Lincoln*

### FACILITY OPERATIONS

- Open the Salesforce Transit Center:
  - Provision building engineer & custodial staff
  - Implement all service contracts
  - Issue RFP and award contract for IT operations management
  - Implement computerized maintenance management system infrastructure
  - Participate in building commissioning and train building engineers on systems
  - Develop and implement transit center marketing plan to include interactive website as point of entry for Lincoln, BRV, Colliers, Pearl & PRI
- Complete base building construction improvements to prepare for retail tenant construction



# Operations

## *Asset Management – BRV*

### SALESFORCE PARK

- Activate Salesforce Park:
  - Implement all operational procedures and protocols
  - Implement and begin marketing calendar of events and programs with programming, event & community partners
- Finalize and execute first year of sponsorships in collaboration with Pearl Media
- Continue to seek out sponsorship partners and other revenue generating strategies





# Operations

## Asset Management – Pearl

### DIGITAL MEDIA

- Activate digital media:
  - Complete installation and integration of data network and audio visual equipment & systems
  - Complete testing and integration of the CMS design and programming
  - Complete requirements and specific content for the CMS
  - Complete programming of wayfinding and digital signage
- Activate sponsorships and partner packages on the promotional platform



# Operations

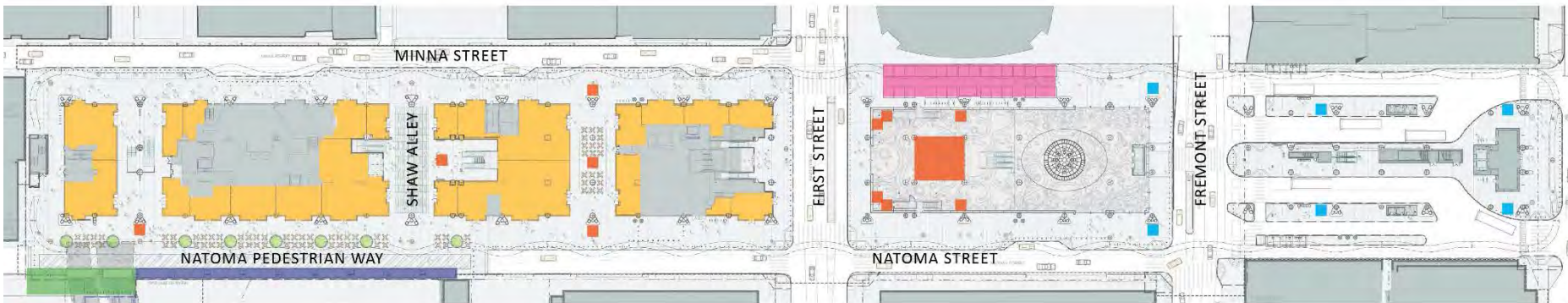
## *Asset Management – Colliers & PRI*

### RETAIL PROGRAM

- Activate pop-up program for opening
  - Finalize pop-up business locations and plan
- Continue to market all retail spaces, respond to inquiries and qualify prospective tenants in a consistent manner across desired merchandise categories in accordance with the merchandising plan
- Identify and launch negotiations with anchor tenants (large spaces plus flagship restaurant) as well as specialty tenants



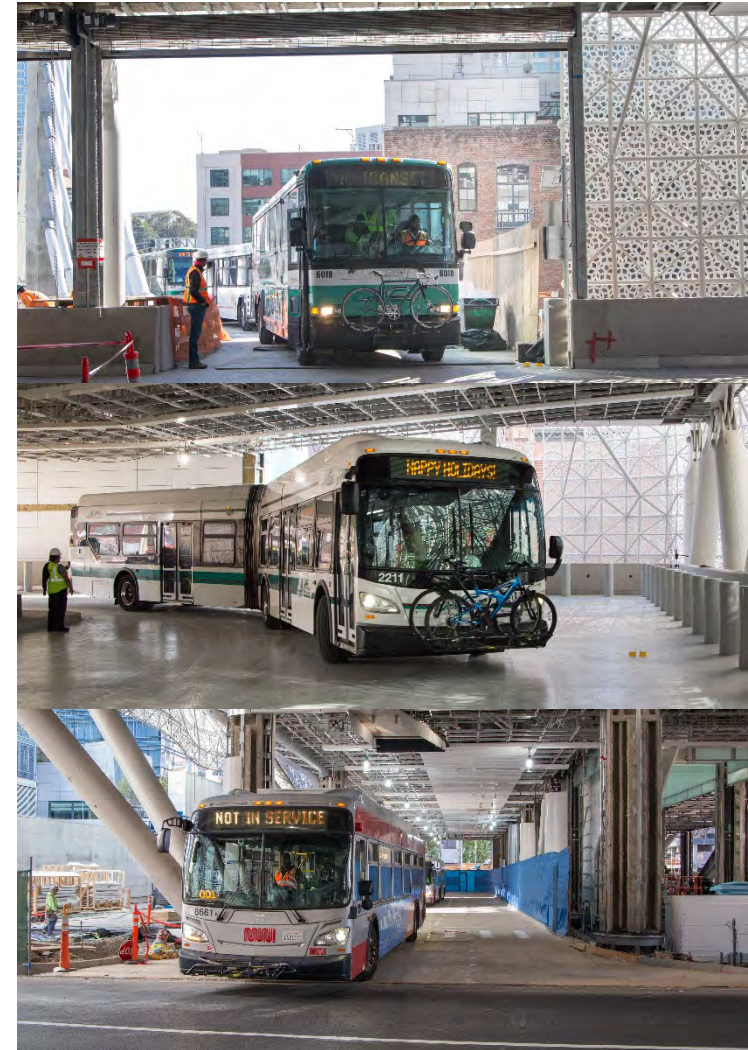
- POP-UP RETAIL
- TI RETAIL SPACES
- FARMERS MARKET
- VENDING MACHINES
- BEER GARDEN
- FOOD TRUCK



# Operations

## *Transit Operations*

- Begin full bus service:
  - Complete bus testing at the bus deck
  - Complete bus driver training:
    - Bus Deck: AC Transit, Amtrak, Greyhound, Muni and WestCAT Lynx
    - Bus Plaza: Muni
  - Support AC Transit in completing bus deck license agreements with Amtrak, Greyhound, SFMTA, and WestCAT Lynx
  - Execute agreement with SFMTA for bus operations at the bus plaza
  - Execute office lease with Amtrak for the second floor space
- Operationalize Greyhound Package Express
- Vacate temporary terminal



# Operations

## Security

- Approve agreement with Allied Universal Security for unarmed security guards and ambassadors
- Approve MOU with SFPD
- Develop standard operating procedures, train staff and run internal tabletop exercises
- Approve agreement for information security/ cybersecurity services
- Approve Salesforce Transit Center Code of Conduct
- Incorporate park rules & regulations into the San Francisco Park Code



# Salesforce Transit Center Grand Opening

## *A Memorable Inclusive Regional Celebration*

### GOALS

- Build awareness and excitement for Grand Opening through sponsorships, community engagement & multi-media
- Encourage continued use of the Center's transit opportunities, park & pop-up retail
- Provide comprehensive and culturally competent outreach to the entire Region

### DELIVERABLES

- Raise funds to offset event costs and promotional materials through Sponsorship Program
- Educate & transition riders from Temporary Terminal
- Host weeklong series of events to celebrate and welcome the Greater Bay Area Community to the new Salesforce Transit Center
- Educate Region about the project, showcasing the project's leadership in transit-oriented development, smart growth, transportation, the environment, economic stimulus, engineering, architecture, etc.



201 Mission Street, Suite 2100 San Francisco, CA 94105 • 415.597.4620 • [www.tjpa.org](http://www.tjpa.org)

**TJPA**  
TRANSBAY JOINT POWERS AUTHORITY