

Standard IIIB. 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.

IIIB-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.

Description

The College is located in the Southern California High Desert on the north side of the San Gabriel Mountains. Currently this is a single-campus College of 253 acres which is adjacent to the historic Mojave River and centrally located near the three major cities it serves: Apple Valley, Hesperia, and Victorville. The site consists of 41 buildings and major College infrastructure including roads, voice-over internet protocol (VOIP) telephone systems, high voltage electrical service, primary water service with operating water wells, fiber optics system, and a medium service natural gas distribution system. The campus surrounds a centrally located five-acre, man-made lake that was constructed as a stock watering pond during the early ranching days of the Mojave Basin.

The College also serves the communities of Adelanto, Lucerne Valley, Phelan, and Wrightwood. There is sufficient land base to accommodate the ultimate capacity of the Facilities Master Plan (Item IIIB-16) and still allow portions of upper and lower campuses to be most effectively utilized for asset management purposes should the opportunity arise.

Historically, the High Desert has been sparsely populated with some concentration of population in the three major communities. Approximately 380,000 citizens make the High Desert their home with 65.2 % identifying as white, and 34.5% of Hispanic origin. Population growth is expected to slow through 2014; however, areas along the south side of the Interstate 15 corridor are expected to grow up to 5.3% (Item IIIB-13).

The District owns three additional properties. The first is 160 acres of unimproved land in the Baldy Mesa area eight miles west of Highway 395. This site is on a county dirt road over one mile from the nearest paved road. Only partial utilities are available to the site at this time. A second property is a recently purchased 55 acre parcel located in Hesperia on the corner of Main Street and State Highway 395. This westside site is intended to accommodate a workforce development complex and to obtain eligibility for center status when fully developed (Item IIIB-20).

The third parcel is located in the town of Apple Valley, approximately 15 miles northeast of the main campus near the intersection of Johnson Road and Navajo Road. The District has a lease

agreement with the Apple Valley Fire Protection District (AVFPD) to utilize approximately 9 acres of an approximately 13 acre parcel to develop a Public Safety Training Center for fire technology, emergency services, and administration of justice programs. This eastside facility is funded and scheduled for completion in December 2011 (Item IIIB-21).

The original buildings of the main campus were constructed in the early to mid 1960's. The Facilities Master Plan (Item IIIB-16) adopted by the Board of Trustees in 2008 focused on the renovation of campus facilities identified as being in need of updating, renovating, or replacing. These are identified and reported in the District's annual Five-Year Capital Outlay Construction Plan (Item IIIB-19) and the annual Scheduled Maintenance Request reported to the State of California. The passage of local Bond Measure JJ for \$297.5 million in November 4, 2008, will help to fund these needed renovations and repairs as well as build new facilities on the main campus and at the new Eastside and Westside Centers (Item III-22).

The institution evaluates the sufficiency of its classrooms, lecture halls, laboratories, and other facilities through the Facilities Committee (Item IIIB-5). This participative governance group consists of all constituents on campus, including individuals from management, classified staff, students, faculty, and a member of the Board of Trustees. The Facilities Committee (Item IIIB-5) was formed in 2003 and meets monthly. Discussion largely centers on the needs of instruction, and the Educational Master Plan (Item IIIB-7) which in turn drives the need for new or improved facilities.

The Facilities Committee (Item IIIB-5) is also a forum for evaluating how effectively facilities meet the needs of programs and services. The institution uses an annual Space Inventory Report (Item IIIB-10) as an evaluating tool to measure how effectively space is utilized. This yearly report is submitted to the State of California to show need for new facilities. Facilities are also annually assessed and documented in the State's Fusion Planning and Assessment web site (Item IIIB-10). To assist the Facilities Committee (Item IIIB-5) in July of 2010, a Room Use Analysis (Item IIIB-23) was conducted to identify the percentage of efficiency of every lab and lecture room on campus.

As of June 30, 2010, the assessed value of the College facilities dedicated to improving instructional effectiveness was estimated at \$193,988,576. Additionally, equipment dedicated to maintenance, operations, and infrastructure (i.e., lawn mowers, back hoes, vans, etc.) exceeded \$1,000,000.

The College assures the safety and sufficiency of its facilities and equipment through periodic and annual inspections, whether on the main campus or at any off campus center or location. Annual inspections of District-owned facilities and equipment are completed annually by the District's insurance administrators Keenan and Associates (Item IIIB-1) and the city of Victorville's Fire Department (Item IIIB-3) findings are shared with the District's Facilities Construction and Maintenance and Operations departments, and the Environmental Health and Safety Committee (Item IIIB-4).

In addition, continued safety training of staff insures the proper usage and continued reliability of all equipment.

The College also utilizes an electronic work order program (Item IIIB-6) available to all staff to alert the Maintenance and Operations department of any safety issues, repairs, or upkeep of all areas of the campus. All reported safety concerns are evaluated and addressed within an 8-hour period.

All District construction, whether new or renovation, is constructed to the highest level of the State building codes (Item IIIB-12) and within all Americans with Disabilities Act (Item IIIB-24) requirements and complies with all fire, life safety, and access thresholds to meet the Department of State Architect's (Item IIIB-25) requirements.

IIIB-1a. 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.

Description

Understanding of the critical connection between successful learning and a positive learning environment, the College is committed to developing new facilities and providing improvements and enhancements to existing facilities and equipment to support the continuing rapid growth in student enrollment.

The College has identified additional needs created by continuing growth in student population, advances in technology, the Educational Master Plan (Item IIIB-7), and demand for expanded instructional programs. The District's Facilities Committee (Item IIIB-5) plans, evaluates, and recommends these proposed facilities and equipment to be included in the annual Five Year Capital Outlay Construction Plan and Annual Space Inventory Report (Item IIIB-19 and Item IIIB-10). In order to be included in the plan, a proposed facility must not only be a desired addition to the campus, it must also be supported through efficient utilization of existing spaces and programs.

This is evaluated through a Room Use Analysis Report (Item IIIB-23) which depicts the assignable square footage (ASF) calculated with the weekly student contact hours (WSCH) generated, giving a percentage of overall actual usage of the room. This percentage shows the earning potential of the program. Any percentage over 100% can then be equated into justification for additional ASF. For example:

Table III- 4. Room Use Analysis

LABORATORY CLASSROOMS

Building Name/Number & Discipline	Room #	ASF	WSCH Capacity	Actual WSCH	% Used	Notes
Administration Bldg #10	No Laboratories					
Child Development Center Building #12	129	704	274	1,455	531.0%	
Music Building #20						
Music	01	2,168	844	1,159	137.3	
Music	03	748	291	915	314.4	
Music	03A	32	12	0	0.0	
Music	03B	58	23	0	0.0	
Music	04	56	22	0	0.0	
Music	06	2,736	1,065	1,349	126.7	
Music	07	1,208	470	860	183.0	
Music	TBA			48	0.0	
Subtotal	07	7,006	2,727	4,331	158.8%	

Based on the example, the music building used 58.8% over what the existing ASF should support; 58.8% divided into the ASF demonstrates the need for an additional 4,119 square feet of instructional space. This information is then used for planning and justification for expanded or new facilities.

The College also utilizes the Educational Space Quantification and Facilities Master Plan (Item IIIB-16), which provides a foundation upon which the instructional and support service facility needs of the District, can be addressed and met over the next 18 years. The Facilities Master Plan (Item IIIB-16) provides guidelines for decision-making and action and ties directly into the Annual Space Inventory and Five Year Capital Construction Plan reports (Item IIIB-10 and Item IIIB19).

The District has hired trained architectural and educational planning consultants to help address the issues of space inventory and how we report the use of this space on our annual report. The findings of this report will assist the College in obtaining future facilities needed to meet the needs of the community and the rapid enrollment growth.

Currently the College capital construction is moving forward with construction of the Public Safety Training Center (Item IIIB-21) which broke ground in August 2010. Located in the town of Apple Valley, this project is funded from the passage of a local Bond Measure JJ in November 2008.

Additionally the College has an approved final project proposal (FPP) for an addition to the existing science facility. This project is waiting for funding approval by the Department of Finance. The scope of this project will double the lab space of the existing facility.

Other projects entering the planning stage are:

- Student Services One Stop Center
- Health Professions Building
- Student Services 1 and 2 conversions
- Green / Career Technology Building
- Visual / Performing Arts Lab
- Humanities / Social Science Building
- Campus-Wide Parking improvements
- Nursing Building Modernization
- Practice Fields/ Athletics Complex
- Art and Music modernization
- Liberal Arts modernization

In addition to these new building proposals comprised of State and locally funded projects, the College is exploring community partnerships. The College continues to submit applications for a variety of grants supporting additional facilities, and has provided local funds for facilities improvements.

Additionally, the College annually evaluates the condition of existing facilities to create a prioritized list of maintenance projects that require funding during the subsequent five years. The Five Year Scheduled Maintenance Plan (Item IIIB-26) is supported through combined State and local funding. The assessment and replacement of equipment is ongoing in order to provide for changing needs in classrooms and work areas to make the environment safe and ergonomically correct for students and staff. The Director of Maintenance and Operations, the Environmental Health and Safety Committee, and Keenan and Associates (Item IIIB-4 and Item IIIB-1), the District's insurance program administrator, have been completing campus tours, evaluating work stations, and training students and staff to ensure an ergonomically safe working environment. These trainings will help to reduce the number of workers' compensation claims and the dollars spent addressing these claims. The Maintenance Work Order System (Item IIIB-6) is available to all campus staff to electronically report any required repair or upgrade issues directly to the Maintenance and Operations department. These work orders are prioritized and addressed on an ongoing basis.

The College annually evaluates the utilization of existing spaces to determine efficiency and needs through the Room Use Analysis and Annual Space Inventory reports (Item IIIB-23 and Item IIIB-10). The College contracts with professional consultants to assist with the study and preparation of these reports. The Space Inventory Report (Item IIIB-10) is combined with increased enrollment and changing instructional needs that provide critical data in the preparation of the Five Year Capital Outlay Construction Plan (Item IIIB-19). Requests for new and renovated facilities are prioritized and State funding is aggressively pursued. The Facilities Committee (Item IIIB-5) has established an Administrative Procedure (Item IIIB-27) and Facilities Renovation-Remodel Request form (Item IIIB-28) in which faculty and staff can request remodels/renovations of their classroom, lab, or work space. This process allows the Facilities Committee (Item IIIB-5) to evaluate, prioritize, and recommend to the Superintendent/President projects based on safety, demonstration of need, and available funding.

IIIB-1b. 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.

Description

Physical facilities are constructed and maintained to ensure access, safety, security, and a positive learning environment. The previous self study addressed the need for maintaining budget support for the Maintenance and Operations Department (M&O) areas. The M&O Department has budget support for personnel, equipment, tools, vehicles, and supply resources to maintain the campus at a quality level. The department is encouraged to seek better ways to complete their tasks through staff development activities, trainings, consultants, and equipment. The department is currently funded for 9 maintenance, 8 grounds, and 16 custodial personnel, as well as a Director and a clerical support position (Item IIIB-18).

The design and construction of capital outlay projects for classrooms, labs, and other student services facilities are completed under Title 24 of the California Code of Regulations, also known as the California Building Standards Code (Item IIIB-29 and Item IIIB-12). All capital outlay projects are approved through the Division of the State Architect's (Item IIIB-25) office to meet guidelines for structural, mechanical, and access compliance.

Updating accessibility as a function of the Americans with Disabilities Act (ADA) (Item IIIB-24) is always an important part of the remodeling planning process. Signs have been placed in each classroom giving contact information should students need to report a compliance/access issue not met in the facility.

The Victor Valley College Foundation was successful in obtaining a grant totaling \$50,000 from the County of San Bernardino. Funds were used on the upgrade of six doors in the Liberal Arts building to make them more accessible and to comply with ADA standards. The doors were equipped with push plates to automatically open when pressed.

When planning remodeling projects, the College improves accessibility by adding automatic doors, automatic door openers, ramps and compliant doorway thresholds, and improvements to paths of travel. Approved signage with contact numbers is also in place on all automatic doors on campus. The Director of Maintenance and Operations works directly with the Director of Disabled Student Programs and the District's Environmental Health and Safety Committee (Item IIIB-4) to ensure disabled student accessibility needs are met.

The existing 70' freestanding elevator tower at the bottom of a sheer cliff connects the upper and lower campuses, recognizing the need for even greater reliability and accessibility for both able and disabled students. The College currently has two elevator cars installed in the tower with the capability of installing a third. The College maintains and operates a total of 9 elevator cars in various buildings on campus listed below:

- Advanced Technology Center (1)

- Student Activities Center (2)
- Library (2)
- Tower (2)
- Gymnasium (1)
- Performing Arts Center (1)

The College has a well-developed maintenance program through which there is a systematic refurbishment of classrooms and other facilities campus wide. Major maintenance projects are funded through the state's Scheduled Maintenance Program (Item IIIB-26). Among the projects completed in the last four years are: re-roofing, electrical distribution systems, upgrade of Performing Arts Center sound and lighting systems, classroom carpeting, parking lot safety repairs, and heating and cooling systems renovation.

Classrooms are repaired and repainted on a three-year cycle and work orders can be submitted electronically online (Item IIIB-6). All work orders regarding safety hazards are addressed immediately.

In January and June of 2010, two separate assessments of the campus facilities were completed. The first is by the Maas Company who is contracted with the state and will download the report into the assessment module of the FUSION system that community Colleges use for capital planning, assessment, and space inventory reporting. The second is by Keenan and Associates, the District's insurance program administrator (Item IIIB-2). Both completed reports provide a basis for prioritizing maintenance projects. The reports indicated that more buildings than previously anticipated were in need of repair, upgrading, or replacement.

The College continues to replace classroom and office furniture to ensure safety, sound ergonomics, and accessibility for all staff and students. An Environmental Health and Safety Committee (Item IIIB-4) was recently formed consisting of all constituents on campus. This committee conducts regular meetings to review and ensure that all aspects of safety are addressed regarding the physical resources on campus.

The College has long recognized that traffic safety is a very important issue for the College. The increase in the number of students is reflected in an increase of traffic entering and exiting the campus as well as the growing demand for additional parking spaces. As the internal traffic and the traffic on Bear Valley Road (the only route to the campus) increases, both the entries at Jacaranda and Fish Hatchery Road present safety concerns. The College is working closely with the cities surrounding the campus to coordinate efforts to improve traffic related problems. These campus flow concerns have likewise been addressed in recent studies and recommendations by the Facilities Committee (Item IIIB-5), professional traffic consultants and the City of Victorville traffic department. Changes are currently being made on campus to redirect the flow of traffic to reduce accidents.

The College is a partner in a California Department of Transportation grant to improve Bear Valley Road, which includes a traffic light and intersection improvements with a proposed Park-

N-Ride facility at Fish Hatchery Road. The traffic light was completed in late August 2010. These projects will provide for greater safety when entering and exiting the campus, as well as aid in the reduction of air pollution in the High Desert.

The College is also working with the City of Victorville and traffic engineers to identify and create additional and improved points of entry for the campus, creating better traffic circulation and access for students and staff. Improved and controlled intersections, crosswalks, and signage will be incorporated.

The College has successfully abated asbestos-containing sprayed-on fireproofing and insulating material from all its buildings and mechanical rooms on campus. Copies of these records are kept in the Maintenance and Operations office.

The College maintains a safe environment through the use of trained security professionals and technology. Campus Police patrol the campus twenty-four hours a day. Campus Police are sworn police officers. Most buildings on campus have security systems including video surveillance. The campus police department patrols the campus with squad cars, T-3 motion transporters, mountain bikes, and foot patrol.

Instructional technology systems and equipment are developed and maintained to ensure computer information and data are accessible, safe, and that confidentiality is maintained for all student and employee records. These main systems are housed in the Technology Center and are backed up by a battery back-up power supply system and a back-up generator system.

The College aggressively pursues a program of surveying all equipment in order to maintain the inventory to ensure that equipment, (i.e., chairs, desks, and workstations) remain in good condition to provide safe, comfortable, and efficient learning and working environments for students and staff.

Energy efficiency is extremely important to the educational setting as well as the financial well being of the College. Eleven of the largest and most utilized buildings on campus are cooled through the central plant chillers. Well water is pumped from the ground at approximately 53 degrees, and then circulated through the buildings as a pre-cooler to the system. It is then pumped back to the central plant and used as condensing water for the chillers and cooling towers, after which it is returned to the lake. The water is then pumped from the lake to irrigate the campus landscaping and thereby returned to the aquifer. This unique system continues to save thousands of dollars on utility costs each year. This system and its unique design received an Energy Conservation Award from Southern California Edison as a result of its energy savings design.

All new lighting fixtures installed are energy efficient T8 type fixtures and ballast and most buildings are on a computerized energy management system. Inventory is the responsibility of Purchasing and Warehousing. Computerized records are kept of all capital equipment. Information Technology (IT) handles computer equipment and software separately. Annual random audits of physical inventory are made by Warehousing to confirm location and condition.

Student classroom furniture is continuously upgraded to ergonomic computer work stations and chairs. Every lab is ADA accessible. Employee work equipment has also been upgraded to ensure work effectiveness and efficiency. Requests for ADA compliant furniture are submitted electronically to the Maintenance and Operations department each semester to meet the needs of students with disabilities.

IIIB-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.

Description

The College understands the critical connection between successful learning and a positive, reinforcing learning environment. This understanding is demonstrated throughout the campus. The continuing growth in student enrollment must be supported with an increasing number of classrooms, labs, and service facilities that are technologically current, safe, and accessible.

Plans for future facilities are tied to Program Review where departmental self-studies are conducted and plans for program evaluation and planning occurs. Through educational planning, budget development, and institutional research, Program Review looks at the needs of physical resources to support the institutions programs and services on a regular basis.

The annual Five Year Capital Outlay Construction Plan (Item IIIB-19) is a fundamental tool in the support of educational planning. If the results of the current educational planning efforts call for adjustments in proposed projects for the next Five Year Capital Outlay Construction Plan, they will be made. If, on the other hand, they confirm what has been proposed, project planning proceeds with the assurance that it is responsive to the rapidly changing community needs and the role of the College within it.

Physical resources planning must involve all levels of the institution so that new and renovated facilities address instructional needs identified in the Educational Master Plan (Item IIIB-7) and also meet the needs of students, faculty, and staff. When a new capital outlay project is conceived, a special ad hoc committee is formed. This committee includes the College's architect; special consultants as needed; faculty; administrators; maintenance, operations, and instructional technology personnel; security; and other interested staff. Meetings are held periodically until a conceptual design is ready to be turned into working documents.

When remodeling of facilities is required, all end-users, IT, Maintenance and Operations, communications, and other staff participate in the planning, scheduling, and development of these smaller projects to create an enhanced facility that meets instructional needs.

Updating ADA accessibility is always an important part of any remodeling planning. Selection, maintenance, inventory, and replacement of equipment are conducted through a coordinated process involving faculty, staff, and administration in support of the College's Educational Master Plan (Item IIIB-7). All equipment is coordinated and purchased through the Purchasing

Department. Those who work with equipment identify needed new and replacement equipment at the line level. Their suggestions and requests are forwarded through meetings with their supervisor, who in turn completes the formal budget request document. Equipment needs are identified in the Program Review process. The current budget planning process provides for equipment needs.

IIIB-2a. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

Description

Selection, maintenance, inventory, and replacement of facilities and equipment are conducted through a coordinated process involving faculty, staff, and administration in support of the College Educational Master Plan (Item IIIB-7). Program review is a major source of information regarding future physical resource needs. When the Five Year Capital Outlay Construction Plan (Item IIIB-19) process indicates a new facility can be supported as a result of the shortage of space and the increase in students and classroom productivity, the College begins the development of new space. This phase of planning and the subsequent construction covers a period of four to six years. In accordance with formulas utilized by the State, maintenance and operations funding is allocated to the College within one year of the date the new facility is occupied. During the initial period of use, the College absorbs the increased operations costs of utilities, supplies, and human resources.

Capital renewal costs over the next 10 years would be required to maintain the current Facilities Cost Index. The estimated repair cost for all deficiencies at the College is \$38,661,969 based on current industry standards.

The College in conjunction with the Chancellor's Office Department of General Services contracted to perform a Facilities Assessment in December 2009. The overall Facilities Condition Index (FCI) of the facilities at the College is 19.93% and is typical of what is found for facilities of similar age, type, and function across the nation. This is a "fair" FCI (as defined by the Association of Higher Education Facilities Officers) and the facilities are generally well maintained. (An FCI of 10% and above is considered poor). The majority of the deferred maintenance requirements are of the type that can be renewed without demolition of the facility (i.e., mechanical and electrical systems, wall and floor finishes, and exterior doors and windows).

Nearly every new capital outlay project is supported by a new equipment allocation which is released to the College after the new project reaches 50% of completion.

IIIB-2b. 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.

Description

Physical resource planning involves all levels of the institution to ensure coordination with the Educational Master Plan (Item IIIB-7) and Program Review process. The existing process provides for input from all areas of the campus community.

Long range planning in the Facilities Master Plan Focus Group includes: faculty, students, staff, management, administration, board representatives. In addition, the specific project design groups include the College architect and specialized facilities consultants, a technology consultant, communications and IT staff, maintenance and operations staff, end users, and other interested staff. Also included in all capital projects are representatives from local utilities such as Southern California Edison, Southwest Gas, and others who provide possible substantial rebate dollars when the project is designed with energy savings in mind. Opportunity is provided for constituents to brief their representative groups and return with suggestions and other responses.

Evaluation, Standard IIIB

Standard IIIB-1: The institution has sufficient and appropriate physical resources to support its purposes and goals. Along with the continuing high rate of growth, the College has identified additional needs created by the even faster growth of technology and its related features, such as access for personal lap top computers, access to the Internet, and online delivery of educational programs.

The College has addressed many of these needs through the Facilities Committee (Item IIIB-5), five-year capital planning process, and guidance from the Educational Master Plan (Item IIIB-7) and the Facilities Master Plan (Item IIIB-16), incorporating these needed technologies into recently constructed facilities.

In early 2008, the 46,620 square foot Technology Center was built (Item IIIB-30). This building is the hub of computer related training activities. The new center houses 20 multi-purpose computer laboratories equipped with state-of-the-art smart classroom technology facilitating instruction in a wide variety of disciplines. Students are able to access the web, process documents, design buildings, create animated movies, and learn basic computer programs and much more. The main feature of the Technology Center is a computer mall that runs the full length of the building. This open mall area enables individual or group instruction and is equipped with laptop docking stations and wireless service.

Also in early 2008, the 20,563 square foot addition to the existing Performing Arts Center was completed (Item IIIB-31). The construction of this facility supplements the existing theater facility with a new drama studio, rehearsal studio, expanded green room and scene shop. The addition also showcases new make-up labs and dressing rooms for men and women, costume construction lab, lighting shop, and computerized design studio. In addition, four large labs with smaller break-out spaces have been provided for the facilitated instruction of Communications courses.

Unique features to the addition to the Performing Arts Center include labs equipped with the latest in smart classroom technologies acoustically designed so several speech courses can be taught simultaneously without disturbing neighboring classes. A new fire access way was constructed at the west and north sides of the existing Performing Arts Center to provide adequate emergency access for fire vehicles, and a new lakefront pedestrian walkway allows for easier access between the new facility and the existing buildings on campus.

The College opened the doors to the Adapted Physical Education Center during the summer term 2009 (Item IIIB-32). It includes a dance studio, adaptive physical education exercise room with specialized equipment, a classroom, lockers, and bathroom and shower area.

Continuing to implement the Facilities Master Plan (Item IIIB-16), the College will begin construction on a new Eastside Public Safety Training Center (Item IIIB-21) located in the eastside of the service area. Also being developed are scoping documents to support the construction of a planned One Stop Student Services Center on the main campus. An addition to the existing Science building has been planned and submitted to the State as a final project proposal with the District supporting matching funds provided by Bond Measure JJ (Item IIIB-22).

Until recently the College had been successful in yearly applications for funds to support the scheduled maintenance program receiving, on average, \$300,000 annually in State support. Projects already identified and typical for these ongoing efforts include: refurbishment of high voltage electrical equipment, replacement of underground phone lines, roof replacements, and refurbishment of mechanical air handlers. Due to the lack of State funding, no scheduled maintenance requests have been funded for the past three years; hence the College has had to rely on a portion of instructional equipment dollars to continue with needed scheduled maintenance repairs. The passage of a local Bond Measure JJ in November of 2008 has greatly helped to accomplish various scheduled maintenance projects (Item IIIB-22).

The College will continue its efforts in strengthening the quality of its maintenance, custodial and grounds operations through annual customer satisfaction surveys. Results will be analyzed and appropriate action will occur given the information provided.

Budget augmentations must continue where possible in the form of increasing appropriations for the Maintenance and Operations department to keep pace with the expansion of the campus facilities and the growing student population.

The Director of Maintenance and Operations and staff from that department directly participate in master planning activities and budgeting. The Director and maintenance staff are also members of the Facilities Committee (Item IIIB-5). This provides one channel for communications that ensures safe and sufficient physical resources and linkage to the planning and decision-making processes. This has occurred during the past years and will continue in the future to support the annual maintenance and operations goals and objectives for the future.

Standard IIIB-1a: In February 2008, a new state-funded 34,000 square foot Technology Center was completed. The center is a wonderful addition to the campus. It is equipped with the latest

in smart classroom technology and provides over 600 computer work stations in an open mall environment for students (Item IIIB-30).

February 2008 was also the completion date for a 20,563 square foot addition to the existing Performing Arts Center. This addition provides specialized lecture/laboratories and studios for the speech/communications and dramatic arts classes including a new black box theater where state of the art sound and lighting were installed for theater performances (Item IIIB-31).

June 2009 saw the completion of a new Adapted Physical Education center. This 12,000 square foot facility provides the College and community with a state of the art weight training facility for disabled students. It is equipped with very specialized equipment that allows the disabled to build strength and rehabilitate the entire body. The facility also is equipped with a modern dance studio that supports physical education and performing arts classes (Item IIIB-32).

During 2008 the College also completed \$7,000,000 in campus energy efficiency projects. These projects included installation of two new 750 ton chillers and new cooling towers at the central plant. New hydronic piping and larger capacity circulating pumps were added allowing tie in of additional buildings to the central plant. Complete air handler replacements and energy efficient lighting were also installed through out campus (Item IIIB-33).

Currently this past June 2010 the College completed the construction of a one megawatt concentrated solar installation on the lower campus with Solfocus, Inc. This solar project is currently the largest of its kind in North America for concentrated solar and provides the campus with 1/3 of its overall electricity demand (Item IIIB-33).

In December 2008 the College opened The Center for Enhancing Life Skills in downtown Victorville (Item IIIB-34). The center supports local residents in improving their lives through educational programs dedicated to improving their eligibility for work and improvement of citizenship skills. The center was established with the Hispanic Chamber as a co-sponsor and to work cooperatively with the City of Victorville, Victorville School District, Victorville Chamber of Commerce, San Bernardino County, and other appropriate agencies to ensure the success of the center.

The College has recently resurfaced and completed repairs to parking lots # 5, 6, 7, 8, 12, 16, 17 and 18 and sections of Fish Hatchery Road, eliminating safety issues and creating additional parking for students, faculty, and staff.

Working with the City of Victorville in a jointly funded project, a much needed traffic signal was installed at the corner of Bear Valley Road and Fish Hatchery Road. This light will provide safer, more accessible access while transiting on and off the campus.

Recognizing that the College's grounds were in need of improvement, the College embarked on the first phase of a sustainable landscaping project to beautify the campus while addressing the goal of creating sustainability and environmental stewardship and establishing a cost savings in maintenance requirements.

Approximately 20% of all classrooms and parking lots are refurbished each year to ensure that campus physical facilities are maintained at a quality level.

The College will continue providing high quality maintenance, custodial, grounds, and physical plant operations. However, the impact of recent budget reductions and personnel shortages continues to take its toll on existing staff.

Facilities planning is ongoing. Needed projects will continue to be identified, planned, and scheduled through the Facilities Construction and Maintenance and Operations departments and the Facilities Committee (Item IIIB-5).

A room-by-room space utilization study of the instructional facilities based upon enrollments in Fall 2009 provided significant information for the Five Year Capital Outlay Construction Plan (Item IIIB-19). Telling documentation from those studies are outlined as follows:

Lecture

Based on available lecture space of 17,994 ASF having a lecture WSCH capacity of 41,945, the actual current on-campus WSCH being earned totals 31,690. This would translate to a utilization of 75.6%, or its reciprocal expressed as a capacity / load ratio of 132.4%. This number can be misleading; it also means that the lecture space on campus sat vacant 24.4% of the time. Portions of the actual generated WSCH were produced at off campus locations and delivered via on line courses, demonstrating that the College allegedly has a moderate abundance of lecture space. This is not abnormal for community colleges due to a the state calculating lecture space at 15 square foot per student station and the uniform building code for occupancy calculating at 20 square foot per student station making it mathematically impossible to get 100% utilization out of lecture space.

Lab

Based on available lab space of 119,600 ASF with lab WSCH capacity of 43,599 and actual generated WSCH of 90,111, this demonstrates lab space provided on campus was used at 206.7 % efficacy. Or its reciprocal expressed as a capacity / load ratio of only 48.4%. This means there is currently a serious shortage of laboratory space on average throughout the campus.

The College will ensure the continued quality of its maintenance, custodial, and grounds by employing the use of customer satisfaction surveys, cross training, and use of employee rotation to gain broader knowledge of facility needs.

The Maintenance and Operations staff will be pursuing a more aggressive approach to preventative maintenance of its facilities with information gained from these surveys.

The College continues to complete funded projects in a timely manner. The maintenance department uses a system of priority ranking work order (Item IIIB-6) requests that are received electronically and by phone. All requests to keep the teaching and study environment working are second only to safety issues. With the Energy Management System serving nearly all buildings on campus, the computer monitoring of all critical buildings functions ensures a healthful learning and teaching environment.

Standard IIIB-1b: According to the campus climate survey conducted in Fall 2010 (Item IIIB-35), 54% of individuals agreed that buildings on campus provide a conducive work environment.

In addition, 66% of individuals agree that reports of construction progress are regularly communicated to the campus community.

To improve efforts to meet the legal requirements for holding regular College level safety meetings the College has established sub-committees for buildings/organizations and regular scheduled meetings.

Continuing efforts from the Health and Safety Committee, Risk Management, and Keenan and Associates (Item IIIB-4 and Item IIIB-1) to tour the campus have begun. The tours consist of the representative visiting as many areas as possible to look at ergonomic issues and training individuals on how best to set up and use their work stations to help avoid issues such as wrist, neck, or back strain.

To understand the future needs of the Maintenance and Operations (M&O) department at the College, it is necessary to refer to the basic facts section in the Annual Report of Institutional Effectiveness (Item IIIB-36) stating unduplicated headcount increased from 10,937 to 13,190 over the past five years.

Looking at this projected growth, as well as comparing staffing of 47 other community Colleges in the Maintenance and Operations Staffing Comparison Self Study (Item IIIB-18), it is apparent that plans to request the hiring of more M&O staff is necessary to meet these growth needs.

Standard IIIB-2: Physical resource planning involves all levels of the institution to ensure coordination between infrastructure and the Educational Master Plan (Item IIIB-7) and physical resource priorities, planning, and budget allocation are based on the potential contribution to the achievement of student learning outcomes.

The College annually files a Five Year Capital Outlay Construction Plan (Item IIIB-19). This plan is reviewed and approved by the Board of Trustees and includes the Initial Project Proposals for new facilities. The plan also includes the Final Project Proposals for projects proposed in previous years and found to meet the statewide basic criteria for project development.

Also filed is a five-year projection and request of Scheduled Maintenance (Item IIIB-26) projects and State funding to support those request. Both capital construction projects and scheduled maintenance projects are reviewed by the facilities committee (Item IIIB-5) evaluated and prioritized prior to sending forward for State approval.

The College files a Space Inventory Report annually (Item IIIB-10). This report identifies the ways in which existing space is utilized and assesses the efficient use of space. This report is a critical and essential component of any request for new facilities.

Technological infrastructure, equipment, and scheduled maintenance are assessed annually to meet the needs of educational programs and services. The College has established a prioritized list of needed scheduled maintenance and information technology infrastructure that are scheduled to be addressed.

Standard IIIB-2a: When planning for future facilities to meet growth and change needs of students, the College previously has not budgeted for the increased costs of maintenance and operations personnel augmentation that will be needed when the completed facility is occupied.

The equipment allocation made for most capital outlay projects does not cover the total cost of ownership (TCO) for new equipment. Older equipment with useful life remaining is added to the inventory of the new facility. The passage of Bond Measure JJ (Item IIIB-22) in November 2008 will help to offset the cost to replace this equipment at the time of occupancy. The state does provide annual funds in the way of instructional equipment monies to the District. These funds are based on the amount of FTES generated by the District in the previous fiscal year.

Standard IIIB-2b: Physical resource planning and evaluation support institutional goals and are coordinated with the Educational Master Plan to generate the Five Year Capital Outlay Construction Plan (Item IIIB-7 and Item IIIB-19). Aiding in the development of the Five Year Capital Outlay Construction Plan (Item IIIB-19), allocation of equipment budgets guide the development of planned equipment purchases.

The institution should continue the improvement of its processes by engaging in systematic and integrated educational, financial, physical, technical, and human resource planning, including the implementation of outcomes measures with clear documentation of achievement, and identified priorities for improvement.

The Educational Master Plan (Item IIIB-7), Facilities Master Plan and Technology Plan (Item IIIB-16) recommendations need to be supported with good institutional assessment and research data. A process of linking the various plans of the College is through the Educational Master Plan (Item IIIB-7).

In addition to long-range planning established by the College, the Associated Student Body (ASB) meets annually to develop goals and objectives for the coming year (Item IIIB-17). Some of their goals have included additions and enhancements to physical resources of the College. From the planning retreats of July 2010, the following list of student requests was presented. All of these needs will be prioritized and accomplished based on available funding.

- To improve the security and safety of our students while considering sustainable practices, the ASB desires installation of motion sensitive lighting.
- The ASB strongly urges the Vice President of Instruction/Student Services and the Curriculum Committee to provide additional research opportunities by expanding the Study Abroad Program.
- The ASB strongly encourages construction of a multipurpose stadium to serve the students' immediate athletic and academic needs.
- The ASB will work with administration to utilize the Academic Commons for multipurpose organization of student resources.

- In order to enrich the physical education curriculum, the ASB promotes construction of an Aquatic Training Facility.
- To continue the process of campus beautification and to promote sustainable practices, the ASB requests the provision of: environmentally friendly activities; updated and improved restrooms; and outdoor comfort and aesthetics.

Problems with parking are listed on student and staff surveys. It is often stated that parking is too distant from classrooms. However, comparison with parking ratios to the majority of other community college campuses shows that the College has a favorable parking ratio of 2500 available parking spaces for the approximately 13,000 students, or a ratio of 1 to 6. Partnering with Excelsior Education Center, the college will construct an additional 300 space parking lot on the upper campus planned for summer 2011. Additionally, an evaluation of the average walking time between parking and classroom shows it is less than a fifteen minute walk. At no time have all the parking lots been used at 100 percent. More handicap parking spaces have been added to accommodate disabled students.

Summary of Opportunities for Improvement, Standard IIIB

The Facilities Master Plan (Item IIIB-16) is a living document and will continue to be a work in progress; therefore, these planning documents need to be flexible. Through annual evaluation, these planning tools help to ensure effectiveness and accuracy of the needs of the students, faculty, and staff (Standard IIIB-1).

Future planning of educational facilities is primarily based on the Educational Master Plan (Item IIIB-7). The College administration must continue to evaluate and update the Educational Master Plan (Item IIIB-7) to ensure future facilities will support the needs of the students and community of the Victor Valley.

The District will continue to self evaluate its policies and procedures. Continual updating of the Educational and Facilities Master Plans (Item IIIB-7 and Item IIIB-16) will be completed on a continuing basis to ensure they reflect the commitment of the District to meet the changing needs of the students and community (Standard IIIB-1a).

To improve the institutions efforts to meet the legal requirements for holding regular College level safety meetings, the Environmental Health and Safety Committee (Item IIIB-4) has implemented the following nine Cal-OSHA mandated programs through its insurance administrator:

- Ergonomics (Office) — T8 CCR 5110
- Injuries and Illness Prevention Program — T8 CCR 3203
- Chemical Hygiene Program — T8 CCR 5191
- Bloodborne Pathogens Program T8 CCR 5193
- Safe Work Practices — T8 CCR 1509

- Lockout/Tagout — T8 CCR 3314
- Hazard Communication Program — T8 CCR 5194
- Confined Space Entry Program — T8 CCR 5157
- Emergency Action Plan — T8 CCR 3220

The Director of Maintenance and Operations plans to work with the MIS department to create an annual survey, giving students, faculty, and staff an opportunity to voice their opinions on the areas of strengths and weaknesses of the Maintenance and Operations, Grounds, and Custodial departments of the College. Once the surveys are analyzed, the department will use this information to improve the institution by creating safer and more efficient physical resources, which will, in turn, foster student learning outcomes (Standard IIIB-1b).

The Director of M&O plans to request a sufficient budget to meet the department's staffing and equipment needs (Standard IIIB-1b).

The District will ensure that capital planning for future facilities, whether state or locally funded, will be in the best interest of the students and the District as a whole and reflect the needs identified in the Educational and Facilities Master Plans (Item IIIB-7 and Item IIIB-16 Standard IIIB-2).

The District will work diligently with faculty and staff through the Finance, Budget and Planning Committee (Item IIIB-35) to ensure adequate funds become available to support both the maintenance department and scheduled maintenance projects (Standard IIIB-2a).

The College plans to continue its commitment to see the long range Facilities Master Plan (Item IIIB-16) to completion, meeting the needs of the projected 20,000 plus student campus of the future. By continually drawing on updated documentation from the Educational Master Plan (Item IIIB-7), the College works to fulfill the future educational needs of the growing community and serving the students of the Victor Valley (Standard IIIB-2b).

Planning Agenda, Standard IIIB

The Administrative Services Division will ensure that procedures for assessing and improving the College's physical plant operations are integrated into the existing annual review and resource allocation cycle for planning year 2011-2012 (Standard IIB-1b).

Evidence in Support of Standard IIIB

- Item IIIB-1. Keenan and Associates, Annual Safety Inspection (report included)
- Item IIIB-2. Keenan and Associates, Appraisal Report (report included)
- Item IIIB-3. City of Victorville, Annual Fire and Access Inspection (report included)

- Item IIIB-4. Environmental Health & Safety Committee
- Item IIIB-5. Facilities Committee
- Item IIIB-6. District's O.P.R.A. Work Order System
- Item IIIB-7. Educational Master Plan
- Item IIIB-8. Institutional Effectiveness Committee Agenda and Minutes
- Item IIIB-9. Technology Committee
- Item IIIB-10. California Community Colleges Facility Utilization Space Inventory Option Net (FUSION)
- Item IIIB-11. Live Time Work Order System
- Item IIIB-12. Uniform Building Code & Local Agencies Planning and Inspection
- Item IIIB-13. VVCCD Annual Report, 2009 (See Page 11 pertaining to growth)
- Item IIIB-14. Title 5, Division 6, Chapter 8, Subchapter 1, Section 57028
- Item IIIB-15. California Code of Regulations
- Item IIIB-16. Facilities Master Plan
- Item IIIB-17. Associated Student Body Goals and Objectives, 2010
- Item IIIB-18. Maintenance and Operations Staffing Comparison Self Study
- Item IIIB-19. Five-Year Capital Outlay Construction Plan
- Item IIIB-20. Workforce Development Center
- Item IIIB-21. Public Safety Training Center
- Item IIIB-22. Bond Measure JJ
- Item IIIB-23. Room Use Analysis
- Item IIIB-24. Americans with Disabilities Act
- Item IIIB-25. Division of the State Architect
- Item IIIB-26. Five-Year Scheduled Maintenance Plan
- Item IIIB-27. Draft of Administrative Procedure, Implementing Remodels
- Item IIIB-28. Facilities Renovation-Remodel Request Form

- Item IIIB-29. Title 24 of California Code of Regulations
- Item IIIB-30. Advanced Technology Center
- Item IIIB-31. Performing Arts Center
- Item IIIB-32. Adapted Physical Education Center
- Item IIIB-33. Energy and Environment Projects
- Item IIIB-34. Downtown Education Center
- Item IIIB-35. Campus Climate Survey 2010 (Facilities-related findings)
- Item IIIB-36. Finance, Budget and Planning Committee