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Standard III: Resources

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Physical Resources: 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.

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.

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.

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Description

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San Mateo County Community College District's (SMCCCD) comprehensive facilities planning activities ensure that its physical resources are planned and constructed to ensure effective utilization at Skyline College. The comprehensive planning efforts begin at the facilities master planning stage, when campus-wide master planning outcomes identify broad goals and initiatives. Once any individual project is launched, the project architects/engineers/project managers and facilities planners meet early and often with the Skyline College end users to identify the programmatic requirements of the project, develop schematic designs, and ultimately progress to the construction documents phase that allows the project to be put out to bid in order for a contract to be awarded. Skyline College end-user participation scales back during the construction phase, when their designs are being built, but then their involvement ratchets up greatly toward the end of construction when furniture and equipment requirements are identified and procured.

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Beginning in 2003-04 and continuing through 2005-06, program reviews of maintenance operations services were conducted. The Custodial Program Review, Grounds Program Review, and Engineering Program Review have provided great insight into staffing levels relative to industry benchmarks. 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 at http://www.smccd.net/accounts/facilities/maintoperation/Service_Levels.html, and the program review findings have been presented to Skyline College constituent groups. Custodial Program Review briefings were provided to the Skyline College administration and managers, associated student organizations, District management staff, the Board of Trustees, as well as to the AFSCME bargaining unit leadership and to Facilities Department employees. Custodial Program Review findings are located on the Facilities Planning & Operations website at <http://www.smccd.net/accounts/facilities/maintoperation/Custodial%20Program%20Review.html>. Since the Grounds and Engineering Program Reviews were only recently

12031 completed, the findings have not yet been published nor have any presentations been
12032 made to the Skyline College constituents; those activities will occur in the near term.

12033 Skyline College is maintained following a stringent preventive maintenance program, and
12034 tracked using a computerized maintenance management system. Preventive maintenance
12035 activities are systems-focused: there are daily, weekly, monthly, quarterly, semi-annual,
12036 and annual preventive maintenance tasks associated with mechanical systems, electrical
12037 and illumination systems, fire and life safety systems, roofing and building envelope
12038 systems, elevators/dumbwaiters, interior wall/floor/ceiling systems, plumbing systems,
12039 etc. SMCCCD's and Skyline College's preventive maintenance program ensures that its
12040 facilities are operating as required to support the programs and services of Skyline
12041 College.

12042 Custodial services are perhaps the most visible outcome of facilities maintenance
12043 activities. Because the cleanliness of facilities is a highly noticeable indicator of facilities
12044 sufficiency, Skyline College's Custodial Supervisor conducts formal monthly inspections
12045 of every facility, in addition to daily informal observations. The outcome of these
12046 inspections is to identify if the custodians have been provided the resources they need to
12047 maintain the facilities, if the end users of the facilities are exerting unreasonable wear and
12048 tear on the facilities, or if staffing issues are in need of attention.

12049 Upgrades and replacements of facilities have been significant, due to the capital
12050 construction program. The passage of general obligation bond measure C in the amount
12051 of \$207 million in 2001 provided the majority of funding for the capital construction
12052 program. Other funding sources, including State Chancellor's Office Capital Outlay
12053 Program funds in the amount of \$51 million, State Chancellor's Office Scheduled
12054 Maintenance & Special Repairs Program funds in the amount of \$3 million, State
12055 Chancellor's Office Hazardous Substances Program funds in the amount of \$1 million,
12056 Certificates of Participation in the amount of \$30 million, grants and donations in the
12057 amount of \$1 million, and miscellaneous other minor funding sources have provided a
12058 total of \$300 million for the first phase of the capital construction program. The passage
12059 of general obligation bond measure A in the amount of \$468 million in 2005, along with
12060 State Capital Outlay funds anticipated in the amount of \$30 million, represent the bulk of
12061 funding for the second phase of the capital construction program. For more information
12062 about capital construction funding sources, please go to
12063 <http://www.smccd.net/accounts/facilities/planconstruct/capitalimprovesfund.html>.

12064 Projects completed to date, or in progress, demonstrate SMCCCD's and Skyline
12065 College's commitment to upgrading and replacing facilities that are aged and no longer
12066 support Skyline College programs and services adequately.

12067 They include:

- 12068 • New Construction of Student Support & Community Services Center and Science
12069 Annex (Buildings 6 & 7A)
- 12070 • Modernization & Seismic Upgrade of Building 8

- 12071 • Modernization & Seismic Upgrade of Building 3
- 12072 • Modernization of Building 2 (2nd Floor and partial 1st Floor)
- 12073 • Modernization & Seismic Upgrade of Building 7
- 12074 • Temporary Academic Space for Programs Displaced During Construction
- 12075 • Classroom Renovations in Building 1
- 12076 • Energy Efficiency and Utility Infrastructure Upgrades
- 12077 • Building 5 HVAC Mechanical Upgrades
- 12078 • Roofing Replacements - Buildings 1, 9 and 10
- 12079 • Exterior Painting - Buildings 1, 2, 5, Childcare Center, and portable classrooms
- 12080 • New Electronic Access Controls System
- 12081 • Parking and Roadway Improvements & Repairs
- 12082 • New Digital Environmental Controls System
- 12083 • Athletics Facilities Upgrades

12084 These initiatives, activities, processes, mechanisms, programs and protocols demonstrate
 12085 how SMCCCD and Skyline College plans, builds, maintains, and upgrades or replaces its
 12086 physical resources in a manner that assures effective utilization and the continuing quality
 12087 necessary to support its programs and services.

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12089 **Self-Evaluation**

12090 **The College meets the standard.** The above initiatives, activities, processes,
 12091 mechanisms, programs and protocols demonstrate how SMCCCD plans, builds,
 12092 maintains, and upgrades or replaces its physical resources in a manner that assures
 12093 effective utilization and the continuing quality necessary to support its programs and
 12094 services. Also, as a result of Custodial, Grounds and Engineering program reviews, there
 12095 is a basis for rich and effective dialogue between those providing and receiving services,
 12096 and services are tailored based on Skyline College feedback and direction.

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12098 Providing sufficient instructional support and facilities is a continuing challenge for
 12099 Skyline College. Growing health and safety issues, advances in technology, aging
 12100 buildings and deteriorating infrastructure coupled with budget constraints add to the
 12101 challenge.

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12103 **Planning Agenda**

12104 None.

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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.

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12107 **Description**

12108 (Some of this description may be moved to the self-evaluation.) There are a myriad
 12109 of mechanisms that assure the accessibility, safety, security and healthfulness of our
 12110 learning and working environments. Access for the disabled community is a high priority
 12111 of San Mateo County Community College District (SMCCCD) and Skyline College. In

12112 2004, an Americans with Disabilities Act (ADA) consultant was engaged to update the
12113 College's architectural barriers database, which had not been updated since 1991, and
12114 assist in developing an implementation plan for removal of all remaining architectural
12115 barriers that cause the campuses to be out of compliance with current ADA standards.

12116 As part of the capital construction program, newly constructed facilities and existing
12117 facilities that are renovated are made compliant to ADA codes. In some instances, ADA
12118 codes are purposefully exceeded, in order to more fully make Skyline College facilities
12119 accessible to its disabled community. The Disabled Students Programs and Services
12120 Department is a tremendous in-house resource to provide consultation on priorities,
12121 alternatives and temporary measures to ensure that disabled students, staff and visitors to
12122 Skyline College have access to programs and services, now and in the future.

12123 Similar to its commitment to accessibility, SMCCCD and Skyline College places a high
12124 level of attention on the safety of its facilities. Activities that demonstrate this
12125 commitment to safety include regular meetings of the Skyline College and SMCCCD
12126 safety committees, a reporting process for accidents or injuries, a stringent safety training
12127 program for employees at highest risk for industrial accidents, a construction safety
12128 program, and an annual safety inspection and resolution cycle with the College's property
12129 and liability insurance provider.

12130 Skyline College-based safety committees meet quarterly to facilitate disaster
12131 preparedness activities, to review recent accident and injury incidents, to conduct safety
12132 inspections, and to promote safety on campus. Safety committee members represent all
12133 constituent groups at Skyline College, including faculty, classified staff, students and
12134 administration. Members of the Skyline College safety committees comprise the District-
12135 wide safety committee, which meets semi-annually. The District-wide safety committee
12136 reviews the progress made by the Skyline College safety committees, works toward
12137 consistency in disaster preparedness, and allows a venue for networking in order to
12138 promote best practices in campus safety.

12139 When accidents or injuries occur that are attributed to or create facilities-related
12140 conditions, an incident report is prepared and distributed to the Facilities Manager, so that
12141 an investigation and resolution of the condition is made.

12142 Because they perform strenuous daily activities, maintenance department personnel tend
12143 to have higher industrial injury rates than the instructional and other support staff that are
12144 employed by Skyline College. (Evidence?) The Facilities Department's weekly safety
12145 training program ensures that custodians, groundskeepers and maintenance engineers
12146 receive refresher training in the areas that most contribute to reductions in industrial
12147 injuries and illnesses. A Facilities Safety Task Force, comprised of maintenance
12148 personnel representing the different trades classifications, meets quarterly to review
12149 quarterly safety inspection reports, departmental industrial accident trends, and to
12150 promote best safety practices.

12151 SMCCCD's comprehensive capital construction program, spanning from 2002 through
12152 2012, presents particular safety challenges that have called for enhanced safety planning
12153 at Skyline College. Contractors are prequalified on a number of stringent criteria, three
12154 of which are a requirement for a favorable experience modification rating (an insurance
12155 industry rating that is an indicator of jobsite safety), an approved Illness and Injury
12156 Prevention Plan, and an acceptable safety logistics plan specific to the particular
12157 construction project. On construction projects where SMCCCD carries the builder's risk
12158 insurance coverage, the College's underwriter sends inspectors out regularly to ensure
12159 that best safety practices are being followed. Finally, construction inspectors hired by
12160 SMCCCD provide reports that include safety related concerns.

12161 SMCCCD and Skyline College works closely with its property and liability insurance
12162 provider to conduct annual reviews of facilities condition risks. Annual physical surveys
12163 conducted by insurance inspectors, followed by deficiency reports, focus SMCCCD's and
12164 Skyline College's remedial efforts on facilities safety conditions that present the highest
12165 risk to the safety of students, faculty, staff and visitors.

12166 Finally, the online Facilities HelpCenter allows anyone from within the Skyline College
12167 community to submit work requests, including requests for remediation of facilities with
12168 unsafe conditions. Submitted work requests are triaged and dispatched, and safety related
12169 issues are given highest priority. Links to the Facilities HelpCenter can be found at either
12170 <http://www.smccd.net/accounts/facilities/> or <http://www.smccd.net/accounts/portal/>.

12171 The security of Skyline College facilities is of paramount importance. In 2004, a
12172 District-wide task force that included faculty and staff, along with representatives of
12173 campus security, campus facilities, and information technology departments,
12174 administration, and industry experts studied the condition of Skyline College security
12175 systems and developed a comprehensive solution toward improvements. Those
12176 improvements include the introduction of an electronic access controls and monitoring
12177 system, the continued use of traditional mechanical locks enhanced by the use of
12178 proprietary keys, and modified administrative processes to better track key issuance and
12179 retrieval. The comprehensive solution is being implemented as part of the capital
12180 construction program.

12181 The assurance of healthful working and learning environments is achieved through
12182 maintenance activities of existing facilities, as well as in the planning, design and
12183 construction of new and renovated facilities. SMCCCD's and Skyline College's indoor
12184 air quality (IAQ) management program is comprised of a website to educate visitors
12185 about IAQ in general and how concerns about IAQ are handled, a written training
12186 program for Facilities Department staff covering how they directly and indirectly affect
12187 IAQ and how to take action responsibly in the event of an IAQ concern, and maintenance
12188 protocols that are aligned with best indoor air quality practices. To see website
12189 information about IAQ, please go to
12190 <http://www.smccd.net/accounts/facilities/maintoperation/default.html>. Skyline College's
12191 preventive maintenance program ensures that air filters are replaced routinely, that

12192 lighting systems remain operational, and that other activities are consistently performed
12193 at recurring frequencies to ensure safe and healthy indoor and outdoor facilities.

12194 Many of Skyline College’s facilities design standards are based on criteria that include
12195 the promotion of more healthful learning and working environments. For example,
12196 window treatments have been designed to reduce glare, reducing eye strain while still
12197 allowing visual connection to the beautiful views of the exterior campus and surrounding
12198 areas. Interior lighting upgrades have been implemented that not only reduce energy
12199 consumption, but also improve the quality of light inside our buildings. Resilient
12200 flooring standards call for a product with improved acoustic performance, reducing
12201 footfall noise disruption, and a more forgiving surface, reducing leg strain for faculty
12202 who stand while teaching. In addition, this product has a factory-applied finish that
12203 protects the underlying layers, making maintenance of the floor less expensive and more
12204 eco-friendly; as a result, custodial staff are not subjected to the use of harsh stripping and
12205 waxing chemicals used on traditional resilient flooring products. These are just a few
12206 examples of the effective decision making occurring during the planning, design and
12207 construction of new and renovated facilities.

12208 In Fall 2006, concerns were raised about the safety of building 7 because three faculty
12209 members in the last 10 years had been diagnosed with brain tumors—one a glioblastoma
12210 and the other two acoustic neuromas. The College commissioned an Occupational and
12211 Environmental Health report, which included toxicology and epidemiological
12212 components. The report concluded “All available information in this situation suggests
12213 that there is workplace-related factor that could account for the tumors reported among
12214 occupants in this building.” This information was given to the College community in a
12215 series of emails and the report itself has been made broadly available. Evidence:
12216 “Skyline College Building 7 Occupational and Environmental Health Report” Dec. 13,
12217 2006

12218 **Self Evaluation**

12219 **The College meets this standard.** These activities, processes and protocols provide a
12220 comprehensive framework against which to measure and ensure that Skyline College’s
12221 physical resources are constructed and maintained to assure access, safety, security, and a
12222 healthful learning and working environment.

12223 **Planning Agenda**

12224 None.

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B.2

To assure the feasibility and effectiveness of physical resources in support 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.

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.

12226 **Description**

12227 Long-range capital planning at San Mateo County Community College District
12228 (SMCCCD) and Skyline College takes the form of facilities master planning, regular
12229 updates of Skyline College's facilities condition deficiencies information into the State
12230 Chancellor's Office database, as well as annual updates of the Five Year Construction
12231 Plan. SMCCCD's and Skyline College's facilities master planning cycles have occurred
12232 in 1997, 2001 and 2006. The facilities master planning initiatives always begin with a
12233 review of the educational master plans and/or educational strategic plans in place, to
12234 ensure that physical resources are in support of institutional goals.

12235 In July 2001, the Board of Trustees adopted a Facilities Master Plan that represented the
12236 culmination of eight months of work, including a complete physical analysis of the
12237 condition of existing facilities, plus an iterative consultation process with Skyline College
12238 constituent groups. The physical analysis was multi-faceted. It included a facilities audit
12239 that identified rough order of magnitude costs to renovate existing facilities based on
12240 existing utilization. A comprehensive energy analysis identified energy conservation
12241 measures that could be undertaken to improve energy efficiency, reduce operational
12242 costs, and improve environmental quality. A review of maintenance and repair activities,
12243 together with interviews with maintenance staff and end users, identified areas of
12244 particular concern in terms of deferred maintenance at Skyline College. Master planning
12245 architects were engaged to lead Skyline College through a series of meetings that served
12246 to identify physical campus planning goals and issues, develop options, ascertain the
12247 preferred solution, and identify an implementation strategy. The resulting 2001 Facilities
12248 Master Plan has been the basis of the first phase of the College's capital construction
12249 program. To see the 2001 Facilities Master Plan, please go to
12250 [http://www.smccd.net/accounts/facilities/planconstruct/Downloads/20010101MasterPlan.](http://www.smccd.net/accounts/facilities/planconstruct/Downloads/20010101MasterPlan.pdf)
12251 [pdf.](http://www.smccd.net/accounts/facilities/planconstruct/Downloads/20010101MasterPlan.pdf)

12252 In January 2006, the Board of Trustees commissioned an update of the Facilities Master
12253 Plan. Given the passage in November 2005 of the District's general obligation bond
12254 Measure A and other changes that have occurred since 2001, an updated Facilities Master
12255 Plan is required to inform decision-making related to the next phase of planning and
12256 construction. At Skyline College, elements of the 2001 Facilities Master Plan have been
12257 implemented. Subsequent planning efforts related to annual Five Year Capital Outlay
12258 Plan updates have occurred and will be incorporated into an updated comprehensive
12259 facilities master plan, along with the identification of new opportunities and solutions to
12260 unresolved issues or needs. The annexation of the Pacific Heights Middle School poses
12261 a particularly unique new opportunity at Skyline College. The 2006 Facilities Master
12262 Plan was completed in July/August 2006. For information about this 2006 facilities
12263 master planning process, please go to
12264 [http://www.smccd.net/accounts/facilities/planconstruct/masterplan.html.](http://www.smccd.net/accounts/facilities/planconstruct/masterplan.html)

12265 In 2003, SMCCCD engaged a consultant to conduct a physical survey of all three
12266 campuses. The survey information was entered into the State Chancellor's Office

12267 facilities deficiencies database. This powerful database allows facilities planners at the
12268 District and State levels to create reports on facilities condition indices, plan projects,
12269 maintain a space inventory, and track State funding on approved projects. In December
12270 2005, a re-survey of Skyline College was conducted in order to update the information
12271 contained in the facilities deficiencies database.

12272 Every year, SMCCCD submits a five-year construction plan to the State Chancellor's
12273 Office for funding consideration in the Capital Outlay Program. This plan is developed
12274 by the Facilities Planning Department, in consultation with Skyline College and District
12275 administration and as approved by the Board of Trustees. Initial project proposals for
12276 State funding, final project proposals, and a comprehensive detailing of planned projects
12277 (be they locally or State funded) are shown in priority and sequence in the five-year
12278 construction plan. The plan takes into account an important criterion for campus
12279 facilities planning: capacity to load ratios. The capacity to load ratio is a comparison of
12280 the square footage a College has in relation to the square footage the College's
12281 enrollment indicates it needs. Capacity to load ratios are measured for different
12282 categories of space, including lecture, laboratory, office, library, and audio/visual support
12283 spaces. **What are the results of this survey for Skyline?** For more information on
12284 SMCCCD's and Skyline College's participation in the State Chancellor's Office Capital
12285 Outlay Program, please go to
12286 http://www.smccd.net/accounts/facilities/planconstruct/Cap_Outlay.html.

12287 As the capital construction program provides opportunities to construct campuses whose
12288 facilities meet the needs of Skyline College, it is imperative that the cost of operating and
12289 maintaining those facilities – the total cost of ownership (TCO) – be considered.
12290 SMCCCD and Skyline College has several mechanisms by which to ensure that TCO is
12291 taken into account. Facilities design standards have been developed to ensure that new
12292 and renovated facilities are designed and constructed in accordance with SMCCCD
12293 operational criteria. For example, energy efficiency is of paramount importance,
12294 particularly in light of escalating energy costs. For new buildings in particular, energy
12295 efficiency is a high priority design criterion. Skyline College's new Student Support and
12296 Community Services Center (Building 6) is one example of an energy efficiency success
12297 story: the designers were asked to make the building as energy efficient as reasonably
12298 possible, and by harvesting daylight, using occupancy sensors, digital building controls,
12299 efficient mechanical and illumination systems, high reflectivity architectural finishes, a
12300 cool roofing system and high efficiency glazing, the building is calculated to be 42%
12301 more energy efficient than required by California's stringent building code requirements.
12302 Other SMCCCD facilities design criteria include but are not limited to architectural
12303 finishes that are functional, pleasing, durable and maintainable, as well as
12304 environmentally friendly, furniture that has been selected in accordance with criteria that
12305 includes comfort, ergonomics, durability, maintainability, and longevity, and the design
12306 of new systems (mechanical, electrical, communications, building management controls,
12307 fire alarm, security systems, plumbing fixtures, etc.) with existing campuswide systems
12308 in mind to ensure that maintenance staff have the knowledge, tools and equipment to
12309 operate and maintain them. For more information on SMCCCD's and Skyline College's
12310 facilities design standards, please go to

12311 http://www.smccd.net/accounts/facilities/planconstruct/SMCCCD_Facilities_Design_Standards.htm.
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12313 **Self-Evaluation**

12314 **The College meets this standard.** Long range capital planning, in the form of facilities
12315 master planning, annual updates of the five year construction plan, utilization of the
12316 information about the condition of facilities contained in the facilities deficiencies
12317 database, as well as TCO analyses and the development of design standards, allow for
12318 informed decision making that results in the facilities of SMCCCD supporting the
12319 institutional goals of Skyline College.

12320 **Planning Agenda**

12321 None.

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 a basis for improvement.

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12323 **Description**

12324 Institutional planning precedes, indeed it drives, physical resource planning. The
12325 facilities master planning initiatives undertaken by San Mateo County Community
12326 College District (SMCCCD) in 1997, 2001 and 2006 have been preceded by a review of
12327 the educational master plans and/or educational strategic plans in place.

12328 Physical resource planning at the facilities master planning level is a highly participative
12329 and iterative process. Skyline College administration, constituent groups, as well as
12330 District facilities planners, the Chancellor and the governing Board of Trustees
12331 collaborate to ensure that facilities support educational and other strategic goals. Annual
12332 updates of the five-year construction plan are also inclusive efforts involving Skyline
12333 College administration, end user groups, facilities planners, District executives and the
12334 Board of Trustees. Project-level programming and planning, review of design
12335 documents, and selection of furniture, fixtures and equipment is based on input from
12336 Skyline College administration and end users. District facilities planners meet weekly
12337 with the Skyline College President's Cabinet to review and strategize on facilities
12338 planning issues. These interactions ensure that physical resource planning is integrated
12339 with institutional planning.

12340 In Fall 2005, the Facilities HelpCenter was launched. The Facilities HelpCenter is an on-
12341 line service request application that allows customers to place a service request on-line
12342 and receive status reports on the resolution and completion of their issue. The
12343 HelpCenter is a sub-module of the computerized maintenance management system, and
12344 the system also includes a module for preventive maintenance activities. Upon
12345 completion of a customer-triggered work order, the system automatically sends a short
12346 customer satisfaction survey that solicits feedback about the timeliness of resolution of
12347 the work order, whether the resolution was satisfactory, and for information about the

12348 responder. The results of the HelpCenter customer satisfaction survey are reviewed
12349 monthly by the Facilities Manager, in order to ascertain the satisfaction level for
12350 submitted work orders in the current period against previous periods, to reinforce the
12351 maintenance staff's behaviors that resulted in good feedback, and to seek improvement in
12352 areas in which feedback was unsatisfactory. The Facilities HelpCenter can be accessed
12353 via either <http://www.smccd.net/accounts/portal/> or
12354 <http://www.smccd.net/accounts/facilities/>.

12355 On a monthly basis, the Facilities Manager invites a targeted segment of their customer
12356 base to complete a Facilities Customer Satisfaction Survey at
12357 <http://smcwebtest.smccd.net/accounts/millera/FPOSurvey.tp4>. Results of the surveys are
12358 reviewed each month in order to improve the quality of services provided by the
12359 Facilities Department.

12360 Prior to 2002, the Facilities Department did not have a website. The website was
12361 launched in 2002, with continual updating on a daily basis. The site allows Skyline
12362 College and its communities to easily obtain information and stay abreast of information
12363 related to facilities maintenance and operations as well as the capital construction
12364 program. The site is quite robust, and continues to be a dynamic work in progress.
12365 Please visit it at <http://www.smccd.net/accounts/facilities/>.

12366 SMCCCD's and Skyline College's capital construction program has resulted in the
12367 addition of new buildings in the space inventory which must be maintained. The Budget
12368 and Finance Committee developed a resource allocation model with a mechanism that
12369 increases (and decreases) annual maintenance budgets to reflect additions and deletions
12370 from the space that needs to be maintained. This resource allocation model is scheduled
12371 to be effective as of fiscal year 2006-07, and it appropriately aligns fiscal resources with
12372 physical resources.

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12374 **Self Evaluation**

12375 **The College meets this standard.** These mechanisms, which integrate physical resource
12376 planning with institutional planning, allow SMCCCD and Skyline College to
12377 systematically assess the effective use of physical resources and use the results of the
12378 evaluation as a basis for improvement.

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12380 **Planning Agenda**

12381 None.