

4.0 Master Plan Goals, Objectives and Process

MASTER PLAN GOALS

The principal goal of the Facilities Master Plan is to guide the future development of the Ventura College campus in a planned and orderly manner to achieve the objectives of the Educational Master Plan, the college vision statement, and mission statement while expressing the core campus values.

To achieve such a simple goal with so many objectives, the document will require flexibility, cooperation, and even compromise on the part of the participants. In addition, the document will require review and revision over time as decisions are made and consequences understood.

The Facilities Master Plan embodies both physical elements and aspirations. The physical elements include site utilities, circulation plans for pedestrians and vehicular traffic, and the locations and sizes of buildings, open spaces and landscaping. The aspirations include engendering respect, integrity, collegiality, collaboration and service within the campus community and toward the community-at-large, providing access to people with a wide range of abilities, supporting innovation and providing a high standard of quality in a broad range of academic programs and services.

The passage of Measure S by the voters of Ventura County, on March 5, 2002, provides a significant level of capital funding towards the realization of the College's aspirations. In addition, the College will use State matching funds, scheduled maintenance funds and donor funds towards the realization of the Facilities Master Plan.

The Facilities Master Plan team has evaluated the existing college resources, the Educational Master

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Plan, the Measure S project descriptions, and anticipated future maintenance requirements in order to formulate a set of short-term and long-term goals. These goals frame the development of the campus over the period of Measure S fund expenditure and beyond.

Consultations with faculty and students revealed a common set of goals for the future work on the campus to accomplish. These goals included:

- Maintain quality open space
- Create better classroom and lecture facilities
- Pedestrian circulation improvements
- Create additional parking to meet persistent needs
- Consolidate programs into larger multi-story buildings to maximize land use
- Allow for future campus growth and development
- Create a more logical and clearly defined entrance to the campus
- Create “Welcome to Ventura College” signage along Telegraph Avenue
- Maintain and enhance the existing landscaping as an Arboretum
- Resolve pedestrian and vehicular circulation conflicts

In addition to these goals, the Master Plan also attempts to accomplish the following:

- Implementation of the Measure S projects to achieve a balanced campus
- Provide direction for projects beyond the Measure S funding horizon
- Balance campus and surrounding community needs to mutual benefit
- Improvements to the campus utility systems
- Provide suitable adjacencies and campus organizational concepts
- Encourage the construction of low-maintenance, low-operating-cost facilities

SUMMARY OF CONCEPTS

The Facilities Oversight Group (FOG) and other consultative meetings have provided the master planning process with valuable feedback, direction, ideas and enthusiasm. Some of the major planning concepts identified and incorporated into the Facilities Master Plan include:

Create an aesthetically pleasing campus through planning open and inviting outdoor spaces, thoughtful sight-lines, sweeping views of mountains, valley and sea, wide and attractive walkways, water features, public art, a unifying color palette, a colorful plant palette, and generous, open and naturally daylit buildings.

Reinforce the collegiate appearance of the campus with prestigious buildings, modern/high-tech, well-equipped classrooms and coordinated landscaping, walkways and arcades.

Implement design principles to provide continuity between the various construction projects planned for the campus through consistent architectural themes, surfaces and materials, consistent exterior lighting, the use of landscape and hardscape elements to unify buildings and outdoor spaces, the control of unwanted noise and the encouragement of pleasant sound (birds, water, breezes through landscape), the employment of low-maintenance/low-water demand landscaping, the planning of low-energy-use/low-maintenance buildings, the planning of parking and utility elements to be visually unobtrusive, welcoming and identifiable building entries, a complementary blending of existing and new buildings, a balance of scale, height and massing of buildings, well-planned outdoor areas for student use, the incorporation of study areas within buildings, convenient access to food service and faculty offices, adequate and appropriate placement of clocks, spacious bathroom facilities, the provision of heating and air-conditioning to meet nationally-recognized comfort level standards, Universal Design, the ability to retrofit utilities in the future and support evolving and new technologies, rounded edges to wall corners in

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high-traffic areas, and an architectural expression that evokes a sense of fun, well-being and belonging.

Make the campus user-friendly through the provision of good signage and way-finding, functional building names, manned kiosks, adequate parking, weather protection, wide walkways, spacious bathrooms, Universal Design, comfortable furnishings, welcoming spaces, community use, and other such strategies.

Support the health and safety goals of the campus through designated smoking areas, panic button alarms, security lighting, crosswalks and maintenance.

Plan for a well-maintained campus through the selection of low-maintenance landscaping and facility design, ease of cleaning, adequate and well placed bulletin boards, and clean and attractive classrooms.

Plan for sustainable design and construction practices that minimize the negative effects of the development on the environment through the application of energy-efficient design and other sustainable design principles.

New development zones should be contiguous with the academic campus core area.

Building placement should define high-quality outdoor spaces, circulation, and social spaces.

Compact and efficient building envelopes and higher density within development footprints will conserve open space and reduce energy and operating costs.

The replacement of facilities is planned with the demolition of obsolete facilities.

Modular and standardized classrooms, where appropriate, allow for more flexible use and higher utilization.

These concepts are further elaborated in Chapter 10, Design Guidelines.

LONG- AND SHORT-TERM OBJECTIVES

The Ventura College Facilities Oversight Group (FOG) identified a number of planning objectives at the beginning of the master planning process. These have now been organized into short-term and long-term objectives through the master planning process.

Long-term Objectives

- Create additional parking to meet persistent needs
- Allow for future campus growth and development
- Provide direction for projects beyond the Measure S funding horizon
- Balance campus and surrounding community needs to mutual benefit

Short-term Objectives

- Implementation of the Measure S projects to achieve a balanced campus
- Create better classroom and lecture facilities
- Maintain quality open space
- Improve pedestrian circulation
- Implement Universal Design principles for accessibility
- Consolidate programs into larger multi-story buildings to maximize land use
- Create a more logical and clearly defined entrance to the campus
- Maintain and enhance the existing landscaping as an Arboretum
- Resolve pedestrian and vehicular circulation conflicts
- Create “Welcome to Ventura College” signage along Telegraph Avenue
- Improvements to the campus utility systems
- Provide suitable adjacencies and campus organization
- Construction of low-maintenance, low-operating-cost facilities
- Renovation of selected existing facilities

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BOND MEASURE S BUILDING PROGRAM

In December 2001, the Ventura County Community College District's Board of Trustees approved a resolution for the placement of a bond initiative on the March 2002 Ventura County election ballot as Measure S. At the March 5 election, the citizens of Ventura County approved the issuance of bonds totaling \$356.3 million for construction and rehabilitation of facilities on the three community college campuses and the Camarillo site.

At the meeting of the Board of Trustees on May 28, 2002, a Citizens Oversight Committee was established in response to Education Code Section 15278. The Citizens Oversight Committee has the statutory responsibility to inform the public concerning the District's expenditure of revenues received from the sale of the Measure S bonds.

The Capital Planning, Design and Construction Office was assigned the responsibility for the management of the Measure S bond program.

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Ventura College Repair and Improvement
Projects Estimated Costs: \$117,220.00

1. Renovate 37 year old G Building/
Auditorium, including replacing antiquated
electrical, heating, ventilation, plumbing, and
lighting systems.

2. Replace outdated Health Science Build
ing (Nursing, Paramedics, Emergency
Medical Technician and Certified Nursing
Assistant Programs), including adding labs,
lecture halls classrooms.

3. Replace Portables and build General
Purpose Educational Building for permanent
classrooms, labs, lecture halls.

4. Construct Advanced Technology
Educational Training Building by building
permanent classrooms, lecture halls, and
computer labs.

5. Construct and upgrade science
classrooms and labs

6. Complete construction of Learning
Resource Center / library

7. Upgrade Financial Aid, Disabled Student
Services, Counseling, Student Services and
Communications Building.

8. Construct the Santa Clara Valley
Advanced Technology Education Center
including classrooms, computer labs,
library, and Child Care Center.

9. Renovate athletic facility for health/safety,
upgrade physical education facilities

10. Upgrade electrical and utility systems

Bond Measure S Ballot Text

11. Improve Fine Arts lab, Art Classroom Building H
12. Renovate maintenance and operations facilities, including storage
13. Construct and renovate parking facilities
14. Renovate auxiliary services and Student Counseling Center
15. Retire Capital financing

The bond program is designed to provide facilities which will serve current and expected enrollment. In the event of an unexpected slowdown in development or enrollment of students at the three colleges, certain of the projects described above will be delayed or may not be completed. In such case, bond money will be spent on only the most essential of the projects listed above. The district will work with the Citizen Oversight Committee on prioritizing those projects in the event factors beyond the District's control will require that projects be reconsidered.

The allocation of bond proceeds may be affected by the District's receipt of State matching funds and the final costs of each project. The budget for each project is an estimate and may be affected by factors beyond the District's control.

The expenditure of bond money on projects on the Project List is subject to tough financial accountability requirements. Performance and financial audits will be conducted annually, and all bond expenditures will be monitored by an independent, Citizen Oversight Committee to ensure that funds are spent as promised and specified in the Project List. No money can be spent on administrators' or staff salaries. By law, all funds can only be spent on the repair and improvement projects specified.

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BOND MEASURE ‘S’ LRC CONSTRUCTION SECONDARY, TERTIARY, ETC. EFFECTS

The completion of the 86,000 square foot LRC project brings a major new facility to the Ventura College Campus.

The existing library in the D building will be relocated into the new LRC. The work required to renovate the D building for new use is a secondary effect of the LRC construction. In addition, the F building foreign language classrooms will be moved into the new LRC. The work required to renovate this floor of the F building is also a secondary effect of the LRC construction. The work required to other buildings to renovate them for new use after their current use has moved into the renovated D building is a tertiary effect.

The LRC secondary effects construction work will prepare the D building for use as a One-Stop Student Services building. The functions included within this new facility include the student counseling offices, student business office, Transfer and Career Center and other student services offices. The work to the F building will provide journalism, photography, and multi-media classrooms.

BOND MEASURE ‘S’ LRC CONSTRUCTION SECONDARY, TERTIARY, ETC. EFFECTS DIAGRAM Ventura College Master Plan



Other Preliminary Plans include:

- Remodel of the FS building to become EOPS
- Remodel of offices within the east wing of the E building to become Financial Aid offices
- Remodel of Guthrie Hall to become the Emeritus Center
- Remodel of offices within the east wing of the A building to become Disabled Student Services Office and the new home for Matriculation and International Student Services.

In addition, there are projects planned for the track and field area and a funding proposal for a Bio-reactor facility in the agricultural area.

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MASTER PLAN PROCESS OVERVIEW

Ventura College has established a master planning process that is characterized by the comprehensive participation of interested parties, shared governance, cooperation, consensus, honest evaluation, broad-thinking and realism.

The first stage in the Ventura College master planning process developed the Educational Master Plan. This document aligns Ventura College's programs with State, District and local policies and needs. This effort included the establishment of educational goals, analysis of current programs, demographic projections, and program projections over 5 and 12 years. As a result, data was generated for the development of a Facilities Master Plan.

The second stage in the Ventura College master planning process developed the Facilities Master Plan. This document evaluates the existing land, infrastructure, facilities and systems in relation to the goals of the Educational Master Plan and specifies the capital projects required to meet these goals.

This effort included:

- An inventory of the buildings, infrastructure and related systems on the Ventura College Campus
- A review of the Facilities Condition Assessment report outlining the physical conditions and remaining service life of the buildings, infrastructure and related systems
- An evaluation of the program use, adequacy, capacity and utilization of the facilities
- An evaluation of the space needs identified

in the Educational Master Plan

- The formulation of a strategy to improve adequacy and utilization
- The identification of physical and financial constraints
- The preparation of a physical design for the campus
- The formulation of a prioritized list of projects

MEASURING SUCCESS

The Facilities Master Plan goals and objectives have been consolidated into the following four principal areas. This consolidation allows us to generalize these diverse goals and objectives and to define strategies, intended outcomes, and the vital signs which are the ways of measuring success.

1. Develop and implement a Facilities Master Plan that makes an efficient, focused and balanced allocation of resources that supports the College's vision and goals.

Strategies:

- Implement a master planning process that links planning and budgeting
- Develop protocols for the review and revision of the Master Plan to enable flexibility, cooperation and compromise

Intended Outcomes:

- The College's priorities will be realized
- Departments with the greatest needs will receive reasonable allocations of resources

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- New areas of excellence will develop
- The college's reputation will be enhanced

Vital Signs:

- Consensus amongst faculty, staff and administrators that the College is appropriately allocating resources
- The ratio of expenditure to full-time equivalent students
- Polling of the campus community that indicates support for the implementation strategy throughout the process

2. Create a student-centered learning environment that focuses on students' needs and enhances their opportunities for success.

Strategies:

- Organization of the campus into logical zones including student services (around the A, B, E and D buildings), academic teaching areas (around the proposed ATC/ GPC, HSC, ASF, and the existing SCI buildings), arts and performing arts (around the G, G Annex, CR, H and F buildings), vocational/technical (around the S, APP, and DP buildings), athletics (west of Central Campus Way), and the Community Use and Leased Land (west of Day Road).
- Develop flexible, appropriately sized and equipped general-use classrooms so that scheduling conflicts are avoided and peak capacity use is optimized
- Develop meaningful, useful and beautiful

outdoor spaces to enhance the campus environment, provide spaces for campus community use and opportunities for a richer student life

- Develop well-placed food service outlets to support the campus community
- Develop convenient, consolidated parking to match the volume of commuter traffic
- Develop low-maintenance, low water demand, low energy use, naturally daylit buildings that have good indoor environmental quality through the use of low VOC containing construction materials, segregation of pollution sources and effective ventilation strategies (including natural ventilation)

Intended Outcomes:

- Student success
- Higher student morale
- College staff and administration are inspired to innovate and improve the College's programs
- Faculty will define their work in terms of student success

Vital Signs:

- Polling of the campus community that indicates optimism and increasing levels of success, participation and sense of community
- Improvement in successful course completion statistics

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- Improvement in scheduling utilization of classrooms and labs

3. Increase the effectiveness of the financial resources available to the college through strategic use of Bond Measure S, State, District, private sector and donor funds.

Strategies:

- Implement a master planning process that links planning, budgeting and funding sources, accounts for probabilities and priorities and supports the successful management of the capital resources
- Implement a project cost control protocol that reduces risk throughout the project delivery process, including: programming, consultant selection, design decisions, project cost estimating and contingency allocations, project delivery modes, forms of construction contract, warranty periods and maintenance requirements
- Balance the total square footage of the various categories of space with the utilization standards set forth in Title 5 of the California Code of Regulations through selective and carefully planned demolition of obsolete buildings as new buildings are completed
- Design buildings for low maintenance and operating costs to allow a higher allocation of resources to student, faculty and administration expenditure priorities

Intended Outcomes:

- Increased scope of the capital construction

program

- Lower cost escalation and change order costs
- Lower operation and maintenance costs (relative to a modern college building baseline)

Vital Signs:

- Number of capital projects completed
- Cost escalation and change order costs are a small percentage of construction cost
- Operation and maintenance costs are a significant percentage lower than a comparative baseline building

4. Enhance the College’s visibility and reputation within the community-at-large.

Strategies:

- Develop activities that enhance the College’s reputation as a center of artistic and intellectual development
- The Science and Arts Facility (SAF) will provide opportunities for public use of the planetarium, art gallery and special events/ lectures within the large lecture halls; the SAF also provides an opportunity for a signature building on the campus perimeter, visible and easily accessible to the community
- Enhance the physical identity of the campus through the placement of new monument signs at significant locations, walls to form gateways at campus entries, the creation of

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view corridors from the campus perimeter to significant facilities within the campus and consistency in landscaping, lighting and campus way-finding systems

- Conduct a thorough analysis of all forms of community use of the campus facilities and provide for the continuation and reasonable enhancement of these uses

Intended Outcomes:

- Association with the College is desirable to prospective students, students, faculty, administration, staff, prospective business partners and the community at-large
- Ventura County residents, voters and tax-payers are satisfied with the outcome of the Bond Measure S capital project program
- Increased enrollment
- Increased access to financial resources

Vital Signs:

- Polling of the campus community that indicates a positive sense of belonging and an interest in encouraging and recommending attendance to others
- An increased and positive profile in the community through the press and other media outlets
- Increased community use of the campus facilities
- Increased enrollment

- Increased opportunities for partnerships with the business community

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