

Standard III Resources

Standard III.B Physical Resources



SANTA ROSA JUNIOR COLLEGE



Our Values

We value *Sustainability* that includes:

- The teaching of sustainability principles and concepts
- Research on sustainable development projects/ issues
- Incorporating ecological values and practices in the District's operations
- Support and promotion of sustainability efforts in our community
- Fiscal solvency and stability

We value *Beauty* that includes:

- Well-maintained and aesthetically pleasing facilities and grounds
- Holistic wellness
- Joy in learning and work



SANTA ROSA JUNIOR COLLEGE



III.B Physical Resources

Physical resources, which include facilities, equipment, land, and other assets, support student learning programs and services and improve institutional effectiveness. Physical resource planning is integrated with institutional planning.

III.B.1.

The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.

DESCRIPTIVE SUMMARY

SRJC’s Strategic Plan recognizes the importance of the physical environment in setting the stage for educational success.

Vision:

- *We value Sustainability that includes: Incorporating ecological values and practices in the District’s operations.*
- *We value Beauty that includes: Well maintained and aesthetically pleasing facilities and grounds.*

The effective operation and improvement of physical resources are specifically addressed in Goal D, Improve Facilities and Technology:

Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation

- Incorporate best practices and innovation for facilities and technologies in order to enhance learning and working environments
- Improve and sustain infrastructure, facilities, and technology to proactively support our diverse learning community
- Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency, and effectiveness
- Provide effective facilities and technology technical training for all employees to ensure operational effectiveness

Upon the foundation of these goals and objectives, SRJC systematically maintains, acquires, and/or builds facilities that support all aspects of the educational processes and outcomes of the College. This involves multiple sites and vast amounts of equipment and labor within a relatively restricted budget. The District dedicates Section 6 in the Policy Manual to Facilities Planning and uses those policies and procedures consistently to meet the needs of students and employees, regardless of location or means of delivery, through safe and sufficient physical resources (III.B.1).

Illustration III.B.1 Sonoma County Junior College District Facilities

SITES	TYPE	LOCATION
Santa Rosa Campus	Campus	Santa Rosa
Petaluma Campus	Campus	Petaluma
Public Safety Training Center	Center	Windsor
SRJC Robert Shone Farm Agricultural Center	Center	Forestville
Southwest Santa Rosa Center	leased	Santa Rosa
12-acre land parcel, former Navy base	undeveloped	Santa Rosa
OFF SITE LOCATIONS (APPROX. 40)	Not District owned, courses offered through use agreements	
Various:	Pepperwood Preserve (3120 acres); K-12 school campuses; community centers; public properties, etc.	
TOTAL PHYSICAL SPACE FACTS		
• 549 acres		
• 1.7 million gross square feet		
• 66 buildings		
• 2,000 classrooms, laboratories, offices, libraries, media services, and other support spaces		

Illustration III.B.2 Sonoma County Junior College District Equipment

The District’s facilities are equipped with a wide variety of fixed (Group 1), durable (Group 2), and expendable (Group 3) equipment.* This table indicates the types of equipment and the party responsible for the purchasing, maintenance and repair/replacement.

Equipment Type	Examples	Responsible Department (Purchasing, Maintenance and Repair/Replacement)
Fixed/Built-In (Group 1)	Fixed seating, built in appliances	Facilities Planning and Operations
Durable /Non-Instructional/General Use (Group 2)	Office furniture, fleet vehicles	Facilities Planning and Operations, and some Categorically Funded Departments (i.e. grant furniture)
Durable /Non-Instructional/Specialized (Group 2)	Lawn mowers, staff refrigerators	Academic or Non-Academic Department
Durable /Instructional (Group 2)	Analysis instruments, microscopes	Academic Department
Computers/Software/Network Infrastructure (Group 2)	Computers, routers, switches, software	Information Technology
Media Devices/Media Infrastructure (Group 2)	Projectors, media players, lecture hall camera systems	Media Services
Expendable (Group 3)	Laboratory glassware, staplers, printers, phones	Academic or Non-Academic Department

*Group 1 equipment is typically identified and acquired during a new capital project or a major remodel, and maintenance, repair/replacement is typically under the purview of the Facilities Operations and Planning Department. Group 2 equipment is identified for purchase or replacement using the District’s Program and Resource Planning Process (PRPP), and maintenance and repair is typically under the purview of the responsible department. Group 3 equipment is typically purchased or replaced out of the designated funds of the responsible department.

Illustration III.B.3 Physical Resources Sections in the PRPP

PRPP SECTION	SECTION DESCRIPTION	OUTPUT MODALITY
2.4a	Desktop Technology Equipment Requests	Online
2.4b	Rational for Instructional and Non-instructional Equipment, Technology, and Software	Text
2.4c	Instructional Equipment Requests	Spreadsheet
2.4d	Non-instructional Equipment and Technology Requests	Spreadsheet
2.4e	Safety, Utility, and ADA Impacts	Text
2.5a	Minor Facilities Requests	Spread sheet
2.5b	Analysis of Existing Facilities	Text

Physical Resource Integrated Planning

Physical resource planning and budget allocation occur through the institutional planning process that begins with the annual Program and Resource Planning Process (PRPP), which is conducted by all departments and units. The process culminates with the Institutional Planning Council (IPC), which is the College's central coordinating body responsible for the integration of planning activities and pursuit of institutional effectiveness (III.B.2). Departments are directed to go through their PRPP and identify areas that need improvement as well as goals and directions for the future. Administrators can see the relationship between the context and environmental scan, and the future plans for the department, allowing for informed decisions regarding support and resource allocations. To obtain these improvements, goals and directions, the departments are reminded to include any equipment and facilities request in the appropriate area of the PRPP.

The functions of the PRPP and IPC are described further in Standard I, but pertinent to this Standard are the PRPP sections related to physical resources, listed in Illustration III.B.3. It is in these sections that each department, program, or unit provides specific information about its facilities, including those related to off-campus sites or Distance Education (DE). The PRPP asks departments to address:

- Data regarding facilities usage and efficiency of usage by students and employees.
- Safety concerns, with supporting evidence, as well as progress in areas previously addressed by the college.
- Sufficiency of space in terms of classrooms, labs, offices, and other facilities.
- For Career and Technical Education (CTE) programs, whether equipment meets industry standards.
- Ways the department/unit has used facilities more effectively and employed sustainable practices.
- Rationale and requests for facilities improvements or building upgrades.
- Areas that need to address accessibility issues for disabled students and employees.

Departments, programs, and units submit PRPP documents each spring. Resultant information, including the documented needs, supporting evidence, and estimated costs for physical resources, are analyzed and prioritized by cluster deans, appropriate committees, and the President's Cabinet, as shown in Illustration III.B.4. Data and other information from the PRPP sections on Physical Resources inform several annual and future planning processes:

- Information Technology Request Prioritization
- Instructional Equipment and Library Materials (IELM) prioritization
- Facilities Request Prioritization
- Annual Five-Year Scheduled Maintenance Program Submittal
- Annual Five-Year Capital Outlay Plan Submittal
- Next Facilities Master Plan

The College president, vice presidents, and other members of the President's Cabinet discuss and finalize priorities and, through the budget development process, outline allocations for physical resources that are based on level of need in relation to Strategic Plan goals (and, prior to 2014, College Initiatives) (III.B.2). IPC reviews the prioritized information and recommendations to affirm alignment with the College's vision, mission and goals, and objectives (III.B.3).

Information Technology Request Prioritization and Planning

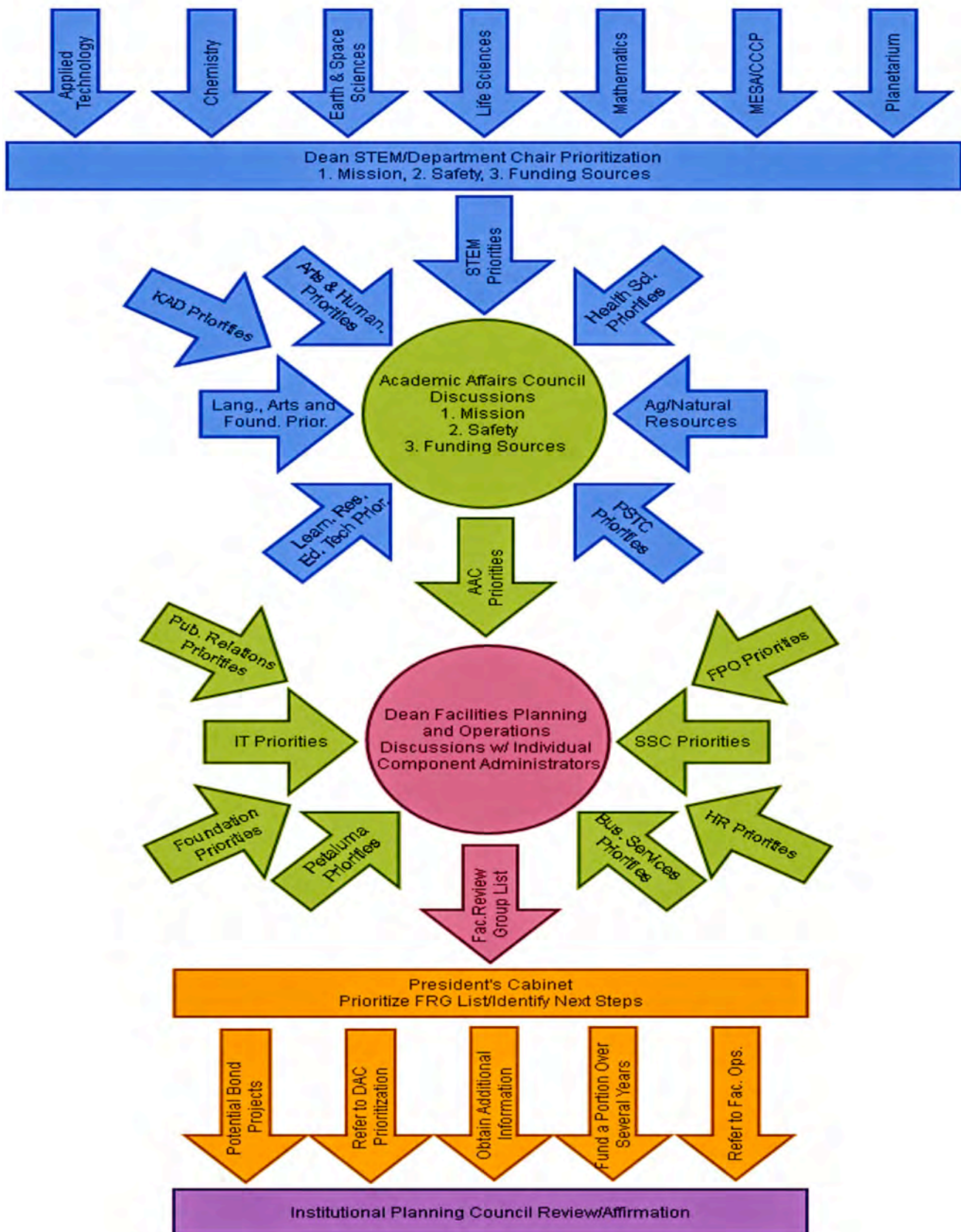
Information technology requests, which include computers, servers, software, and media devices, along with their respective infrastructure requirements, are divided into non-instructional and instructional categories. Both categories are reviewed and prioritized by the Institutional Technology Group (ITG), which is a President's Advisory Committee (III.B.4). Using the Technology Master Plan, the ITG makes recommendations regarding information technology in relation to the Strategic Plan, institutional goals, coordination, policy development, acquisitions, and implementation (III.B.5). The Director of Information Technology is a co-chair of the ITG and also a member of the President's Cabinet, strengthening the connection between institutional planning and information technology requests.

Instructional Equipment and Library Materials (IELM) covers a broad category of equipment that directly supports students or instruction and is identified via the PRPP and prioritized by the Instructional Equipment and Library Materials (IELM) group. These items are considered separately from non-instructional equipment requests because they are eligible for state funding. The District has to provide a one to three match to receive the state funding.

The IELM Work Group is composed of the Dean of Learning Resources and Educational Technology and the vice presidents of Academic Affairs, Student Services, and the Petaluma Campus. The Dean of Learning Resources is also the other co-chair of the ITG, completing the link between the IELM and ITG for information technology requests. Using data from the PRPP, the IELM Work Group also asks

Illustration III.B.4 Facilities Request from PRPP to Final Approval for Budget Allocation

(STEM Cluster Used as Example Starting Point)



that cluster deans (e.g., Science, Technology, Engineering and Mathematics cluster) work with their departments to prioritize their top five items. This information is collected and tabulated by the IELM Work Group, and this is the list used for allocating available funding (III.B.6). For the 2013-2014 funding cycle, the IELM Work Group used the following criteria in their deliberations:

1. Enabling and ensuring student completion and success in their chosen area of study. Under this overarching consideration, there are two sub-factors that also need to be taken into consideration:
 - Program viability-survival and sustainability of program depends on funding
 - Health and safety of students, faculty and staff in the program
2. To help achieve the highest benefit for the greatest number of students.
3. Fairness and equity across locations and components by seeking to fund top ranked item(s) in each cluster, for every location and in every eligible Component.

The IELM Work Group reviews the list of items from the cluster deans and prioritizes it in relation to the need for library materials reported in the PRPPs covering the Doyle and Mahoney Libraries. The final prioritized list is provided as a recommendation to the College president and his Cabinet. The IPC also reviews the recommendations to affirm alignment with the District's vision, mission and strategic plan goals and objectives.

Non-instructional equipment and technology requests are downloaded from PRPP Section 2.4d. These items are reviewed and prioritized first by the cluster chairs and their respective deans for Academic Affairs or managers in Student Services and other areas, and the lists are then forwarded to the President's Cabinet for final decision making.

Facilities Request Prioritization

The College uses the same integrated planning process to ensure that adequate facilities support its programs. Departments identify and prioritize minor facilities requests in PRPP Section 2.5a. The appropriate supervising administrator works with each department chair or manager to further clarify and prioritize the department's requests and then, in dialogue with all reporting department heads, develops a final prioritized list for their area. These requests are further reviewed and prioritized by the supervising administrators and the vice president for the particular component (Academic Affairs, Student Services, Human Resources, Business Services, Petaluma Campus, Information Technology, Public Relations and the Foundation).

The Dean of Facilities Planning and Operations holds separate meetings with each vice president or component director. The result of these discussions leads to the development of

<http://accreditation.santarosa.edu/>

the Facilities Review Group (FRG) list, which is submitted to the President's Cabinet for recommendations on further action.

Over the past five years, the lack of state funding for maintenance and capital projects and the District's diminishing bond funds have limited resources to fund facilities projects other than necessary or emergency repair. Because of this reality, the president and the Cabinet slot the items on the FRG List into various categories.

- Some items are sent to other committees with their own funding and prioritization processes. For example, requests for Americans with Disability Act facilities improvements are sent to the District Accessibility Committee for prioritization and potential funding out of their designated annual allocation of \$60,000.
- Other items are identified as needing more research, such as better cost estimates, detailed specifications, or preliminary engineering estimates, and are not addressed until all data is submitted.
- Some items are designated as part of a major capital project and are delayed until funding is acquired.
- Sometimes funding is allocated for only a part of the project. For example, a department may request that the carpet be replaced in five classrooms, but the dean and department may be asked to prioritize one room per year.
- Finally, some items are identified as minor repair tasks that will be handled by the Facilities Operations Department through their routine maintenance and repair operations.

Once the President's Cabinet has made decisions about facilities according to their priorities, IPC reviews the final list to affirm alignment with the District's vision, mission and strategic plan goals and objectives. Throughout this entire process, prioritizations are based on safety concerns, potential funding sources, and alignment with the College's vision, mission and Strategic Plan goals and objectives. Illustration III.B.5 shows decision-making process applied to a department's specific requests.

Annual Five-Year Scheduled Maintenance Plan Submittal

Along with IPC approval regarding physical resources priorities and budget allocations, the College is accountable to the Board of Trustees and the Chancellor's Office of California Community Colleges. This further strengthens the institution's planning and implementation of facility improvement. The Board Facilities Committee (BFC) is a sub-committee of the Board of Trustees that reviews facilities items the week prior to the monthly meeting of the full Board (see Illustration III.B.6). The main function of this committee is to keep the Board apprised of a range of facilities projects that typically may have broad institutional impact and will

likely involve review and approval by the full Board at a later date (III.B.7).

The College also relies on recommendations from the District Facilities Planning Committee (III.B.8), as stated in Policy 6.1 (III.B.9). This cross-constituent committee assures that dialogue from a range of perspectives occurs during the facilities planning process (see Illustration III.B.7). This committee meets monthly and reviews reports of proposed, ongoing, and completed projects (III.B.10)

The College must also submit an annually updated five-year scheduled maintenance plan to the Chancellor’s Office in order to be eligible for state funding of deferred maintenance. This process comprises SRJC Board Policy 6.2.3, Scheduled Maintenance Program, which lists the

criteria and categories for projects in the plan and requires Board of Trustees’ approval of the plan prior to submission to the Chancellor’s Office (III.B.11). The specifics of the implementation of this policy are described in section III.B.2 of this standard.

Annual Five-Year Capital Outlay Plan Submittal/Facilities Master Plan

In addition to the above, the California Education Code, Title 3, Sections 81820-81823 requires the District to submit an annually updated five-year capital outlay plan to the Chancellor’s Office. District Policy 6.2 requires that this plan be submitted to the Board of Trustees for approval prior to submission to the Chancellor’s Office (III.B.12).

The annual five-year capital outlay plan submittal is data driven and requires the District to reference the following:

1. Plans for future academic and student services programs.
2. Enrollment projections expressed in terms of weekly student contact hours (WSCH).
3. Current enrollment in terms of WSCH.
4. District office, library and supporting facilities capacities.
5. Annual inventory of all facilities and land.
6. An estimate of the District funds which shall be made available for capital outlay matching purposes.

The submittal tells both the state and the District where its space needs (including deficits and overages) are, and in a general planning sense, helps project District eligibility for new or modernized space by campus location.

Illustration III.B.5 Chemistry Department Facilities Request Process

A. Criteria required for justification in PRPP: safety concerns, potential funding sources, and alignment with the College’s vision, mission and strategic plan goals and objectives.

B. Chemistry Department prioritizes and submits four minor facilities requests in 2013-14 PRPP.

1. Repair or replace the broken cooling system for the flammable liquids storage room.
2. Air condition the remaining classes, labs and offices in the building.
3. Replace corroding exhaust ducting for flammable liquids storage room.
4. Install a vacuum system to replace the use of water aspirators.

Justification: Safety and improvement to support mission. Chemistry program is a requirement in many transfer and CTE degree programs and facility needs are a high institutional priority.

C. Dean of the Science, Technology, Engineering and Mathematics (STEM) cluster downloads all facilities reviews from STEM department PRPPs. Department heads and dean review and prioritize requests.

D. Dean brings prioritized STEM list into discussions at the Academic Affairs Council. Chemistry Department requests 2, 3, and 4 (above) redirected to new STEM building project (awaiting funds). Request #1 sent forward.

E. Dean of Facilities Planning and Operations and the VPAA review AAC list. Chemistry Department request #1 approved. As potential safety hazard, work begins immediately.

Illustration III.B.6 The Board Facilities Committee

Function: Review facilities items one week prior to Board meeting and report on facilities project developments and long term plans

Membership:

- Three Board appointed Board members
- College President
- Dean of Facilities Planning and Operations
- Director of Facilities Operations
- Vice Presidents of Business Services, Student Services, Petaluma Campus, Academic Affairs

The overall direction of the annual five-year capital outlay plan is provided by the District's Facilities Master Plan. District Policy 6.1 indicates that it is the intent of the Board to have an accurate and current facilities master plan (III.B.13). The entire college community was involved in the 2005 and 2007 master plans (III.B.14, 15), and the 2015 master plan, currently in development, follows this tradition.

Offsite and Distance Education (DE)

The College provides courses at nearly 40 offsite locations (III.B.16). The decision to hold a course at an offsite location is made in support of the District's vision, mission and Strategic Plan goals and objectives. The District Safety and Health Committee is currently reviewing a Non-District Site Review Checklist to make sure that offsite locations have adequate educational resources, as well as adequate provisions for access and safety (III.B.17).

The physical resources associated with the provision of DE primarily revolve around the information technology required to deliver the courses and any necessary facilities for housing that infrastructure. All of these resources are identified and allocated through the PRPP and the subsequent processes described above for technology and facilities. While the College has many computers in its libraries and its computer labs (see Standard III.C), it does not have technology or facilities dedicated exclusively to its DE programs, so no special request processes are involved.

SELF EVALUATION

The College meets the Standard. The institution provides safe and sufficient physical resources regardless of location or means of delivery. The College has a systematic process for evaluating the safety and sufficiency of facilities at all sites. The PRPP ensures that data analysis, dialogue, clear criteria for prioritization, and alignment with the mission and College goals occur at all levels. The College also maintains accountability to the Board of Trustees and the Chancellor's Office and integrates its compliance with its planning.

Illustration III.B.7 District Facilities Planning Committee

Function: Provide insightful advice to the administration and the Institutional Planning Council for the need, rationale and functions of either new construction, rehabilitation or remodeling of District facilities.

Membership:

- Dean of Facilities Planning and Operations
- Director of Facilities Operations
- Manager, Building and Equipment Maintenance
- Business Services Administrator
- Student Services Administrator
- Manager, Environmental Health & Safety (ex-officio)
- 3 faculty
- 2 classified staff
- 1 student

III.B.1.a

The institution plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.

DESCRIPTIVE SUMMARY

As described above, the College relies primarily on the PRPP to collect and evaluate the needs of the various departments, programs and services of the District. It is this “grass roots” process that ensures that information about the utilization and quality of existing resources is conveyed from the bottom to the top of the organization. Requests for building, upgrading, or replacing physical resources go through a rigorous process of review before being approved. At all levels, the effectiveness of utilization and the quality of physical resources of any department or program is considered in the context of the College as a whole.

Significant planning and building have taken place over the past six years using the PRPP and recommendations from IPC in combination with the remaining 2002 bond funds, which are allocated through a Citizens Bond Oversight Committee (III.B.18, 19). New facilities that have directly impacted the most students are described in Illustration III.B.7.

The College continually seeks ways to be more efficient in its use of physical resources. In fall 2013, the College implemented a new program called the Enrollment Management System (EMS) that allows deans and department chairs to base future enrollment on historical Student Information System (SIS) data (III.B.20). Information from this tool is used during

the scheduling process to determine the number of sections to offer in each department and to better manage the distribution of classrooms at all sites.

Sustainability

Finally, in terms of effective utilization, the College states Sustainability as one of its values and strives to meet the related goals in its use, maintenance, acquisition, and building of its facilities. (III.B.21)

At the same time, based on the PRPP, the College has determined that existing state funding cannot address the physical resource needs for several programs. The Facilities Planning Department has a very long list of high priority areas requiring new building, upgrading, or replacing. To this end, the District proposed a bond (Measure H) to Sonoma County voters in November 2014. (III.B.22)

SELF EVALUATION

The College meets the Standard. The institution uses the PRPP, which leads to recommendations through IPC, to ensure that departments and programs are effectively using physical resources of appropriate quality. At the same time, this process allows departments and programs to identify buildings and equipment that require improvement or replacement. The College prioritizes these needs based on the mission and Strategic Plan goals, including sustainability, but carefully assesses and monitors funding options before moving forward with plans.

Illustration III.B.7 From Plans to Places: SRJC Buildings Enhance Learning

Phase II, Petaluma Campus: Funded by Measure A and matching funds from the State of California, SRJC’s Petaluma Campus Phase II completed in 2010 fulfilled a 20-year dream to transform a cluster of temporary buildings at the Petaluma Fairgrounds into a full-service community college campus.

Lawrence A. Bertolini Student Center, Santa Rosa Campus: The 2010 three-level Bertolini Center encloses the main quadrangle and is the heart of student activities on the Santa Rosa Campus. The Center serves a student population of over 35,000 as well as the community and actualizes College goals of enhanced collegiality, cultural awareness, and student support through its formal and casual gathering spaces, dining options, meeting facilities, student lounges, smart classrooms, counseling offices, conference rooms, and administrative offices. The attractive exterior grounds provide a venue for student interaction and relaxation as well as events and performances.

R. Robert Burdo Culinary Arts Center, Santa Rosa Campus: The 2012 design of Culinary Arts Center reinterprets the heritage brick buildings on the Santa Rosa Campus while providing the latest developments in educational training. The complex includes three teaching kitchens, a teaching bakery with specialized chocolate making room, a barbecue pavilion and patio, wine storage, a retail bakery, a restaurant and two multi-purpose divisible smart-classrooms that also serve as dining overflow and special event spaces. The building reflects the College’s commitment to CTE programs that are relevant to the region it serves.

III.B.1.b

The institution assures that physical resources at all locations where it offers courses, programs, and services are constructed and maintained to assure access, safety, security, and a healthful learning environment.

DESCRIPTIVE SUMMARY

The importance of safety, security, and health for the college community is recognized within Strategic Plan F., Cultivate a Healthy Organization:

- Establish robust District-wide programs to improved the health and wellness of employees and students
- Build the District’s culture of safety and overall emergency preparedness

The efforts to meet these goals apply to the physical resources, employees, and students at each campus, center, and off-site location.

Illustration III.B.8 Facility Operations Units and Responsibilities

Unit and Purpose	Maintenance Operations Maintain all building systems on all properties	Grounds and Recycling Operations Maintain the appearance, functionality and safety of the exterior hard and soft landscapes	Custodial Services Maintain and provide a clean, safe, appealing interior workspaces
Ongoing responsibilities	Heating, ventilation, air conditioning plumbing, electrical, structural, carpentry security locking systems, and swimming pools.	Landscaping, athletic fields, parking areas and walkways Irrigation systems, parking garage, football stadium six acres of multi-use artificial sports fields tennis courts	Interiors of all buildings on the Santa Rosa Campus, Petaluma Campus, Public Safety Training Center, and Shone Farm Work is accomplished on a Monday through Friday schedule with two shifts, morning and evening.
Specialized duties	Painting, signage, general and preventative maintenance institutional safety maintenance of 132 District vehicles	Tree maintenance valley oak nursery tree safety program that includes over 150 “Heritage” sized oak trees District wide recycling program. This program has maintained a 75% diversion rate over the past few years as reported to the state’s Cal Recycle program. (III.B.22) Maintains over 182 acres of grounds at both campuses, all centers.	Set up, planning, and clean up for a variety of cultural, ceremonial, and athletic events, including commencement General cleaning, disinfecting, trash removal minor repairs to buildings, reporting larger maintenance issues coordinating and moving furniture for space reassignments

Safety and Security

The safety of the College's physical resources, as well as the personal safety of students, employees, and visitors, is ensured through a coordinated system of departments, programs, policies, and procedures.

The Facilities Planning and Operations Office is responsible for the overall planning of district facilities to meet the needs of the mission of the District (III.B.23). This includes ensuring that the District's capital projects are well planned within the context of the College and designed and constructed to comply with all applicable codes and regulations. Capital projects are approved through the Department of State Architecture and are fully inspected before final payment is made.

The Facilities Planning and Operations Office oversees two units, Facilities Operations and Environmental Health and Safety.

Facilities Operations, a District wide function, consists of three district service responsibilities: Maintenance Operations, Grounds and Recycling Operations, and Custodial Services. Together they maintain all of the District's facilities and property, as shown in Illustration III.B.8.

The Environmental Health and Safety Department (EHS) coordinates a District wide health, safety and environmental protection program with the objective of providing a safe learning and working environment (III.B.24). EHS provides leadership in developing and supporting policies, procedures, programs, and training opportunities. Additionally, EHS provides legal and regulatory compliance research, hazard assessment, advice and assistance to enable students, faculty, staff, and visitors to protect themselves from potential hazards. EHS promotes health and safety among employees and students. In 2014 EHS accomplished the following

- Upgraded EHS web pages and now includes important forms for reporting safety, incidents, and on campus injuries
- Developed an improved aerial lift training program
- Implemented an Automated External Defibrillator program for all College locations
- Collaborated with the Human Resources Department to make an employee safety orientation a part of the HR Department's monthly new employee orientation process.
- Trained a core group of Chemistry and Life Science Department classified employees in laboratory safety.

The District Injury and Illness Prevention Program implements the California Occupational Health and Safety Administration (Cal/OSHA) and State regulation mandating that each business have an effective Injury and Illness Prevention Program (IIPP) (III.B.25). In 2012-2013 the District

conducted a major review and revision of its IIPP, which forms District Policy 6.8.2 and Procedure 6.8.2P (III.26). The IIPP has eight required elements, but three are particularly pertinent to this Standard: 1) communication, 2) hazard assessment, and 3) accident/injury/exposure investigations.

The District Safety and Health Committee (DSHC) fulfills the communication requirement for the IIPP (III.B.27). The functions and composition of this labor/management safety committee, which meets monthly, are clearly posted on its website. The hazard assessment requirement for the IIPP is addressed by both the DSHC and through EHS working with various departments to review new and existing hazardous situations (see Illustration III.B.9). The accident/injury/exposure investigations requirement for the IIPP is addressed by procedures in the District's IIPP for reporting all injuries, illnesses, near misses, and property damage. Last year, the DSHC formed a sub-committee with representatives of the DSHC, EHS, Student Health Services, District Police, and Business Services to revise the District's Incident Report Form to include not just reporting of injuries and illnesses, but also near misses and property damage. The new online form is posted on the EHS website (III.B.28).

Emergency preparedness is a College priority. In 2011, the Board of Trustees approved District Initiative IX: Emergency and Disaster Preparedness and is making steady progress towards completing those goals (III.B.31). The College follows the State's Standardized Emergency Management System as it updates its Emergency Operations Plan and Emergency

Illustration III.B.9 Examples of Hazard Assessment

- The College identifies potential hazards through the curriculum proposal process. Whenever a new course is proposed, the department must determine any potential potential exposures to hazardous chemicals, blood borne pathogens, and/or hazardous machinery and submit an EHS form describing the situations. This allows EHS an opportunity to review the hazards with the proposing department prior to acquiring equipment, or exposing employees and students to new hazards (III.B.29).
- The Cal/OSHA Laboratory Standard requires laboratories to have in place standard operating procedures (SOPs) relevant to safety and health considerations to be followed when laboratory work involves the use of hazardous chemicals (III.B.30). EHS works with the various departments affected to analyze the hazards, and create the SOPs as necessary.

Preparedness Handbook and outfits the District's Emergency Operations Center (EOC). The District has also established a Department Operations Center (DOC) at each of its campuses and centers. On a departmental level, the District has developed its Building and Area Safety Coordinator Program and Building Emergency Plans to provide immediate information and assistance to those in a building at the moment an emergency or disaster strikes. All of this has been accompanied by increased training opportunities for employees (see Illustration III.B.10).

The District Police Department maintains the security and safety of its employees, students, visitors, and facilities. SRJC has its own Peace Officer Standards and Training (POST) certified police department with coverage 24 hours a day, seven days a week, with a main office on the Santa Rosa Campus, a smaller office on the Petaluma Campus, and Central Dispatch. The department includes 13 sworn police officers, 6 police dispatchers, 12 non-sworn community services officers, and 15 to 30 student cadets (varies by semester), and was accredited in 1988 by the Commission on Peace Officer Standards and Training (III.B.32). The District Police Department continually upgrades its services to meet College needs. Recent improvements include:

- Updating the website to provide more links and safety information.
- Linking with the local NIXLE communication system to help students and staff get quick answers and updates via cellphone and email on local or College emergency situations and events.

Illustration III.B.10 Emergency Preparedness at SRJC

In keeping with external regulations, District policies and procedures, and conscientious safety practices, the College, through EHS, has enhanced its emergency preparedness program. Actions include:

- Contracting with a vendor to provide a monthly course on First Aid, Cardiopulmonary Resuscitation, and Automated External Defibrillation.
- Launching an emergency preparedness training program that offers workshops on a monthly basis on topics such as Building and Area Safety Coordinator Training, Fire Extinguisher Training, and Evacuation Chair Training.
- Implementing the AlertU on-campus text message service, and the NetSupport Notify, a District computer pop-up emergency messaging, to help notify students, faculty, and staff to various emergencies occurring on campus (III.B.26).

The District Police Department also handles the reporting requirements of the Jeanne Clery Act in disclosing certain timely and annual information about campus crime and security policies (III.B.33). This information is available on the SRJC website.

Third party inspections, including those by local fire departments, waste water inspectors, and state mandated agencies (III.B.34), maintain safety at the College. The District maintains a good working relationship with all city, county, and state departments, and any problems are typically minor and dealt with immediately by EHS and any involved College departments.

Illustration III.B.11 The District Accessibility Committee (DAC)

The DAC has most recently focused on the three major tasks:

1. In collaboration with the Human Resources Department, completing a self-evaluation of the District's policies, programs, and facilities for compliance with the ADA, and creating a transition plan including recommendations for ensuring accessibility (III.B.36).
2. In collaboration with the Information Technology Department moving the facilities assessment data into a user friendly searchable database for tracking progress toward elimination of existing physical barriers.
3. In collaboration with the Facilities Operations Department, identifying barrier elimination projects to be addressed with the annual \$60,000 allocation to the DAC for this task. The priority has been to address immediate needs, and then to focus from the outside of campus to the inside. Recent completed barrier elimination actions include:
 - Added truncated domes to the pathways most frequented by people with disabilities and contracted with an engineering company to review remaining paths of travel throughout the District for the necessity of truncated domes.
 - Purchased and installed high performance (single person operation) evacuation chairs at the top story of all multi-story building in the District to supplement the older evacuation chairs located on each floor.
 - Added automatic door openers at several locations throughout the District.

Access

The College has a multi-faceted approach to accessibility involving several departments and coordinated by the District Accessibility Committee (DAC), whose members include representatives from of Human Resources, Disability Resources, Purchasing, Facilities Operations, Environmental Health and Safety, Information Technology, Media Services and District Police, as well as appointed faculty, staff, and student positions to further obtain a breadth of College representation. The DAC assists the District in the interpretation of and compliance with Section 504 and 508 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, and other related laws and regulations, DAC's specific responsibilities and accomplishments are posted on its website and listed in Illustration III.B.11 (III.B.35).

The Disability Resources Department focuses primarily on students to provide people with disabilities equal access to a community college education through specialized instruction, disability related support services, and advocacy activities (III.B.37).

The Human Resources Department is where employees turn for help with any accessibility issues in the workplace. HR maintains a website with the District's ADA compliance policies and contact information (III.B.38).

The District Online Committee (DOC), composed of a broad membership from the College's instructional community, develops and recommends District policy and procedures in the area of online learning, including providing guidance to the instructional community on accessibility issues related to distance education courses (III.B.39). The committee sets policies and best practices for delivering DE courses that are compliant with ADA guidelines and posts them on a dedicated website (III.B.40). The College also has a designated employee who reviews all online classes for ADA compliance and works with instructors to resolve any issues and prepare the course for ADA approval (III.B.41).

Facility Operations, in addition to working with the DAC to eliminate physical barriers, also maintains access through a routine program of eliminating pathway hazards by grinding or re-paving, and re-paving and re-striping parking lots to assure adequate disabled parking and pathway guidance. In addition, Facilities staff respond to safety reports and service requests for assess hazards.

Healthful Environment

The College strives to provide healthful educational and working environments. Through EHS, the Facilities Operations Department, and DSHC, the College addresses potentially hazardous or harmful situations. For instance:

- The District adopted a smoke-free environment policy in 1989 and added a procedure in 2005. The policy and procedure are updated frequently, most recently in 2013 to clarify that the use of electronic cigarettes is included in the list of banned activities. (III.B.42)
- Issues such as indoor air quality, mold, asbestos (older buildings) and vector issues are typically communicated to EHS or Facilities Operations, who act upon the situation promptly. When necessary, the College hires outside contractors to perform air quality monitoring, mold and asbestos testing and remediation, and vector abatement.
- EHS has a well established program of providing ergonomic assessments, training, and ergonomic solutions and provides that training in the District's New Employee Safety Orientation as well. EHS also works closely with the District's Human Resources Analyst and workman's compensation insurance carrier to address ergonomic and other workplace health issues and to analyze the trends of claims. Based on an analysis provided by the District's workman's compensation insurance carrier, the District had the second lowest experience modification rate (Ex Mod) of the 26 Districts the carrier represents. Since 2011, the District's Ex Mod has been trending down (III.B.43).

SELF EVALUATION

The College meets the Standard. The District has established policies, procedures, systems, staff, and trainings to ensure that physical resources at all locations are safe, accessible, and secure and continue to seek ways to improve those services. Specific departments and committees coordinate with College departments, site managers, staff, faculty, and students to create healthful learning environments at every site.

III.B.2

To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

DESCRIPTIVE SUMMARY

As described in the previous section, the College relies primarily on the annual PRPP to plan and evaluate its facilities and equipment on a regular basis. This evaluation has its basis in each department or unit's analysis of core data in relation to program goals, resources, and needs to meet educational goals.

The College incorporates relevant data into its planning processes through data and analysis from the Office of Institutional Research (OIR), whose mission is to provide information to SRJC administrators, faculty, and staff involved in the planning process, policy formation, decision making, and accountability. OIR also collects or develops information from external sources (III.B.44) for instance. Internal and external information was compiled for the Environmental Scan and Data Gathering Work Group as part of the development of the Strategic Plan (III.B.45).

In terms of an "on the ground" evaluation, the College assesses the conditions of its facilities and equipment on a regular basis as it complies with Title 3 requirements with an annually updated five-year scheduled maintenance plan for the Chancellor's Office in order to be eligible for state funding (III.B.46). The District must provide a one-to-one match and expend at least 0.5 percent of its current operating budget for ongoing maintenance to receive the state funding. District Policy 6.2.3, Scheduled Maintenance Program, lists the criteria and categories for projects in the plan and requires Board of Trustees' approval of the plan prior to submission to the Chancellor's Office (III.B.11).

A variety of information is used to develop the plan for scheduled maintenance items.

1. The Facilities Operation's Maintenance Department has preventative maintenance and operational inspection intervals for key building components such as heating, ventilation and air conditioning systems, boilers, electrical systems, emergency lights, and roofs. Preventative maintenance and operational inspections take place on both campuses, the Public Safety Training Center, and Shone Farm. (The Southwest Santa Rosa Center is a leased facility, and the maintenance is provided as part of the lease.)
2. Information from these inspections, including problems, are relayed to the Director of Facilities Operations.
3. The Dean of Facilities Planning and the Director of Facilities Operations review the annual five-year scheduled maintenance plan with the DFPC, IPC, and BFC prior to submitting it to the Board of Trustees for approval in December.
4. Upon Board approval, the information is submitted to the state using the Facilities Utilization, Space Inventory Options Net (FUSION) system. The FUSION system is a database maintained by the Foundation for California Community Colleges that tracks of over 75 million square feet of facilities condition assessments and develops cost modeling for maintenance projects, enabling colleges to plan budgets and help facilitate the passing of much-needed bond measures.
5. The Director of Facilities Operations also identifies the College's scheduled maintenance plans in the Facilities Operation's Maintenance Department's PRPP. The managers at each center also address scheduled maintenance issues specific to their sites in their PRPPs.

In June of 2013, the District underwent a multi-day technical site visit by representatives of the FUSION system to verify the accuracy of the District's FUSION data. This site visit looked at the District's space inventory, and assessed the status of the District's building and major building systems. The accuracy of the District's submittals was confirmed, and the inspector complimented the Facilities Operations Department on their ability to keep up the facilities in spite of their age (III.B.47).

SELF EVALUATION

The College meets the Standard. Using the annual PRPP, review, discussion, prioritization, decision making, and planning all take place through a prescribed sequence that eventually leads to recommendations for budget allocation. Final decisions consider physical resource acquisitions, construction, and improvements in the context of the program's effectiveness and the College's mission and Strategic Plan.

III.B.2.a

Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

DESCRIPTIVE SUMMARY

The District's long-range capital planning is driven by the PRPP and the facilities master planning process. The affirmation of the outcomes by the IPC and the Board serve to ensure that the plans support institutional improvement goals, as stated in the Strategic Plan goals and objectives. The College has documentation of plans for facilities and equipment but waits to implement those plans until the appropriate funding is available (III.B.48).

Projecting the Total Cost of Ownership

The District recognizes that projecting total cost of ownership (TCO) involves acknowledging the costs beyond the initial expense of the project or the purchase of a piece of equipment. TCO considerations for a new facility at SRJC include:

- operational costs (e.g. energy and utilities, routine maintenance, minor repairs, preventative maintenance, custodial services, grounds keeping, regulatory compliance and insurance)
- renewal costs (e.g. upgrading technological infrastructure, remodeling, and replacement of major building systems)
- de-commissioning or demolition costs

Likewise, the TCO of a new piece of equipment may have additional costs associated with facilities modifications, training, operating, maintenance, and insurance as well as replacement and possibly disposal costs. The District incorporates the concept of TCO by including it in the District Planning and Budget Framework document (III.B.49). This document was developed to serve as a guide to the broader aspects of the planning and budget process and establishes certain planning parameters within which the budget is to be developed. The entire document speaks to recognizing the funding constraints and obligations faced by the District, but the specific mention of TCO is, "The District will budget sufficient funds to afford the total cost of ownership for all District facilities and sites." To this end the District is anticipating the development of a life cycle cost assessment that covers all District facilities and sites. This assessment provides hard data for future budget discussions.

In practical terms, the Facilities Operations and Planning Department routinely helps the District address the TCO of its facilities by seeking ways to reduce operational costs.

- Since energy consumption is typically one of the higher operational costs, the District has incorporated solar panels and innovative heating and cooling systems in many of its new facilities and remodels. This also addresses College sustainability goals.
- The District uses utility service provider incentive programs to update existing equipment (e.g. ultra low flow or waterless urinals).
- The District contracted with a company to replace and maintain the obsolete Cogeneration Center, with a new, more efficient and larger system at no cost to the District. They guarantee a minimum amount of generation, which the District will purchase at a reduced market electrical rate, and the excess processed heat is free.
- Most recently, the District is using the availability of Proposition 39 (2012) funding to increase energy efficiency, such as replacing high pressure sodium lighting with LED lighting in the Zumwalt Parking Pavilion and replacing single speed circulation pumps for the swimming pools with variable speed pumps that can be slowed down when the pool is not in use.

Sustainability

The examples above show not only how the District reduces its operational costs, but also how it has put its sustainability goals into practice by reducing its water usage and lowering its use of electricity produced by fossil fuels. Goal E of the Strategic Plan speaks to achieving sustainability with regard to environmental stewardship, economic vitality, and social equity, and the college community has increasingly incorporated this goal in its practices.

The Integrated Environmental Planning Committee (IEPC), a President's Advisory committee, serves as the key shared governance group reviewing issues pertaining to sustainability (see Illustration III.B.12). The IEPC is currently creating a framework for strategies, objectives, metrics, and measurable reportable outcomes for Goal E (III.B.50).

Illustration III.B.8 listed the College's recycling program that is managed by Grounds and Recycling Operations. This program has been responsible for diverting significant quantities of recyclable materials from landfills and represents an ongoing example of environmental stewardship. Another example took place in fall 2014 when the Associated Students Sustainability Committee funded the installation of the College's first water bottle filling station on the Santa Rosa Campus. In addition to filling reusable water bottles, users can monitor the digital use meter to see how many plastic bottles are being diverted from landfill. The College is auditing use and plans to install a second station on the Petaluma Campus in spring 2015.

There are many other examples of sustainable practices that students, employees, and the District as a whole are undertaking as part of the quest to be a “Sustainable SRJC!” The College’s Sustainable SRJC website covers the institution’s “green” efforts as well as ideas that span beyond those associated with the District’s physical resources (III.B.51).

SELF EVALUATION

The College meets the standard. The PRPP and approval process from the President’s Cabinet, the IPC, and the Board ensure that long-range capital plans support institutional improvement goals. The District Planning and Budget Framework addresses the TCO for new facilities and equipment, thus making budgeting considerations realistic and visible during the planning process. Furthermore, the District is implementing plans to reach its goals relating to sustainability, not only in its buildings but in its everyday practices.

Illustration III.B.12 The Integrated Environmental Planning Committee

Function: The IEPC will strengthen Sonoma County Junior College District’s commitment to the development of a comprehensive environmental plan.

Membership:

- Dean of Facilities Planning and Operations
- Dean of Career & Technical Education & Economic Development
- Appointed Facilities Administrator
- Appointed Student Services Administrator
- Appointed Faculty
 - 1-Institute for Environmental Education (IEE),
 - 1-Career & Technical Education (CTE) and
 - 2-Additional (IEE/CTE Preferred)
- Appointed Classified (2)
- Appointed Students (2)

III.B.2.b

Physical resource planning is integrated with the institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.

DESCRIPTIVE SUMMARY

Physical resource planning continues to be directly linked to institutional planning, mainly through the PRPP. With the completion of the District’s Strategic Plan in spring 2014, the PRPP, the Facilities Master Plan, the Master Plan for Technology, and other specific plans are now aligned with SRJC’s vision, mission, goals, and objectives as they had been previously with College Initiatives (III.B.50 and III.B.51). In fall 2014, the first planning documents based on PRPP requests and the Strategic Plan were reviewed by the President’s Cabinet and IPC.

Systematic Assessment of Physical Resources

As detailed in section III.B.1, of this standard, the District’s annual PRPP acts as a systematic assessment of each unit’s needs, plans, goals, and objectives. This analysis includes the current status of each unit’s physical resources and the need for additional, replacement or modified resources. Priorities are listed and communicated to the College through the Institutional Planning website and annual PRPP launch messages (III.B.52). The PRPP is the mechanism used to move the information up through levels of review into the broader context of the Strategic Plan goals and objectives, as well as overall District budget and physical space realities. Improvement of facilities, equipment, and technology to support learning is a prevailing theme, as stated in Goal G:

Continuously improve our institutional effectiveness in support of our students, staff, and communities.

SELF EVALUATION

The College meets the Standard. Physical resource planning is integrated with the institutional planning through the PRPP. Based on PRPP information, the District is able to systematically assess the effective use of physical resources and uses the results of the evaluation as the basis for improvement.

Actionable Improvement Plan

None

Evidence:

Standard III.B, Physical Resources

- III.B.1 **Board Policy Manual, Section 6, Facilities Planning**
<http://www.santarosa.edu/polman/6facilit/index.php>
- III.B.2 **Program and Resource Planning Process Website**
<http://goo.gl/n9F0jG>
- III.B.3 **Institutional Planning Council Homepage**
<https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx>
- III.B.4 **Institutional Technology Group (ITG)**
<https://bussharepoint.santarosa.edu/committees/institutional-technology/SitePages/Committee%20Home%20Page.aspx>
- III.B.5 **Strategic Master Plan for Technology, 2015 and Beyond**
<http://goo.gl/UoRkl>
- III.B.6 **Instructional Equipment and Library Materials (IELM) Funding Considerations and Recommendations**
<http://online.santarosa.edu/presentation/schedule/?6145>
- III.B.7 **Board Facilities Committee (BFC) Homepage**
<https://santarosa.edu/committees/board-facilities/.aspx>
- III.B.8 **District Facilities Planning Committee (DFPC) Homepage**
<https://bussharepoint.santarosa.edu/committees/board-facilities/SitePages/Committee%20Home%20Page.aspx>
- III.B.9 **Board Policy 6.1, Facilities: Planning**
<http://www.santarosa.edu/polman/6facilit/6.1.pdf>
- III.B.10 **DFPC Minutes, October 21, 2014**
<http://goo.gl/PbWDvs>
- III.B.11 **Five-Year Schedule Maintenance Plan, 2014**
<http://online.santarosa.edu/presentation/schedule/?6145>
- III.B.12 **Board Policy 6.2.3, Scheduled Maintenance Program**
<http://www.santarosa.edu/polman/6facilit/6.2.3.pdf>
- III.B.13 **Board Policy 6.2, Facilities: Capital Outlay Programming**
<http://www.santarosa.edu/polman/6facilit/6.2.pdf>
- III.B.14 **Space Allocation and Improvement Sequencing Report (2005)**
http://www.santarosa.edu/administration/planning/pdfs/2615-SRJC_Master_Plan_April_2007%5B1%5D.pdf
- III.B.15 **Santa Rosa Master Space Allocation Plan and Facilities Plan (2007)**
http://www.santarosa.edu/administration/planning/pdfs/2615-SRJC_Master_Plan_April_2007%5B1%5D.pdf
- III.B.16 **Schedule of Classes, SRJC Offsite Locations, Fall 2014**
<http://www.santarosa.edu/schedules/pdf/S15-web-offcampus.pdf>
- III.B.17 **Minutes District Health and Safety Committee, Non-District Site Review**
- III.B.18 **2002 Bond Measure A**
<http://goo.gl/gyY22l>
- III.B.19 **Board Policy 0.29, General Obligation Bond Measures and Independent Citizens' Oversight Committee**
<http://www.santarosa.edu/polman/0bylaws/0.29.pdf>

- III.B.20 Enrollment Management System**
<https://ems.santarosa.edu/>
- III.B.21 Sustainable Facilities Website**
<http://www.santarosa.edu/sustainability/facilities/>
- III.B.22 Measure H Bond Approval, Press Release, November 2014**
<http://goo.gl/rzkSnY>
- III.B.23 Facilities Planning and Operations Office Website** http://www.santarosa.edu/about_srjc/facilities-operations/
- III.B.24 Environmental Health and Safety (EH&S) Website**
<http://www.santarosa.edu/ehs/>
- III.B.25 CalOSHA Requirements, California Code of Regulations, Title 8, Section 3203**
<http://www.dir.ca.gov/title8/3203.html>
- III.B.26 Board Policy and Procedure 6.8.2/6.8.2P, Illness and Injury Prevention Program**
<http://www.santarosa.edu/polman/6facilit/6.8.2.pdf> <http://www.santarosa.edu/polman/6facilit/6.8.2P.pdf>
- III.B.27 District Health and Safety Committee (DHSC) Homepage**
<http://goo.gl/scHRDS>
- III.B.28 District Safety Report**
<http://www.santarosa.edu/ehs/safety-report/>
- III.B.29 Curriculum Form: New Course Proposal**
<http://online.santarosa.edu/presentation/schedule/?793>
- III.B.30 EH&S Website, Page: Hazard Communication Plan**
<http://www.santarosa.edu/ehs/hazard-communication-plan/>
- III.B.31 SRJC College Initiatives 2013/2014, Initiative IX, Emergency and Disaster Preparedness**
<http://goo.gl/VKGGZU>
- III.B.32 District Police Department Website**
<http://www.santarosa.edu/administration/college-safety/district-police/>
- III.B.33 Campus Security Report, 2012**
<http://goo.gl/glxpT6>
- III.B.34 Campus Security Report and Fire Safety Report, 2011-2013**
<http://goo.gl/X8S5pt>
- III.B.35 District Accessibility Committee**
<http://goo.gl/KVjdCP>
- III.B.36 SCJCD ADA Self-Evaluation and Transition Plan**
<http://goo.gl/tQCst5>
- III.B.37 Disability Resources Department Website**
<http://online.santarosa.edu/presentation/?4928>
- III.B.38 Americans with Disabilities Act (ADA) Website (accessible from Human Resources Website)**
<http://www.santarosa.edu/hr/ADA/index.shtml>

- III.B.39 District Online Committee (DOC)**
<https://santarosa.edu/committees/district-online>
- III.B.40 SRJC Web Accessibility Compliance Website**
<http://online.santarosa.edu/presentation/page/?67744>
- III.B.41 Accessibility Compliance Website, Page: Assistance**
<http://online.santarosa.edu/presentation/page/?67096>
- III.B.42 Board Policy and Procedure 6.8.6/6.8.6P, District Smoke-free Environment Policy and Procedural Guidelines**
<http://www.santarosa.edu/polman/6facilit/6.8.6.pdf>
<http://www.santarosa.edu/polman/6facilit/6.8.6P.pdf>
- III.B.43 SRJC Experience Modification Rate Report**
<http://online.santarosa.edu/presentation/schedule/?6145>
- III.B.44 Office of Institutional Resources Website**
<http://www.santarosa.edu/research/external-data-sources.php>
- III.B.45 Strategic Plan Task Force, Environmental Scan and Data Gathering Work Group Web Page**
<http://libguides.santarosa.edu/strategicplanning/environmentalscan>
- III.B.46 Scheduled Maintenance Plan**
<http://online.santarosa.edu/presentation/schedule/?6145>
- III.B.47 FUSION Evaluation and Report, June 2013**
<http://online.santarosa.edu/presentation/schedule/?6145>
- III.B.48 SCJCD Adopted Budget, 2014/2015**
<http://goo.gl/RRwBE5>
- III.B.49 SCJCD Planning and Budget Framework**
<http://goo.gl/jXtUlj>
- III.B.50 Integrated Environmental Planning Committee (IEPC) Homepage**
<http://goo.gl/ApHzhP>
- III.B.51 Sustainable SRJC Website**
<http://www.santarosa.edu/sustainability/>
- III.B.52 2014 Program and Resource Planning (PRPP) Summary All-District Email Message, December 11, 2014**
<http://www2.santarosa.edu/f/?nDEGLEwz>