**Project Team: Facilities Master Planning Team**

**Project Type: Planning**

**Project Duration: Fall 2018**

**Sponsoring Council: Operations Council**

**PROJECT BACKGROUND AND NEED (Why is the project necessary?)**

Los Rios Community College District is conducting a districtwide facilities planning process during 2018-19 academic year. The ongoing facility planning, including long-term capital plans, are also required for accreditation purposes. American River College’s facilities planning would serve as a tool for determining the main campus facilities’ needs.

**PROJECT PURPOSE AND SCOPE (What is the project expected to encompass? What are the boundaries?)**

The purpose of this project is to enable ARC to participate in the cyclical districtwide process for facilities master planning. The Campus Master Plan is intended to be a periodically reviewed document, which provides a framework to guide facility planning and construction into future years. It builds on the educational master plan, past campus master plans, project eligibility through California Community Colleges Chancellor’s Office (CCCCO) and serves as the basis to prioritize future capital improvements on a campus as funding becomes available.

The district facilities planning process is expected to include three phases: gathering resources (planning documentation); districtwide kickoff; and Facilities master planning team meetings resulting in an updated Campus Master Plan. The project is only charged with planning, not implementation of the plan.

**PROJECT OBJECTIVES (What is the project expected to achieve?)**

Successful completion of this project is intended to achieve the following objectives:

Gather resources to inform the planning process such as previous master plans, future growth report, facilities summary, space use inventory, current long-range capital needs plan, and deferred maintenance needs & priorities

Review and assess gathered resources in determining facilities needs and prioritize those needs using criteria

Develop an updated Campus Master Plan and campus graphic by December 2018

**PROJECT DELIVERABLES (What items will be produced during the project?)**

Deliverables to be completed and/or submitted for approval:

1. Final Campus Master Plan and campus graphic (Fully vetted and approved through the college governance process completed and submitted to District Facilities Management (FM) in March 2019)

**SUCCESS INDICATORS (How will success be measured or determined?)**

The project will be considered successful when:

1. A draft plan is developed which highlights the importance of ARC facilities’ needs and prioritizes those needs
2. The proposed Campus Master Plan (through 2030) is considered and adopted through the established governance process as a roadmap for the college’s future needs.
3. Conformance with Educational Master Plan (EMP)

All of these indicators can be thoroughly accomplished through completion of the stated project objectives.

**PROJECT ASSUMPTIONS (What conditions are believed to exist?)**

The project team was authorized based on the following assumptions:

The planning process will consider the needs of the ARC main campus

The plan is to be developed to address long-term facilities’ needs (through 2030) and beyond

The general direction of the facilities plan should align with ARC’s mission, vision, EMP, and strategic plan goals.

District Office personnel will lead the districtwide planning process in which the ARC project team will participate. The project leads will facilitate the ARC role in that process.

The proposed plan will be developed in coordination with a district-supplied external consultant.

The proposed plan will be developed in a manner that supports the intent of accreditation standard III.B (Physical Resources).

LRCCD’s planning process only supports growth if there is projected enrollment growth. ARC does not have anticipated growth until 2030 or beyond per the projected enrollment growth provided by the CCCCO.

The planning process will review enrollment data to determine whether ARC is subject to expansion or modernization only. Based on the initial analysis, there is no anticipated growth.

**PROJECT RISKS, CONSTRAINTS, OR DEPENDENCIES (What factors might impact the project? How might the project intersect with the internal or external environment including other projects?)**

The project team should be aware of the following known risks, constraints, and/or dependencies:

* ARC is currently in the midst of a facilities construction project that will replace the Liberal Arts building with a new Science, Technology, Engineering and Math (STEM) Building. The proposed usage of this facility should be considered in determining future need
* Work within district process for campus facilities planning
* Ideally, this process would be based on the Educational Master Plan, but the timing of the district process does not allow using fully completed EMP

**OTHER CONSIDERATIONS (What are the anticipated implications related to equity and inclusion; research and data; district policies and regulations; district and/or college-wide practices; college-wide cross-functional relationships; and resource needs such as staffing, workload, technology, and space/facilities?)**

* Facilities planning will consider compliance with ADA requirements
* Underground Infrastructure, building operating systems will be considered as potential stand alone or elements of projects
* Sustainability and Zero Net Energy (ZNE) projects will also be considered
* There might be resource needs related to staffing (if there is growth in assignable square footage) and technology

Future facilities modifications will have implications for the new ELSS system. Once the ELSS is launched, procedures will need to be established to ensure that planned facility projects are appropriately updated in the ELSS as existing buildings are modified or taken offline, new buildings are constructed, and temporary swing space is created/discontinued.

**PROJECT TIMELINE/KEY MILESTONES**

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| --- | --- | --- |
| **Month(s)** | **PROJECT PHASE** | **FOCUS/MAJOR TASKS** |
| **May 2018** | Initiation | Project initiation and charter development |
| **June – August 2018** | Preparation | Project planning; team scheduling; initial research and discovery; preparation for kickoff |
| **September 2018 – December 2018** | Team-Based Work | Development of Facilities Master Plan |
| **November 2018-March 2019** | Formal Review | Review and adoption of deliverables through governance processes |
| **May 2019** | Closure | Celebrate the project team’s work and archive artifacts of the project |

**Planned Governance Flow of Deliverables**

|  |  |  |
| --- | --- | --- |
| **Meeting Date** | **Council** | **Desired Outcome** |
| **December 11, 2018** | **Operations Council** | **⌧1st Reading**  **🞏 2nd Reading – Recommendation to \_\_\_\_\_\_\_\_\_** |
| **January 22, 2019** | **Operations Council** | **🞏 1st Reading**  **⌧ 2nd Reading - Recommendation to \_\_\_\_\_\_\_\_\_** |
| **February 4, 2019** | **Executive Leadership Team** | **⌧ 1st Reading**  **🞏 2nd Reading – Recommendation to \_\_\_\_\_\_\_\_\_** |
| **March 4, 2019** | **Executive Leadership Team** | **🞏 1st Reading**  **⌧ 2nd Reading – Recommendation to \_\_\_\_\_\_\_\_\_** |

**Standard Description of Project Stages**

|  |  |
| --- | --- |
| **Project Stages** | **Description** |
| Initiation | Activities leading to the authorization and chartering of a project team |
| Preparation | Activities which occur once a team is authorized and can be conducted independently to plan, schedule, and setup the project (project management steps) |
| Team-Based Work | Activities which occur in a collaborative environment in which the project team works based on the scope of the charter |
| Formal Review | Activities by which deliverables are submitted to the sponsoring council for formal approval; may involve a sequence of governance review including ELT and/or other entities; formal review may result in acceptance of the deliverables; request for the project team to revisit the design/refinement stages; or abandonment of the project |
| Closure | Activities to celebrate the success of the project and archive the artifacts of the work completed |

**PROJECT ORGANIZATION, ROLES, AND RESPONSIBILITIES**

| **Role** | **Responsibilities** |
| --- | --- |
| **Project Leads** | * Prepares, leads, and follows up on meetings (see details of the Role of the Chair in the *ARC Governance Framework*) * Communicates the project to various stakeholders, and when appropriate, solicits feedback on draft deliverables through informal review processes * Submits the final deliverables to the sponsoring council for approval |
| **Project Steward**  *(may be one of the leads or a separate individual)* | * Manages the project on behalf of the sponsoring council * Drafts the charter in consultation with the sponsoring council’s chairs * Conducts preliminary research to gather information on promising practices, product options, or other relevant materials to inform the project * Develops a work plan based on the charter to organize, sequence, and schedule the work of the project team within the available time frame * Reports progress to the sponsoring council * Maintains and archives project documentation at the conclusion of the project * Assists the project leads as needed |
| **Team Members** | * Participates in all project meetings and activities * Supplies valuable knowledge and perspective (often based on the individual’s responsibilities or role at ARC) * May be assigned specific project tasks to complete outside of project meetings * Assists with the “heavy lifting” that is required to accomplish the project deliverables |
| **External Consultant**  *(optional)* | * Provides expertise and assistance from an external (non-ARC) perspective |
| **Executive Sponsor**  *(optional)* | Large, high-impact projects only:   * Champions the project from the executive level to secure buy-in and ensure viability * Communicates project purpose and vision * Allocates appropriate resources to support effective development, execution, and institutionalization * Maintains awareness of project status and helps mitigate risk * Mediates conflicts and facilitates dialogue to resolve project issues * Assumes other responsibilities as appropriate based on the project scope |

***Please see Appendix A for a complete roster of the membership for each specified role.***

**PROJECT STAKEHOLDERS (Who has a vested interest in the project? Who will it impact?)**

⌧ Sponsoring Council ⌧ Project Team (including leads and members) ⌧ Project Steward

⌧ Academic Senate ⌧ Associated Student Body ⌧ Classified Senate ⌧PES ⌧ Management beyond PES

⌧ Instruction ⌧ Student Services ⌧ Administrative Services

⌧ Specific departments or other entities:

Facilities Planning and Construction

**COMMUNICATION PLAN (How will information be shared with the stakeholders?)**

Based on the previously stated stakeholder list, the general plan for sharing project information is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Communicated By** | **Audience** | **Frequency** | **Purpose** |
| Project Steward | Operations Council | Monthly | Regular update of project status |
|  | PES | Monthly | Regular update of project status |
|  | District Facilities Management Leadership | Monthly | Regular update of project status |
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**Conflict Resolution**

Any matter of significance which cannot be resolved by the project leads may be referred to the appropriate administrator (typically the chair of the sponsoring council) or to the President’s Executive Staff (PES). Any significant change in charter scope will require approval of a revised charter by the Executive Leadership Team (ELT).

**APPENDIX A: PROJECT MEMBERSHIP**

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| --- | --- | --- |
| **PROJECT TEAM** | |  |
|  | **Name of Participant** | **Role at the College** |
| **Project Lead** | **Kuldeep Kaur** | **Vice-President of Administrative Services** |
| **Project Co-Lead** | **Jeff Bucher** | **Information Technology Supervisor** |
| **Member** | **Cheryl Sears** | **Director, Administrative Services** |
| **Member** | **Rina Roy** | **Dean, Science & Engineering** |
| **Member** | **Cheryl Watt** | **Classified, Nursing** |
| **Member** | **Richard Wood** | **Classified, Student Services** |
| **Member** | **Paul Bethel** | **Faculty, Behavioral/Social Sciences** |
| **Member** | **Marc Condos** | **Faculty, Business/Computer Science** |
| **Member** | **Jennifer Scalzi** | **Faculty, Counseling** |
| **Member** | **Traci Gourdine** | **Faculty, English** |
| **Member** | **Sarah Mattson** | **Faculty, Fine and Applied Arts** |
| **Member** | **John Coldiron** | **Faculty, Health & Education** |
| **Member** | **Lorraine Chow** | **Faculty, Humanities** |
| **Member** | **Daniel Crump** | **Faculty, Library & Learning Resources** |
| **Members** | **Aileen Halseth** | **Faculty, Mathematics** |
| **Member** | **Mike Payne** | **Faculty, Science & Engineering** |
| **Member** | **Rick Stoker** | **Faculty, Technical Education/Workforce & Economic Development** |
| **Member** | **Rick Anderson / Kat Sullivan-Torrez** | **Faculty, Kinesiology & Athletics** |
| **Member** | **TBD** | **Faculty, Distance Education** |
| **Note Taker** | **Annaliese Pennell** | **Classified, Administrative Services** |
|  |  |  |

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| --- | --- |
| **OTHER ROLES** | |
| **Project Steward\*** | **Kuldeep Kaur** |
| **External Consultant(s)** | **Gould Evans and Dan McKechnie, Director of Facilities Planning and Michael Day, Director of Information Technology** |
| **Executive Sponsor**  *(high-impact projects only)* | **President, Vice President of Administration, Vice President of Instruction, Vice President of Student Services, Associate Vice Chancellor of Facilities Planning, Director of Facilities Planning, and Director of Administrative Services** |

\*May be one of the project leads or a separate individual