Purpose

The purpose of the Facilities Master Plan for College of the Redwoods is to ensure that capital improvement priorities and projects are recommended based on their contribution to improving student learning outcomes and their alignment with the Strategic and Education Master Plans. This plan provides a guide for future development at each of the three campuses in the District. The Facilities Master Plan was developed in coordination with the revision of the College’s Strategic Plan and Educational Master Plan, which serve as its foundation.

The Strategic Plan provides overall districtwide guidance on the highest level planning priorities for College of the Redwoods. The Educational Master Plan provides a framework that guides the College to successfully support its mission by effectively allocating resources to meet the educational needs of the District. The Educational Master Plan is designed to improve institutional effectiveness by guiding the District to respond to the academic and service needs of the community that the College serves.

The Facilities Master Plan provides a ‘blueprint’ for the placement of future facilities, the renovation of existing facilities, and a number of site improvements for the College. While drawings in the Plan appear specific, the forms are conceptual sketches that highlight the location and purpose of improvements. The final design of each site and facility project will take place as projects are funded and detailed programming and design occur.

Planning Process

The planning process has been highly participatory, involving the many constituencies of the College. The Facilities Planning Committee, comprised of key faculty, staff, and administrators reviewed the analysis of existing Facilities Master Plan, Facilities planning data and evidence, analyzed the Strategic and Education Master Plans, evaluated a series of development options, and made decisions that led to the development of the Facilities Master Plan recommendations.

The planning process included a series of Facilities Planning Committee meetings and discussions with the Board of Trustees to broaden the Plan’s perspective and to enhance the acceptance of proposed developments. A draft plan was received during annual districtwide Convocation to reach the campus community.

Facilities Planning Priorities

Building on the existing Facilities Master Plan, Facilities planning data and evidence, analysis of the Strategic and Education Master Plans, evaluation of a series of development options, the following set of facilities planning priorities were developed:

- Student learning will be a visible priority in all practices and structures
Base facilities recommendations on Educational Master Plan’s conservative growth projections
Focus on maintaining and upgrading existing facilities before expanding
Prioritize projects to support current and projected needs, given that CR currently has more facility space than is recommended
As they reach end of life, replace portable buildings with permanent facilities, as funding allows
Create flexible, interdisciplinary spaces to support a variety of activities
Develop sites and facilities to attract students
Develop student gathering areas (indoor and outdoor)
Encourage students and community members to spend time on campus
Incorporate sustainable design principles in all development
Consider life cycle costs and reduce maintenance needs
Incorporate total cost of ownership analysis into project design and consider designs that reduce operating costs
Address ADA issues and increase accessibility

Strategic Plan Goals

The Board of Trustees approved the Strategic Plan goals on April 3, 2012. The Facilities Master Plan development process has been informed by the Strategic Plan goals. The Strategic Plan goals served as the basic parameters for the development of the educational planning recommendations which in turn guided the facilities planning efforts. The five Strategic Plan goals are summarized below:

- Goal 1 Focus on Learners: Developmental, Career Technical, and Transfer Education. College of the Redwoods will employ programs, services, and organizational structures to meet the needs of learners and ensure student success.
- Goal 2 Focus on Learners: Community Partnerships. College of the Redwoods will provide, in partnership with the community, training and education to contribute to the economic vitality and lifelong learning needs of the community.
- Goal 3 Fiscal and Operational Sustainability. College of the Redwoods will pursue strategies that lead to fiscal and operational sustainability.
- Goal 4 Technological Relevance. College of the Redwoods will develop infrastructure, adopt best practices, and conduct data analysis to utilize current and emerging technologies to support the learning environment and enhance institutional effectiveness.
- Goal 5 Enhance Institutional Profile. College of the Redwoods will engage in activities and initiatives to elevate the college’s profile in the community.
Facilities Master Plan Goals

The facilities planning priorities provided the parameters for the Facilities Planning Committee to develop the following list of goals that focus on district-wide site and facilities issues:

- **Goal 1:** Support Student Learning Outcomes Through Effective Allocation and Utilization of Facilities.
- **Goal 2:** Effectively Manage, Maintain, and Develop Facilities to Ensure Fiscal and Operational Sustainability.
- **Goal 3:** Promote Best Practices For Facility Sustainability and Low Total Cost of Ownership.
- **Goal 4:** Develop Facilities to Enhance the Learning Environment, Raise the Institutional Profile, and Enhance Community Connections.

Sustainable Design Principles

The Redwoods Community College District is committed to a policy of sustainable design, green building, and comprehensive energy efficiency and long term sustainability from a Total Cost of Ownership or TCO perspective. Integrating long term fiscal sustainability into capital improvement plans allows the Facilities Master Plan to provide a central framework for supporting this commitment. Each campus will apply a set of sustainable design principles to the TCO costing, siting, design, construction and commissioning of all master plan projects.

Document Organization

The Facilities Master Plan is comprised of this introductory, summary document and these three planning spreadsheet reports:

1. Review of existing Facilities Master Plan
2. Analysis of planning data and evidence
3. Review of revised Facilities Master Plan with clear linkages to institutional planning documents

Closing the Loop

The Facilities Master Plan will be referenced by the Facilities Planning Committee and the Budget Planning Committee when considering recommendations on facility projects. This Plan will be annually reviewed by the Facilities Planning Committee for potential adjustments and updates to maintain currency and will
receive a major update at least every five years to maintain alignment with other planning documents, such as the Strategic Plan and Education Master Plan.

Supporting documents

The following documents were referenced during the planning process:

- Strategic Plan
- Educational Master Plan
- Technology Master Plan
- Five Year Construction Plan
- FUSION Data
- Facilities Planning Committee, Technology Planning Committee, Budget Planning Committee, Board of Trustees and other CR committee meeting agendas, minutes, and handouts
- 2008 Facilities Master Plan