Board of Trustees Retreat

Tuesday, January 24, 2006
Introductions / Overview / EMP II Status

Dr. White
Where are we now?

- Current Enrollment
- Number of Programs
- Amount of WSCH
- Total WSCH
- Location of WSCH
- WSCH by Program
Where are we now

- Handouts
  - Definitions / glossary
  - Fall 2005 Credit Classes as of First Census Day – September 2, 2005

[f05 programs by load 012006.xls](this is a link to the handout labeled “Fall 2005 Credit Classes as of First Census Day – September 2, 2005”)
Demographics

- **Kentfield Campus (KTD) - Kentfield**
  - Built - 1926
  - Acreage – 87 Acres / 373,806 sf / 18 Buildings
  - Parking – 1,774

- **Indian Valley Campus (IVC) - Novato**
  - Built - 1975
  - Acreage - 333 Acres / 171,549 sf / 22 Buildings
  - Parking – 900

- **Bolinas Marine Biology Center**
  - Partial Modernization – 1964
  - Acreage - .5 Acres / 4,178 sf / 3 Buildings & a Dock

- **District-wide (Fall, Spring & Summer)**
  - 6,943 Students
  - 4,483 Student FTES 2004/05 F/Y
  - 287 Faculty and Staff
# Operating Budgets

## Unrestricted General Funds

### Fiscal Year 2005/06 Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>$18,970,000</td>
<td>49.0%</td>
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<tr>
<td>Staff</td>
<td>$12,714,257</td>
<td>32.9%</td>
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<tr>
<td>Maintenance &amp; Oper.</td>
<td>$3,763,000</td>
<td>9.7%</td>
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<tr>
<td>Other Costs</td>
<td>$3,247,000</td>
<td>8.4%</td>
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</table>

**Total M & O**

$38,695,000

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**Fiscal Year 2005/06 Budget**

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**Diagram Details**

- **Faculty**: $18,970,000 (49.0%)
- **Staff**: $12,714,257 (32.9%)
- **Maintenance & Oper.**: $3,763,000 (9.7%)
- **Other Costs**: $3,247,000 (8.4%)

**Total M & O**: $38,695,000
# FACILITIES OPERATING COSTS

<table>
<thead>
<tr>
<th>Service</th>
<th>Total Cost</th>
<th>Per Gross Sq/foot</th>
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<tr>
<td>Gas &amp; Electricity</td>
<td>$1,112,000.00</td>
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<td>Water</td>
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<td>Sewer Ser.</td>
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<td>Pest Control</td>
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<td><strong>Total</strong></td>
<td><strong>$3,763,000.00</strong></td>
<td><strong>$7.40</strong></td>
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</table>
General Fund Cost Per Student

- 2005/06 Budget $49.3 million
- 2004/05 Budget $43.5 million
- Increase $ 5.8 Million 13.3%

- FTES 2004/05 4,492.84
  - 4,201.35 FTES CREDIT
  - 291.49 FTES NON-CREDIT

- FTES 2003/04 5,088.89
- Decrease (596 FTES); (11.7%)
BUDGET/ COST INFORMATION

- COST PER FTES 2004/05  $9,687
- COST PER FTES 2005/06  $10,974
  - INCREASE OF 13.3%

Cost per FTES is based on 2004/05 enrollment and 2005/06 budget.
HIGHER EDUCATION FUNDING PROVISION FOR EACH FTES (estimates)

- UC  2004/05  $19,727 per FTES
- CSU:  2004/05  $10,338 per FTES
- CCC:  2004/05  $4,725 per FTES
- COM  2004/05  $9,687;  05/06  $10,974
CONCLUSIONS

- COM is expending over twice as much per FTES as would be available via State aid if the College were not on Basic Aid.

- Because of Basic Aid, COM is spending approximately the same amount per FTES as CSU.
Examples of Curricula/Program Creation & Deletion

- EMP (Schneider)
- Data/Market Analysis/Enrollment Trends (Schneider)
- Benchmarks of program growth/program decline (Wilson)
- Mission driven (Schneider)
- Program Review driven (Wilson)
Issues to Resolve / Direction Needed

- Size of the College of Marin
  - Kentfield Campus
  - Indian Valley Campus

- Size of Classes
  - Lecture
  - Lab

- Number of Faculty and Staff
  - Required Office Space

- Where Taught
  - Kentfield Campus
  - Indian Valley Campus
  - Other
Issues to Resolve / Direction Needed (Continued)

- Number and Size of Programs
  - Current
  - Future
  - Niche Programs

- Instructional Delivery Method
  - Lecture
  - Lab
  - Distance Learning
  - Other

- Hours of College Operations
  - Chancellor’s Office Standard
    - 8 AM to 10 PM (14hrs / day, 5 days / week)
  - Saturday / Weekend Classes
Future of Bolinas Marine Lab
Board Discussion
Working Lunch
College of Marin

Facilities Options, Opportunities & Concepts

January 24, 2006
Facilities Opportunities

- WIB - March 2005
- Data Collection
- Sector Growth Opportunities
  - Built Environment
  - Health Sciences
  - Technology
  - Transportation

- Vision
  - Integration
  - Sustainability
  - Stewardship
  - Transformation
  - Leadership
  - Regeneration
Sector Planning Template

- Current Practice
- Best Practice Examples
  - Modernization (physical)
  - Other
- Curriculum & Program Opportunities
- Career Path Opportunities
- Strategic Partnerships
Built Environment

- Current
  - Environmental landscape & design
  - Measure C Bond Modernization Program
    - Board’s Sustainability Resolution (LEED certification)
    - Environmental Stewardship Implementation Plan
  - CIP Team Guidelines & Implementation Strategies
Built Environment
Best Practice Examples

- **Mixed-use**
  - Year round/24 hour
  - Retail (edge of campus)
    - Provide key services to meet campus needs
    - Food
    - Campus related services
  - Housing
    - 0 footprint goal
    - Student
    - Faculty
    - Senior
    - Affordable
    - Private (IVC)

- **Community**
  - Community Center
  - Recreational facilities & grounds

- **Academic**
  - Pedagogical
    - Demonstration
    - Inspiration
    - Case study
Built Environment
Best Practice Examples

- **Energy**
  - Clean generation
    - Carbon neutral
    - 30% goal
    - Active solar, fuel cell, cogeneration, passive solar
  - Efficiency & conservation
    - 40% better than Code
    - Load shifting
    - Ice storage
- **Water**
  - 30% reduction from Code
  - Efficiency
  - Capture
  - Onsite treatment
- **Waste**
  - 0 waste goal
  - Recycling
  - Reuse
  - Composting
  - Recycled content products
Built Environment

- Curriculum & Program Opportunities
  - Center for Regenerative Design
  - Green organizations
  - Green standards
  - Green certificate

- Career Path Implications
  - Internships
  - Bay area jobs (green job fair)

- Strategic Partnerships
  - UC Berkeley
    - College of Natural Resources
    - Center for the Built Environment
  - Lawrence Berkeley National Lab
  - Rocky Mountain Institute
  - PG&E
  - USGBC Northern CA Chapter
  - Bay area professional firms: AEC/FM
Health Sciences

- Current Practice
  - Nursing Program, SIM lab
- Best Practices
  - Wellness & prevention
  - Life long learning
  - Integrated medicine
  - Nutrition
- Curriculum & Program Opportunities
  - Green Life Center
- Career Path Opportunities
- Strategic Partnerships
  - SF State
  - Kaiser
  - Sutter
  - UC-SF
  - Commonweal
  - Senior Health Group
Technology

- Current Practice
  - Multimedia

- Best Practices
  - Digital Media
  - Animation
  - Internet
  - CAD
  - Software
  - Hardware
  - Manufacturing

- Curriculum & Program Opportunities
  - Green manufacturing
  - Green building
  - Solar technicians
  - Energy management

- Career Path Opportunities

- Strategic Partnerships
  - Lucas Film, Skywalker
  - Pixar
  - Autodesk
  - Apple
  - H.P.
  - Intel
  - BP Solar
  - Powerlight
  - Sun Power & Light
Transportation

- Current Practice
  - Automotive
  - Marin bicycle coalition (outside COM)
- Best Practices
  - Go-COM public transit (Kentfield - IVC)
  - Bike and walk to campus
- Curriculum & Program Opportunities
- Career Path Opportunities
- Strategic Partnerships
GREEN IS THE NEW RED, WHITE AND BLUE
The New Marin Countywide Plan

- Makes sustainable communities the overarching goal
The Regenerated College of Marin

- Can be the first major countywide model of integrated green design and education
Mission of Center for Regenerative Design

COLLEGE OF MARIN

CENTER FOR REGENERATIVE DESIGN

SIM VAN DER RYN
Director
Designing the Design Process

MENTAL MODEL
client, design and building team mindset, attitude and will

PROCESS
integrated, all parties engaged—
system optimization through iterative analysis

TOOLS
metrics, benchmarks, modeling programs,
analytical methods for materials and costing

PRODUCTS/TECHNOLOGIES
things and stuff - technologies and techniques

Source: Barbra Batshalom and Bill Reed

Much of the green building world’s attention is on products and technologies, but without good design tools those products can easily be wasted. Effective use of tools requires a good process, which depends, in turn, on supportive mental models.
Coordinate Comprehensive Regenerative Process Planning
Outreach: Stimulate Community Involvement & Expertise
CRD – “The Hub”
CRD Work Plan

- Identify key stakeholders
  - Stakeholder research & data collection

- Facilitate open brainstorms
  - Built environments
  - Health Sciences
  - Technology
  - Transportation
  - Existing Core Curricula

- Draft integrated District Master Plan
  - Educational Master Plan
  - Facilities Master Plan
  - Regeneration Plan
Review Facilities Master Plan Options & Concepts
Facilities Master Plan

Steinberg Data collected to date
1. Goals and Visioning

September 20, 2005
1. Goals and Visioning Workshop

- Kentfield Campus Workshop Common Themes

Space & Program

- Define corner of Sir Francis Drake Blvd. and College Ave. thru Signage and/or Gateway building
- Retail Facade on College Avenue
- Modernize existing pedestrian bridge and build new one to integrate campus
- Study access points with safe drop-offs
- Consolidate Admin services to: existing Harlan Center or new “Signature Building”
- Consolidate uses and programs within campus “one stop”: Library, Coffee shop, Bookstore, Food court, etc
- Demolish Fusselman Hall to open space as well as views to Mount Tamalpais
- Relocate Science building closer to heart of campus

Sustainability & Technology

- Find alternate use for parking lots 15, 16 and 17

Landscaping

- Solar parking structure
- Green heart and Community garden on campus
- Wetland restoration

- Represents 2 out of 6 groups indicating this theme
1. Goals and Visioning Workshop

- Kentfield Campus Workshop Unique Themes

Space & Program

- Emphasis on Transfers, Community, and Emeritus
- Housing for Staff and Students (Dorms for Single, Family and Senior)
- Outdoor classrooms, "Smart" classrooms
- Big scale Multi-purpose Lecture Hall
- Expand Student Services
- New Learning Research Center Building
- Relocate Fine Arts
- Covered connections between buildings
- Corps Yard on parking lots 15
- Locate Police in parking area with view

Sustainability & Technology

- Campus–wide LEED certification, Signature building LEED certified or higher

* Represents 1 out of 6 groups indicating this theme
1. Goals and Visioning Workshop

• Kentfield Campus Workshop Unique Themes, cont.

Landscaping

• Creek is feature, improve uses along it.

• Low maintenance landscaping

• Focus on water/energy conservation
1. Goals and Visioning Workshop

- **Indian Valley Campus Workshop Common Themes**

  **Space & Program**

  - Strengthen entry to immediate campus
  - “Education Park”
  - Heath and wellness center
  - Commercial vendor activities; bookstore, coffee shop
  - Community use building, amphitheater, possibly located near other community uses
  - Housing, such as “Older Adult” and student
  - Continue athletic/recreation development

  **Sustainability & Technology**

  - Demolish most existing buildings
  - Solar; photovoltaic array, solar farm, solar heating

  **Landscaping**

  - Preserve open space

  *Represents 2 out of 6 groups indicating this theme*
1. Goals and Visioning Workshop

- Indian Valley Campus Workshop **Unique Themes**

  **Space & Program**

  - Visiting faculty housing, research facilities
  - Conference / retreat center
  - Farmers markets
  - Full time security
  - Hold Developer Competition to build housing

  **Sustainability & Technology**

  - Cars parked off-site, shuttle in
  - Re-use of existing building materials

  **Landscaping**

  - Vineyard
  - Water treatment pond

  ----- Represents 1 out of 6 groups indicating this theme
2. Environmental Stewardship Summit

September 30, 2005
2. Environmental Stewardship Summit

Common Themes

Sustainable Sites

- Alternative transportation
- Alternative income: Mixed-use (retail, food court, campus destination)
- Campus shuttle service (Hybrid, Electric, Bio-diesel or Hydrogen)
- Preserve open space, minimize landscape and footprint

Water Efficiency

- Rainwater collection: waste water reuse, collect grey water, bio-treat reuse

Material & Resources

- Rapidly renewable recycled materials: Bamboo, cotton, etc

Energy & Atmosphere

- Energy conservation & energy efficient systems like solar panels
2. Environmental Stewardship Summit

Indoor Environmental Quality

- Good natural lighting; use of clearstory windows

Innovation & Design Process

- Creative and innovative design: Learn from the building

••••• Represents 1 out of 6 groups indicating this theme
2. Environmental Stewardship Summit

Unique Themes

Sustainable Sites

- Material procurement practices for operations: Paper, supplies, cleaning products, etc
- Preserve & naturalize creek
- Reduce heat islands: Permeable light color for paving, Cover parking and Bus stops-cover with PV
- Housing on campus to reduce students commute
- Bicycle paths

Water Efficiency

- No irrigation and low maintenance landscaping

Material & Resources

- Recycle all construction waste
- Maximize usage of certified lumber
- Use flooring underlay (quieter)

Energy & Atmosphere

- Renewable energy: 50% of need

Indoor Environmental Quality

- Use of Fans, passive ventilation
- Local/individual HVAC controls, radiant heat, noise-acoustical separation
3. Facilities Assessments

Indian Valley and Kentfield Campus
# Facilities Assessments
## Buildings Ratings – Expanded Data

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Year(s) Constructed</th>
<th>Inactive SF Reported</th>
<th>ASF</th>
<th>GSF</th>
<th>FCI</th>
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<th>Smoke System</th>
<th>Data Network</th>
<th>People Friendly Space</th>
<th>Visual Aesthetics</th>
<th>Circulation</th>
<th>Planning Condition</th>
<th>Soil liquefaction Resistance</th>
<th>Seismic Zone</th>
<th>Significant Historic Qual</th>
<th>Environmental</th>
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Facilities Assessments  
Indian Valley Campus Buildings Ratings

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Net Area Constructed</th>
<th>Gross SF Reported</th>
<th>ASF</th>
<th>GSF</th>
<th>PCI</th>
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<td>INDIAN VALLEY - IVC 1979-79, 71</td>
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**Pono Cluster**

- Classroom Building 1
- Classroom Building 2
- Classroom Building 3
- Classroom Building 4
- Classroom Building 5
- Classroom Building 6
- Classroom Building 7

**Administration Cluster**

- Annex STU SVC Buildings 8
- Annex 3/D (C/C, Parking)
- Annex STU SVC Buildings 10
- Information Services Center 11
- Children's Building 12

**March Cluster**

- Classroom Building 13
- Classroom Building 14
- Classroom Building 15
- Classroom Building 16
- Former Library Building 17

**Ohione Cluster**

- Classroom Building 18
- Classroom Building 19
- Classroom Building 20

<table>
<thead>
<tr>
<th>Facilities</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y - yes / N - no</td>
<td>Better/Excellent</td>
<td>Worse/Poor</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Architectural**

- Maintenance Condition
- Fire Life Safety

**Structural**

- Longitudinal Crack
- Transverse Crack

**Mechanical**

- HVAC
- Fire Side

**Electrical**

- Lighting
- Power

**Plumbing**

- Fixtures
- Stairway

**IT**

- Server Room

**Landscape**

- Pedestrian Traffic/Access

**Geological**

- Siting

**Environmental**

- Siting

Steinberg Architects
Kentfield Campus 100 Year Flood Plain
Kentfield Campus Planting Condition
Tree Health
Kentfield Campus Noise Sensitive Areas

Localized Noise

65 dBA Ldn

60 dBA Ldn
Kentfield Campus Significant Historic Quality
Structural Assessment

- This map represents the findings of building structural assessments as of December 15, 2005 per Seismic Evaluation of existing buildings (ASCE 31)*

- Aspects of building performance that are considered include structural, nonstructural and foundation/geological hazard issues. The ASCE evaluation process is 3-tiered.

- **A TIER 1 evaluation is considered a preliminary phase with the purpose of screening out buildings that are compliant and quickly identifying buildings with potential seismic deficiencies.**

- **A TIER 2 evaluation is an analysis of the building that addresses the potential seismic deficiencies identified in Tier 1 screening.**

- A TIER 3 evaluation is a detailed and complete analysis of the building. A Tier 3 evaluation was not performed as part of this assessment.

- Definition of Life Safe: Life Safety structural performance is the post-earthquake damage state in which significant damage to the structure has occurred, but some margin against the onset of partial or total collapse remains. Some structural elements and components are severely damaged, but this does not result in large falling debris hazards, either within or outside the building. Injuries may occur during the earthquake; however overall risk of life-threatening injury as a result of structural damage is expected to be low. It should be possible to repair the structure; however, for economic reasons this may not be practical. While the damaged structure is not an imminent collapse risk, it would be prudent to implement structural repairs or install temporary bracing prior to reoccupancy.
Kentfield Campus Structural Assessment

Tier 1 Evaluation
Not Life safe

Tier 2 Evaluation
Life Safe
Further Investigation
Not Life Safe per Tier 2 Evaluation
Indian Valley Campus Structural Assessment

Tier 1 Evaluation
Not Life Safe

Tier 2 Evaluation
Life Safe
Further Investigation.
Not Life Safe per Tier 2 Evaluation
Indian Valley Campus  HVAC Assessment

1- Complete replacement
2- Majority of System Needs to be Replaced
3- Majority of Equipment Needs to be Replaced
4- Majority of System Remains
5- All Portions of the System Should Remain
4. Master Programming

Indian Valley and Kentfield Campus
2. Master Programming Board of Trustees Retreat

**Kentfield Campus & Indian Valley Master Programming Common Themes**

**Campus Identity**
- **Create an Entrance to both campuses that is welcoming and visible**
- “If People could only find us”
- **Kentfield Campus should have a visible street presence on the corner of Sir Francis Drake and College Ave.**
- Remove the taqueria.
- Add **visible entrance signage at IVC** that shows the campus is open
- The **architecture should make a statement** about the college and be aesthetically pleasing to the eye
- The buildings should **draw people inside of them, be friendly and make people want to stay on campus**
- **Create a focal point around Mount Tam**
- The architecture needs to fit in with Marin County

**Connection between KTD and IVC**
- **Provide transportation between the two campuses – Green Shuttle Service**
- KTD needs to become a better parent to IVC
- Provide a true Distance Learning center at IVC to connect with KTD
- Shared resources and better partnerships
- **Complimentary schedules and offerings**
Master Programming Common Themes

Student Services

- Separate student services and student union by providing two separate buildings
- Centralize student services
  - Point of contact is critical – Information/reception desk - absolutely necessary to have a welcoming, safe and visible place as the first introduction to the campus
- Counseling Services
- Health Services needs its own space

Student Life

- There is a need to create a place of their own for the students – the campus needs to state that “Students are Important”
- Places around the campus need to be created where students can gather and feel like this is their home away from home
- Provide a Student Lounge - a place to congregate and hang out

Faculty Life

- Cluster Department offices together with a central meeting/lounge area outside offices for informal meetings
- Faculty offices should be visible and accessible to the students
- Offices with operable windows
- Faculty Lounge

- Provide shared office spaces for part-time faculty – a place to have access to a computer, e-mail, hold office hours
- Workspace – a place with a copy, fax machine, space to layout documents, and close to department offices
- Space for department specific libraries for reference materials
Classrooms

• Need Flexibility - modular and moveable furniture. Ability to accommodate different teaching tactics and situations

• All classrooms should be “Smart” classrooms

• Variety of different sized classrooms

• Indoor/Outdoor classrooms

• Classroom Environment
  • Natural Light
  • HVAC that works
  • Standardization among all classrooms, eg. Lighting

Theatre

• Need for a small theatre that can seat 50 people – possibly two or three scattered around the campuses for communal use

• Outdoor amphitheatre

Community education

• Would like to have their own building

Conference/meeting rooms

• Provide conference rooms around the campus for departments to share

• Provide meeting rooms that faculty can use to meet with students
Master Programming Common Themes

Food services

- Food and coffee bring life and atmosphere to a campus
- Send out RFPs to local businesses

Housing

- Housing for both Students and Faculty
- Housing would create a draw for students all over the US and Internationally

Library

- IVC needs a Library – A college is not a college without a library
- The KTD Library needs to be respected more and updated

Interdepartmental spaces and Interdisciplinary work

- Interfacing of Departments
- Mingling of disciplines
- For example; Environmental Landscape and Health Sciences

Safety on both campuses

- Provide well lit walkways and entrances to buildings
- Card Key Access to buildings/classrooms/labs.
- Need better emergency lighting and back up power
Master Programming Common Themes

Museum and Display Areas

• The College has many exquisite and distinct collections within many departments, for example Anthropology and Geology, that should have a place to be displayed. The “Museum Gallery” could act as an observation space for students for classes and be an opportunity to bring the community in to learn from the collections as well.

• Need to provide spaces for the students to display their Art work for everyone to experience.

Community garden

• A garden that can be used for Environmental Landscape, a student union club group and the community to grow organic foods

Storage

• Programs that are equipment-and-material-intensive need secure, convenient and accessible storage

• Lab rooms would like storage cupboards within the lab that are see through so that one can see the equipment without having to open up each cupboard
Department-Specific Kentfield Campus and Indian Valley Campus
Master Programming

Math & Sciences
• Classrooms and specific labs – Learning environment, appropriate classrooms/labs
• Logistics/Infrastructure – Prep areas, storage, support, behind the scenes supports that make the classroom run
• Student Friendly Areas – areas for students to hang out – study & breakout rooms

Humanities
• Flexible classrooms/multiple sizes/break-out spaces - No front to classrooms, type of furniture is very important to the spaces
• Smart Classroom/whiteboards on all walls/windows
• Community Education Building

Workforce Development
• Nursing Program would like to be closer to the Sciences
• More up-to-date and realistic teaching areas for classes; for example, Auto Tech could use updated facilities, Court Reporting and Nursing need spaces that are more representative of the actual real world
• Put all Health sciences under one roof
ASCOM
• Would like their own Student Union Building
• Provide a student Lounge
• Provide a business center similar to a Kinko’s

Administrators
• Offices – flexibility, sound proof, no backs to door, appropriate lighting
• Deans should be near their departments and their faculty
• Off-site storage

Police
• Full Service Agency – just like a sheriff’s office or city department
• Main services are to provide safety to the students and staff and protect the assets of the College
• Would like another full-time employee and more appropriate space

EOPS
• This is a very specialized counseling service program which offers more help than a student can get from anywhere else
• Would like to remain in the LRC with Tutoring. Should not be located with general counseling
• EOPS creates a safe environment for students that feel lost
Master Plan Concepts
Kentfield and Indian Valley Campuses
Kentfield Campus
Kentfield Campus Line of Property
Kentfield Campus Existing Site Plan
Kentfield Campus
Site Opportunity Analysis

- Views to Mount Tamalpais
- Creek Views
- Connect PE and Campus
- Heart of Campus
- Views into Campus
- Identity
- Campus Ave. Frontage
Kentfield Campus
Green Space Analysis
Kentfield Campus
Facilities Analysis
Kentfield Campus
Other Opportunities
2. Indian Valley Campus

Schemes 1 to 4
Indian Valley Campus Line of Property
Analysis 1
Comparison Existing Site with New Uses

Future Partnerships
General Education
Admin.
Quad
GREEN SPACE
ACADEMIC
Demolition
Analysis 2
Comparison Existing Site with New Uses
Analysis 3
Comparison Existing Site with New Uses

Diagram showing current and future land use areas:
- **Demolition**
- **Future Expansion**
- **Partnerships or Retreat**
- **Green Space**
- **Academic**
- **Housing**
- **Parking**

Legend:
- **Academic**
- **Housing**
- **Parking**
- **Green Space**
- **Athletics**
- **Partnerships or Retreat**

*Image: College of Marin*
Analysis 4
Housing