



Sacramento City College Strategic Planning System

Title: Resource Management and Capital Outlay
Master Plan 2018

Plan Type: Institutional

OPR: VPA

**Collaborative
Groups:**

Resource Allocation Groups:

- Budget Committee
- Academic Senate
- Classified Senate
- Information Technology Committee
- Campus Development Committee

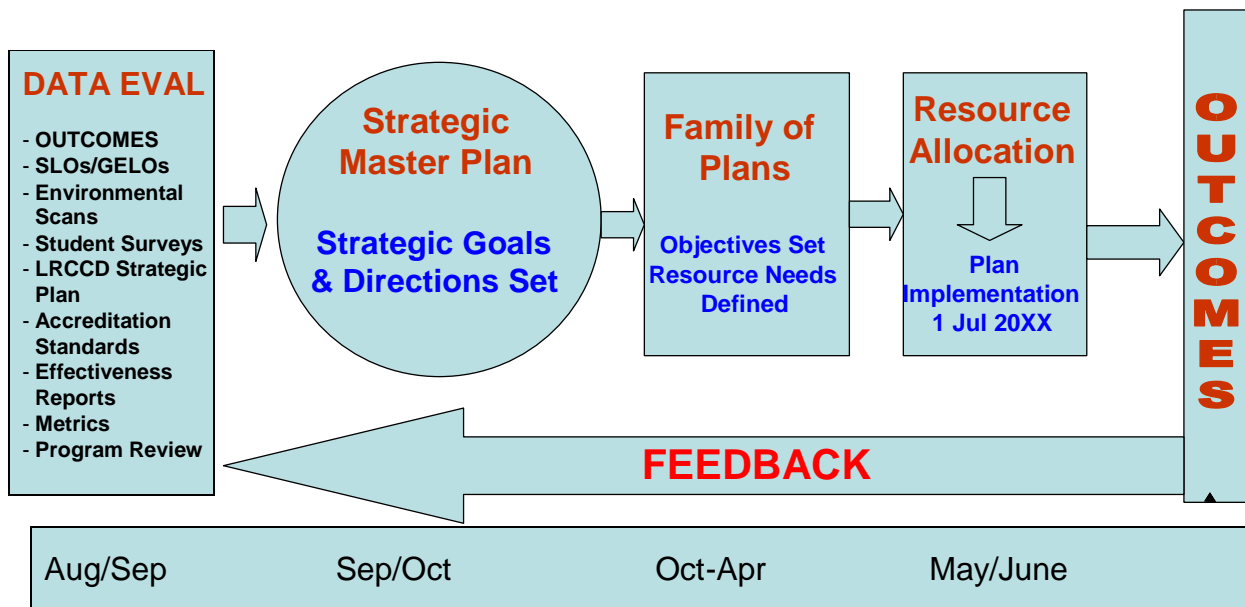
References: LRCCD Policy & Regulation 8122
LRCCD Policy & Regulation 8417
LRCCD Long Range Capital Needs Plan
LRCCD Five-Year Construction Plan
Scheduled Maintenance & Special (SMSR) Repairs Five-Year Plan
Facilities Condition Audit/Index
SCC Facilities Master Plan (SKW/2010 Update)
SCC Facilities Resource Plan
California Community College Planning Document

PURPOSE: The SCC Strategic Planning System is a data-driven planning cycle that begins with the assessment and evaluation of outcomes, measures of merit and other supporting information that enables the College Strategic Planning Committee (CSPC) to establish/refine the strategic direction of the institution and establish strategic goals and priorities for accomplishment. Institutional effectiveness and successful mission accomplishment require the effective, efficient and timely allocation of resources in support of these College goals and strategies. While the administrative side supports all the college goals through facilities, classified staffing and financial resources, Goal C is most directly related to resource management. In the College environment, resources are defined in five categories: facilities, financial, faculty, classified staff and information technology, and you will find these element included in our College Goals, which may be found here: <https://www.scc.losrios.edu/prie/planning/college-goals-planning-timelines/>.

This overarching institutional plan provides an overview of the five types of resources and the allocation processes associated with each. Specific guidance for each resource type is contained in the respective resource allocation plans that are referenced herein. Each resource allocation plan also provides appropriate timelines and tasks associated with this annual college process. Unit and program planning are essential components of this system which require the establishment of objectives which support the strategic direction of the institution. Measures or merit or outcomes are associated with each objective and evaluated as part of this process. A summary of the College Strategic Planning System is highlighted below:

Planning Cycle

Overview, Timelines and Key Components



This Institutional Plan also provides an overview of the Capital Outlay program and the mechanisms associated with updating SCC's Long Range Capital Needs Plan in coordination with district Facilities Management (FM). The SCC Facilities Master Plan is a reference document that contains College determined 'best practices' and architectural themes for modernization, remodels and new construction programs. In addition, it provides reference information for the initial modernization sequencing and financing. These are updated annually and documented on-line as the LRCCD Long Range Capital Needs Plan <http://fmwms.losrios.edu/ganttchart.aspx>. The Facilities Master Plan provides the sequencing and projected timeline for modernization projects and construction of eligible new space for the campus. How campus instructional, student service and support programs are integrated into new and modernized space is the subject of ongoing

dialogue as the campus works to assess mission and resource changes as well as new opportunities and mission requirements. A power point brief was developed to summarize needed short and long term college decisions necessary to fully integrate the Facilities Master Plan into college planning.

PROCEDURES:

1. **RESOURCE ALLOCATION:** The SCC Family of Plans contains a 'resource allocation' type plan grouping that provides details of the planning and allocation process associated with each type of resource. As with all planning efforts at the College, the process begins with data analysis that leads to an updated College Strategic Master Plan and a set of College goals that provide the strategic direction for the next academic year. Program plans and operational/unit plans are then developed with specific objectives that are defined as necessary to move the college toward goal achievement, institutional effectiveness and ultimately mission accomplishment. The Operational Unit Plans and Program Plans then translate the objectives and associated maintenance of effort (MOE) into a set of resource requirements that are ultimately prioritized and allocated to the units for implementation. Resources will be allocated to both operational plans/activities and institutional program plans/activities on an annual basis. Specific timing parameters are covered in each planning document.

a. **Facilities:** this resource allocation plan focuses on developing an annual set of projects intended to maintain and improve the quality and functionality of the College spaces. This includes the periodic replacement of furniture, fixtures and generic institutional equipment in teaching and support service spaces (specific instructional/unit equipment will be handled through the unit planning process with division level OCB funding). These projects will also include campus common areas and parking improvements.

b. **Financial:** This resource allocation plan provides the mechanisms associated with allocation of discretionary financial resources that are available to the College. It does not include those actions (e.g. salaries and benefits) that are managed by the district on behalf of the college. Other types of funding with discretionary aspects will also be covered in this planning document to include Instructionally Related (IR) funds, categorical funds and some other fund types that are normally managed through the campus budget committee.

c. **Faculty / Adjunct Faculty:** This resource allocation plan provides a summary of process for requesting new faculty FTE and adjunct faculty resources. It also defines procedures for managing this resource, establishing hiring priorities and applicable measures of merit.

d. **Classified Staff:** This resource allocation plan describes management oversight of the classified staff resource, near term

objectives and measures of merit that will be evaluated annually to ensure regular process review and improvement. This plan also outlines the annual process the college will follow to establish a prioritized list of new classified staff requirements to enable the College to compete in the district-wide process for new FTE allocation.

e. Information Technology: This resource allocation plan captures a comprehensive listing of all college information technology needs. It also includes best practices and standards for use/management of this resource and processes for requesting new equipment. By design, it will also include audio/visual equipment needs related to IT (e.g. smart classrooms).

SCC Family of Plans

(Revised during the 2016-17 academic year)

<p>Strategic Plan States the Mission, Vision, Values and Goals of the College Framework for planning, resource allocation, and evaluation</p>
<p>Educational Master Plan Instructional Master Plan, Student Services Master Plan, and Resource Management and Capital Outlay Master Plan Priority areas, key resource needs, and relevant data are included</p>
<p>Institutional Plans These plans support coordinated, diverse activities that span the entire college. A key example is the Student Equity/SSSP/Basic Skills plan</p>
<p>Cross-Divisional Program Plans These plans support single types of activities that reach across divisions Distance Education, Tutoring, Information Technology, Staff Development, etc.</p>
<p>Unit Plans Annual operational plans that guide the work of college units</p>
<p>Resource Allocation Plans Descriptions of the processes used for resource allocation in key areas Financial, facilities, faculty, classified staff, and information technology resources</p>
<p>Program Reviews Reviews of college programs conducted on a multi-year basis</p>

2. **CAPITAL OUTLAY PROGRAM:** Development of an effective capital outlay program for the College is a shared responsibility between the College and the District. Facility planning is dependent on the quantitative evaluation of existing space, the ability to serve students and on carefully documented projections of future needs. The construction or modernization of facilities should be the result of a rational and orderly planning process incorporating the District's strategic directions and the College's Educational Plan and strategic goals. The district takes the lead in this effort by annually updating key planning documents including the Facilities Needs Assessment, the Five Year Construction Plan and the Long Range Capital Needs Plan Program. Funding for projects of this nature fall into three broad categories and may be combined to develop a competitive and effective funding strategy. They include: state bonds/funding; local bonds; and district/other funding sources.

There are three major types of capital outlay construction projects. Each is briefly described along with the primary considerations for each type of project.

a. **New Construction:** This type of project adds new space to the campus and is justified by projected enrollment growth, projected population growth in the College's service area and new or major changes to the College's educational programs. In order to be competitive for state funding, the project must have a favorable capacity-load ratio. Cap-Load ratios are determined by comparing the available capacity (expressed in assignable square feet) of the institution in specific categories (lecture, lab, office, etc.) with the projected student load or demand for assignable space. This ratio is expressed as a percentage of facility capacity to forecasted load. For example, a cap-load of 60% in lab would be interpreted as 'only able to serve 60% of forecasted student load'. Cap-load ratios in excess of 100% are generally not considered to be competitive for state funding. Cap-load ratios for Sacramento City College are outlined in the Five-Year Construction Plan and are updated annually by the district.

b. **Remodels:** This type of project does not add space but changes the use of existing space. The primary consideration or criteria for remodels is the same as stated in the New Construction section above.

c. **Modernization and Maintenance:** This type of project modernizes existing space for the same purpose or functions. The primary considerations for evaluating a modernization project include changes in the associated education program, health and safety factors, age and condition of the existing facility and the cost to replace versus the cost to modernize the facility. Given the age of many of the facilities at Sacramento City College and our rather small footprint (73 acres), modernization is an important tool to update and improve the College's facilities. The metric measure of a building's condition is contained in the Facilities Condition Audit. This audit is prepared by the District and provides a complete listing of all the deficiencies (needed building repairs) in the building

systems and components and identifies the associated repair costs. A Facility Condition Index (FCI) is computed which compares the cost to repair a building's deficiencies divided by the replacement value of the facility. This provides an approximate estimate of the facility's condition that is used to prioritize projects. Generally, an FCI of less than 5% describes a building that is in 'good' condition. FCI's between 5% and 10% indicate a building that is in fair condition. And, a FCI greater than 10% describes a building that is in poor condition. FCI information is contained in the SCC Facilities Master Plan. In developing a funding strategy for a modernization project, Scheduled Maintenance and Special Repairs (SMSR) funding from the state may be incorporated into the project.

College Planning Responsibilities: In coordinating closely with the district planning staff, the College will focus its efforts on the following key areas:

- Development of department educational and support service requirements in terms of changes to existing spaces or creation of new spaces.
- Defining functions and responsibilities in all college spaces; Working toward the most efficient use of spaces and how they serve students and the strategic goals of the institution.
- A clear statement of specific space requirements for lab, lecture and office utilization and supporting infrastructure that must be in the spaces.
- Program growth changes expected over time as they relate to space utilization.
- Projected changes in weekly student contact hours (WSCH) by department and program.
- Student capacity per type of space based on the planned programs to be delivered in the spaces. For support services, the space required to accommodate student needs in the support programs that enhance student access and success.
- Defining expected faculty and classified staffing that spaces must support in terms of instruction, student support and office/administration area.
- Defining common use labs, libraries, audio-visual and other support space needs for the campus.

Planning Capital Outlay Projects: Based on these data points, the District will prepare an Initial Project Proposal (IPP) for approval by the Board of Trustees and submission to the state for potential state funding of a capital improvement project (NOTE: If the District wishes to pursue State funding, it must follow the IPP/FPP process described herein). Normally, this will be the next project in our planned sequence of capital improvement projects as documented in the Facilities Master Plan. Each campus and Educational Center in LRCCD can submit no more than one IPP or FPP every other year for consideration by the state funding process.

If approved by the state, the project will proceed to the next step, development of a Final Project Proposal (FPP) which will bring an architect or educational facilities planner into the project planning process. If projects are not planned for state funding, then projects are planned for local bond funding only. Other than excluding the IPP/FPP steps, planning

for Local Bond only projects and state bond funded projects proceeds along the same timeline and process. The Facilities Master Planning Process identifies Sacramento City College's Long Range Capital Needs Plan. The most current summary is appended to this plan. The resulting Facilities Master Plan includes approved and planned projects, a synopsis of the project, planned total cost and sources of funding and the planned occupancy dates which will inform the District as to when project IPPs and FPPs must be submitted to the State Chancellor's Office so they can compete with projects from other college districts throughout the State for the limited funds available.

Preparation of FPPs and approved construction drawings for a project is a collaborative process that involves numerous campus organizations working with the district facility planner and the architectural team. At our campus, the Operations Director serves as the focal point for coordinating meetings and schedules to ensure all parties with a stake in the project have the opportunity to participate in the plan development. This will normally involve the division dean/manager whose area is being modernized or expanded, department chairs and appropriate faculty members, classified staff and other administrative personnel that contribute to the overall planning of the project. These planning procedures apply to on-campus facilities and development of our Education Centers in West Sacramento and Davis.

Once construction is scheduled, the Operations Director will coordinate alternate space, as needed, so that campus educational and support services programs can continue during the course of the project. This is intended to minimize impact on College programs, enrollment and, most importantly, student access.

The Campus Development Committee will provide oversight of the College's construction program and the Executive Council will be updated at least twice annually on the planned construction program. The VPA and Operations Director will maintain a current schedule of construction projects and timelines and will post this schedule on the INSIDE SCC web site for reference.

MEASURES OF MERIT: Measures of merit are incorporated throughout the planning system and include Program Review, Student Learning Outcomes, satisfaction surveys, environmental scans, metrics and strategic directions established by the district. In addition, a schedule of projects and timelines will be maintained by VPA and posted on the INSIDE SCC web site for campus reference.

RESOURCE

REQUIREMENTS: As outlined in each plan type associated with the family of plans and the SCC Strategic Planning System.

DATE: 31 August 2007
August 2008
22 August 2009
20 November 2010
11 November 2011
1 August 2013
July 10, 2018

REVIEW CYCLE: Annually

Sacramento City College
Long Range Capital Needs Plan
(July 2018)

Long Range Construction Plan
(all projects)

Sacramento City College						Possible Funding Source		
Project	Size	Design Start	Occupy	Total Cost	Incr	Local Bond	State Bonds	District/ Other
Davis Center Phase 2	15,806	14-Aug	18-Aug	\$13,484,829	2	\$4,746,886	\$8,737,943	\$
Mohr Hall Modernization Infrastructure	3	15-Sep	20-Feb	\$5,798,370	2	\$5,798,370	\$	\$
Mohr Hall Modernization	18,049	15-Sep	20-Feb	\$17,099,721	1	\$17,099,721	\$	\$
Quad Lighting Replacement	1	15-Oct	16-Mar	\$199,034	2	\$	\$	\$199,034
Rodda South Lighting Control (Occupancy Sensors) - Prop 39		17-Feb	18-Dec	\$	0	\$	\$	\$
Parking Structure LED Lighting Upgrade		17-Feb	18-Dec	\$	0	\$	\$	\$
Union Stadium Conc. Decking Repair	1	17-May	18-Dec	\$350,064	0	\$	\$	\$350,000
STS Video Wall		17-Jun	19-Jan	\$	0	\$	\$	\$
Lillard Hall Fume Hood Controls - Prop 39	1	17-Jun	18-Feb	\$250,000	0	\$	\$	\$
Rodda Hall Lighting Controls (Occupancy Sensors) - Prop 39	1	17-Jun	19-Feb	\$470,690	0	\$470,690	\$	\$
Garage Re-Stripe		17-Dec	19-May	\$	0	\$	\$	\$
Security Improvement Project - Phase 2 Electronic Access		17-Dec	19-Aug	\$	2	\$	\$	\$
Sand Volleyball	1	18-Apr	19-Dec	\$491,139	0	\$	\$	\$
Sutterville Property Line Adjustment		18-May	19-Mar	\$6,000	0	\$6,000	\$	\$
Security Improvement Project - Phase 1 Hardware/Cylinders/Keys	1	18-May	19-Sep	\$2,300,000	2	\$2,300,000	\$	\$
West Sac Stucco Repair	1	18-Jun	19-Aug	\$250,045	0	\$	\$	\$250,000
Lillard Hall Modernization	28,230	18-Jun	22-Mar	\$19,842,748	2	\$10,721,374	\$9,121,374	\$
Campus Master Plan Update 2018 Infrastructure - Hydronic Loop West End	1	19-Jan	22-Jan	\$3,783,934	2	\$	\$	\$
New Instructional Space (Mohr 2)	15,000	23-Aug	26-Nov	\$11,196,476	2	\$4,478,591	\$6,717,885	\$
West Sacramento Center Phase 2	15,806	24-Aug	27-Nov	\$11,902,436	2	\$4,760,975	\$7,141,461	\$
West Sacramento TAP 2	200	24-Aug	27-Nov	\$1,108,286	2	\$1,108,286	\$	\$