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Introduction
State Standards for Space
Enrollment
Distributions
Space Inventory
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The images above are of the Diego Rivera/Pan American Unity mural is entitled “Unión de la Expresión Artística del Norte y Sur de este Continente” (The Marriage of the Artistic Expression of the North and of the South on this Continent).
Contributors

Board of Trustees

Alex Randolph, Board President
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Mark Rocha

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Keith Hammmericiot
Denise Louie, Neighbor
Tiffany Pfeiffer, Sustainability Committee

Facilities Master Plan
Consultants

tBP/Architecture | Architecture and Master Planning
SANDIS | Civil Engineers, Surveyors, Planners
KITCHELL CEM | Construction/Program Management
Blueprint Planning | Consulting

Map planning for a Facilities Master Plan workshop
In the pursuit of individual educational goals, students will improve their critical thinking, information competency, communication skills, ethical reasoning, and cultural, social, environmental, and personal awareness and responsibility.

In addition, the college offers other programs and services consistent with our primary mission as resources allow and whenever possible in collaboration with partnering agencies and community-based organizations.

City College of San Francisco belongs to the community and continually strives to provide an accessible, affordable, and high quality education to all its students. The College is committed to providing an array of academic and student development services that support students’ success in attaining their academic, cultural, and civic achievements. To enhance student success and close equity achievement gaps, the college identifies and regularly assesses student learning outcomes to improve institutional effectiveness. As a part of its commitment to serve as a sustainable community resource, our CCSF mission statement drives institutional planning, decision making and resource allocation.

**OUR VISION**
CCSF shall provide a sustainable and accessible environment where we support and encourage student possibilities by building on the vibrancy of San Francisco and where we are guided by the principles of inclusiveness, integrity, innovation, creativity, and quality. Empowered through resources, collegiality, and public support, the college will provide diverse communities with excellent educational opportunities and services. We will inspire participatory global citizenship grounded in critical thinking and an engaged, forward thinking student body.

**MISSION STATEMENT**
Consistent with our Vision, City College of San Francisco provides educational programs and services that promote student achievement and life-long learning to meet the needs of our diverse community. Our primary mission is to provide programs and services leading to:
- Transfer to baccalaureate institutions;
- Associate Degrees in Arts and Sciences;
- Certificates and career skills needed for success in the workplace;
- Basic Skills, including learning English as a Second Language and Transitional Studies.
FMP Timeline

- **FMP PROJECT KICK-OFF** – mid and late 2015
- **FMP GOALS** – Mid 2016
- **FMP SPACE NEEDS ANALYSIS** – Mid 2016
- **FMP EXISTING CONDITIONS** - Early 2016
- **FMP OPTIONS FOR OCEAN CAMPUS** – Fall 2016
- **FMP ACADEMIC AFFAIRS PRESENTATION** – Fall 2016 - Early 2017
- **FMP DRAFT PREFERENCES/DRAFT RECOMMENDATIONS DIAGRAM** – Fall 2016 - Early 2017
- **FMP ACADEMIC AFFAIRS PRESENTATION** – March-April 2017
- **FMP ACADEMIC AFFAIRS PRESENTATION** – March-April 2017
- **5YCP CONCEPTUAL PROGRAMMING** – Late Spring, Submitted July 1, 2017
- **FMP Reengagement** – Fall 2017
- **Board Study Session** – May 3, 2018.
- **Space Inventory Completed** – August, 2018
- **Board Meeting August 30, 2018** Board passes contracts for PAEC Recode and CEQA Studies.
- **9/1/18 -12/1/18 Reengagement, Workshops and FMP Revisions**
- **FMP Participatory Governance Review** – January 2019 to March 2019
- **2019** Scheduled for Board of Trustee Approval – March 21, 2019

College completed the 2015 Educational Master Plan
Purpose of Facilities Master Plan

The Facilities Master Plan provides a plan for facilities development to support the goals and strategies of the City College’s Education Master Plan. It is one of the resource plans within the integrated planning process. This is a living document that will be updated annually.

The goals of the Educational Master Plan include:

- Advance student achievement in meeting educational goals.
- Transform and sustain campus infrastructure.
- Provide new and expanded opportunities for organizational development and effective innovation.

To this end, the Facilities Master Plan is intended to:

- Provide a strategy for facilities improvement, renovation, replacement, and new construction over the next 10 years.
- Build a 21st century community college that meets the needs of students today and into the future.
- Modernize and maintain CCSF facilities to serve the City of San Francisco for the next 10 years and beyond.
- Include our community in the decision-making process.

Rivera, Diego. Marriage of the Artistic Expression of the North and of the South on this Continent (Pan-American Unity). 1940. Fresco on Plaster. City College of San Francisco, Creative Arts (Diego Rivera Theatre).
Planning Process

The development of the Facilities Master Plan has been guided by the state’s mandated practice of shared governance in a process that is comprehensive, actionable, participatory and transparent. The Participatory Governance Council appointed the Facilities Master Plan Working Group, comprised of the Facilities Committee with well-experienced resource members. They include faculty, staff, administrators and students. The Working Group worked with the Planning Team to bring data to stakeholders and use their input to shape the master plan. The project has three phases: Needs, Options, and Plan.

Map planning for a Facilities Master Plan workshop
Stakeholder Participation

Extensive stakeholder input has been gathered for review by the Facilities Committee. The approach for community involvement is to maximize opportunities for College and public stakeholders to discuss and comment on project information in the draft form so their concerns are identified and addressed before final decisions are made.

Communications Plan – The goal of the communications plan is to ensure that important stakeholders – CCSF students, faculty, staff and administrators, as well as neighbors, community groups and public officials – are included in the process and informed about the progress of the Facilities Master Plan.

Interviews and Meetings – Interviews with key users and students have been conducted at every District location. Presentations have been made to College communities, including council unions, associated students, academic senate, administration, department chair council and to the Board of Trustees.

Survey – The CCSF Facilities Planning Survey was conducted in May 2016. The survey was available in English, Spanish and Chinese. There were 817 responses from students, faculty, classified staff, and administrators from every District location. Respondents answered questions and provided thousands of comments.
Open Houses and Workshops – Workshops and open houses have been held with the College and public at each phase of the project. In 2016 and 2017, participants reviewed presentations and engaged in large group questions and answer discussions. Participants also worked in small groups to generate detailed comments. Stakeholders also filled in workshop questionnaires. In Fall 2018, CCSF re-engaged the Facilities Master Plan and offered several additional College-wide workshops to students, staff, faculty and the community in facilitated groups to discuss short-term and long-term needs.

Online Comments – Members of the College and the public submitted comments via email and the comment form on the project webpage.

Technical Coordination with Public Agencies – College representatives have worked with City and County agencies to coordinate technical issues in the Facilities Master Plan and public agency plans.

Public Information

In addition to conducting events to gather stakeholder input, project information was publicized to the College and public.

Webpage – The webpage on the College’s website contains a project description and all project information, presentations, meeting minutes, announcements about upcoming events, and a link to submit comments. ([www.ccsf.edu/fmp](http://www.ccsf.edu/fmp))

Public Announcements – Frequent communications with stakeholders were sent through a variety of methods, including social media, email, and webpage announcements.
Districtwide Planning Context

About the College

(Source: http://www.ccsf.edu/en/about-city-college.html)

City College of San Francisco (CCSF) is a public, two-year community college, serving approximately 63,000 students each year at the Ocean campus, Educational Centers, and various other instructional sites throughout San Francisco. CCSF is accredited by the Accrediting Commission for Community & Junior Colleges (ACCJC) of the Western Association of Schools and Colleges. Since its founding in 1935, City College has evolved into a multicultural, multi-campus community college that is one of the largest in the country. CCSF offers courses in more than 50 academic programs and over 100 occupational disciplines. There is a full range of credit courses leading to the Associate of Arts and Science degrees, most of which meet the general education requirements for transfer to a four-year colleges and/or universities.

Academics — Associate degrees and certificates are granted in academic programs such as Broadcasting, Business, Computer Science, Culinary Arts, Engineering, Fashion, Graphic Communications, Health Care, Nursing, Physical Education and Dance, as well as Women’s Studies and others. CCSF employs approximately 885 full-time and 880 part-time faculty (Source: CCSF Research and Planning Fact Sheets, August 2018)

Campus and Student Life — The Student Activities Office provides resources, support, and leadership training for eight Associated Student Councils and more than 80 student organizations and clubs. It sponsors a wide variety of concerts and lectures throughout the year. It funds the Book Loan Program, Dr. Betty Shabazz Family Resource Center, Multi-Cultural Resource Center, Queer Resource Center, Student Health, Students Supporting Students mentoring program, and Women’s Resource Center.

Students participate in the Fitness Center, intercollegiate sports, and the College’s award-winning intercollegiate Speech and Debate Program. The College also features a student-run newspaper, The Guardsman, television and radio stations. Performances given by students in music, dance, and theatre arts further enhance campus life.

Facilities and Resources — Successful Bond initiatives have allowed City College to construct campus facilities including the Mission and Chinatown/North Beach Campuses, the Community Health and Wellness Center, the Student Health Services Center, the Child Care Center, and the Multi-Use Classroom Building. The Performing Arts Education Center design is in the final stages for completion and awaiting DSA approval.

City College has over 70 computer labs with about 2,100 computers comprising Windows PCs and Macs. Windows PCs and some Macs are available to CCSF students who require Internet connectivity and Microsoft Office applications. Computers are available in the Academic Computing Resource Center and in the Rosenberg Library on the Ocean campus, which features a Language Center, a Learning Assistance Center, and a Media Center.

Athletics / Sports — Intercollegiate athletics are offered for men and women. College teams compete in the Coast Conference and with teams from other colleges. Intercollegiate sports include baseball, basketball, cross-country, football, soccer, softball, tennis, track, badminton, volleyball, and judo. City College of San Francisco Football Teams have won eight national championships.
One College, Many Locations

As “One College with many locations,” CCSF is unique in California in that it has the most educational centers of a single community college, serving a large urban population in a small geographical area. Since its first days as “The Trolley Car College,” CCSF has used this approach to serve the needs of local communities and to develop clusters of specialized instruction. The educational program at each Center is tied to the unique characteristics and needs of its local community and includes programs that attract students from all over the District, as well as from other parts of the Bay Area. Most Centers offer both credit and non-credit instruction and many students are able to take classes at multiple locations to fulfill the requirements for degrees and certifications.

The College is located at campuses throughout San Francisco:

- **Ocean Campus**, 50 Frida Kahlo Way (main campus)
- **Airport Center**, San Francisco International Airport, North Access Road, Building 928
- **Chinatown/North Beach Center**, 808 Kearny Street
- **Civic Center**, 1170 Market Street (interim location during seismic upgrade of 750 Eddy Street)
- **Civic Center**, 750 Eddy Street (permanent location)
- **Downtown Center**, 88 Fourth Street
- **Evans Center**, 1400 Evans Avenue
- **Fort Mason Educational Facility**, 2 Marina Boulevard, Building B
- **John Adams Center**, 1860 Hayes Street
- **Mission Center**, 1125 Valencia Street
- **Southeast Center**, 1800 Oakdale Avenue
Previous Facilities Planning

Ocean Campus 2004-2014 Master Plan

(Source: http://www.ccsf.edu/MP/main.html)

The Ocean Avenue Campus Master Plan consists of elements that will guide future decision making in regards to existing facilities, organizing uses on site, and providing parking and other services for the campus. The Plan elements are based on a set of concepts that, in a clear and straightforward way, articulate the overall direction of the plan and its focus. All elements of the plan are informed by these fundamental concepts.

• Improve the pedestrian environment and ease of access to and within campus
• Provide flexibility to accommodate long term program needs
• Support neighborhood revitalization and vitality
• Improve the image and identity of the college
• Sustainable planning and design

Program Review Process

(Source: CCSF Program Review webpage)

CCSF’s comprehensive Program Review process is designed to assess the effectiveness and future needs and directions of all departments and programs. Comprehensive Program Reviews are submitted once every 3 years (Fall 2015, Fall 2018). Annual Plans are submitted during intervening years (Fall 2016, Fall 2017, Fall 2019, Fall 2020).
On annual basis, a five year construction plan is submitted to the state.

The following projects were included in the annual Five-Year Construction Plan submitted by the College to the State Chancellor’s Office in 2018.

- Utility Infrastructure Replacement*
- Seismic and Code Upgrade of Civic Center-Alemany*
- Performing Arts Education Center (PAEC)
- Student Development Center
- Cloud Hall Reconstruction
- STEAM Complex
- Science Hall Reconstruction
- Visual Arts Reconstruction
- Batmale Reconstruction
- New Student Union
- Childcare Center
- Evans Center Replacement
- Downtown Center Reconstruction
- John Adams Center Remodel

*currently in design
City College
Education Master Plan

(Source: www.ccsf.edu/emp)

The Facilities Master Plan is based on the College’s 2014 Education Master Plan (EMP). The District’s facilities exist to support its educational vision. The EMP is the basis of all the College’s Resource Plans, including the Facilities Master Plan, Sustainability Plan, and Technology Plan.

The Education Master Plan guides instructional and support programs. The Mission Statement, along with planning discussions and dialogue about the data described in the EMP, provided the basis for the three broad institutional goals set forth.

2014 EMP Strategic Goals

**Goal 1: Advance student achievement in meeting educational goals.** Strategic directions developed for this goal are: continued development of learning outcomes and assessment, enrollment management strategies and techniques, collaborative discourse, and the establishment of frameworks for instructional delivery to improve student access, retention, achievement, and maintain the high quality of education offered at CCSF.

**Goal 2: Transform and sustain College infrastructure.** Strategic directions developed for this goal are to support and sustain College infrastructure through an actionable facilities plan, implementation and updating of the Technology Plan, addressing critical facilities needs, creation of clear procedures, and effective personnel planning.

**Goal 3: Provide new and expanded opportunities for organizational development and effective innovation.** Strategic directions developed for this goal are to create sustainable opportunities for professional and leadership development within the College community, and to identify and promote effective innovations to achieve the mission of the College.

2018-2025 EMP Strategic Goals

The 2018-2025 Education Master Plan is in development and a draft has been posted online.

**Goal 3: Improve operation of the College**
- Create and communicate standard operating procedures
- Prioritize sustainability (fiscal and environmental)

**Goal 6: Build, Improve, and maintain facilities**
- Improve buildings, equipment, and technology
- Including smart classrooms, performing arts education center, and meeting/classroom spaces that meet the programmatic needs of the College
- Improve indoor and outdoor signage and wayfinding
- Improve safety
- Centralize room reservation system
- Improve maintenance and repair response time
- Address facilities deficiencies in deferred maintenance
- Increase opportunities for state facilities funding (update space inventory)

Pending Board of Trustees adoption, goals 3 and 6 of the 2018-2025 Education master plan are closely related to the 2014 EMP goals that formed the basis of this FMP. Goal 6 in particular expands upon the goals for facilities college-wide. As a result, the recommendations contained within this FMP will be consistent with the goals of the Education Master Plan, ensuring that facilities exist to support the EMP in years to come.
## Facilities Master Plan Goals

**INTRODUCTION TO THE STATEMENT OF GOALS**

“City College has a near 80-year history of serving students and a proud tradition of honoring diversity and inclusiveness. Regardless of their circumstances, all students have aspirations to meet the goals that brought them to the College. Increasing student achievement and success, as the paramount goal of City College, will provide a shared sense of direction and motivation among students, faculty, classified staff, administrators, and community.” - 2014 Educational Master Plan, page 58

### Linkage Between Educational Goals and Facilities Planning

<table>
<thead>
<tr>
<th>Facilities Master Plan Goal</th>
<th>EMP 1. Education</th>
<th>EMP 2. Infrastructure</th>
<th>EMP 3. Development &amp; Innovation</th>
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<tbody>
<tr>
<td><strong>Students</strong></td>
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<tr>
<td>• Students first</td>
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<td>• Create an environment that promotes the “whole” student and promotes well-being.</td>
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<tr>
<td>• Create spaces for formal and informal study for individuals and groups.</td>
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<td>• Create spaces that promote collaborative social and community learning.</td>
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<td>• Provide good space that is right-sized and fits the College enrollment</td>
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<td><strong>Community</strong></td>
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<tr>
<td>• Develop an aesthetically pleasing, collegiate environment at each location.</td>
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<td>• Create facilities that support and develop a sense of community.</td>
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<td>• Provide a venue for all-College events at the Ocean campus.</td>
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<tr>
<td><strong>Faculty Specific Goals</strong></td>
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<tr>
<td>• Provide appropriate space for support services at all District locations.</td>
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<tr>
<td>• Provide appropriate space for support staff.</td>
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<tr>
<td>• Provide spaces that support instruction and support services appropriately and equitably.</td>
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<td><strong>Student Development Specific Goals</strong></td>
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<tr>
<td>• Develop a one-stop shop for first contact Student Services.</td>
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<tr>
<td>• Develop facilities that create a convenient “flow” between related Student Development/student services functions.</td>
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<td><strong>Building/Infrastructure Specific</strong></td>
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<tr>
<td>• Commitment to a high quality of design for new and older spaces/buildings.</td>
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<tr>
<td>• Provide facilities that are sustainable and maintainable.</td>
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<tr>
<td>• Use Total Cost of Ownership analysis to develop facilities that are cost effective to construct and maintain.</td>
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<tr>
<td>• Provide universally accessible design.</td>
<td>■</td>
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<tr>
<td><strong>Circulation, Pathways, and Gateways</strong></td>
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<tr>
<td>• Provide intuitive wayfinding and better signage.</td>
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<tr>
<td>• Develop safe pathways within every District location and between each campus and its surrounding community.</td>
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<td>■</td>
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<tr>
<td>• Improve access between each campus and the surrounding community for all transportation modes, such as pedestrians, bicycles, transit, and vehicles.</td>
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<tr>
<td>• Continue to accommodate vehicle parking at the Ocean Campus.</td>
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</tbody>
</table>

*Guiding Goals from 2014 Education Master Plan*
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