

## Internal Admin Control

STATUS: Drafting

 Email Members(<mailto:lednicm@arc.losrios.edu>;[wescoae@arc.losrios.edu](mailto:wescoae@arc.losrios.edu);[VangK@arc.losrios.edu](mailto:VangK@arc.losrios.edu);[buckneb@arc.losrios.edu](mailto:buckneb@arc.losrios.edu);viv

[Logs\(/ProjectCharter/Logs/23\)](#)

[Edit\(/ProjectCharter/Edit/23\)](#)

# ARC SUSTAINABILITY PLAN UPDATE (2025-2026)

December 2025- December 2026

Sponsor: Operations Council

## Project Background and Need (Why is the project necessary?)

The ARC Sustainability Plan (2020–2024) provided comprehensive recommendations across nine focus areas, including leadership, communication, built environment, food, academics, transportation/energy/climate, landscape and biotic environment, waste management, and water. The plan established ARC’s vision for sustainability and created an extensive foundation for future work. (See pages 2–15 for accomplishments, recommendations, and focus-area analyses.)

The current plan cycle has concluded, and ARC must now:

- Assess **what has been completed**, such as LEED-aligned buildings, Tree Campus USA status, waste diversion expansion, water station installations, LED conversions, events/outreach, and operational changes cited throughout the 2020–2024 plan.
- Identify **what has worked well**, including successful projects such as hydronic line upgrades, food composting pilots, sustainability events, native plant integration, and climate-friendly building controls (pages 6–14).
- Determine **what still needs to be done**, based on remaining recommendations, current regulatory changes, evolving campus needs, and new sustainability opportunities.

The Integrated Planning Guide identifies the purpose of this plan as advancing ARC’s value of sustainability and providing an actionable implementation roadmap to improve practices, conservation, operations, and education.

Updating this plan is therefore required to maintain compliance with ARC’s 7-year planning cycle and to ensure the plan reflects current conditions, successes, gaps, and future directions.

## Project Purpose and Scope (What is the project expected to encompass? What are the boundaries?)

### Purpose

To update the ARC Sustainability Plan by examining accomplishments from the 2020–2024 plan, evaluating effectiveness of implemented strategies, identifying remaining needs, and developing a forward-looking sustainability roadmap aligned with ARC’s mission, equity values, and operational realities.

### Scope Includes:

- Reviewing the 2020–2024 plan’s focus areas (pages 5–15) and determining status of each recommendation.

- Evaluating the effectiveness of sustainability activities already implemented (e.g., LED retrofits, waste programs, native landscaping, water conservation, fleet electrification steps, built environment upgrades). (/)



• Identifying gaps or barriers where work did not progress.

- Conducting outreach to faculty, classified staff, students, FM, Culinary, and various departments.
- Aligning updated goals with regulatory expectations (e.g., AB 32, AB 1826, SB 1383, GHG emissions targets — pages 16–18).
- Producing an updated 7-year Sustainability Plan with actionable timelines and implementation steps.

#### **Boundaries:**

- The charter focuses on **plan development**, not implementing every recommendation.
- Specific facilities project budgets or capital construction feasibility studies are outside scope (may be referenced but not developed in detail).

## **Project Objectives** (What is the project expected to achieve?)

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

1. **Accurately assess what ARC has completed** since the 2020–2024 Sustainability Plan.
2. **Evaluate what has worked well** based on evidence, stakeholder feedback, and measurable outcomes.
3. **Identify what remains to be done** across all nine focus areas (Leadership, Communication, Built Environment, etc.).
4. **Produce a revised Sustainability Plan** that includes updated priorities, timelines, and implementation pathways.
5. **Align the plan with ARC's mission, equity goals, ACCJC standards, and state regulatory requirements.**
6. **Ensure broad representation and transparency** across faculty, staff, students, and operations leadership.

## **Project Deliverables** (What items will be produced during the project?)

1. **Sustainability Plan Assessment Report**
2. Summary of what has been done, what has worked, and outstanding gaps.
3. **Updated Sustainability Plan (2026–2033)**
4. Updated vision, goals, focus areas, and metrics.
5. Prioritized recommendations with timelines.
6. **Stakeholder Engagement Summary**
7. Feedback from students, faculty, staff, FM, Oak Café, etc.
8. **Implementation Roadmap**
9. Short-, medium-, and long-term recommended actions.
10. **Governance-ready Draft & Final Plan**
11. For Operations Council recommendation to ELT.

## Success Indicators (How will success be measured or determined?)



The project will be considered successful when:

- A comprehensive evaluation of 2020–2024 activities is completed and clearly documented.
- Stakeholders affirm that the updated plan accurately reflects campus needs and sustainability values.
- An actionable 2026–2033 Sustainability Plan is drafted, vetted, and formally adopted.
- Recommendations include realistic timelines, responsible parties, and measurable progress indicators.
- Operations Council recommends the plan to ELT for adoption.

## Project Assumptions (What conditions are believed to exist?)

- ARC stakeholders are willing to participate in assessments, surveys, and interviews.
- Facilities, Operations, Culinary/Oak Café, Horticulture, Geosciences, and other areas will provide updated data.
- Regulatory requirements will continue to shape campus sustainability expectations.
- Institutional Research can assist with data, surveys, or focus groups.
- The plan update can be completed within the calendar year.

## 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?)

- Staff capacity and competing priorities (e.g., Davies Hall, Campus Refresh Projects).
- Limited data availability on past sustainability outcomes (water usage, waste diversion, energy savings).
- Districtwide policies may limit the autonomy of certain recommendations.
- Vendor contracts and food service agreements may constrain implementation of food sustainability goals.
- Budget constraints for future sustainability investments.
- Regulatory shifts may alter required priorities.

## 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?)

- **Equity and Inclusion:** sustainability through an equity lens, reducing impacts on disproportionately affected communities (reflected in pages 4–6).
- **Local Ecosystem Needs:** campus landscape, Creek restoration, Tree Campus USA (page 12).
- **Operations and FM:** maintenance practices, IPM, water/energy controls, waste management streams (pages 7–14).
- **Campus Culture:** communication and engagement strategies (page 6).

- **District Policies:** alignment with LRCCD climate, waste, and sustainability frameworks.
- **Resource Needs:** staffing models for a possible Sustainability Office, PR support, faculty training, data collection systems.



## Project Timeline/Key Milestones

### Initiation

Date Range 2025-12-01 - 2025-12-31

Project initiation and charter development

### Preparation

Date Range 2026-01-01 - 2026-01-31

Project Planning: team scheduling; initial research and discovery; preparation for kickoff

### Team-Based Work

Date Range 2026-02-01 - 2026-05-31

Review the 2020–2024 Sustainability Plan, analyze progress, gather stakeholder input, identify updated priorities, and outline the framework for the new plan. Complete data analysis, draft updated focus area sections, develop the implementation roadmap, and prepare the full updated plan for September review.

### Formal Review

Date Range 2026-09-22 - 2026-12-31

Review and adoption of deliverables through governance processes

### Closure

Date Range 2026-12-01 - 2026-12-31

Celebrate the project team's work and archive artifacts of the project

## 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

## Planned Governance Flow of Deliverables

### Operations Council

Deliverable Date 2026-09-22

1st Reading

### Operations Council

Deliverable Date 2026-10-27

2nd Reading

### Executive Leadership Team

---

## Executive Leadership Team

### Project Stakeholders (Who has a vested interest in the project? Who will it impact?)

- Sponsoring Council
- Project Team
- Project Steward
- Academic Senate
- Associated Student Body
- Classified Senate
- PES
- Management beyond PES

### 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:

- Project Steward communicates to Sponsoring Council monthly regarding project status updates.
- Forward Motion communicates to College monthly regarding brief updates on project work.

### 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).

### Project Membership

<b>Margaret Lednicky</b>
<b>Role</b> Lead
<b>Constituency</b> Management
<b>Perspective</b> AVP of Administrative Services

<b>Erika Wescoatt</b>
<b>Role</b> Co-lead

**Constituency**  
Management

(/)

**Perspective**

**Koue Vang**

**Role**

Member

**Constituency**

Management

**Perspective**

Vice President of Administrative Services

**Brenda Buckner**

**Role**

Member

**Constituency**

Classified

**Perspective**

Supervisor - Campus Operations

**Kaela Vivian**

**Role**

Member

**Constituency**

Classified

**Perspective**

Sustainability

**Jared Pambid**

**Role**

Member

**Constituency**

Classified

**Perspective**

Supervisor - Custodial

**Don Reid**

**Role**

Member

**Constituency**

Classified

**Perspective**

Supervisor - Printing & Sign Shop

**Branden Gistlinck**

(/)

**Role**

Member

**Constituency**

Management

**Perspective**

Sustainability

**Julia Coleman**

**Role**

Member

**Constituency**

Classified

**Perspective**

Supervisor - DO General Services

**Jenny Tran**

**Role**

Member

**Constituency**

Not Applicable

**Perspective**

External Rep - Pacific Dining

**Dr. M. Martinez**

**Role**

Member

**Constituency**

Faculty

**Perspective**

Faculty, Biological Science

**Jennifer Neale**

**Role**

Member

**Constituency**

Faculty

**Perspective**

Faculty Representative - Natural Resources

**Renee Shahrok**

**Role**

Member

<b>Constituency</b> Faculty	(/)	▲
<hr/>		
<b>Perspective</b> Faculty, Biological Science		
<b>Munaf Naji</b>		
<b>Role</b> Member		▲
<b>Constituency</b> Classified		
<b>Perspective</b> Supervisor - Instructional Science Lab		▼
<b>BonnyJean Bowman</b>		
<b>Role</b> Member		▲
<b>Constituency</b> Classified		
<b>Perspective</b> Tech Ed		▼
<b>Joel Keebler</b>		
<b>Role</b> Member		▲
<b>Constituency</b> Management		
<b>Perspective</b> Administrative Representative - Instruction		▼
<b>Jack McArdle</b>		
<b>Role</b> Assistant		▲
<b>Constituency</b> Classified		
<b>Perspective</b> Assistant		▼

## Project Organization, Roles, and Responsibilities

ROLE	RESPONSIBILITIES
Project Leads	<ul style="list-style-type: none"> <li>Prepares, leads, and follows up on meetings (see details of the Role of the Chair in the ARC Governance Framework)</li> <li>Communicates the project to various stakeholders, and when appropriate, solicits feedback on draft deliverables through informal review processes</li> <li>Submits the final deliverables to the sponsoring council for approval</li> </ul>

ROLE	RESPONSIBILITIES
<b>Project Steward</b> (individual)	<ul style="list-style-type: none"> <li>Manages the project on behalf of the sponsoring council</li> <li>Drafts the charter in consultation with the sponsoring council's chairs</li> <li>Conducts preliminary research to gather information on promising practices, product options, or other relevant materials to inform the project</li> <li>Develops a work plan based on the charter to organize, sequence, and schedule the work of the project team within the available time frame</li> <li>Reports progress to the sponsoring council</li> <li>Maintains and archives project documentation at the conclusion of the project</li> <li>Assists the project leads as needed</li> </ul>
<b>Team Members</b>	<ul style="list-style-type: none"> <li>Participates in all project meetings and activities</li> <li>Supplies valuable knowledge and perspective (often based on the individual's responsibilities or role at ARC)</li> <li>May be assigned specific project tasks to complete outside of project meetings</li> <li>Assists with the "heavy lifting" that is required to accomplish the project deliverables</li> </ul>
<b>External Consultant</b> (optional)	<ul style="list-style-type: none"> <li>Provides expertise and assistance from an external (non-ARC) perspective</li> </ul>
<b>Executive Sponsor</b> (optional)	<p>Large, high-impact projects only:</p> <ul style="list-style-type: none"> <li>Champions the project from the executive level to secure buy-in and ensure viability</li> <li>Communicates project purpose and vision</li> <li>Allocates appropriate resources to support effective development, execution, and institutionalization</li> <li>Maintains awareness of project status and helps mitigate risk</li> <li>Mediates conflicts and facilitates dialogue to resolve project issues</li> <li>Assumes other responsibilities as appropriate based on the project scope</li> </ul>

## Student Participation

The student voice contributes a diverse perspective to ARC project teams and is highly valued. As project teams have widely varied meeting schedules which can require a substantial time commitment, a flexible set of options have been defined to ensure that project dialogue and deliverables are influenced by the student perspective.

**Please check one or more boxes below that indicate the methods the project lead/co-lead intend to use to facilitate student participation during this project.**

METHOD	DESCRIPTION	COMPENSATED?
<input type="checkbox"/> ASB Appointment	Associated Student Body (ASB) appoints two students to serve on the project team and attend all meetings. This option is considered the standard method of representation.	Yes
<input type="checkbox"/> Student Resource Panel	In consultation with ASB, create a student resource panel that is called upon by the project lead/co-lead to provide student input at key points during the project. The resource panel may be an existing group of students (e.g., Sages) or a temporarily formed group assigned to the project.	Yes
<input type="checkbox"/> ASB Direct Involvement	Lead/co-leads work directly with ASB to be placed on an ASB agenda, present the project concept, and solicit input from students during a regularly scheduled ASB meeting.	No
<input type="checkbox"/> Student Survey or Focus Group	Project conducts a student survey or focus group through the Institutional Research Office and uses the results to inform the work of the project team.	No, but incentives may be provided on a case-by-case basis.
<input type="checkbox"/> Student Forum or Gallery Walk	Project holds a student forum or gallery walk during which large groups of students can provide input in response to narrative or visual prompts. ASB would be asked to assist in publicizing the date/time of the event to the student constituency.	No
<input type="checkbox"/> Other (please specify intended methods)	TBD – methods for collecting input from the college as a whole (including students) are yet to be determined	

