



Skyline College Design Build Project Briefing

January 18, 2007

This version of the briefing is updated since the November 2007 edition and reflects the status of the project as of the above January 2008 date.

Background

In the fall of 2005, the local voters approved a capital construction bond for the San Mateo County Community College District. In the spring of 2006, with the assistance of consultant Rick Voorhees, Skyline developed its Educational Master Plan via the Educational and Facilities Master Planning Project Task Force. During the fall of the 2006-07 year, the college worked with Steinberg Architects to develop a Facilities Master Plan that identified our highest priorities for new and renovated buildings and for other Sitework at the college. Renovation work will include Building 1 (Creative Arts and Social Science and the Main Theater), the Child Development Center (this may be a renovation or a new construction project) and completion of the renovation of Building 2 (Student Services) to house some One Stop functions and the Telecommunications program.

The new construction and the Sitework were combined into a single “design/build” project. Design/build projects involve a team including architects and building contractors, called a DBE or Design/Build Entity. During the spring of 2007, Skyline College worked with Kwan Henmi Architects to develop “bridging documents” for the design/build portion of the work. The bridging documents converted the more abstract ideas of the Facilities Master Plan into more concrete descriptions of the specifications for the buildings and the site. The renovation components of the Plan were designed separately. The bridging documents were used to assist the district to publish a Request for Proposals (RFP) for the design/build project in late spring 2007.

Fall progress on the project

We had learned in late summer 2007 that our project scope would have exceeded our budget by \$27 million. In order to ensure that qualified teams would compete for our project, we needed to bring the scope and the budget more closely into alignment, and to do it quickly. Otherwise we would have risked a couple of things: loss of important competitors in the process, and delay in the project which will shrink the value of the money available.

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The decision about how we should proceed was made within the college's collaborative governance structure, the Educational and Facilities Master Plan Project Task Force or EFMP. That group met right after the start of Fall Semester on August 30, 2007, to review an array of scenarios for how to bring the scope and budget into alignment to provide recommendations to the president. That meeting was very well attended, and we reviewed the background on the project, the criteria for identifying the college's best scenario, and seven different approaches to achieving alignment between the scope of the project and the budget for it. The President's Cabinet then considered the advice of the group on the key issues represented in the scenarios and the criteria and developed the final plan. We believe that we were able to capture a great deal of what had been originally planned.

Provided below is the updated Facilities Master Plan map for the college, originally developed in 2006, and now revised to reflect schematically the two new buildings proposed as well as the sitework.

Updated 2006 Skyline Facilities Master Plan Map



Here are the essential features of the revised plan, as of September 2007:

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- We moved most of the original programming for the proposed Multicultural/Administration Building into the Wellness Building and eliminate the Multicultural/Administration Building.
- We retained the Automotive Transmission Building.
- We retained the Wellness Building and include in it the following:
 - Multicultural Center to include space for our Learning Communities, the International Students Program and the Asian Studies Program.
 - Cosmetology
 - Fitness/Training Room
 - Sports Medicine
 - 3 general classrooms
 - A classroom for Dance, Yoga and Pilates
 - Administrative offices
- There was some simplification to the Sitework but we retained the disabled access improvements we hoped for, greatly enhanced parking, more well defined entrances to the college and the landscaping for the interior of the campus.

We determined that we would establish a new name for the Wellness Building which better reflects its broader overall purpose under this revised plan: Multicultural Center, Administration, Cosmetology and Wellness functions are all part of it now. We agreed that we would utilize our usual governance processes to make the decision on the new name for the building. Other functions we had hoped to house in the Multicultural/Administration building will be located elsewhere on campus.

Late fall and early winter developments on the project

On November 30, we received a single proposal, due to the exceptionally competitive nature of the construction industry in our county at this time. The firm, Hensel Phelps Construction Company (HPCC), made a presentation to the college as a whole in an Open Forum on December 14, 2007, and the members of the college who were present provided initial feedback on it. Two other methods of providing feedback were made available to the college:

- A display of the project was established in the Student Center accompanied by feedback forms. That display was available during Finals Week of the fall semester and will be available from Tuesday, January 23 through Friday, February 1 as well.
- An electronic display of the proposal materials has also been provided on Skyline's website at <http://www.skylinecollege.edu/>, accompanied by an electronic feedback form, to be available through Friday, February 1.

The detailed review of the proposal for its responsiveness to the Request for Proposals, and for its affordability began in early December and continued throughout the month and into early January.

Early in that process it once again became apparent that the scope of the project exceeded the budget available, so we will need to cut back scope by about \$14 million. Closing that gap will be handled in the same way we did in the fall semester, including the development of a number of alternative scenarios, a college wide meeting early in the term to review and evaluate them,

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and then a final decision on exactly how we will revise the project to make it affordable but as close to our dreams as possible.

Open Forum on Wednesday, January 30, 2-4 pm, Room 2306

We will hold an Open Forum the second week of the semester on how to close the gap between the scope of the project and the budget. This event will take place on Wednesday, January 30, 2-4 pm, in Room 2306. We hope to have identified and disseminated several alternative approaches before that date, so that participants have an opportunity to think them over. Our most important guide will be the same "Criteria for Revising the Design/Build Project Plan" that we used in September, which are attached at the bottom of this briefing.

The kinds of things we are considering at this point include the following:

- Simplification of the landscaping and paving work
- Removal of the large staircase to the third floor of Building 4N (Multicultural, Administration, Cosmetology and Wellness)
- Repurposing some existing college space, such as the large conference space in Building 6 (Rooms 6202-6204-6206 and the Student Lounge on that floor) and moving the Multicultural Center from Building 4 into that space
- Reduction of the square footage of the two buildings
- Eliminating some spaces from the plan
- Relocating the buildings onto flatter sites

We are working now to identify the potential cost savings of these various approaches and will then map out alternatives to be considered at the Open Forum.

Moving toward the final Design/Build Project Plan

Here is the current timeline from last November through February 2008 and beyond:

November 30	Deadline for proposal submission in response to the Design Build Project Request for Proposals (RFP)
December-January	Review of proposal responsiveness to the RFP
December 14	College Wide Forum, 1-4 pm, Room 2306, proposal presentation and discussion
December 17-February 1	College wide feedback: displays have been placed in the Student Center with an opportunity to fill out feedback forms there. The proposal information is also on the college website and electronic feedback can be submitted there.
December 24-	College and District closed

January 1	
January 9	Board Study Session on the proposal, initial college reaction to it, and strategies under consideration for closing the gap between budget and scope
January 18	<i>Skyline Shines</i> includes an item indicating the current status of the project, along with an updated briefing with alternative scenarios under consideration for closing the scope/budget gap, and she announces the date for an Open Forum (EFMPP, College Council, building user groups) to discuss the scenarios and provide advice.
January 23	Spring Semester begins
January 23-February 1	College input to the design continues and is completed.
January 30, 2 pm Room 2306	Open Forum to discuss the scenarios for closing the scope/budget gap. The Educational and Facilities Master Plan Task Force will be invited as well as the College Council and the building user groups, but the Forum is open to all and everyone's ideas are welcome.
February 27	Board of Trustees awards contract for the project.
February 28-May 30	Detailed design work with user groups and EFMPP
Fall 2008	Ground breaking for new facilities
Fall 2010-Spring 2011	Completion of new facilities

This briefing will be updated periodically as necessary and kept on our website.

Criteria Used for Revising the Design/Build Project Plan

The same criteria used in the fall of 2007 to develop the scenarios for Skyline's Design/Build Project were used again in early winter 2008. These criteria are designed to assist the Educational and Facilities Master Plan Project Task Force and are based upon the college's Strategic Plan (which includes the college's Vision and Mission statements), Educational Master Plan and Facilities Master Plan.

- Supports currency of Skyline's current and future academic programs.
- Supports potential for enrollment growth.
- Strengthens the college's cultural climate and unique identity.
- Strengthens the college's support for student services and student success.
- Strengthens the college's support for full-time and part-time faculty.
- Provides opportunity for resource development and revenue enhancement.
- Fulfills prior commitments to local voters.
- Supports our ability to meet the needs of our community.

Skyline College Vision and Mission Statements 2007

Vision

Skyline College strives to inspire a global and diverse community of learners to achieve intellectual, cultural, social, economic and personal fulfillment.

Mission

Skyline College is a comprehensive, open access community college that provides student-centered education leading to transfer, career advancement, basic skills development, and personal enrichment.

The College is committed to preparing students to be culturally sensitive members of the community, critical thinkers, proficient users of technology, effective communicators, socially responsible lifelong learners and informed participants of a democracy in an increasingly global society.

Skyline offers innovative instruction and student support to a rich tapestry of diverse learners through the hallmarks of the college: academic excellence, responsive student services, advanced technology, community and industry partnerships, and workforce and economic development.

Skyline College Goals and Strategies

GOAL 1: Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services.

Strategy 1.1. INNOVATIVE PROGRAMS, SERVICES & MODES OF DELIVERY: An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.

Strategy 1.2. **STUDENT ACCESS & SUCCESS:** Student access and success through availability, quality and assessment of support services and student learning outcomes.

Strategy 1.3. **OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS:** Broad outreach efforts that build partnerships and respond to educational community needs.

GOAL 2: Enhance institutional effectiveness in the planning and decision-making processes through cooperative leadership, effective communication, and shared governance.

Strategy 2.1. **INTEGRATED PLANNING & INSTITUTIONAL PERFORMANCE MEASUREMENT:** An integrated planning system that responds to all stakeholders and tracks and measures college-wide performance indicators.

Strategy 2.2 **EFFECTIVE COMMUNICATION:** Widespread, continuous and reliable communication that informs decision-making processes and ensures institutional effectiveness.

Strategy 2.3 **SAFE & SECURE CAMPUS:** A safe and secure environment that includes staff trained in emergency procedures.

GOAL 3: Fulfill the college's role as a leading academic and cultural center for the community through partnerships with business, the community, and non-profit organizations.

Strategy 3.1 **CULTURAL CENTER FOR THE COMMUNITY:** A position and presence in the community as a major cultural center.

Strategy 3.2 **MARKETING, OUTREACH & CONNECTIONS TO ACADEMIC & BUSINESS COMMUNITIES:** Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.

GOAL 4: Provide adequate human, physical, technological and financial resources to successfully implement educational programs and student services in order to improve student learning outcomes.

Strategy 4.1 **INTEGRATED & EVIDENCE-BASED RESOURCE PLANNING SYSTEM:** A comprehensive, integrated and evidence-based resource planning system that responds to all stakeholders and is tied to budget, program and services decisions.

Strategy 4.2 **UPDATED FACILITIES:** Updated facilities that include timely replacement of equipment.

GOAL 5: Offer faculty and staff opportunities for professional growth and advancement.

Strategy 5.1 **COMPREHENSIVE STAFF DEVELOPMENT PROGRAM:** Unified and coordinated staff development programs that are dynamic, comprehensive and rich.