



Navigating Facilities Planning Opportunities Despite Unsuccessful Bond Propositions

November 12, 2020

CANNONDESIGN

Key Learning Objectives

- #1 Explore strategies to more efficiently utilize existing facilities to meet the oncoming demands of high unemployment in preparation for many returning to college for technical training.

- #2 Creative planning techniques to meet student and District needs.

- #3 Leverage District cap loads to be better positioned for State matching funds.

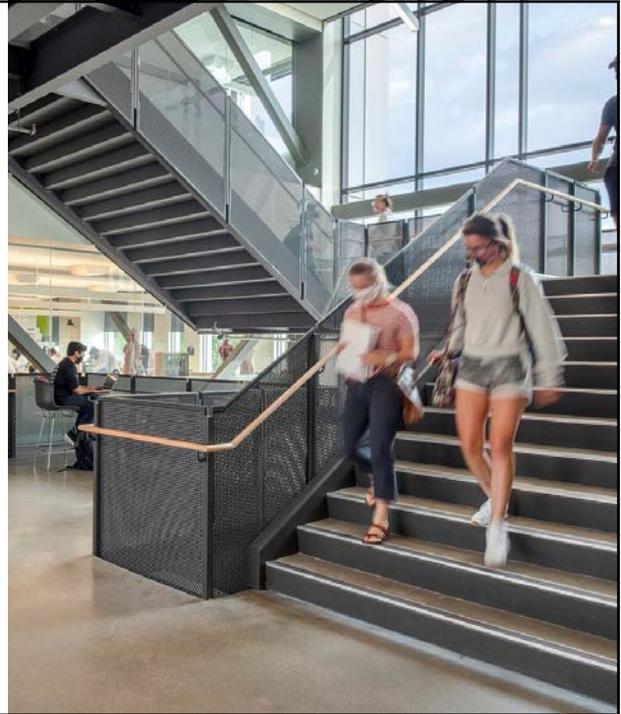
- #4 Explore space utilization strategies and techniques to create unique ongoing curriculum and growth opportunities.

- #5 Navigate the planning effort from the state of potential local bond resource to the state of state funded projects.



Agenda

- I Introductions
- II What led us here?
- III Strategy for leveraging what you have versus what you need
- IV Wrap up / Successes
- V Q&A



Introductions



**J. Brandon Dekker,
M.S., DBIA**

Brandon Dekker is a Principal and Irvine/San Diego Office Practice Leader for CannonDesign where he has been in a leadership role for the past 13 years. Brandon has been in the design and construction field for 19 years and is a certified DBIA Professional with the Design-Build Institute of America. Brandon sits on the Executive Board for the Southern California Construction Management Association of America (CMAA) as Board President and is a Board Member for the Design-Build Institute of America's (DBIA) Western Pacific Region where he serves as the Board Vice President and Progressive Design-Build sub-committee member.



**Hussain Agah
MSCE, PMP, CCM,
LEED AP BD+C**

An educational leadership professional with 20 years of experience in facilities planning and construction program management. Hussain has worked in multiple high-scale and well-established programs as an owner's authorized representative overseeing multiple projects worth millions of dollars in educational institutions as well as federal programs with US Army Corp of Engineers. Hussain is currently leading the Facilities Planning and Development department at Riverside Community College District as an Associate Vice Chancellor.



**Matthew Greiner
AIA, NCARB**

Principal and Project Director bringing over 20 years of experience in Higher Education. Matthew is responsible for providing team leadership, overall project management, planning and design with expertise in the areas of programming, project planning and renovation projects. Matthew brings a proactive management process promoting openness, integrity, transparency, and clear communication.



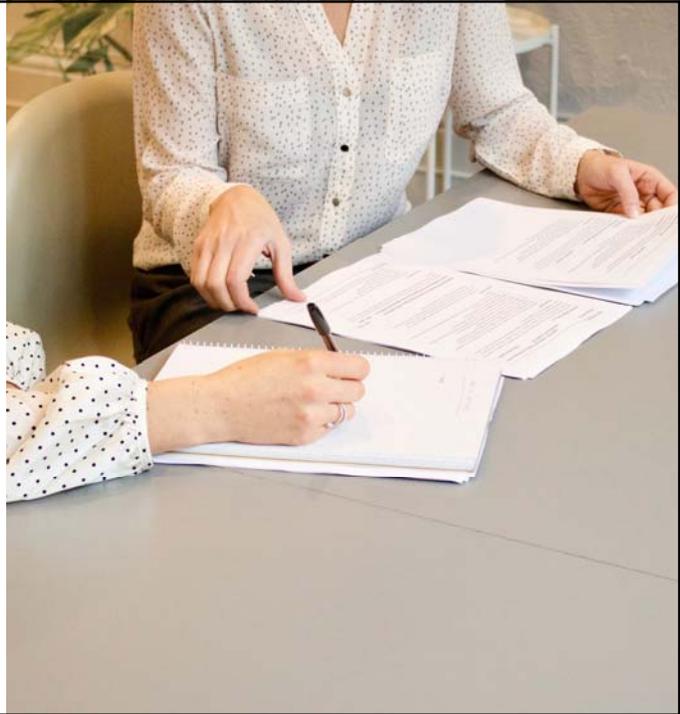
Bobby Kushal

Mr. Khushal has over 16 years of California community college facilities and educational planning experience. He has successfully managed capital construction project planning and implementation. Mr. Khushal is an expert in the State Chancellor's Office funding mechanisms and procedures for capital construction projects, and an industry leader in space utilization analysis.



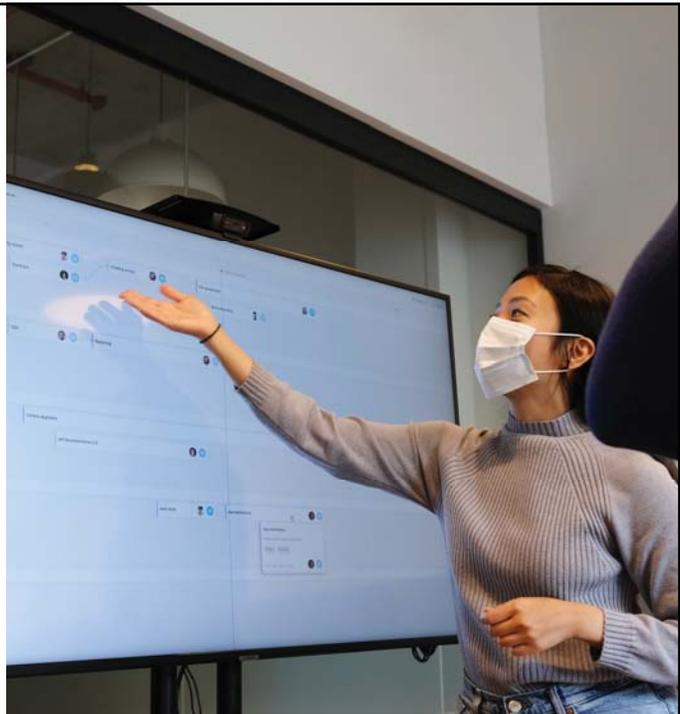
Riverside CCD

- RCCD is 7th largest & 5th oldest CCD California
- Serves over 60,000 student a year
- Three colleges district: Moreno Valley, Norco, Riverside City
- \$350 M - 2004 Measure C
- Increased student enrollment by 40%
- RCCD is one of the higher growing districts
- 2019/2020 Comprehensive master plans
- Long-Term Capital Facilities Program



What led us here?

- 3 polling results were close and promising
- \$715 M GO bond – March 2020 ballot
- Proposition 13 misinformation
- Poor election results
- Lack of appetite for more taxes
- Political landscape
- And then – COVID-19
- Measure A didn't pass



Strategy Development

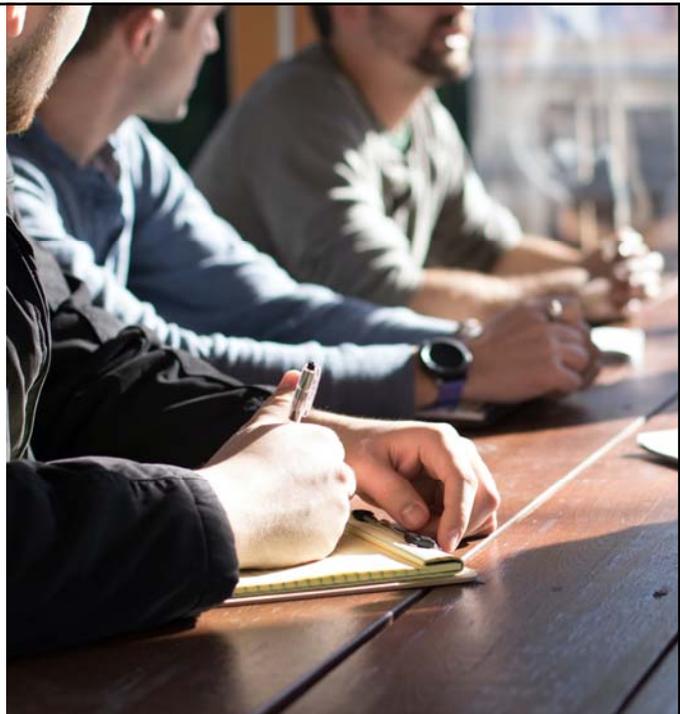
Consultants were brought on board to help develop strategies

1. How to leverage existing available funding and existing building assets
2. Prioritization of projects with State funding cycles
3. District master plan & sequencing



Strategy Development

- Moreno Valley Campus-Converting IPPs into FPPs
- During the middle of the FPP the GO bond failed
- Needed to shift gears (give examples)
- Future repurpose project option





II. Strategy for Leveraging What You Have VS. What You Need

Moreno Valley

- Rework FPPs
- Before & After

Norco College

- Norco Library consolidation
- Converted IPPs into new FPPs
- Adjusted in terms of scope, size and program with the lack of a new bond measure

Dominos did not fall where they were supposed to

Negotiated with the CCCC

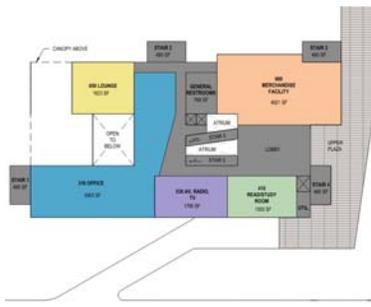
Not able to get the points high enough to qualify for State matching funds



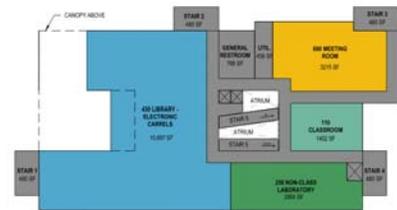
II. Strategy for Leveraging What You Have VS. What You Need



First Level



Second Level



Third Level

Riverside Community College District
 Moreno Valley College - Library Learning Center (LLC)

FPP 2019



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First Level

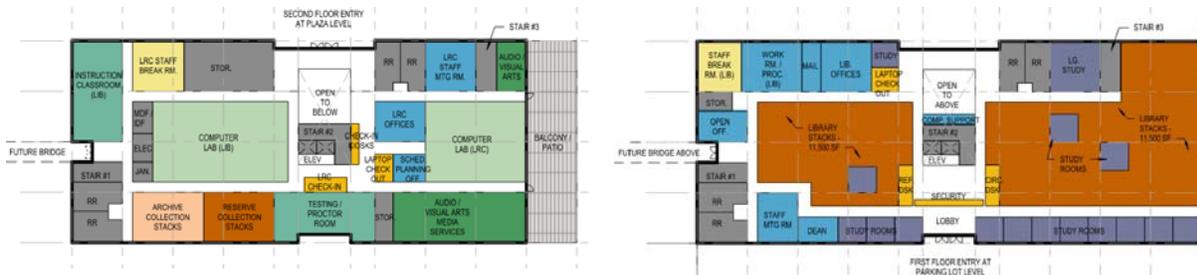
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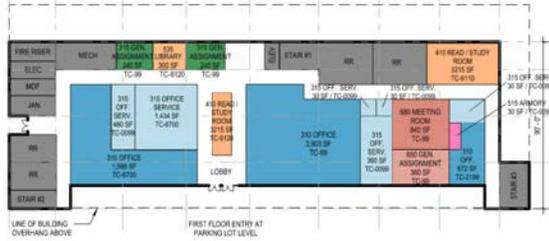
Second Level

Riverside Community College District
 Norco College - Library Learning Resource Center and Student Services

PRE-FPP 2020



II. Strategy for Leveraging What You Have VS. What You Need



First Level



Third Level



Second Level

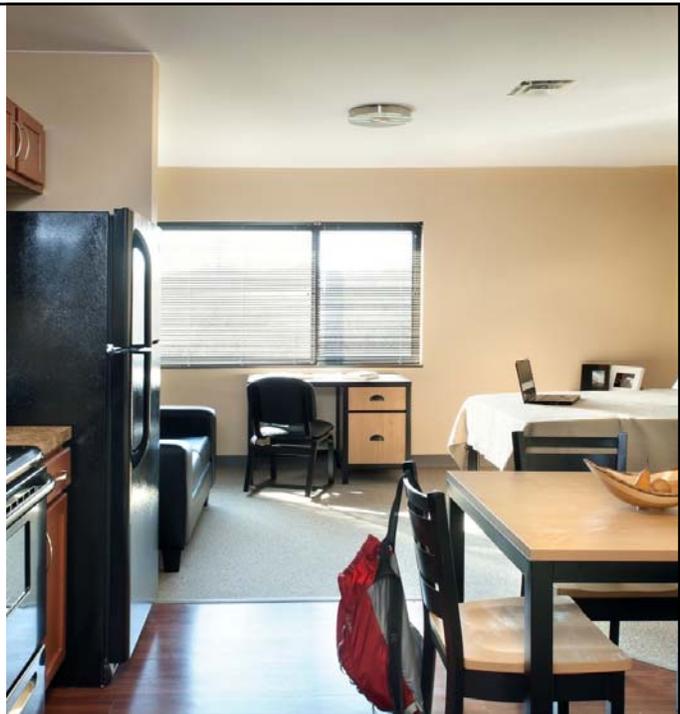
Riverside Community College District

Norco College – Library Learning Resource Center and Student Services

FPP 2020

Other Ways to Generate Revenue

- Use of private equity through Public Private Partnerships (P3)
- Student Housing
 - Developing below market-rate housing can be a challenge Orange Coast College developed a large student housing project
 - Sierra College is developing large new student housing facility
 - To obtain international students community colleges must demonstrate that they have safe and affordable housing
 - Subsidize rent to make it more affordable
 - Some require 501-C3 non-profit entity for tax exempt bond financing
 - Master lease/guaranteed percentage of occupancy to gain funding
- Smartly/Strategically plan re-purposing, opening and occupy buildings





Other Ways to Generate Revenue cont.

- Student Housing Feasibility Study
- Power Purchase Agreement (PPA)
- Renewable Energy (Solar/Battery plan)
- On-Bill Financing by CCC/IOU
- Government Code 4217 Opportunities
- CARES Fund I & II Opportunities
- Sustainability & Environmental Responsibility
Still progressing with State Chancellor's Climate Action 2030 Plan



Scenario Planning

- Pre-COVID/Post-COVID
- How does this affect utilization?
- Black Box Analogy





Key Takeaways

- If you are in the middle of a master planning process and need additional future bonds to complete, then you should plan your master plan with such flexibility that the projects themselves can have interchangeable pieces and still work within different scenarios. (Future funding options P3, State funding, federal funding)

- Planning still continues/still refining the plan as we move forward- should we stick with the same FPP etc.

- Each year in this situation its sort of a restart in planning. Now we know the outcome, what did we do and what can we do going forward. Maybe current FPPs are the priority anymore. Do I really want to roll this over or should we take a step back?

- What will provide the best outcome for us next year?

Key Takeaways

- Manage expectations with stakeholders and college administrators.

- Programming user input is not all lost. It just needs further refining.

- Look at program flexibility. Can some be removed?

- Facility condition assessment, what does that tell us? What are the priorities? Developing a reserve study.



Key Takeaways

- Academic space prevails.

- Ed master plan and facility master plan is current and now really thinking about 2022 bond and priority list. Master plan is constantly being validated. Re-prioritization based on short-term and long-term funding.

- On case-by-case basis revisit the programming of reach project.

- Dealing with programming changes based on COVID-19. How do we maximize the space yet meet the distancing needs of faculty, staff and students.

- Incorporate guided pathway and vision of success matrix in future facilities planning and development

Wrap Up/Successes

- One active state funded project underway-LS/PS Reconstruction
- Able to convert IPPs into re-programmed FPPs to better meet the institutional requirements now that GO bond funding is not available
- Non state supportable functions may include-bookstore and food services, including student dining
- Requires even closer coordination and consideration with your Specialist
- Requires buy-in by the stakeholders through the shared governance process and ultimately approval by the Board of Trustees
- Maneuvering through the process of requesting augmentation of state funding looks promising





Q&A

