

## Standard III.B Physical Resources

### **III.B**

*Physical resources, which include facilities, equipment, land, and other assets, support student learning programs and services and improve institutional effectiveness. Physical resource planning is integrated with institutional planning.*

### **III.B.1**

*The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.*

### **Descriptive Summary**

The current College of San Mateo campus was opened in 1963 on a 153-acre site atop the hills of San Mateo. Approximately 11,000 day, evening, and weekend students currently attend the college. Most of the classroom buildings housing language arts, social science, mathematics, business, technology, and physical education lie along a north-south mall and are accessed by the main pedestrian walkway. A second mall, running east and west, connects the creative arts area with the library and KCSM-FM and TV, the college's radio and television operation. Additional structures around the perimeter, in addition to a new three-story science building and planetarium, accommodate numerous programs such as cosmetology, dental assisting, nursing, multimedia, electronics, and aeronautics. A separate complex houses Extended Opportunity Programs and Services, the Multicultural Center, and the Horticulture Department. The administration and student center buildings are located near the entrance of the campus and house many departments, including various student services programs, business services, administrative services, public relations and marketing, and research and security. Student services programs are housed in six separate buildings on campus. Building 1 houses counseling, admissions, assessment, financial aid, the health center, psychological services, international students, articulation and research, high school relations, and scholarships. Building 5 houses counseling, financial aid, the transfer center, and student activities. Building 16 houses DSPS; Building 20, EOPS and the multicultural center; Building T1, CSM Connects; and Building 33, the child development center. Highway 92, via West Hillsdale Boulevard, provides primary vehicle access to the campus (Ref. 1).

In addition to the CSM campus, the college has opened a site, CSM Coastside, located in Half Moon Bay at 225 South Cabrillo Highway. CSM Coastside consists of two general classrooms and one computer lab. It also houses two staff offices, a faculty office area, a workroom area, a testing area, and a multi-purpose room. Since its inception in 2005, CSM Coastside has served or referred more than 500 students to other colleges in the district; currently, 225 students are receiving instruction and services at this location. Staffing includes one program services coordinator and a .48 percent office assistant, who are supervised by an instructional division dean at the campus. CSM Coastside is in the process of developing a cohort of classes that will enable students to complete an associate degree (Ref. 9); at present, it does not offer a full program.

College of San Mateo has 66 academic departments and 20 student services units housed in 36 buildings on a single campus. The first new buildings since College of San Mateo was established in 1963 have recently been completed. They are Building 35, the Regional Public Safety Center, and Building 36, the science building.

Instructionally, most college buildings are used for lecture, group work, and lab classes. Classrooms include a chalk or whiteboard, screen, podium, and tablet chairs or tables and chairs; many are equipped with a monitor and VCR. Remodeled and new buildings (16, 18, 35, 36) have SMART classrooms with built-in media capabilities. SMART classrooms include an integrated ceiling-mounted projection system, a laptop computer interface, a sound system, and a combination DVD/VCR player. Throughout many locations on campus, student service programs operate out of offices and modified instructional spaces; however, the Facilities Master Plan calls for all student services units to be housed in one central location, B10N (Ref. 5, page 3.15).

Buildings 15 and 17 are dedicated office buildings for instructional faculty and division offices. Other faculty offices are located near or in discipline/program/unit facilities. Full-time faculty members have their own desk, telephone, file cabinet, and bookshelves. Most faculty members, with the exception of counselors, share an office. To a large extent, all faculty advisors on campus have their own offices. By the end of fall 2006, all full-time faculty members were provided with computers. Adjunct faculty members are offered an office, and those requesting an office share desks and are assigned an auxiliary phone number, file drawers, and bookshelves. Counselors, academic advisors, and librarians have offices with a desk, telephone, computer, printer, file cabinet, and bookcase.

The theater, located in Building 3 between the Art and Music Departments, has a seating capacity of 408. The theater is used primarily for film history courses, events sponsored by academic programs, and KCSM. Community groups rent the theater approximately twice a month. The Mary Meta Lazarus Child Development Center, located in Building 33 on the east end of the campus, was built in 1981. The self-contained structure, with a lobby, two classrooms, two restrooms, a kitchen, a laundry room, a staff room, and a storage room, is surrounded by a fenced-in play area and has space for vehicles to drop children off safely. The center's interior and play yard were renovated in 2004.

Including the new Buildings 35 and 36, the campus has a total of 32 pairs (men and women) of student restrooms, 11 male faculty/staff restrooms, 10 female faculty/staff restrooms, and 17 unisex faculty/staff restrooms; there are 2 restrooms for children in the Child Development Center.

Science, creative arts, and occupational program classrooms are equipped with special outlets for air, gas, water, and heat, and specialized equipment for each program. The Horticulture Department uses a large lecture/lab room with a refrigeration unit and sinks for the floristry program and two computerized greenhouses for hands-on application of plant propagation and maintenance.

College of San Mateo has 27 computer labs scheduled for student use throughout the day. Labs equipped with 25-30 workstations are located in Buildings 2, 9, 14, 16, 18, 19, 27, and 29. Broadcasting, cosmetology, reading, photography, integrated sciences, and electronic music programs all use specialized equipment in small numbers. Specialized computer equipment and software are available for students who are disabled in the Assistive Technology Center and in the CIS, reading, writing, business, drafting, multimedia, and library computer labs throughout campus. Students receive training in the Assistive Technology Center and then are able to access computers in their regular classes using the technology that meets their specific needs (Ref. 10).

Computers are in use throughout administrative, counseling, and faculty offices. Two faculty rooms in Buildings 15 and 17 have been furnished with computers and printers for retrieval of email, access to the internet, and classroom preparation. One of these, the Center for Teaching and Learning in Building 17, is also available for faculty and staff to receive training on the latest hardware and software. A number of internet access hot spots exist on campus allowing for wireless internet connectivity in high traffic areas (Ref. 40); more locations will be added over time with the ultimate goal of 100 percent coverage on campus.

College of San Mateo physical education and athletic facilities were completed between 1962 and 1964. The facilities consist of a two-story gymnasium building that houses one gymnasium with spectator bleachers, a smaller gymnasium without seating, and a multi-purpose room; on the lower level are the men's and women's locker rooms, restrooms and showers, a weight training facility, faculty offices, and an athletic trainer's room and storage. Two swimming pools, one designed for diving and the other for lap swimming and racing, are located next to the gymnasium building. The stadium containing the football field and running track, the baseball field, the softball field, and the tennis courts are located on campus but at a distance from the gymnasium building. Throughout the past two years, major renovations have modernized the stadium, baseball field, softball field, and tennis courts, making the fields and courts more functional, less costly to maintain, and in compliance with the Americans with Disabilities Act (ADA).

The lower level of Building 9 is home to KCSM-FM and TV. A member of the Public Broadcasting Service, KCSM-TV serves the Bay Area with a 3.5 Megawatt and 536 Kilowatt broadcast signal over Channel A60 and DTV43, respectively, emanating from its transmitter atop Mount Sutro in San Francisco. KCSM-FM is a 24-hour, nationally recognized public radio station. The area in the lower level of Building 9 allocated to KCSM is comprised of various production studios, control rooms, technical rooms, editing suites, and support offices. This comprehensive broadcast facility provides adult education by means of telecourses and online and web-assisted classes. In addition, the facility provides a training environment for students enrolled in College of San Mateo's Broadcast and Electronic Media program.

The library at the College of San Mateo (Building 9) was originally built in the early 1960s. A renovation was undertaken in the mid 1990s that addressed needed changes and required seismic work after the 1989 Loma Prieta earthquake. The library has two floors. The first floor houses the reference collection, reference and circulation service

desks, and a significant portion of available seating space for student study. In addition to traditional desk study space, the first floor of the library also provides one of the largest open computer labs available on campus. More than 50 PCs equipped with Microsoft XP and Vista operating systems and Microsoft Office applications are available for student use weekdays from before classes begin to after the start of most evening classes. Students can use the campus wireless system to access the internet from their personal laptop computers and have wireless and network access to the library's public printers.

The second floor of the library houses the circulating collection of books and government documents, which can be searched through the online library catalog. The archives of the College of San Mateo are also located on the second floor in a secured area. The archives include paper documents and other ephemera representative of the 80-year history of the college. Individual study carrels and casual seating is also available for student use on the second floor of the library.

Since 2001, College of San Mateo has been engaged in a comprehensive facilities master plan greatly enhanced by the passage of bond measures in 2001 and 2005. The overall goal of the project is to review and assess the college's physical plant, equipment, and other assets to ensure that the college's physical resources support the mission of the college. The Board of Trustees in 2001 approved the completed Facilities Master Plan (Ref. 2).

As part of the master planning efforts, in order to address the safety of its physical resources, College of San Mateo completed a facilities analysis in 2001 that qualified and quantified the repair and renovation needs of existing facilities. The physical survey was supplemented by means of review of maintenance records and interviews with facilities department maintenance staff as well as college end-users. The physical survey included structural systems; wall/floor/ceiling systems; roofs/building envelope; mechanical, electrical/life safety systems; plumbing; vertical transportation; architectural finishes; access controls; site accessibility/roadways/parking lots/walkways; and landscape/athletic fields (Ref. 3). In addition, the college completed a comprehensive energy analysis in 2002, which included an assessment of mechanical, electrical, lighting, and utility systems (Ref. 4).

The college updated its 2001 Facilities Master Plan in 2006, and the Board of Trustees approved it in 2006 (Ref. 5). The master plan architects used a combination of end-user interviews, surveys, and all-college meetings to gather input from campus constituencies, in accordance with the college's shared governance policies and procedures. College Council provided oversight for the master plan update (Ref. 6).

To plan and maintain its facilities, the district uses FEMMS, an online work order management system, known at the college as the Facilities HelpCenter. This database includes equipment and space inventories for each building as well as exterior spaces. Each building service system is inventoried and scheduled for preventive maintenance. The system also captures and tracks reactive maintenance requests from college staff.

Upon completion of a service request, the requestor is notified via email and a link to a customer satisfaction survey is included (Ref. 8).

The facilities of the San Mateo County Community College District are maintained following a stringent preventive maintenance program and tracked using a computerized maintenance management system. Preventive maintenance activities are systems-focused; there are daily, weekly, monthly, quarterly, semi-annual, and annual preventive maintenance tasks associated with mechanical systems, electrical and illumination systems, fire and life safety systems, roofing and building envelope systems, elevators/dumbwaiters, interior wall/floor/ceiling systems, and plumbing systems. The district's preventive maintenance program ensures that its facilities are operating as required to support the programs and services of College of San Mateo.

### Assessment

College of San Mateo partially meets this standard. The college's Facilities Master Plan indicates the need to renovate or completely rebuild the majority of the college's facilities and to update or replace equipment (Ref. 2, 5). All of the construction projects identified in the overall master plan reflect the need to ensure that the educational mission of the college is carried out with updated and modernized buildings and equipment. The process used to develop the 2006 master plan allowed for feedback from all college constituent groups and was created to adequately support instructional and student services programs.

### Plan for Improvement

None needed at this time.

### **III.B.1.a**

*The institution plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.*

### Descriptive Summary

College of San Mateo's 2001 Facilities Master Plan, updated in 2006, and resulting capital improvement plan, also subsequently updated, reflected program and service needs and committed College of San Mateo to construction and improvement of campus facilities. The overall 2001 Facilities Master Plan includes components of building, upgrading, and replacing various elements of the physical plant to make the campus more energy efficient and modernized for instruction and student services. Improvements, upgrades, and replacements in the past four years include upgrading of campus infrastructure; improving plumbing, fire alarm, sprinkler, and exterior lighting systems; installing energy-efficient electrical, heating, ventilation, and air conditioning systems; improving disabled accessibility accommodations; and renovating two of College of San Mateo's largest classroom buildings, Building 16 and 18, including installation of complete media-equipped (SMART) classrooms. The 2001 Facilities Master Plan included the following build, upgrade, maintenance, and replacement projects: new construction of a Science Building (Building 36); new construction of the Regional Public Safety Training Center (Building 35); modernization and seismic upgrade of Building 18; modernization of Building 9 and KCSM technology upgrades; partial modernization and roof replacement

of Building 19; partial modernization of Building 16; modernization of Building 33, the Child Development Center (interior and play yard); energy efficiency and utility infrastructure upgrades; roofing replacement at Buildings 7, 8, and 3 (partial); campus-wide fire alarm system upgrade; asbestos abatement in Building 8; exterior lighting improvements; parking lot asphalt repairs; and athletics facilities upgrades (Ref. 2, 5).

As a result of the projects identified and funded through CIP I, the 2001 Facilities Master Plan was developed to include projects not completed from the initial phase of construction. This master plan was developed through the shared governance process and included many campus-wide forums, meetings with the design-build team, and meetings with the end-users. The funding for CIP II was secured through the passage of the second bond measure, Measure A, in 2005. Projects identified through CIP II funding consist of a new student center, including a one-stop shop for students, administrative offices, cafeteria, and bookstore (B10N); a new wellness/workforce/aquatics center to include cosmetology, dental, and nursing programs, a fitness/wellness center, and a new Olympic-size pool and adaptive physical education pool (B5N); a new instruction building for large general lecture and spaces; a new faculty center for faculty offices; and the modernization, remodel, or renovation of buildings B2, B4, B8, B12, B14, B16, B19, B20, and B30. The old planetarium (B13) is slated for renovation into a campus gallery; and the old Butler Building (B34) will be relocated as a supplemental building for the Corporation Yard. Funding from this bond will also include upgrades to hardscapes and softscapes as well as demolition of old, non-functional buildings (Ref. 5, 13).

Beginning in 2003-2004 and continuing through 2005-2006, program reviews of maintenance services were conducted. College of San Mateo's custodial program review, grounds program review, and engineering program review provide insight into staffing levels relative to industry benchmarks (Ref. 11). With the identification of relative staffing levels, facilities service levels have been qualified and quantified. The service levels have been published on the facilities website, and the program review findings have been presented to College of San Mateo constituent groups (Ref. 12). Custodial program review briefings were provided to College of San Mateo administration and managers, the associated students organization, district management staff, and the Board of Trustees, as well as to the AFSCME bargaining unit leadership and to facilities department employees (Ref. 11).

### Assessment

College of San Mateo meets this standard. The college has developed and used shared governance processes to ensure that the needs of programs and services are taken into account in the development of building plans, equipment replacement, and maintenance. The process to create both the original 2001 and updated 2006 Facilities Master Plans included input from all constituent groups—faculty, students, staff, and administration—in the plan, build, upgrade/replace, and maintain cycle. Open college-wide forums and meetings were the major vehicles to ensure that all voices were heard and that the process was comprehensive. Participants reviewed an analysis of existing conditions and evaluated options and solutions. Meetings to develop goals and evaluate strategies to meet these goals led to broad concurrence on the outcomes.

The 2006 Facilities Master Plan incorporates a combination of the 2001 Facilities Master Plan and soon-to-be-completed projects. Significant projects funded by the 2001 bond are the new Science Building and planetarium, the Regional Public Safety Center, and renovation or modernization of Buildings 9, 18, and 19. In addition, hazardous materials abatement and improvements in accessibility, individual classroom upgrades, and installation of a state-of-the-art fire alarm system were completed. Furthermore, campus light fixtures were retrofitted, mechanical infrastructure upgrades and repairs were performed, and a co-generation facility was installed. New projects reflect the need to renovate or completely rebuild the majority of the college's facilities and to update or replace equipment. The 2006 Facilities Master Plan proposes a landmark entrance to the college, locating student services in a one-stop center to include the cafeteria, bookstore, and administration in the physical center of campus, making the most of views from the campus, visually eliminating large malls with buildings, and expanding athletic facilities for the college and community (Ref. 2, 5).

Program review is the primary vehicle used to evaluate the effectiveness of facilities and equipment in meeting the needs of programs and services. Program review ensures that the maintenance operations are comparable to other North American institutions of higher education using the true APPA model of the Association of Higher Education Facilities Officers, and it includes an inventory of CSF (cleanable square footage), a staffing summary report, a minutes-to-clean report, a non-cleaning and leave analysis report, and a new program implement report. Maintenance of buildings and equipment are ensured through the preventive maintenance program and are monitored via a custom design using an Access Database (Ref. 14). The system that the district is currently using for both reactive and preventive maintenance is going to be replaced with a more robust and user-friendly version in the near future.

The 2001 visiting team report suggested that the college improve communication and coordination on maintenance and operation issues by actively involving the college-based facilities supervisor in college participatory governance activities and on various management teams, a suggestion which has since been implemented. The director of facilities and maintenance now attends Management Council meetings. The report also contained a suggestion that the district consider the benefit of decentralizing the facilities function even if its budget is maintained as a separate allocation from that provided to the college. Since then, College of San Mateo has taken steps to increase the accountability of the facilities functions on the campus. The college will evaluate closely custodial, grounds, and maintenance levels to ensure that maintenance of all facilities is appropriate, especially in light of the additional square footage to buildings and outdoor facilities added as a result of new construction.

#### Plan for Improvement

None needed at this time.

#### **III.B.1.b**

*The institution assures that physical resources at all locations where it offers courses, programs, and services are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.*

### Descriptive Summary

A myriad of mechanisms assures the accessibility, safety, security, and healthfulness of CSM's learning and working environments. In 2004, an Americans with Disabilities Act (ADA) consultant was engaged to update the architectural barriers database, which had not been updated since 1991, and assist in developing an implementation plan for removal of all remaining architectural barriers that prevent the college from being entirely in compliance with current ADA standards.

Newly constructed facilities and existing facilities that are renovated are in compliance with ADA codes (Ref. 42). In some instances, ADA codes are purposefully exceeded in order to make college facilities more fully accessible to students with disabilities. The Disabled Students Program and Services department (DSPS) provides consultation on priorities, alternatives, and both permanent and temporary measures to ensure that students who are disabled, staff, and visitors to College of San Mateo have access to programs and services now and in the future (Ref. 15).

San Mateo County Community College District (SMCCCD) places a high level of attention on the safety of its facilities. Activities that demonstrate commitment to safety include regular meetings of College of San Mateo and district safety committees, a reporting process for accidents or injuries (Ref. 16), a stringent safety training program for employees at highest risk for industrial accidents, a construction-safety program, and an annual safety inspection and resolution cycle with CSM's property and liability insurance provider. Because they perform strenuous daily activities, maintenance department personnel tend to have higher industrial injury rates than the instructional and other support staff that are employed by SMCCCD.

The facilities department's weekly safety training program ensures that custodians, groundskeepers, and maintenance engineers receive refresher training in the areas that most contribute to reduction in industrial injuries and illnesses. A Facilities Safety Task Force, comprised of maintenance personnel representing the different trades classifications, meets quarterly to review safety inspection reports and departmental industrial accident trends and to promote best safety practices. SMCCCD's comprehensive capital construction program, spanning from 2002 through 2012, presents particular safety challenges that have called for enhanced safety planning. Contractors are pre-qualified on a number of stringent criteria, three of which are a requirement for a favorable experience modification rating: an insurance industry rating that is an indicator of jobsite safety; an approved Illness and Injury Prevention Plan; and an acceptable safety logistics plan specific to the particular construction project. On construction projects where SMCCCD carries the builder's risk insurance coverage, CSM's underwriter sends inspectors out regularly to ensure that best safety practices are being followed. Finally, construction inspectors hired by SMCCCD provide reports that include safety-related concerns (Ref. 17).

College-based safety committees meet quarterly to facilitate disaster preparedness activities, to review recent accident and injury incidents, to conduct safety inspections, and to promote safety on campus. Safety committee members represent all constituent

groups at College of San Mateo, including faculty, classified staff, students, and administration. Members of the CSM safety committee also serve on the district-wide safety committee, which meets semi-annually. The district-wide safety committee reviews the progress made by college safety committees, works toward district-wide consistency in disaster preparedness, and allows a venue for networking in order to promote best practices in campus safety (Ref. 7).

The San Mateo County Community College District works closely with its property and liability insurance provider to conduct annual reviews of facilities condition risks. Annual physical surveys, conducted onsite by insurance inspectors and followed by deficiency reports, focus on facilities safety conditions that present the highest risk to the safety of students, faculty, staff, and visitors (Ref. 23).

Finally, the online Facilities HelpCenter allows anyone from College of San Mateo to submit work requests, including requests for remediation of facilities with unsafe conditions. Submitted work requests are triaged and dispatched, and safety related issues are given the highest priority (Ref. 41).

In 2004, a district-wide task force that included faculty and staff, along with representatives of the campus security, campus facilities, information technology departments, administration, and leading industry experts, studied the condition of college security systems and developed a comprehensive solution for security improvements. Those improvements include the introduction of an electronic access controls and monitoring system, the continued use of traditional mechanical locks enhanced by the use of proprietary keys, and modified administrative processes to better track key issuance and retrieval. The comprehensive solution is being implemented as part of the capital construction program (Ref. 18).

SMCCCD's indoor air quality (IAQ) management program is comprised of a website to educate visitors about IAQ in general and to address concerns about management of IAQ. A written training program for facilities department staff, covering how the staff directly and indirectly affect IAQ and how they are to take action responsibly in the event of an IAQ concern, along with maintenance protocols, is aligned with best indoor air quality practices (Ref. 19).

Many of SMCCCD's facilities design standards are based on criteria that include the promotion of more healthful learning and working environments. For example, window treatments have been designed to reduce glare, minimizing eyestrain while still allowing visual connection to the beautiful views of the exterior campus and surrounding areas. Interior lighting upgrades have been implemented that not only reduce energy consumption but also improve the quality of light inside buildings. Resilient flooring standards call for a product with improved acoustic performance, reducing footfall noise disruption, and with a more forgiving surface, reducing leg strain for faculty who stand while teaching (Ref. 20).

Custodial services are perhaps the most visible outcome of facilities maintenance activities. Because the cleanliness of facilities is a highly noticeable indicator of facilities

sufficiency, custodial supervisors conduct formal monthly inspections of every facility in addition to daily informal observations. The outcome of these inspections is to identify whether the custodians have been provided the resources they need to maintain the facilities, if the end-users of the facilities are exerting unreasonable wear and tear on the facilities, or if staffing issues are in need of attention.

### Assessment

College of San Mateo partially meets this standard. A number of measures and systems are in place to monitor and assess the condition of the campus. The 2001 visiting team report suggested that the college give special attention to the issue of handicap accessibility and, at a minimum, focus on relatively low cost issues such as signage and automatic door openers. The 2005 accreditation survey of students found that 77 percent of students thought services and facilities for students with disabilities are excellent or good. Close to 100 percent of students, faculty, and staff feel safe on campus; large majorities of students find classrooms clean and conducive to learning, classrooms, labs and equipment in excellent or good condition, and buildings and grounds clean. A majority of faculty and staff also agree that safety hazards are promptly removed.

The only negative aspect of the campus voiced by the majority of faculty and staff relates to maintenance, excluding maintenance of technology and equipment, which faculty feel are adequately maintained. A number of items on the 2005 accreditation surveys of faculty and administration, of classified staff, and of students pertain to maintenance of the campus (Ref. 21, question 19; Ref. 28, question 19; Ref. 31, section III, question 12 and section V, questions 12, 13), and consequently, a follow-up survey of faculty and administration was conducted (Ref. 22) in order to evaluate the areas determined to be problematic.

With regard to safety, when accidents or injuries occur that are attributed to or create facilities-related conditions, an incident report is prepared and distributed to the campus facilities manager who conducts an investigation and seeks a resolution of the condition.

The maintenance department ensures the health and safety of its personnel by conducting weekly safety training programs on topics that tend to contribute to industrial accidents. Additionally, maintenance personnel representing the different trades meet quarterly to review safety inspection reports.

Because of the nature of extensive construction throughout the district, safety planning has become part of a regular routine to ensure that the health and safety of employees, students, the public, and contractors remains a high priority. The SMCCCD has established a comprehensive safety program which includes a pre-qualification of contractors for projects based on three criteria dealing with jobsite safety, regular and routine safety inspections of the campus, and documentation generated to point out potential safety concerns.

Healthful working and learning environments is assured through maintenance activities of existing facilities as well as in the planning, design, and construction of new and

renovated facilities. SMCCCD's indoor air quality (IAQ) management program is comprised of a website to educate visitors about IAQ in general and the handling of IAQ concerns. A written training program, guiding facilities department staff, outlines maintenance protocols that are aligned with best indoor air quality practices and covers how they directly and indirectly affect IAQ and how to take action responsibly in the event of an IAQ concern (Ref. 19). The preventive maintenance program ensures that air filters are replaced routinely, that lighting systems remain operational, and that other activities are consistently performed at recurring frequencies to ensure safe and healthy indoor and outdoor facilities.

Through ongoing renovations of new and modernized buildings, the college has ensured the safety of the buildings and equipment by placing security access devices at primary entrance points and at areas of buildings in which security is critical. The old mechanical locks are being replaced by a keyless system, which is used to monitor entrance into the buildings. Fobs and access codes are now used in place of keys and, therefore, provide buildings with greater overall security.

#### Plan for Improvement

None needed at this time.

#### **III.B.2**

*To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.*

#### Descriptive Summary

Long-range capital planning at College of San Mateo takes the form of college facilities master planning, regular updates of the college's facilities condition deficiencies information into the State Chancellor's Office database, annual updates of the Five-Year Construction Plan (Ref. 24), and program review (Ref. 25).

The Board of Trustees adopted a facilities master plan in July 2001 that represented the culmination of eight months of work, including a complete physical analysis of the condition of existing facilities and equipment, plus an iterative consultation process with college constituent groups (Ref. 27). The physical analysis was multi-faceted. It included a facilities audit that identified rough order of magnitude costs to renovate existing facilities based on existing utilization. A comprehensive energy analysis identified energy conservation measures that could be undertaken to improve energy efficiency, reduce operational costs, and improve environmental quality (Ref. 4). A review of maintenance and repair activities, together with interviews with maintenance staff and end-users, identified areas of particular concern in terms of deferred maintenance. College of San Mateo engaged master planning architects to lead college personnel through a series of meetings that served to identify physical campus planning goals and issues, develop options, ascertain the preferred solution, and identify an implementation strategy. The resulting 2001 Facilities Master Plan was the basis for the first phase of CSM's capital construction program (Ref. 2).

Given the passage in November 2005 of the district's second general obligation bond measure and other changes that had occurred since 2001, an updated facilities master plan was required to inform decision making related to the next phase of planning and construction. While the list of projects identified in the 2001 Facilities Master Plan was a very aggressive one, cost of construction based on initial scope prevented all identified construction from being carried out completely. A Bond Oversight Committee (Ref. 29) was created to ensure that the funds were being appropriately earmarked and expended. Subsequent planning efforts included campus-wide presentations, town hall forums, and task force meetings; finally, formal board approval related to annual five-year capital outlay plan updates was secured. These updates were incorporated into the updated 2006 Facilities Master Plan, along with the identification of new opportunities and solutions for previously unresolved issues or needs. Projects not deliverable through the 2001 Facilities Master Plan, in addition to modernization and upgrades of existing buildings and construction of new buildings, resulted in a renewed assessment of the physical plant. The 2006 Facilities Master Plan, developed as a result of this process, addressed the shortcomings from the 2001 Facilities Master Plan and the need for additional capital improvements. The Board of Trustees approved the 2006 Facilities Master Plan in August 2006 (Ref. 5).

In 2003, SMCCCD engaged a consultant to conduct a physical survey of the college. The survey information was entered into the State Chancellor's Office Facilities Deficiencies Database, allowing facilities planners at the district and state levels to create reports on facilities condition indices, plan projects, maintain a space inventory, and track state funding on approved projects. In December 2005, a re-survey of the campus was conducted in order to update the information contained in the facilities deficiencies database (Ref. 26).

### Assessment

College of San Mateo meets this standard. The college employs a variety of mechanisms to assess and evaluate its facilities and equipment. Undeliverable projects identified from the 2001 Facilities Master Plan have been incorporated into the resulting 2006 Facilities Master Plan. The Bond Oversight Committee ensures that the funds are appropriated in a fashion that reflects the feedback from the various constituent groups obtained through the shared governance process.

### Plan for Improvement

None needed at this time.

### **III.B.2.a**

*Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.*

### Descriptive Summary

Included among the many goals for the college are goals related to institutional improvement. Program review (Ref. 25), the college's Technology Plan (Ref. 32), and

the Enrollment Management Plan (Ref. 33) serve as sources for many of the college-wide institutional improvement goals.

An architectural firm engaged to update the college's Facilities Master Plan developed the long-range capital plan; this process of updating the plan consisted of numerous interviews with user groups, managers, senior administration, and two all-college meetings (Ref. 5). Furthermore, the architectural firm reviewed the college's strategic plan as part of their information-gathering process in the development of the college's updated facilities master plan. The college has now progressed to a more detailed level of facilities and construction planning. Systems have been put in place to ensure continued input from user groups and review of institutional level planning documents by the architectural firm (Ref. 24).

The district facilities organization has developed numerous minimum standards for building quality as well as standards for useful life and warranty protection for furniture, finishes, instructional technology, and equipment. SMCCCD provides this information to establish design and construction consistency, operational efficiency, and maintainability, while ensuring first class teaching and learning facilities. These standards represent the best value for expenditure and are aligned with the San Mateo County Community College District's long-range goals. The design standards and construction specifications are intended to serve as a tool for design professionals, construction managers, planners, and other participants in capital improvement efforts. They clarify direction and streamline project execution. These standards were developed to shift the risk of total cost of ownership to vendors and manufacturers. Finally, as part of the strategic planning process, the college has requested an annual facilities maintenance audit (Ref. 34) to ensure alignment of college goals with facilities maintenance plans and to provide a means of assessing total cost of ownership for non-warranty items.

When developing long-range capital improvement plans, the college considers all components of the overall cost such as architectural design, construction costs, equipment costs, and cost of ownership. While all of these costs are necessary in developing the capital improvement budget, the cost of ownership module facilitates the budget development to ensure that the financial component is comprehensive, and omissions pertaining to long-term overall costs are minimized. Included in the cost of ownership are maintenance and operations issues including, but not limited to, sustainability, energy consumption, use of recycled materials in building development, staffing, cleaning, and low-flow water fixtures. Additionally, the college ensures that design components meet rigid district standards to reduce the potential for failure of equipment and that warranty issues are identified. All of these elements are critical to the Facilities Master Plan and are important considerations when renovations or new structures are being designed and developed.

### Assessment

College of San Mateo partially meets this standard. The college has expended much effort to fully implement an integrated strategic planning model. In addition, the architects were careful to capture both formal and informal input from the college community in the development of the college's 2006 Facilities Master Plan. However,

there is no single plan that ties the college's long-term educational goals to the long-term facilities master plan. While there is an informal consensus as to the long-term educational goals of the college and while a written strategic plan for the college has been developed, a formal document is needed so that the long-term educational goals of the college are clear and so that a definitive link exists between the facilities master plan and the educational goals of the college.

### Plan for Improvement

- Develop a long-term educational master plan that is linked to the college's facilities master plan.

### **III.B.2.b**

*Physical resource planning is integrated with institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.*

### Descriptive Summary

The college reviews and revises its strategic objectives on an annual basis (Ref. 30). The master plan architects have reviewed the college's strategic plan. The college has moved to the next phase of master planning which is to develop bridging documents. Bridging documents are used to specify end-user requirements at a greater level of detail and typically include department-level needs. Various architects will use the bridging documents to develop detailed plans for new building construction, equipment, and landscaping. For the bridging phase, the Academic Senate and the administration identified faculty members, administrators, and staff to serve as representatives for specific building and landscape projects. In addition, the bridging architects developed and administered a survey instrument to gather campus-wide input from constituencies (Ref. 39). All-college meetings have been held to gather further input from the campus. College Council will continue to provide oversight for this phase of the master planning process (Ref. 6). The Strategic Planning Committee, a subcommittee of College Council, developed the Strategic Planning, 2006-2008 document, which has been approved and adopted by College Council and which contains action steps related to facilities.

The vice president of instruction and the master plan architect have prepared studies to provide data to help determine future overall general classroom needs (Ref. 35). The vice president of student services has led student services personnel to identify specific program-level needs for the new student center. Finally, the dean of administrative services has worked with campus constituencies to assess and develop needs of the administrative services functions that support college operations.

In addition to the master planning process, the college has included facility and equipment needs in annual program reviews to ensure that faculty and staff have an opportunity to communicate needs on a program-level basis (Ref. 36, 37). Program review results have also been used to provide input to the facilities master planning process (Ref. 25). Division deans of instruction meet with division faculty to prioritize equipment and facilities requests. These prioritized requests are presented and discussed at a series of deans' meetings, and a final recommendation is made to the vice president

of instruction. The academic senate president participates actively in this process. The vice president of instruction presents the final recommendation to college council for review and approval.

### Assessment

College of San Mateo partially meets this standard. While a number of planning activities are designed to identify college needs, no single plan explicitly ties the institutional needs of the college to the facilities master plan. Although no explicit link exists, the college continually engages in assessing its physical resources and uses the assessment to develop new facilities and upgrade existing ones to ensure that the institutional mission is carried out. A comprehensive educational master plan currently does not exist, but an initial template has been developed to ensure that college's instructional and student support services needs drive facilities needs (Ref. 38). An educational master plan, discussed earlier in this standard, that incorporates planning of the necessary physical resources to support the college's educational goals, should replace the current cycle of planning, assessment, and improvement.

### Plan for Improvement

None needed at this time.

### Evidence – Standard III.B

Ref. #	Title of Document	Source
1	College of San Mateo Campus map	< <a href="http://www.collegeofsanmateo.edu/webpages/images/maps/csm_map_cnst_1_31_07_web.pdf">http://www.collegeofsanmateo.edu/webpages/images/maps/csm_map_cnst_1_31_07_web.pdf</a> >
2	2001 Facilities Master Plan	< <a href="http://www.smccd.net/accounts/facilities/planconstruct/Downloads/20010101MasterPlan.pdf">http://www.smccd.net/accounts/facilities/planconstruct/Downloads/20010101MasterPlan.pdf</a> >
3	Planning & Construction: Facilities Needs Assessment	< <a href="http://www.smccd.edu/accounts/facilities/planconstruct/masterplan.html">http://www.smccd.edu/accounts/facilities/planconstruct/masterplan.html</a> >
4	CMS Energy Viron Energy Services, Section I – Executive Summary	< <a href="http://www.smccd.edu/accounts/facilities/planconstruct/Downloads/Section%20I-%20Exec%20Summary.doc">http://www.smccd.edu/accounts/facilities/planconstruct/Downloads/Section%20I-%20Exec%20Summary.doc</a> >
5	2006 Facilities Master Plan	< <a href="http://www.smccd.edu/accounts/facilities/planconstruct/MasterPlan_final_report_081406.pdf">http://www.smccd.edu/accounts/facilities/planconstruct/MasterPlan_final_report_081406.pdf</a> >
6	College Council Agenda	< <a href="http://collegeofsanmateo.edu/csminternal/committees/committees%20file%20folder/College%20Council%20agenda%20archive.pdf">http://collegeofsanmateo.edu/csminternal/committees/committees%20file%20folder/College%20Council%20agenda%20archive.pdf</a> >
7	College/District Safety Committee Meeting Notes	Hard copy available in standard box
8	Facilities Customer Satisfaction Survey	< <a href="http://smcwebtest.smccd.net/accounts/millera/FPOSurvey.tp4">http://smcwebtest.smccd.net/accounts/millera/FPOSurvey.tp4</a> >
9	College of San Mateo	< <a href="http://collegeofsanmateo.edu/coastside/">http://collegeofsanmateo.edu/coastside/</a> >

	Coastside	
10	Assistive Technology Center Website	< <a href="http://collegeofsanmateo.edu/atc/">http://collegeofsanmateo.edu/atc/</a> >
11	Facilities Maintenance & Operations: Custodial Program Review	< <a href="http://www.smccd.net/accounts/facilities/maintoperation/Custodial%20Program%20Review.html">http://www.smccd.net/accounts/facilities/maintoperation/Custodial%20Program%20Review.html</a> >
12	Facilities Maintenance & Operations: Facilities Service Levels	< <a href="http://www.smccd.net/accounts/facilities/maintoperation/Service_Levels.html">http://www.smccd.net/accounts/facilities/maintoperation/Service_Levels.html</a> >
13	Facilities Planning & Construction: Facilities Needs Assessment	< <a href="http://www.smccd.net/accounts/facilities/planconstruction/masterplan.html">http://www.smccd.net/accounts/facilities/planconstruction/masterplan.html</a> >
14	Preventive Maintenance Reports	Hard copies available in standard box
15	Assistive Technology Center, Faculty Resource Guide	< <a href="http://www.smccd.net/accounts/fiori/atcenter/handbooks/faculty_handbook/introduction.htm">http://www.smccd.net/accounts/fiori/atcenter/handbooks/faculty_handbook/introduction.htm</a> >
16	Student/Visitor Accidental Injury Report form	Hard copy available in standard box
17	Facilities Planning & Construction: Labor and Risk Management	< <a href="http://www.smccd.net/accounts/facilities/planconstruction/Labor_Risk_Mgt.html">http://www.smccd.net/accounts/facilities/planconstruction/Labor_Risk_Mgt.html</a> >
18	SMCCCD Mechanical Key and Electronic Access Control Systems Study	Hard copy available in standard box
19	Establishment of an Indoor Air Quality Management Program at the San Mateo County Community College District	< <a href="http://www.smccd.net/accounts/facilities/maintoperation/IAQManagementProgramatSMCCCD.pdf">http://www.smccd.net/accounts/facilities/maintoperation/IAQManagementProgramatSMCCCD.pdf</a> >
20	SMCCCD Design Standards and Construction Specifications	< <a href="http://www.smccd.net/accounts/facilities/planconstruction/SMCCCD_Facilities_Design_Standards.htm">http://www.smccd.net/accounts/facilities/planconstruction/SMCCCD_Facilities_Design_Standards.htm</a> >
21	CSM Accreditation Survey (Standard III) - Faculty and Administration, Fall	< <a href="http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Faculty/FacultyStd_3.pdf">http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Faculty/FacultyStd_3.pdf</a> >

	2005	
22	CSM Accreditation Follow-up Survey – Faculty and Administration; Classified Staff, Fall 2006	< <a href="http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Faculty/followup.pdf">http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Faculty/followup.pdf</a> > < <a href="http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Staff/followup.pdf">http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Staff/followup.pdf</a> >
23	2006/07 Keenan and Assoc. Safety Inspection Results and Resolutions	Hard copy available in standard box
24	Capital Improvements Program Update	< <a href="http://www.smccd.net/accounts/facilities/planconstruct/OPEN%20FORUM%2011.20.03_files/frame.htm">http://www.smccd.net/accounts/facilities/planconstruct/OPEN%20FORUM%2011.20.03_files/frame.htm</a> >
25	Instructional Program Review Summary	< <a href="http://www.smccd.net/accounts/csmresearch/StudentServicesProgramReview/Program%20Review%20Grid%20(2006-07).doc">http://www.smccd.net/accounts/csmresearch/StudentServicesProgramReview/Program%20Review%20Grid%20(2006-07).doc</a> >
26	Facilities Planning & Construction: Capital Improvement Program CIP	< <a href="http://www.smccd.net/accounts/facilities/planconstruct/Facilities%20Projects%20List.html">http://www.smccd.net/accounts/facilities/planconstruct/Facilities%20Projects%20List.html</a> >
27	College of San Mateo Facilities Master Plan Update	< <a href="http://www.smccd.net/accounts/facilities/planconstruct/20060314_CSM_AllCollegePrsnt_06/20060314_CSM_AllCollegePrsnt_06.htm">http://www.smccd.net/accounts/facilities/planconstruct/20060314_CSM_AllCollegePrsnt_06/20060314_CSM_AllCollegePrsnt_06.htm</a> >
28	CSM Accreditation Survey (Standard III) – Classified Staff, Fall 2005	< <a href="http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Staff/Staff_Std_3.pdf">http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Staff/Staff_Std_3.pdf</a> >
29	Bond Oversight Committee	< <a href="http://www.smccd.edu/accounts/smccd/committees/bondoversight/default.shtml">http://www.smccd.edu/accounts/smccd/committees/bondoversight/default.shtml</a> >
30	CSM Strategic Plan, 2006-2008	< <a href="http://www.collegeofsanmateo.edu/webpages/images/strat_plan_06.pdf">http://www.collegeofsanmateo.edu/webpages/images/strat_plan_06.pdf</a> >
31	CSM Accreditation Survey – Students, Fall 2005	< <a href="http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Students/Student_All_Survey_Items.pdf">http://www.smccd.net/accounts/csmresearch/Accreditation%20Related%20Surveys/Students/Student_All_Survey_Items.pdf</a> >
32	CSM Technology Plan, 2002-2005	< <a href="http://www.smccd.net/portal/csmtac/CSM_Technology_Plan_20022005/Forms/AllItems.aspx">http://www.smccd.net/portal/csmtac/CSM_Technology_Plan_20022005/Forms/AllItems.aspx</a> >
33	Enrollment Management Plan	< <a href="http://www.smccd.net/accounts/csmaccredit/resources/csmreports/csmenrollmentmanagementplan04to05.pdf">http://www.smccd.net/accounts/csmaccredit/resources/csmreports/csmenrollmentmanagementplan04to05.pdf</a> >
34	CSM Repair and Maintenance Projects Summary	< <a href="http://www.smccd.net/accounts/facilities/planconstruct/San%20Mateo%20Maintenance.pdf">http://www.smccd.net/accounts/facilities/planconstruct/San%20Mateo%20Maintenance.pdf</a> >
35	General Lecture Classroom Needs Analysis	Hard copy available in standard box
36	Program Review	< <a href="http://www.collegeofsanmateo.edu/csminternal/resour">http://www.collegeofsanmateo.edu/csminternal/resour</a>

	Form	<a href="#">ces/reference_backup/Program Review Form 2006.doc</a> >
37	Student Services Program Review	< <a href="http://www.smccd.net/accounts/csmresearch/StudentServicesProgramReview/StudentServicesProgramReview.html">http://www.smccd.net/accounts/csmresearch/StudentServicesProgramReview/StudentServicesProgramReview.html</a> >
38	Educational Master Plan Draft	Hard copy available in standard box
39	College of San Mateo Design-Build Project Campus Experience	< <a href="http://www.smccd.net/accounts/facilities/planconstruct/CSM_CampusExperience2.htm">http://www.smccd.net/accounts/facilities/planconstruct/CSM_CampusExperience2.htm</a> >
40	Wireless Hotspot	< <a href="http://smccd.edu/accounts/smccd/departments/itservices/services/wireless.shtml">http://smccd.edu/accounts/smccd/departments/itservices/services/wireless.shtml</a> >
41	Facilities Maintenance Request	< <a href="http://www.smccd.edu/accounts/facilities/">http://www.smccd.edu/accounts/facilities/</a> >
42	ADA Transition Plan	URL will be made available at time of visit