



Skyline College Capital Improvement Project Briefing

March 6, 2009

This version of the briefing is updated since the October 2008 edition and reflects the status of the project as of the above March 2009 date. The title has been changed to include projects outside of the Design Build project scope and to reflect recent changes in the fiscal resources available to the district.

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 2007 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.

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. It is provided here just to indicate a rough location for Building 4N between current Buildings 3 and 5, and the rough location of the new Automotive building. The shapes of both are now different, along with the shape of the parking lots and the loop road. Also, the Child Development Center is slated for Loma Chica, rather than as depicted below.

Updated 2006 Skyline Facilities Master Plan Map



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

- 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 became part of it. 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 would be located elsewhere on campus.

Late fall and early winter developments on the project

On November 30, 2007, 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 was available from Tuesday, January 23 through Friday, February 1 as well.
- An electronic display of the proposal materials was provided on Skyline's website at <http://www.skylinecollege.edu/>, accompanied by an electronic feedback form, 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 and that we needed to reduce the scope by about \$14 million. Closing that gap

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was handled in roughly the same way we did in the fall 2007 semester including the identification of some different ways that we could close the gap. We held a college wide meeting early in the spring semester to review the status of the project. The kinds of things we were considering at that point included 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.

At the Open Forum, we evaluated the ideas and discussed other possibilities, and then worked to reach a final decision on exactly how to revise the project to make it affordable but as close to our dreams as possible.

A couple of critical things occurred during this process. One is that we learned that we could continue to use some of the portable buildings behind the Gym. The other is that the Physical Education, Athletics and Dance Division (PEAD) came forward with a radical proposal: they offered to withdraw the PEAD functions from Building 4N, leaving that space for Cosmetology, the Multicultural Center and administrative offices. What they requested in order for that approach to work is to utilize a couple of the portable buildings for some critical functions, and that we make some other modifications to Building 3 to support the most urgent needs for their programs. In addition, they requested that facilities for Sports Medicine, Pilates, Yoga and a Fitness Center be part of the planning for the next wave of building at the college should either new bond funds or state funds become available.

Final Design Build project plan

With the important change just noted, it was possible to map out the final project. On February 27, 2008, the Board of Trustees approved a contract with Hensel Phelps Construction Company. The key features of the plan are now these:

- **Building 4N** (next to the Library and the Gym) will be smaller, and include Cosmetology, the Multicultural Center and the Administrative space as well as three new large and five new medium classrooms [not counting Cosmetology's 2 medium and 1 large classrooms]. It has been designed so that it leaves open part of the view from the Library second floor out to the athletic fields and to the horizon beyond. Part of that open roof will be finished as a public terrace for the college to use as an outdoor gathering space when weather permits. The building design will still be roughly L-shaped but simpler than in the original proposal we saw in December 2007. The walkway from the parking lots on the north side of campus will be between Buildings 4N and 5.
- **Building 11N**, the new Automotive Technology building, will be smaller but it will include the most critical needs of the program. The final design was worked out in consultation with the program faculty and staff.

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- **The loop road** will be rerouted as recommended to go around the new parking areas on the north side of the campus.
- **Quad redesign:** The main quad areas between Buildings 1, 2, 6, 7 and 8, including the stairs and the disabled access have been redesigned.
- **Gateway entrances:** The two entrances to the college from Skyline Boulevard and Sharp Park Road will be marked much more clearly and re-landscaped.
- **Improved signage and wayfinding information:** This work will be done on the new buildings and on some of the outdoor areas as well.
- **Other infrastructure work:** The project includes some important but less visible work such as boiler replacement.

Spring and fall 2008

On May 8, 2008, we held an Open Forum including the Educational and Facilities Master Plan Task Force and other interested people. Mitch Fine from WRNS Architects (part of the HPCC group) reviewed the schematic design for Building 4N, the status of the work on Building 11N and described the current rough plans for the Sitework. The attendees had the opportunity to ask questions about the project.

During the summer and fall HPCC worked with the college to refine the Building 4 and Building 11 designs within the available budget, including meetings with the building user groups. The most current schematic views for Building 4N and Building 11N are attached at the end of this document.

Spring 2009

A number of challenges are confronting the college this spring related to funding available for our projects:

- The state's decision to delay the facilities bond initiative originally slated for the November 2008 ballot and to start over with the ranking of projects means that our district lost approval for funding, and the funding source, for some projects we had planned. At Skyline this affected our plans for Building 2 (third floor) and for Building 1 (the Theater renovation).
- The general fiscal crisis which led to the Lehman Brothers collapse affected our district because about \$21 million of our bond money was invested (as required by law) in the county treasury, and it, in turn, was invested in Lehman Brothers.
- There are always unforeseen challenges which arise in the course of construction (such as structural issues, soil and water management issues), and some of those have affected the resources available too.

As a result, we must establish sequencing priorities among the many important projects on the table, as well as continue to seek state resources for projects that match their funding criteria. That work is underway. The projects for which we need funding and for which there are extremely limited resources are these:

- Building 1 Theater renovation
- Building 1 renovation of floors 1, 2 and 3

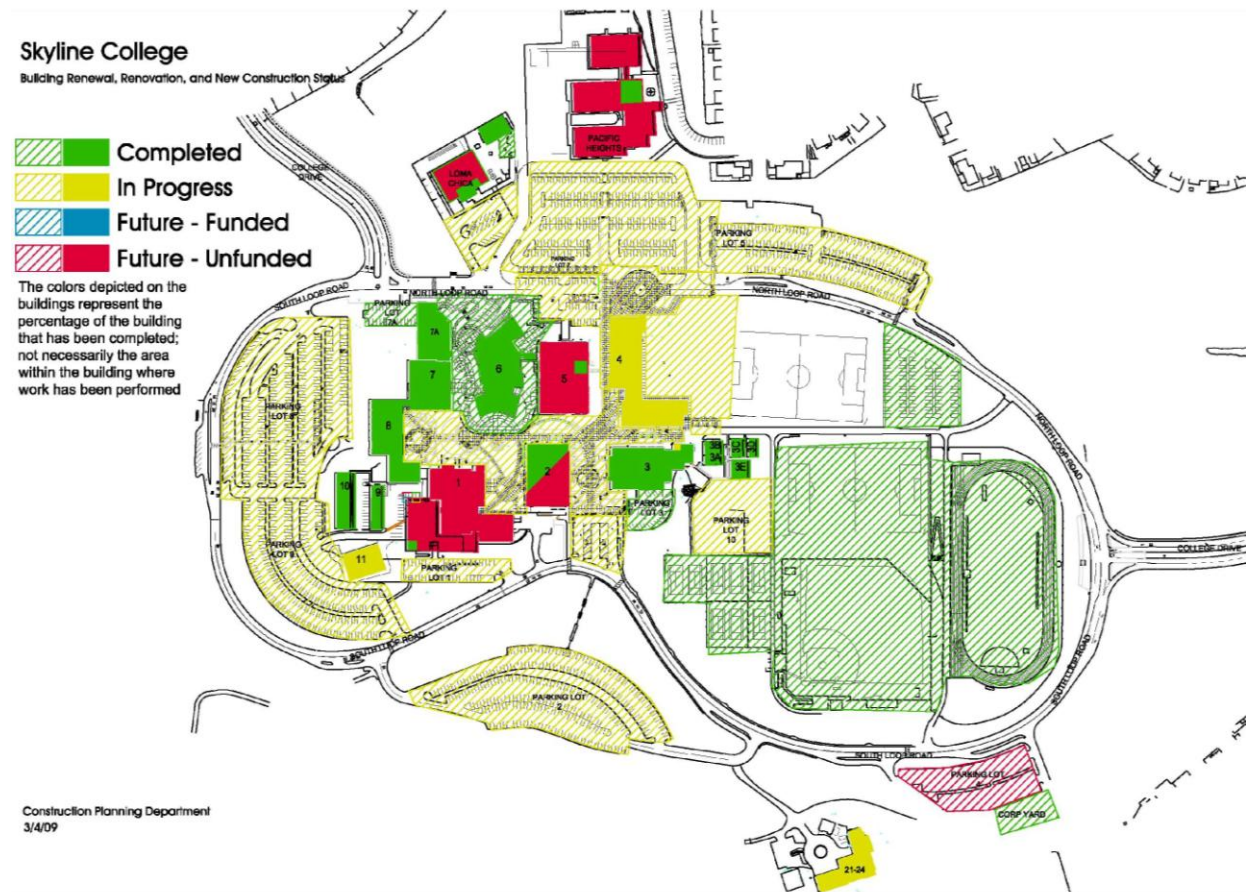
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- Building 2 floor 3 modernization: expansion of Student Services One Stop and other services (state funding was requested but the request was not successful)
- Building 5 renovation
- Loma Chica renovation to accommodate the Child Development Center
- Demolition of Pacific Heights (once we have finished using it for swing space) to allow for more parking space

We are working with the budget right now to attempt to identify what we should do most urgently and what will need to wait. There are also other projects for which we are making funding proposals to the state, including the two Building 1 projects above, the Fitness Center project (which was deleted from our Design Build project), demolition of Pacific Heights (deleted from our Design Build project), and a Workforce and Economic Development Prosperity Center (much of which was in a building originally slated for the Design Build project). Meanwhile, the Building 4N and 11N projects are funded and are proceeding on schedule.

The overall status of funding for our projects is roughly depicted in the map below. Note the legend which indicates that the colors depicted on the buildings represent the percentage of the building that has been completed, not necessarily the area within the building where work has been performed.



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- Building 1 Theater renovation (state funding approved pending funding)
- Building 1 renovation of floors 1, 2 and 3
- Building 2 floor 3 modernization: expansion of Student Services One Stop (state funding was requested but the request was not successful) and other services
- Building 5 renovation
- Loma Chica renovation to accommodate the Child Development Center
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Timeline from here

Here is the current rough timeline for the Design Build project and our other construction planning:

Spring 2009	Ground breaking for new Buildings 4N (done on February 19) and Building 11N and the beginning of construction.
	Establishment of sequencing and possible funding sources for remaining projects.
Summer 2009	Sitework begins for the quads between Buildings 7 and 8 and between Buildings 1 and 2.
Building 11N, Spring 2010	Completion of new facility
Building 4N, Spring 2011	Completion of new facility

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

Artist's renderings of Buildings 4N and 11N

Here is a look at what the two new buildings will look like. Building 4N will house the Multicultural Center, Cosmetology, Classrooms and the administrative offices. Building 11N will serve the Automotive Technology program.



Building 4N as viewed from College Drive, looking west.



Building 4N as viewed from the drop off on the north side, looking southwest.



Building 4N as viewed from the center of campus, looking northeast.



Building 11 as viewed from the south west side (Building 1, the Gallery, is in the background.)