



## **STANDARD III**

### **Resources**

*The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.*

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*The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness. Accredited colleges in multi-college systems may be organized such that responsibility for resources, allocation of resources and planning rests with the system. In such cases, the system is responsible for meeting standards on behalf of the accredited colleges.*

#### **III B. 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.*

*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 institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services at all locations. The progress and accomplishment of the Measure P and M bond re-construction programs over the previous ten years; the activities and accomplishments of the Facilities and Safety Committee, and Maintenance and Operations programs in collaboration with the collegial consultation process at the college provide a standing testament to this.

The two major re-construction programs were undertaken both for safety, and to modernize the campus to insure the sufficiency of facilities and requirements of a robust and evolving educational program are met.

The college originally consisted of 28 buildings on 87 acres. Construction began in 1926 with buildings being added over the next 51 years. Four years after the 1992 Landers and Big Bear earthquakes damaged the old library, the college began investigations to determine the vulnerability of the campus to future seismic activity. Geological studies revealed that the San Jacinto fault ran diagonally through the center of the campus. Additionally, a folding zone on the northern side of the fault was discovered that would cause uneven changes in elevation during a seismic event. It was determined that 9 of the existing 28 buildings on campus would have to be demolished and replaced because of their locations straddling the fault and folding zones.

The district passed a \$190M general obligation bond (measure P) for capital improvements and applied for Federal Emergency Management Agency (FEMA) funding to reconstruct the campus around the fault, and simultaneously plan and build to a new long range facilities master plan (FMP). All of the buildings on the fault were demolished and reconstructed to the new FMP.

The campus participated in the planning of all projects through user groups and with core or key committees at the college. Planning extensively with FEMA officials, district and campus personnel helped to prepare and guide the campus through various transition periods while buildings were being constructed and offices relocated.

In 2008 Measure M, a \$500M general obligation bond was passed for continued implementation of the FMP. The college has pursued continuous planning, design, and construction, as the Measure P program sunsets, and Measure M projects continue on with planned completion in 2016. With the decline in assessed valuation of the local property values (AV), \$242M in bonds sales could not occur, so the college reprioritized projects to be completed. The priorities include the Gymnasium Sports Complex, the Auditorium, campus-wide ADA renovations and signage, limited renovations on the Career Technical Building, and the Central Plant for air conditioning, among other smaller miscellaneous projects. Two multi-level parking structures and the reconstruction of the Career Technical Education facility were put on hold. The \$500M Measure M bond authorization from the voters remains in effect, and the district working with bond finance consultants maintains a watchful eye on the AV for potential future sales and capital to complete the vision of the FMP.

These major re-construction programs were undertaken both for safety, and to modernize the campus to insure the requirements of a robust and evolving educational program are met.

The college strives to provide a safe environment for students, faculty, staff, and the community from the initial construction, followed by quality maintenance, and campus operations programs. First, the California Building Code, enforced through plan review and construction inspections by the California Division of the State Architect (DSA) insures that the most stringent safety standards in the nation are met for new construction projects, lending special attention to seismic and fire safety. Once facilities are put into operation, safety criteria as assigned by the Occupational Safety and Health Administration (OSHA), National Fire Protection Agency (NFPA), California Environmental Protection Agency (CEPA), Department of Toxic Substance Control (DTSC), Department of Pesticide Regulation (DPR), Certified Unified Program Agency (CUPA), as well as numerous other regulatory agencies, are maintained through board policy, and administrative processes/procedures. These are pursued and enforced through the vigilant attention, collaboration, and work of numerous committees, programs, and entities of the college and district including:

- SBVC Facilities and Safety Committee
- SBVC Administrative Services
- SBVC Maintenance and Operations Department
- SBCCD Office of Environmental Health and Safety
- SBCCD Office of Emergency Preparedness (School Police Department)
- SBCCD District Police Department
- SBCCD Safety Committee

The Facilities and Safety Committee (FSC) is a collegial consultation committee reporting to College Council, and meets monthly. Membership is a cross section of campus constituencies including School Police and Emergency Preparedness, Disabled Students Programs and Services (DSPS), Environmental Health and Safety (EHS), faculty, staff, and students. The meetings are open for all to attend. Each year, the FSC undertakes projects on campus that are identified by various input. Recent projects included purchase and installation of Automatic External Defibrillators across campus, review and installation of designated smoking areas, and purchase and installation of additional bicycle racks. Each month, urgent and/or emerging safety issues are heard by the committee as part of a standing agenda. These issues are followed up and progress or resolution is reported at subsequent meetings.

Administrative Services is the hub for campus operations and safety, and provides management and/or coordination of facilities and safety related activities on campus, is responsible for most regulatory compliance and is a liaison to regulatory agencies governing the various aspects of facilities and safety on campus.

The Maintenance and Operations Department (M&O) operating under the supervision of the Vice President of Administrative Services, responds to immediate safety concerns by correcting the problem or making the area/condition safe until it can be corrected. Less urgent needs are processed and corrected using the *Maintenance Connection* work order software system. The system is an on-line program that lets Maintenance and Operations receive customer input/requests directly. Maintenance and Operations strives to maintain the facilities and grounds operational/functional, clean, safe, and sufficient for the delivery of educational programs. M&O comprises the Maintenance, Grounds, and Custodial programs.

Immediate safety concerns are not initially received by the work order system, but are received by telephone or campus VHF radio, and responded to immediately. Administrative Services dispatches the task to the appropriate program for correction.

The Custodial program staff, literally in every space daily, reports safety and/or maintenance related issues via a new procedure implemented in 2013. Each custodian now carries a "work order request" forms, and as each space is entered for cleaning, it is quickly inspected by the custodian and any issues, from burnt out light bulbs, broken electrical switch covers, water leaks, to slip or egress hazards are reported and submitted to the custodial supervisor. The supervisor in turn assigns the tasks as appropriate to custodians, or enters into the work order system for assignment to maintenance. The corrections are made and work orders are closed out complete. The maintenance and grounds staff also carry these work order request forms and submit regularly as they spot safety or maintenance issues on campus. This procedure was introduced to bring the department into a proactive mode, especially where safety is concerned, and to use all resources available to proactively identify, document, and correct, including the Custodial program.

Environmental Health and Safety is responsible for development, oversight and management of environmental health and safety programs that protect the environment, provide safe and healthy conditions for work and study, and compliance with applicable local, state and federal regulations. Environmental Health & Safety provides safety program development, educational programs, technical assistance, and health and safety services to the campus communities and district offices.

Environmental Health and Safety also functions as a consultant to the chancellor, presidents, deans, directors and heads of academic and administrative units, in addition to staff members and students in all areas of environmental health and safety. Environmental Health and Safety provides health and safety investigations as necessary and is based out of the district office. In collaboration with Campus Administration, the following programs are regularly updated and implemented:

- Illness and Injury Prevention Program
- Asbestos Operations and Maintenance Program
- Chemical Hygiene Program
- Confined Space Entry Program
- Transportation Safety Program

- Exposure Control Program for Blood borne Pathogens
- Fire and Life Safety
- Food and Sanitation Safety
- Formaldehyde Program
- Hearing Conservation
- Heat Illness Program
- Lockout/Tag out Program
- Hazardous Waste Management Program
- Hazard Communications Plan
- Regulated Chemicals Program
- Respiratory Protection Program
- Spill Prevention Control and Countermeasure Program
- Safety Training Program

EHS also manages the Keenan Safe Colleges on-line safety training program that SBCCD subscribes to on behalf of the colleges. Certain safety training is mandatory for all employees, and varies depending on the position and scope of responsibility.

EHS maintains a website and makes available for download, a tremendous resource of reports, regulatory agency contacts, regular newsletters that are distributed district-wide, safety committee agendas and minutes, as well as the current programs and plans enumerated above. The newly created Office of Emergency Preparedness (OEP) is responsible for the emergency preparedness of both colleges as well as the district central offices. The office is staffed by an Emergency Preparedness Manager, and operates under the supervision of the Chief of District Police. Administrative Services' coordinates earthquake and evacuation drills, evacuation maps, and emergency preparedness training, tools/equipment and supply cache inventories with OEP. The OEP develops and maintains the Emergency Operations Plan for the district.

The District Police, in concert with the Board of Trustees, is committed to providing a safe and secure learning and working environment for all students and employees. This is accomplished through a cooperative and coordinated effort involving all departments and the San Bernardino Community College District employees, law enforcement agencies and community. It is a policy of the Board of Trustees for the San Bernardino Community College District to protect members of the entire college community and the property of the District. In accordance with this policy, the District maintains a Police Department 24 hours a day, 7 days a week. The officers are sworn and duly Commissioned Police Officers of the State of California as defined in section 830.32 of the Penal Code and 72330 of the California Education Code and authority extends to anywhere within the state.

The District Police Department provides training on request for numerous safety and security related topics including:

- Dealing with Irate/Difficult People
- Sexual Assault Awareness
- Campus Safety Awareness
- Active Shooter Training
- New Student Safety Awareness Orientation

The Department publishes and distributes a monthly report called *Police Beat*, which provides information on calls for service and disposition, as well as the annual campus security report.

The District Police Department is located on the SBVC campus in the Campus Center building, and coordinates closely with Administrative Services.

The SBCCD Safety Committee meets quarterly at the district office, and provides for communication, coordination, and consistency of safety programs, training, issues, and response on a district-wide basis. The committee comprises a contingent from each campus safety committee including the district office and District Police.

SBCCD and the college are members of the State Wide Association of Community Colleges (SWACC), a JPA pool for excess insurance coverage, and Keenan is the third party administrator. Keenan conducts annual campus-wide safety and insurance (risk-management) inspections with follow-up reporting on corrections and compliance.

### **Self-Evaluation**

The institution provides sufficient physical resources as demonstrated by the two consecutive building and re-construction programs, and the process used for master planning and design. While addressing seismic safety concerns, the college removed facilities built in the 1930's - 1960's, and designed and constructed new facilities that meet the demanding programmatic requirements of a 21<sup>st</sup> century institution of higher education.

As demonstrated by the numerous committees and programs in operation that are committed to safety, both at the district and college level, the institution does provide safe and sufficient physical resources, and meets this goal. Additional regulation by governing agencies, and acted upon by the committees and programs charged with safety, however, continues to increasingly encroach on the General Fund budget and productivity of the management and staff. Few positions are "dedicated" to safety, and there is increasing demand on management in general - significantly affecting management's ability to complete their mission. A first step to improve was creating EH&S and hiring a manager perform the duties previously discussed. As regulation increased and/or the district realized emergency preparedness was not sufficient, an emergency preparedness manager was hired. While these positions provide coordination and oversight, they are not the "doers" of safety. The responsibility of implementing the many plans and programs resides with the college management and staff. In recent years of budget cuts, many positions have been lost and with "safety first" there are fewer to share the tremendous safety workload that continues to grow. A slow hiring process exacerbated by an understaffed Human Resource department allows for vacancies to remain unfilled for unreasonable timeframes. An improvement in this process will undoubtedly improve the college's ability to keep safety first.

### **Actionable Improvement Plan**

- Review and modify as required the safety components and responsibilities of various position descriptions.
- Implement a more efficient and effective process for filling vacant positions.

***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.***

***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**

The majority of facilities on campus have been constructed within the recent 10 years. All were constructed to California Building Code, and were reviewed and inspected by the Division of the State Architect.

Sufficiency of the new facilities to meet the needs of our programs is accomplished through the planning process for each building that includes input from “user groups”, representative of constituencies and programs using the facility. The facilities are then designed and constructed to specifications set forth in these user group meetings. For example, meeting minutes of Auditorium, Gymnasium, and Career Technical Education User Groups indicate that these facilities were designed with input from faculty, management, and staff using the facility, as well as Maintenance and Operations (M&O) personnel and District Police. This results in a facility that, to the greatest extent possible satisfies the programmatic requirements within code, master plan, schedule, and budgetary constraints. M&O personnel review the materials and spaces for long lasting and maintainable components and systems, the potential to maintain a safe and effective facility, as well as low operational and lifecycle costs. District Police review the facility from a perspective of maintaining safety and security, reviewing spaces and areas, lighting, and physical and electronic security systems.

All of the newly constructed facilities went through the California Community College Chancellors Office (CCCCO) review and approval process to insure the facilities and their educational and non-educational spaces met CCCCCO requirements.

On the operations side, the FSC holds monthly open meetings representing a cross section of constituencies across campus. The FSC hears issues regarding safety and sufficiency of facilities.

The Program Review Committee hears and reviews program needs related to facilities, and forwards this list to FSC annually for prioritization and potential funding and implementation. A new process to fund urgent and emerging needs was started in 2014, and provides a procedure for constituencies to present requests for facilities modifications to College Council for funding. The criteria used for prioritization of facilities requests are 1. Urgent Safety 2. Urgent Facilities Deterioration, Urgent Program Impact or Lessor Safety 3. Lessor Facilities Deterioration or Program Impact 4. Program or Facilities Improvement.

The Maintenance and Operations Department is a prime mover where the clean, safe, comfortable and maintained educational environment are concerned. Maintenance repairs and maintains facility systems and responds to work orders submitted on-line.

Contracted services are arranged through Administrative Services, and typically managed by Maintenance.

The Custodial program is responsible for maintaining a clean, sanitary, and aesthetically pleasing environment. The campus is cleaned nightly by a crew of 18 custodians including 3 lead custodians. The day shift is staffed by 3 custodians who have some building cleaning assignments, but their primary duties involve setups for special events, call outs for special clean ups or assistance, and a continuous route of maintaining restrooms in a well-stocked and clean state.

The Grounds program maintains the campus grounds, including daily trash and litter collection; maintenance of grass, shrubbery, and trees; irrigation control and maintenance, as well as assistance to the Athletics department in maintaining competition level sports fields.

With *customer service* as a prime focus for the 2013-14 school year, a new procedure was implemented to improve the communications between Maintenance & Grounds and the customer. A concern voiced repeatedly from campus constituencies is that once work orders are input and submitted to the system, the customer usually has little or no contact with the maintenance & grounds department as to if or when the work order might be completed or the status. All maintenance & grounds employees now have personal calling cards to inform the customer (person who is indicated as the contact on the work order) of the disposition of the job or repair. The supervisor or assigned technician now contacts the customer directly within 48 hours of receiving the work order, clarifies the issue, provides an estimated time-line for accomplishment, provides on-going status updates if the job is prolonged, and checks with the customer when the job is complete to determine satisfaction and agreement prior to the job being closed out. The supervisor also contacts customers on a random spot check to insure satisfaction of service. Many times the customer is not available when the technician arrives, so the calling card is left with job status and contact information. This process connects the maintenance technician to the job and the customer, and facilitates pride of ownership of the job and accountability to the customer.

Off-site facilities such as the Big Bear High School District and the San Bernardino County Sheriff Devore Facility are maintained through contracts with the entity. The school district facilities are subject to the same stringent codes and regulations that SBVC Campus is subject to.

College facilities are scheduled each semester with highest priority given to the instructional programs. This scheduling is accomplished in the office of the Vice President, Instruction. This schedule is then loaded into the facility scheduling software and Administrative Services schedules all other facilities use via the facilities use application process for both in-house and community use applications. Community applications are processed pursuant to board policy 6700 and the California Civic Center Act. The campus is running a pilot program with "Resource 25" facility scheduling software capable of increasing efficiency of facility use and scheduling.

### **Self-Evaluation**

Due to recent years of declining budget, equipment replacement has been minimal, whether it be instructional, chairs and desks, or other operational equipment across the campus. Much equipment is no longer usable, or is beyond its useful life, requiring additional maintenance funding to keep it operational, or just not meeting the requirements of the program.

While budgets were not in place for equipment replacement during the last 5 years, the Budget Committee and College Council are now releasing one-time funds with the President's approval, for the replacement of equipment. This is according to the program review needs prioritization process, or the urgent and emerging needs process. \$1.6M has been released as of this writing.



Funds are now being budgeted in the developmental budget process for ongoing and routine replacement of instructional and operational equipment.

During much of the measure P and beginning of Measure M bond program, while faculty and staff user groups were consulted, M&O and District Police were not a significant part of the planning and design process, resulting in some inadequate, unmaintainable systems. The college has since included these important constituencies charged with maintenance, care, and safety/security of the facility in the planning and design process.

Standards were not in place for building systems during Measure P and the beginning of measure M building program. The college established standards in 2012 which are incorporated in the designs of the Gymnasium, Auditorium, and CTE projects.

The work order process is being used only to track open work orders. It is not being used as a maintenance management system. The college needs to move in this direction to effectively manage human and financial resources.

More efficient use of campus facilities accomplished with less staff time is a goal that may be facilitated with the deployment of Resource 25 facilities scheduling software. Many classes, especially on weekends when use of the entire campus is not required, can be consolidated into a single or several buildings, thereby saving significant utility costs, and custodial resources. While the institution meets this goal, there is room for improvement.

#### **Actionable Improvement Plan**

- Incorporate additional modules of the work order system to provide valuable management data for M&O. Use this data for more effective use of resources and for long range planning, staffing, and budget forecasting.
- Purchase and employ Resource 25 as a facilities management tool.
- Continue to include “all users and caretakers” including M&O and District Police in the planning and design of facilities.
- Make instructional and operational equipment replacement a standing budget item.

***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.***

***III.B.2. a. Long-range capital plan supports institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.***

#### **Descriptive Summary**

The college has an annual program review process by which both facilities and equipment use and associated needs are surveyed by each division/department on campus. All the identified facilities and equipment needs from each division/department are discussed at division/department meetings within the college. In those meetings, equipment needs identified by each department are prioritized. The facilities items are pooled into an unranked aggregate and submitted to the FSC for prioritization.

Discussions regarding the needs of programs and services occur at all levels on the campus. In the college-wide program review process, the prioritized equipment needs from each division are considered and evaluated with reference to each other. The Technology Committee receives a list of needs through the program review process, and prioritizes the list before forwarding to the College Council for consideration. The committee also relies on its planning processes and multi-year technology plan to guide the prioritization process and support state-of-the-art technology on the campus.

The final list of prioritized needs is sent to the College Council. The council reviews the priorities in all of the program review categories, including equipment and facilities requests in concert with the budget and funding information provided by the Budget Committee and makes a recommendation for the president's approval. The president conveys the information to other shared governance committees such as the Academic Senate as well.

User groups connected to the new buildings have had considerable voice in making sure the new classrooms and/or labs are conducive to student learning. With wide participation on committees and dialog, groups generally reach consensus on key issues. Due to the escalation of costs since the reconstruction of the greater part of the campus, needs often outstrip resources, which results in difficult decisions and accordingly the college has become vigilant regarding recommended materials and products based on performance, life-cycle costs, energy use, and minimizing inventory.

A first step was the development of college standards for materials, and building systems in 2012. This was a joint effort of the SBCCD Facilities Department, the Measure M program management firm Kitchell Brj, and the college Administrative Services and Maintenance and Operations department. This effort resulted in college approved standards that were published and incorporated into projects that were in design, including the gymnasium, auditorium, and CTE renovation projects. The effect will be standardized installations, less inventory required for multiple types of equipment, and increased consistency of equipment and systems across the campus. Maintenance staff can become more knowledgeable on a limited variety of equipment and systems and less reliable/maintainable equipment and building systems can be excluded from the facility construction.

Efficient use of facilities space is an area of facilities management currently under review. A pilot program with Resource 25 facilities scheduling software is underway. The software is used to evaluate the use of our facilities, providing reports of underutilized spaces, highest use spaces, and recommendations for class consolidation to mitigate utility and operational costs.

"Total Cost of Ownership" was first addressed through comprehensive lifecycle cost studies for buildings in design. This was undertaken late in the program and is currently underway. ARUP engineering was commissioned to provide the study and report on total cost of ownership for all new buildings being constructed as well as the business building renovation, and the central plant project, both completed in 2013.

A building and facility systems commissioning process was introduced to the construction program in 2012. While DSA field inspectors reviewed the installations for compliance with plans and specifications, little was known about the full cycle operation of these systems until the college had used them for a period of time, often discovering operational problems long after the contractor warranty or guarantee had expired. A third party engineering firm (ARUP) was hired for this program, to review and test systems with the full participation and cooperation of the

design and construction team. The commissioning process calls for an engineering firm to run the various systems through the full operational spectrum to insure it is operating as intended, observing such factors as energy use, reliability of correct operation, noise and vibration, automatic operation and control programming, performance of mechanisms, safety, and many other factors. Heating Ventilation and Air Conditioning systems are a prime target for this commissioning. The intended result is proactive and early identification of system problems brought on by errors in design by the design architect or engineer, or contractor fabrication and installation problems. The college can then enforce correction of these errors prior to final payment to the professional design team or contractor.

Another area where cost of ownership became important is landscaping. The “glade” is the area running generally north to south in the middle of campus that represents the fault line. Buildings have been replaced by acres of grass. While the upfront costs are relatively inexpensive, the total cost of ownership is tremendous due to the following factors:

- High maintenance requirements including continual mowing, demanding high grounds labor use, fertilizer, and equipment maintenance costs.
- High water use.

The board approved a district-wide sustainability policy and plan in January of 2012 that addresses among other factors, a minimum of a Silver rating in the *Leadership in Environmental and Energy Design* (LEED) sustainable building rating system. The installation of sustainable landscape is a key component of the LEED Silver rating. Accordingly, new construction is embracing low water, drought tolerant landscape designs and installation. The business building landscape was modified from a grass design during construction. The gymnasium landscape project is in the process of “re-design” as of this writing. The project is following guiding principles developed by the design team: drought tolerant/low water; low maintenance; diversity in plant life- local species; attractive to birds and local wildlife; attractive to the campus and local community; interactive/interpretive for the campus and local community; provide for outdoor classroom activities, provide water features and art. The Biology and Art departments were folded into the design team to re-create the landscape design for this project, which will result in significantly reduced water usage, and fewer labor and equipment hours per acre as compared with a grass installation. It will bring some “country” and solace into this very urban community college campus for all to enjoy, as well as enhance the educational program by providing outdoor lab and teaching/learning areas.

### **Self-Evaluation**

The institution does plan and evaluate the use of its physical resources for effectiveness, and has long range plans to meet improvement goals that consider total cost of ownership. This is and has been accomplished by the various committees and facilities user groups as described. Funding the program however, has been impeded by the economy- not being able to sell all of the bonds authorized by the voters for construction, and not being able to implement short term goals due to severely reduced revenues from the state.

Many critical components were not put into place until the Measure M bond program was well underway, such as total cost of ownership evaluations, commissioning, college standards, and the sustainability program.

The institution meets this goal.

### **Actionable Improvement Plan**

- Purchase and implement Resource 25 as a facilities planning and management tool and use it to improve the efficient use of the college facilities.
- Use the information provided from the total cost of ownership study and reports for long range operational planning, multi-year budgeting, and long range scheduled/deferred maintenance plans.
- Use information from the commissioning process and total cost of ownership reports to prepare and implement lessons learned for future construction.
- Develop a more detailed cost-loaded major repair and replacement schedule using condition index data provided by the CCCCO facilities review, in-house facilities inspections, lifecycle information, and inflation projections. Incorporate this into long range budgeting.

***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**

Given the extent and magnitude of the reconstruction program, replacing nearly every building on campus, an Educational Facilities Master Plan (FMP) was necessary to guide the program. Steinberg Architects was commissioned to facilitate the process and develop the plan. The FMP was developed in coordination with and informed by the college Strategic Plan. Building upon the college's mission statement, SBVC defined an overall guiding principle and six strategic planning themes to address the institutional goals. To support these, five planning principles were developed through a series of workshops with the master plan core committee and an expanded core committee. The planning principles are the physical embodiment of the strategic plan goals and serve as a guide to the evolution of the master plan.

The first volume of the FMP describes the comprehensive plan developed to address the maximum build-out of the campus on its 87 acres. The plan reconciles the college's facility needs with the San Jacinto fault that dominates the physical future of the campus. Volume 2 addresses the master program, building locations and phasing, and campus infrastructure. Volume 3 provides guidelines for the future implementation of the master plan. Volume 4 documents the existing conditions and provides a baseline for the building and infrastructure condition. The FMP was updated in 2012 and is available on the district website.

San Bernardino College's FMP assesses the college's physical resource use (via space utilization and space inventory information) and places it within the context of anticipated future student demographic growth. The mission statement of San Bernardino Valley College, and the strategic initiatives (from the 2006–2012 Strategic Plan) are integrated into the future planning identified in the FMP.

Although these documents illustrate the path San Bernardino Valley College will take in the future. The current state of the college is informed by the reports received through Program Review and the Facilities and Safety Committee activities. These committees serve as the primary conduits of information on the current state of the college's physical resources. The Program Review Committee serves as the vehicle to identify instructional needs of the college relative to its physical resources. The Facilities and Safety Committee serves to receive more

general information about the college's physical resources through representation from DSP&S, District Police, Student Services, Counseling, Maintenance and Operations, and various staff, faculty, and students. Physical resource issues that require short-term action are received by this committee, as are physical resource items that fall under the umbrella of long-term planning (via program review).

### **Self-Evaluation**

The FMP document and process articulates long range planning and college improvement goals over several "planning horizons" as indicated in the document.

Much has been constructed as of this writing; however, securing additional funding through local and state bonds in the current economy is a substantial hindrance in moving the plan through to fruition. Replacement of buildings constructed in the 1960's, as well as providing desperately needed additional parking for the college is dependent on additional bond sales.

The college maintains a solid, successful, and well documented process for determining short term facilities and equipment needs, allowing for input and shared decision making amongst all constituencies. As stated elsewhere in this document, the state budget woes since 2008 have severely restricted the college's ability to implement these priorities. Accordingly, the college has significant unmet physical resource needs, as only the most urgent needs have been considered. If the economy continues to grow and the college captures additional revenue to meet the demand, the backlog of need can be reduced. This will be accomplished through the Program Review, Facilities and Safety Committee, and College Council processes.

The institution has met this goal to the extent allowed by fiscal resources.

### **Actionable Improvement Plan**

- Continue to actively use the college "Needs Funding Process" to identify and prioritize facilities and equipment needs, and fund these needs as the fiscal health of the institution allows.
- As the strategic plan is revised (currently underway), re-evaluate the FMP and modify as required to insure agreement.

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