

**D R A F T**  
**Yavapai College Campus Master Plan Update**  
**June, 2014**

Background

In FY11, YC had finished the vast majority of the 2000 Campus Master Plan, and had begun to receive a variety of significant Capital requests as part of our annual Budget process. Rather than approve projects in a piecemeal fashion, College President Dr. Jim Horton requested that YC conduct a formal Campus Master Plan process.

Accordingly, the Campus Master Plan (CMP) was included in the FY12 Business Plan; however, it was delayed due to the intense workload in the Facilities Department as they completed the major renovations at the Verde Valley Campus. YC began the Request for Proposal process to find an experienced architect in the Fall of 2012 (FY13), Selected Smith Group in January of 2013, and received their final report in February of 2014 (FY14).

A Draft of the CMP was shared with employees and the Community in Open Forums during October 2013. The CMP was shared with the District Governing Board (DGB) in November 2013, and the CMP “concepts” were approved by the DGB after the financials were presented at the December 2013 meeting. In particular, the DGB liked the concepts of

- Continued comprehensive Community College educational services available throughout the District with physical facilities near population centers in East and West County
- Improving effectiveness and efficiency through fewer sites with more services
- Creating Centers of Excellence and Destination Programs such as CTEC, Allied Health, and Viticulture & Enology.

The “concepts” of the CMP was approved, rather than the CMP itself, to acknowledge that the list of projects was not set in stone. After extensive discussion, the DGB expressed that it was highly likely the CMP would need to be updated and revised in response to evolving information and circumstances.

Each year, the college staff will present the Capital Improvement Plan as part of the annual Budget cycle. As the DGB approves these annual budgets, the individual CMP project(s) included in year 1 and 2 of the Capital Improvement Plan will become funded and approved.

Purpose

The purpose of developing the Campus Master Plan was to ensure YC had the facilities needed to provide quality programming and services in a cost efficient manner for the next ten years.

## Process

Yavapai College worked with SmithGroupJJR/ Pauline (SmithGroup) for a year to develop a new Campus Master Plan (CMP). An industry leader, SmithGroup has helped literally hundreds of other colleges and universities develop Campus Master Plans based on extensive community and college-specific research.

YC utilized SmithGroup's standard processes for gathering data and soliciting community input. The SmithGroup process provided many opportunities for input and feedback from many stakeholders including the executive committee, campus advisory committee, faculty interviews across all departments, student open forums in all 6 locations, and campus and community open houses on both sides of the mountain. An online survey was also conducted to allow those who could not attend the sessions to provide commentary. All told, input was received from over 150 employees and over 200 community members.

SmithGroup analyzed demographics including population growth rates broken down by area and age cohort, occupational growth rates, and employment trends for both state and county. An analysis of program offerings and delivery by location along with classroom utilization was also completed in conjunction with a review of the recently completed Education Master plan.

## Campus Master Plan Drivers

The following themes emerged and were used to make recommendations.

- The county population is projected to grow by 23% over the next 10 years with the largest regional growth happening in Prescott Valley.
- There will be continued diversity in the age of cohorts with the largest growth in the 30-39 and 65 and older populations.
- On-line enrollment will continue to grow therefore the physical needs are focused on specific types of spaces rather than overall growth.
- Campuses nationwide are trending toward more flexible spaces both inside and outside the classroom to accommodate learning for all types of students. This reduction in dedicated space allows for more diverse offerings.
- Yavapai College, along with all colleges and universities, is operating in an environment with increasing expectations of accountability as it relates to effectiveness (quality, retention, completion and transfer) and efficiency.
- Data shows growth in the construction, health services, and hospitality industries.

## SmithGroup Report Highlights

### **Prescott:**

- Facilities
  - Create University Center in Building 1
  - Create Student Activity space in Building 3
  - Build 200-300 seat lecture hall
  - Construct multi-purpose field and event center
  - Consider additional residence hall with apartment style units
- Programs
  - Police Academy and Administration of Justice move from Prescott Valley
  - Nursing moves to Prescott Valley (Science and Pre-nursing remain)

### **Verde Valley:**

- Facilities
  - Completion of Southwest Wine Center
- Programs
  - Agriculture and Equine move from Chino Valley to Verde Valley
  - Enhance partnerships with high schools including JTED and International Baccalaureate
  - Nursing moves to Prescott Valley (Science and Pre-nursing remain)

### **Prescott Valley:**

- Facilities
  - Sell existing two facilities and replace with one large Center, with enough land to eventually become a campus
- Programs
  - Center of Excellence for Nursing and Allied Health
  - Partner with NAU to offer Bachelor and graduate degrees

### **CTEC:**

- Due to continued growth, build-out remaining 30% of footprint. Work with City of Prescott to acquire 1acre of adjacent land to accommodate additional parking.
- If YC cannot acquire this land, YC may need to move some CTE programs.

### **Chino Valley:**

- Over the next ten years, consider selling this facility and move programs to other locations
- Continue to serve community via online, dual credit, and proximity to full service campus

### **Sedona:**

- Facilities
  - Over the next ten years, consider selling the Sedona Center if we cannot get land surrounding our existing building at Fair Market price and that allows legal access to 89A.
  - Lease/ rent appropriate space to continue providing programs in Sedona
- Programs
  - YC will investigate whether DFM serves a workforce need in Arizona and can be re-tooled to become financially sustainable, or will be closed
  - Appropriate facilities will be identified for the OLLI program
  - Serve community via online, dual credit, and proximity to full service campus

## Update June, 2014

The major accomplishment over the past 6 months was negotiating a Letter of Intent with Mike Tennyson, the owner of the land surrounding YC's Sedona Center. The letter, which was approved by the DGB at the April Meeting, lays out a plan for **allowing YC to retain ownership of the Sedona Cultural Center.**

Please see the following list of significant updates

- January
  - Solicited campus-wide input regarding priorities for CMP projects.
  - The President's Leadership Team (PLT) met to discuss SmithGroup recommendations as well as the employee survey results. The PLT decided to expedite the renovation of Building 29 for the Regional Economic Development Center and Building 31 to enhance the OLLI program. These were moved from Phase 2 to Phase 1 (ie. first 3 years). In addition, the PLT decided to move the construction of the new Residence Hall from Phase 1 to Phase 2 (ie. years 4-7) to allow time to determine if project should be constructed in Prescott or in PV.
- February
  - Community Outreach including VVREO, Verde School District Superintendents, Guest Column in Verde Independent and Sedona Red Rock News and Camp Verde Bugle, KAZM talk radio, "Inside Cottonwood" TV, JTED leadership
  - The Draft Capital Budget was presented to the DGB for feedback. The Capital Budget has several components, including the Capital Improvement Plan which reflects the CMP as revised by the PLT.
- March
  - Community Outreach Sessions including League of Women Voters (Sedona & Cottonwood), Sedona City Council, "County-wide" TV, and Clarkdale City Council
- April
  - Community Outreach including Sedona Main Street Program, Cottonwood Ranch Subdivision, and Sedona Chamber of Commerce
  - Negotiated Letter of Intent (LOI) with Mike Tennyson in regard to the Sedona Cultural Park. The LOI lays out a plan to exchange 5 acres of land owned by YC at the North end of the Sedona Cultural Park for 3 acres of land surrounding the YC Sedona Center. The LOI calls for a contract (Exchange Agreement) which we will present to DGB for June meeting. If successful, the land will be exchanged in August of 2014.
  - Hired architect to design Sedona parking lot.

- FY15 Capital Budget revised to reflect \$1.3M improvements to YC Sedona Center
- Presented Draft Budget, including updated Capital Budget, to DGB for feedback
- Hired architect to help us begin design work on several Phase 1 CMP projects including
  - University Transfer Center
  - Regional Economic Development Center
  - CTEC Renovations
  - Student Activity Center
- Posted timeline of Phase 1 (years 1-3) on Campus Master Plan website (<http://masterplan.yc.edu/>)
- May
  - Community Outreach including Sedona Lodging Council, Chino Valley Chamber of Commerce, Sedona 30, and Rotary Club of Sedona
  - Architect and Facilities led internal teams to begin programming of aforementioned projects
  - DGB approved FY15 Budget
- June
  - Per DGB request, prepare first periodic YC Campus Master Plan Update and post on Web-site
  - Present Sedona Land Exchange Agreement to DGB for approval