

PROJECT CHARTER

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.

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

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

- 1) 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
- 2) Review and assess gathered resources in determining facilities needs and prioritize those needs using criteria
- 3) 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.

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- 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.

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PROJECT TIMELINE/KEY MILESTONES

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	<input checked="" type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
January 22, 2019	Operations Council	<input type="checkbox"/> 1 st Reading <input checked="" type="checkbox"/> 2 nd Reading - Recommendation to _____
February 4, 2019	Executive Leadership Team	<input checked="" type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
March 4, 2019	Executive Leadership Team	<input type="checkbox"/> 1 st Reading <input checked="" type="checkbox"/> 2 nd 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

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PROJECT ORGANIZATION, ROLES, AND RESPONSIBILITIES

Role	Responsibilities
Project Leads	<ul style="list-style-type: none"> ▪ Prepares, leads, and follows up on meetings (see details of the Role of the Chair in the <i>ARC Governance Framework</i>) ▪ 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 <i>(may be one of the leads or a separate individual)</i>	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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 <i>(optional)</i>	<ul style="list-style-type: none"> ▪ Provides expertise and assistance from an external (non-ARC) perspective
Executive Sponsor <i>(optional)</i>	<p>Large, high-impact projects only:</p> <ul style="list-style-type: none"> ▪ 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.

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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

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).

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APPENDIX A: PROJECT MEMBERSHIP

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

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 <i>(high-impact projects only)</i>	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