

1 | MASTER PLAN SUMMARY

Introduction

Metropolitan Community College (MCC) directed the development of the *2010 Master Plan Update for Campuses and Centers* (Master Plan Update) in partnership with the Board of Governors, the Office of the President, and committees comprised of students, faculty, staff, administrators, community members, and stakeholders. This Master Plan Update builds upon the *2003 Master Plan for Campuses* and positions MCC for smart and sustainable growth of space and facilities to efficiently accommodate its growing population over the next 10 years and beyond. This plan is also built upon the key objectives of the MCC Mission Statement outlined in the *Mission Achievement Plan*:

- Serve the community.
- Create a quality learning environment that promotes student success.
- Encourage lifelong education.
- Support personal and professional enrichment and training.
- Stimulate economic and workforce development.
- Provide a transferable path to baccalaureate institutions.

Context for the Master Plan Update

MCC embarked on the Master Plan Update with several contextual issues that formed a foundation for the physical development of the plan.

Unprecedented Enrollment Growth

The Master Plan Update comes at a unique time in history. On the heels of one of the greatest economic downturns our country has ever experienced, community colleges across the United States are experiencing unprecedented growth. With a 2009 fall enrollment of over 17,000 and a 1-year growth of nearly 13%, MCC, like other institutions that welcomed students during the economic downturn, is experiencing a period of the largest enrollment growth in the institution's history. The goal of this master planning process was to build a framework for growth at all campuses and centers.

Sustainability

At a time when sustainability trends have found their way into mainstream culture, MCC is poised to be on the front end of developing a holistic and integrated approach to institutional environmental sustainability. In response to the admirable sustainability path already forged by MCC leadership, this Master Plan Update unifies solid planning recommendations with quantifiable and defensible sustainability targets in the following categories:

- | | |
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| • Energy | • Food |
| • Water | • Stuff (Materials, Waste, and Recycling) |
| • Transportation | • Curriculum |

Need for Immediate Planning Solutions and a Long-Term Vision

There is a shortfall of space at many of MCC's campuses and centers. Enrollment projections for the 10-year plan horizon indicate additional space needs at each campus and center based on a 2% average participation rate as the population in the service area of Douglas, Sarpy, Dodge, and Washington Counties continues to increase.

The most widely used state guidelines to measure physical capacities at higher education institutions suggest that a desirable range for classroom utilization is 30 room hours per week with 60% of the student stations occupied on average. MCC is operating at an average of 34 room hours per week with 67% of the student stations occupied. In the college's current state, there is very little opportunity to explore new programs without taking on substantial off-site real estate costs. Additionally, only 1.57% of the four-county service area population attends MCC, compared to a 2.42% market penetration that other Nebraska community colleges have in their service areas. Much of this difference may be due to the lack of available space to serve a larger student population.

The Master Plan Update analysis and planning process has uncovered an inefficiency in MCC's delivery of education. Findings indicate that several programs are not geographically located in proximity to where students reside. This issue will escalate if programs continue to grow at their current locations. The JJR team utilized a geographic information system (GIS) mapping platform to link MCC enrollment data to the Douglas County database in order to suggest the most efficient and appropriate growth solutions for MCC. The graphical mapping output was used to visually answer specific questions essential to the master plan vision, including:

- How many students from each zip code are attending each campus or center?
- How many students from each zip code are attending each program?

Several foundational planning recommendations of the Master Plan Update were based on data gathered through the GIS mapping output, revolving around the creation of centers of specialization within the MCC system.



Program Migration to Create Centers of Specialization

The Master Plan Update is built upon the premise of system-wide program migration in order to reduce facility redundancy and improve the effectiveness of MCC's delivery of education to the community. The Master Plan Update enhances general education opportunities at all locations while creating several centers of specialization among MCC's three campuses. Locating the Culinary Arts and Management program at the Fort Omaha Campus is a successful example of implementing a center of specialization. The Master Plan Update will not only build upon and enhance this center of specialization, but will also identify similar opportunities at MCC.

Applied Technology

Due to high projected space needs and dispersed program locations throughout the four-county area, consolidating the Applied Technology programs is an essential first move for improving efficiencies in the delivery of education at MCC. The Applied Technology programs should migrate to locations that are more proximate to where students enrolled in these programs reside. Students in these programs should also have adequate access to transit. In looking at the existing MCC campuses and centers, the institution does not own property large enough to house all of the Applied Technology programs at one location. Creation

of the Applied Technology Center (ATC) in 2007 was essential for MCC, providing a permanent shared location for several Applied Technology programs for the first time in MCC's history. At the time of this plan, the center is so successful that it is out of space, and expanding the center is not considered advantageous because of its location and lack of transit connection.

The JJR team, in conjunction with input from the master planning committees, has developed a strategy to migrate the construction-related Applied Technology programs to the Fort Omaha Campus and transportation-related Applied Technology programs to the South Omaha Campus.



Elkhorn Valley Campus

Construction-Related Applied Technologies at the Fort Omaha Campus

Construction-related Applied Technology programs should migrate to new state-of-the-art facilities on the south side of the Fort Omaha Campus. This facility is envisioned to bring job-specific Applied Technology training programs to North Omaha, in closer proximity to transit and to where the majority of Applied Technology students reside. MCC projects more than 1,300 students in the consolidated Applied Technology programs, including the following offerings:

- Air Conditioning, Refrigeration and Heating Technology
- Construction Technology
- Electrical Apprenticeship
- Electrical Technology
- Industrial and Commercial Trades
- Plumbing Apprenticeship
- Sustainable Energy Technology



Transportation-Related Applied Technologies at the South Omaha Campus

The South Omaha Campus is home to several of the transportation-related Applied Technology programs. The plan recommends migrating the Auto Collision Technology program from ATC to a new facility on the South Omaha Campus. This will increase efficiency in the delivery of education through shared use of space, resources, and faculty consolidation to one location. Migration of the construction-related Applied Technology programs (Electrical Apprenticeship/Technology, Industrial and Commercial Trades, Plumbing Apprenticeship, and Construction Technology) from the South Omaha Campus to the Fort Omaha Campus will provide necessary expansion space for future growth.

Elkhorn Valley Campus as a Center of Specialization for the Arts

The Elkhorn Valley Campus is home to the majority of Visual Arts programs. Based on the results of an evaluation by the JJR team of where students enrolled in the Visual Arts programs reside, the Master Plan Update recommends that MCC strengthen the Elkhorn Valley Campus as a center of specialization for the arts. Additional classrooms, laboratories, and office space can be placed in newly constructed buildings and renovated space vacated by the Air Conditioning, Refrigeration and Heating Technology program. MCC should continue to offer Languages and Visual Arts opportunities at all of the campuses and centers as part of the enhanced general education model.

ATC and Sarpy as Improved Centers

Maintain Utility Line Technician and CDL-A Truck Driving programs at the ATC. Relocate transportation- and construction-related Applied Technology programs to the Fort Omaha and South Omaha Campuses to provide space for additional general education courses.

In the short term, expand the Sarpy Center building to the north to ensure that the center will be viable for general education purposes within the 10-year plan horizon and beyond. Since demographic trends identify Sarpy County as one of the fastest growing counties in the region, MCC should immediately search for land for a future campus as part of the long-term expansion strategy.

Housing and Student Life

While housing is not critical to the mission of MCC, the topic was an important consideration as part of the Master Plan Update planning process because MCC's campuses and centers are so deeply ingrained in their surrounding communities. MCC should:

- Encourage market-rate off-campus housing adjacent to campuses and centers.
- Pursue opportunities for an on-campus housing partnership between the Fremont Area Center and Midland Lutheran College.
- Consider option for apartment-style housing at the Fort Omaha Campus.
- Enhance student amenities space at each campus and center.
- Re-examine the housing arrangement at the Fort Omaha Campus within the context of the college's capacity to provide campus food service for residential students at current collegiate standards.



Sarpy Center



Fremont Area Center



Applied Technology Center

IMPLEMENTATION PLAN

The Updated Master Plan for Campuses and Centers provides some general recommendations regarding the direction MCC should take in the next five to ten years related to facility development. The Board of Governors' resolution passed in September 2010 authorized the president to use the philosophy and core values of the Master Plan Update for Campuses and Centers as the guiding principles to efficiently and cost effectively begin to implement the short term recommendations and projects identified in the Plan in preparation for later implementation of long range improvements and acquisitions.

As a result, MCC hired the architects and planners at JJR and BCDM to help staff and faculty dive into a more focused view of the Updated Master Plan for Campuses and Centers, specifically at the Elkhorn Valley and Fort Omaha campuses. This was an opportunity to have additional conversations regarding the plan's recommendations in an effort to identify priorities, opportunities and future campus needs while providing some cost estimates that will be needed for both fundraising and physical development.

The following items were recommended in the Master Plan Update for Campuses and Centers and they have been completed:

- ◊ Moved the Board of Governors to the Mule Barn
- ◊ Created a temporary outreach center in Building 7
- ◊ Created an on-campus housing partnership with Midland University in Fremont
- ◊ Developed a parking lot at Elkhorn
- ◊ Implemented a carpooling program, including reserving more spaces in high quality locations for carpoolers
- ◊ Expanded the "Pass to Class" program to include ESL/GED students
- ◊ Obtained a conditional use permit to construct new, planned buildings at the Fort Omaha Campus
- ◊ Implement Single Stream Recycling at all MCC locations

The following items were recommended in the Master Plan Update for Campuses and Centers and MCC has begun implementation:

- ◊ Rezone the Elkhorn Valley Campus
- ◊ Finalize control of the Army buildings on the South end of the Fort Omaha Campus
- ◊ Maintain DOT right-of-way along 30th and Sorenson
- ◊ Replace incandescent fixtures with compact fluorescent or more efficient LED light fixtures
- ◊ Finish retrofitting existing plumbing fixtures with low-flow aerator fixtures
- ◊ Encourage bicycle community through infrastructure enhancements that include dedicated cyclist commuter lanes and convenient bicycle parking and storage on and adjacent to campuses and centers
- ◊ Ensure a range of transportation options to all campuses and centers
- ◊ Implement composting of organic waste at appropriate locations across MCC Campuses and Centers
- ◊ Establish a bicycle-sharing program

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STUDY RECOMMENDATIONS

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[View the Sustainability section of the Facilities Master Plan](#)

Need for Immediate Planning Solutions and a Long-Term Vision

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ELKHORN VALLEY CAMPUS



Program Migration

Migration of programs away from the Elkhorn Valley Campus to reduce redundancy and improve efficiency of the delivery of education results in a net "gain" of space that can be renovated for development of future programs. MCC can retrofit an additional 10,500 gross square feet (gsf) at the Elkhorn Valley Campus for classroom space by moving the Architectural Drafting, Civil Engineering and Air Conditioning, Refrigeration and Heating Technology(HVAC/R) programs to the Fort Omaha Campus, to be collocated with similar construction-related Applied Technology programs. Facilities Management should be relocated to a new building on campus so that MCC can retrofit the 14,000 gsf of expansion space to classroom space, bringing the total future space needed after the migration of programs to 95,500 gsf.

Elkhorn Valley as an Opportunity for Growth

Immediate investment in the Elkhorn Valley Campus is essential to ensure that MCC can capitalize on future development anticipated adjacent to the campus. The area will continue to grow, and MCC must be prepared to welcome prospective students to a 21st century learning environment. Additional regional assets, including an 80-acre City regional park directly east of the campus, will provide opportunities for shared recreation and a potential partnership opportunity for the City and MCC to develop a parkway that will link the campus at North 204th Street with the newly constructed Methodist Women's Hospital at North 192nd Street. A bridge over a small segment of the proposed 60-acre lake, which is part of the regional park plan, is essential to the development of this parkway.

Additional opportunities to connect the campus to the Elkhorn community were considered during the Master Plan Update planning process, including a partnership with the City to develop a shared library and a possible transit connection to downtown Elkhorn 1½ miles away. The Elkhorn Valley Campus has the potential to become a gateway to Omaha as one of the westernmost iconic features along West Dodge Road. The campus currently turns its back to both North 204th Street and West Dodge Road. Future development should address the opportunity to gain more visibility from these two adjacent roads that carry a significant amount of traffic.

Existing surrounding land uses that will support future development include retail and light industrial west of North 204th Street, single-family residential in all directions, and a public high school to the north. Circulation at the Elkhorn Valley Campus is dominated by the automobile. The campus is served by two large surface parking lots. The Main Lot is adjacent to the Elkhorn Valley Campus building, and the Lower Lot is southeast of the Main Lot and is separated from the Main Lot by the entry drive. These two lots provide a combined total of

900 parking spaces(2009). In general, automobile routes are separated from pedestrian routes with considerable success; however, pedestrian/vehicular conflicts do occur between the Lower Lot and the building, and adjacent to the service and loading dock on the southeast side of the building.

Space Needs Analysis

The Elkhorn Valley Campus building is approaching capacity from a utilization perspective. With enrollments expecting to increase by 35% over the 10-year plan horizon, the building will no longer be able to serve the needs of all students. The space needs analysis outlined an overall deficit of approximately 38,000 asf (60,000gross square feet) of space at the 2009 fall base year. As the Elkhorn Valley Campus grows over the 10-year plan horizon, the space needs analysis projects that the campus will have a 75,000 asf (120,000 gross square feet) deficit in space including unfinished expansion space currently used by Facilities Management.

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FORT OMAHA CAMPUS



Program Migration

The Master Plan Update is built upon a series of strategic programmatic moves encouraging MCC to be more effective in the delivery of education. The Fort Omaha Campus is anticipated to grow at a faster rate than forecasted by the space needs analysis because of the addition of programs initiated by the strategic consolidation of the construction-related Applied Technology programs. In order to reduce redundancy and improve efficiency, and based on specific recommendations from the College and Community Advisory Committees, the following programs have been planned for migration to the Fort Omaha Campus:

- Air Conditioning, Refrigeration and Heating Technology
- Construction Technology
- Electrical Apprenticeship
- Electrical Technology
- Industrial and Commercial Trades
- Plumbing Apprenticeship

Making a Campus at the Fort

During one of the College Advisory Committee meetings early in the analysis phase of the Master Plan Update, the question was asked: "Is it a Fort, or is it a Campus?" The planning concept for the Fort Omaha Campus revolves around resolution of this issue. At the broadest sense, the physical plan for the campus builds upon the trend already begun by MCC with the construction of the Institute for the Culinary Arts (ICA) and the renovation of the Mule Barn as classroom and meeting space. New campus buildings south of, but adjacent to, the historic Fort Omaha Campus will allow for the creation of a walkable and appropriately-scaled pedestrian campus anchored by two campus quadrangles. One iconic open space runs east-west and terminates at a renovated academic resource center in Building 30. The second iconic open space runs north-south and terminates at a re-imagined mixed use edge that links the campus to the North Omaha community.

Academics South; Support Services North

The existing historic buildings can be preserved and utilized more appropriately as office, guest house, and outreach space by migrating academic functions to the south side of the Fort Omaha Campus. Additional larger footprint buildings on the north side of the campus should be reserved for community outreach, developmental education, administrative, and Facilities Management space. These functions are beneficial to the community and essential to the operations of the campus, but not essential to the day-to-day workings of the student-

oriented walkable campus on the south side of campus.

Parade Ground

The beautiful tree-lined Parade Ground, will be enhanced with active recreation and ephemeral performance uses.

Space Needs Analysis

At the Fort Omaha Campus, the space needs analysis outlined an overall deficit of approximately 23,000 asf (37,000 gsf) of space at the 2009 fall base year. The largest existing deficit occurs among academic offices and services. As the Fort Omaha Campus grows over the 10-year plan horizon, the space needs analysis projects that the campus will have a 45,000 asf (72,000 gsf) deficit in space.

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OTHER LOCATIONS



Applied Technology Center

Migration of programs away from the ATC will result in a net "gain" of space that can be renovated into additional general education classrooms at the ATC. After the migration of the Auto Collision Technology and Construction Technology programs away from the ATC, the 10-year plan horizon space needs analysis shows a 2,500 gross square feet surplus, positioning the ATC to become a multidisciplinary center that gives the CDL-A Truck Driving, Diesel Service Technology, and Utility Line Technician students more access to general education classes.

South Omaha Campus

The South Omaha Campus has undergone a substantial physical transformation in the last several years due to a solid planning vision and dedication by MCC to implement the 2002 vision.

The migration of Construction Technology, Electrical Apprenticeship, Electrical Technology, Industrial and Commercial Trades and Plumbing Apprenticeship from the South Omaha Campus to the Fort Omaha Campus should free up some space that can be used for future program growth. Additionally, the Auto Collision Technology program is considered a candidate for migration from the Applied Technology Center to the South Omaha Campus. If implemented, it is recommended that this program should be located in a new facility adjacent to the Automotive Technology program in the Mahoney Building.

Sarpy County

The Sarpy Center is close to capacity, and additional facilities space and parking will be needed in the near future to accommodate enrollment growth. The building was designed for potential expansion to the north. If the building is expanded, additional parking will be an integral component of the expansion, located north of the existing surface lots.

Because of anticipated growth, there is a concern that future expansion on the site of the Sarpy Center can only accommodate enough space to meet demand in the 10-year plan horizon. Additional growth beyond 10 years will need to be accommodated at a different location.

Fremont Area Center

With the opening of the third floor of the Fremont Area Center in 2010, MCC is well positioned to serve enrollment growth within the 10-year plan horizon. Recent investment in the Fremont Area Center has positioned MCC to maintain an important presence in Fremont for many years to come. There is, however, a parking shortage at the Fremont Area Center. MCC must pursue immediate transportation demand management (TDM) strategies to meet the needs of growing enrollment.

Long-term opportunities for the development of the Fremont Area Center should include additional partnerships with Midland University. Located within a 10-minute walk from the Fremont Area Center, the currently underutilized resources at Midland University can provide opportunities for additional academic, recreation, and residential space for MCC.

Future Growth

The *2010 Master Plan Update for Campuses and Centers* was intended to provide a collection of ideas about how MCC can accommodate future growth. These ideas establish a flexible framework for coordinating physical change on a campus. The quality of the physical environment has a tremendous influence on the image of an institution, and as such, the master plan serves as a foundation for shaping the campus fabric in support of its academic mission and vision. A master plan is a composite document of principles, goals, objectives, ideas, and recommendations, and the graphic maps that support and illustrate these concepts. A master plan is used as a long-range tool that can adapt and flexibly respond to future changes. The flexibility of the plan will allow MCC to continue to evaluate additional strategies for growth, including the addition of the Washington County Center.

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