SECTION I: Overview of the Co-Chair Report

The Standard III.B Committee reviewed the evidence and completed the templates. The templates consist of one major section and two subsections. The major documents reviewed for purposes of completing the templates are: The District Facilities Master Plan (June 10, 2004), the 2005-2006 Five Year Capital Construction Plan, the 2005-2006 Scheduled Maintenance Applications, the 3DI District Facility Condition Assessment Report, the Education Master Plan, General Obligation Bond Election Book for both the 1997 and 2001 bonds, and Building and Grounds Department work orders. Ratings were given on each of the subsections. The Committee gave the College an overall rating of Satisfactory for Standard III.B.

The area of physical resources has undergone a major makeover since the last accreditation report in 2000. A successful bond initiative earned the approval of 73% of San Francisco voters in 2001, earmarking $195M for facilities over the next decade. It is important to note that under Proposition 39, the framework for which the 2001 bond was conducted, the College was eligible for $350M. For a variety of reasons, the total amount sought was divided into two separate bond initiatives—the first phase (2001) in the amount of $195M; the second (2006) in the amount of $155M, an amount that will likely grow to adjust for inflation and the passage of time. Prior to this bond initiative, the District’s only significant resource was $50M from a bond passed in 1997. These funds were earmarked in advance for the purchase of the sites for the New Mission Campus and Chinatown/North Beach Campus and for a portion of the basic renovation and remodeling projects. In addition, the funds were also used to initiate the first phase of the technology network and campus connectivity project and also to provide the basic
electricity upgrades needed to support it. The local support enabled the College to begin the planning for three new campus facilities: Mission and Chinatown/North Beach campuses and the Community Health and Wellness Center, in addition to critical maintenance and repair work needed at multiple sites across the District. Plans are also underway for a Student Health Services Center; a Community Health and Wellness Center; Child Development Center; second stage of the campus computing, networking and connectivity project, and a Classroom/Lab Complex for Theater, Music, Film/Media Arts Programs and Performing Arts Center. A reorganization of the department also was facilitated, leading to the recent hiring of an associate vice chancellor of Facilities Planning and Management. The restructuring allowed the department to hire permanent, full-time project managers and reduce its prior dependency on using construction management firms for project management services, with the goal of saving the District tens of thousands of dollars and streamlining project management, improving the overall communications flow.

The Committee gave the College a satisfactory rating for its strategic approach to prioritizing the physical resource needs of its students, faculty, and staff making effective use of the College’s Shared Governance System and planning and budgeting processes to evaluate and act on the District’s priorities. The Committee also feels that the College does a satisfactory job of integrating physical resource planning with institutional planning and has taken active steps to improve communication across institutional departments, namely Academic Affairs and the Office of Facilities Planning, where the quality of program and services for students forms a natural intersection and where the health and welfare of students can be assured.

While resources made available by the 2001 bond and additional state dollars leveraged as a result of the bond have made it easier for the College to respond to the physical needs of the District’s many aging facilities, it is not enough to cover the total costs of upgrades and repairs. The District is planning (pending Board of Trustees
approval) to move forward on a Phase II Bond Initiative, pending Board approval, at the level of at least $225M to follow-through on the Phase I (2001) Initiative and to generate/leverage additional state support. The Committee encourages the District to continue long-range planning for total cost of ownership for all of the new facilities in addition to giving priority attention to major equipment initiatives in the planning stages for construction or purchase.

The District has in place multiple assessment mechanisms for evaluating the feasibility and effectiveness of physical resources in supporting institutional programs and services, utilizing its Banner administrative information system to annually review equipment needs, for example, and hiring an outside agency to conduct an inventory and assessment of the conditions of all buildings. A comprehensive facilities master plan was developed, beginning in 2002 with the participation and support of the College’s Shared Governance Committee. This is a 15-year plan for building, replacing and renovating its facilities and adapted with the assistance of an outside facilities planning firm experienced in institutional/college master plan development. The cost of the plan was $700,000.

SECTION II(a): Report on Standard 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.

B.1 The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.

B.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.

B.1b The institution assures that the 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.

The District owns and leases facilities throughout the City. Most of the classes offered are offered at 13 sites. The Ocean Avenue, John Adams, Downtown, and Alemany campuses and the District Offices at Gough Street and Evans sites are all owned by the District. Mission, Chinatown/North Beach, Southeast, Fort Mason, Castro/Valencia, and airport sites are all leased. In addition, classes are offered at over 100 other rented sites. Since the last accreditation, facility improvement work has been undertaken at every site.

There are three departments in the College related to the area of physical resources that are directed and coordinated by the Associate Vice Chancellor of Facilities Planning and Construction. This department is responsible for planning and building new facilities as well as undertaking major maintenance and renovation projects each year. The department also oversees the Buildings and Grounds Department, which is responsible for maintaining facilities and undertaking minor repair projects. The Buildings and Grounds Department also includes Custodial Services, responsible for keeping the facilities clean and operational. In addition security is provided by the Campus Police Department.

The College has an extensive strategic planning process for the building of new facilities, upgrading and maintenance of existing facilities. Each year the shared governance Facilities Review Committee recommends to the Board of Trustees the priority of projects to be submitted to the California State Chancellor’s Office for Capitol project funding. The Five Year Construction Plan is submitted to the State each spring. In addition, annual scheduled maintenance and hazardous material abatement grant applications are submitted to the State in accordance with yearly application funding cycles.
Departments and 25 major cost centers during program review state their facilities needs and goals. The College’s major planning and facilities documents are linked with the Education Master Plan and the Strategic Plan. For long-range facilities planning, the Committee feels that the regular program review process, which garners feedback directly from the programs and departments themselves, should be more strongly linked with the Facilities Master Plan, with clear statements about the need for and the impact of new facilities and major renovations on their departments and programs. All College programs and departments participate in a six-year cycle of program review which provides an opportunity for physical resource needs and equipment to be addressed. Integrating these processes would help complete the planning and assessment “feedback loop,” which would ensure effective support of the College’s academic programs and student support services.

The College actively seeks input from the general public on major facilities projects. The College specifically sought public input and support for the District Facilities Master Plan by conducting multiple public hearings required by the California Environmental Quality Act (CEQA) and by offering multiple community outreach meetings that were not required by CEQA. The College works with many neighborhood groups and city agencies to integrate its facilities plans with the City’s General Plan and neighborhood planning goals.

From June 2002 to June 2004 the District undertook a major effort to create a comprehensive Facilities Master Plan, the College’s comprehensive 10-year plan for building, replacing and renovating its facilities. The College has begun implementing some of the projects in the Plan, including construction of facilities to replace the Mission Campus and the Chinatown Campus. Ground is to be broken for the new Student Health Center/Classroom Building, which will include an additional ten classrooms on the second level, a Child Development Center and the new Community Health and Wellness Center in 2005. These two new buildings will replace the aged gym buildings and the student health center currently housed in portables. In addition, 14 new classrooms will
be constructed which will replace very old bungalows on a site adjacent to the Ocean Avenue Campus acquired with local bond funds.

The District has secured State approval for a new Academic Classroom Joint-use Building with San Francisco State University. The building for shared classroom space will be under design in 2005 and is intended to replace most of the remaining bungalows. The District is aggressively seeking State approval for a new Classroom/Lab Complex for Theater, Music, Film/Media Arts Programs and Performing Arts Center. This will be the first building designed and constructed on the new West Campus, which will be located on the site of the original reservoir now serving exclusively as student, staff, and faculty parking. The Committee feels that this kind of activity demonstrates the College’s commitment to providing a state-of-the-art environment for student learning programs and services, in addition to improving access, safety, security, and a healthful learning and working environment. All of these projects are being developed to support and advance student learning programs and services and to improve institutional effectiveness.

In addition to these new large facilities, major renovation and maintenance projects are undertaken every year on the Ocean Avenue Campus specifically to support academic programs. A “Fit-Links Cardiovascular Wellness” workout center was designed and constructed in the North Gym at the Ocean Avenue Campus, for example. This added a facility to provide an entirely new academic program. Student services initiatives are also supported. A new Latino Services Network (2002) and Asian Pacific American Success Center (2004) were designed and constructed to support services targeted for student retention success. A new artificial turf playing field was installed. Additional student parking was created in the reservoirs.

Projects are also being undertaken to improve accessibility. Ramps, accessible doors and improved signage are produced incrementally every year. And finally, work is undertaken every year to maintain the quality, safety and function of the buildings. All
the elevators have been renovated and improved, all the windows in Science Hall have been replaced, mechanical systems in many buildings have been refurbished and new code-compliant fire alarm systems are being installed throughout the District to provide code-compliant protection.

Current and planned activities by the District to upgrade, improve, or replace existing facilities include:

John Adams
- Renovation of gym
- Renovation of restrooms (upgraded and made accessible)
- Addition of elevator (handicapped accessible)
- Modernization of main building
- Parking lot paving

Downtown
- Replacement of entire fire alarm system
- Renovation/upgrade of existing HVAC system
- Replacement of elevator controls
- Remodel of ground floor
- Remodel of second floor library
- Upgrade of restrooms throughout the building (handicapped accessible)

Alemany
- Addition of new elevator (handicapped accessible)
- Remodel of ground floor entrances and central hallway (handicapped accessible)
- Renovation of building, including entire mechanical and electrical systems

Gough Street (District Offices)
- Renovation of restrooms on the main floor
- Replacement of desks, partitions and other equipment at work stations in the Human Resource and Controllers Offices

Evans
- Purchased by the District in 2000 and remodeled in 2002 to bring the facility into compliance with California State Architect standards (Field Act), including seismic work, new roofing and new HVAC units

Mission
- Design and construction of new campus, representing the District’s intent of providing facilities throughout San Francisco neighborhoods

Chinatown/North Beach
- Design of new campus to replace a rented facility so classes now scattered throughout a variety of facilities can be housed together in the new buildings

Southeast, Castro/Valencia, Fort Mason, Airport
- Renovation and upgrades were undertaken at each of these locations to improve educational access

The College uses its shared governance process to review maintenance needs. Shared governance groups involved with maintenance issues include the College Small Projects Group which meets monthly, Building User Groups which meet as building issues arise, the Health and Safety Committee, the Planning and Budget Council, and College Council. In addition, the Disabled Students Programs and Services Department ensures that the facilities needs of students with disabilities are addressed. Many of the College’s buildings are old and while they were code compliant when constructed, they require substantial reconstruction in order to meet current code and provide access for
disabled students. The College has been taking steps to improve accessibility, replacing/installing automatic doors and ramps; installing elevators in Science Hall (Ocean Avenue Campus), Alenamy Campus, and John Adams Campus; and renovating restroom facilities. Accessibility is taken into account in all new construction projects.

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.

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

B.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.

In cooperation with the State Chancellor’s Office the College undertook a major effort to inventory and assess the condition of all of its buildings during fiscal year 2002-03. The result was a comprehensive report on the physical state of all existing facilities (the 3DI District Facility Condition Assessment Report). This report is the basis from which the College submits applications to the State for funding maintenance and renovation projects. The College has begun to undertake maintenance and renovation projects cited in the report.

The 2003 3DI Report showed that the existing District facilities were in generally poor condition. The over all Facilities Condition Index, or “FCI” was found to be 21.59%. An assessment of 10% or greater is considered poor and a score of 5% or lower is considered good. The report noted that this is to be expected considering that of the 32 buildings assessed, 20 were constructed prior to 1975. As a result of these findings, the District set a higher priority on plans for renovating or replacing facilities in the worst condition. Of the four buildings that exceeded an FCI rating of 50%, all are slated for
replacement. Other buildings, such as the John Adams Campus main building, with an FCI of 27.95%, are in the planning stage for major renovations. While the 2006 bond will provide some of the needed funds, a complete funding strategy is not yet in place for the extensive work, that will eventually be needed for the Science Building with an FCI of 48.47% and more than $50M of required renovation work.

The 3DI report would suggest that in a ten year period from 2004 through 2013 the District will need to expend more than $112M to maintain or replace existing facilities just to maintain the FCI rating of 27.95%. The District would need to expend $200M over this same period to achieve the desired overall District FCI of 5%. It is important to note that this assessment and calculation is for District owned facilities and does not include the currently leased Mission and Chinatown / North Beach Campuses. It can be concluded that significant expenditures beyond the amounts that will be available in the 2006 bond measure need to allocated to some of the District’s older buildings such as Science Hall and Alemany Campus or these facilities will continue to deteriorate.

The College has in place a fixed assets inventory as part of its Banner administrative information system. Review of annual equipment needs and decisions concerning equipment purchases are generally made by departments and major cost centers. Where efficiency can be obtained; such as the decision to centralize the purchase, maintenance and monthly photo-copying equipment expenses; the District has moved equipment from department to District management and budgeting.

In the past, the College’s efforts to provide for the total cost of ownership, a concept that seeks to measure not just the cost of planning and construction but the cost of operating a facility over its expected lifetime, have been limited. In response, the College established a user’s group for design review and total cost of ownership in the planning for the new Performing Arts Complex.
The College is also looking to become more proactive with respect to environmental issues surrounding new construction. In all of its current projects, the College has directed its architectural teams to incorporate conservation of resources in their final designs. Sustainable design, planning, architecture indoor/outdoor environment and LEED Green Building are addressed in the 2004 Facilities Master Plan approved by the Board.

Physical resource planning is a fully integrated component of the College’s institutional planning process. There are shared governance committees that meet at regular intervals throughout the semester to discuss and evaluate facilities needs, and there are regular reviews, such as the biannual safety report, six-year cycles of academic department and program reviews that focus on facilities needs, and special reports such as the annual space inventory report and facilities condition report that assess the use of College facilities.

Integrated planning is accomplished through the planning, budgeting and assessment system. The planning process begins with the Strategic Plan which is supplemented by the College Education Master Plan, Facilities Master Plan, Technology Plan and the Institutional Advancement Plan. From the Strategic Plan are developed the Annual Plan, Cost Center Plans, Budget Plan and Assessment. This system-wide evaluation, planning and implementation process fully integrates physical resources as a component. This process assures that physical resources are designed and used to meet the College’s educational mission.

The Facilities Review Committee (FRC), a shared governance committee makes recommendations on both long-range and short-range facilities plans for all college campuses based upon the college's priorities. The Projects Committee, a subcommittee of the FRC, meets on a regular basis to solicit ideas from faculty, staff and students for
major and minor facilities projects. The Parking and Transportation Committee, a subcommittee of the FRC, meets to advise on parking and traffic and other forms of transportation relevant to the College District. The Health and Safety Committee, a subcommittee of the FRC, recommends policies pertaining to the safety of students and college employees.

The Works of Arts Committee, a subcommittee of the FRC, works to obtain, maintain and enhance the many works of art associated with the College. The College recently was given a gift of a replica of one of the monumental Olmec heads (“El Rey”) by Governor of the state of Veracruz of the Republic of Mexico. The Olmec “El Rey” is sited in a sunken garden next to the lobby of the Diego Rivera Theatre (Ocean campus) which houses the Pan American Unity mural completed by the Mexican artist Diego Rivera in 1940 as a gift to City College of San Francisco.

SECTION II(b): Commendations and Plans for Improvement

The Committee commends the College for insuring the safety and welfare of its facilities and for effectively integrating physical resources into the District’s institutional planning systems. With an influx of resources from the 1997 and 2001 bond measures and related state dollars leveraged as a result, the Committee commends the District for engaging internal and external constituencies in open dialogues, planning retreats, public forums, and ongoing committee meetings about project priorities that best promote student learning and achievement. The Committee finds that the College is doing a satisfactory job of assuring that the 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. The Committee also feels the institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.
The Committee recommends that the District implement long-range planning for total cost of ownership for all of the new facilities and major equipment initiatives currently in the planning stages for construction or purchase. It can also be concluded that significant expenditures need to be allocated to some of the District’s older buildings such as Science Hall and Alemany Campus or these facilities will continue to deteriorate.

SECTION III: Key Findings and Relation to Themes

Theme 1: Institutional Commitment to High Quality Education
The College recognizes the role of physical facilities in quality education. Because the College saw that its aging physical plant was hindering the quality of its programs, it sought bond funding. As a result of a successful campaign, the College embarked on a major capital construction effort to upgrade, renovate and expand its current buildings and physical infrastructure. The College’s Facilities Master Plan provides a 15-year horizon to expand, renovate, and upgrade the College’s physical facilities, and consequently contributes to CCSF’s commitment to high quality education.

Theme 2: Student learning outcomes and student achievement are central to the work of the institution.
The City College’s commitment to student learning outcomes and student success is linked directly to the institution’s long term facilities plans to renovate old buildings and construct new ones. The College is committed to creating and maintaining a rich learning environment for all of its students throughout all of its campuses and facilities.

Theme 3: College Dialogues Promote Institutional Improvements
The College employs its robust shared governance process that involves all segments of the College in facilities planning decisions. This process allows input on facilities decisions from all segments of the College and enables dialog among the all segments on how to deal with facilities issues.
Theme 4: College Planning and Budget System Promotes Continuous Improvement

Through the established institutional planning, budgeting and evaluation processes, the College identifies and supports programs, services and facilities that serve the needs of the students. The College has established a strong shared governance system that promotes effective exchange of information and ideas among all College constituencies that address both the learning environment, and programs and services delivered by the College faculty and staff.

Theme 5: Institutional Resources Support Learning and Student Success

The College’s planning and budgeting process led to capital improvement projects strategically aligned with the mission of the College and the creation of the 2001 Bond Oversight Committee. The College bases its facilities plans on the its Strategic Plan, supplemented by the College Education Master Plan, Facilities Master Plan, Technology Plan and the Institutional Advancement Plan. From the Strategic Plan are developed the Annual Plan, Cost Center Plans, and Budget Plans.

Theme 6: Institutional Integrity and Honesty to All Stakeholders

Within the College, the shared governance system of decision-making on facilities issues allows all segments of the College access to information and also the ability to provide input. The College also actively seeks input from the general public on major projects. The College specifically sought public input and support for its Facilities Master Plan. The College works with many neighborhood groups and city agencies to integrate its facilities plans with the City’s General Plan and neighborhood planning goals.
Evidentiary Citations

The following documents are referenced in the narrative of Standard III-B template. Where a document is listed as “annual”, the most recent version is listed.

1. District Facilities Master Plan – June 10, 2004
2. 3DI District Facility Condition Assessment Report – August 29, 2003
3. 2005 – 2006 Five Year Capital Construction Plan (annual) including Final Project Proposals (FPP’s) and Initial Project Proposals (IPP’s)
4. Board resolution approving capital project priorities – March 25, 2004 (annual)
5. 2004 – 2005 Space Inventory Report (annual)
6. 2005 – 2006 Scheduled Maintenance Grant Applications (annual)
7. 2004 – 2005 Hazardous Substance Abatement Grant Applications (annual)
8. San Francisco Planning Department’s Balboa Park Better Neighborhood Plan
9. Shared Governance Facilities Review Committee minutes
10. Works of Arts subcommittee meeting minutes
11. Art and Art Restoration at CCSF 2004
12. Board of Trustee Resolution B2 on September 30, 2004 Concerning allocation of funds for Art Projects
13. Parking & Transportation subcommittee meeting minutes
14. Health & Safety subcommittee meeting minutes
15. Projects subcommittee meeting minutes


18. November 2001 General Obligation Bond Election Book


20. Minutes from quarterly meetings of the Citizen’s Bond Oversight meetings

21. Various mailings & notices to the general public concerning major facility issues (August 2001 to present)


26. Education Master Plan – February 2003

27. Annual Plan 2003 - 2004

28. Strategic Plan 2003 - 2008

29. Program Review Files in Library


32. Management Plan 2004 - 2005


34. Emergency Operations Plan
35. Preventing Crime on Campus report 2002 2003

36. RGA’s Health & Safety Services Letter September 2004

37. District log of work related injuries and illnesses

38. District Equipment Inventory

39. Instructional Equipment Block Grant request 2003 - 2004

40. Library Materials Block Grant request 2003 – 2004

41. Drawings and Specifications for significant construction projects completed between the last accreditation (spring 2000) and today (11/01/2004). (on file in the Facilities Planning Department)

42. Drawings and Specifications for construction projects currently bidding or under construction. (on file in the Facilities Construction Department)

43. Drawings for projects for construction projects currently under design and scheduled for future construction. (on file in the Facilities Planning Department)