
Santa Monica College's
Comprehensive Facility Master Planning Process

At the heart of the planning process is the *Comprehensive Facility Master Plan*, which is updated every five to ten years. The original design and construction of the Main Campus dates from the early 1950s. Over time, athletic fields gave way to additional instructional support facilities and on-campus parking. The severe damage to the campus facilities caused by the 1994 Northridge earthquake (two facilities were red-tagged and demolished, and 19 others were severely damaged) and the challenges posed by the large recovery effort, along with the opening of two satellite sites, led to the College's first comprehensive *Facilities Master Plan*, adopted by the Board of Trustees in 1998. It provided a vision for the future that the College has been working to create and follow. The 1998 *Comprehensive Facility Master Plan* identified a number of facilities and infrastructure projects, all of which have been completed or are in progress. These included replacement facilities for the swimming pool, a parking structure, the Science building, and the Liberal Arts building; expansion of the Library; construction of a central quad area that provides an interior corridor for the Main Campus; a consolidated Student Services and Administration building; underground parking; Pico Boulevard improvements; and several related projects. These are remarkable achievements that demonstrate the College's ongoing commitment to sound planning and fulfillment of its plans. They also highlight the College's ability to generate community support, as nearly all of these projects were funded through voter-approved bond measures.

The 1998 *Comprehensive Facility Master Plan* also included planning for future growth on the Main Campus. Subsequent to its adoption, the College has been able to manage the density of buildings and people on the Main Campus and ease traffic congestion in the community, accomplished through the acquisition of the Bundy and Academy of Entertainment and Technology (AET) satellite sites (AET is now called Center for Media and Design), the rapid growth and increasing popularity of online learning, and recent college transportation initiatives such as the "Any Line, Any Time" free transit program, which has reduced the need for additional parking structures.

The most recent update to the *Comprehensive Facility Master Plan* occurred in 2010. (The plan incorporates by reference the 2007 *Bundy Campus Master Plan*.) Known as *Facilities Master Plan 2010 Update*, this plan guides the completion of the current bond programs and establishes a framework for future development in accordance with the educational goals of the College. The plan promotes sustainability and a superior educational environment. This update fosters an understanding of the current projects, future needs, and provides guiding principles and parameters for development. The current facilities goals as outlined in this plan include the following:

- Reduce density and increase open space for the Main Campus.
- Provide for expansion of the AET (Center for media and Design) site to bring together programs in digital arts, media, communication, journalism, and broadcasting, including the relocation of the College's radio station KCRW.

- Provide for program expansion at the Performing Arts Center site in music, art, and public programs.

However, as the many projects outlined in the 2010 plan come to fruition, the College has begun planning for its next *Comprehensive Facility Master Plan*, which will guide building and upgrade projects for the next decade or more. The College's Mission, Goals, strategic initiatives, and Institutional Learning Outcomes will be at the core of this plan, which will outline how the College's physical plant will work to ensure the College is able to achieve its Mission. The College will hire an architect and other consultants to assist with the development of this plan. The plan will be informed by input from a variety of sources including facilities condition assessments, program review, the *Master Plan for Education*, the District Planning and Advisory Council (DPAC) Facilities Subcommittee discussions, visioning meetings with college staff and students, and community meetings.

Extraordinary efforts have been made to include input from impacted programs as buildings and facilities are constructed, renovated, or upgraded. There are several avenues through which programs and departments can communicate needs and specify requests. Information may be sent directly to the area vice president, the Director of Facilities Planning, the DPAC Facilities Planning Subcommittee, or described in the self-study report during program review. Industry advisory board recommendations are also considered in the planning of career technical education program facilities.

Large facility construction projects are usually funded through bonds and can remain on a wish list for years before being addressed. These are projects which have been identified and discussed in numerous venues and are eventually included in a proposed bond measure; some may also be submitted to the state for additional funding. It should be noted that state funding only partially covers construction costs and institutions are required to identify sources to cover the balance – generally through bond funding. In an effort to maximize efficiency and effectiveness, department-level analyses of program and infrastructure needs have accompanied the bond ballot measures and the state capital outlay proposals. In recent projects, this analysis resulted in planned program expansion and maximum facility usage attained by locating related programs and services in close proximity, such as the soon-to-open Center for Media and Design satellite site.

Once projects are identified and funding is secure, the Facilities team works with the architect to solicit input from the proposed occupants of the building and the staff responsible for maintaining the buildings when the buildings become operational. This input is essential for ensuring effective utilization by students, faculty, staff, and programs, and continuing the quality necessary to support the College's Mission, Goals, and Outcomes. While the Facilities team has developed standardized lists of materials, fixtures, and finishes to aid project architects and facilitate maintenance, the proposed occupants are responsible for communicating any unique requirements, such as customized spaces and specialized equipment needed to support instruction. Examples include raised flooring in the health, fitness, dance, and physical education building, 24-hour air conditioning requirements in the Media Center, or unique laboratory space in the planned new Science complex.

In the past six years, the College has aggressively pursued its facilities goals as stated in the original 1998 *Comprehensive Facility Master Plan* and updated in the 2010 *Facilities Master Plan*. This has included the purchase of new property, completion of several new buildings and projects, and continued planning for several new projects. Each of these projects were central to the *Master Plan for Education* and required significant input from faculty, staff, programs, and community members, including industry partners.

In the past six years, the following major construction projects and/or land acquisitions have been completed:

Purchase of 1516 Pico Boulevard Building

With funds from Measure AA, a two-story, 2,825 square foot office building with surface parking, located on the block immediately adjacent to and west of the Main Campus, was purchased. It is currently used as offices for the Santa Monica College Foundation. This acquisition is consistent with an ongoing goal to secure additional property adjacent to the Main Campus.

Purchase of 1510 Pico Boulevard Building

With funds from Measure AA, a two-story, 14,970 square foot office building with underground parking, located on the block immediately adjacent to and west of the main campus, was purchased. It is currently used for office space, conferencing, and computer testing space. This acquisition is consistent with an ongoing goal to secure additional property adjacent to the Main Campus.

Purchase of 919 Santa Monica Boulevard Building

With funds from Measure AA, a three-story, 26,277 square foot office building with surface and underground parking, located adjacent to the Performing Arts Center site, was purchased. It is currently in use as offices for the functions related to the operations of the Performing Arts Center. This acquisition is consistent with an ongoing goal to secure additional property adjacent to existing satellite campus locations.

Pearl Street Bicycle Parking

With funds from Measure AA, a 400-space bicycle parking lot was created to serve the south side of the Main Campus. With major city bike routes along Pearl Street, the location was chosen as a safe destination for bike riders. This project is related to the College's sustainability efforts to encourage alternative transportation modes.

Temporary Classrooms at Bundy and Airport Sites and New Surface Parking Lot

With funds from Measure AA, seven portable classrooms were installed at the Bundy site and an additional seven portable classrooms and a small number of project rooms were installed at the Airport site as interim facilities. This project accommodated the relocation of all programs at the Academy of Entertainment and Technology (AET) site, which is currently undergoing a major expansion and renovation. The interim facilities will be used on an ongoing basis for relocations for future campus projects through 2020. The parking displaced by these interim classrooms has been relocated to a site adjacent to the Bundy site that was acquired by the College in a land swap with the City of Santa Monica. This permanent surface parking lot provides 132 spaces.

Land Swap of the College's Olympic Shuttle Lot and City of Santa Monica Airport Land

Planning for the new Exposition Light Rail Line by the Los Angeles County Metropolitan Transit Agency (Metro) included a light rail maintenance facility at a property adjacent to the College's Olympic Shuttle Lot. Metro wished to acquire the College's property. In a complex arrangement, Metro and Santa Monica College exchanged properties to allow for the creation of a linear buffer zone along Exposition Boulevard adjacent to the planned facility, and simultaneously the College and the City of Santa Monica exchanged properties, with the City obtaining the linear buffer property for purposes of a park and Santa Monica College obtaining 3.2 acres of City of Santa Monica property, including some one-story buildings in use by commercial tenants, at the Santa Monica Airport immediately north of and adjacent to the Bundy site. The College has used a portion of this property for surface parking and is land banking the other portion to a future time.

Media Center Building

With funds from Measure AA, this two-story, 14,337 square foot new building coupled with 10,809 square feet of renovated space provides a state of the art center for faculty support and technology. The new space serves as the single location for all the technology resources on the Main Campus, including Information Technology, Network Services, Telecommunications, Distance Education, Media Center, and Reprographics. In addition, the Media Center houses the College's new Center for Teaching Excellence, which will serve as the hub for faculty professional development. This project, part of the 2010 *Facilities Master Plan*, consolidates technology resources and provides adequate infrastructure for technology.

Center for Media and Design Campus

To improve training for new media and technology-driven career fields, the College is in the process of renovating and expanding its Academy for Entertainment and Technology satellite site. This project, scheduled for completion in 2016, is funded by Measure AA and private funding from the KCRW Foundation. In addition to continuing to serve as the home to the Design Technology Program (including the new Interaction Design Program, which will offer baccalaureate degrees to Santa Monica College students) and Interior Architecture Design Program, the College will relocate Communication, Broadcasting, Journalism and other media-driven programs to the new facility. The College will also move its radio station, KCRW, to the new site. Each of the relocated programs is currently housed in 1950s-era buildings that cannot support the modern infrastructure necessary for digital and online programs.

Performing Arts Center East Wing Upgrade

This project repairs the seismic deficiencies in the one-story east wing of the existing Performing Arts Center classroom building, resolves certain acoustic deficiencies in the existing choral and piano classrooms, and adds additional rehearsal and performance space. The replacement project is a three-story structure that ties into the existing main classroom building, with a two-story high rehearsal hall on the ground level, designed to match the stage footprint of the Broad Stage, with acoustically-insulated choral and piano classrooms on the third floor. The project also provides storage and event preparation facilities. The project, funded by Measure AA, is slated for completion in the middle of 2016.

Replacement Health, Fitness, Dance and Physical Education Building

Many of the components of the former 1958 Physical Education building, including the roof, concrete floors, restrooms, showers, and exhaust and electrical systems, were in poor condition. This replacement building, funded by Measures S and AA, provides additional indoor fitness training, equal support facilities for men and women, and needed facilities for the Dance Department. The building also provides a location for the Main Campus central cooling equipment. The project is currently under construction and scheduled for completion in late 2016.

The following projects are currently in planning and have been submitted to the state in the Five Year Construction Plan and are included in the College's bond program:

Student Services and Administration Building

The three-story Student Services building will centralize all student services operations, presently dispersed throughout the College and housed in temporary buildings, and will provide office and service space for more than 20 student services functions, thus providing a one-stop service delivery location. The new building will be located near the Pico Boulevard entrance to the Main Campus, thereby providing immediate access for students and members of the College community. This project includes accommodation for underground parking for approximately 500 vehicles and a 200-seat orientation hall auditorium. Site preparation began in Winter 2009; however, the College encountered problems with the costs of the original design of the Student Services building, and additionally, the building experienced significant delays in approval from the Division of the State Architect. During the delay, the bidding climate changed from a mid-recession to a post-recession economy. Once the project was bid, it came in 25% higher than the last estimate received due to increases in cost of materials and labor, complex design, and competing local projects. Due to the nature of the design, building elements could not easily be removed to save costs. To move forward, the College replaced the architect and redesigned the building. The new design saves costs and adds flexibility to the building. The design was approved by DSA in May 2016 and construction, funded from Measures U, S, and AA, has begun.

Early Childhood Education Laboratory and Childcare Center

The College lacks a teaching laboratory facility in Early Childhood Education available at many other community colleges. This project provides for a combined childcare center to serve students who are parents of young children as well as community parents and an Early Childhood Development Laboratory where Early Childhood Education students can gain the workplace experience they need in a modern facility. The facility is a joint partnership with the City of Santa Monica and the RAND Corporation and will be located on City of Santa Monica property within the Santa Monica Civic Center. Architectural planning began in 2012 and is ongoing, supported by Measure S.

Malibu Instructional Facility

In the 1970s and 1980s, Santa Monica College offered about 70 general education classes and several noncredit classes in Malibu, but today the program is limited to a few classes due to difficulty obtaining classroom space in Malibu. The recommended site and facility in the Malibu Civic Center, supported by Measure S, will provide a classroom facility for general education

classes, Emeritus College classes, and special interest classes. This project has been developed in coordination with the City of Malibu, the County of Los Angeles, and the Los Angeles County Sheriff's Department. The project has been approved by the Division of the State Architect. Funding is from Measure S.

Planning has not yet started on the following projects, all of which resulted from the master planning process, but they were submitted to the state in the Five Year Construction Plan and are included in the College's bond program:

Drescher Hall Academic Facilities Modernizations

Supported by Measure AA, modernization of an existing building on the Main Campus, Drescher Hall, will enhance and update the building's infrastructure, create a more accessible first floor, and meet the educational needs of the English as a Second Language and Photography departments.

Replacement Mathematics and Science Extension Buildings

The Mathematics Department operates out of a temporary facility nearing the end of its lifecycle. The current facility also lacks adequate infrastructure to support modern classroom technology. Similarly, the Earth Sciences Department disciplines currently operate in cramped spaces scattered about the College, and Life and Physical Sciences have already outgrown their relatively new building. For example, there are insufficient science laboratory classrooms to support students preparing to enter Allied Health programs. The new building will restore an instructional observatory and will provide a replacement planetarium to meet the increasing demands for course offerings and community educational programs. The project is partially funded by Measure AA, and additional funding will be needed from State Capital Outlay funds and a future local bond measure.