



## Facilities Master Planning Forums: Summary

### **Kentfield Campus**

#### Advantages

- More open and inviting now than it was 5 years ago
- Safer environment now
- In the heart of the community, it's easy to get to for people who live in the area
- Lots of nice little spaces
- The color of bricks in the Student Services Building (What are the features of the existing campus that can be incorporated?)
- Use of student surveys to accommodate needs of students
- Feeling/Atmosphere/Clustering of campus
- New "Smart Classrooms"
- Energy and other efficiencies
- Academic Center has added good Student Atmosphere
- Getting rid of Austin Science Center
- Landscape/Universal feel

#### Disadvantages

- Inconsistent architecture
- In the heart of the community - People living in Novato can't get down there very easily. It's very difficult to get there traffic-wise. So students in Novato choose to go to Santa Rosa JC or Petaluma.
- In a flood zone
- Parking is difficult/Still hard to find parking

- Lacking overall experience; Lacking warm welcoming atmosphere
- New Academic Center: color of building is cold
- Creek is not part of campus
- Artificial turf
- Traffic from North
- Seismic/Flooding/Space
- Flow of educational program
- Need large meeting space not dedicated to classrooms
- No shade in outdoor Science Building space
- Classrooms and event spaces do not have audio equipment for the hearing impaired
- Current arrangement only provides one large space for study and eating in the Student Services Building

### Goals

- As best we can, forecast 10-15 years what building will be used for
- Create flexible buildings
- Covered area for ADA at Whistle Stop area [Response: We're going to be putting fixed hard shell umbrellas out there for shade. The challenge with doing a covered area is the State makes us get it certified and it has to be engineered for wind load.]
- Continue to monitor program offerings [Response: Yes, we need to stay current with the economy.]
- Staying in touch with the tech world for training (e.g., technical programs: database management, advanced tools aren't being offered in our higher education system, including community colleges): you're obsolete if you're five years old
- Planning for facilities for career technical education is important. The classrooms should be appropriate for the kind of degrees that will matter in the workforce; more certificates, less degrees.
- Solar capabilities at new construction

- More impervious surface
- Landscape Master Plan
- Restore campus lawn
- Create open space with new or improved buildings
- Work with Vision of Marin County Plan
- Sustainability standards
- Way finding: more consistency; integration of various signs
- Make food service more inviting
- Modernization of Student Services and Learning Resources Center
- Videoconference
- Amphitheater on campus
- Do it as fast as it can go!
- All classrooms and event spaces should be built / retrofitted with preferably built in equipment like copper loop wire or at least provide free standing equipment for the hearing impaired.
  - The best choice is equipment that is compatible with Bluetooth hearing aids
- Learning Resource Center and Student Services Building are most needed and should be the heart of the campus
  - Student survey supports the need for these spaces
  - Students require space outside the classroom
- Student area should consist of many smaller spaces instead of one large one
- Students should be able to modify the study and social spaces themselves to provide the type of activity/environment they need at that time

#### Communication & Reporting & Transparency

- Develop a communication plan to ensure neighbors are notified about the progress of the bond (e.g., Trustees attending neighborhood meetings; advertisement in the IJ to let the public know they can go to the bond website if they'd like regular progress updates on the bond measure; op-eds in the IJ and use the community education booklets to educate the public on the issues related to the bond; Tell people, we've got all this

money, we have to spend it, come see what it is, help us decide; Find ways, outside of a highly contested Trustee election, to educate the public about major issues involved in the college such as the progress of the bond measure.)

-OpenGov: Portal into the bond program and to other financial aspects of the District that will be accessible on the College of Marin website. It will allow the public to follow a project through the process (design, programming, etc.) and track each project's budget for a period of five-years. Allows for an open and transparent relationship with the District.

-Bond Website: [measurebcom.org](http://measurebcom.org). Has a link to subscribe to an e-newsletter, re: updates on the bond. [Please don't overdo the bond electronic newsletters, once a month maximum. Be brief: Here's what's happening, for more information go to the website.] You'll find program documents around the bond, resolutions adopted by the Board, Facilities Master Planning Presentations and Audio, applications for the Citizens Bond Oversight Committee, and anything related to the bond.

-Happy to see there was good publicity in the newspapers

-Use new social media tools (e.g., Meet-Up System) so people don't have to look for an event. Meet-up will push info on the meetings an individual subscribes to.

-Use various communication methods to reach different demographics

-Need to draw people to our new college website [Response: When we do ads with the IJ, they give us Impressions, they help push our hyperlink for our website]

### Wish List

-Build facilities that support the academic needs of the students today and tomorrow and protects the taxpayers' resources in a way that thinks long-term (a capital improvement plan)

-Stop inviting automobiles onto campus. Start embracing transit, bicycles, and walking; Create bike lockers, bike parking, bike trails, bike connections

-Work with the surrounding communities to get cheaper housing to allow students to walk or bike to school

-Swimming pools are there and they stay there and they're available to us non-stop

-Both campuses become a broader focus for community activity. At Santa Rosa JC there were lots of community activity events on the campus that were not classes, and it became a social center for the town not just a College. I'd like the College of Marin to move in that direction and become more of a Community Center facility, not just a campus.

- More cohesion between both campuses when there are big events. Making sure that IVC students and programs are involved.
- More community education classes for IVC. If that's not going to happen, provide van service for seniors to get to Kentfield. It's not fair, the overweight of community education classes at Kentfield vs. IVC.
- Bollinas retrofit
- Lecture Hall space with at least 200 seats
- Campus gatherings
- Student Art Display
- Science Museum
- Community Education with windows
- Update landscape areas
- Community space between Learning Resources Center and student gathering
- Updated kitchen for hospitality classes
- New building for new functions
- Bigger room for Emeritus Students College of Marin (ESCOM) is critical due to the large (1600) population, which has grown from 400 a few years ago.
  - Space should be equipped fully with devices to help the hearing impaired because many seniors have hearing loss
- Add space for an International Student Lounge
- Lounge space is needed for the Learning Committees
  - The word lounge misrepresents the work and active learning that occurs in these spaces
- Amphitheater

## Questions Raised

How is the bond website (measurebcom.org) and bond newsletter being publicized?

That's being developed right now, so we haven't publicized it yet. We're standing the bond up now, so that's one of the things we'll be going through, and we'll push it out to Facebook and so forth so people can sign up. But that way you can see the different things that are coming out along the way, whether it be community meetings, whether it be plans coming forward, and so on.

Are all the neighbors being notified?

The communication from the college over the last five years has been incredible, as far as the neighbors: they're much happier, we're receiving strong positive feedback.

How do you plan to communicate with the neighbors?

We have new electronic signage out in front on Sir Francis Drake.

Greg has been advertising every single day these sessions, and we're having nine of these sessions not just one, at different times of the week, weekends, that type of thing. There's certainly a much more robust effort to get people to be engaged.

Can you better publicize what the average lifespan of a community college building is in California and why? And why we don't have buildings which last 100 years, like some in the East Coast?

The challenge is that the laws change so much in California when it requires the building code. The earthquake code here drastically changed the shape and structure of higher education and K-12. So a lot of these buildings had to be retrofitted or torn down due to lack of deferred maintenance, and so forth, and the state not funding things. Prop 13 was a big hit for state funding for a lot of institutions. So there are a lot of things that have happened over the last 20-30 years that have impacted the financial arm of what the colleges can and can't do with their facilities. And every district has handled that differently, so you've got some districts that have done a great job with older buildings. You've got some that have not done a great job with older buildings. Most of your community colleges though were built in the 60s and the 70s. That's when most of them were founded and when the great boom of community colleges happened across the country. You have a handful, like us and Fresno, and a few others that were founded around the 20s and the 30s and the early teens. They were actually founded as part of the old, the current CSU teachers college system so there's a lot of that going on. There are a lot of variables that impact why some colleges have older buildings and some don't.

Are the College of Marin Foundation, Alumni Association, Emeritus still active ways to engage the members of the public and educate them about what's happening with college including the bond and the new construction?

Yes, those organizations are still active. Emeritus is still very active. I think there are 1300-1400 members in Emeritus.

I'm a former Trustee actively looking for information, but I can't find it. I believe not much information is getting out there.

That's one of the reason we advertised it so heavily, and why we're advertising it so heavily in the newspaper so there's plenty of communication.

Is there any consideration about going up with the parking lot, having multiple levels?

There was discussion earlier on. But first we want to look at Enrollment Management and better handling of the schedule of classes. We want to make sure we don't have so many peak class times, where we have 1000 students trying to show up on one time. We're looking at spreading classes more evenly across the days of the week. We started this semester and that's helped some, and we're going to keep doing that to make sure we plateau off the schedule. This will help us see if there truly are issues. Also, if we free this area up here, this frees up 100 spots (Maintenance), this frees up 150 (Village Square). As the Master Plan progresses, it'll free up parking that's already there where we don't have to build more parking going forward.

I thought we had discussed the possibility of a multi-level parking structure where the Austin Science was?

Yes, we did during the white paper where we started talking about tearing it down. As far as the Master Plan, we haven't built anything in for a parking structure at this time.

The plan is to see if we still have a problem after we look at Enrollment Management. We still have a line item for parking mitigation, but we're hoping that after making these adjustments we may not need a multi-level parking structure.

I seem to recall that one of the original plans was that when the Austin Science Center was to be torn down, it would be replaced with a swale. I see now that there's a parking lot. What happened to the originally proposed swale?

The parking lot that's there now is actually the parking lot that was under the building. We just reconditioned it. The County is trying to have discussions with us around doing a swale of some type or berm to try to keep the floodwater to the creek side, but those discussions are long way off with us and the Board because it would essentially eliminate a lot of parking, about 150 spots is what we'd lose on campus, if we were to put that berm in...We also have to take into consideration the neighbors on Kent Avenue because if we put that berm in, it pushes water toward them.

So that may have been the original plan say 10 years ago but it was discarded in the interest of the great need for more parking?

I don't know if it was discarded from the District side, but I know the County is looking at other up creek mitigation measures to handle more water than they had initially thought. Initially they thought they were going to deepen and widen on our end to take more water. Now they're pushing out the creek a little further into Ross to try to widen it and deepen in and put channels in and so forth. They're talking about getting rid of the salmon ladder and some of those other type things to mitigate some of the water

flow. I'm not sure what the end result is going to be by the time the whole EIR and CEQA process is done with the County, but it's something that we're going to keep an eye on.

I'm surprised they haven't come to you and said, "Do you have any land for a retention pond?" Your answer would be, "Nope. We need every square inch for parking." Are they going to take out that concrete channel?

As far as I know, I don't think there's any plan to expand the current concrete channel, but I don't think there's any plans to take it out either.

The presentation we had, if I'm not mistaken, they were just going to raise the sides of it, set it back and raise the sides.

The reason why the creek is so important is because the creek has a direct impact on this building here. The state makes us set back off the centerline of the creek. We have to make sure we maintain that whatever we do with the building going forward, so that's why it's important to find out what the process is going to be with the County and the Core.

That's only if we tear the building down. It'll be grandfathered in if we leave it.

Or if we leave the footprint of the building and blow the building out and rebuild it on the existing footprint.

What is the purpose of the County and the Core Engineers wanting to widen or deepen the creek?

To handle the 100-year flood plain. The idea is to prevent the flooding. There are also discussions about trying to put a berm in, which we haven't settled on yet. A lot of discussions have to take place between the District, Core, and the County.

Do you know when the last time there was such a huge flood that it destroyed part of the campus?

There was a King Tide and a big storm about 1 ½ - 2 years ago. It over breached the floodwalls about a foot. That wasn't even the 100-year flood. That was just a lot of water.

National Oceanic and Atmospheric Administration (NOAA) surveys showed that the concrete channels that were placed, makes the water run faster, instead of it being natural earth berms. During that King Tide and big storm, they clocked the water going 40 mph going through here, which makes the downstream effect worse because it's just natural earth. It erodes out the creek side. That's why they don't want to put any more channels with concrete; they want to do them in natural earth and riprap rock. Because we're landlocked on this campus, the County, Core, and the Board of Trustees have to have a lot of discussions before decisions are made.



What are the plans for Fusselman Hall?

One of the first buildings built on campus and is the last original building on campus.  
Replaced all the windows, flooring, and mechanicals and re-stuccoed it  
Basement needs to be excavated and re-waterproofed  
Building needs to be seismically retrofitted (e.g. seismic bracing)  
Needs new roof

Is the goal to keep the building, Fusselman Hall?

Yes.

Is there still a lawsuit on the Fine Arts Building?

Yes, there's still pending litigation on that Fine Arts building.

Did they ever go after the architect on that one?

We're still in that process.

I see all the new things being done on that building, and I'm wondering somebody really messed up on that thing.

Yes. I'm knee deep in that process on a regular basis. That one's been going on for three years now, and its not over yet.

Are the portables (Health Sciences and Sheriff's Office) on College Avenue going to stay?

The Sheriff's office will stay. That's their main precinct.

The Health Sciences will go once we determine what we're going to do with Student Services and Learning Resource Center.

So this isn't a diagram of what is. It's a diagram of what will be.

It's a proposal from the staff. It has not yet been adopted by the Board.

Isn't the College of Marin, their square footage dictated by the state?

No. That's a K-12 requirement. K-12 when they build buildings, like classrooms and labs, they have to have so much square footage per student. There's no requirement for community colleges for square footage. We try to make the best of the space as we can. Be as efficient as we can.

What is the plan for the Student Services Building?

I don't know if there necessarily is a plan per se. One of the things we would have to do is called programming. Sit down with all the appropriate constituency groups and find out what are the needs going forward. Because you're right, this building was built cafeteria on the bottom floor, and it was open space on the top floor, and there used to be an old fireplace upstairs and so forth. Over the years those spaces have been carved up for counseling, enrollment services, cashiering, and so forth. Those demands are still there, so we still have those functions that we have to serve for the students. But those functions plus other functions could be in the Student Services building. When you look

at doing a Learning Resource Center and what is put into that building and what's put into Student Services they're symbiotic to each other. If one doesn't go in one building, it needs to go into the other type thing. There's a lot of work that needs to be done as far as what's gonna go into the building going forward which is dictated by how much money we have, and how much space we have, and what's the appetite of the Board moving forward.

Good work to finally be talking about "meet purpose to spaces" based on the educational needs and the program needs for the campuses. As we get into what we're going to do with the buildings, we need to figure out how we need to repurpose the spaces to make them more efficient, more effective.

It's not so much a redesign of what we already have, but what do we need in 10-15 years, as much as we can know. Obviously, when they built this building, they didn't know they were going to need all those counseling offices and all that kind of stuff at that time; of course, the college was smaller then too, so it really depends on how much can we broaden our mindset, if you will, and what the buildings should be, but also make sure the building is flexible, so we can accommodate going forward, and that's the other part is to make sure the building is not so rigid that we can't modify the building internally with our own staff to make sure we can accommodate those going forward.

What would you say the largest potential projects are? Where will most of the money go: the refurbishing, rehabilitating, seismic retrofit of the Learning Resources Center and Student Services?

Yes, that's by far, in my mind, the two largest capital projects on this campus that would have the biggest impact and the biggest footprint displacement of the campus. Just taking this building offline trying to accommodate the students' needs is going to be a whole big undertaking just logistically trying to accommodate the students. And also the Learning Resources Center, which houses our main library, trying to take that building offline is a major doing for us as well. The bottom line is it's either going to be a renovation, blow it out type rebuild over where it's at, at its current footprint so you have a partial demolition/renovation, or new construction, and we haven't come to the conclusion of what that's going to be yet.

You could see from that description a demolition and a rebuild.

It wouldn't be a knockdown like the Austin Science Center was. It'd be a decommissioning demolition; you'd take it down in chunks. You'll surgically take it apart.

The Student Services and Learning Resources Center are the two buildings whose disposition is unknown at this time, but it sounds like from the student survey they want to have more lounge study areas and right now those buildings are kind of mixed use (offices and lounge areas). It seems like if they accommodated that student need that would be an advantage. That's the plan, right? Fill those needs that aren't being met now?

Yes. Tim and Ellen surveyed the students to find out the need. We had a good response rate to the surveys. We had more than just those questions, we asked other questions as well. We did have good interactions with the students about what the needs are

going forward. We surveyed both campuses and surveyed two different populations of students.

As someone who was a student in the 90s, I actually really like the Student Services and the Learning Resources Center. They provide a little bit of nostalgia for me. But at the same time, I can see why people want to modernize.

You like concrete? There's plenty of that. The main challenge with the Learning Resources Center is it sits on a lot of pillars. They're 2' x 2' pillars and they have a plateau at the top that holds the building up. There are a lot of them across the whole building. The library is full of them. The challenge when there's a seismic event, those pillars just drop straight down, they pancake the pillar down. To try to seismic retrofit those you basically have to encase another 3' x 3' foot square around each pillar which they already take a lot of square footage as it is, and sightlines, and everything else, and trying to box all those in even more, you'd almost lose a third of the building in just seismic retrofit. The cost of doing all that work, you add a couple more million dollars, and you can build a brand new building. The building is not efficient. The air conditioning system doesn't work in the building anymore. The reason why the air is actually on is because there's a temporary unit parked in the back parking lot feeding the building. It was cheaper to buy a temporary unit than it was to fix the old unit that was there. There are a lot of those kinds of issues going on with the building. The roof also needs to be replaced. It served its life capacity.

I did architecture in those days and it was called brutalist architecture. It's very heavy. There's no flexibility whatsoever. That's one of the problems with coming back and trying to remodel.

You have to remember that in the late 60s and early 70s, energy was cheap. You didn't have a lot of efficiencies. When we remodeled this building there was no insulation in these buildings. There was no need because of the weather patterns and so forth. Actually none of these buildings were built with air conditioners. They didn't need them. They had operable windows. You just open the window and let the breeze blow in. The code didn't change until the mid-80s and then the State made them put air conditioning space in for students. Now we're building buildings with fixed windows because of the concerns of students climbing out and doing things to hurt themselves.

You're required to put in air conditioning?

You cannot operate a building for students that doesn't have air or heat. It's a requirement.

Do you have any cost estimates for the Student Services building and the Learning Resources Center yet?

I have costs for renovation and new construction. The costs for renovation I think we got penciled in about \$400 and change a square foot. New construction will be about that, maybe a little higher. Both those buildings combined right now, if we were to use the existing pads and build up, I'm talking about today's dollars not four years from now,

because the cost of construction is starting to rise, but you're looking at both those buildings combined about \$90 million to rebuild both of them. The Learning Resources Center and the Student Services are very large facilities. Half of the second floor of the Learning Resources Center is just the library for the Kentfield campus.

Didn't the New Academic Center take some of that away from the Student Services?

No. Academic Center is faculty, the bottom floor is all ESL and tutoring labs for the English program, and then we have the Administrative Offices. We took down five buildings off this corner that housed all those offices. The initial plan for the Academic Center early on, it was much bigger than it is now. That building was cut in half due to mitigating impacts with the neighbors. There was a goal at one time to try to pull some of the pressure off the other parts of the campus, but - at the end of the day - it didn't come to fruition. That's why we still have the Village Square Complex portable buildings, which has 7-8 classrooms that we weren't able to fit into the New Academic Center.

Is there any talk about trying to meld the architecture in anyway to have some consistency?

I don't know per se of a Master Design Plan. All our buildings that have been built in the last 5 or 10 years are all contemporary. They're all very much contemporary designs. Going forward I think the Board will make a decision as the design charrettes come forward as far as what those designs look like to make sure those designs meld into the existing architecture of the campus, so we don't have, I just say, a pink building being built; make sure that building sits and is symbiotic to the rest of the buildings that have already been built because you can't change those. The best thing we can do is to make sure it morphs into what's already here. That will be something the Board takes a look at, those design charrettes, coming forward from architects, from potential design diagrams.

The one thing that is preserved and has always been preserved is the view to Mt. Tam and the corridor system or open cluster system out here. That's never been messed with and that's really important from a standpoint of preserving the history and Fusselman is a really big part of that. So it is there even though the architecture has changed to the new style of architecture.

When I see tear down buildings to put in parking (add parking where buildings are removed), it makes me nauseous.

We haven't torn down buildings and put in parking. It's just the maintenance area. The County won't let us put anything there anyway because that's the county sewer line that the building is sitting on top of. The old maintenance building sits on top of the old train tracks. The County won't let us build anything there.

Are the plans for the parking solar projects, carports with solar cells on top?

Yes, it'll be the same as the panels we have in Parking Lot 12.

Has transit use by students and staff increased?

We don't have enough data. We've only been looking for it over a year now.

Last Fall, the College worked with Marin Transit and got a Clipper Card for students, for a semester, that gave them the opportunity to travel anywhere in the County for free with that card. It was so successful that Marin Transit ended up contributing an extra \$250,000 to cover the difference between how much was getting used and how much was being paid. That really stepped up the use of transit to and from the College.

They made a pilot route, the stop sign here in front of College Avenue, in front of the College. It was a pilot program and now this next year, it'll be a permanent route because there are so many students taking that bus. Like most of the ESL students that you saw, if you passed by here at around lunch time, that are sitting outside eating lunch outside the Academic Center, most of them are taking the bus to and from classes on Saturdays. We have reached out a great deal for Marin Transit, we have lots of people who ride bicycles and so forth. [Bike lockers, bike parking, bike trails, bike connections...] We do have those initiatives going on. I agree. I would love to reduce parking. The SMART train will help that to some degree because we're synchronizing the Marin transit passes with the SMART train when it comes to the San Rafael terminal to come over here for people who are coming from the North, from Sonoma County. As much as I'd like to reduce parking altogether, it's a natural, you're not going to get rid of all of it. So we still have a good deal. My point being in that slide was we have enough parking based on our current population. So it basically means you all need to work on Enrollment Management to make sure we're putting the schedule of classes together to where we don't have real high peak volumes to where we kind of plateau that out a little bit to where you don't have 1000 students trying to show up into one hour. You kind of smooth that line out a little bit, so you can help with enrollment.

...We have a very strong relationship with Marin Transit. To the point where they're constantly looking at ways that with this Transit Program and the revenue it generates for them, that they can add new routes or change routes. Now they're looking with Marin City and some of the routes coming from that area. How can we make it more useful for students? But I would say that the student use of transit to the campuses, particularly this campus, has gone up significantly since we instituted the program. But that's just a small start. And we're obviously bound by some of the issues that you bring up, in terms of location and timing. It also has to do with our demographics. We have students who are working two jobs, and trying to take classes, and have other commitments and to get between all of those things using something other than a car becomes very difficult. If all they had to do was get from home to here, the bus makes sense. But not when you're on a schedule and need to do other things, those are the things that we need to play a part in, and we also need to continue to take leadership to work with others and other entities to have them do their part to try to affect it. But I think we'll see a significant change once the Smart Train starts because the Express Bus from the Transit Center to here, where it's a 15 minute ride and, if you have your car, you can get it for free, that will have an impact.

One of the things that we're trying to do the following year, it won't be this current Academic Year, is where we start working with staff, and we have to work with their collective bargaining agreements to try to get them working on their transit plan, so they can buy into the transit plan as well. Right now it's only open to students. It's not open to staff. We can't force staff to pay it forward because of their collective bargaining agreements. We're working through that process.

Does the College reach out to high school student parents and seniors through the public and private school system?

We're doing a tremendous amount of outreach through the K-12 school districts in the County to identify students who potentially could come to the College of Marin. We have a lot of programs, collaborations with K-12 districts.

Can we reach out to 11-12 year olds?

Yes. Start with the freshmen and get them to realize they actually could go to college.

There's lots of collaboration that's going on with high school districts in particular to identify students who potentially could come to the College of Marin and get them on track to start college. A lot of that stuff's going on, but unless you've got a child in a high school or you've got kids in a school, College of Marin is probably not in your radar.

You'll be setting up a new Advisory Committee as required for by the bond?

Yes. CBOC. On August 16, 2016 the Board adopted a resolution to start taking applications for CBOC members. Otherwise known as Citizens' Bond Oversight Committee.

The grammar school, Kent Middle, has there been talk of relocating that, buying it out for the college? You're out of land right now and that's very convenient.

Not that I'm aware of. Kent Middle is also desperate for space.

Is the facility properly sized given the current enrollment, compared to historic trends and the migration to more online classes?

Currently right now we're sized right for the amount of enrollment we need, and we have a little bit of room to grow. Based on our current levels of enrollment, and a lot of our online classes are hybrids, students have to be on campus part of the time, and with our enrollment management process, I think we're sized right.

Does Kentfield also have evening classes, to even out the enrollment?

Yes. We have a pretty healthy evening population. The parking lots are full until 8pm from students that start class at 5:30pm or 6pm.

Are the students that go to the college predominantly post high school students? Are there any adults that go there? What's the ratio?

I don't know what the current mix is, but we do have a strong population of non-traditional students that are older than 24 years old. But we also have a good contingent

of students that are 18 – 24. We work a lot right now with our local K-12 districts through our COMPASS programs and some other programs that bring students on campus. ESL is a very popular program on the weekends. Yesterday (Saturday), on the Kentfield campus there were 200 ESL students sitting out having lunch in the middle of the courtyard. Most are 18-24, some are 18-24 who bring their parents because they're first generation immigrants. Every program has a different demographic as far as what they're serving, but holistically for the college, we hit almost every age group.

Do you have any projections on student growth over 5-10 years?

Right now, statewide, most colleges are dropping enrollment because the economy is doing better. Community college enrollment is inversely proportional to the economy. Right now, statewide, we project a 1% per year growth factor. This is within our bandwidth to be able to handle.

Is the 1% per year growth both for credit and community education?

Community education can ebb and flow a lot more easily than we can with credit. They can offer classes more quickly than we can for credit.

You mentioned that in your technology company, there are people coming from India and they have Master's degrees. Do our students need these Masters degrees too? What kind of roles are these Indian students playing? Are they taking technical roles? Are they taking more advanced roles?

I work in a technical field so I see them doing technical work: database administrators, systems administrators, or network administrators. I work in the computer field and that's where I see them, although they're in the biotech world as well.

So they're not really utilizing their Master's degree, they're utilizing their technical skills.

Those Master's degrees taught them that technical skill, they're a degree in Engineering.

If a student is just taught plain technical skills here without the Master's degree, do you think they could earn the same amount of money as these people?

I would hope they could.

Do you also advertise in the Novato paper? Ross paper, the other smaller papers?

Traditionally we hit the IJ and the Novato Advance. The issues we try to balance are different deadlines and cost.

Are you constrained in Marin County, as far as your marketing and direct outreach, or can you go to Sonoma and Napa?

We can go beyond. When we do bids, I advertise in the Builder's Exchange for Sonoma and Napa and the Bay Area, Oakland, Richmond. We try to reach out where we can. The only Gentleman's Agreement that we have between Districts is we don't direct market students in Sonoma County.

I know why you're putting on artificial turf, but I think it's a terrible idea. Artificial turf is hard on athletes. And it's dirty, isn't it? That black stuff from underneath it catches dust and dirt.

It's actually safer for athletes than the current turf. We don't use black rubber anymore. You have multiple options now. Now they use coconut shells because they're biodegradable. They don't use rubber because there are a lot of studies about cancer and rubber and environment. Now they just use sand. You have a grass filament that's about four inches high and they backfill it with sand. The sand helps hold the grass up and it provides the cushion you need. And they also put a shock pad underneath because turf is really carpet; it's just a bladed carpet. They put a shock pad underneath the turf, that's about four inches thick, called GMax, and it helps take the pressure off your knees when you run. It's come a long way. When you lay turf, you have about 8 – 9 inches, it looks like a hole, but by the time you build it up it's actually easier on ankles, knees, and hips for athletes than existing turf. Our turf right now is like a rock because we have to constantly press it down because of the marsh. We're constantly pushing on it trying to keep it flat because the marsh keeps making it bow and wave, so we have a lot of bumps and hills on our existing turf. And that creates more broken legs, ankles, and busted knee caps from baseball and soccer players.

That movement will also happen under the artificial turf?

You can mitigate it because it will go evenly across, and you can pack it as best as you can. You'll do basic gravel, your shock pad, then your turf and then your sand on top of that.

And have they done studies on the cork to prove that it's not toxic?

The cork and coconut shells are naturally occurring products. The challenge with cork and coconut shells is that you still have to wet it down because it dries out and it blows away. So you have to constantly keep putting it back in. That's why some of the schools in Sonoma County have only used sand.

Who cleans the fields? Kids are going to bleed and throw up on them. They get dirty. Who cleans them and how often?

The sand is replaced every year. You sweep the sand out and replace it. It's no different than regular grass now. What people don't realize is that the natural UV from the sun kills most of the germs on fields. The schools that have artificial turf with black rubber, there's an initial concern with MRSA (Staph) but the issue there is because the sun hits it so hard, it's actually hotter than natural turf so the heat kills off all the germs that are on the field.

That's one of the reasons why the coconut shells came about because the turf got so hot that students got burned on the turf. The other problem with the old turf is when you go to replace it, where do you take it since it's toxic?

The old turf that people are taking out now, is the first generation artificial turf. Not the rubber, the turf itself. The rubber is infill, that's what helps the grass stand up. You sweep it and it makes the grass perky and it also helps with bounce. The issue with the



initial turf is it had lead in it. When I worked in San Jose, and we replaced the turf there, we had to take the turf to Utah to one of the hazardous material landfills. Now, California won't allow lead in turf fields anymore. There are a lot more regulations around turf now than it used to be.

How long do these turf fields last?

About 15 years before you have to replace the carpet. Now if you maintain it correctly, and you put the Gmax pad underneath them, you can get up to 20 years out of them, which is why a lot of people are doing that. The Gmax pad is just recycled shoe rubber. Nike and Reebok make it. They take the soles off old tennis shoes, grind them up, glue them together and it makes a shock pad. You lay that underneath it. By doing that it keeps the resiliency of the pad. If you don't do that and you have the natural carpet, you just beat on the carpet all the time. It's like a carpet at your home. The more you beat on it, the more it just tears up over time. The products have gotten so much better now than it used to be. But if you look at the cost we spend on human resource capital, we're probably in a quarter million gallon range a year of water and with the drought and everything else, we'll pay back our costs in about 4 years just on operating costs.

Plus the run-off, it goes into the creek from all that stuff that we put on it.

Right, all the fertilizer run-off, water run-off, and chemical run-off, etc., you prevent all that as well, which Friends of Corte Madera Creek like because they're trying to maintain the marsh wildlife.

How much of the bond money is going to Kentfield versus IVC?

That hasn't been decided yet. When the Master Plan goes to the Board as a draft, the Board will also see a draft of a bond spending plan, which will have the breakout. And in October they'll finalize that. Our initial cut was \$90-\$100M was at IVC and the rest at Kentfield. If you think about Kentfield, the vast majority of the money is for the Student Services Building and the Learning Resources Center. The amount of the bond is \$265 million. And we will sell that in increments. So as far as your tax bill, you won't see the whole \$265 million hit your tax bill. The voters give us authorization for the money, but the federal government only allows us to spend the money in 3-year increments. So if we sell the bonds to the stock market, we only have 3 years to spend the money, so we take it down in small chunks. You're only taxed on what we actually draw. You're not paying the tax on the full \$265 million and you probably won't for 10 more years. We'll do a chunk of about \$60-70 million, another chunk for \$60-70 million, another chunk. As the plans unfold for these buildings and the planning and so forth, we'll sell the bonds as we need them.

When does it start, the selling?

We'll sell the first set of bonds in November, which will go on next year's tax bill.

## Indian Valley Campus

### Advantages

- Farmland. Students from the Marin Master Garden Program do a lot with the organic farm. The folks are great, and the work they're doing is terrific.
- As programs develop, the space at IVC has a lot of potential for use
- A lot of open spaces
- Community oriented/outreach (westside of campus)
- The beauty of this campus: low structures and park like environment
- Easy to get to even though it's off the main road. It's an easy path to get to traffic wise. [Response: It's not Sir Francis Drake Boulevard.]
- Unique gorgeous campus; great/beautiful setting with deer
- Quiet
- Parking is easy
- Most of the time, parking and traffic are not an issue
- Compared to Kentfield, there are less weather and natural disaster concerns. Investing in this campus might be a better idea in the long term.
- Infrastructure exists for the expansion of campus [Response: The campus is built for growth, that Loop Road has natural gas, water, power, all the way around the whole thing.]
- Senior friendly. Having a pool for low-impact exercise is a great help for seniors.
- Olympic size pool [Response: I want to do as much to the pool as I can within the resources the Board gives me. The initial plan is not only to build an Olympic sized pool but also a lap pool, a small pool, next to it for classes because right now classes take up the entire pool, and if we build a small warm up pool, only 3-4 lanes, 20 m, it'll be perfect for the classes we teach. We can keep the big pool covered to keep the heat in. We spend a lot of money heating that water. But also too, it will allow us to keep the chemical costs down.]
- Moving Child Development Center to Ohlone (Building 18) to make way for a Student Center in Building 12 with possible food service.

## Disadvantages

- Awful location. It is separated from everything. You can't get a sandwich. You can't get a cup of coffee. That is your destination. That is the only thing you're going to be doing is going to that campus.
- Lacking food service
- At night, it is spooky. It is really scary. It's just creepy. I don't know why we built a school there.
- Basic Aid District: We have this really great innovative program that attracts lots of students, but we're not getting head count dollars to bring all those people in. [Response: It's all relative. We have to manage ourselves financially, more so than other colleges that depend on the State.]
- Buildings built with high cost materials (e.g., redwoods)
- Fire danger and the amount of money spent mitigating the surrounding hillsides / A lot of open space
- There are not offerings for academic classes and community education (e.g., art classes)
- No bookstore
- New library is short of seating
- We have to wait!
- I'm concerned about the traffic issues with this large Community Center
- Signage and finding buildings
- Cooling in Building 10
- No one knows about the library being open
- Parking fee = cops
- Need more performances/more activity
- Classrooms and event spaces do not have audio equipment for the hearing impaired
- Underutilized
- Impact to neighbors

## Goals

- Continue to evaluate the programs and space that we have at IVC
  
- Similar to the Kentfield campus, make sure that flexibility is inherent in the design of the buildings as the programs change, we'll be able to stand up a program as necessary and take it down as necessary without impacting the building as much as possible
  
- Build more efficient buildings, from a facilities standpoint
  
- Be able to handle added classes due to potential recession
  
- Increase community activities
  
- Need PR, this place is beautiful and administration is doing good work (e.g., COMPASS)
  
- Need a "Go To Person" who is here on a daily basis
  
- Seniors may take more classes if there were different offerings
  
- Career Tech Education
  
- Sufficient academic classes, so you can get a two-year degree here by going only to your local campus
  
- Enhance College of Marin Providing Access and Student Success (COMPASS) program countywide at both campuses
  
- Increase community education courses
  
- Bookstore [Response: We've tried numerous models and various different ways and we've lost money. [Is there a food truck version of the bookstore?] We tried to offer books the first two weeks of school on this campus, like last Spring Semester, we sold two books in two weeks. This is after a focused advertising campaign. It's not financially feasible for the company to bring their staff up here for two weeks to sell two books.]
  
- Food Service/Cafeteria [Response: That's a challenge as well. [Maybe as you have the organic garden, hospitality program that can all feed each other.]]
  
- Electrical transformers, etc. are high voltage and need to be replaced
  
- Student housing
  
- More transfer classes

- Not to be the stepchild
- Make sure maintenance money is available for all of the buildings throughout the campus
- Get more involvement from community
- Add Farmers Market
- Landscaping
- Community Garden
- Bring popular classes to IVC
- All classrooms and event spaces should be built / retrofitted with preferably built in equipment like copper loop wire or at least provide free standing equipment for the hearing impaired.
  - The best choice is equipment that is compatible with Bluetooth hearing aids
- ADA upgrades
- Parking/Wooden Walkways - Bridge

#### Communication & Reporting & Transparency

- Communication in the Novato area has increased tremendously. The Friends of Novato Scene helps keep people abreast of what's happening at the college relative to the community.
- Better PR for IVC, including community education programs / Sell it
- Explore partnerships with other community groups to help increase enrollment, re: Margaret Todd Senior Center
- Communication about events and available programs
- Mailer about events
- Political

#### Wish List

- Target 70-year life buildings because of the physical environment
- Signage improvements & New campus map [Response: On the last bond, the same finger poke signs in Kentfield are currently being manufactured for IVC.]

-Bring recycled water to the campus

-Use fields for High School's "Friday Night Lights Games"

-Offer more classes in performing and fine arts (poetry, understanding classical music, water color, working with clay)

-Teacher housing

-Building 17 – Student Study Space/Student Center (Similar to Building 27)

-Bring technology platform up to speed

-Food Service

-Friends of IVC: New Vision for IVC = The right side of the creek is becoming a community aspect of campus and the left side of the creek is becoming an academic core.

-Pool facility more accessible to the community [Response: This is one of the things we'd like to discuss in the IVC Visioning Process. There are limitations in what we can and cannot do. Leaving it open to the community creates a lot of costs because you have to have full-time lifeguards if you open it up to the community. Our instructors, including community ed instructors, are lifeguard and first aid certified. From a class standpoint we're covered, but from an open access standpoint to where we just let people in and out of the pool on their own, the liability is very high, so the insurance makes us have full-time lifeguards during those time periods. It's a cost benefit analysis. We have to figure out: is it just a short duration when we leave it open swim, for a certain number of hours a day, is it all day, do we leave one or two lanes of the pool reserved for open swim (in some schools, students are used as lifeguards). We have to adjust the fee schedule because the fees currently don't cover the costs of running the pool. Those are more operational issues more so than they are Facilities Master Plan issues. You can't address staffing on the Master Plan. The Master Plan addresses the physical plant of the institution.]

-Fulltime pool manager [Response: I run pretty skinny on management staff. I have five direct reports. I run seven divisions in the College. And my staff can tell you that I run 24/7. I know we can get it done without hiring another body just to sit there all day. Most of our managers are working managers. They have multiple tasks to take care of. The pool is idle a lot of the time. It's hard for me to justify having somebody sit there all day without other responsibilities just for the sheer cost. To hire a pool manager on the management pay scale, you're starting at about \$80,000 a year.]

-The pool not be idle so long

- Facilities at pool – Fitness – To help with programs
- Accommodate a variety of swimming programs
- ADA parking by the pool
- More showers and big size lockers for backpacks at new pool building
- More storage and outlets at pool
- Design storage to fit items
- Amphitheater

### Questions Raised

The Ohlone and Miwok Clusters that you have listed for renovation/demolition/new construction, those are pretty different options. When do you expect that decision to be made by the Board? By two months from now when the Master Plan is adopted?

The Facilities Master Plan is a 30,000-40,000 foot level. It's not supposed to be detail oriented and what individual decisions will be made. It's supposed to be a plan that can be modified. The idea is to give the Board the options if they want to renovate, or demolish, or they can do new construction. We have to determine if it's needed or not, as far as classrooms, capacity, what's in those buildings. One building holds an art program. You have high ceilings for an art program for the easels and so forth. Can that room be incorporated to another facility? Those things have to be looked at. You can't just tear down a building and move all the classes to another building.

What is the timeline for making final decisions on whether you're going to tear those down and rebuild, or just rehabilitate, or tear them down completely because they're not needed or used?

When the Board actually adopts a plan it gives them the options to make those decisions at a later date. So you can adopt a plan with some parameters, like the TBD, for instance. The reason why there's a To Be Determined area for future development, if it's needed, is so you don't have to re-do a whole new planning process to look at it again. It gives the Board the bandwidth to be able to make those decisions as things change.

The Board will be asked to approve the final FMP on October 18, 2016: The Board will be approving what I would call the 10,000 foot level plan, not getting down into the weeds, into the detail, yet. But it's enough to guide the direction for taking on each project. If you think about it, we passed the bond in June, and it's only August, and the College Administration has done a really amazing job of getting as Greg calls it, "standing up the bond". Some districts take a year to get to where we are today. It's impressive and, at the same time, we don't want to make significant commitments to specific projects before their time. If it takes a year to get to that point that's fine. We

don't want to rush it yet; we also have some fiduciary responsibility to make sure we get it done in a timely manner.

I can understand that some decisions may be made later in years 2, 3, or 4 but they can't be put off indefinitely because you'll have some priorities, like fixing this building, and this building, and this building. But somewhere along the line decisions are going to have to be made before the money and time runs out on the bond money to deal with those issues which have been frankly put off for over a decade, or two, even before the first bond.

Agreed.

Any interesting news, in recent years, about potential partnerships?

Dr. Coon and I, and others have looked at several partnerships where people wanted for a year, they want us to pay for the renovations. The best one that's come to light so far is the one we have right now, that we're potentially working on with Rotary Novato. That's what I mentioned about Building 19, renovating that and making it into a Community Center. It'll be the largest facility in Marin County for seating for dinner, for lectures, etc. It will seat 330 people for dinner.

The consensus is the new building (Building 19) is fine and the redone Automotive is fine but the rest are kind of always been highly, for a decade or two or three, highly underutilized buildings whose future is up in the air. Is that a fair statement?

Pomo is not underutilized because Ohlone is offline. I wouldn't say that's a fair statement at this point. Pomo is very well used. There are some classes in Miwok that could move, and it's all based on enrollment management and how you schedule classes, but that's going to have to be determined, what can be moved and what cannot be moved based on space signatures, of those labs, of those environments, for those programs.

Why is the enrollment dropping? Is that true that it went up a lot 5-10 years ago, and now it's gone down a lot, the last few years?

IVC has had a fairly steady environment for the last few years but still a small percentage of the overall enrollment of the college. And of course the college's enrollment has gone down, exactly proportionally to the employment rate going down. I've been hearing from my colleagues around the state; most community colleges are trending down or flat with enrollment, as the state's economy continues to chug along. I think with IVC we've done two things. First, there are all the career technical education programs. They're split into two categories: those that are doing really well and those that really need to be revitalized. Just last week at the Faculty Senate meeting, the Faculty from those programs started the revitalization process for Environmental Landscaping, Business Office Systems, and we'll be looking at doing the same with Multimedia Studies and a few others, the idea being that we have to do a better job of changing the curriculum to respond to changing labor market needs. That will have a positive effect on enrollment as we move forward. Second is trying to have some amount of transfer curriculum at IVC for those in North County. We've actually had a big increase in demand for our online courses. I think every English class offered at IVC this



year is at capacity, so that's good. We have some others that are not so much. One of the things that we're doing right now is to engage and speed up conversations with the Novato Unified School District. The plan going forward for Fall 2017 is to schedule courses and bus students to IVC in order to engage high school students in college local coursework. And of course we have our COMPASS program. As we do that, we're very much in partnership. So the lab we just renovated at IVC is a partnership with San Marin and their Biotech Program on their high school campus. We've been doing more Entrepreneurial Camps and hospitality related things. The placeholders up here right now, from the Community Center to things with the Farm, to finishing off Pomo, all of that will facilitate what are happening through the Educational Master Plan and Strategic Plan. The goal is to get that enrollment where it needs to be to serve the community needs and a lot of that has to do with curricular revision, partnerships with the high school, and facilities to be approved. The Farm is a great example. It can support a variety of programs if we manage it. But in order to do that we need classrooms associated with it and ideally we'd have a kitchen associated with it, so we can do some other things. As this plan holds out, those are the things that will inform the IVC Visioning Plan and will really allow us to then pull the trigger on some of those curriculum that will add numbers to what's going on at IVC.

We're overdue for another recession. If enrollment rises again, are we ready to add those classes that we need because of the recession?

Two things. One, we have capacity within the existing curriculum, in other words, we have empty seats. We can have a bump in enrollment without adding any additional coursework. But of course what we're constantly working with the faculty on is that the right coursework is being offered at the right time in the right way. Next, do we have enough space to add additional classes? And the answer is yes, to an extent and if it's in the right place. So the good news for us right now is, organic chemistry, that's for transfer level serious chemistry students. We had to actually add a lab section, and we could add another one, because there's so much demand for that. The problem is we can't add another one because we're maxed out in our lab space in our beautiful new science building. That's a good problem to have, but it also then starts to beg the question, what happens a few years down the road if that program continues to be robust? Well, IVC is a great opportunity. I don't see us adding a series of science labs here, but we have some up there that are underutilized, and we have space to do some things with that. So I think that the answer is yes and that's part of where the enrollment management piece and forecasting that connects directly with giving ourselves enough flexibility in the Master Plan to be responsive but also making sure we're making wise decisions, in terms of the overall square footage. In some programs, we can add significantly with existing resources. In others we can't even really get it going unless we do some of the things in the bond and then there are programs in between.

Are you finding that the tennis courts are underutilized?

Very much so. The only group that uses them is the country club, and their courts are also in disrepair (cracks and so forth).

Private tennis teachers are not inquiring?

No.

Is there concern that the surrounding neighbors are using the campus freely?

No. IVC is very much an open preserve. It's treated like a public park. There's only been one small incident in the last three years (coyote and a Chihuahua).

We've opened up one of the parking lots, so the community can park at IVC for free.

Are there any recent proposals to build housing on the IVC campus?

Oh no. Not on that campus. You have to remember that the campus sits on the Open Land Preserve for the County, too. If the District wanted to entertain the notion of housing, whether it be for students or in a public/private venture, it'd be a long duration process to go through that.

The College manages the pool?

Yes.

The City manages the athletic fields?

They maintain them.

Does the City manage the scheduling of them, use of them?

It's co-managed between both parties.

I don't see any spot for parking by the pools. Is there going to be any parking?

The parking right now is down here where it currently exists. The challenge of parking in here is the access to the creek. This map doesn't show the terrain. There will be some ADA spots for the pool access but the general parking will traditionally stay down these two parking lots.

What are the ideas for the new programs that are in development for the Farm?

You have the existing Farm & Garden program. There's discussion among the faculty of the Hospitality Program and possibly at some point, Culinary. The faculty will have to drive the curriculum and actually want to do it.

But there are ideas to actually build a classroom where the current Maintenance Building is located?

Yes. The classroom building will have permanent restrooms and a place to store the food, possibly a demonstration kitchen.

Where are the refurbished labs?

Pomo, Building 6. The idea is to finish Pomo. We've re-roofed Pomo, done all the ADA work in Pomo (Buildings 1-7), we've replaced the carpet. Now, we have to replace the windows, the mechanicals, and the "envelope of the building".

Is Pomo the one where the elevators are still in chain-link fence?

It's done now.

Building 17 was the first site to be discussed for Rotary. Now that's moving to Building 19. Have there been any discussions about Building 17?

As far as going forward with a new partnership, no not right now.

Not partnership, but what will we do with that building?

We haven't gotten that far. The building has such great potential for something.

Building 17 was a Student Center before, a place where students would go in and do work / study, working in clubs, study lounge. It has functioned as that in previous years. It wouldn't have to have much done at all if you function it for that in the future.

We're hoping that these big question marks will be discussed in the Visioning Process that will be discussed later on.

We visited Building 17 the other day, and we were told that students really need that space but they need food there. The elevator there is operating and the upstairs has lots of places for classrooms.

The upstairs is off limits due to the Fire Marshall. The previous tenant that we had closed up part of the upstairs floor and put sheetrock up, outside of code. That's why the elevator is currently turned off. The elevator does work, we use it as a freight elevator.

Can the bond money be used for Building 17 to turn it into a Student Center?

Yes, the bond money can be used to revitalize this facility in whatever form going forward. The one concern we get from students in surveys is the distance of this building compared to the other buildings. When you have most of your classes in the Pomo Cluster in Building 27, and you have to walk over here to the study lounge (Building 17), it's a good walk.

As a student, how do you feel about that?

A little exercise never hurt anybody. That's the beauty of this campus. That should be something that's embraced and attractive. It's this wide open space. You're not confined in an institutionalized structure. You're out in the open. That's kind of the glory of it. I like it.

I can see if you have an 8am class and you have to trek from one side of campus to Building 17, I can see why that's a deterrent. But if you have to go to that building where you're not on a schedule (e.g., you're going there to study), it's perfect.

The new buildings, are they going to be several stories high or are they going to match the beauty of the campus as it is now?

Right now, the only building that's on here is the pool facility, which will be a one-story structure. This building is using the existing footprint that's already there and doing a two-story drop into a one-story building. Building 17 is already existing. In my mind, I don't see anything being a two-story building on this campus right now.

Are the ideas for Building 17 a Student Center or a Community Center?

It could be lots of things because it's open in the Center up to the top. The reason why the building is in such good shape is because the upstairs floor was made for stacks for library books. So the foundation is six inches thick on the 2<sup>nd</sup> floor, so it can hold a lot of weight. All the other support structures have also been beefed up. It has good bones to hold up whatever we want to do. It could be a multitude of things: fitness center for athletic programs and PE programs, incubator for small businesses that want to start up, new programs of study that we haven't thought about yet. It being an open footprint allows it to be modified in lots of different ways.

On some of this construction that you're pretty sure you're going to do, is there any idea on when it might be done, like the Aquatic Center?

The design professionals for the Aquatic Center is currently out to bid now. We knew that was an issue because we're having so many issues with our current pool. This one we have it slated, very tentatively, looking at Fall of 2019 before it opened. We're going to keep slapping band-aids on the other pool, to keep it working.

Do you also have a possible timeline for the Community Center?

Not yet. We need to finish working with Rotary, Novato on the Master Agreement first before we get a firmer timeline.

We've talked about the possibility of bringing more recycled water up to this campus. In addition to that there's an opportunity for the high schools to use the Indian Valley fields for Friday Night Lights games, as opposed to on the high school campuses, which are in the middle of the neighborhoods. It's pretty tentative, but it would mean probably some bleachers and reorganization. Can any of the bond money be applied to upgrade the fields?

Right now we have a 30-year agreement with the City of Novato. The City has Right of First Refusal for certain times of the day and night. Assuming that the City agrees, yes the bond money can be used to improve the facility because it is district property.

Will the School District or the City of Novato pay for the maintenance? We don't have any physical education activity on that field and most of it is used for community soccer.

At Kentfield, you were going to move the maintenance buildings to a less prominent location. It seems that the proposed Maintenance Building on this campus is in a very prominent location, which is by the pool.

The reason why is because there's a brand new roof on the building. To me, it's fiduciary irresponsible to tear the building down when we can just put money into it.

In talking to the Maintenance Staff, who maintain the pool, it's the physical aspects of trying to get stuff (50 gallon buckets of chemicals) to the pool and working with direct chemicals (e.g., chlorine). The building also already has shower facilities for the Maintenance Staff. Very little work will have to be done to this building to turn it into a Maintenance Building.

I've looked at the Maintenance Buildings by the garden and there are piles of pipe and crap and junk. I don't want to isolate the pool from the rest of the campus, and I just don't want it to be an eyesore.

I get it.

Are those in charge for allocating money for this campus really interested in what's best for the students or do they just want to focus on a business, small businesses, and making money?

No. By definition the bond has to be used for infrastructure that serves the students, by law. You can't deviate from that factor.

This bond does not bring basic classes, English, Math, and Science to this campus?

The bond can provide the facilities. The bond can't pay for instructors, faculty, and staff. That is all part of Enrollment Management, bringing classes to this campus. That's done through Academic Affairs and working on Enrollment Management, and making sure we facilitate that.

When you talk about tearing down buildings, my hope is that there would be increased enrollment that will utilize those buildings. But when we talk about tearing them down, I don't know.

The bond can only be used for facilities. It doesn't have anything to do with courses. The Board of Trustees, back in April, passed a resolution that has made a commitment to the new vision of IVC, which includes transfer classes, more community education and career tech, and being able to maintain the recreational facilities. That's very much the commitment. It just has to happen in a different process other than the bond.

It's worthwhile bringing those things up at these community meetings because there's no other real forum for you to do that. They hear you. It's good that you bring it up.

There will be opportunities in the coming months for additional forums where we'll be talking about the new vision for Indian Valley. We have some slides and we're going to talk about what that process looks like.

College of Marin Providing Access and Student Success (COMPASS) Program

We have three cohorts (San Marin, Terra Linda, San Rafael). A cohort is 20 to 25 - 9<sup>th</sup> graders and their families. As a freshman in high school they're earning college credits. Idea is that when they get to 12<sup>th</sup> grade, they'll have a year of college credit that they've earned. The commitment we made is that if they stick with the program and do well, we'll offer their next year of their college education (2<sup>nd</sup> year for an associate degree)

for free. We haven't lost a student in any of the cohorts. There are a lot of success stories, and we do hope to bring it to scale.

It's for students whose parents have not been to college. It's making a real difference in families' lives.

One other thing is the partnerships with the K-12 will also build some of the vitality that we're talking about, the dual enrollment and the COMPASS program.

See above for a description on the COMPASS program.

...Over the next two years, we'll roll the COMPASS program out to every high school in the County. Right now we have 140 COMPASS students. They come here throughout their high school career. For instance, we bus Novato High School Students to the campus. We bring them to our Geology lab and they meet with our Geology faculty. Our counselors teach basic study habits for college students, basic customer service skills, all the stuff you need to get ready for college. A lot of students that come out of K-12 are not ready for the rigor of college. In addition to the college course work, they're also doing their regular high school work.

We have dual enrollment as a secondary program. COMPASS is a special population cohort. Dual enrollment is something every community college does, where 16 year olds can take high school credit and they can also enroll and take credit with us.

Right now we have 7 full-time people helping to build enrollment in COMPASS so we're really committed to that program. The only thing students pay for in the COMPASS program is their textbooks and a lot of high schools pay for students' textbooks to take their classes with us.

Will the bond cover Public Relations?

No. The bond is very limited in outreach, and it has to be outreach for specific projects in the bond. It cannot be used for a PR campaign.

If students are not getting books on campus, what are they doing?

Students are purchasing them online and the Kentfield campus ships the books to them for free. You don't have to physically show up to a bookstore and wait in line.

How are faculty paid?

From the General Fund. Property taxes make up 97% of our general fund bucket. The bond is a different funding bucket.

A lot of community education classes at IVC were cancelled because they didn't get enough enrollments. I think there's an interest in community education classes there in this community but not sure how to get the IVC classes out to the community. I refuse to go down to Kentfield even though I want to take those classes.

I know Community Ed publishes a quarterly schedule. They send it out to the entire county, to every household, to show offerings for the current quarter.

As far as the community education courses being cancelled, in terms of PR, are you partnering with the Margaret Todd Senior Center? Do they have a bus that can drop the senior citizens off? Is there a senior discount?

In the Spring Quarter Community Education schedule, our Community Ed program is working with the Marin Transit program. Our current credit students pay a fee and they get 24/7 access to Marin Transit countywide. What we're trying to do for the Spring Term is to roll that out so that all the community education students can participate in that as well. For 3 months, for \$5, you get a Marin Transit pass that you can take anywhere across the county, and it connects with Golden Gate Transit.

I would like to make sure this bond brings the technology platform to both campuses up to standard, make sure there's WiFi.

There's WiFi in all the buildings. [Note: Student commented that she can't get into all the buildings. They're usually locked unless there's a class/event.]

With the construction of the farm classroom, did you mention that it will be ADA accessible?

Anytime you build a new facility, it has to be brought to full code. There has to be accessibility parking adjacent to the facility.

There was talk about an outdoor classroom on the farm. I'm just wondering how that's going to be ADA accessible.

That becomes more of a challenge when you try to do a "Live Lab". The whole farm is on one hillside. So it does become a challenge. You'll have to have some plateau modified for ADA purposes, to bring that classroom to a level spot to house those students.

We've talked about curriculum. My understanding of the governance process of the college is that there has to be academic senate participation and a non-academic participation and that they have a significant say in how the programs will develop over these campuses. I don't know if there's anybody from either one of those senates sitting in this meeting, or any of these other meetings, who are hearing these conversations. If this gets blocked by the faculty because they don't want to come to IVC and teach, which has been a problem historically, I'd like to be able to address it early as opposed to at the last minute and have the class moved to Kentfield on the last week that it's supposed to be offered or cancelled altogether. How do we go about engaging the broader leadership organization of this campus?

Staff helps drive a lot of the discussion. The new faculty that Dr. Coon has hired in the last 3-4 years, teaching at IVC is a component part of them being hired as faculty for the District. That way we're not splitting the District in half.

Michael Frank, former State Manager of Novato, is leading the effort on our behalf. He's currently in the process of interviewing a variety of stakeholders. We plan to have some large open forums that are open to the community, to talk about different ideas, many of them have been mentioned today. Ultimately we're going to have a Steering

Committee which is made up of faculty, staff, and representatives from different parts of the community (students, we've been very intentional about inviting representation from the Chamber and School District) and ultimately the Steering Committee will use refinement and prioritization and will present to the board what this vision for IVC might look like. We're looking for that to be done in Dec 2016/Jan 2017 with that process. There will be plenty of other opportunities and forums for you to come and offer your ideas as well.

Do you intend to move more instructors up here to give IVC more academic courses?

Dr. Coon has hired 60 new instructors in the last four years. Every one of them has had to make a commitment to teach at both campuses. We're moving in that direction more and more. Before this current administration, faculty could choose not to teach at IVC. For all the new faculty that we've hired it's been mandatory in their job description they have to teach wherever the classes are offered not where they want to teach; a lot of them do live in the south side of Marin, East Bay, San Francisco, so this is a little further out for them. So we're getting more people coming from Sonoma, Napa to teach.

We can offer the classes. It's also based on seniority. We have a whole collective bargaining agreement that dictates what we can and can't do. The District has certain authority as far as management. The faculty has a certain level of authority, too.

A lot of people in the community feel that this campus is the stepchild. There aren't enough classes here. You can look at the parking lots, and it's not filled.

The vast majority of our students here come after 3pm. The night program is very robust here. It's the day students that we have a hard time grabbing. Some of that is program offering, some of it it's not. We can offer the classes, but at the end of the day, we can't teach classes with 3 or 4 students in it. It doesn't make any financial sense. Because of the CTE Programs we offer here, we have a lot of working adults that come at night to take additional credits. They'll take a certificate in brakes, a certificate in auto body, and so they work full time during the day. Also, the unemployment rate in Marin County is extremely low. Community college enrollment is inversely proportional to the economy, so when we have a recession, our enrollment goes up because people are trying to get re-trained to get other jobs. When the economy is really good, like it is right now, it's rebounding and has been rebounding for the last 3-4 years, it's more difficult to attract students because they're able to get jobs.

I know to the public it's easy to say let's offer more classes but there's a lot that goes on in Enrollment Management and trying to make the offerings and make it work. That's why last year we started offering a full two-year cycle on this campus through General Education courses. Continuing education has the same problem and those aren't even credit classes. They have a hard time offering classes because they just don't have enough demand, and they're fee for service, so they have to cover their costs and that's why they've been cancelling classes. They're running in the red trying to offer those courses.



We certainly hear you. It's something that's been brought up multiple times. It's certainly on our Goal list. Something we're putting on our Parking Lot list to take back to Academic Affairs outside of the Master Plan for them to consider.

It's interesting. I certainly did not realize that you have a lot of evening classes.  
We need to get the word out a little bit better.

Right now on this campus, we're about 1300 students and about 70% of those take evening classes.

How about at Kentfield?

For credit, were at about 5000. Collectively between the whole District, we're about 13,000 students. That's credit, non-credit, and community education. Right now we have 1500 non-credit English as a Second Language (ESL) students between both campuses. There are 62 students in the Intensive English Program (IEP) cohort and that cohort stays full. IEP is only offered on this campus. It's upstairs in Building 3, and we have 3 full-time faculty that teach that program. It's a higher cost program. We charge them a lot more because of the intensive nature of the program. They meet 8am-5pm, Monday-Friday for eight weeks.

What is this meet with neighboring groups and HOAs? What does that mean? It looks like it should have already occurred. We're an HOA just down the block.

It's in process. We have some organized groups in the neighborhood, such as Homeowners Association. Whatever we do, the neighbors will be interested in potential changes.

We all have dreams. We all want to utilize resources. College of Marin pulls from three audiences: millennials, 18-34 age group, primary for credit student body (target audience); international students and immigrant population; over 55, which are the ESCOM population for community education largely. We don't know what the demographics of Marin County are. It's great to talk about all these blue sky things, but if there's only 3 dozen people in the County within a 20 square miles. I don't care what your transportation looks like, it's not going to make a difference.

We have that demographic data of the County.

I'm hoping that maybe Friends of IVC can get a special partnership with this whole visioning process so they can get advanced notice of things and disseminate that information. Friends of IVC can also help inform the community about classes that lack enrollment. They could be an additional service that's specifically dedicated to this community, of about 80,000 (50,000 within city limits) that could be better served by having a direct inner community Friends of IVC kind of service.

Where is the energy, from the solar powered carports, stored? Is it stored in those Tesla batteries?

Each solar farm will have a generator storage facility to bleed off of. We're not storing energy per se to use later. We're using it for existing energy need. We're not going completely off grid, to where we store energy for other usages. The Tesla project, which is here at IVC, plus the solar is what gets us the 85-90% off grid.

What is the Tesla project?

Tesla is a battery storage project. If you think about your own personal power bill at home, you have peak demand, like in the summertime when it gets hot, if you have an air conditioner. Certain times of the year, you spike your meter because you're using it heavily. Same thing for the college, traditionally during the summer months, like the month of August, we'll spike our meters because we're using it, especially once school starts because the classrooms are all being used. PG&E bills you based on that peak (the top of that spike). When COM spikes our meter, currently we go straight to PG&E and it'll spike our meter. What Tesla (battery storage facility) does is it sits in between us and PG&E (power provider). What happens now that we have Tesla installed is we go against the battery system for our spike, and we never hit PG&E. It flattens that peak. We burn extra energy off the batteries and then the batteries are charged by trickle charging PG&E back into those batteries on the slower plateau rate. Tesla paid \$5.6 million for it and gave it to us. I wrote a grant for it, but Marin County has the second highest Tesla ownership in the state of California outside of LA County, so they wanted a presence in Marin County, too. They put it at both campuses. They paid for all the install, all the work, the fencing, the whole nine yards. It took us nine months to negotiate the contract because I was a little hard on them, and then it took about a year to get everything planned, designed because we also have other things going on in the campus that they had to work around, we have a geothermal system in the ground that heats our water, they had to work in and around that. Now we're up and running. We'll save about \$150,000 to \$200,000 a year in power costs by having it on. We saw it this past month for the first month. Our power meter dropped.

Is there a plan for having charging stations?

Yes, when we do solar. We'll do charging stations with solar. We're not going to go crazy with charging stations, but we'll have some. Mainly because I don't want the District to be paying for somebody's charging needs for their cars because some people will park there car indefinitely.

Are you able to put the units outside the buildings so the noise level drops drastically?

We're thinking about doing mini plants outside of the building. For the homes that do have air conditioning, you have a little pad outside your house. Do something like that but we have to make sure we keep them vandal proofed because people will steal the copper out of them, if you're not careful. The units we have right now are actually above the drop ceiling, they're inside the building, and they're vented out through the roof.

Can you identify the buildings?

Building 3 is a two-story building. The upstairs holds the Intensive English Program (IEP). The IEP offers two 16-week semesters each year for F-1 students. Each semester has 20 hours per week total instruction time, divided into four subject areas of Grammar for Written and Oral Communication, Writing and Reading, Speaking/Listening/Pronunciation, and Idioms and Topics in American Culture. The downstairs portion of this building has a cheese-making lab in it for our continuing education program.

The top floor of Building 6 is our wet-lab. It was already a science lab. We renovated the lab not only for ourselves but also for a Joint Venture with Novato High School because they're out of science lab space, so they'll be using our chemistry and biology labs here. The bottom floor is electronics for our Automotive Program, wiring, dash, electronics those types of things. They also do General Electronics.

Building 7 is the home of Community Ed. There are two classrooms and the general offices for Community Ed are there.

Building 5, this long section here, is a big classroom. It's transition for whatever classrooms we need. We have a dance program that meets at the end of Building 5. And then we have storage in the center for the custodial department.

Building 4 is our welding shop. It's very much industrial when you walk in. They do overhead arc welding, sheet metal welding, TIG welding, all the different types of welding are done in that program.

Building 1 is our auto body program; restoration of the body of your car and Building 2 is auto mechanics program. They feed off each other very well.

This is the Administrative Cluster:

Building 10, this is the ESCOM Center. It's been lots of things over the years. It used to be a construction zone, print shop at one point, it used to be part of counseling, it used to be part of A&R.

Building 8 is all Fiscal Services.

Building 9 is Workforce Development and the CTE Dean, Beth Pratt, for the District.

Building 11 on the downstairs floor is the Campus Police Department and the upstairs is empty. Part of the HR department from Kentfield will probably be moving here. They have a lot of record storage since we can never throw away personnel files.

Building 12 is our Child Development Center. It has Head Start, which is our baby program, and then you have the regular children up to 5 years old on the right side. It's open to the community as well.

This is a power plant for this cluster.

The Miwok Cluster of buildings. The staff believes that a lot of the classrooms in Miwok can be incorporated in Pomo, based on Enrollment Management, the way you schedule the classes, because a lot of these classrooms don't have a high efficiency rating. So some of these classrooms that meet over here in Miwok, can be moved over to empty classrooms in Pomo. Miwok buildings also need a lot of work. The Board will have to make a determination whether or not to renovate them or demolish them and/or if we need something in the future, new construction. It's much more efficient to operate one facility, a new constructed facility, than it is trying to operate four buildings. The efficiencies are just not great. They all need new roofs, all the windows are bad, almost every one of them leak, and so on.

Building 17 was our old library. The library now is in Building 27. The downstairs is a study lab/tutoring center. Upstairs is vacant. That building is slated for a modernization project. We put a new roof on it. The infrastructure of the building is in really good shape and it can be a myriad of programs or services going forward and that's why we want to maintain that building.

Isn't Building 17 the one that the Rotary Clubs are taking over?

No. I'm coming to that. That was the initial concept. We found out real soon that Building 17 is not big enough for their needs. We're moving them to Building 19. You can see 19's footprint is much bigger.

The purple you see along the road, this campus has a lot of retaining walls. We replaced a few of them last Spring. We're in the process of bidding it out now to replace the remaining retaining walls. We're looking at steel structures with cedar. Right now, we have creosote, which is no longer legal in California anymore to use for retaining walls because it's not good for the environment.

Here is the pool. It's 40 years old, and it needs to go. The amount of money it would take to renovate it, I can build a brand new one. This pool holds 850,000 gallons of water and it's 16 feet deep on the dive end. It's a very expensive pool. Also on the dive end of the pool there's a whole room underneath the pool. Coaches can watch students dive under the pool. So it's even deeper than that. It's about 25 feet deep total. The idea is to take the existing pool complex (pool building and Olympic sized pool) build a new pool and a new pool building across the street. Build this one and leave this one operational until this is finished and then decommission the old pool.

The idea here is to build 3 new tennis courts where the old pool use to sit. At the end of that, we will put in bocce ball courts.

How big is the new pool?

It'll be Olympic sized as well, but it'll be a lap pool, so it'll be five feet deep. No diving. We have a diving program, but it's in Kentfield. We have a 20 feet dive pool in Kentfield for an athletic program. The liability is too high to just have a general diving class. We can't just let anybody dive off the dive boards. The dive boards are restricted in Kentfield just for the swim and dive team. We take the dive boards offline when we have open swim. When you hit the water, if you don't do it right, it's like hitting a rock, it's like hitting concrete.

The existing pool building is re-roofed and re-painted. The concept is going forward we would like to gut building 21 out and turn it into a fitness/health center for workout room/equipment room. This is a nice fitness corridor here and your trails are out here.

This is the current corp yard building. When the campus was built, this college was separate from the other college. They merged in the mid-80s. This campus used to have it's own maintenance staff. Now it's a District-wide Maintenance Staff, and they're primarily housed in Kentfield. They come up here when needed. We haven't had the staffing levels for a second maintenance staff in 30 years. There's no need to have a facility just for that. And this building is in really bad shape. Maintenance is always the last one to get money by the way as far as facilities. They make do with what they have. So we're going to be tearing this building down to open this up for parking. There's a drought of parking because of the ball fields when they have soccer tournaments and so forth plus the pool area. This will open it nicely because there's a natural pedestrian bridge, it crosses the creek, which will open it right to the pool.

This is the organic farm and garden. This is a storage facility now. It's not made for classrooms. It's not approved for student use. It's only approved for storage, and products, equipment, and so forth. The idea is to build a classroom facility for a hospitality program. So they can do a farm to table demonstrations from the organic farm, and they can do a demonstration kitchen, so they can invite guest chefs in and have presentations. That ties nicely in with the Jonas Center that we're going to be building with Rotary (Building 19).

Building 19 is currently a two-story building. We'll be taking the top floor off and making a cathedral ceiling one story facility with a 16-foot ceiling. It'll be the largest facility in Marin County for a seated dinner. It'll seat 330 for dinner. And it'll seat 440-450 for a lecture. It'll have full stage and lights, full commercial kitchen for catering and we can also use the kitchen for academic programs as well as the time sees fit.

Building 20, the basic consensus is we're going to tear it down. We need this for parking for this facility. As we start opening this space up, not only for Rotary, but also for

community events. You need that local access parking next to the building because the closest parking is across the bridge. Especially for the people who have mobilization issues, it's difficult for them to get to the building. We'll be tearing that down and making a two-tiered parking lot. It's hard to see here but Building 20 sits up higher than Building 19. After Building 20 is torn down, the thought is that we have a parking lot here and we have an upper-story parking lot here.

Building 18 is something we've had a lot of internal discussions about based on feedback from these forums. One of the concepts that have come up is having a Student Services or Student Center. There are a lot of conversations around doing it in Building 17, but students are opposed because 17 is way too far, regardless if walking is healthy for you. From a student standpoint when you're maxing students in Pomo, 17 is a long way for a Student Center. Talking to the staff, we're proposing to the Board to convert Building 18 to the Child Development Center for the child care program. The current child care program is in Building 12, but they only take up one third of the building the rest of the building is empty. Moving them to Building 18, they have a lot of community use in that facility. Currently, they also don't have a way for parents to easily drop-off and pick-up children. They have to walk through here, and I've seen kids hanging off this bridge, and it's dangerous. If we have this parking lot, we can easily solve this problem. This will give them an adequate sized facility for their need. Building 12 is situated perfectly to be a Student Center for students for this campus. It sits right on the Quad of the campus, it sits right next to the ESCOM Center, also sits closer to Pomo Center, it's also situated for utilities so we can offer Food Service in that building. We can put a small kitchen in that building and offer food going forward. It also has a loading dock, so we can access it for deliveries for the kitchen, and it centralizes the services. The mass concentration of staff is in this cluster.

I agree that it is much closer than 17 or even 18 but it does not appear to be as close to where the students are going to be.

It's currently under utilized, right now only a third of the building is being used. And it has a very beautiful cathedral ceiling. It's open-aired ceiling. It's all tongue and groove redwood. And it's not even used. That makes the most sense from a standpoint for a Student Center. Especially when you think about the Quad being around here for students to be able to hang out and do other things. If you look right across, Miwok and the Quad are right there. Even though it looks like a long way out here, it's really not. So if Miwok gets renovated or rebuilt, it's right adjacent to where the Student Center would go.

I've talked to the child care faculty, staff, teachers they're very much involved in wanting to go to Building 18 because they have a hard time in Building 12. The other thing that the child care center has a hard time with right now is they're restricted for their playground because they're right up on the creek. They can't expand and they need to expand their current playground. They have to break their playground up in age groups. We can easily put the playground here for them and expand it to the size that

they actually need and it'll help them expand to the community. Right now they have a hard time expanding their current offerings.

Do you have any costs for renovation or demolition of Miwok yet?

No. I have basic renovation cost. Demo cost is pretty much going to stay the same. You're probably looking at about \$600,000 to drop it and to re-mitigate the property back to regular soil.

You don't have any new construction costs yet on Miwok?

No. It depends on what you're going to build, what you're going to put in it, how big is it, those types of things.

On 17, if that's not used for a Student Center, what is it used for?

Right now the bottom floor is used for a tutoring lab for math, primarily. The upstairs floor is not used at all. We've had a lot of requests from vendors, they can't find reasonably priced square footage to rent space from for a start-up business in Marin County because it's so expensive. One of the things we've talked about doing is taking the upstairs and making it a small business incubator for small businesses to start-up.

Remember Digital Village?

If you had that and you had a gross lease and you gave them a time limited time period they can only stay for so long. It'll help them get rooted. Right now the average price a square foot lease in Marin County is about \$450 a square foot, which is extremely high. Whereas if you go down to San Jose its about \$1.75 a square foot. Trying to get in Marin County is hard. We've had carpet, insurance companies, we've had a lot of people who want to do business in the North Bay, between Marin and Sonoma County, they just can't find a space or the space is just too big, like the Fireman's Fund Building. They just need a couple of offices and a conference room. That's just one conversation we've had. It's not a foregone conclusion. [We've also talked about teaching entrepreneurship.]

This campus needs revitalization. It also needs more classes for students, so they can go on to a four-year college. You can't do that at this campus anymore.

Yes you can. As of last year, you can get a two-year degree here on this campus. Starting in the fall of next year, we'll have a bachelor's degree program with Sonoma State in Liberal Studies offered on this campus, so you can actually get your four-year degree here. You can get a Liberal Studies degree here from Sonoma State, or you can go to Kentfield, and they have a degree in Business that they're going to be offering for Sonoma State in Kentfield. That's a partnership that we've been working on for about the past nine months.

Why do they want to do that? They don't have the space?

Sonoma State wants to expand their offerings. They're at capacity, and they don't have anyway to grow. The campus is so compacted and they've built up, they've gone vertical with their newer buildings. They have their own growth challenges. They need classroom and dorm space, and they just don't have it. So what they're trying to do is

expand their enrollment. They're also doing a similar program with Santa Rosa JC. When students graduate from here, they'll graduate with a Sonoma State degree not a College of Marin degree. We're not chartered for a four-year degree. They'll take our classes up through two years, and it's a bridge program, we'll map the system so they bridge over to the final two years for Sonoma State and Sonoma State instructors will teach it here. We've already done the surveys. The demand is there that's why they want to do it here. That's why they don't want to duplicate the program: Liberal Studies is here at IVC and Business is at Kentfield. We're doing a Master Agreement so once Liberal Studies and Business start-up we plan on offering a different degree the following Fall. The Master Agreement will give us an umbrella, so we can pull different types of programs. The goal in the next 5-10 years is to have 3-4 different degrees.

So you'll need to bring more instructors to this campus.

They'll be Sonoma State instructors since they have a different credentialing process. Our teachers teach up through the Associate's Degree level. They have to have a certain credential to teach the Bachelor's Degree/Master's Level. They'll have to be vetted by their Academic Senate, so they'll use their instructors, but we'll give them the space to teach the classes here for those students.

What about the TBD/Future Development Areas?

Well that's exactly what it means. The reason we put that on there is because this is a multi-year Master Plan. In the future, we may enter into a public-private partnership venture where we'll need to build something on campus for that purpose. That's why we've highlighted these two sections of property. That section up there is probably the best spot to build on that hasn't currently been built on. It's fairly flat, easy to get to; it's at the headwaters of the creek so the creek, is not in the way. It's about a 10-14 acre swath of property. If we have a public-private partnership in the future then we've designated that as future growth if it's needed.

Can you please explain the partnership with Rotary?

It'll be the Bill and Adele Jonas Center. Bill Jonas owned all the IGA Food Stores in Novato and the surrounding areas. When he passed he left a trust to Rotary for \$5 million to make their own home. They were renting space from the Margaret Todd Center and other places along the way. They've been trying to find a place for nine years now. They've gotten as far as closing documents in escrow and it's fallen through. They've had several unsuccessful attempts. The reason why it's worked out well with us is because we don't have to meet county and city building ordinances. We're a state entity. So we don't have all that permitting issues that other partnerships they've tried. Rotary has given us \$5 million; the Board is committed to matching that. We'll probably have to go a little higher than that. We're probably going to put \$6-\$7 million on top of that to rebuild Building 19 for a Community Center. There won't be offices, it'll be one big Community Center. Earlier I said it'll be the biggest spot in Marin County. Everybody goes through Marin County and goes to Sonoma or Napa to rent facilities. It'll be the biggest space other than the Civic Center.



It'll bring a lot of life to the campus as well.

Yes. It'll be a very large venue for events and fundraisers.

When Rotary uses it they will essentially rent the space?

No. They're going to have a 75-year lease for free. They'll get certain events spelled out in their Master Agreement, and they won't pay anything due to the fact that they've made such a contribution to the property. The College will be able to use it and will also be able to rent it out to other parties and the money we'll make off of it, we'll put into a Trust Fund to help keep the facility viable and operational full-time.

Will the food service tie in with the organic garden?

It will to a point because our garden is only so big and it's seasonal. So we will where we can. I'm in initial talks with our current provider in Kentfield, which is Fresh and Natural. They're a higher education food company for them to operate a kitchen here. The profits we make from here will offset losses if we have losses here because we don't have the population here as they do in Kentfield, so it'll balance itself out. For instance in Kentfield, that kitchen is ours they just operate it. All the materials belong to us. If we open up a kitchen and have them staff it, they can do the same thing here. They'll probably have a decent lunch crowd and then they can take a break, like they do in Kentfield, and then open up for dinner.

I know you've done the research, but it's hard to believe that it would cost less to build an entirely new pool when we've got this pool now. It is not in perfect shape but it seems like it could be put into better shape.

What you don't see is what's in this building right here. They built a pump higher than the pool. Guess what the pump house does? It pumps all that water uphill and downhill and back. We replace that pump every 1 – 1.5 years because we're anti-gravity feeding that water, and of course, because the pool is so old, all the infrastructure has deteriorated because of all the chemicals (it's all rusting, pitting out, etc.) We also have 7 big giant tanks, like propane tanks, that are full of sand that filters the water.

Some of that seem to be caused perhaps some by lack of maintenance.

What a lot of people don't realize is that what hurt this campus is not too long after it was built, Prop 13 passed. Prop 13, which locked in the tax rate that robbed any money that the District could use for maintenance. They deferred all the maintenance because all the money they had, they had to use for Kentfield. This campus went 20-30 years without any maintenance at all. Just barely putting band-aid on things. This campus has gone through drastic improvement over the last three years. It had about \$10 million of work done to it in the last three years. We've spent about \$2 million re-roofing buildings [Greg even went out there himself and fixed the picnic tables and spruced them up with repurposed wood]. We've made a concerted effort. Granted there's still a lot of work that needs to be done and we plan on getting it done with this bond. We do have a maintenance plan that we adopted three years ago, a preventative maintenance plan,

where the system gives us work orders that says replace the belts, the filters. Whereas before it was just based on institutional memory, or it didn't get done until it broke.

I thought when they built the pool and they put in the plant that it was a co-generation plant.

[Response: It is.] And what is it heating besides the pool?

That's it. It's heating that 850,000 Gallons of water at 80 degrees.

The new pool would have a smaller amount of water, so it's less energy. Also, too, the new pool on the edges we were talking about building a cantilever system for shade for coaches. The idea is to build and put up solar panels over the edge of the pool deck and make shade for the coaches and also too, when we have swim meets, we don't have to tent it out, which blocks the view of the public. The solar panels will be there to help with the energy of the pool.

As far as construction, is the pool one of the first things that the College will be starting?

At the October meeting, the Board will be selecting the architect that will be designing and helping build the pool.

How long does it take to build a pool?

We will not open the pool until probably January 2019. It'll take at least two years because it has to go through the state approval process for fire lot and safety. We'll also have to do another Environmental Impact Report (EIR) because we're putting it to a new location so we have to do an environmental study.

Make sure they use the right materials and do a good job. I was at a new pool and there were big chunks coming out of the bottom. They just don't make things like they used to.

It's not so much they don't make them like they use to as much as it is oversight.

Trustee Beavis and Tim can tell you, I'm pretty hard on contractors. I ride them pretty hard. For instance, in this building, when we put in insulation, we only need to run one air conditioner instead of running three. The third one isn't even connected anymore; I use it for spare parts. But we put in triple insulated glass when we replaced the windows instead of single pane glass that leaks all the time. There are little things like that where contractors like to cut corners and it can be something just as simple as caulking the glass. It'll be something that simple that'll cost you a lot of money down the road. It's attention to detail.

The copper end caps on buildings are coming off, they're flapping in the wind. They need repair. And birds build their nests up in there.

I get it.

A disadvantage is we have to wait.

For one of the first projects, we're fixing to hire an architectural design company for the new pool, that's already been put out to bid. The retaining walls will start this February, we're actually trying to start sooner if we can. The retaining walls are on both side of the road all around the property, it's about \$1.5 million dollars.

I'm concerned about the traffic issues that a large Community Center will bring. I also heard that the original Master Plan was to continue this road.

Yes, that was the plan in the late 70s. Let me give you some historical context. When this campus was built, the Master Plan for the City of Novato was that by 2018, Novato will be about 500,000 people. There's the first problem. In 1974, Ignacio Blvd was supposed to go through here, wrap around the mountainside, and come out of Novato High School. And these hilltops were all covered in the Master Plan with homes, home development. You also may remember that Hamilton Air Base was still open. Hamilton Air Base housing went right up to the property of the campus and they had to do all that lead abatement and so forth to get those houses back to where they can sell them and some of them they just knocked down and rebuilt new ones. You had the campus get built, Prop 13 going into effect, the Open Land Policy for Marin County being put into place in the early 80s, which restricted growth. Then the campus closed due to construction default issues, then the campus re-opened. That was in the early 80s. The campus was closed for almost two years due to construction default issues because they didn't do the glulam beams right and that's when they put on the metal pieces. Then the college merged in 1985. In a span of 10 years, a lot took place that negatively impacted this campus. Now we're in a dead end when it wasn't originally planned that way.

Are you going to address potential traffic issues?

Traffic will be mitigated when we move the Child Development Center from Building 12 (one lane bridge) to Building 18 (two lane bridge). Also this parking lot, when we build it, will hold all 300 cars. Most of your events for this facility will not be at 8am or 2pm/2:30pm in the afternoon when they pick up the students. Also, the parking lot is tiered. The lower parking lot will feed the Community Center and the upper parking lot will feed the Child Development Center.

We also have a Marin Transit Program at IVC.

Does IVC have a pool manager?

No. Right now we're looking to hire a full-time pool technician for IVC. For the last 15 years, we've only had one person for both pools. The technician is a certified pool operator. They're charged by the Health Department to make sure chemicals are balanced and to watch the health and quality of the water. Lifeguards can do that as well but they can't go into the pump rooms where the chemicals are added to the pool. You have to be a certified pool operator to go in there because you have to know the chemical ratios.

Is there someone to call in the event of a problem in the pool facility?

There's a call list in the pool office. Our maintenance team helps us deal with issues that are part of daily operations (leaky faucet, running toilet, dryer left on and it's running).

### Parking Lot

-Preserving and investing in the work-study program will encourage more students to stay enrolled (Response: The work-study program is a federal program and is stipulated by federal regulations. There's no way to augment it. The Department of Education's funding for that pot of money hasn't changed in 12 years. The bond fund is only for facilities improvement and bricks and mortar. For instance, I can't charge my time that I work on the bond, to the bond. The District has to incur that cost directly.)

- Expansion of the farm program to feed students and the community.

-The other thing is the Emeritus College ESCOM courses, if you take certain courses, you can get a discount. But a lot of the arts courses, you cannot get a discount with the Emeritus ESCOM enrollment. Maybe that needs to be more widespread throughout the community education courses.

-Extend drop period for classes

-Offering more classes at IVC