Overview

In April of 2005, Tacoma Community College embarked on a process to refresh its Long Range Facilities Master Plan to align with the College’s new Strategic Plan entitled “Commitment to Innovation”. The College’s Facilities Master Plan Committee met regularly for 8 months, and presented to staff, students, community and Board of Trustees along the way. This master plan outlines a vision of the Tacoma Community College campus and facility development for the next 20 years.

After this Executive Summary the Master Plan document is organized into 5 sections and an appendix. Summaries of the major sections are included here. The appendices support the information presented in the 5 sections that follow this Executive Summary.

Master Planning Goals and Strategies

The “Commitment to Innovation” Strategic Initiatives are organized around 6 themes: Learning, Student Support, Diversity, Community, Excellence & Innovation, and the Learning & Working Environment. The Committee developed Master Plan Goals and Strategies based in the Strategic Initiatives. Here are some highlights from these:

- Promote a learning environment that provides a simulation of real-world settings and brings together disparate programs and disciplines to form a synergistic learning community.
- Provide for asynchronous learning outside the classroom (wireless network, distance ed., formal & informal study settings, student/faculty/learning support services interaction)
- Consolidate Student Services into a “One Stop Center” at the heart of the campus.
- Foster availability of faculty to students (by locating faculty offices near programs or educational resources)
- Optimize the development of exterior space to create a unique campus that is highly visible, attractive and engaging.
- Provide professional development resources to maintain high standards and adoption of new learning technologies.
- Develop a comprehensive physical campus infrastructure that supports current needs and systems while anticipating emerging technologies and future growth.
- Create master planning zones that support academic/program groupings and interrelationships among similar programs.
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Program Needs Analysis
The Capital Analysis Model (CAM) for Washington State Community and Technical Colleges evaluates each 2-year College against a prototypical model for space allocated to educational and administrative functions based on student FTE (full time equivalent student) and growth projections based on demographic data. The CAM projects FTE growth at TCC of 981 students from 2004 – 2014; from 5,047 to 6,028 FTES. Among the State’s 2-year colleges, TCC has the highest percentage (20%) of Developmental Education and Adult Basic Education students and a relatively high percentage of ESL students, all of which are projected to increase at greater rates in the near future.

Tacoma Community College is ranked among the highest anticipated FTE growth among the state colleges over the next 10 years. The fastest growing programs at TCC, and the greatest community needs, are related to Health Careers and preparation for transfer to a four-year institution.

TCC is identified in the CAM as a college with “major capacity issues”. TCC has the lowest SF/FTE of all state community colleges, 71sf/fte. “Committed changes” (new building projects that have already received state funding approval and are currently in planning, design or construction such as the new Science Building) do not keep pace with anticipated growth; in fact, sf/fte will be lower (69sf/fte) in future years if no additional new projects are approved for funding. Current average among state colleges is 112 sf/fte. TCC is 31% below state average. The State Board for Community and Technical Colleges recommended size for a two-year academically oriented college is 135 - 140 gross square feet/FTE.

The CAM projects for the year 2014 a Total Instructional Shortage of 45,026 assignable square feet (asf) and a Student Service Shortage of 23,666 asf. Assignable square footage is a measure of the area that can be assigned to an activity or purpose. Hallways, elevators, mechanical/electrical rooms and similar spaces are not assignable square footage and are included in “gross square footage” calculations. The lack of space in buildings for the size of the student body translates to a shortage of laboratory, technical and collaborative learning spaces, and general classrooms on the campus. Student services and learning support services are housed in various locations across campus, creating difficulty for students. Administrative space is inadequate.

Existing Conditions
Tacoma Community College is situated on 150 acres in west Tacoma and is bordered by retail/commercial development, multi-family housing, and single-family residences. With the exception of intramural baseball fields and tennis courts, approximately one half of the site remains largely undeveloped. A majority of this undeveloped acreage is designated as critical wetland area. The main campus currently consists of 34 buildings encompassing 426,962 gross square feet of state owned facilities. Tacoma Community College also operates a center at the Tacoma Mall and a campus in Gig Harbor that offers both credit and non-credit classes. The Gig Harbor campus is a college-owned facility providing 13,000 gross square feet. The Tacoma Mall Center is provided without charge to TCC by the mall owners as a service to the community and encompasses approximately 2,300 gross square feet.

Existing utility services to the campus (gas, water, electric) are inadequate to meet currently planned development. At 40 years old, much of the existing on-site utility distribution networks need to be repaired or replaced to accommodate new construction projects and future campus development.

During a series of meetings with City of Tacoma officials, the College has been informed that future campus development will require storm water detention and wetland mitigation, where necessary, to secure building permits.
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“In Lieu of” fees will no longer be accepted for storm water management. The city of Tacoma has required that existing fire lanes on campus be widened to 20 feet. This project is underway.

Additional on-site parking is needed to meet current and future student, faculty, and staff needs. The College is exploring ways to maximize the use of existing parking development and encourage more use of public transit. With a transit hub located on the campus, TCC has greater opportunity than other colleges for encouraging use of public transportation.

Planning & Design Guidelines
The master plan serves as a roadmap for the sequential development of new facilities and renovation of existing buildings. It aims to set the standard for development of buildings, infrastructure, campus landscape, community image, and College aesthetics as well as enhance the quality of the learning environment and student support services. The planning and design guidelines make recommendations on the following physical components of the College:

- Campus Zones and Relationships
- Campus Pattern Vocabulary
- Buildings
- Transportation, Vehicular Circulation and Parking,
- Pedestrian Circulation
- Open Space
- Edges and Gateways
- Landscaping
- Public Art
- Wayfinding & Signage
- Infrastructure

Development Recommendations & Implementation Plan

More than half of the campus’ physical plant and most of the underground infrastructure turns 40 years old in the 2005-07 biennium. TCC opened a new IT Building in 2005. Construction of a new Science Building is underway; scheduled for completion in the Spring of 2007. A small maintenance building will be added and an expansion of the Gym Building 21 is in design, with construction scheduled to begin in the Spring of 2006. The northern portion of Building 7, which houses the Library, is being renovated for conversion to Student Services, with some of those programs moving from Building 18 (current student services location) upon project completion in the Spring of 2007.

The 2003 Facilities Condition Survey summarized the conditions of most of the buildings on the campus and set a direction for future facilities planning:

“Tacoma Community College is well within the mature phase of its existence in terms of overall facility age. Going forward the challenge for the college will be to deal with the fact that a majority of its facilities are reaching the end of their useful life at roughly the same time. In addition, the college suffers from a relatively large number of smaller buildings, including some that are only single room lecture halls. These facilities offer no flexibility in terms of space utilization and severely restrict options for adequate spaces for new programs. As a result, the long-range facility planning strategy for the college must focus on the replacement of existing buildings rather than building additions or major renovation projects.”
The College has formulated a prioritized list of future capital projects from the analysis of enrollment trends, community needs, facility conditions, adjacencies of educational programs, capability of providing student services and learning resources. From these factors and many others the following projects are in development for future funding:

**Prioritized List of Future Funding Requests**

2007-09 Biennium Funding Requests:
1. New Health Careers Center (growth)
2. New Learning Resource Center (LRC) (replacement)
3. New Early Childhood Education and Childcare Center (matching funds)

Future Priority Funding Requests:
4. Student Services Center completion, Building 7 Renovation, Phase 2 (renovation)
5. New Humanities Building (replacement)
6. Gig Harbor Campus Expansion (growth)

**Future, Non-Prioritized Project Proposals**
- Performing Arts & Community Center
- Environmental Studies Center/Wetlands
- Student Center Improvements
- Maintenance & Operations Center (replacement)
- Athletics/Gym Expansion

The priority projects qualify for state funding (matching fund projects are limited to $1 million of state funding). Future, non-prioritized projects would be funded primarily through alternative means such as grants, gifts, student fees or local revenues. Where possible, campus utility improvements will be made. The College is committed to the principles of sustainable design, engaging learning environments, and quality standards that will serve the College and community for decades to come.

The first three priority projects identified in the Facilities Master Plan, the new Health Careers Center, the new Learning Resource Center and Early Childhood Education and Childcare Center will be transformational for the College in meeting the greatest community needs for graduates in high demand fields, the diverse social and learning needs of our students, and the professional development of our faculty. Accomplishing these Master Plan steps is essential to the realization of Tacoma Community College’s Strategic Plan, Commitment to Innovation 2005-2010.