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Sonoma County Junior College District

2016 Facilities Master Plan

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"Building the Bridge to connect the Educational Mission to Facilities Plans."

02

EMP Linkages

Overview

The District's 2014 Strategic Plan, Educational Master Plan and Student Services Plan provide the basis for this 2016 Facilities Master Plan. These plans are rich in information about the college's academic and student support programs and provide the basis for facilities planning.

During the 2015-2016 academic year, the Bridge Document was developed for the purpose of building upon information contained in important district plans while integrating into a cohesive framework key planning documents. Thus, the Bridge Document has provided additional quantitative and qualitative data to support educational and facilities master planning. The 2015 Bridge Document can be found in the Appendix of this document, Chapter 6, and all other planning documents can be found on the District website.

The purpose of this chapter of the Facilities Master Plan is to draw from the Bridge Document key elements of these planning documents and their implications, which the Bridge Document identified, and establish the amount and type of space necessary to support academic and student support program needs through the year 2030.

This chapter includes the following information:

BRIDGE DOCUMENT SUMMARY
- District Mission, Vision and Values
- Strategic Goals and Objectives
- Educational Goals and Objectives
- Student Services Master Plan Goals and Objectives
- Student Equity Plan
- District Service Area
- Teaching Sites
    - Purpose
    - Recommendations

FACILITIES PLANNING DATA
- Calculating Space Needs
- Existing Space Inventory
- Space Utilization and Planning Standards
- Space Inventory Analysis
- Enrollment Forecast
- Projecting Future Space Needs
- Facilities Master Plan Space Program

Vision, Mission, and Values

Vision

SRJC aspires to be an inclusive, diverse and sustainable learning community that engages the whole person.

Mission

SRJC passionately cultivates learning though the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

- We focus on student learning by preparing students for transfer; by providing responsive career and technical education; and by improving students' foundational skills.
- We provide a comprehensive range of student development programs and services that support student success and enrich student lives.
- We support the economic vitality, social equity and environmental stewardship of our region.
- We promote personal and professional growth and cultivate joy at work and in lifelong learning.
- We foster critical and reflective civic engagement and thoughtful participation in diverse local and global communities.
- We regularly assess, self-reflect, adapt, and continuously improve.

Values

We balance and integrate the following core values in assuring the success of our diverse learning communities.

1. We value Learning that includes
   - Excellent and innovative instruction and support services;
   - A learning- and learner-centered environment;
   - A welcoming physical environment;
   - A caring and supportive attitude among faculty and staff;
   - Access to programs and courses that lead to transfer and/or gainful employment.

2. We value Academic Excellence that includes
   - Academic freedom balanced with academic responsibility, integrity and ethical behavior;
   - Effective and transparent communication with information being shared in a timely fashion;
   - Collaboration in continuous quality improvement of SRJC's programs and services.

3. We value Sustainability that includes
   - The teaching of sustainability principles and concepts;
   - Research on sustainable development projects/ issues;
   - Incorporating ecological values and practices in the District's operations;
   - Support and promotion of sustainability efforts in our community;
   - Fiscal solvency and stability.

4. We value Diversity that supports
   - Equal access for all students;
   - Multi-ethnic global perspectives and cultural competencies;
   - Employees who reflect the communities we serve;
   - Honesty and integrity in an environment of collegiality and mutual respect.

5. We value Community that includes
   - Community partnerships and advocacy for workforce and economic development;
   - Cultural enrichment opportunities;
   - Lifelong learning.

6. We value Beauty that includes
   - Well maintained and aesthetically pleasing facilities and grounds;
   - Holistic wellness;
   - Joy in learning and work.

7. We value Compassion that includes
   - Helping students develop a vision for their lives;
   - Civic engagement opportunities that contribute to real world problem solving;
   - Empathy to identify the challenges and address the needs of others;
   - Collaborative leadership.

8. We value Innovation that includes
   - Creativity, openness and risk taking;
   - Multiple perspectives;
   - Response to demographic, global, and technological changes.

Strategic Goals and Objectives

SRJC has well-defined District Strategic Goals and Objectives that support its mission, vision and values. Successful implementation of significant elements of these goals and objectives—including those listed here—will require new or upgraded facilities.

A. Support Student Success
- Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies
- Increase the number of students who complete their educational plans and goals
- Enhance cultural competency to better serve all student populations with a focus on first generation college students and the increasing Latino/a population

B. Foster Learning and Academic Excellence
- Foster learning and academic excellence by providing effective programs and services
- Support and promote teaching excellence across all disciplines
- Engage students and spark intellectual curiosity in learner-centered environments
- Integrate academic and student support services across the college

C. Serve our Diverse Communities
- Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services with a focus on the increasing Latino/a population
- Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement and appreciation of the arts
- Meet the lifelong educational and career needs of our communities {e.g. seniors, emerging populations, veterans, re-entry students)
- Provide relevant career and technical education that meets the needs of the region and sustains economic vitality

D. Improve Facilities and Technology
- Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation
- Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments
- Improve and sustain Infrastructure, facilities, and technology to proactively support our diverse learning community
- Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency and effectiveness
- Provide effective facilities and technology technical training for all employees to ensure operational effectiveness

Petaluma Campus
Photo By: SCJCD

Santa Rosa Campus.
Photo By: SCJCD

Petaluma Campus
Photo By: SCJCD

Santa Rosa Campus
Photo By: SCJCD

E. Establish a Strong Culture of Sustainability
- Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity
- Expand, support, and monitor district-wide sustainability practices and initiatives
- Infuse sustainability across the curriculum and promote awareness throughout District operations
- Promote social and economic equity in the communities we serve
- Ensure economic sustainability by leveraging resources, partnering with our communities, and contributing to the economic growth of the region

F. Cultivate a Healthy Organization
- Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality
- Increase safety planning, awareness and overall emergency preparedness

G. Develop Financial Resources
- Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability
- Manage enrollment and course offerings to maximize apportionment funding

H. Improve Institutional Effectiveness
- Continuously improve institutional effectiveness in support of our students, staff, and communities
- Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation

Improved and expanded facilities will be essential to fulfilling these mission-driven strategic goals and objectives, which are centered upon expanding access to SRJC's programs and services for increasingly diverse populations in the County, improving and integrating learning environments and support services for all students, contributing to the strength of the region's economy and serving as an exemplar of technological, facility and environmental innovation.

Educational Master Plan Goals and Objectives

The District's Educational Master Plan stems from the Strategic Goals and Objectives and delineates specific implementation strategies for twenty-one programmatic areas. These twenty-one areas are based upon the mission and vision created for each Goal or Objective, and incorporate core values that are identical to those of the college.

The Bridge Document includes a summary of the strategic goals included in the District Educational Master Plan to meet the needs of instructional programs, pointing to their needs for new or upgraded facilities and/or technology.

- Active Older Adult Program (Seniors Program)
- Agriculture/Natural Resources and Culinary Arts
- Arts and Humanities
- Behavioral and Social Sciences, Business and Professional Studies, Health Sciences and Liberal Arts and Sciences
- Career and Technical Education and Economic Development
- KAD Department
- Learning Resources
- Public Safety Training Center (PSTC)
- Science, Technology, Engineering and Mathematics

In addition to the goals and strategies defined in the District's Educational Master Plan, in May 2016, the Petaluma Campus drafted a SRJC Petaluma Campus EMP which includes the following:

Mission
SRJC Petaluma provides our students and community with transformative educational experiences through engagement and collaboration.

Santa Rosa Campus.
Photo By: SCJCD

Vision
SRJC Petaluma aspires to be a comprehensive liberal arts and sciences college of choice that evolves in response to our community's needs and enriches, enlightens, and empowers students in preparation for their future.

Values
We value a college community that is
- Inclusive, diverse, and culturally responsive
- Sustainable in economic, social, and environmental realms
- Welcoming and proactive in meeting our community's needs
- Inspired by interdisciplinary collaboration and exploration
- Innovative, flexible, and creative

Goals
- Build a destination campus by (a) offering a full complement of majors and transfer preparation courses and (b) increasing Career Technical Education offerings unique to the campus, which are tied to transfer degrees and economic growth trends.
- Increase new student enrollment by establishing strong bridges with K-12 partners and community organizations, thereby solidifying the pipeline to SRJC Petaluma.
- Increase student persistence and completion, particularly of disproportionately impacted populations, by providing robust, integrated student support and instructional services that welcome, guide, and engage students.
- Integrate SRJC Petaluma into our local community so that they know who we are, where we are, and what we have to offer.

Student Services Master Plan Goals and Objectives

The Student Services Master Plan for 2014-2017 effectively delineates specific goals and objectives for each Student Services Unit, including Admissions, Records and Enrollment Development, Counseling and Special Programs, Disability Resources, EOPS-CARE, Student Affairs and Engagement Programs, Student Financial Services and Student Health Services. A number of stated goals and objectives in the Student Service Master Plan carry implications for facilities planning. These implications, as described in the Bridge Document, were used to inform the facilities planning discussions.

Santa Rosa Campus
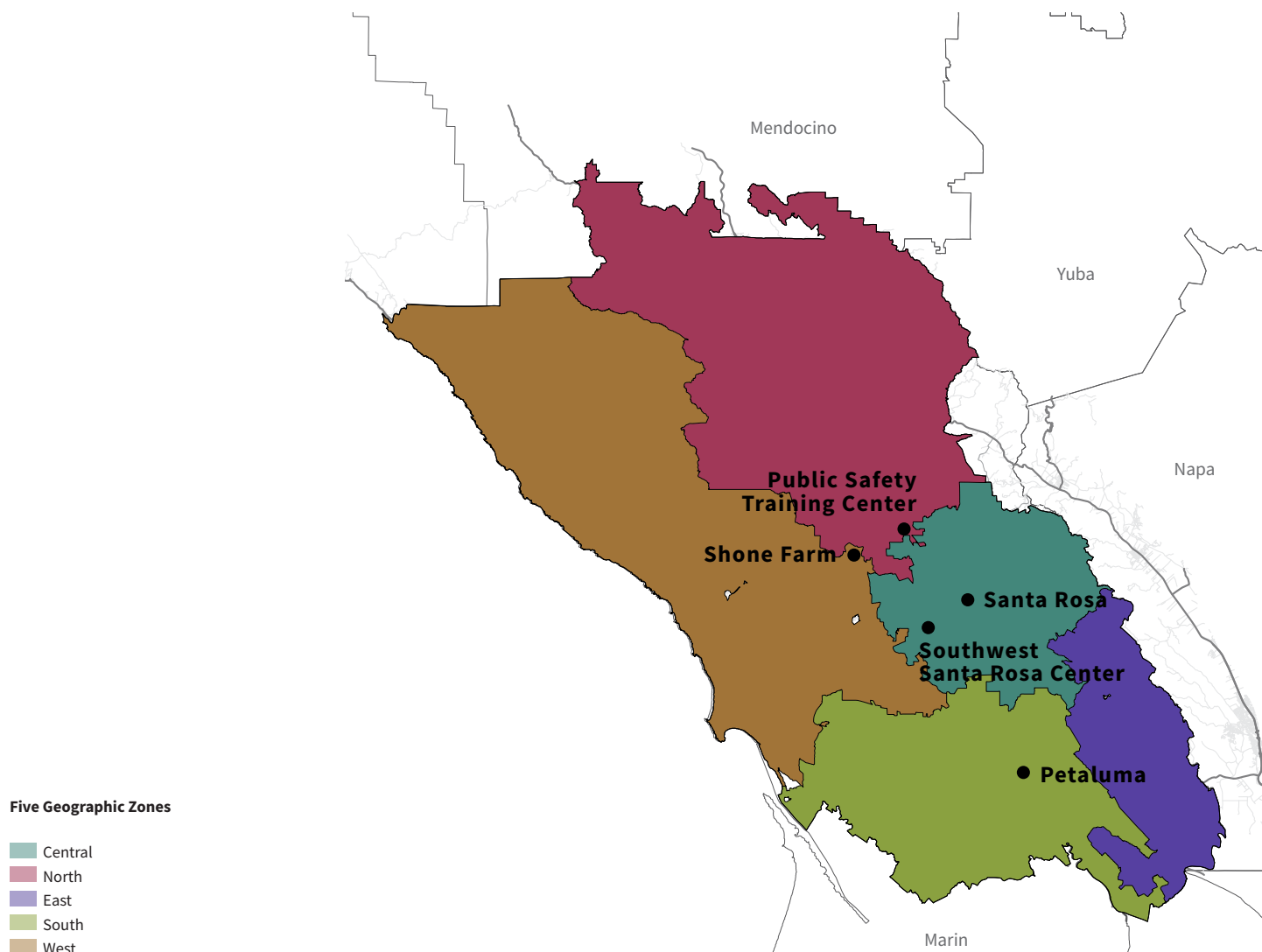Photo By: SCJCD

Student Equity Plan

The District's Student Equity Plan (December 2015) identifies a number of "Activities by Success Indicator," which reference specifically identified facility plans as well as other facility needs that are implied, including the following:

- Provide a one-stop dream center for undocumented students;
- Support a veteran's center with expanded programming in Petaluma;
- Strengthen pathways from non-credit to credit by improving services at the southwest center [program expansion will require additional classroom space];

- Provide dedicated counseling for MESA and HSI learning communities;
- Support the math, engineering, science, achievement (MESA) program with additional staff [additional staff may require additional office, classroom and/or meeting space.]; and,
- Develop and support an "our house" multicultural center at the Petaluma Campus.

District Service Area

Sonoma County Junior College District/Santa Rosa Junior College serves diverse communities within the county, which have been defined generally in five geographic zones: West, North, Central, East and South. While there are five teaching sites there is not a site in each of the five regional zones.

Identifying and analyzing the major trends and characteristics of each zone allows for the development of long range academic and facilities plans that will serve the unique needs of the populations in these five areas. The Bridge Document includes an analysis of demographic, and general enrollment data for each of these regions, and provides the basis for facilities planning.

Mendocino

Yuba

Napa

Public Safety
Training Center

Shone Farm ●

● Santa Rosa

Southwest
Santa Rosa Center

● Petaluma

Marin

Five Geographic Zones
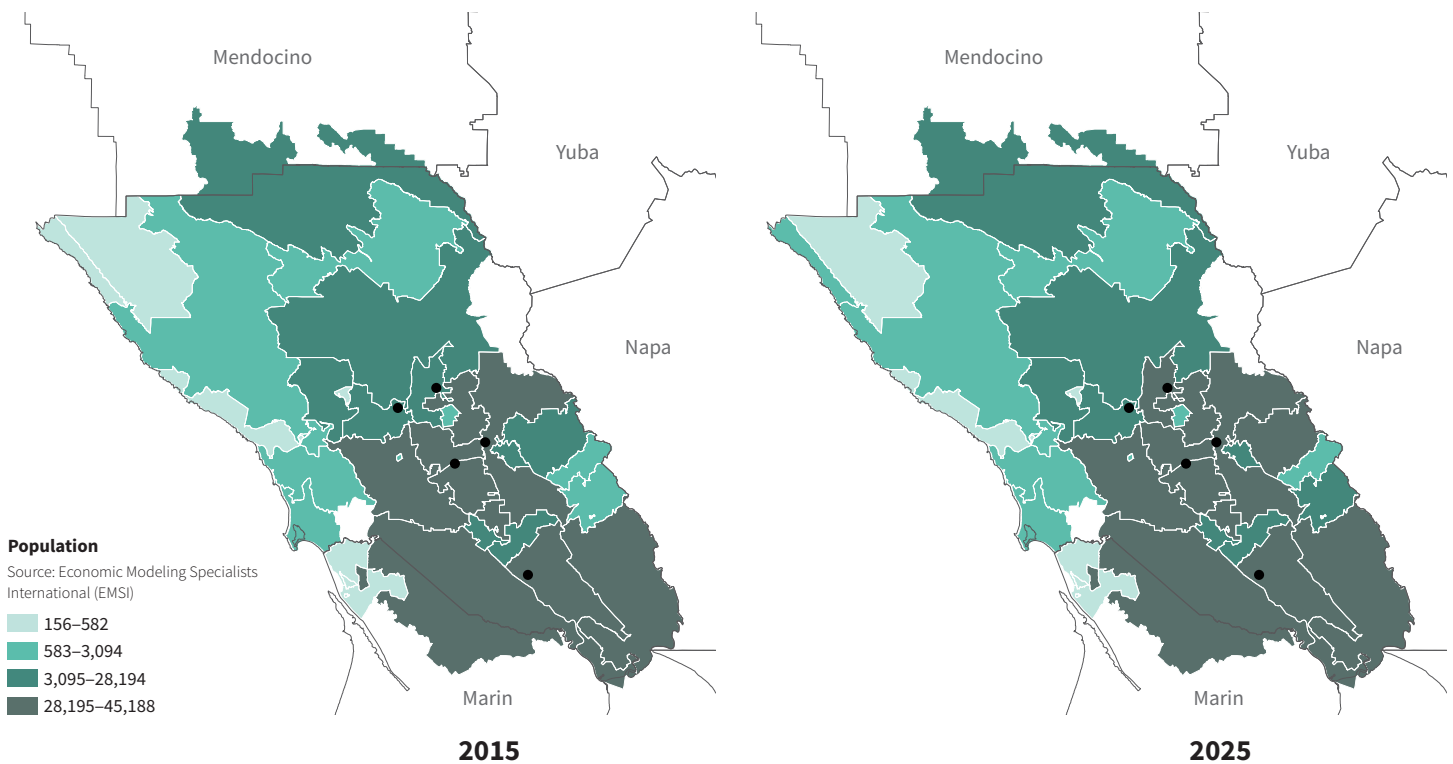
- Central
- North
- East
- South
- West

While the five regions possess unique characteristics, taken as a whole there are broad trends with implications for academic and student support programs as well as for facilities planning. Specifically, in all four regions there is high demand for academic skill development programs, such as ESL, and also a strong demand for general education and transfer level courses. The high school graduate attendance rates vary by zone, but the participation rates are consistently strong (e.g., 40-50% of local high school graduates attend SRJC.)

The developing presence of Latino populations in all regions is evident. Increasing levels of Latino high school students are in all areas, particularly in South County. This indicates a need for culturally responsive transfer and CTE programs, such as Puente, the Hispanic Serving Institution designation, and other programs that help to assure the success of these students. This critical skill development allows for transition to SRJC. As this population group increases the demand for skill development courses that foster their transition to SRJC degree and certificate programs, this will likely increase the demand for additional academic and student support facilities at SRJC.

POPULATION GROWTH

Population

Source: Economic Modeling Specialists International (EMSI)

- 156–582
- 583–3,094
- 3,095–28,194
- 28,195–45,188

2015

2025

Sonoma County Junior College District is a single college district with five primary teaching sites and other community sites that, together, comprehensively serve Sonoma County.

Information for each teaching site is extracted from the district plans, and organized as purpose and recommendations, shown in the following pages.

PUBLIC SAFETY TRAINING CENTER

SANTA ROSA CAMPUS

PETALUMA CAMPUS

SHONE FARM

SOUTHWEST SANTA ROSA CENTER

Santa Rosa Campus

Santa Rosa Campus
Photo By: SCJCD

PURPOSE

The Santa Rosa Campus serves the entire county and provides comprehensive community college education by offering transfer, general education, ESL, basic skills, and a wide range of CTE instruction as well as a complementary array of student services, learning support services, and extracurricular activities.

RECOMMENDATIONS

The Santa Rosa campus will continue to provide:

- General Education
- Wide array of transfer degree programs, including the full array of science and engineering programs
- Wide array of Health Science programs
- Complete pathways in English as a Second Language and Basic Skills
- Wide array of Career and Technical Education programs
- Home base for the Online program
- Full-services Library

In addition, the Santa Rosa campus needs to:

- Integrate academic and student services, particularly in a Multi-Cultural Center
- Provide interactive, creative, and adjacent spaces for light manufacturing disciplines (Machine Too, Mechatronics, Welding, Industrial Design, 3-D Printing, and a Maker Space)
- Integrate and co-locate Basic Skills instruction and support

Petaluma Campus

Petaluma Campus
Photo By: SCJCD

PURPOSE

The Petaluma Campus serves the growing region of the south county by providing an array of courses that fulfill transfer and associates degree requirements and select CTE certificates.

RECOMMENDATIONS

- Provide instructional and support services to fulfill requirements for specific transfer and associate degrees
- Offer specific career technical education certificates, especially high technology, digital, or "clean" programs that do not require heavy equipment of extensive labs:
- Business, digital media + computer studies, and fitness related programs

In addition to the goals and strategies defined in the District's Educational Master Plan, in May 2016 the Petaluma Campus drafted a SRJC Petaluma Campus EMP.

The mission, vision and goals identified in the Petaluma Campus EMP carry significant facility implications. Fulfilling the stated vision for the Petaluma Campus will require additional laboratories, multi-use and flexible classrooms, spaces for specifically identified CTE programs with growth potential in the Petaluma area of the county, dedicated spaces for interdisciplinary collaboration for faculty and students, and instructional support services, such as tutoring and supplemental instruction, as well as student and community meeting areas. Additionally, the developing partnerships with K-12 and dual enrollments at the Petaluma Campus may also necessitate buildings in which a full array of instructional and student support services, which are so critical to the success of high school students who enrolled in college classes, can be effectively centralized, integrated, and coordinated.

Southwest Santa Rosa Center

Southwest Center
Photo By: Gensler

PURPOSE

The Southwest Santa Rosa Center will be located in the Central Region and will serve the highest proportion of the County's total population by 2025 (44%). The site serves a large English as a Second Language (ESL) population, and will offer Vocational ESL and selected classes desirable to the surrounding community.

RECOMMENDATIONS

*   Support a community-based educational center that provides English as a Second Language, Vocational ESL (Adult Education), and selected credit classes such as Child Development
*   Offer specific non-credit CTE programs that do not require specialized equipment
*   Explore whether or not the Northwest site is suitable for the Auto Technology program
*   Consider offering child care at this site

Public Safety Training Center

PSTC
Photo By: Gensler

PURPOSE

This Center is dedicated to services and facilities for students in public safety programs that require specialized equipment, unique schedules, and opportunities for hands-on training. Students from across the County who are interested in these courses and programs will be attracted to this site. The site also provides a limited array of general education classes for public safety degrees and for the community.

RECOMMENDATIONS

- Provide services and facilities for students in public safety programs that require specialized equipment, unique schedules, and/or opportunities for hands-on training
- Expand offerings to include a limited array of general education courses for degree completion in public safety majors
- Determine if PSTC will become the northern-most "hub," serving students commuting from the North County area towards Santa Rosa

Shone Farm

Shone Farm
Photo By: Gensler

PURPOSE

This site supports a wide range of agricultural programs including animal science, plant science, sustainable agriculture, wine studies, brewing, culinary arts, and food production. The site also supports Natural Resource Management programs and other related programs. Students from across the County who are interested in these courses and programs will be attracted to this site.

RECOMMENDATIONS

- Support a living laboratory for transfer and career/technical courses that require and/or are enriched by hands-on experiences
- Expand programs into brewing, food production, and add "farm-to-table" culinary courses
- Evaluate locating the diesel mechanics program at Shone Farm

Facilities Planning Data

This section describes the methodology used to establish the Facilities Master Plan Space Program, which outlines the amount and type of space necessary to support SRJC through the year 2030.

The Facilities Master Plan Space Programs developed as part of this FMP are based on a series of standards established by the California Community College Chancellor's Office (CCCCO). The standards are used by the CCCCO and SCJCD for developing the District Space Inventory and the Five Year Construction Plan, which are updated annually by the District.

ENROLLMENT FORECAST

The Long Range Enrollment and Weekly Student Contact Hours (WSCH) Forecast is issued by the CCCCO each year; the Forecast projects enrollment growth for the next 10 years. It includes historical data from previous years and projects total enrollment and WSCH for the District using an anticipated growth factor. The Forecast provides the basis for establishing eligibility for funding of facilities through the capital outlay program and was used as the basis for developing the Facilities Master Plan Space Programs. The base year used for this analysis is the fall semester of the 2015-16 academic year.

The following table summarizes the enrollment and WSCH forecasts for the District and the five teaching sites.

FALL ENROLLMENT

Teaching Site	2015	2030
Santa Rosa	16,976	23,305
Petaluma	4,260	5,885
Southwest Santa Rosa Center	832	1,120
Public Safety Training Center	1,182	1,623
Shone Farm	239	328
District Total	**23,489**	**32,261**

WSCH

Teaching Site	2015	2030
Santa Rosa	212,367	291,545
Petaluma	26,318	36,357
Southwest Santa Rosa Center	6,706	9,025
Public Safety Training Center	8,165	11,209
Shone Farm	952	1,307
District Total	**254,508**	**349,443**

* Source: California Community College Chancellor's Office

CALCULATING SPACE NEEDS

The inventory of facilities is an important tool for planning and managing college campuses. The California Community Colleges Facilities Space Inventory database (FUSION) includes descriptive data on buildings and rooms for each college. This information is essential for developing the annual Five Year Capital Construction Plan, planning for capital outlay construction projects, analyzing space utilization, and projecting future facilities space needs.
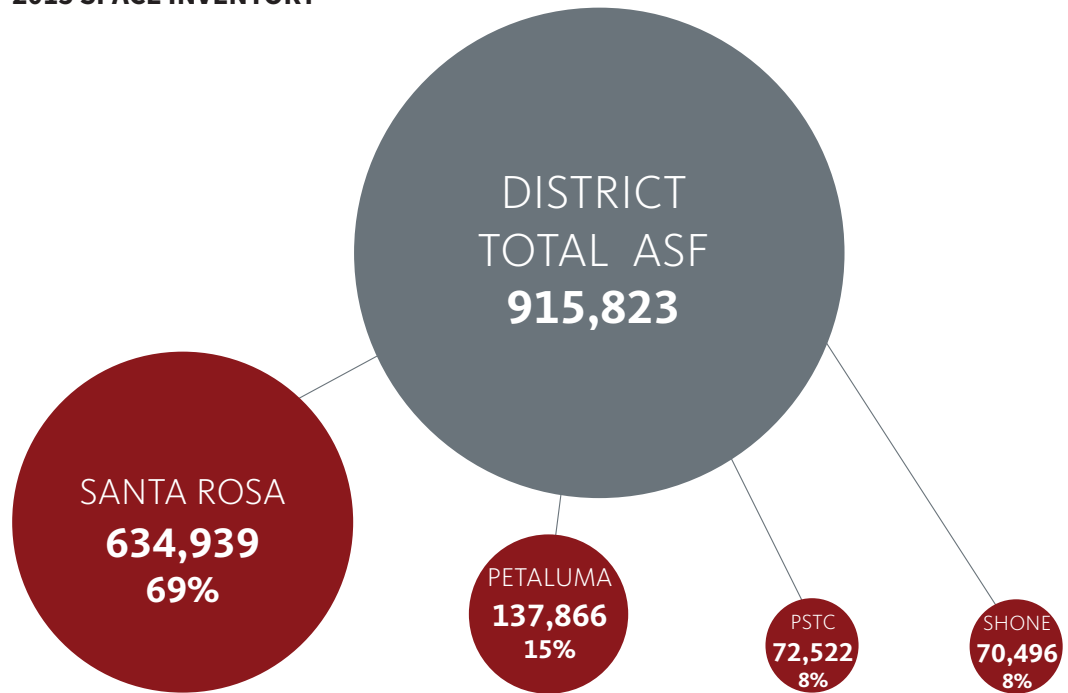
The Education Code mandates an annual inventory of all facilities in the District. By combining existing and future enrollment and program forecasts with appropriate space use standards, space needs for current and future needs are developed. Space capacity is the direct relationship between the amount of space available, by type, which may be used to serve students, and the number of students participating in campus programs.

SPACE TYPES

CAP / LOAD CATEGORIES

ROOM USE	LECTURE	LAB	OFFICE	LIBRARY	INSTRUCTIONAL MEDIA	OTHER
NUMBERS	100s	200s	300s	400s	530s	520, 540–800s
DESCRIPTION	Classrooms Support Spaces	Labs Support Spaces	Offices Support Spaces All offices including administrative and student services	Library Study Tutorial Support Spaces	AV/TV Technology Support Spaces	PE Assembly Food Service Lounge Bookstore Meeting Rooms Data Processing Physical Plant Health Services

2015 SPACE INVENTORY

DISTRICT
TOTAL ASF
915,823

SANTA ROSA
634,939
69%

PETALUMA
137,866
15%

PSTC
72,522
8%

SHONE
70,496
8%

* NOTE: Space inventory information for the Southwest Santa Rosa Center is not included in FUSION since the site is not considered an official 'center' of the district.

Santa Rosa Campus

Space Category	Current Inventory (2015)
Lecture	78,400
Lab	142,767
Office	111,666
Library	76,915
Instructional Media	12,314
Other	212,877
Total ASF	**634,939**

Petaluma Campus

	Current Inventory (2015)
Lecture	23,996
Lab	23,736
Office	21,468
Library	23,976
Instructional Media	930
Other	43,760
Total ASF	**137,866**

Public Safety Training Ctr

Space Category	Current Inventory (2015)
Lecture	6,989
Lab	2,399
Office	3,091
Library	131
Instructional Media	-
Other	59,912
Total ASF	**72,522**

Shone Farm

Space Category	Current Inventory (2015)
Lecture	1,240
Lab	2,138
Office	1,226
Library	-
Instructional Media	-
Other	65,892
Total ASF	**70,496**

SPACE UTILIZATION AND PLANNING STANDARDS

To determine space capacity requirements for a college, the enrollment and program forecasts are applied to a set of standards for each type of space. Title 5 of the California Code of Regulations prescribes standards for the utilization and planning of educational spaces on public community college campuses. These standards, when applied to the total number of students, or weekly student contact hours (WSCH), produce total capacity requirements that are expressed in assignable square feet (space available for assignment to occupants). The Title 5 space standards used to determine both existing and future capacity requirements are listed in the table at right.

Each component of these standards is applied with an appropriate form of enrollment to produce a total assignable square feet (ASF) capacity requirement for each category of space. The sum of these categories represents the total building requirements for the college.

| Category	Formula	Rates / Allowances
Classrooms	ASF / Student Station	15
	Station Utilization Rate	66%
	Average hours room/week	53
Labs	ASF / Student Station*	
	Station Utilization Rate	85%
	Average hours room / week	27.5
Offices / Conference Rooms	ASF per FTEF	140
Library / Learning Resource Center	Base ASF Allowance	3,795
	ASF / 1st 3,000 DGE	3.83
	ASF / 3,001-9,000 DGE	3.39
	ASF / > 9,000 DGE	2.94
Instructional Media AV / TV / Radio	Base ASF Allowance	3,500
	ASF / 1st 3,000 DGE	1.50
	ASF / 3,001-9,000 DGE	0.75
	ASF / > 9,000 DGE	0.25

* Varies per TOPS code

CAPACITY/LOAD RATIOS

- The capacity/load ratio is the measure of the space utilization efficiency according to Title 5 standards
- The ratio compares existing space (capacity) to enrollment levels (load)
- A ratio of over 100% indicates that there is additional available capacity; a ratio of under 100% indicates a need for additional space to support enrollment (see illustrations at right)
- Assumed utilization for classrooms is 53 hours per week; utilization for labs varies per discipline
- Capacity/load ratios are rolled up and measured as an aggregate by room-use category for each campus

# of seats **=** # of students
100% capacity / load
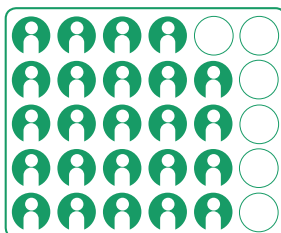
# of seats **>** # of students
over 100% capacity / load

# of seats **<** # of students
under 100% capacity / load

PROJECTING FUTURE SPACE NEEDS

The methodology for projecting future space needs is summarized as follows:

- Enrollment forecasts and WSCH projections were applied in combination with appropriate space planning standards to result in a total space requirement in ASF by type of space.

- The current inventory (2015) for each campus was subtracted from the total space requirements described above to result in the net ASF need by type of space for the 2030 master plan horizon.

- The result, net assignable square footage by type of space, served as the basis for developing options for each campus.

FACILITIES MASTER PLAN SPACE PROGRAM

Santa Rosa Campus

Space Category	Current Inventory (2015)	Master Plan Space Program (2030)	Difference
Lecture	78,400	46,677	31,723
Lab	142,767	400,065	-257,298
Office	111,666	77,745	33,921
Library	76,915	49,165	27,750
Instructional Media	12,314	13,651	-1,337
Other	212,877	188,684	
Total ASF	**634,939**	**775,989**	

Petaluma Campus

Space Category	Current Inventory (2015)	Master Plan Space Program (2030)	Difference
Lecture	23,996	10,986	13,010
Lab	23,736	29,599	-5,863
Office	21,468	9,695	11,773
Library	23,976	10,293	13,683
Instructional Media	930	6,045	-5,115
Other	43,760	38,856	
Total ASF	**137,866**	**105,474**	

* NOTE: a negative value in the difference column indicates that additional space is justified.

SUMMARY

The analysis of the Facilities Master Plan Space Programs resulted in a set of guidelines for facilities planning:

· Maximize functional space

· Eliminate non-functional space

· Right-size proposed new facilities

· Align inventories to State guidelines

· Position SCJCD to maximize state funding opportunities

These guidelines were used as the basis for developing options for facilities recommendations.

Public Safety Training Center

Space Category	Current Inventory (2015)	Master Plan Space Program (2030)	Difference
Lecture	6,989	1,458	5,531
Lab	2,399	17,392	-14,993
Office	3,091	2,989	102
Library	131	5,798	-5,667
Instructional Media	-	4,285	-4,285
Other	59,912	20,414	
Total ASF	**72,522**	**52,336**	

Shone Farm

Space Category	Current Inventory (2015)	Master Plan Space Program (2030)	Difference
Lecture	1,240	319	921
Lab	2,138	2,889	-751
Office	1,226	349	877
Library	-	4,029	-4,029
Instructional Media	-	3,591	-3,591
Other	65,892	13,411	
Total ASF	**70,496**	**24,588**	

* NOTE: a negative value in the difference column indicates that additional space is justified.