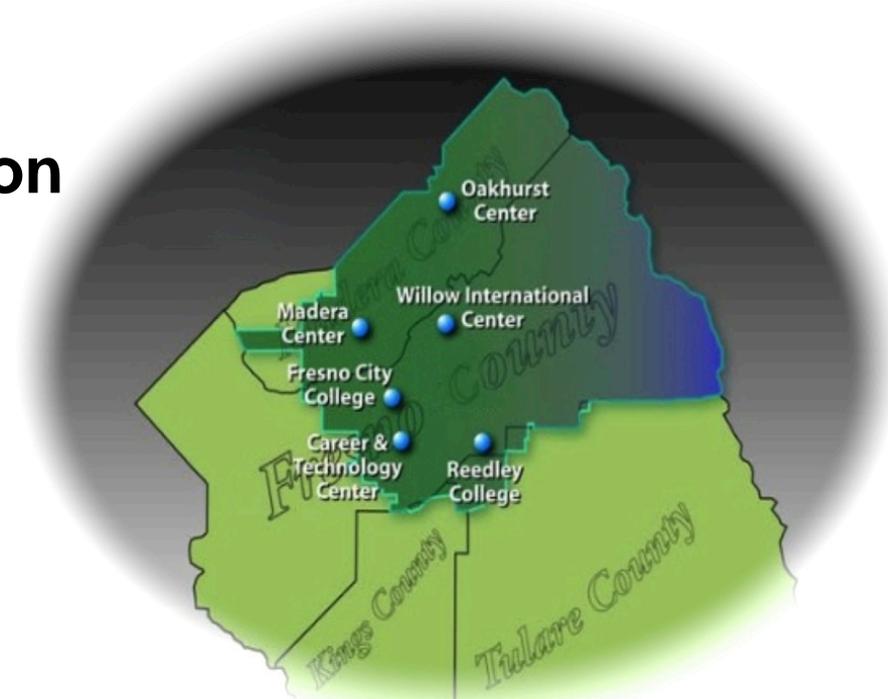


Real Estate Planning and Strategy Assessment

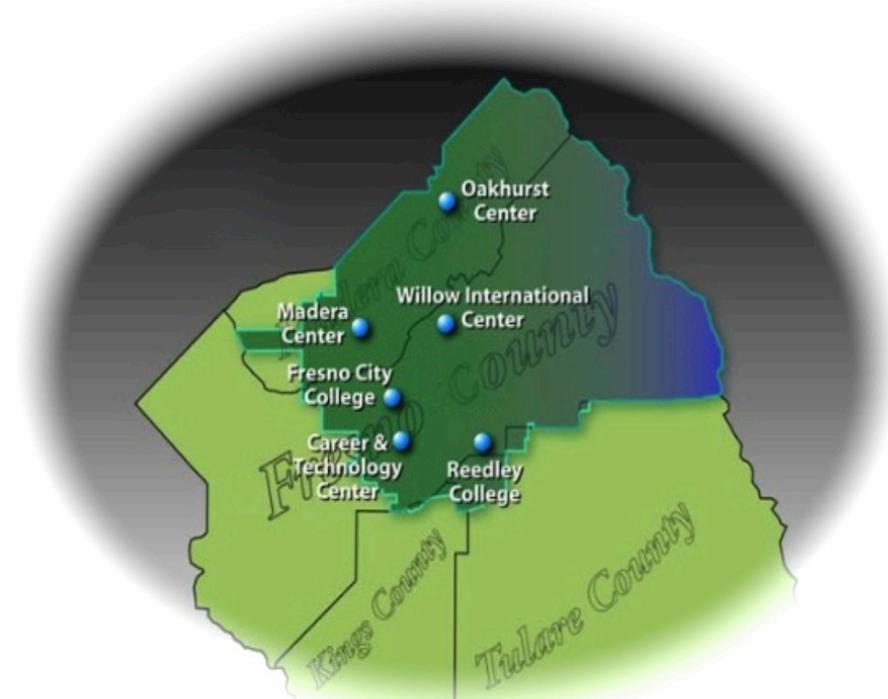
Board of Trustees Presentation

December 10th, 2013



Presentation Agenda

- Introduction / Assignment
- Methodology
- Background / Current Situation
- Findings
- Recommendations
- Next Steps



CRE Assignment

- Provide objective advice on real property assets to promote and enhance the SCCCD mission
- Deliver fresh perspective on master plan
- Analyze and validate recommendations already under consideration
- Address pros and cons of each option
- Assist SCCCD in the development of an attainable vision for college assets
- Recommend specific action steps and strategic action plan



CRE Methodology

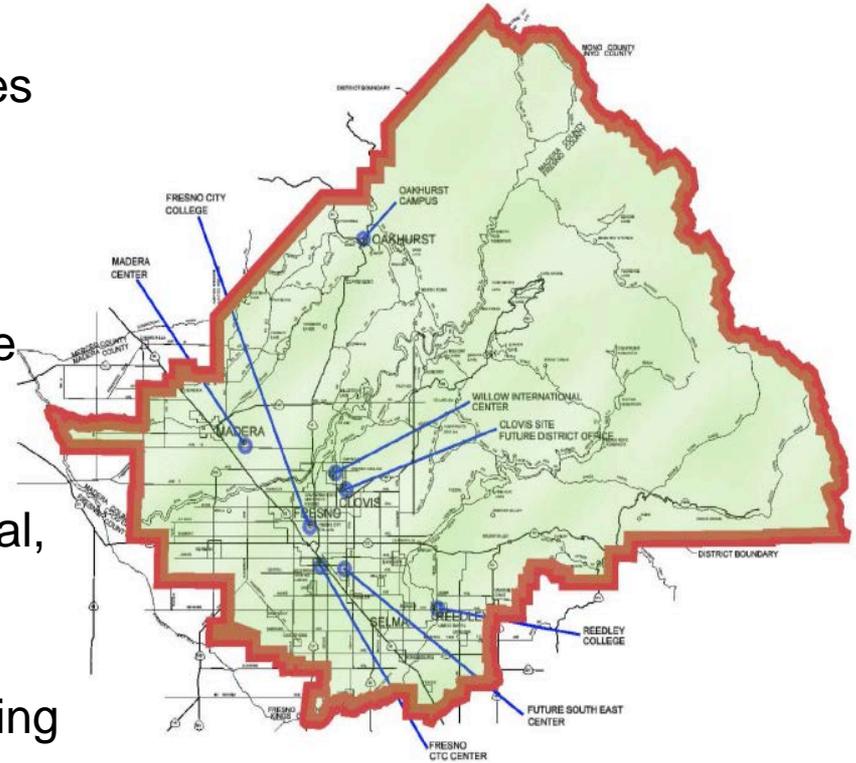
- Selected expert panel with distinguished experience in strategic planning, service to educational institutions, and valuation and brokerage expertise with institutional real estate
- Conducted in-depth briefing day; tour of the sites; meetings with District representatives; and interviews with community representatives
- Assembled findings, conclusions and initial recommendations while on-site
- Formulated final report and presentation

CRE Methodology

- Interviews and meetings with more than 200 individuals, stakeholders, and community representatives
- Engaged constituent groups within and outside district including:
 - Latino Community
 - African American Community
 - Hmong / Southeast Asian Community
 - Fresno / Clovis / Reedley / Oakhurst / Madera
 - Business / Labor / Academic / Real Estate

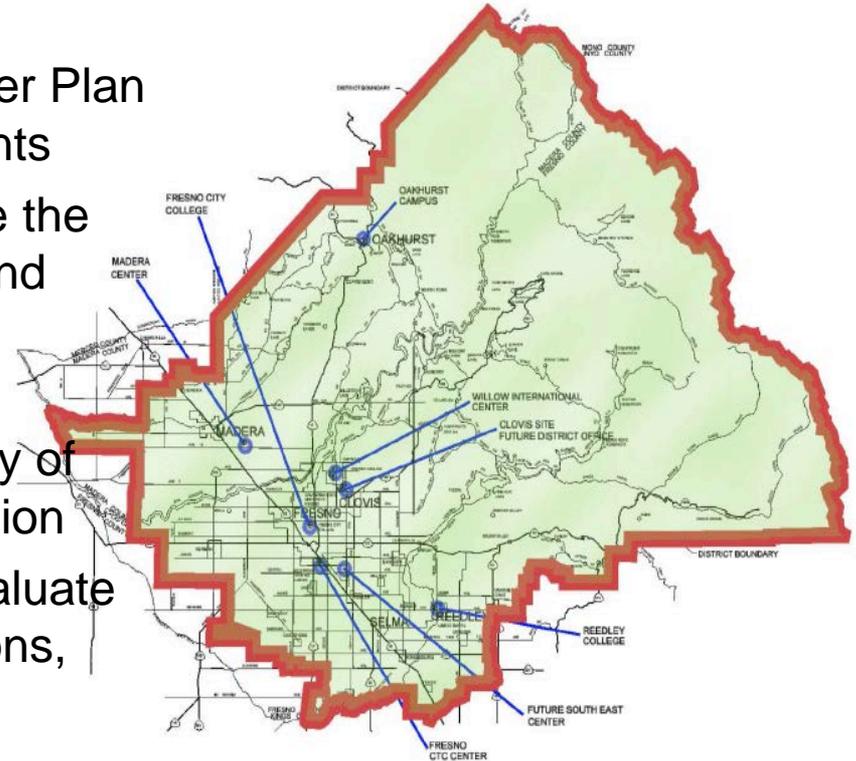
Current Situation

- Changing social and technological forces pushing evolution of SCCCD
- Focus on connection of campuses to diverse communities and stakeholders
- Planning for future of community college education that is no longer bound by traditional location, time, or cost
- Seeking to integrate academics, financial, and physical parameters
- Relevancy of campus and real estate assets to accommodate changing learning models



Current Situation

- 2012-2025 District-Wide Facilities Master Plan provides a blueprint for site improvements
- SCCCD recognizes the strong influence the physical environment has on learning and teaching
- Facilities Master Plan identifies facility improvements necessary for the delivery of learning and keeping with SCCCD mission
- No infrastructure and mechanism to evaluate plan targets, implement recommendations, and measure success



Campus Assessment - Findings

- **SCCCD**
- **Fresno City College**
- **DO North / Old Clovis Center**
- **West Fresno Community**
- **Career & Technology Center**
- **Reedley College Campus**
- **Willow International Center**
- **Oakhurst Center**
- **Madera Center**
- **Southeast Center**



SCCCD – Real Estate Assets

State Central Community College District Site Inventory						
Facility	Address	City	County	Site Area	HBU	GBA
Fresno City College	McKinley at Blackstone	Fresno	Fresno	99.00	Institution	741,605
Clovis Center (DO)	390 W. Fir (at Herndon)	Clovis	Fresno	6.40	Commercial	88,661
Willows International Center	10309 Willows Ave.	Fresno	Fresno	111.20	Commercial	179,329
District Offices	1525 Weldon Ave.	Fresno	Fresno	5.60	Institution	included FCC
SE Campus	Clovis and North Avenues	Fresno	Fresno	120.00	Agricultural	-
Career & Tech. Center	2930 Annadale	Fresno	Fresno	5.30	Industrial	38,568
Subtotal				347.50		1,048,163
Reedley College	995 N. Reed Avenue	Reedley	Fresno	420.80	Mixed	423,656
Madera Center	30277 Avenue 12	Unincorporated	Madera	114.20	Commercial	133,768
Oakhurst Center	40241 Highway 426	Unincorporated	Madera	2.70	Commercial	7,000
Subtotal				537.70		564,424
Institutional Total				885.20		1,612,587

SCCCD – District Issues

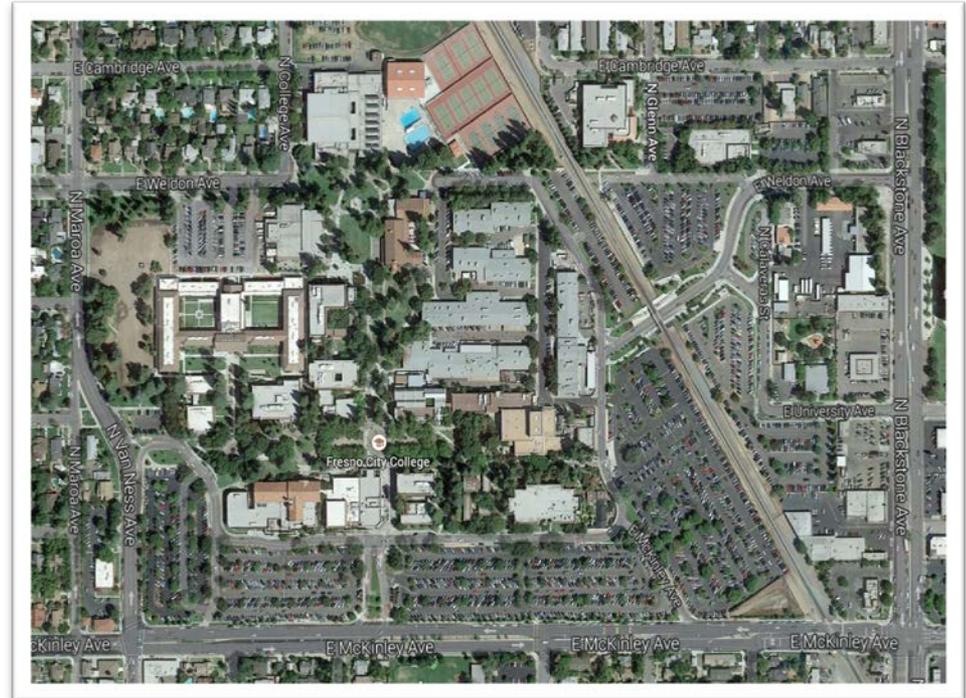
Slide 11

- Lacking adequate real estate records management
- No available digital inventory and classification systems for assets
- Properties and locations untethered from local market conditions and assessment
- No integration with recognized valuation standards and real estate economic tools
- Diffuse responsibility for assets and no real estate planning or visioning process



Fresno City College

- Historic and iconic buildings are fundamental to FCC character
- Ethnic role models needed at all levels of faculty and staff
- District initiatives appear deficient to community leaders and residents
- Lacking appropriate facilities
- Challenging parking situation and transportation issues
- Re-use of District Office building



DO North / Clovis Center

- Property is largely vacant and underutilized
- Extensive functional obsolescence
- Buildings ill-suited for consolidation of District Offices
- Substantial reconfiguration and cost required
- Redevelopment opportunity with Herndon Blvd. frontage
- City of Clovis in midst of rezoning



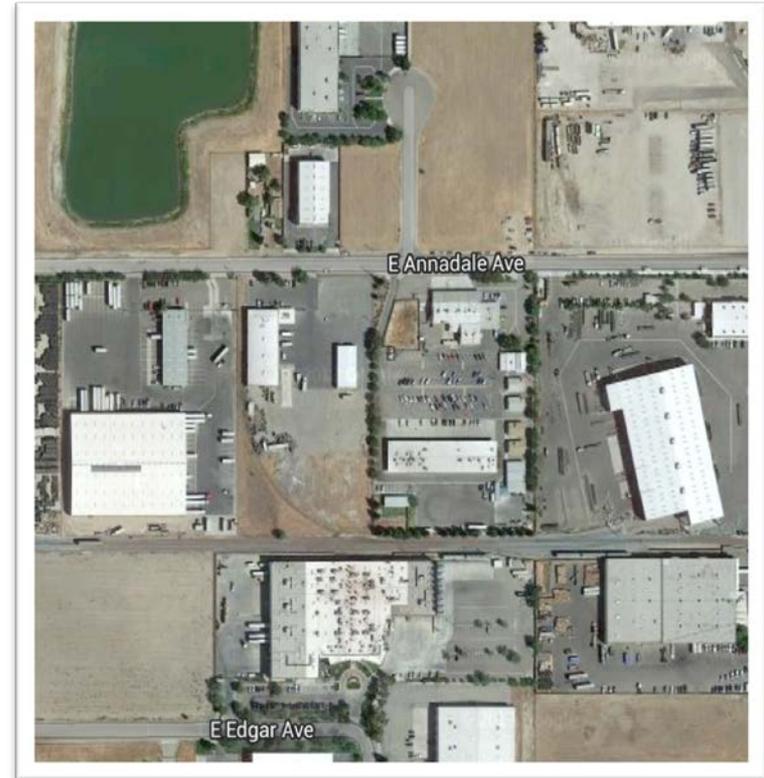
West Fresno Community

- Mistrust by community
- Insufficient educational outreach
- Lack of dedicated location and variable use of existing facilities
- Weak program development



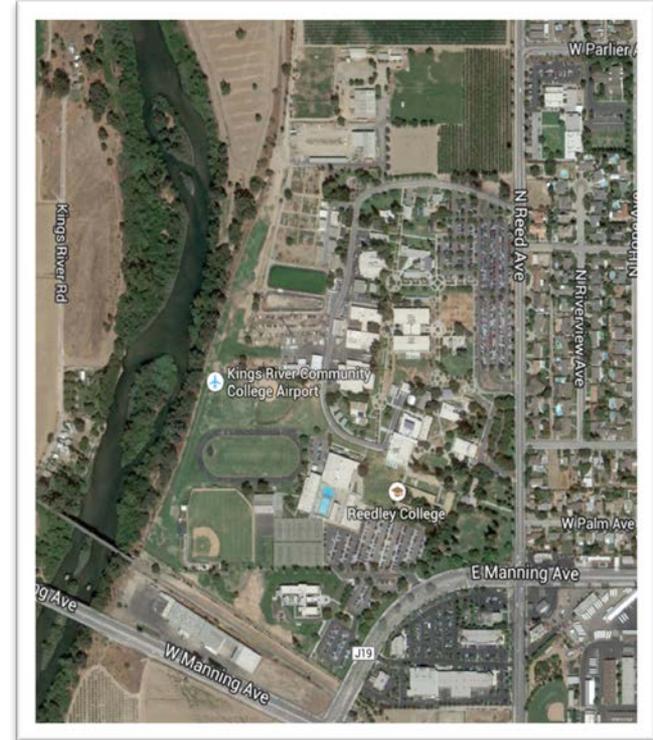
Career and Technology Center

- Property limited by size and location
- Unable to accommodate all CTC programs
- Potential for greater value with commercial/private sector re-use



Reedley College Campus

- Enrollment has increased 30% during past decade
- Agricultural focus needs to be reinforced; concern with use and development of farm property
- Perceived parking shortage and lack of public transportation
- Need for additional housing options and expansion of existing residences
- Uncertainty over use of riverwalk / riverfront and college role
- Relocation of Farmer's Market



Willow International Center

- Newest campus and greatest enrollment growth
- Focus on expansion and full accreditation as college
- Food & dining experiences limited; need for full-fledged student lounge and center
- Public transportation and access non-existent
- Location in area of strong urban growth with development opportunities
- Substantial financial potential



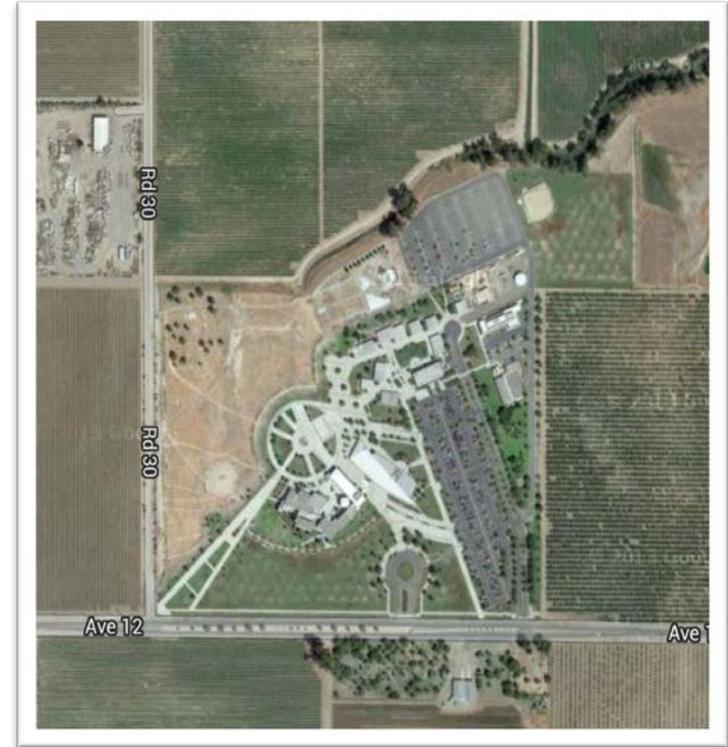
Oakhurst Center

- Property size too small for program offerings and physically constrained
- Location issues with access, parking and redevelopment
- Potential partnering opportunities with community
- No barriers to entry for conference center and other development
- Golf course site available for re-use & new campus



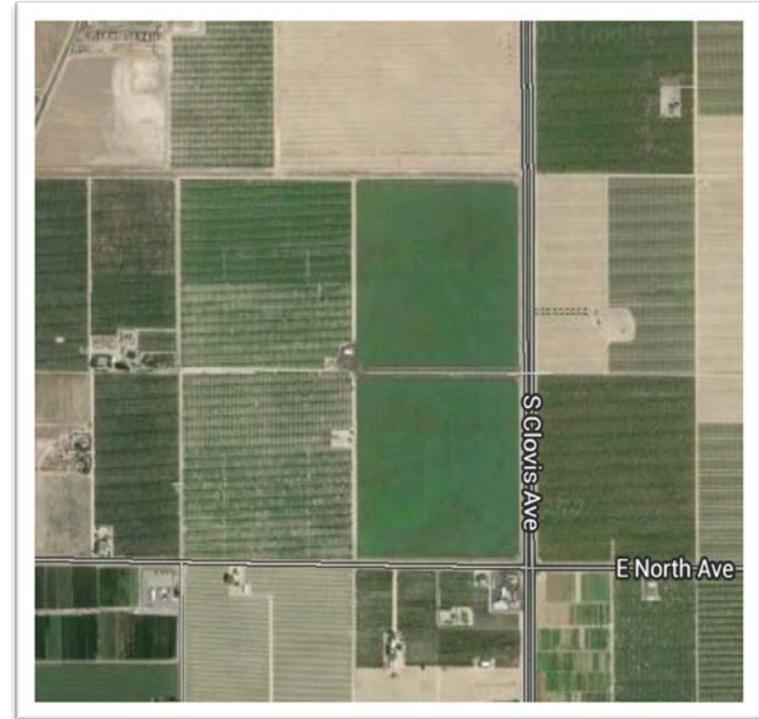
Madera Center

- Limited food service and dining options
- Lack of overall campus services
- Location unrelated to growth and development of community
- Physical campus configuration turns away from road and back on community



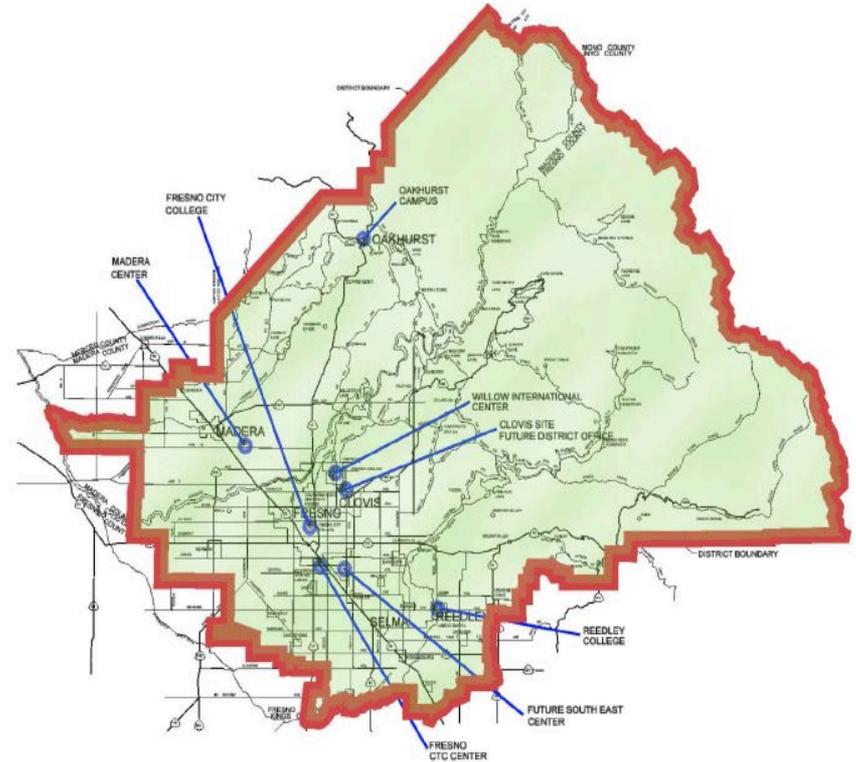
Southeast Center

- Strong support from local constituents
- Location is earmarked for Fresno growth and development
- New campus desirable in this county quadrant
- Awaiting funding to spearhead construction



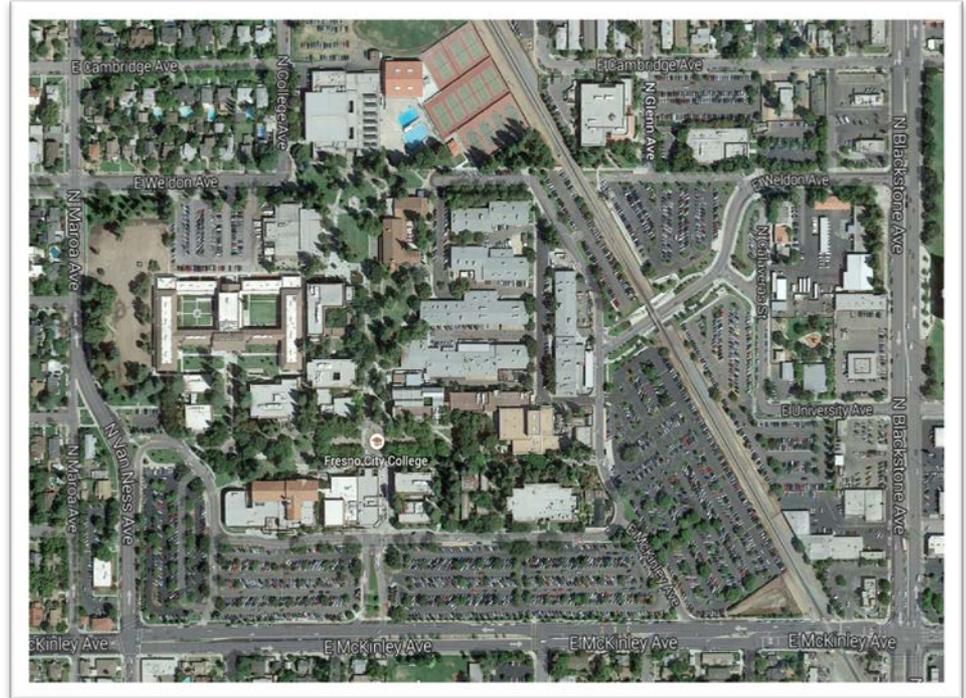
Recommendations

- **SCCCD**
- **Fresno City College**
- **DO North / Old Clovis Center**
- **West Fresno Community**
- **Career & Technology Center**
- **Reedley College Campus**
- **Willow International Center**
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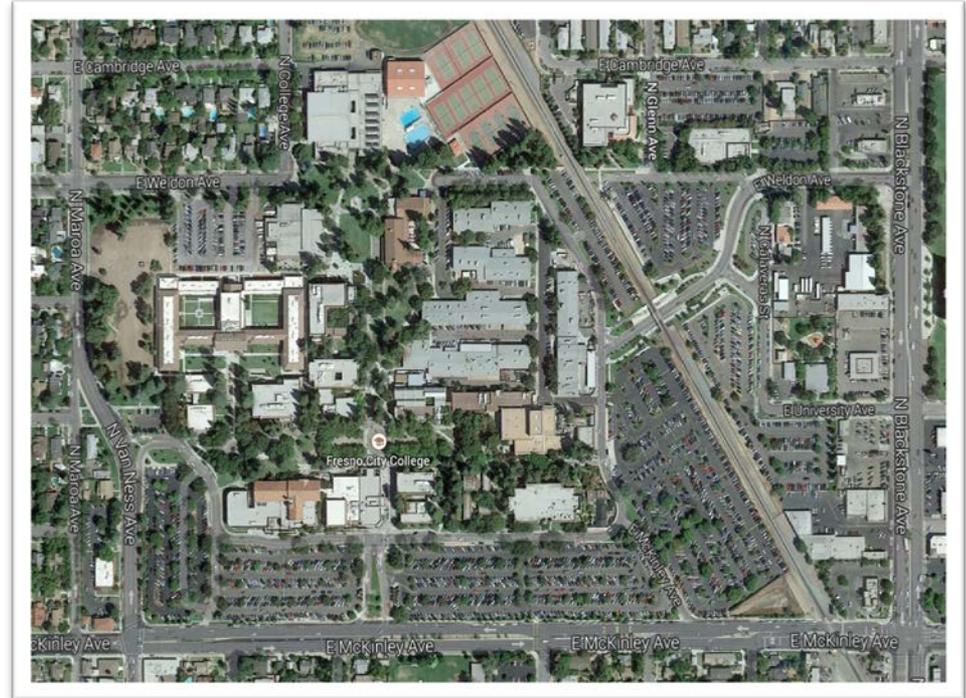
SCCCD – District Wide

- Create a dedicated administrative infrastructure to manage all real property assets
- Options:
 - Install new internal professional team
 - Hire / outsource function
- Need single point/focus of management and reference to be responsible for real estate strategy and planning



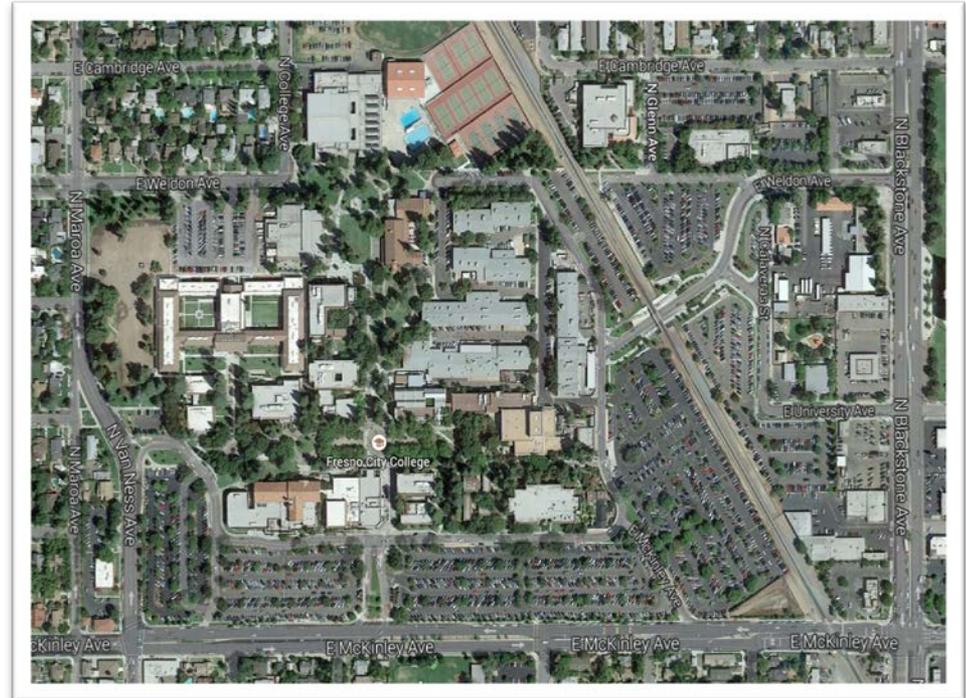
Fresno City College

- Alleviate parking pressure; construct new 300 car structure at McKinley and Campus Way
- Integrate ground floor retail and relocate bookstore to new garage
- Adopt a “build up, not out” policy to contain sprawl and preserve open spaces
- Update existing buildings to accommodate hallway seating & provide accessible power



Fresno City College

- Recognize FCC as an urban arboretum; connect with program opportunities
- Develop a culinary arts program to meet demand and employment opportunities
- Relocate district offices – consolidate FCC and Clovis facilities into one location off-campus in Fresno



DO North / Clovis Center

- Sell or monetize the campus
- Sale, lease, or joint venture for highest and best use development
- Take advantage of growing commercial corridor on Herndon



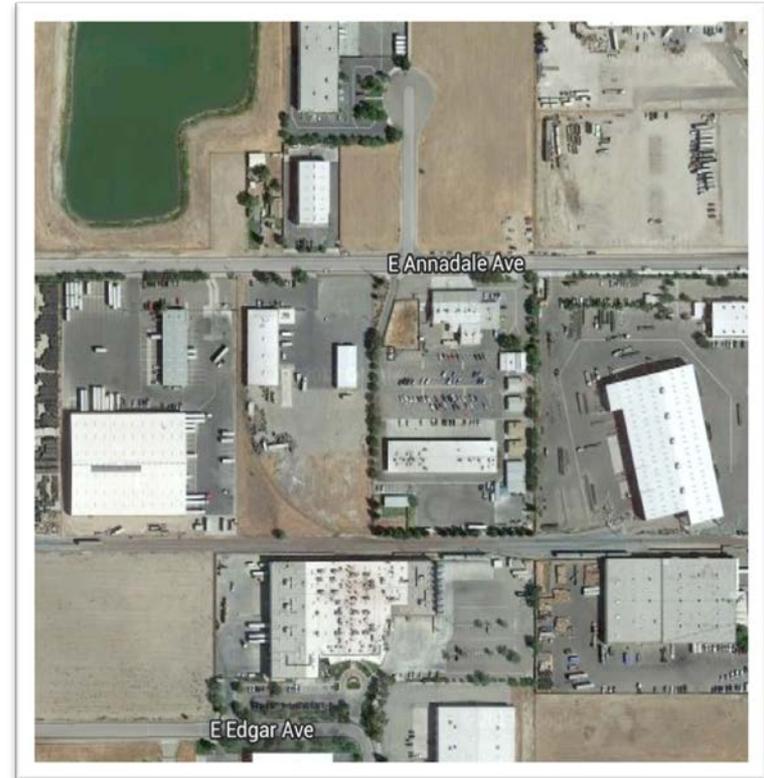
West Fresno Community

- Establish a “West Fresno” college center
- Service growing community need for SCCCD presence
- Lease space in near-term while planning for more permanent presence



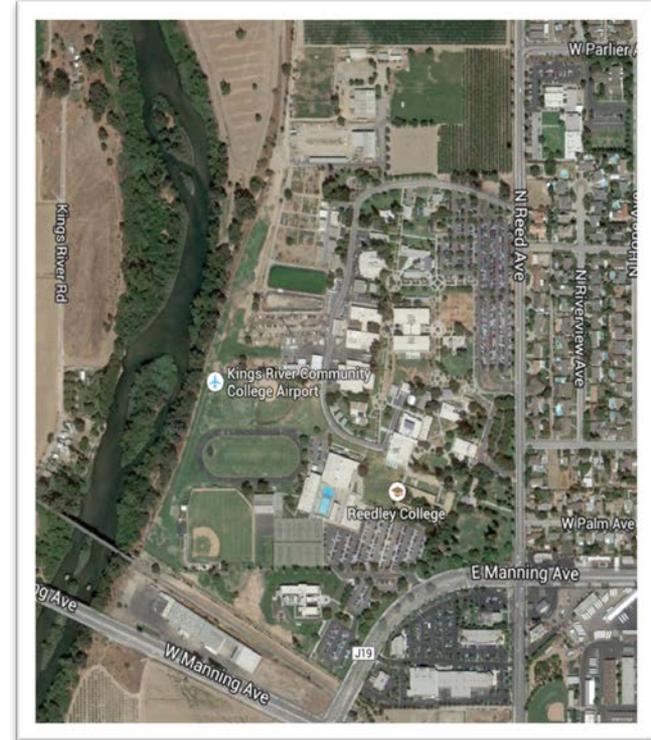
Career and Technology Center

- Relocate CTC activities to vacant Southeast Campus
- Evaluate and establish role of CTC with planned high-speed rail project
- Become lead source for job training on rail and related programs
- Reinforce efforts to work with unions and trade curriculums



Reedley College Campus

- Pursue additional on-campus housing
- Evaluate joint venture and build-lease options with private developer
- Monetize excess land:
 - Lease farm tracts
 - Purpose build new facilities
- Alleviate parking congestion with new fees and shuttles to remote sites
- Convey river walk to local conservancy
- Relocate Farmer's Market and joint venture with local growers/producers



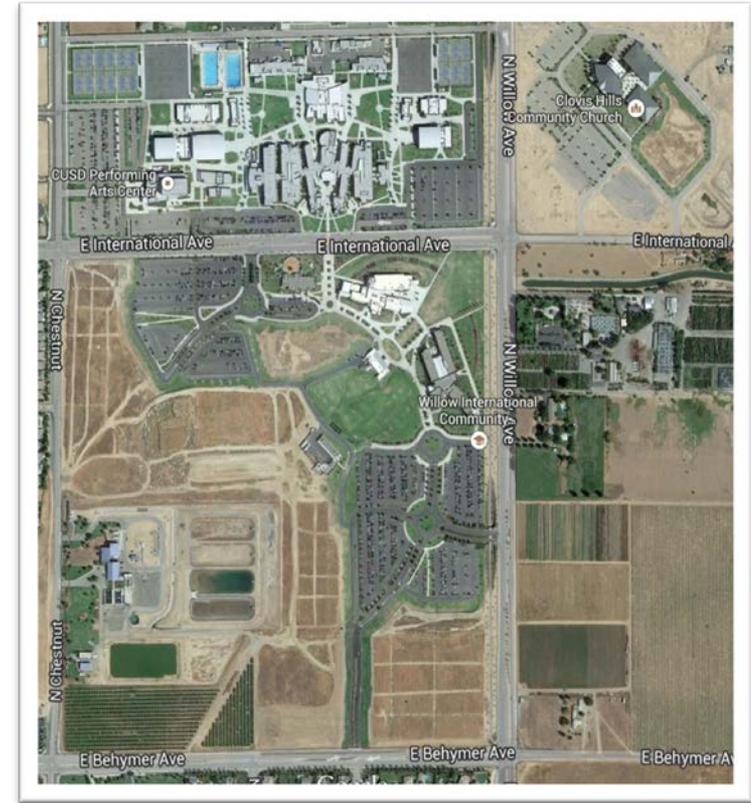
Willow International

- Conduct a transportation needs survey: use results to reconfigure public transit and create new routes
- Expand non-auto access and cycling opportunities: promote bicycle ride-share program
- Institute a car ride-share program: combine with preferred parking and adjusted parking fees



Willow International

- Create a “Food Square” to address lack of food and dining options
- Install food carts, vendors and other uses on south end; team up with farmer’s markets
- Develop a new “Willow Square” mixed-use project; utilize vacant land to create major retail / office / services / housing complex
- Assume role of master developer and joint venture with experienced builder



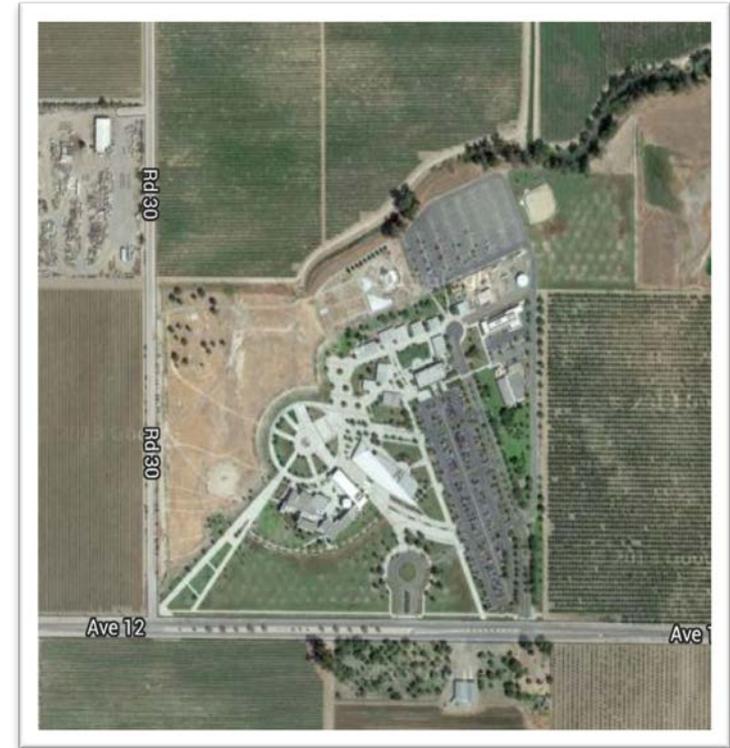
Oakhurst Center

- Highest and best use of property is commercial or mixed-use development (not related to SCCCD)
- New hospitality program requires partnership with corporate sponsor on new site or location
- Acquisition or gift of new property must be predicated on district needs, be buildable, and bondable for financing; there is no “free site”



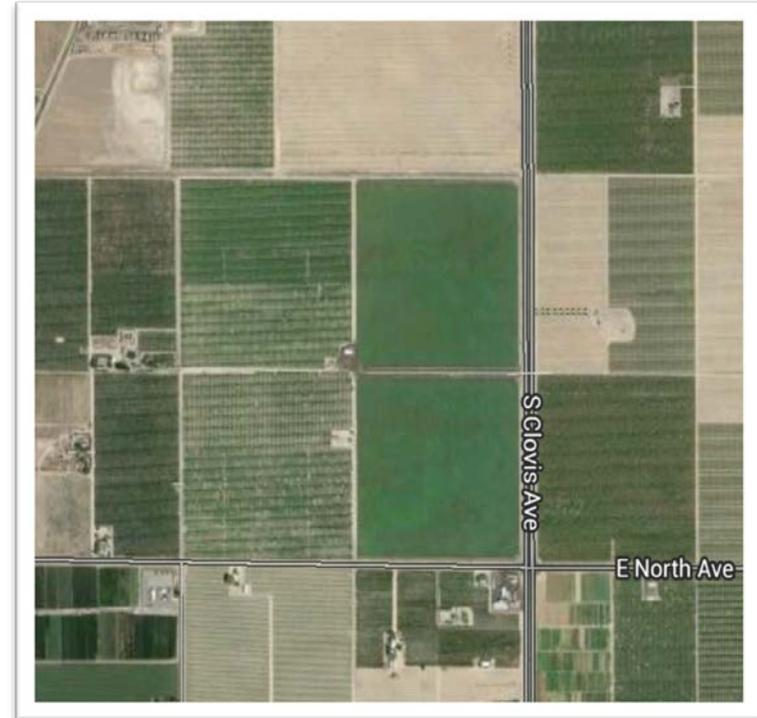
Madera Center

- Surplus parcels should be demised and entitled for sale or lease
- Develop mixed-use retail or commercial on west and south sides of campus
- Food services can be accommodated with campus cafeteria or new private development
- Recreational improvements should initially focus on performing arts



Southeast

- Revise master plan to accommodate CTC relocation to site
- Establish timeline for development and construction
- Engage community and stakeholders to procure initial development funding



Next Steps

- Review report and findings
- Establish framework for new real estate administrative function
- Create timeline for implementing SCCCD & campus recommendations

