PURPOSE
The purpose of this report is to update the Board on the Facilities Master Plan initiative.

PROCESS
The Board conducted a Study Session about “Phase 1 – Needs” on August 18, 2016. Since that time, the Working Group has worked with the consultants to identify opportunities at each site, and to the prepare draft diagrams of development options for the Ocean Campus. On October 17, 2016, workshops were conducted with College and public stakeholders to discuss the opportunities and options. The comments were used to draft a preliminary diagram of the features that were preferred by the participants. More workshops will be held in November to discuss the draft Preferred Option. A presentation to the Board is scheduled in November to discuss this work with the Board and receive comments. By the end of the Fall 2016 semester, the product of Phase 2 – Options will be the Preferred Option for the Facilities Master Plan. Work will continue in Spring 2017 on Phase 3 – Recommendations.

DISTRICT-WIDE PLANNING PRINCIPLES
Based on the findings of Needs, the Facilities Master Planning Principles for all locations include:

Educational Drivers: Facilities planning should be driven by the College’s educational vision, rather than to locate functions wherever space is available.

Consistent Quality: Improve or replace facilities to provide modern instructional and support space in every building and at every location. Further, provide consistent signage and ‘collegiate’ space at every location.

Align to State Standards: Reprogram or reconfigure existing spaces in order to create a mix of space types (classrooms, labs, offices, Other, etc.) that meets state standards. Reuse or eliminate excess space.

Intuitive Wayfinding: Develop facilities that will locate functions in a safe, convenient, logical organization of routes, buildings and usable open spaces. At the Ocean Campus, this includes designing facilities to overcome the topography, such as orienting buildings to the same level, as well as providing bridges, elevators, etc.

Clusters for Synergy: Locate related programs and services together to create a convenient ‘flow’ of work. Support collegial relationships by developing comfortable spaces for study, professional development, events and informal gathering. At the Ocean Campus, this includes clustering Student Development services, and strengthening connections between the campus and the surrounding neighborhood.

Transit and Bike Friendly: Encourage the use of transit and bicycles by, for example, providing convenient routes between transit stops and campus destinations, as well as safe routes and parking for bikes.

Resource Efficiency: Upgrade and replace facilities to improve energy efficiency, water conservation, and the sustainability of all locations.
ORGANIZATIONAL CONCEPT FOR THE OCEAN CAMPUS

One of the most strongly requested ideas for campus improvements is “Community.” Campus users, including students, faculty, staff, administrators and neighbors want to feel connected to each other and to their physical environment. The proposed strategy for the Ocean Campus is centered on this idea. It focusses on improving and repurposing key buildings that have ‘good bones’, replacing facilities that have outlived their useful lives, reorganizing pedestrian and vehicular circulation, and creating a more pleasing integration of the campus within the surrounding neighborhood. It is important that every face of the campus and the buildings should be the ‘good side.’ The College also wants to eliminate all bungalows, minimize disruptions during construction and minimize costs for temporary swing space.

The buildings circled in BLUE are in good candidates for reprogramming or modernization based on a technical assessment of condition, as well as how well they function to support modern instruction and support services. The new Multi-Use Building has a flexible design that could support a variety of uses, and is located in a prime position for visibility and access. Rather than a costly renovation of specialized labs in the Science Building, it is proposed that a more cost-effective approach is to relocate Science programs to a new building, and return the iconic facility to an Instructional Building. The Visual Arts Building and Batmale Hall are both in need of modernization to extend their useful lives and house general instruction.

The facilities circled in RED require extensive renovation and/or are not constructed to be readily reconfigured. This condition makes it advisable to replace them, rather than renovate. It is proposed that all bungalows should be replaced with permanent space.
The light blue shapes show the location of potential building sites, some of which would be made available by the removal of existing facilities. These are proposed sites for replacement facilities, as well as future development.

The green circles indicate the “edges” of the campus that are most visible and interactive with the surrounding community on Ocean and Phelan Avenues. There are opportunities to amplify the synergistic relationship between both entities through the pedestrian experience, points of access and the resolution of traffic conflicts. Many transit lines bring College commuters to the Balboa Park BART station, Ocean Avenue and the new City College Terminal.

The yellow lines indicate the original north-south and east-west organization of the Ocean Campus, emphasizing its prominence between Ocean and Phelan Avenues. Unfortunately, these routes traverse steep slopes and meet at the summit, which tends to intensify the challenges of navigating the campus topography on the east campus. On the other hand, it creates a logical line that reaches through the Science Building and across to the west campus and potential development on the Balboa Reservoir.

The orange circle shows the existing path of Cloud Circle and the potential to create a looped pathway that unifies the east and west campus. This line is generally on one level with more gentle slopes. It is an excellent route around which to organize campus development. Most buildings that are in good conditions, or that are candidates for renovation, are oriented on this line. The existing half-loop on the east side is not designed to sufficiently serve all the existing use by pedestrians, vehicles, bikes, service vehicles and accessible parking. It could be reconfigured as a major promenade to better separate and support all those functions.

The red lines indicate secondary pathways between the campus perimeter and the interior. Most of the routes, especially on the east and south sides, traverse steep slopes. It is important to develop buildings and site improvements that make these routes convenient, as well as intuitively organized.

The blue stars are gateway access points between the surrounding neighborhood and the campus. Each one is an opportunity to announce the identity of the campus and to extend a welcome. Gateways should be developed to establish
a hierarchy that supports easy wayfinding. Gateways at Ocean Avenue and the City College Terminal walkway are oriented for the convenience of transit users.

The blue line indicates a proposed new vehicular route to the east side of the east campus. It would carry away traffic from westbound Ocean Avenue and I-280 to a re-oriented parking capacity and Maintenance facilities. This would tend to decrease the volume of vehicles at the Wellness Center gateway and put the focus on pedestrians.

DEVELOPMENT CONCEPT FOR OCEAN CAMPUS

Image C. Neighborhood Concept

The Centralized Services area is comprised of functions that are utilized by almost all campus users, including Student Development Services, the Library and the Student Union. The Student Union houses the Cafeteria, Student Activities, Bookstore and Culinary Arts instruction. This creates a centralized hub of campus activity that College members yearn for.

The Instruction and Community area on the west campus takes advantage of the visibility and existing meeting rooms to provide a venue for community activities as well as instruction.

The Arts and Instruction cluster brings together on the west campus all Arts instruction (performing, visual, communications) with a performance venue. This site was identified for the PAEC in the 2004 master plan, and it is likewise prominent and accessible.

The STEM neighborhood provides a home for Science, Technology, Engineering and Math in new and newly-renovated facilities on the north side.

The Athletics area encompasses the Wellness Center (including the Natatorium), Stadium, track, fields and courts. Parking capacity is reoriented from the far west side in order to be located closer to destinations in proposed structures on the west and east campuses.
WORKSHOPS ON OPTIONS FOR DEVELOPMENT OF OCEAN CAMPUS
The Working Group developed options for the development of the Ocean Campus. The major difference between Option 1 and 2 is the location of the Student Union, as well as the Child Development Center.

Image D. Ocean Campus Option 1

Image E. Ocean Campus Option 2

COMMENTS ON OPTIONS FROM COLLEGE/PUBLIC WORKSHOPS
The concepts and Options for the Ocean Campus were discussed at workshops with College members and the public on October 17, 2016. The participants like the organizational concept for its focus on community, intuitive organization, and overcoming the topography. There was general consensus of Options 1 and 2 because they both follow this concept. Most participants preferred Option 1 because the Student Union and its adjacent outdoor spaces access spectacular Bay views, and are more protected from wind and weather on the east side of the hill. There was also great interest in Option 2 for the way that the Phelan Avenue location of the Student Union knits together the east and west sides of the campus. In general, the consensus conversation suggested there is a preference to locate the Student Union to the east of the existing Science Building, and to develop the lawn west of the Science building and both sides of Phelan Avenue to create a strong sense of a unified, dignified, and energized Ocean Campus of City College.
PREFERRED FEATURES FOR OCEAN CAMPUS DEVELOPMENT

This image shows existing buildings, as well as draft proposed renovations and new facilities. Student Development Services, including first contact services for new students, is prominently located at the Ocean/Phelan corner. New gateway plazas are located at intersections that are near transit stops on Ocean Avenue. They draw users into the campus on both sides and lift them between elevations. The Student Union is in the center of the east campus, creating a heart of campus life. New instructional facilities complete a frame around the summit quad, creating an interior pathway for uphill/downhill and north/south circulation. Usable open space surrounds the Student Union on both sides.

The new STEM Building is in the STEM neighborhood on the north side. A new, unobtrusive central plant is integrated toward the interior of the campus. The existing Science Building, Visual Arts Building and Batmale Hall are renovated to house instruction.

The Arts Complex holds a prominent place on the west campus. There is a new parking structure to provide parking in this quadrant of the campus. The Child Development Center is shown located on the west side of Phelan; this is a different location than shown on the two initial options, resulting from lack of consensus on which location is preferred. This new possible location remains to be reviewed and discussed, and should be considered as just a placeholder in this Draft Preferred Option.

Landscaping and site improvements on both sides of Phelan Avenue activate and unify the east and west sides. This creates a “City College” experience along the route, and in views from surrounding streets and buildings. A promenade reaches all the way from the Balboa Reservoir to the Instructional (Science) Building, where the interior circulation brings users up to
the summit plaza. A new pathway on the west side completes the loop of Cloud Circle. The lawn on the east side is activated with new pathways that bring users to the east side on a more direct route as well as an easier slope.

The Multi Use Building is a potential location for the District Offices, where it is accessible to visitors. Another potential location is in the renovated Instruction (Science) Building. The Instruction Building does not have adjacent parking and street access.

On the far east side of the east campus, a new road leads to reconfigured parking, including a parking structure that houses the relocated Maintenance facility. The tennis courts are located on top of the structure, visually mitigating the parking structure from the surrounding neighborhood and allowing the corporation yard to be located on the existing tennis courts. This land use idea is being explored with the City of San Francisco who owns the tennis court property.

Potential sites for future workforce housing are located adjacent to Judson and Havelock, in the Sunnyside neighborhood.

NEXT WORKSHOPS: OCEAN CAMPUS PREFERRED OPTION
In the next steps, the Working Group will review the discussion from the Options workshops and the draft Preferences diagram on October 25, 2016. The Preferences will be discussed at the next round of College/Public workshops on November 1 and 2. Options, Preferences, and the Preferred Option will be discussed with the Board at the meeting scheduled for November 17, 2016.

OPPORTUNITIES AT THE CENTERS AND FORT MASON
The College is continuing to consider many opportunities to locate programs in order to advance its plans for innovations in learning. Data developed in the Facilities Master Plan process could inform that discussion. At this time, it is understood that the District intends to vacate 33 Gough Street, and does not plan to locate future instruction there. Each Center and Fort Mason are relatively small instructional sites; therefore, the data for these locations is studied in the aggregate to identify meaningful trends. There is an overall excess of space at these sites. The needs and opportunities can be described in terms of three categories:

Recent Construction or Renovation: The following Centers have the most modern facilities and serve larger enrollments. There is underutilized space at each of these locations. There are many opportunities to improve the utilization by, for example, reprogramming or reconfiguring existing spaces.

- Chinatown/North Beach: This location is new, with modern instructional and support facilities. The District is currently resolving construction issues. The 2014 FTES = 2,900. Instructional capacity is currently underutilized; there is good potential for increase with reprogramming or limited reconfiguration of spaces. There is a need for faculty office space, and to activate the unused Culinary Café.

- Mission: This recently-constructed facility has modern instructional and support spaces. The 2014 FTES = 2,200. There is a potential for more utilization of instructional spaces with reprogramming or limited reconfiguration of spaces. There is a need to provide collegiate spaces for collaboration including study and student gathering. Inefficient building systems, acoustical conditions and site security need improvement.

- John Adams: This center was recently renovated. The 2014 FTES = 1,600. There is a potential for more utilization of instructional areas. The use of the Auditorium and Gymnasium are currently restricted because of noise intrusion into neighboring spaces. These problems could be mitigated by reprogramming of some areas. The Annex could become functional with improvements to comply with the Field Act. There is a need to provide collegiate spaces for collaboration including study and student gathering, and to provide more usable outdoor space. The elevator needs to be updated, and site security needs improvement.
Potential Replacement: Facilities in this category do not have ‘good bones’ for cost-efficient renovations that could support modern instruction. They are potential candidates for limited modernization, or for replacement. The advantage of replacement is that new facilities could be tailored to the needs of the College’s education vision.

- **750 Eddy Street**: The permanent home of the Civic Center is vacant and is not in good condition. The 2014 FTES = 300. There is a potential to reconstruct the building while preserving the original 1911 façade.

- **Downtown**: The 2014 FTES = 1,600. The first and second floors were recently modernized, but the rest of the facility is not flexible for reorganization of spaces. Further, the District is required to make costly mitigations to an underground tank. There is a need to update instructional spaces to match the educational program, and to provide collegiate spaces for study, hanging out, events and collaboration. Inefficient building systems and site security need improvement.

- **Evans**: This facility was constructed as a post office, and not for educational use. The 2014 FTES = 600. The needs include: reconfigure spaces to support instruction and services; provide collegiate space for study, collaboration, events and informal gathering. Inefficient building systems, infrastructure and site security need improvement.

Leased by District: The Airport, Fort Mason and Southeast locations are not owned by the District, they serve small enrollments, and their facilities are in poor or largely inactive conditions. There is potential for small improvements, but not for more comprehensive modernization.

- **Airport**: The 2014 FTES = 200. This facility is outdated and not in good condition. There is a need to configure spaces to the needs of modern instruction, and to provide collegiate spaces for study, collaboration and events.

- **Fort Mason**: This facility is not in good condition. The 2014 FTES = 100. There is a need to update spaces to meet current instructional needs and provide signage.

- **Southeast**: Instructional spaces are underutilized. The District’s area in this facility includes a sizable quantity of unused space. The 2014 FTES = 100. There is a need to provide collegiate space for study, collaboration and gathering.

Image G. Facilities Opportunities at Centers, Instructional Site