



*Long-range Strategic  
Space Master Plan  
for Santa Fe Area  
Owned Buildings*

NM GSD FMD / CBPC

Capitol Buildings Planning Commission:  
Project Overview

June 18, 2021



Architectural Research Consultants, Incorporated

 [www.arcplanning.com](http://www.arcplanning.com)

# Purpose



**Prepare a long-range Strategic Space Master Plan to serve as a roadmap for building utilization and improvements for owned buildings and sites in the Santa Fe area.**

**Under the purview of the GSD, these buildings and sites are used primarily for office purposes**

# Process



**ARC used a four-step process to develop the plan:**

**Step A. Initiated the project by gathering relevant existing information and establishing the decision-making process**

**Step B. Inventory and Analysis examined the supply and demand characteristics of the state-owned and leased buildings in the Santa Fe area**

- **On the Demand side**
  - *Identify Use by physical inspection and web-based questionnaire*
  - *Develop a physical database of usable square footage for state-owned buildings*
- **On Supply side**
  - *Identified condition of state-owned facilities*
  - *Potential siting options and characteristics for a new Executive Office Building*

**Step C. Synthesize identified space use strategies and an implementation plan**

**Step D. Report prepared a final and draft report summarizing the findings and recommendations of the study**

# Owned and Leased Space



## Owned Office Buildings Under GSD / FMD Purview

- 1.5 million gross square feet (GSF) and about 1 million usable square feet (USF) in 29 buildings at the five campuses and several standalone buildings

## Leased Space by Executive agencies under GSD/FMD

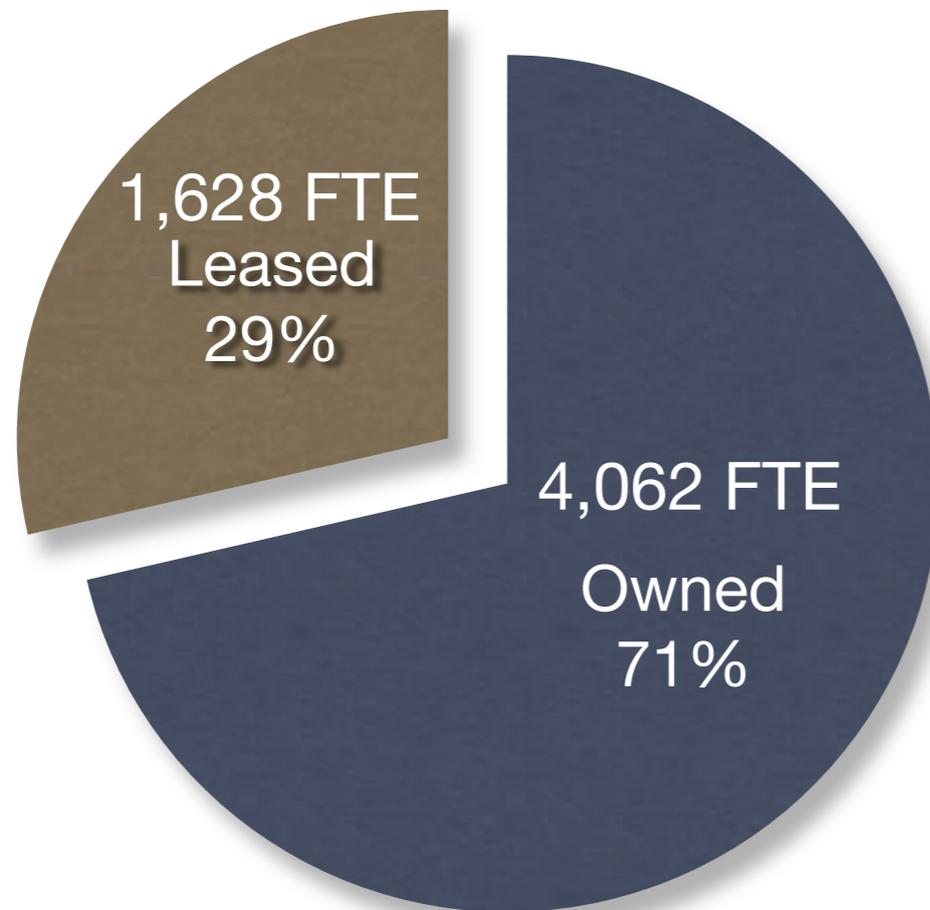
- ~ 450,000 rentable square feet (RSF)
- ~ \$10.5 million annual cost



# Existing Space Use\*

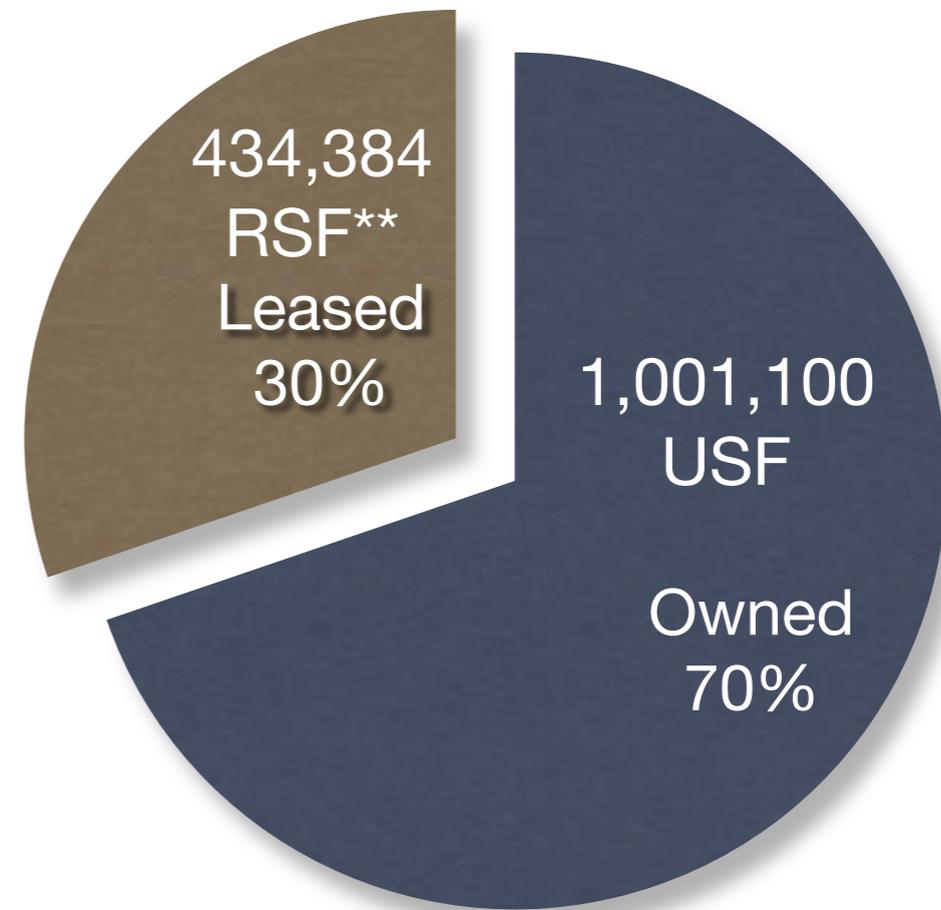


## People



Total Budgeted FTE  
5,690

## Space



Total Space Use  
1,435,484 SF

\*Executive Agencies in Santa Fe Under GSD/FMD Purview

\*\*~369,226 USF (approximately 85% of RSF)

# Study Goals



- Seek opportunities to move state agencies from leased to state-owned space
- Co-locate agencies with similar clients and services
- Seek opportunities to consolidate agencies from multiple locations into state-owned space
- Dispose, or acquire facilities to facilitate access to services, promote economies of scale, achieve cost-effective operations
- Make most efficient use of space in accordance with the state space standards and best practices
- Address long-term space needs of the Administrative Office of the Courts

# Study Goals



## **Provide a continuing database and resource for facilities management**

- Space Use (plans and database)
- Condition Assessments

# Existing Space Use



## Example of Owned Building Documentation

### Main Capitol Campus – Bataan Building

Building Data								
County Code	Site Code	Building No	Building Name	GSD / FMD / GSF	ARC Office USF	Office USF / GSF	USF / FTE (Filled)	USF / FTE (Budgeted)
01	001	000004	Bataan Memorial	159,325	87,900	55%	331	262



View to the Northwest

### Building Use Data

	USF Rounded						Floor Total
	A	B	C	D	E	F	
Floor 0	8,100	3,000	8,100	1,600	3,800	3,800	28,400
Floor 1	9,700	3,200	6,200	3,100	2,800	3,600	28,600
Floor 2	9,800	3,800	6,300	3,200	4,800	3,600	31,500
Floor 3	0	0	7,400	0	0	0	7,400
	<b>27,600</b>	<b>10,000</b>	<b>28,000</b>	<b>7,900</b>	<b>11,400</b>	<b>11,000</b>	<b>95,900</b>

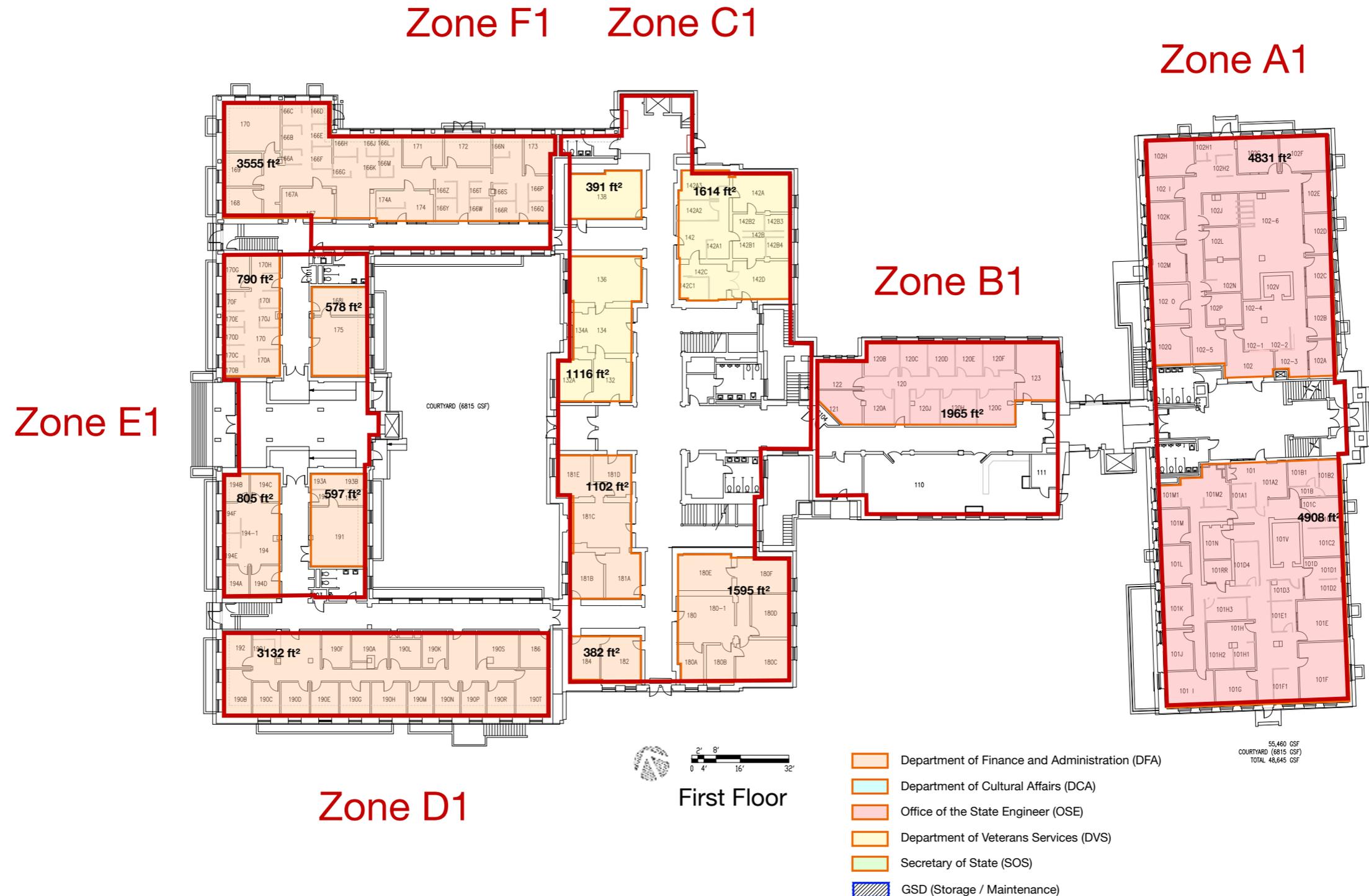
Rounded							Totals	
	DFA	SOS	DCA	OSE	DVS	Vacant		
A0	0	3,800	0	4,300	0	0	8,100	20,300
B0	1,700	0	0	1,300	0	0	3,000	
C0	0	0	0	0	0	0	0	
D0	1,600	0		0	0	0	1,600	
E0	0	0	0	3,800	0	0	3,800	28,700
F0	0	0	0	3,800	0	0	3,800	
A1	0	0	0	9,700	0	0	9,700	
B1	0	0	0	2,000	0	1,300	3,300	
C1	3,100	0	0	0	3,100	0	6,200	31,500
D1	3,100	0	0	0	0	0	3,100	
E1	2,800	0	0	0	0	0	2,800	
F1	3,600	0	0	0	0	0	3,600	
A2	9,800	0	0	0	0	0	9,800	31,500
B2	0	0	3,800	0	0	0	3,800	
C2	0	0	6,300	0	0	0	6,300	
D2	0	0	3,200	0	0	0	3,200	
E2	0	0	4,800	0	0	0	4,800	7,400
F2	0	0	3,600	0	0	0	3,600	
A3	0	0	0	0	0	0	0	
B3	0	0	0	0	0	0	0	
C3	7,400	0	0	0	0	0	7,400	7,400
D3	0	0	0	0	0	0	0	
E3	0	0	0	0	0	0	0	
F3	0	0	0	0	0	0	0	
Totals	33,100	3,800	21,700	24,900	3,100	1,300	87,900	

	Budgeted Filled	Budgeted Vacant	Total
Department of Finance & Adm	119	29	148
Secretary of State	9	1	10
Department of Cultural Affa	57.75	19	76.75
Ofc of the State Engineer	66	15	81
Department of Veteran Servi	14	6	20
Total	265.75	70	335.75

# Existing Space Use



## Example of Owned Building Documentation



# Existing Space Use



## Example of Owned Building Documentation

More Detail Available:

Spreadsheets documenting space use are available for download here:  
<https://arcforms.info/nmgdsdsp2020fca/login.php>  
(Login and password required.)

Agency	Owned Office USF	Budgeted FTE (Filled)	Budgeted FTE	Leased Office (RSF)	Budgeted FTE (Filled)	Budgeted FTE	Total USF*	Total Budgeted FTE (Filled)	Total Budgeted FTE
<b>Elected Officials</b>									
Attorney General	41,000	67	85	0	0	0	41,000	67	85
State Auditor	0			9,362	29	38	7,958	29	38
State Treasurer	0			11,228	27	35	9,544	27	35
Secretary of State	12,403	33	54	0	0	0	12,403	33	54
<b>Departments and Administratively Attached</b>									
Aging and Long-Term Care Department	27,500	78	99	0	0	0	27,500	78	99
Children, Youth and Families Department	55,400	185	236	29,269	69	86	80,279	254	322
Corrections Department	27,300	96	145	0	0	0	27,300	96	145
Cultural Affairs Department	46,200	58	77	0	0	0	46,200	58	77
Department of Environment	47,300	193	247	40,451	135	160	81,683	328	407
Office of the Natural Resources Trustee									
Department of Finance and Administration	33,100	119	148	0	0	0	33,100	119	148
Governors Commission on Disability	3,200	7	9	0	0	0	3,200	7	9
Department of Health	88,800	344	411	104,909	212	257	177,973	556	668
Department of Information Technology	38,100	101	167	0	0	0	38,100	101	167
Department of Public Safety	46,100	169	234	0	0	0	46,100	169	234
New Mexico State Police	26,500	71	79	0	0	0	26,500	71	79
Early Childhood Education & Care Department									
Economic Development Department	12,500	35	47	0	0	0	12,500	35	47
EMNRD / EMNRD - Forestry / EMNRD - State Parks	43,300	140	180	0	0	0	43,300	140	180
Youth Conservation Corps	0	0	0	701	2	2	596	2	2
General Services Department	75,800	221	265	0	0	0	75,800	221	265

# Condition Assessment



## New Mexico General Services Department FCA 2020 Facility Summary: 01-001-00004 · Bataan Memorial

300 Galisteo Street, Santa Fe, NM  
Evaluation Date: 2020-08-18  
Evaluator: MV

**Evaluation Status:** Evaluated

### Location Data

Site Data			
Site acres:	3.74	No/type of parking spaces:	102; 17 accessible, 7 vehicle charging
Lat/Long:	35.68392 / -105.94161		
Building Data			
Permanent building area:	159325 GSF	Number of floors:	5
Modular building area:	0 GSF	Modular buildings:	0.0% of GSF
Construction Dates			
Year Built:	1900	Building age:	120
Initial Construction Date:	1900	Renovation/Addition 1:	1912
Renovation/Addition 2:	1922	Renovation/Addition 3:	1951
FCI Data			
Building Type:	Administration	Facility Class:	
Building Height:	Five Story	CRV:	\$33,894,801
Cost per GSF:	\$212.74	FCI Cost:	\$2,334,022
FCI Score:	0.069	FCI:	Fair

FCI Scoring: 0.00-0.050=Good 0.051-0.100=Fair Greater than 0.100=Poor

### Assessment Score for Bataan Memorial

Scoring Category	Possible Points	Actual	Earned	Percent Score (E/A)
The Site	244	234.0	206.0	88.0%
Physical Plant Assessment	367	357.0	295.5	82.8%
Adequacy and Environment	389	264.0	226.5	85.8%
Total	1000	855.0	728.0	85.1%

Excellent=90-100% Satisfactory=70-89% Borderline=50-69% Poor=30-49% Very Inadequate <= 29%

### Notes from Evaluation Meeting and Questionnaire

- \* Staff vacated the building due to statewide health directives. The ARC evaluator conducted no on-site staff interactions, traffic observations, or informal inquiries.
- \* A Capital Improvement Project (CIP) to renovate five first-floor, multi-stall restrooms to address ADA accessibility was in progress at the time of the evaluation.
- \* A CIP to renovate the first-floor cafe is scheduled for winter 2020.
- \* A CIP to renovate four second-floor, multi-stall restrooms to address ADA accessibility was in progress at the time of the evaluation.
- \* A CIP to renovate two first-floor, single-stall restrooms is scheduled for winter 2020.
- \* Over the past year, GSD/FMD has implemented a number of upgrades to state-owned buildings in Santa Fe as part of a comprehensive effort to save energy, reduce energy costs and decrease maintenance and operation (M&O) costs. Implemented in cooperation with a DOE qualified Energy Service Company (ESCO), these upgrades are generally referred to as ESCO projects by GSD/FMD. The ESCO upgrades vary by building, but generally encompass upgrading of all lighting to LED, HVAC equipment and control upgrades, improvements to building envelopes, and installation of low-flow restroom fixtures. At some buildings, the ESCO projects also includes installing rooftop solar panels and/or parking canopies with solar panels to supplement the building's energy demands.

### Site Assessment



The Bataan Memorial Building sits on approximately 3.74 acres on the north side of South Capitol Place between Don Gaspar Avenue and Galisteo Street in downtown Santa Fe, NM. The Bardacke/Villagra Building stands to the west, the Concha Ortiz y Pino Building to the south, the Capitol North Building to the east, and the Jerry Apodaca Building to the northeast. The building additions from east to west are; 1922, 1912, 1900, and 1951.

### Access

Pedestrian access is via city sidewalks on Galisteo Street, South Capitol Place, and Don Gaspar Avenue. A drop-off loop on the north has access off West De Vargas Street, where accessible parking and four electric vehicle charging spaces lie. The Jerry Apodaca Building shares this drop-off loop. A service entrance has access off South Capitol Place. On-street and off-street parking along South Capitol Place has additional accessible parking and three more electric vehicle charging spaces. The Concha Ortiz y Pino Building and the four Casitas share these parking areas.

### Site Development

The Bataan Memorial Building site landscaping is a combination of mature shade trees, shrubs, grass, and various small vegetation. A lush grass, large shrubs, and mature trees run along South Capitol Place, Don Gaspar Avenue, and the north side drop-off loop. The landscaping is in poor condition immediately adjacent to the Bataan Memorial Building on the north and west facades.

A landscaped and paved courtyard along the north side of the 1912 Addition is in fair condition. It contains several small shrubs, multiple rose bushes, a small tree, and two bench seats in good condition. The courtyard is an access point to two sets of stairs to the basement level; one set leads to a mechanical room, and the other is gated and locked and leads to an entrance near the building's maintenance office.

The 1951 Addition encloses an interior courtyard west of the 1900 Building. The interior courtyard has a brick walking surface in good condition. The landscaping is in poor shape, with the vegetation

# Condition Assessment



## New Mexico General Services Department FCA 2020 01-001-00004 · Bataan Memorial CIP Project Summaries

Project No.	Code	Project Name	MACC	Project Budget
01-001-00004.2001	3.06.A03.1.2.	ADA Compliance - Site Improvements	\$277,767	\$354,153
01-001-00004.2002	3.05.A03.3.2.	ADA Compliance - Tactile and Braille Signage	\$32,439	\$43,468
01-001-00004.2003	4.06.B02.3.	Site Improvements - Landscape	\$67,030	\$85,464
01-001-00004.2004	4.06.B04.4.	Site Improvements - Exterior Mechanical Stairwell Upgrades	\$106,942	\$136,351
01-001-00004.2005	10.06.B01.4.	Site Improvements - Dumpster Upgrades	\$21,456	\$27,356
01-001-00004.2006	10.05.C01.3.	1900 Building - Exterior Improvements	\$365,209	\$489,380
01-001-00004.2007	4.05.E01.5.	1900 Building - Refurbishment	\$5,430,780	\$7,277,245
01-001-00004.2008	10.05.C01.3.	1912 Addition - Exterior Improvements	\$162,488	\$217,734
01-001-00004.2009	4.05.E01.5.	1912 Addition - Refurbishment	\$1,508,550	\$2,021,457
01-001-00004.2010	10.05.C01.3.	1922 Addition - Exterior Improvements	\$486,877	\$652,416
01-001-00004.2011	4.05.E01.5.	1922 Addition - Refurbishment	\$4,714,219	\$6,317,053
01-001-00004.2012	10.05.C01.3.	1951 Addition - Exterior Improvements	\$366,722	\$491,408
01-001-00004.2013	4.05.E01.5.	1951 Addition - Refurbishment	\$6,471,680	\$8,672,051
<b>Total of Project Budgets</b>				<b>\$26,785,534</b>



## Project 01-001-00004.2001 · ADA Compliance - Site Improvements

Facility: Bataan Memorial IDNO: 01-001-00004  
Category: 3. Type 1: 06. Type 2: A03.1. P/Class: 2.



### Project Description

The pedestrian walkways around the site are brick, tile, concrete, and flagstone. The walkways are in poor condition with cracked, chipped, and weather-deteriorated surfaces. The walkways are also uneven and parting from each other. Weeds fill gaps between walking surfaces throughout the site. The north and west walkways have the most problems. The stairways and railings along the building's west edge are not ADA compliant and are in poor condition. The brick and concrete treads are deteriorated and lack contrasting nosing. The railing paint is chipping and peeling, with the mounting brackets rusting. The courtyard is an access point to two sets of stairs to the basement level; one set leads to a mechanical room, and the other is gated and locked and leads to an entrance near the building's maintenance office. Four picnic tables stand on site; two are metal, and two are concrete. The two concrete picnic tables are south of the 1912 Addition. They are in fair condition; however, they lack shade, and concrete surrounds them. One of the metal picnic tables stands on an uneven grass surface in the site's northwest corner. The second metal picnic table is ADA compliant and located at the Veterans Services Memorial.

Replace concrete walkways. Install an accessible ramp at the main entrance on the west side. Replace the concrete stairs. Install ADA-compliant handrails. Replace the exterior stairs at mechanical stairwells. Install a truncated dome detectable warning strips. Install an accessible route to the building entrance and entrance signage. Restripe the access aisle and pathway from the accessible curb cut to the aisle. Install an accessible picnic table.

Description	Cost Code	Quantity	Unit	Adjustment	Cost	Subtotal Cost
1 Replace concrete walkways	1.1118	10,000.0	SF	1.00	\$15.03	\$150,300
2 Install accessible ramp	1.1218	24.0	LF	1.00	\$722.95	\$17,351
3 Install ramp handrails	1.1212	90.0	LF	1.00	\$73.06	\$6,575
4 Replace concrete stairs	2.3223	90.0	Riser	1.00	\$551.30	\$49,617
5 Install handrails	1.1212	80.0	LF	1.00	\$73.06	\$5,845
6 Replace exterior mechanical stairs	2.3224	60.0	Riser	1.00	\$673.97	\$40,438
7 Install detectable warning strips	1.1317	48.0	SF	1.00	\$67.85	\$3,257
8 Install accessible route signage	2.3614	5.0	EA	1.00	\$313.40	\$1,567
9 Install accessible entrance signage	2.3611	7.0	EA	1.00	\$154.25	\$1,080
10 Install accessible picnic table	1.3123	1.0	EA	1.00	\$1,335.15	\$1,335
11 Re-stripe accessible parking and access aisles	1.1439	9.0	Stall	1.00	\$44.67	\$402
Maximum Allowable Construction Cost						\$277,767
<b>Total Project Cost</b>						<b>\$354,153</b>



# Key Findings



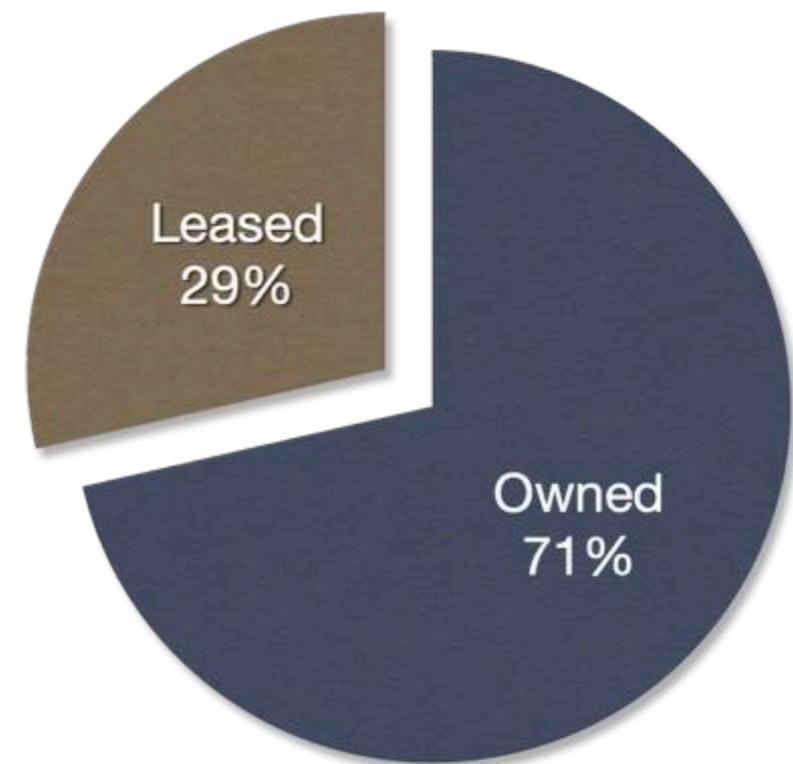
- State office space is currently 98.8% occupied
- There is limited amount of vacant space that can be used to house agencies currently occupying leased space
- Optimum space utilization is not easy to achieve in existing state buildings due to factors such as location, existing use, design and building configuration
  - *Only about half of the state-owned inventory has capability to maximize usable space by initial design or by renovation*

# Key Findings



## There is more current demand than supply for state-office space

This is evident by the fact that 29% of the state personnel who occupy office type space are in leased space



Total Budgeted FTE  
5,690

Note:

Some lease space is desirable (and inevitable) to:

- Respond to functions requiring special locations (i.e., geographic dispersion for easy public interface) where the state does not currently have land available
- Address unanticipated short-term needs with no current owned space or capital funds budgeted
- Take advantage of lease reimbursement considerations (i.e., some agencies benefit from leasing due to federal reimbursement of lease costs)

# Key Findings



## **Agencies that are not consolidated (in multiple locations)**

- Health (owned and leased space)
- Environment (owned and leased space)
- Public Education (owned and leased space)
- Administrative Office of the Courts (owned and leased space)
- Secretary of State (multiple owned locations)
- Veterans (multiple owned locations)
- Tax and Revenue (multiple owned locations)
- State Engineer (multiple owned locations)

## **Agencies totally in leased space**

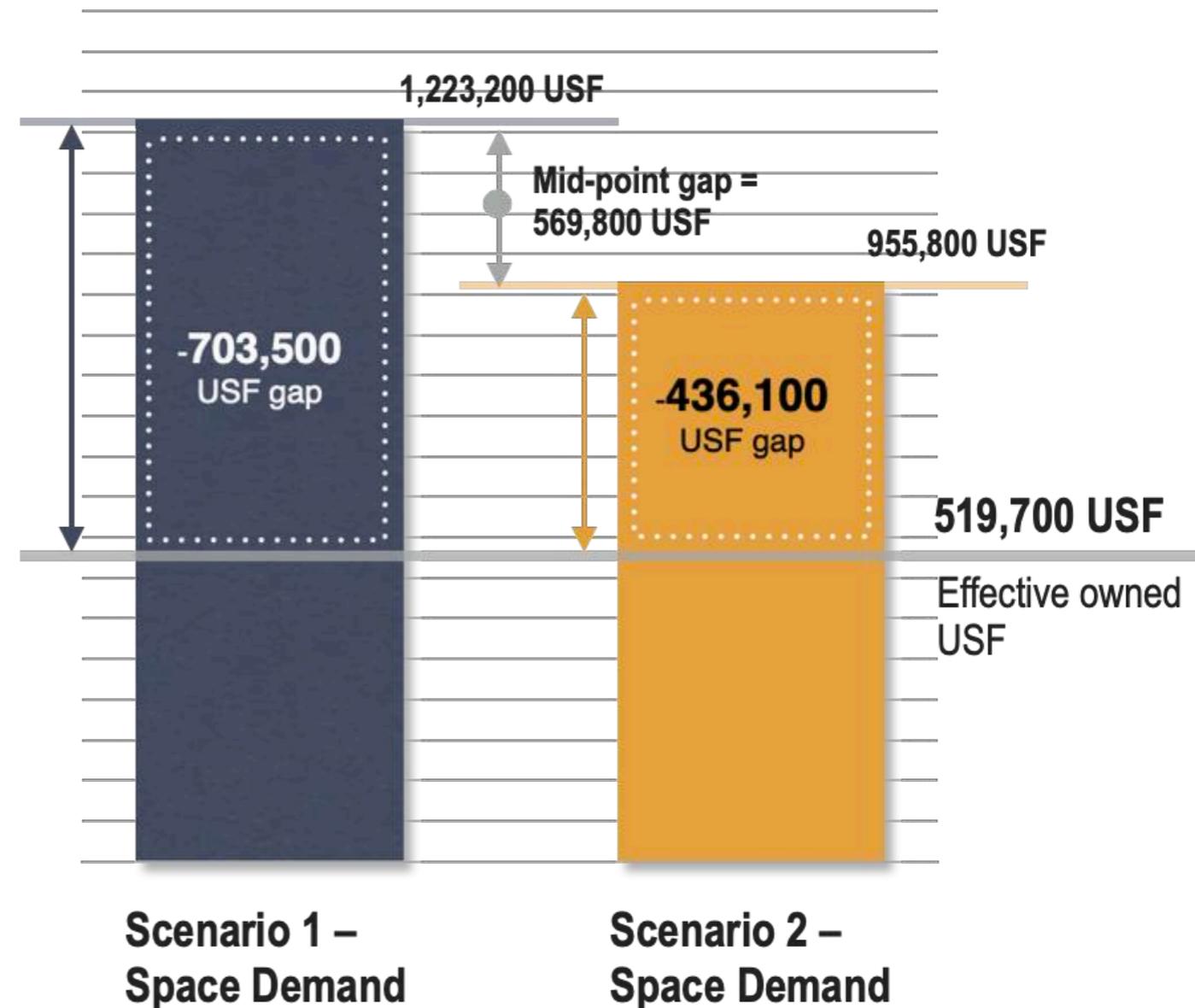
- Human Services Department
- State Treasurer
- State Auditor
- Higher Education Department
- Division of Vocational Rehabilitation
- Workers Compensation Administration
- Various boards and commissions

# Key Findings



Two space use scenarios indicate that additional state-owned buildings are needed to move state agencies from leased to owned space

- Pessimistic Scenario (“the future is like the past”)
- Optimistic (a new “normal” that assumes 35% of state employees are teleworking)



# Key Findings



## A condition assessment identified \$108.4 million of capital improvement needs

- Most of the buildings are good to fair condition
- The owned building stock is aging
  - 74% of the square footage is over 30 years old
  - 52% is over 40 years old
  - 37% is older than 50 years

% Condition by Square Footage



77% of square footage total is in Excellent to Good Condition

Square Footage by Age (% total SF)

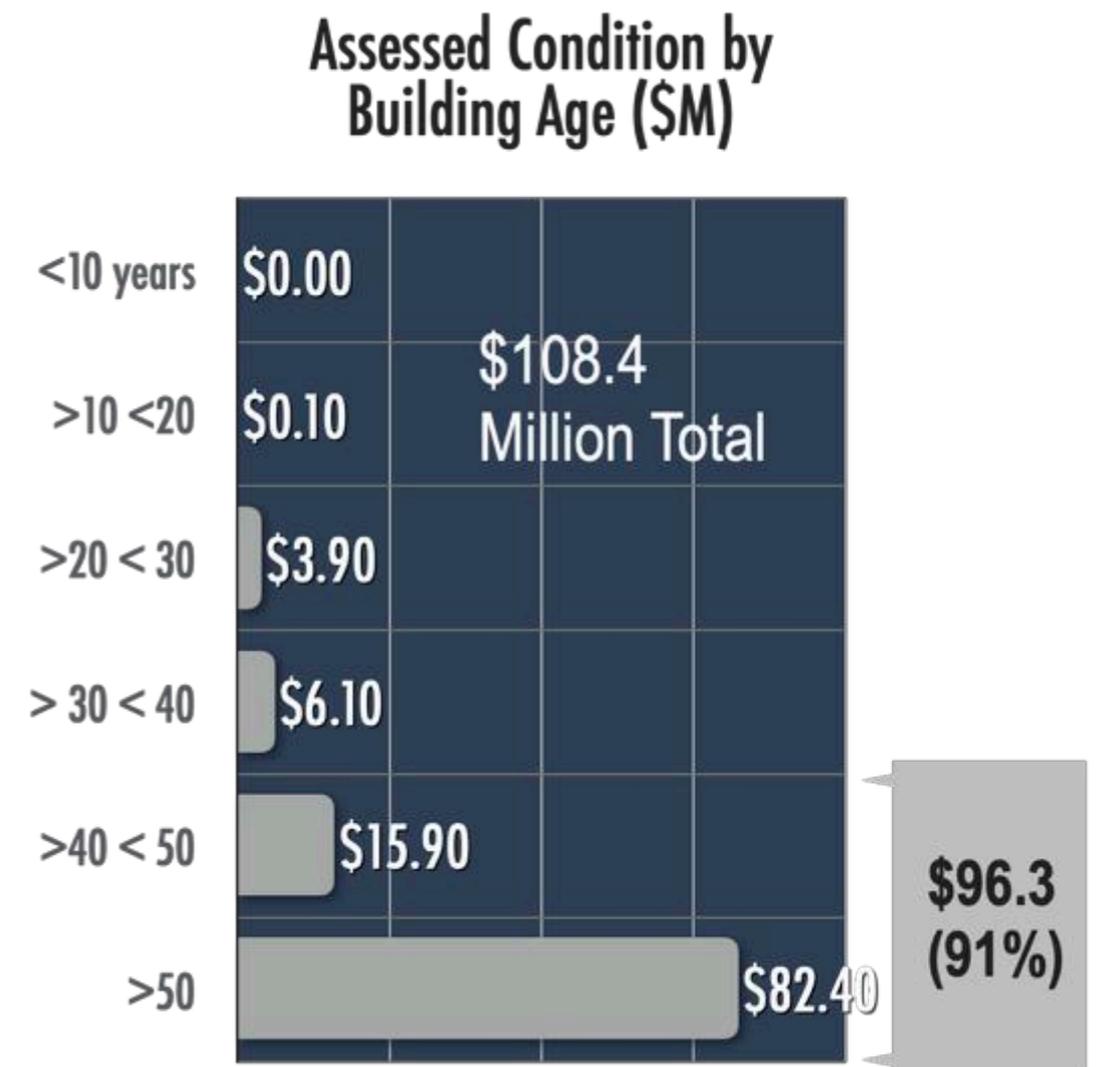


74% of square footage is older than 30 years

# Key Findings



- The greatest proportion of assessed need is in the older buildings
  - *\$96.3 million dollars of the need (91% of the total) is in buildings older than 40 years old*



# Key Findings



- The vast majority of the need - \$89.9 million (or 83%) of the total is to renew older building systems
  - *The next largest need (\$9.7 million, or 9.7% of the need) is to upgrade facilities to meet health/safety, building code, and current ADA requirements*

Assessed Condition by Category (\$M)



# Condition Assessment



Most of the needed improvements are at the Main Capitol Campus

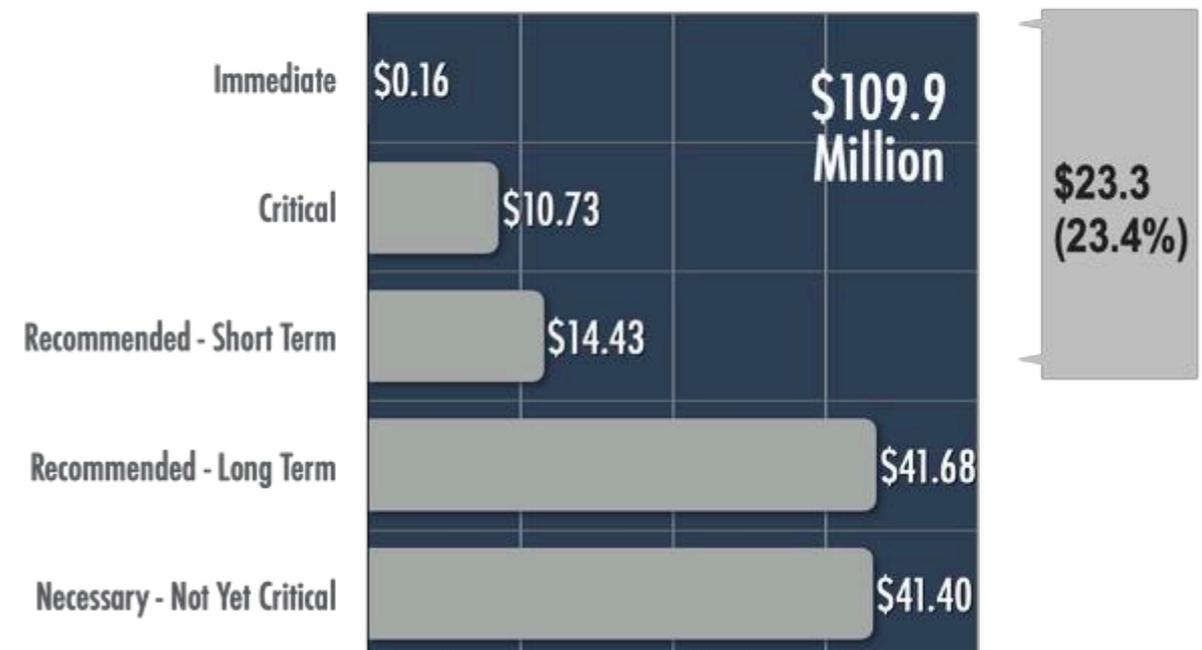
- \$76.0 million, or 70%, of the total need stems from the fact that the Main Capitol Campus has the largest collection of old buildings

About 23% of the capital improvements (\$23.3 million) ARC evaluators judged to be either immediate, critical, or should be done in the short-term

Assessed Condition by Campus (\$M)



Assessed Condition By Priority (\$M)



# Space Strategy



- 1. Increase Capacity of Selected Buildings**
- 2. Consolidate and Colocate Agencies to Improve Efficiency and Access to Public (move from leased space)**
- 3. Increase supply of space in state-owned facilities (move from leased space)**
- 4. Renew Existing Buildings (remodel / renovate)**
- 5. Decommission Selected Buildings**

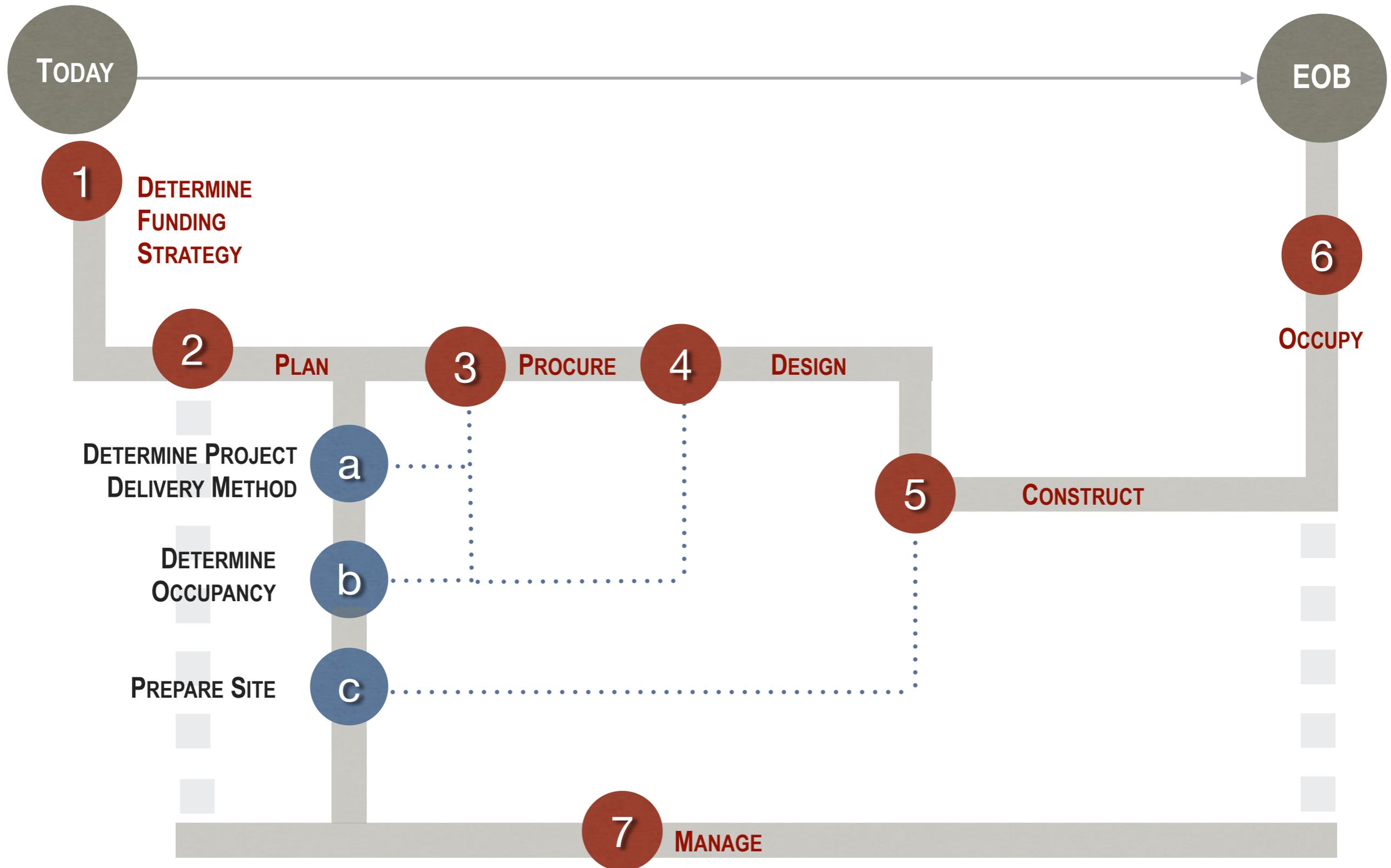
# Implementation Timeline



Implementation Cost and Timeline												
Strategy Step	ROM Cost Range* (Millions)	Short-Term				Mid-Term			Long-Term			
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1. Increase Capacity of Selected Buildings												
Jerry Apodaca Building	TBD											
2. Consolidate agencies to improve efficiency (move from leased space)												
Consolidate CYFD and ECECD at PERA	NA											
3. Construct New Facilities (move from leased space)												
Design and construct Executive Office Building	\$194											
Design and construct South Capitol Office Building	\$178-\$221											
4. Renew Existing Buildings												
PERA (Phased)	TBD											
Implement Phased Building Renewal Plan												
6. Next Steps												
Identify building renewal / agency consolidation plan	NA											

\*Note: Rough Order Magnitude (ROM) cost estimate for the EOB is based on the 4.21 Site Capacity Study. South Capitol New Building assumes 284,000 to 363,400 GSF facility and 1,000 space above ground parking structure. Cost assumptions are: New Building Cost / GSF = \$550.00, Building Renovation Cost / SF = \$250.00, Parking Space Cost (underground) = \$35,000 Parking Space Cost (above ground) = \$25,000

# EOB Implementation



# EOB Implementation Roadmap



## EOB Capacity Study (D/P/S)

### Site Maximum Capacity

- Three stories of office – 192,250 sf
- Three levels of parking below grade - 723 +/- spaces



# EOB Implementation Roadmap



## EOB Capacity Study (D/P/S)

### Site Section



# EOB Occupancy Scenario



EOB Occupant Scenario A						
Occupant	Status	Budgeted FTE	USF Need*	GSF** Equivalent	Cumulative GSF***	Note
Auditor		38	7,000	9,700		
Treasurer		35	7,600	10,600	20,300	
Secretary of State (SOS)		61	11,300	15,700	36,000	
Department of Finance and Administration (DFA)		145	28,300	39,300	110,600	State Engineer displaced by Concha Ortiz y Pino demolition moves to the Bataan Building after EOB construction
Public Education Department		281	47,000	65,300	175,900	PED vacates Apodaca Building and AOC relocates into vacated space
Meeting rooms to serve Capitol Campus	New	NA	11,300	15,700	191,600	Alternatively could be shell space to serve as transition space for relocations
<b>Totals</b>		<b>560</b>	<b>112,500</b>		<b>191,600</b>	

*Notes:*

\* USF need is the mid-point between existing USF and USF needed by applying state space standards plus 15% (215 usf/person) multiplied by the budgeted FTE. USF will be lower if post-pandemic policies encourage alternative off-site work arrangements.

\*\* GSF is the square footage needed in a new building (USF divided by 72%)

\*\*\* Cumulative GSF illustrates potential building size as occupants are added. This is not meant to imply any priority order.

Move from Leased Space	
Move from Owned and Leased Space	
Move from Owned Space	

# EOB Occupancy Scenario

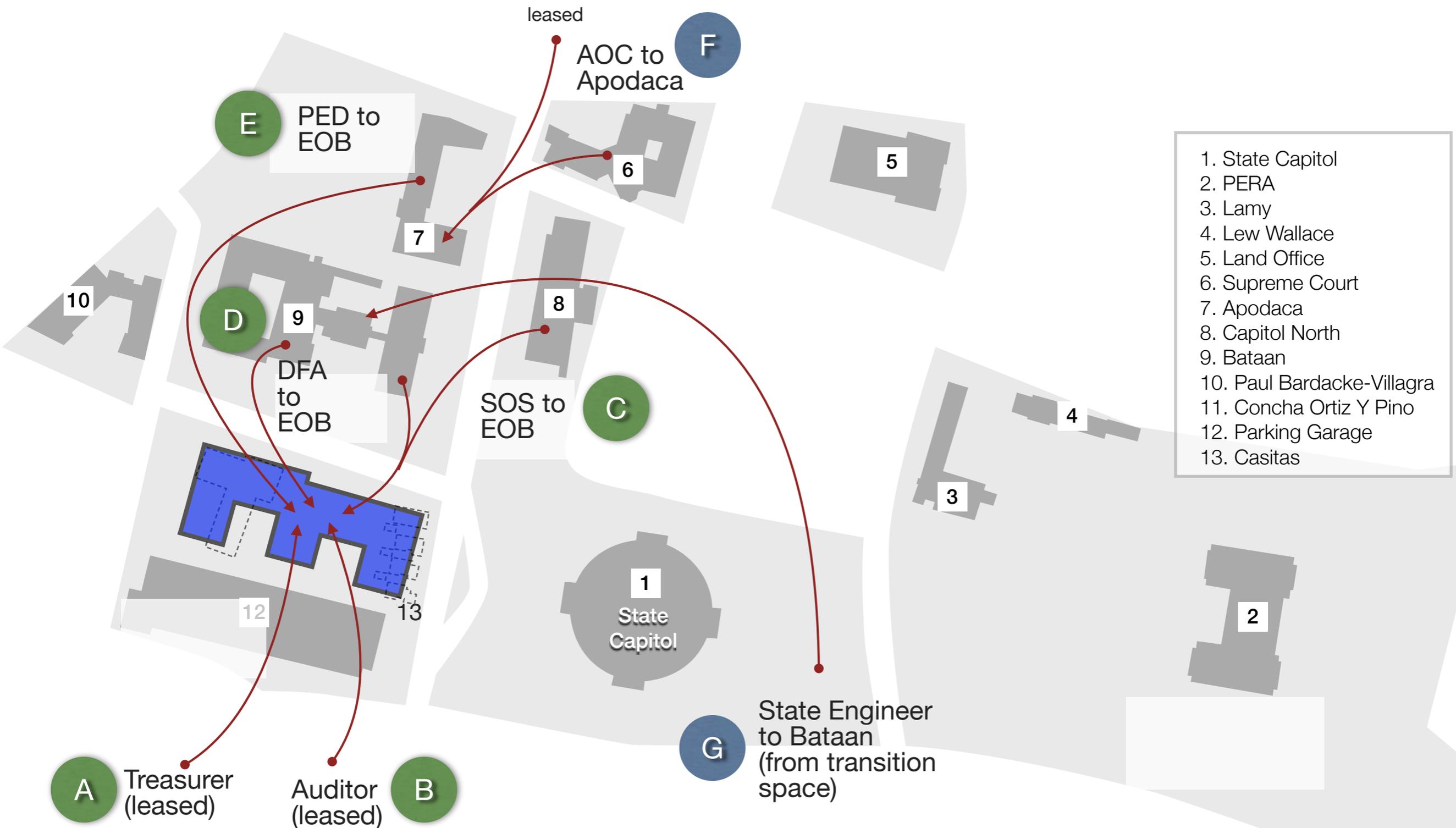


## Subsequent Moves

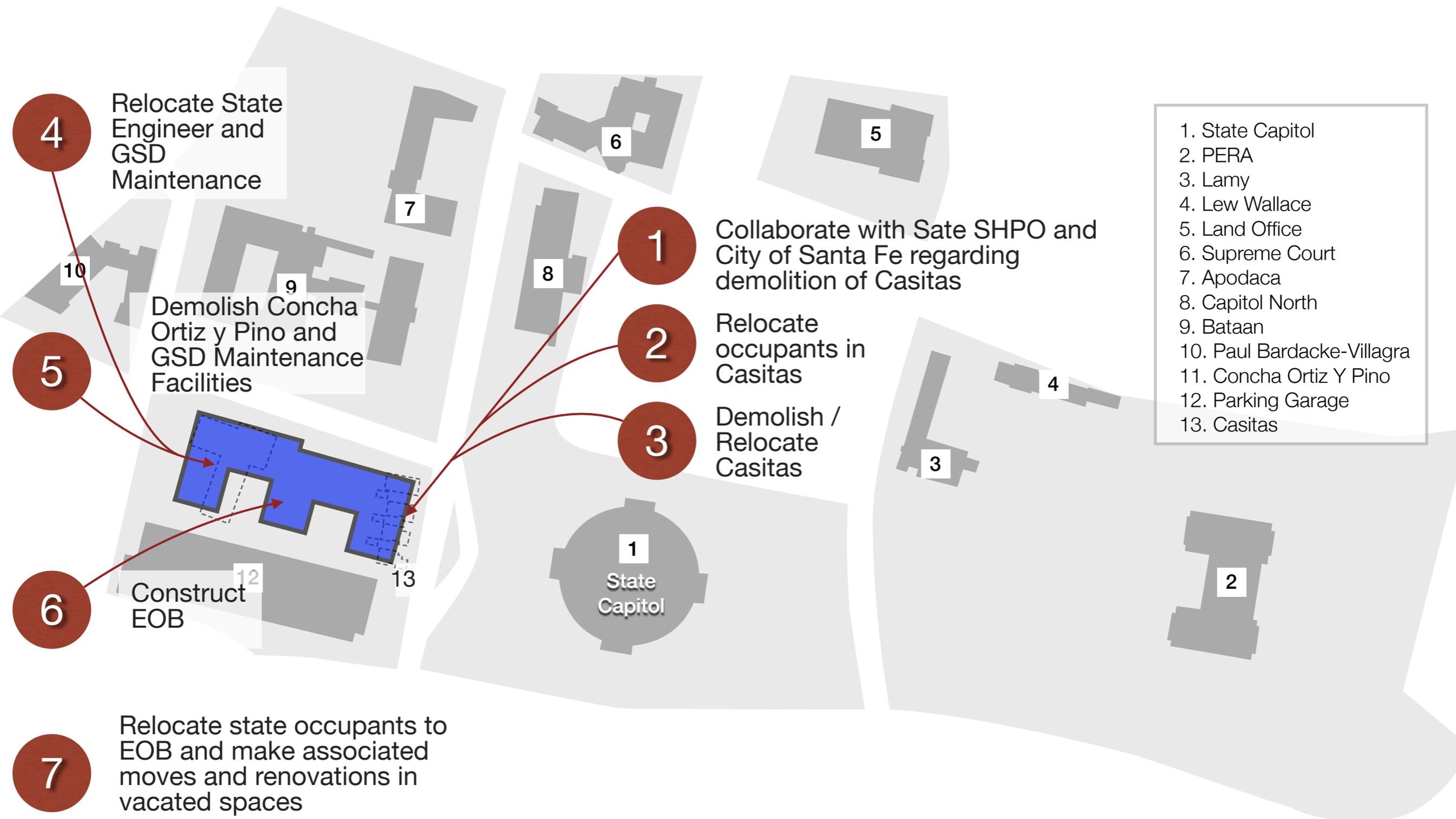
Demand			Supply			Supply Minus Demand (USF)
Occupant	Move From	Mid-Point Space Need (USF)	Move To	Space Available (USF)	Note	
Administrative Office of the Courts (AOC)	Supreme Court Building, Leased Space	25,400	Apodaca	38,200	Move into space vacated by PED	12,800
State Engineer	Concha Ortiz Y Pino (Transition Space) and Lew Wallace	29,300	Bataan	36,900	Move into space vacated by DFA and SOS*	7,600

\*SOS also vacates 8,900 USF at Capitol North making this space available to the legislative branch

# EOB Occupancy Roadmap



# EOB Implementation Roadmap



**4** Relocate State Engineer and GSD Maintenance

**5** Demolish Concha Ortiz y Pino and GSD Maintenance Facilities

**6** Construct EOB

**7** Relocate state occupants to EOB and make associated moves and renovations in vacated spaces

**1** Collaborate with Sate SHPO and City of Santa Fe regarding demolition of Casitas

**2** Relocate occupants in Casitas

**3** Demolish / Relocate Casitas

- 1. State Capitol
- 2. PERA
- 3. Lamy
- 4. Lew Wallace
- 5. Land Office
- 6. Supreme Court
- 7. Apodaca
- 8. Capitol North
- 9. Bataan
- 10. Paul Bardacke-Villagra
- 11. Concha Ortiz Y Pino
- 12. Parking Garage
- 13. Casitas