
COLLEGE OF
MARIN
FACILITIES
MASTER PLAN 2016–2021

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President's Message

College of Marin's Facilities Master Plan 2016–2021 has been developed in support of the College's Educational Master Plan 2009-2019 (EMP) and represents an important component in our overall integrated planning efforts. This plan provides a comprehensive framework from which to address the facilities needs of the College for the benefit of the students who learn here, for the dedicated faculty who teach here, for the staff who provide important support services, and for the community who accesses our campuses for educational and recreational purposes. The Facilities Master Plan 2016–2021 will assist College of Marin in building and maintaining a sustainable infrastructure that we may all be proud of; one which provides an optimal learning environment for our students, an inspiring place to teach and work for our faculty and staff, and a valuable cultural resource for our community at large. I would like to thank Greg Nelson, Vice President of Finance and College Operations, IEP2, the Facilities Planning Committee, and all members of the College community who have devoted their time and energy to this planning process.

David Wain Coon, Ed.D.
Superintendent/President

Acknowledgements

The Facilities Master Plan 2016–2021 highlights the District's infrastructure, provides direction for improvements to our two campuses, in Kentfield and Novato, so we can create and maintain an environment that best supports the Colleges' excellent programs. I'm excited about the potential that this document represents and what it means for our College. This planning process has included over 80 meetings that have taken place between internal and external stakeholders to make this a comprehensive engagement with the College community. I want to personally thank the members of our Governing Board, our College community, IEP2, and the hundreds of people that dedicated their time, energy, and resources to this endeavor that has been 18 months in the making. The District has built a strong foundation from the previous bond, Measure C- 2004, and will continue that success with the passage of Measure B in 2016. These two bond measures will provide resources and facilities for the next generation of students and staff and allow the College to continue to thrive in Marin County as we have since 1926. We look forward to another 90 years of transforming lives through education and training.

Greg Nelson
Vice President of Finance and College Operations

Our Values

Student and Community Centered Education
We promote student success by providing programs and services that are learner centered and reflect the changing needs of our students and surrounding community.

Academic Excellence and Innovation
We are dedicated to academic excellence and encourage innovation. We foster intellectual inquiry by encouraging critical thinking, information literacy and technical competence. We continually evaluate the effectiveness of our programs.

Collaboration and Open Communication
We cultivate a culture of mutual respect, open communication, collaborative working relationships and participation in decision making among students, faculty, staff and the communities we serve.

Diversity
We cherish a learning environment that celebrates diverse backgrounds and recognizes the knowledge and experiences among its students, faculty and staff. We provide open access and strive to remove barriers to student success.

Sustainability
We will apply environmentally sustainable and green principles in our college community to ensure the future of our planet.

Accountability
We will be accountable for our decisions and actions on behalf of the students, college and community. Our decisions will be academically, fiscally and environmentally responsible.

Our Mission

College of Marin's commitment to educational excellence is rooted in providing equitable opportunities and fostering success for all members of our diverse community by offering:

- preparation for transfer to four-year colleges and universities
- associate degrees and certificates
- career technical education
- basic skills improvement
- English as a second language
- lifelong learning
- community and cultural enrichment

College of Marin responds to community needs by offering student-centered programs and services in a supportive, innovative learning environment that promotes social and environmental responsibility.

Summary

College of Marin last completed a facilities master plan update in 2012. Most colleges will update their mast plans every four to five years. With this knowledge, the need for a revised plan as part of the natural planning process and for accreditation by the Accrediting Commission for Community and Junior Colleges (ACCJC), the College began revising the facilities master plan in 2015. The *Facilities Master Plan 2016–2021* is directly informed by the *Educational Master Plan 2009–2019* and should guide the College in meeting its infrastructure needs.

Traditionally, a college will wait until it has significant resources before beginning to implement a new master plan. However, College of Marin planned its needs first and then used research gathered to help inform the Board of Trustees regarding the College's needs.

This is a unique approach. A typical approach to master planning would be to start the process after passing a bond issue that was based on a project wish list. The traditional approach delays the start of major projects for at least two years after a bond is passed.

The initial step of the master planning effort included the physical assessment of all District buildings at the Kentfield and Indian Valley Campuses and the Bolinas site. The assessments included a full facilities condition index analysis, which compared renovation to a full replacement of a facility. The assessments also established a baseline for the building management system, where work orders and maintenance logs can be generated and tracked.

The College laid out a specific flow diagram to assist in the explanation and documentation of the master planning process. The flow chart identified three steps; support information, development, and the finalizing of the facilities master plan. The support information included previously generated information that needed updating and the production of new data. This data developed an understanding of the capacity and utilization of College facilities. Students, faculty, and staff completed the initial surveys in spring 2015. The second set of surveys were completed by students in fall 2016 after the Austin Science Center was demolished and the Academic Center was completed on the Kentfield Campus. The results of these surveys are contained in the statistical support section. The surveys indicated that the Kentfield Campus was lacking places for study, especially group lounges and individual study areas.

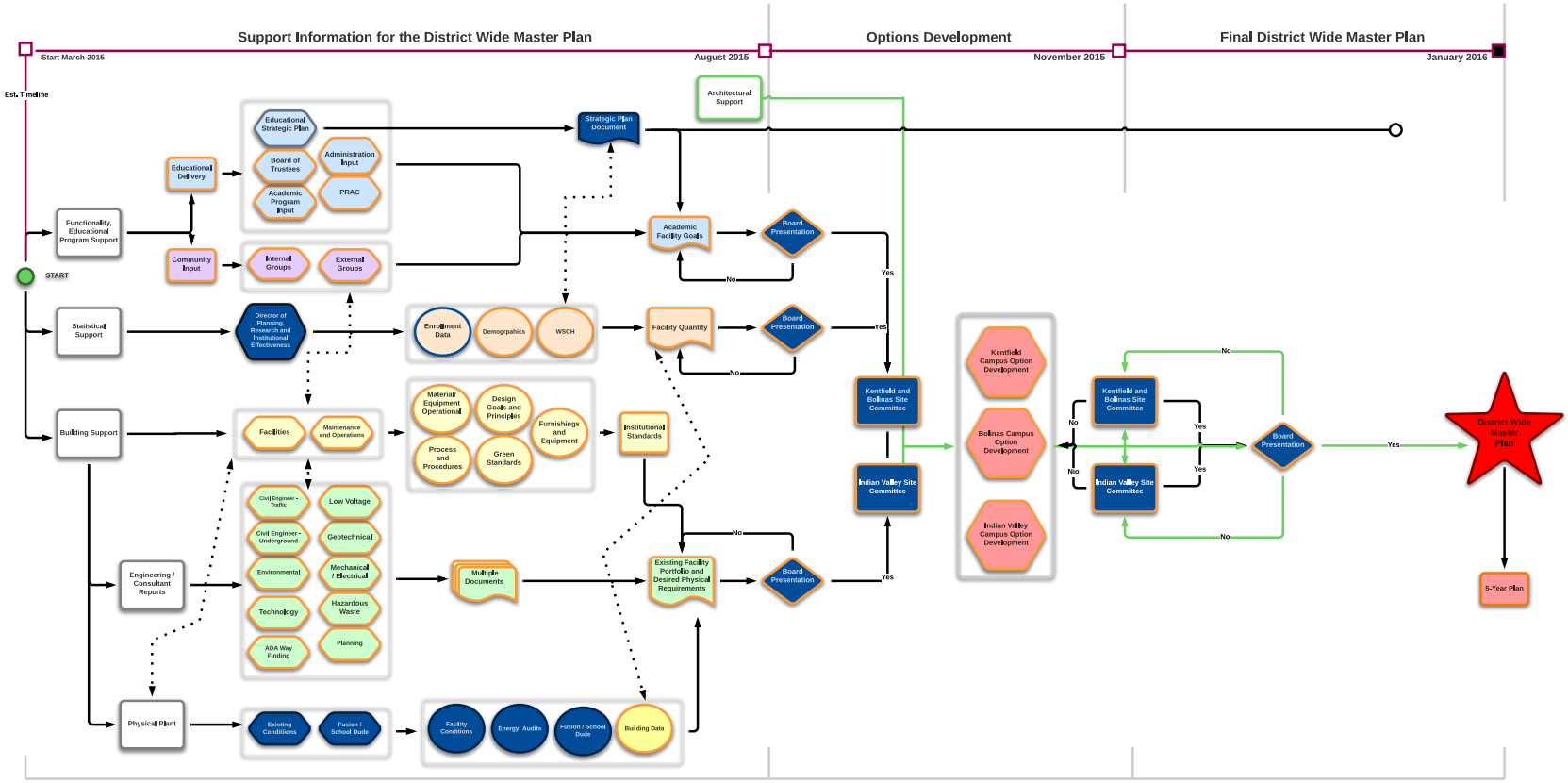
FCI Calculation						
0	0.2	0.4	0.6	0.8	1	
Facility Condition Index					**0.36**	
Phase 1&2 Index						0.01
Cost of Repair Renovation						$2,347,410
Cost of Replacement						$6,552,800
Phasing						
1 Immediate						$0
2 Within 1Yr						$79,565
3 Wintin 2-3 Yrs						$1,643,063
4 Within 4-5 Yrs						$71,354
5 Within 10 Yrs						$553,427

FCI Calculation						
0	0.2	0.4	0.6	0.8	1	
Facility Condition Index					**0.76**	
Phase 1&2 Index						**0.76**
Cost of Repair Renovation						$1,038,512
Cost of Replacement						$1,369,600
Phasing						
1 Immediate						$0
2 Within 1Yr						$1,038,512
3 Wintin 2-3 Yrs						$0
4 Within 4-5 Yrs						$0
5 Within 10 Yrs						$0

SUPPORT INFORMATION FOR THE DISTRICT WIDE MASTER PLAN

OPTIONS DEVELOPMENT

FINAL DISTRICT WIDE MASTER PLAN

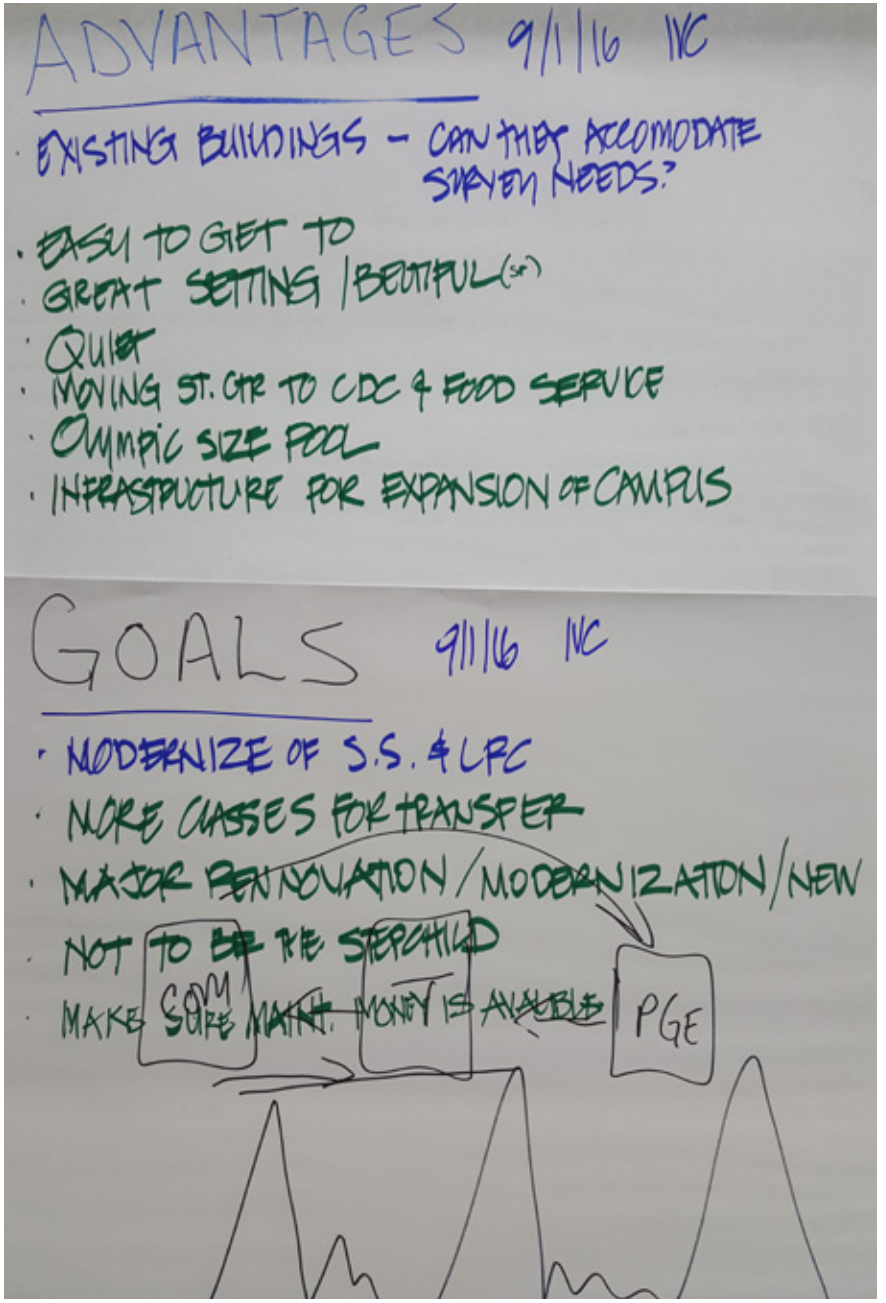


Facilities Master Plan Process Flowchart

The classroom environment was marked as satisfactory; however, between the 2015 and 2016 surveys classroom satisfaction improved. This indicates demolition of the Austin Science Center and occupation of the Academic Center were received well. According to the survey, the Indian Valley Campus is lacking in study areas, lounge facilities for group study, and food service.

The process also included the capturing of all relevant campus sitemaps for utilities and existing facility locations. Existing material and product standards were reviewed for relevancy and to determine if they should be considered as the main material and products for the College moving forward. Final standards can be found at www.measurebcom.org.

Outreach with the adjoining communities and the campus shared governance groups was extensive during the master planning process. There were two planned rounds of input meetings with the communities; the first during the initial step—gathering data and information—and the second after the formation of a staff-generated master plan. Overall, there were 58 on-campus and 28 off-campus meetings where input was gathered concerning the College's facility development to date and future directions that the College may want to consider. The initial round of meetings, surveys, existing site context data, and other data led to the development of the initial layout of the master plan, referred to as the Staff Draft Master Plan. Having representatives from the community who had served on building committees during the early planning of both campuses lead to great discoveries that influenced the layouts.

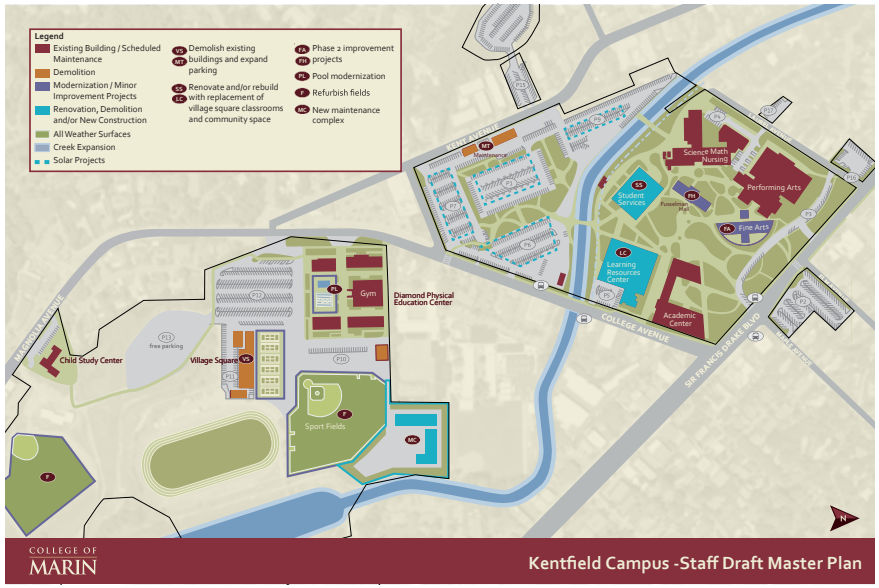


The second outreach took place in fall 2016. There were nine community forums, held at both Kentfield and Indian Valley Campuses. In addition to the forums, which were open to all on-campus communities, each shared governance committee was asked to give input on the Staff Draft Master Plan.

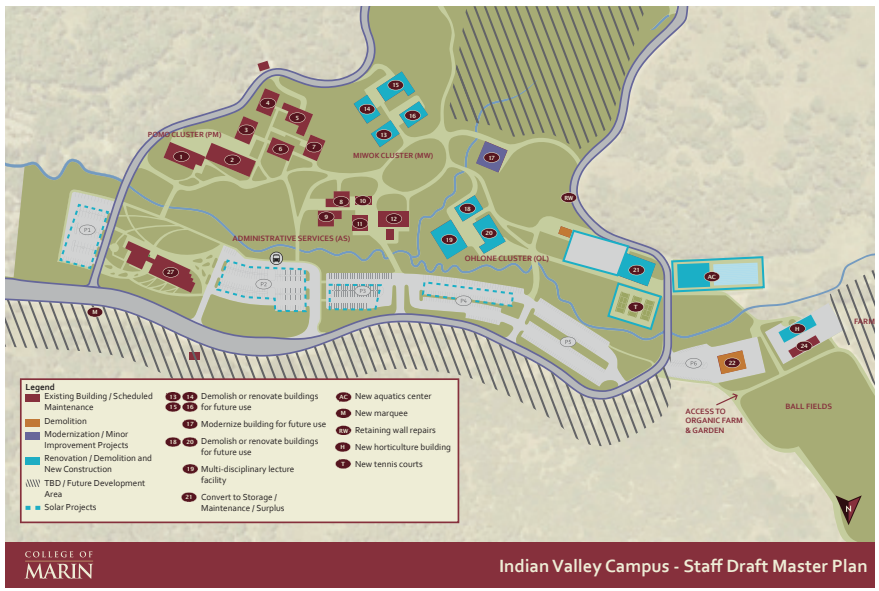
During the community forums and the shared governance meetings, input was solicited on the advantages and disadvantages of the existing campuses. Participants were also asked to create a wish list, express any communication and transparency concerns, and state what they considered as overall goals. This collective input, along with input from the Board of Trustees, was used to generate the *Facilities Master Plan 2016–2021* for approval by the Board of Trustees.

Additional information on the plans is in the plan development section.

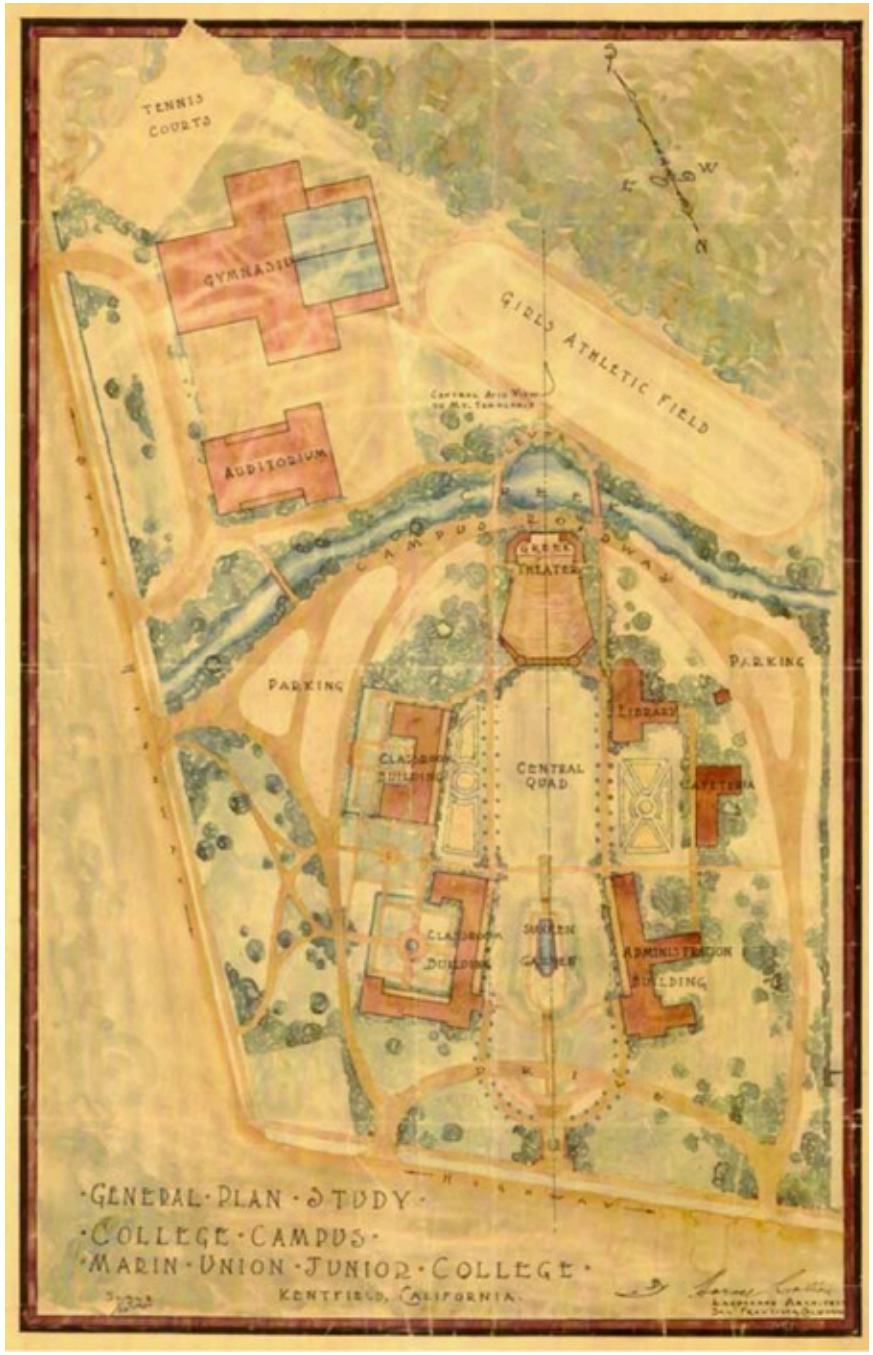
Kentfield Campus – Staff Draft Master Plan



Indian Valley Campus – Staff Draft Master Plan



HISTORICAL PERSPECTIVE



General Plan Study (Facilities Master Plan), 1938

College of Marin was established 90 years ago in 1926 as Marin Junior College. The name was changed in 1947. The College has two campuses, a 77-acre campus in Kentfield and the 333-acre Indian Valley Campus in Novato, plus a marine biology site in Bolinas.

KENTFIELD CAMPUS

The College opened with an enrollment of 87 students. By the 1927-28 school year, enrollment had increased to 205 full-time and 200 part-time students. The Butler home, built in 1903 was the first College site. This thirteen-acre site was purchased from the Tamalpais High School District in 1928. The home was torn down in 1950, making way for a Fine Arts Building. The Butler Barn was used as the first men's gymnasium. It was torn down in 1951 after a structural report indicated that it was unsafe. In 1927 the Science Building was constructed, which was followed by Harlan Hall in 1929, a classic structure with an extensive colonnade and a tower.

In 1938 the first facilities master plan was developed for the Kentfield Campus. The master plan depicted a central quad and garden that emphasized the view of Mt. Tamalpais from the north entrance of campus all the way across to a Greek theater on the south side. The central quad became the focus of all buildings on the main campus. The master plan also indicated other smaller focus areas behind the projected buildings, meant to soften the edge to the community. The original master plan created a vehicular roadway loop and a pattern of pedestrian walkways connecting the quad and sub-quads with the buildings. As the campus was developed over the last 90 years, the general concept of preserving the main quad and the view to Mt. Tamalpais has been maintained. Circle Drive is being used for parking and passenger drop-off/ loading, and the original stone entrance walk remains well-used. Built in 1939 to align with the main quad, Fusselman Hall has been preserved as the only remaining building from the original campus. The Science, Math, Nursing Building and the Performing Arts Building have been designed and built to respect the original central quad orientation. Despite the size of the facilities, they do not to overshadow Fusselman Hall. The Fine Arts Building creates a connection with the Performing Arts Building, but encroaches on the view corridor and the back of the building faces Circle Drive. Three buildings added in the 1960s--the Student Services Center, Learning Resources Center, and Austin Science Center--introduced Brutalist architecture to the campus. They contain repetitive modular concrete elements and are large structures. In 2015, the Austin Science Center was demolished. The Student Services Center and Learning Resources Center are in striking contrast to the historical architecture of Fusselman Hall and the softer, site-sensitive approach of the new architecture on the campus. The Learning Resources Center is oriented with the main entrance facing away from College Avenue.

The view corridor has been preserved as indicated in the 1938 master plan, except for partial blocking of the view from lower elevations of the Student Services Center. During the design of the Academic Center, located on the corner of College Avenue and Sir Francis Drake Boulevard, the 1938 master plan was used to justify the positioning of the building, protecting the central quad and maintaining the view corridor. The new building also strengthens the view to Fusselman Hall from the central quad and from College Avenue. As the campus grew, maintenance facilities were built along Kent Avenue. They are minimal structures and have outlived their intended life span. Other temporary buildings have also been added to the campus; the Health Center, the County Sheriff's Office, and multiple portable structures for classroom expansion on the south portion of the campus, known as Village Square. The College has also purchased property to enlarge parking availability in various locations surrounding the campus over the years.

The campus grew to the south side of College Avenue when the aquatics center and the athletics fields were built. In 2013 the Child Study Center was built on the very south end of the property. At the same time, the College leased a portion of the property to the Schurig Center for Brain Injury Recovery. The campus has maintained a botanical garden approach to the landscaping based on the original arboretum that has existed since the early 1920s. Many of the trees and plants from the original arboretum continue to exist, and new plantings are carefully selected to maintain the same botanical theme.

INDIAN VALLEY CAMPUS

The Indian Valley Campus opened its current location in 1975 as an independent college intended to serve an enrollment of 5,000 students. The campus closed for a couple of years to correct construction related issues from the original design. Then, upon reopening, the college was faced with a sharp decline in enrollment, the closure of Hamilton Air Force Base, and the passage of the Marin County Open Land Preserve, which restricted growth within the county. Based on these primary factors a determination was made to merge with the Kentfield Campus in 1985 into a single college district.

Enrollment at the Kentfield Campus as of fall 2016 was 4,825 credit students and 1,050 credit students at the Indian Valley Campus. Many students attend classes at both campuses, and classes are offered during the day and evenings at both locations.

The Indian Valley Campus is located on a 333-acre site in a remote valley south of Novato, California, just off the old Redwood Highway on Ignacio Boulevard. The original Indian Valley Campus consisted of several clusters of buildings scattered east to west over a large rolling hillside and all built on the north side of a creek that runs along Ignacio Boulevard. Because of the site topography, accessibility to the clusters is very difficult.

The original architectural style of the campus is coastal, using exposed beams and wood siding, large sloped roofs, and large overhangs. The original roofing material was cedar shakes. The exposed glue-laminated wood beams were not protected and without continuous staining and protection, the beams deteriorated. The campus was closed for a period of time to correct the deterioration issues. With new competition nearby, the campus struggled to gain enrollment after reopening. These enrollment challenges were partly generated from the closure of Hamilton Air Force Base and the creation of the Marin County Open Land Preserve, which restricted growth around the campus and county.

The Pomo Cluster (Buildings 1-7) remained untouched until 2005 when Buildings 1 and 2 were modified to accommodate the Auto Collision Repair Technology program. Buildings 3-7 have been re-roofed and a new elevator and accessible restrooms have been added to the cluster. Various systems in these buildings have been updated, such as the mechanical and low voltage fire alarm, but no functional changes have occurred.

Buildings within the Administrative Services Cluster (Buildings 8-12) have been re-roofed and functional modifications have been made. Building 10 houses Emeritus Students College of Marin (ESCOM) and is used as a meeting room for the Board of Trustees. The other facilities within this cluster house District offices for the Fiscal Services and College Operations Departments. The Miwok Cluster contains Buildings 13-16. The cluster is of similar design to the Pomo Cluster. This cluster is in much poorer condition and has not been modified in 40+ years.

The Ohlone Cluster contains buildings 18-20. These buildings have not been modified in their lifetime, have been vacant since 2012, and are in need of major repair. Building 17, which was the original library building, has had some modifications but has functioned only as a study area, since the library function moved to Building 27 on the west end of the campus.

Built in 2012, Building 27 is the newest building on campus. It was constructed on the south side of the creek, a break in tradition from the original campus site plan. The building's architecture is contemporary, with a two-story stucco exterior and flat roof line. Building 27, or the Main Building as it is called, is the first building that comes into view when approaching the campus.

Building 21, located at the west end of the campus, contains the swimming pool, locker rooms, and support facility for the pool. Over the last several years the pool has had a number of maintenance issues. It has been determined that after 40 years of service that the campus needs a new aquatic center to meet the needs of the College and community.

There are several smaller buildings on the west end of the campus that house the Maintenance and Operations Department. To the west, the final site improvement was for sports fields and the Indian Valley Organic Farm and Garden. The sports fields are leased to the City of Novato Parks Department and the farm is used for College programs, the community, as well as several external partners.

BOLINAS–MARINE BIOLOGY LAB

With, spectacular views over the lagoon and beyond the Bolinas Ridge, this historic facility sits on prime waterfront property in the heart of downtown Bolinas.

Built in 1914 as the Bolinas Bay Lifeboat Station, the facility was a transition period station from the era when the Life-Saving Service was being merged with the Revenue Cutter Service to form the US Coast Guard. Many of these stations were built on the Pacific, Atlantic, and Great Lakes coasts, but few survive. Historians specializing in this era make special note of their architectural character and the Bolinas Bay Station is a great example.

In 1955 the Coast Guard presence in Bolinas was closed down, and in an intra-governmental transfer, the facility was given over to the Marin Junior College District, now College of Marin. The College then converted the facility into a marine biology laboratory and educational center. This involved several transformations, including the addition of aquariums and a sea water pumping and storage capability. As recently as 2004 there were live specimens in the aquariums.

In the early years, the biology lab was used regularly by students as evidenced by the wealth of archives still stored on the premises. Beginning in the 1990s, usage declined and the facility started to suffer from lack of attention and maintenance.

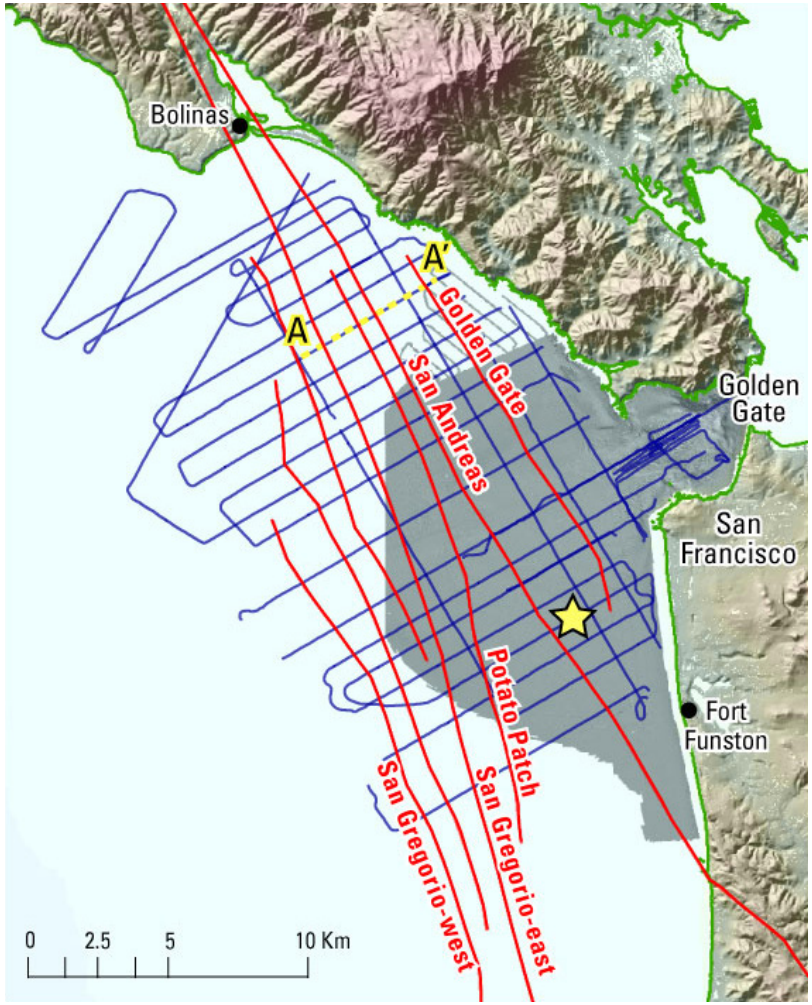
In this transitional phase, it became a base for the Bolinas/Stinson Schools' Summer Camp. As many as 50 children spent four to six weeks with volunteers studying the lagoon's mysteries and learning boating skills.

Access to the facility had to be curtailed in recent years because of liability concerns at the College.

Since 2005 the buildings have been closed and the premises have deteriorated as a result of lack of use and little maintenance.

The site currently sits within the federal tsunami warning area, two major fault lines, a major rock slide area directly behind the main building, a major liquefaction zone for the county of Marin, and a major flood zone.

The current status of the facilities has not changed. Due to the Field Act, Division of the State Architect regulations, and other mitigation factors noted previously, the site has been left to sit unused for a number of years. During the Measure B bond program, the District needs to decide whether to remove these mitigation factors or build a newer facility which meets all mitigation measures required to have a facility in this location that meets all applicable codes for federal, state, and local jurisdictions.



Fault Line Affecting Bolinas

Tsunami Inundation Zone

CAMPUS CONTEXT

There are many constraints and attributes that must be considered when developing a facilities master plan for any campus. This would include topography, pedestrian and vehicular circulation, solar and weather orientation, important views, neighborhood and environmental relationships, and the relationship between educational programs and other functional characteristics of a campus. Each College of Marin site has unique characteristics; characteristics that should drive building orientation and placement, access pathways, views to and from the campus, historic markers and buildings, aesthetics, and the relationship to existing facilities. This section of the master plan illustrates the basic constraints and attributes of each campus.

KENTFIELD CAMPUS

The Kentfield Campus could be divided into three areas:

1. The north side of Corte Madera Creek – west of College Avenue
2. The south side of Corte Madera Creek – west of College Avenue, which is the primary area for parking on campus
3. East of College Avenue

There are also a number of outlying parking areas that are shown on the site analysis map.

The portion of campus north of the Corte Madera Creek contains the majority of the student-centered academic areas. The central organizing element is the historic central quad and view corridor to Mt. Tamalpais. The view corridor has been preserved for the most part, although the Student Services Center blocks the view at the lower level. While the historic main access to the campus is from Sir Francis Drake Boulevard on the north side of the site, the second and most used entrance to the campus is located on the south side. Despite its modest appearance, the bridge spanning Corte Madera Creek has become the primary campus entrance as the majority of parking is located on the south side. Further west of this entrance, an additional bridge was built at the same time as the Science, Math, Nursing Building. Americans with Disabilities Act (ADA) accessibility to the campus is available from all three access points. Pedestrian connections to all facilities are made through a number of concrete pathways. These pathways currently have little hierarchy. Navigation is complicated by this lack of path differentiation and the terrain which crests at the great lawn and prevents sight lines across campus.

The area south of the Corte Madera Creek and west of College Avenue contains the majority of campus parking areas. The existing support facilities are located on the south side of campus along Kent Avenue. Major deliveries are made and maintenance vehicles are parked in this area. The main pedestrian walkway from the south end of campus to the campus core is striped asphalt. Multiple temporary buildings and the Austin Science Center have been removed from these parking areas with some improvements to create an overall circulation system for both pedestrians and vehicles. Additional adjustments could strengthen entrances and pedestrian paths while simplifying the vehicle circulation.

The south end of campus, which is the area east of College Avenue, contains the Irwin P. Diamond Physical Education Center (PE Center), sports fields, several temporary buildings used for classrooms, and Campus Police. This area has several additional parking areas. The Child Study Center is located at the extreme southwest corner of this area.

Kentfield Liquefaction

The liquefaction map depicts areas on campus where liquefaction, the act of saturated soils losing rigidity, are more likely to occur. This loss of strength is commonly associated with earthquake movement and can affect the stability of a building foundation. To combat this possible risk, foundations must be expanded and strengthened, which adds expense to the building cost. The higher the liquefaction level, the more extensive the mitigation measures.

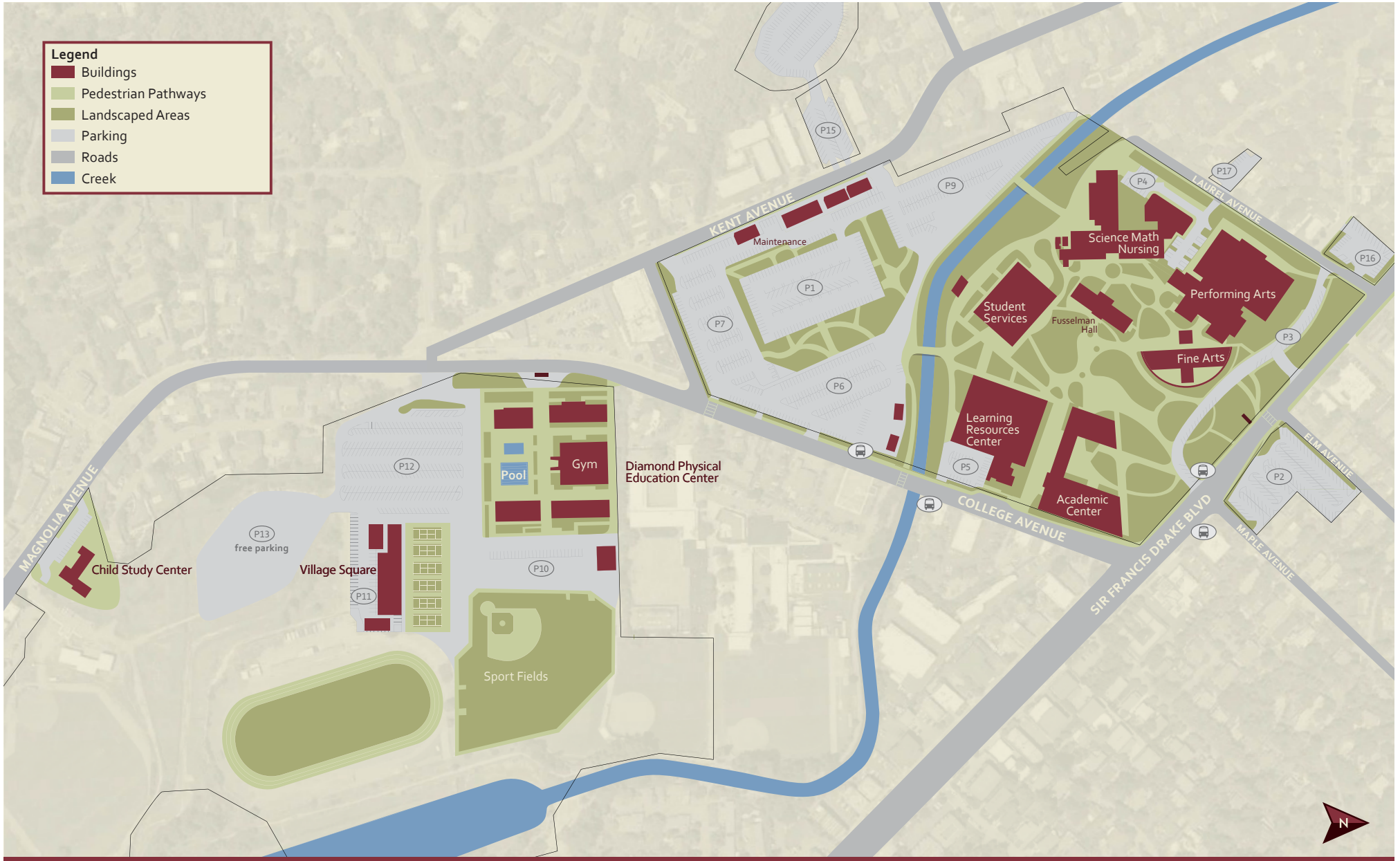
The Kentfield Campus has all three levels of liquefaction zones. The high liquefaction zone covers part of the fields, parking and Village Square in the East of the Corte Madera Creek and North of College Avenue area of the campus. The majority of the rest of the campus is in the moderate liquefaction zone. While this zone does increase foundation requirements, it does not prevent construction. A small portion of the campus centered around the Academic Center is in the low liquefaction zone.

One Percent Annual Chance Flood Hazard Map

The 1 percent Annual Chance Flood Hazard, formally referred to as the 100 Year Flood Zone, is an area identified as having a one percent risk of flooding each year. This is an important demarcation because of the Division of the State Architect (DSA), which reviews construction plans for any educational building, restricts any new permanent building construction in the flood zone. Buildings that are not for student use may be placed within this zone.

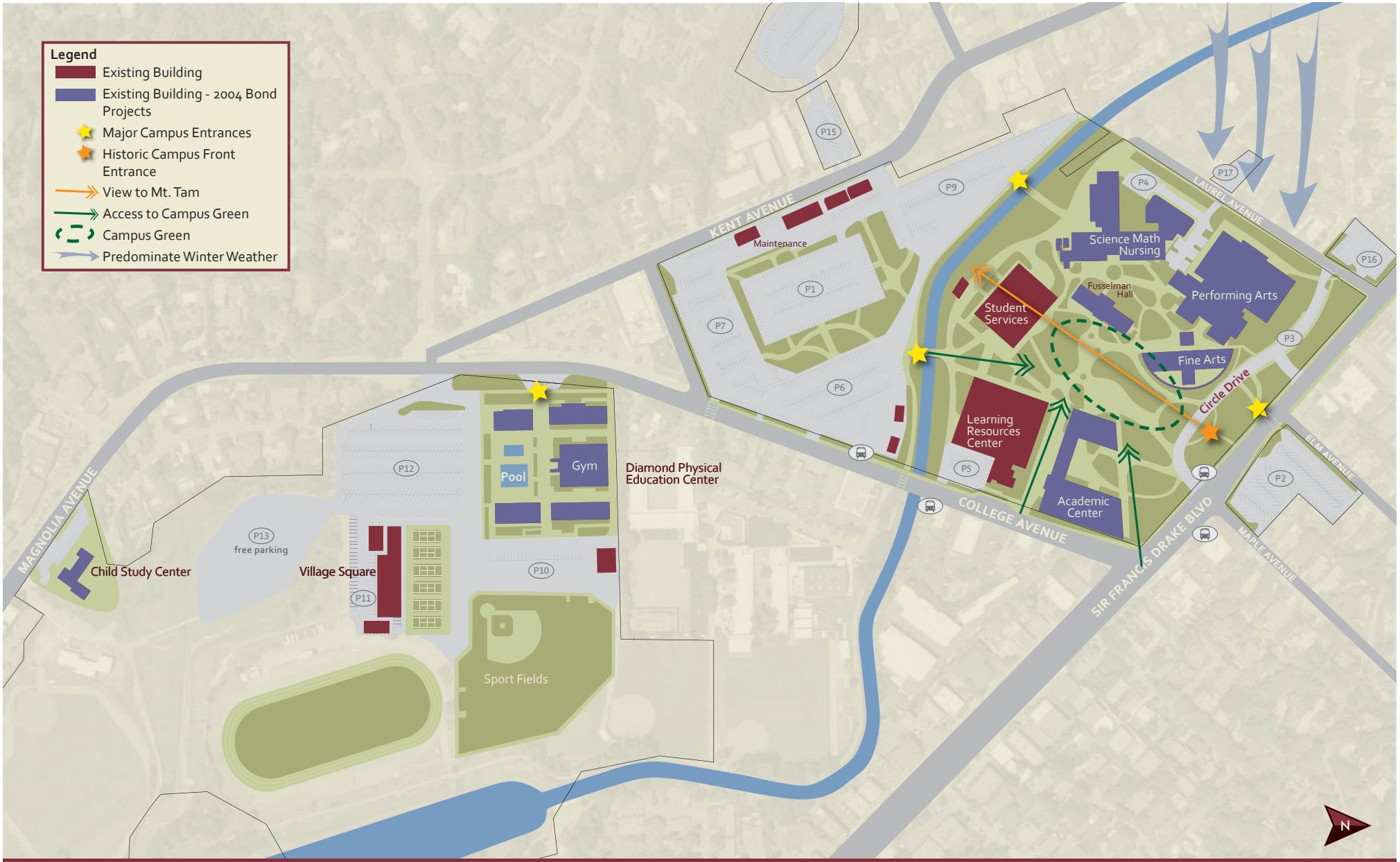
The Kentfield Campus has a large portion of the property south and east of Corte Madera Creek in this flood zone. The PE Center is outside the flood level and this is because of the infill, which occurred when the gym was rebuilt in 1964.

Within this zone, there are additional zones, which are even more likely to flood. The floodway includes the creek and expands from the creek over Parking Lots 1, 6, 7 and 9, and across the intersection of Kent and College Avenues. This floodway continues on the west side of the PE Center through Parking Lots 12 and 11 until it joins back into the creek on the south side of the football field. Developing the floodway is even more restrictive.



COLLEGE OF MARIN

Kentfield Campus - Existing

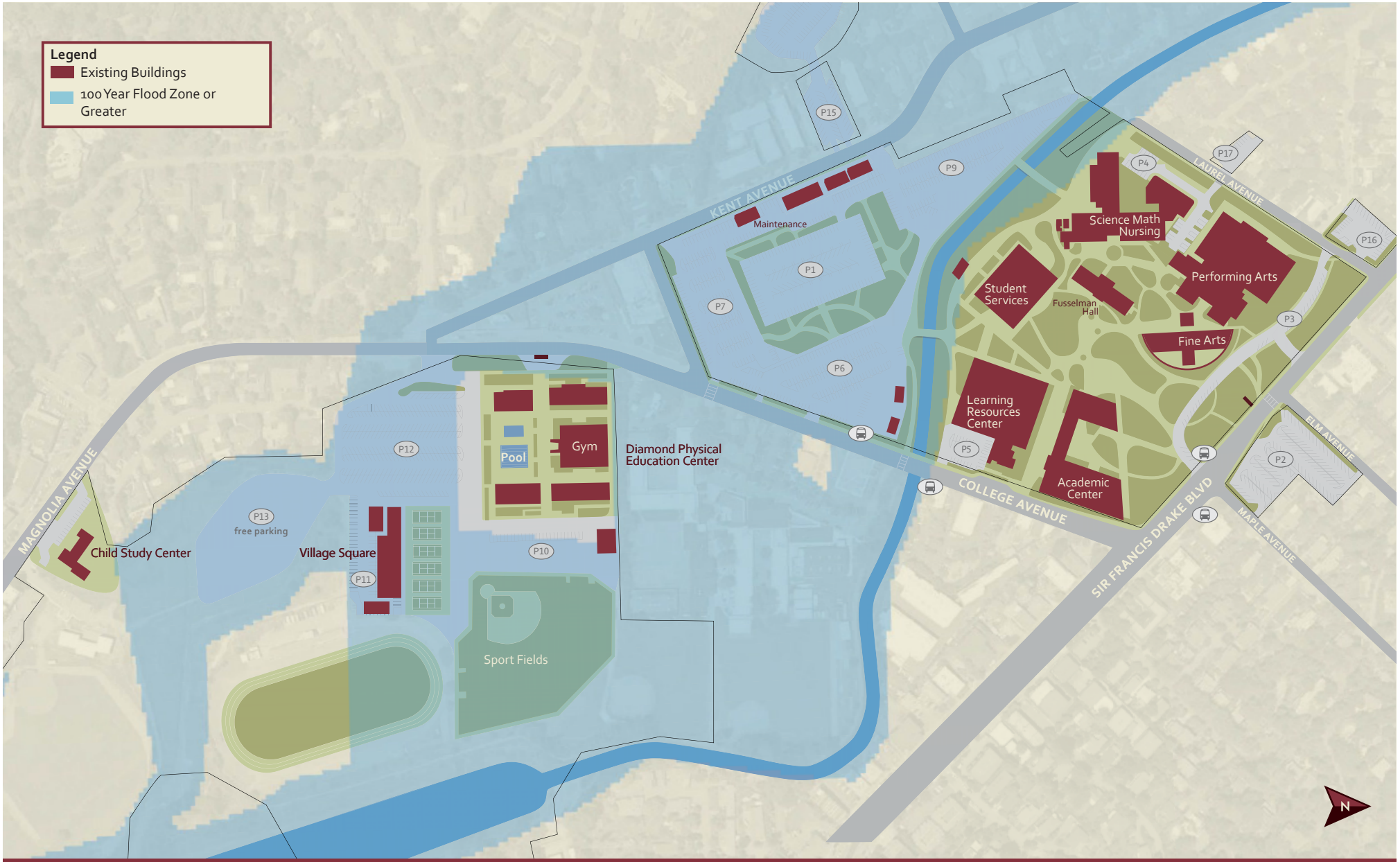


COLLEGE OF MARIN

Kentfield Campus - Site Analysis

COLLEGE OF MARIN

Kentfield Campus - Liquefaction Zones



COLLEGE OF MARIN

Kentfield Campus - Flood Zone

INDIAN VALLEY CAMPUS

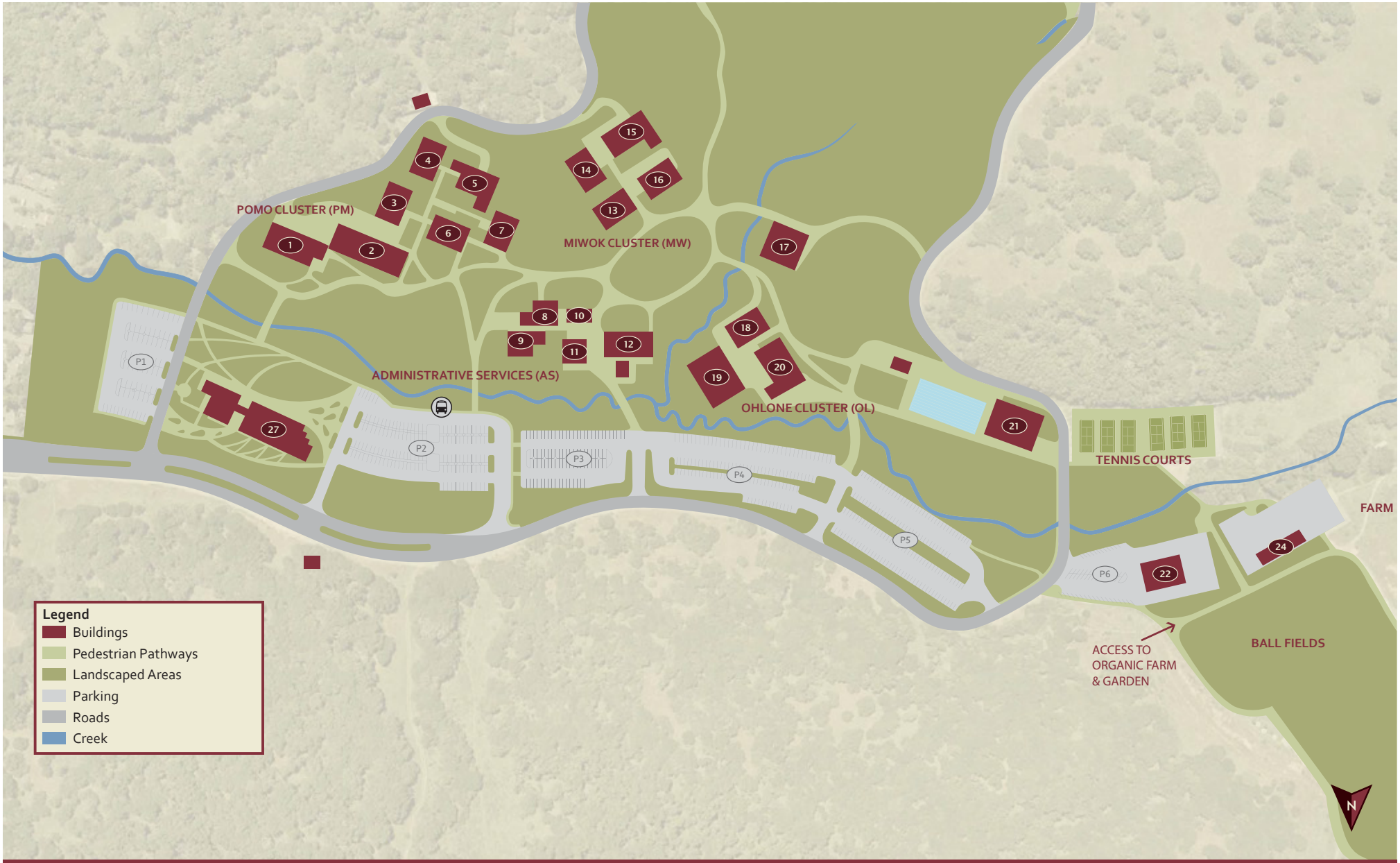
The campus property is 333 acres. Most of this acreage is undevelopable due to steep terrain. The sections depicted in the sitemaps represent the vast majority of developed areas of the campus, however, many trails are used beyond this campus core. The terrain within the campus core generally slopes up from the seasonal creek to the south.

The Indian Valley Campus has a singular access via Ignacio Boulevard. The Main Building (Building 27) is located near the entrance of the campus. This building is the newest building on campus. It is the only academic building built on the north side of the seasonal creek. The north side of the seasonal creek contains parking for the campus. The creek is in a gully and heavily treed, creating a visible and physical barrier. There are five bridges that cross the seasonal creek to the main campus. Two of these bridges connect to the loop road that surrounds the campus, although this road is closed to public vehicular traffic before both bridges. The main campus contains five clusters of buildings. The buildings, connected by paved pedestrian pathways, and have varying levels of utilization. The Pomo Cluster is comprised primarily of academic buildings. The Administrative Services Cluster is used for College administrative offices and the Child Development Center. The Miwok Cluster is used for some classes and is leased by several outside agencies. Building 17 is partially used and all buildings within the Ohlone Cluster are closed. Building 21 houses the locker/shower facility for the pool. The pool is scheduled for College courses, community education classes, and for use by community groups. Buildings 22 and 24 were not built for student use; instead, they house the maintenance and other equipment.

Indian Valley Liquefaction

The liquefaction map depicts areas on campus where liquefaction, the act of saturated soils losing rigidity, are more likely to occur. This loss of strength is commonly associated with earthquake movement and can affect the stability of a building foundation. To combat this possible risk, foundations must be expanded and strengthened, which adds expense to the building cost. The higher the liquefaction level the more extensive the mitigation measures must be.

The Indian Valley Campus contains only a moderate zone for liquefaction. This zone covers most of the developable property on the campus core. While this zone may require additional foundation requirements at a higher cost of construction, it does not restrict the ability to construct new facilities.

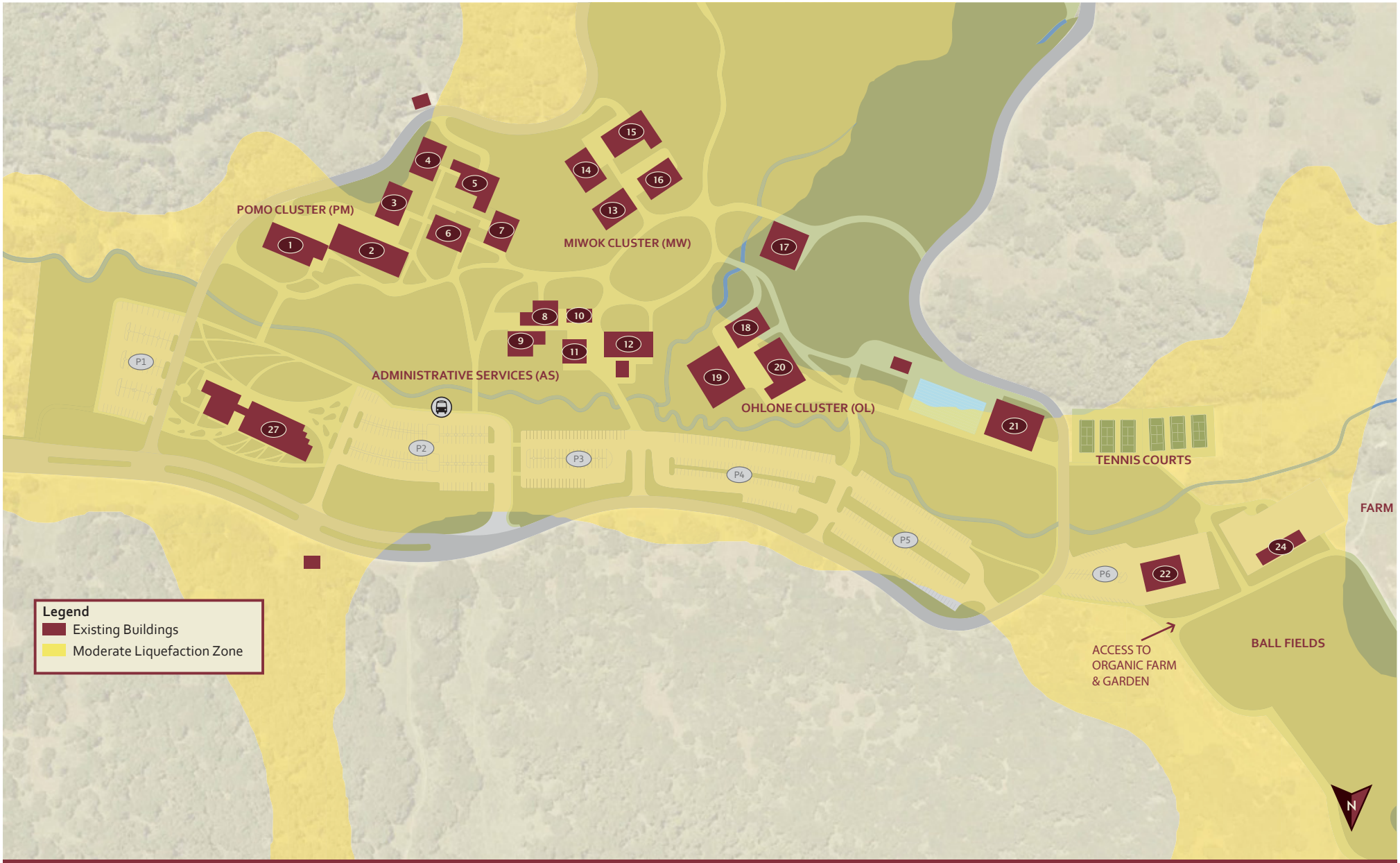


COLLEGE OF MARIN

Indian Valley Campus - Existing

COLLEGE OF MARIN

Indian Valley Campus - Site Analysis



COLLEGE OF MARIN

Indian Valley Campus - Liquefaction

BOLINAS – MARINE BIOLOGY LAB

Since 2005 buildings have been closed at the Bolinas site and the premises have subsequently deteriorated from lack of use and little maintenance.

The site currently sits within the federal tsunami warning area, two major fault lines, a major rock slide area directly behind the main buildings, a major liquefaction zone for Marin County, and in a major flood zone.

The current status of the facilities has not changed. Due to the Field Act, Division of the State Architect regulations, and other mitigation factors noted previously, the site has been left to sit unused for a number of years. During the Measure B bond program, the District needs to decide whether to remove these mitigation factors or build a newer facility which meets all mitigation measures required to have a facility in this location that meets all applicable codes for federal, state, and local jurisdictions.

Bolinas Site-Existing

Legend
- Buildings
- Pathways/Outdoor areas
- Landscaped Areas
- Parking
- Roads
- Bay
- Deck
- Dock

Bolinas Site-Tsunami Inundation Zone

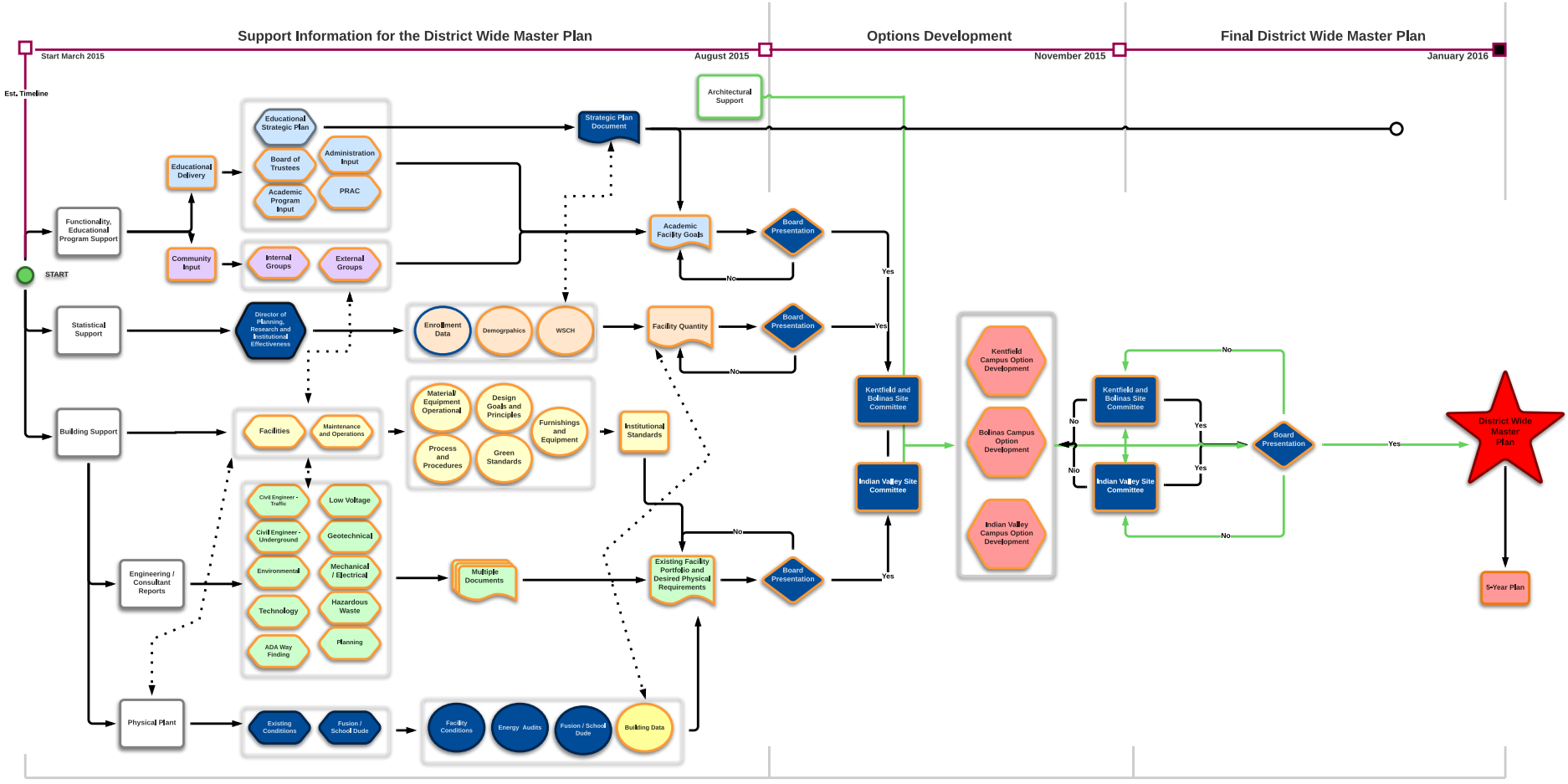
Legend
- Existing Buildings
- Tsunami Inundation Zone

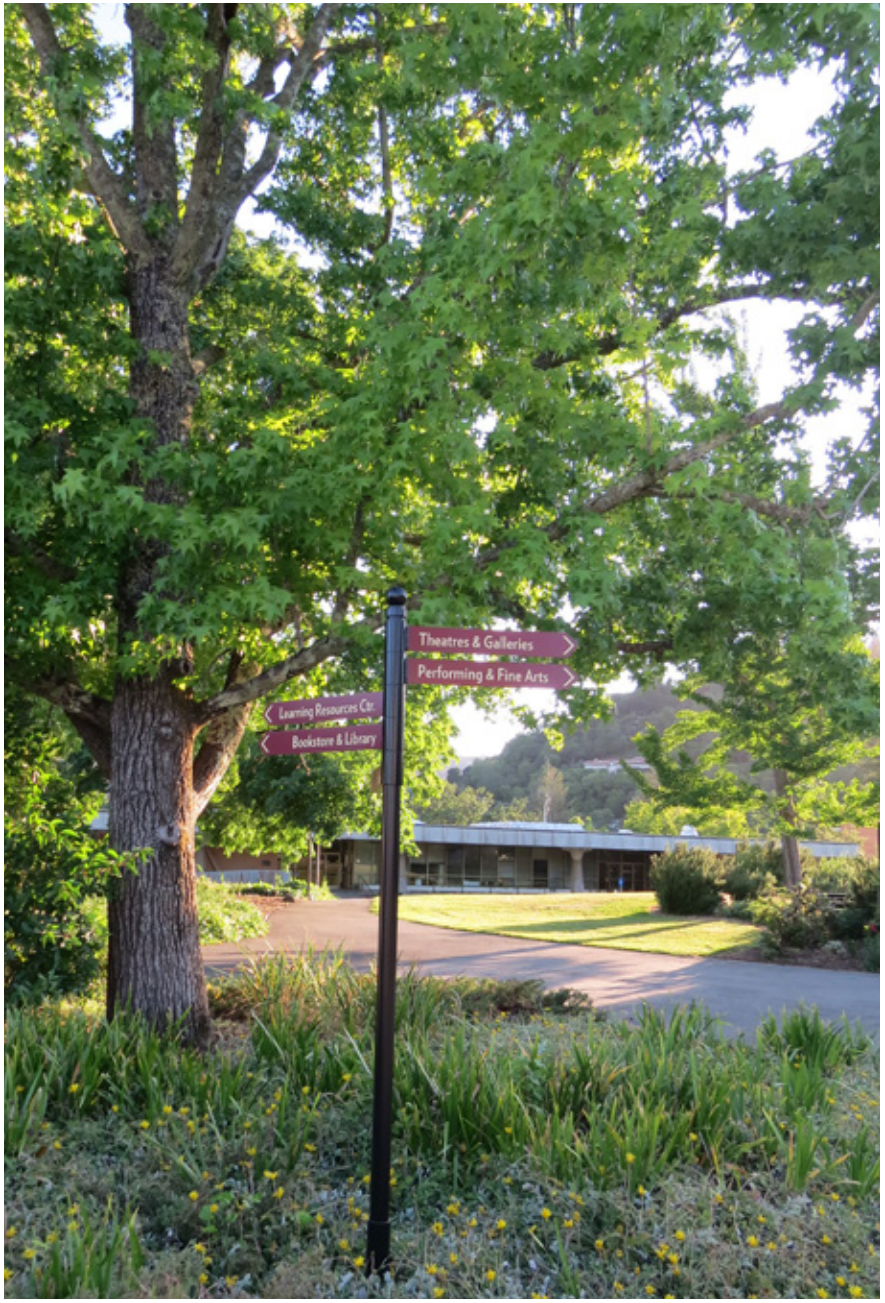
THE PROCESS

Input and Involvement

Developing a facilities master plan that is supported by the community both on and off campus takes time. Traditionally, this has been done after a bond issue has been passed. The planning, which can take more than a year, would then confirm the final project list. College of Marin generated a more fiscally responsible plan by beginning its planning and community involvement before developing language for a bond issue.

Adding a pre-facilities master plan step to the process created a baseline physical assessment of each facility on the two campuses and Bolinas site. The assessment also included micro tagging of all mechanical equipment, valves, electrical panels, and switch gear. The assessment database was used in building a maintenance and operations facilities database. The micro tagging identified the location, age, and maintenance history for tracking purposes and to create scheduled work orders for routine maintenance and unscheduled repairs. In the longer term, the College will have the tools to better estimate overall annual expenditures for maintenance and operations. The assessment information was also used to build a total facility condition index (FCI) to complete an estimated building renovation cost in comparison to total replacement.

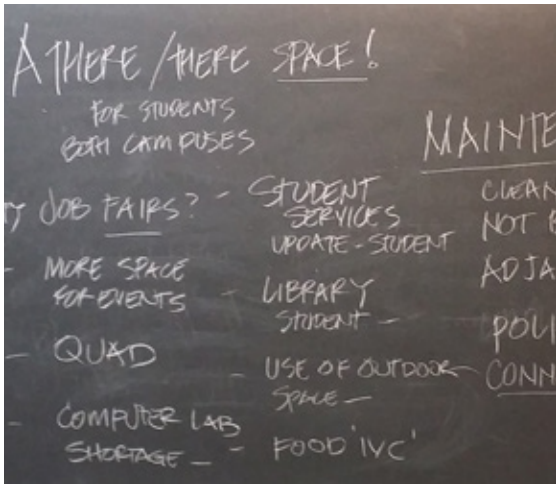



Theatres & Galleries
Performing & Fine Arts
Learning Resources Ctr.
Bookstore & Library

The College also moved forward with other support information, including functional and educational program support meetings, statistical support data, and other building support documentation. The educational delivery came from five main areas; 2015–2018 Strategic Plan, Board of Trustees, academic leaders, Planning and Resource Allocation Committee (PRAC), and other administrative support areas. There were at least two meetings with each of the participatory governance committees. There were also many meetings with off-site community groups, as well as several community forums. The meetings and presentations are included in section 6 of this document.

Section 7 of this document includes details of the statistical support data, which brings data forward in the form of space needs. This was all based on enrollment data from the Planning, Research, and Institutional Effectiveness (PRIE) Office during fall 2015 and fall 2016.

The process was extremely interactive and the final master plan, approved by the Board of Trustees, is supported by both the on- and off-campus stakeholders.



The process was a movement, which from the beginning not only encouraged involvement but gained momentum because of the participation of so many community stakeholders. Involvement included on- and off-campus stakeholders. Two or more discussions were held with many of the on-campus groups. The initial discussions centered on the master plan process, existing conditions of the facilities at all sites, and completing a survey. The on-campus groups were represented by members from both the Kentfield and Indian Valley Campuses, and generally followed the participatory governance structure of the College. This included the following:

On Campus	Number of Meetings
Executive Cabinet	5
Deans as a Group	3
Individual Deans (each)	3
Classified Senate	3
Acdemic Senate	5
Planning and Resource Allocation Committee (PRAC)	3
Facilities Planning Committee (FPC)	4
Technology Planning Committee (TPC)	4
Student Government	3
College Council	3
Maintenance and Operations	13
Police	3
ESCOM	3
On Site General Sessions	3
Total	**58**

The off-campus community meetings were organized with groups and with various individual stakeholders who were identified as being interested in or having current involvement with College programs or facilities. This chart shows the groups that participated:

Off Campus	Number of Meetings
The Branson School	1
Marin County Office of Education	1
Friends of the Corte Madera Creek	2
Friends of Kentfield	1
City of Novato	1
Marin County	3
City of Larkspur	1
Town of Ross	1
Community Action	1
Schurig Brain Center	1
League of Women Voters	1
Community Forums - Kentfield	5
Community Forums - Indian Valley	5
Friends of Indian Valley Campus	2
Kentfield Planning Advisory Board (KPAB)	2
Total	**28**

The following questions were typically asked at the community meetings:

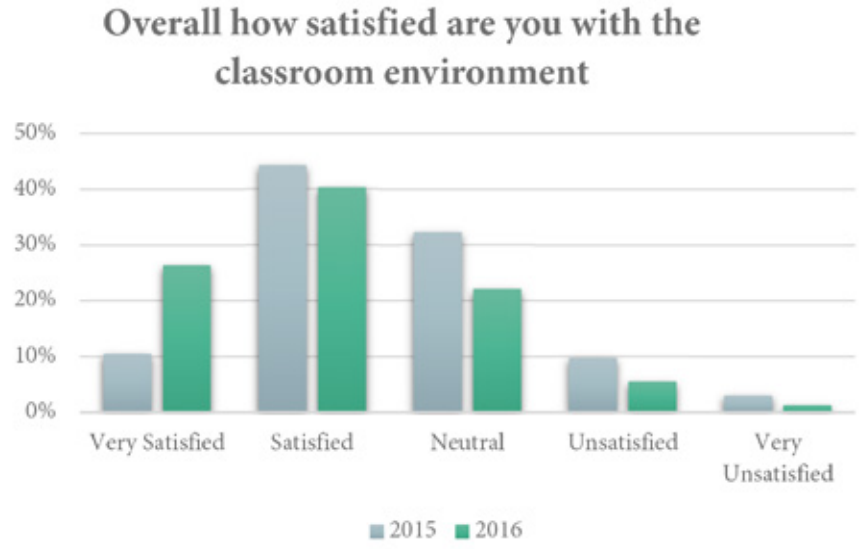
- What was your first impression of the campus?
- What is your current favorite spot on your campus or campuses?
- What would be your number one priority for an improvement you would make to a campus, or what improvement would make the biggest impact?
- Is it your impression that positive changes have been made through the use of bond funds?
- How can we make the Indian Valley Campus more attractive for teaching?
- How can we make College of Marin known as the jewel of Marin County?
- How can we better utilize or make the Indian Valley Campus more vibrant?
- What do you think high school graduating seniors seek first in choosing a college?
- How would you make College of Marin the number one choice of high school students?
- What is your impression of the relationship with the off-campus communities? Is it important? Is it a strong relationship?
- Can technology play a role in developing the College, and how?
- What is your general expectation for student experiences with technology?
- What is the future of a computer lab? Does it exist and what does it look like?
- Do you see a future where all of the parts and pieces of the technology infrastructure for both campuses are obsolete and in need of replacement?
- What is the biggest technology issue?

Note:

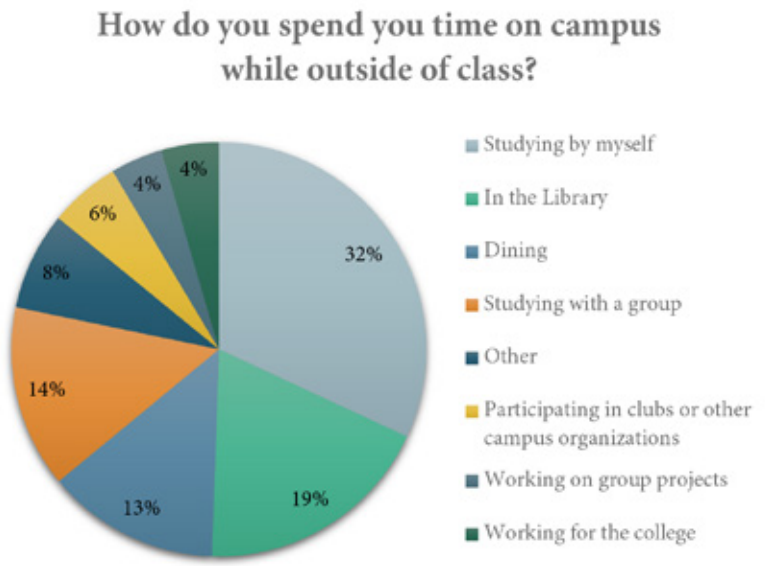
Not all questions were asked at each meeting. Questions became more defined as the meetings progressed and were tailored to the committee's focus.

Surveys of faculty and staff took place in spring 2015. Surveys of the students took place in spring 2015 and fall 2016. The surveys were distributed during the initial fact and discovery stage of the process, and then again during the development of the master plan. Surveys were distributed during meetings, handed out to individuals in the cafeteria and other campus locations. Over two hundred gave input on the 2015 survey and over three hundred for the 2016 survey. The initial 2015 survey was completed before the finish of the Academic Center; the removal of Austin Science Center; and the completion of the landscaping, signage, and outdoor seating in the main quad area of the Kentfield Campus. The 2016 survey asked the same questions as the 2015 survey. There were 20 questions on the student survey. The following charts represent a few of the questions that could influence a direction for campus development.

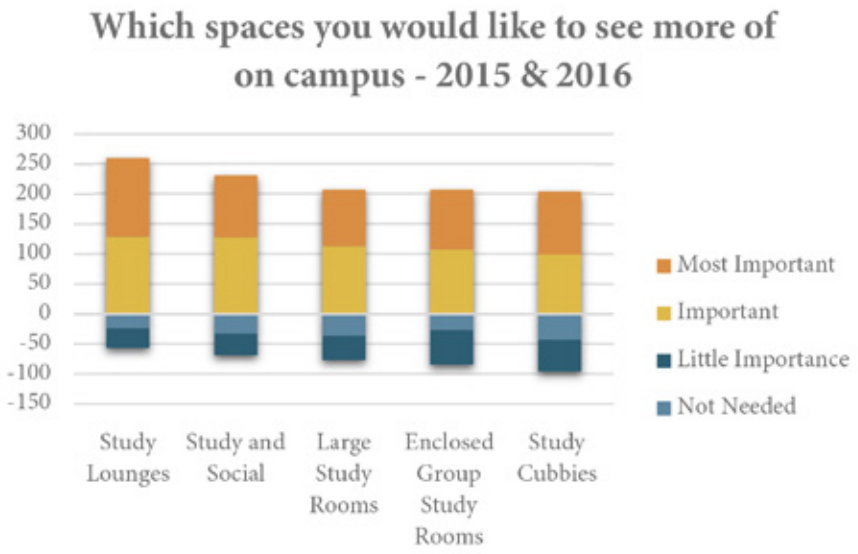
Although there were more participants in the 2016 survey, the answers were often similar; however, the answers regarding satisfaction with the classroom environment for 2016 show some change from satisfied to very satisfied, this could be attributed to the addition of the Academic Center and the removal of the Austin Science Center.



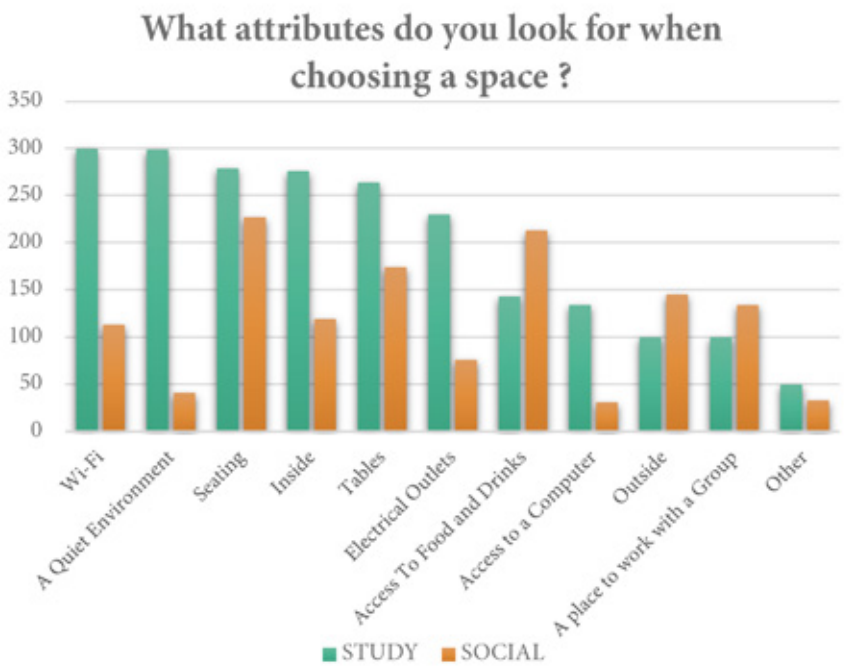
Although most felt satisfied with the classrooms, how they spend their time outside that classroom environment is also important to the master plan. The two highest indicators were dining and library, which are housed in the two buildings in the worst condition on the Kentfield Campus.

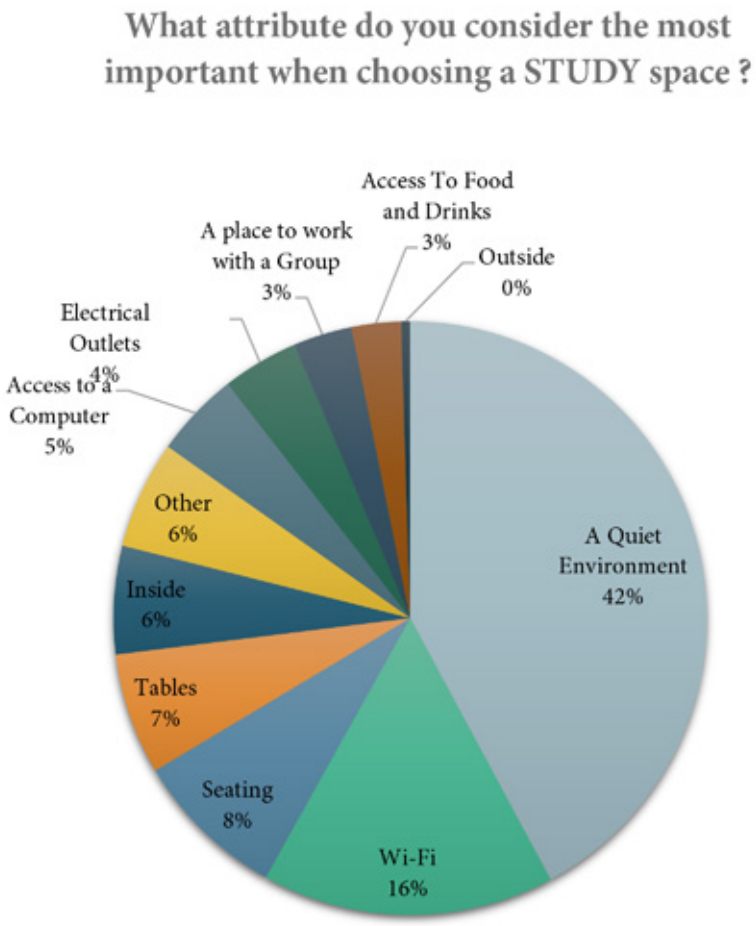


Asking the type of space they would like to see narrows the focus and clearly states the need for study lounges, with study and social spaces as a close second.

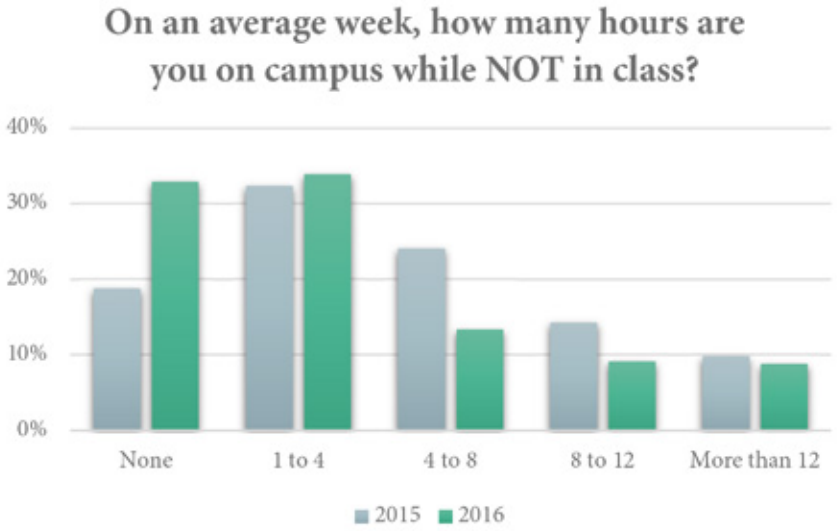


The next two questions are specific to the type of attributes students like in a multi-function space. This dives deeper into what elements make a good study and social space. Most students would like a quiet environment for studying. Also important to studying is wireless access Internet and indoor tables/seating with electrical outlets. Social environments were more appealing with access to food, table seating, a place for group work, and outside spaces.





According to the survey, students don't stick around campus too long if they are not in a class. There was a significant change in this response from 2015 to 2016.



Respondents who marked "none" or "1 to 4" as the average time per week they were on campus while not in class stated that lack of time in their schedule was the main reason for leaving campus once class was over.

The respondents who marked "other" most often noted there was no reason to stay on campus, as well as the lack of food choices. Input given at meetings indicate the following attributes and reasons students only spend one to four hours a week on campus when they are not in class:

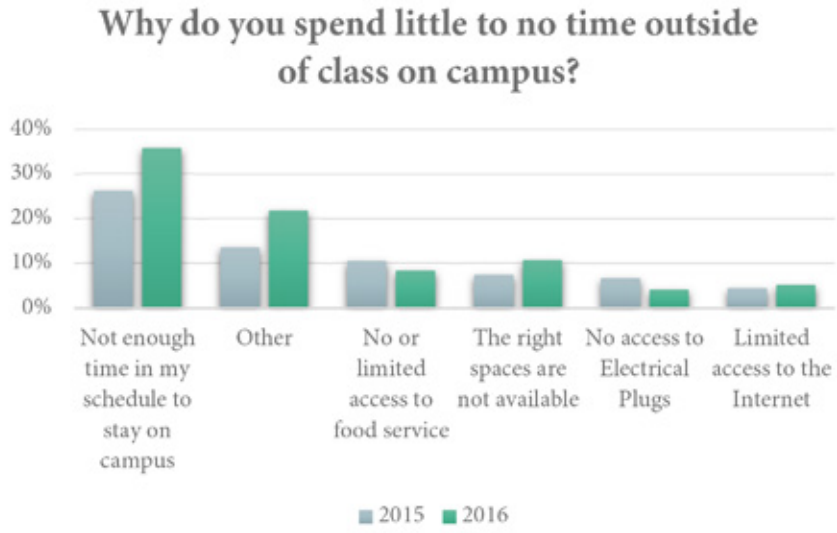
Kentfield Campus

- Lack of activity outside of class
- Cafeteria overcrowding

Indian Valley Campus

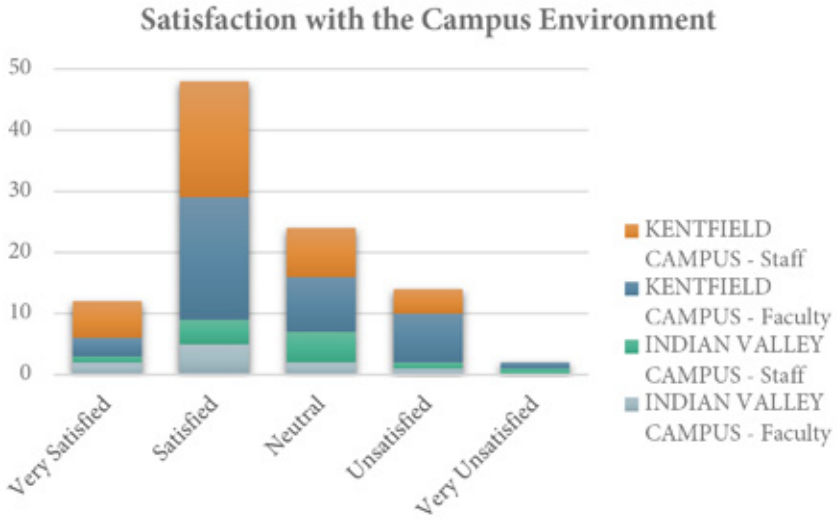
- Lack of quiet study areas
- Lack of dining

Respondents also noted the lack of quiet study areas, group study areas, and many other typical college campus attributes at both campuses.



The connection between the main Kentfield Campus and the recreational side of the campus could be strengthened with a better pathway and awareness during the registration process. Many of the students come to the campus, take their classes, spend time in the cafeteria and then after their classes are done, they leave campus. Many have not discovered the recreational opportunities available on campus.

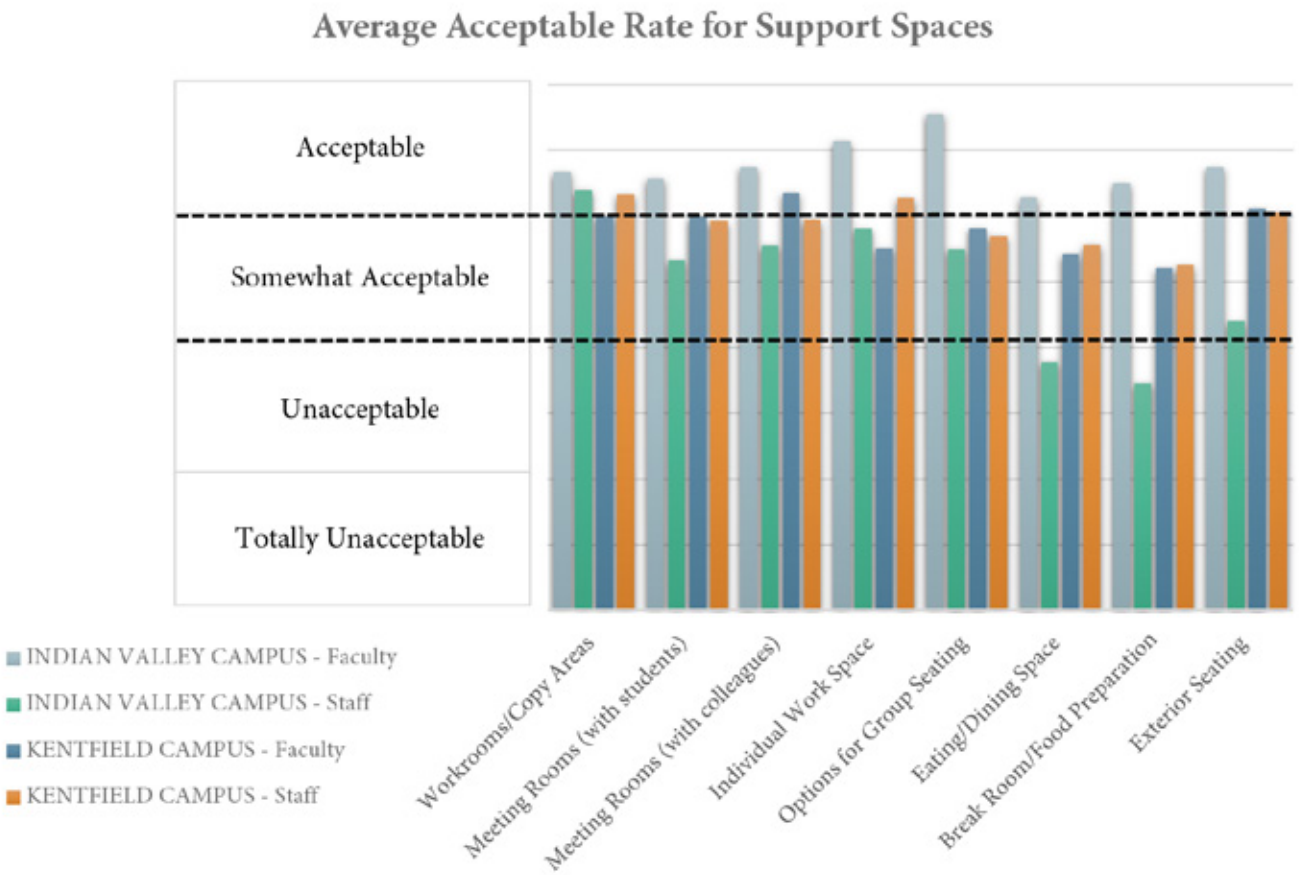
The staff and faculty survey asked similar questions. The results are summarized in the following questions and graphs.



In general, faculty and staff were mostly satisfied with the campus environments. These surveys were completed before the Academic Center was opened while Austin Science Center was still occupied. On the Indian Valley Campus, surveys were given before many of the recent building improvements such as painting and window replacements were complete.

Support spaces were mostly noted as being "somewhat acceptable." The lowest scoring support spaces were the break room/food preparation areas, especially on the Indian Valley Campus. Exterior and interior dining spaces were also perceived to be less adequate.

The surveys, along with all of the information from the various meetings and gatherings, were used to help establish a direction for the facilities master plan.



PLAN DEVELOPMENT

Kentfield, Indian Valley, and Bolinas

KENTFIELD – EXISTING SITE PLAN

The majority of the Kentfield Campus student-centered building area is limited to the west side of the Corte Madera Creek, and south of College Avenue. This area is the historical location of the main campus in Kentfield. The historical central quad and the view corridor to Mt. Tamalpais has been preserved, although the Student Services Center blocks the view at the lower level. All other potential building areas outside the main campus are in the floodplain. All major buildings have been recently rebuilt or significantly renovated except for the Student Services Center and Learning Resources Center.

KENTFIELD – STAFF DRAFT MASTER PLAN

The Staff Draft Master Plan was developed in response to input from the first rounds of community, staff, and faculty engagement; including meetings and surveys. The plan addresses many of the concerns and strengthens positive improvements.

Student Services Center and Learning Resources Center – These two buildings have received minimal improvements since their construction. The structural system of the Learning Resources Center has not been upgraded to current code and the Student Services Center has only been partially updated. To bring these buildings into compliance additional structure must be added, further infringing on the already limited space and flexibility. The electrical and mechanical systems are also inefficient according to today's standards and can be improved to meet the College's values of sustainability and fiscal accountability.

From a functionality perspective, these buildings have many needs. Despite prominent placement on campus, these buildings were reported to be difficult to navigate and unclear on the services and activities housed within them. Many departments and general use within the buildings require additional or reimaged space to serve student success initiatives. Both students and the community have expressed the lack of vibrancy and warm ambiance from buildings which—by their function—should be welcoming, communal, and supportive. To create a spirit of collaboration, space needs to be constructed to facilitate both chance meetings and scheduled meetings and events. These buildings should be the prime location for both types of gatherings; but current space layout, furniture, and finish do little to support this value.

Finally, within the last buildable footprint at the center of campus, there is a need to provide a permanent location for instructional space and services currently housed in temporary buildings. Village Square classrooms and labs were reported to be too far from campus with current passing periods, darkly lit, not well ventilated, and generally not supportive of academic excellence. Student Health Services is also in a temporary portable at the campus off Parking Lot 6. Incorporating Student Health Services into these buildings would eliminate an unattractive building next to the entrance bridge and connect it with other student support services.

Phase Two Improvement Projects for Fusselman Hall and Fine Arts – These buildings were part of the 2004 bond initiative, but had remaining projects that could not be completed with the previous funding.

Fusselman Hall is the oldest building on campus and requires a few upgrades before it can be considered fully modernized. The structural system requires strengthening and additional lateral supports. This project will be a challenge to complete. Any new structural elements need to avoid covering the historic window openings in order to maintain the College's visual tie to the past. A new roof and waterproofing the basement are also needed to ensure the use of this building long into the future.

The Fine Arts Building requires a minimal weatherization project. The building's orientation allows precipitation, pushed by the prevailing winds, into the building.

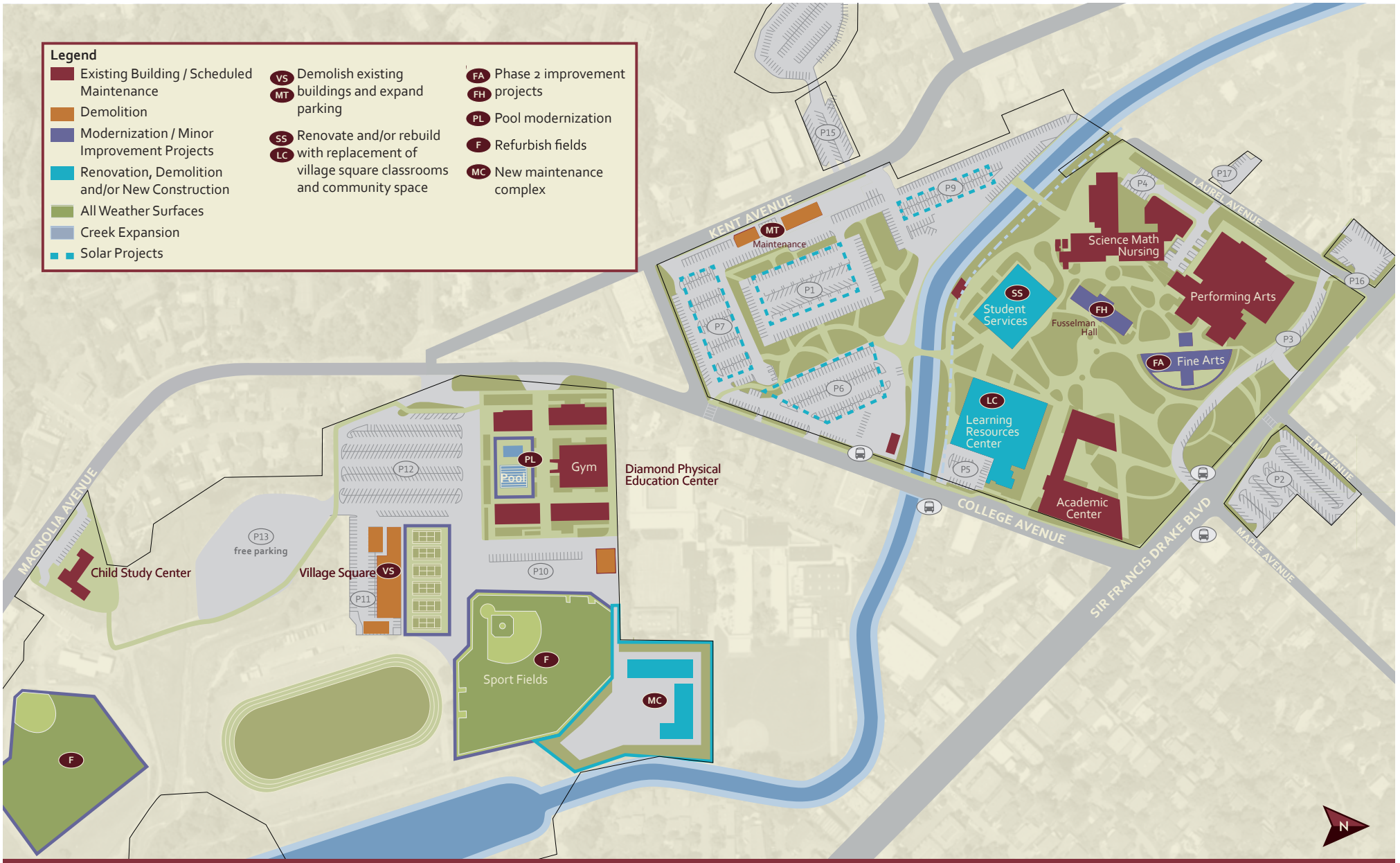
Creek Expansion – Corte Madera Creek needs to accommodate more flow to reduce flood potential on campus and upstream. Marin County and the Army Core of Engineers is currently investigating ways for the creek to accommodate this additional capacity. The primary scoping, timeline, and funding for this project is being handled by these agencies; however, the College is included in the planning process and will need to approve any changes that impede on College property. Many stakeholders expressed that care should be taken to improve the image of the creek. New bridges should also enhance the site's natural wayfinding by creating primary circulation paths to the College.

Maintenance and Operations – The current buildings that house Maintenance and Operations have many deficiencies. The buildings are well past their useful life and were the lowest scoring on the building assessment. The circulation routes force delivery and maintenance vehicles to drive through student lots to access the site. New facilities for these functions are long overdue.

There are many benefits of moving the maintenance facilities. By choosing another location, the current buildings can remain operational while new buildings are being built. Even though the existing buildings are small and inefficient, reconfiguring the current site would require even more space adjacent to the core of campus. Parking was a major discussion point during the input sessions and reduction in parking would not be supported by the students or community. By moving maintenance facilities to the south end of campus, an underutilized softball complex can find new purpose in a much-needed facility.

Sports Facilities – Various outdoor facilities also need to be updated to provide maximum performance and utilization. The pool was not addressed when the PE Center was modernized in 2007. A new liner will extend the life of the existing pool. The tennis courts are also in need of refinishing. The three athletic fields will be replaced with artificial turf to allow extended use into the winter months and reduce maintenance and chemical use.

Parking Lot Solar – Parking lot solar projects will improve campus sustainability by providing on-site energy generation and allow for electric car charging stations. The panels also can provide focused and brighter nighttime lighting while minimizing night light pollution and glare for the surrounding community. Parking Lot 12 should be considered as a model for future installations.



COLLEGE OF MARIN

Kentfield Campus -Staff Draft Master Plan

The Staff Draft Master Plan was presented at nine community forums and to each participatory governance committee. While input was given and used to adjust the plan, the majority of the meetings turned into a conversation and informative process where many questions could be asked and answered with the Staff Draft Master Plan. There were detailed project questions, but it was explained that specific projects would be further defined as they move into a more detailed process is closer to construction. There were also many comments that could not be directly addressed by a facilities master plan, these comments were routed to the correct people for consideration.

During community forums and participatory governance meetings, the participants were asked about advantages and disadvantages of the current campus, their long and short term goals for the campus, any improvements that could be made to communication/reporting, and any wish list items they would like to add to the planning process. A summary of these comments for the Kentfield Campus includes the following:

Advantages

- More open and inviting now than it was five years ago
- Safer environment now
- In the heart of the community; it's easy to get to for people who live in the area
- Lots of little spaces
- Use of student surveys to accommodate needs of the students
- Feeling / atmosphere / clustering of campus
- Landscape / universal feel
- New smart classrooms
- Energy and other efficiencies
- Academic Center has added good student atmosphere
- Getting rid of the Austin Science Center

Disadvantages

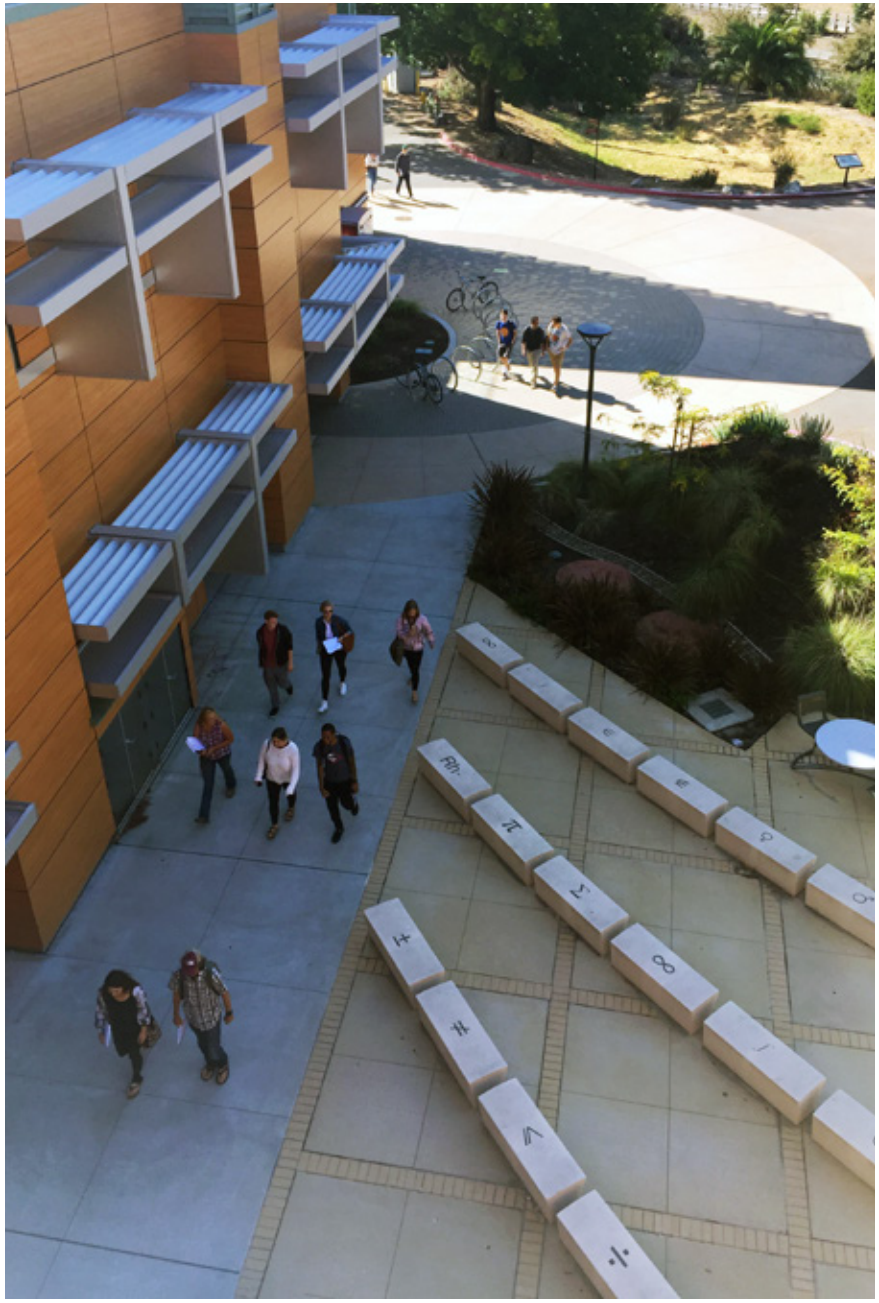
- Inconsistent architecture
- In the heart of the community–traffic
- In flood zone
- Parking is difficult / still hard to find parking
- Lacking overall ambiance–lacking warm welcoming atmosphere
- Color of Academic Center is cold
- Creek is not part of campus
- Seismic / Flooding / Space
- Flow of educational program
- Need large meeting space not dedicated to classrooms
- No shade in outdoor Science, Math, Nursing Building
- Classroom and event spaces do not have audio equipment for hearing impaired
- Current arrangement only provides one large space for study and eating in the Student Services Center

Goals

- Forecast what buildings might be used for in 10-15 years
- Create flexible buildings
- Continue to monitor program offerings
- Staying in touch with the tech world for training
- Planning for facilities for career technical education is important. The classroom should be appropriate for the kind of degrees that will matter in the workforce
- Solar capabilities in new construction
- More impervious surface
- Create a landscape master plan
- Restore campus lawn
- Create open space with new or improved buildings
- Sustainability standards
- Wayfinding: more consistency, integration of various signs
- More food service, more inviting
- Videoconferencing
- Amphitheater on campus
- Do construction as fast as possible

Communication and Reporting

- Develop communication plan to ensure neighbors are notified about progress of the bond
- Happy to see there was good publicity in the newspapers
- Use new social media tools so people don't have to look for an event
- Use various communication methods to reach different demographics



Wish List

- Build facilities that support the academic needs of students today and tomorrow while protecting taxpayer resources in the long-term
- Stop inviting automobiles onto campus—instead start embracing transit, bicycles, and walking
- Work with surrounding communities to get cheaper housing to allow students to walk or bike to school
- Both campuses become a broader focus for community activity
- Community space between Learning Resources Center and Student Services Center

Many of the comments were used to adjust the master plan before its presentation to the Board of Trustees. The Trustees asked additional questions and had supplemental input before the final plan was assembled.

Further labeling clarified the intended uses of Maintenance and Operations facilities to include the Maintenance and Operations Department, Campus Police Department, and reprographic equipment. Reprographics and Campus Police may occupy a small portion of the new maintenance facilities or on the north side of campus, but this will be determined during space programming. The mail room will need to remain within the Student Services Center or Learning Resources Center.

The PE Center changed from no upgrades to modernization / minor improvement because a fire suppression system will need to be added to the buildings. This system will help minimize damage if a fire does occur, but allows the fire lane behind the PE Center to be used for delivery access to the new maintenance facilities. This work was removed from the previous modernization project completed on these buildings in 2007.

The field area modifications include centralizing, streamlining, and beautifying the area around the fields. Currently, the storage for the field area is in cargo containers which are in poor repair and have far exceeded their projected life span. These containers take up a large area adjacent to the existing football field. The existing fields also do not have access to restroom facilities or open space for general kinesiology activities. By consolidating storage into two manageable buildings, an additional area was opened up for the tennis courts. Moving the tennis courts provides a multi-use field space and restroom facility that is adjacent to both the baseball field and track. Football is no longer offered by the College; however, the field previously used for football was added to the artificial turf resurfacing list. Permanent stripping could include lacrosse and soccer, while temporary striping can be applied for football if needed in the future. With this field closer to the PE buildings, it could become the main venue site for soccer. Finally, the field complex has a variety of fence materials that do not fully enclose the facilities and are in various levels of disrepair. To create a uniform appearance and increased security, a continuous fence has been shown around the complex.

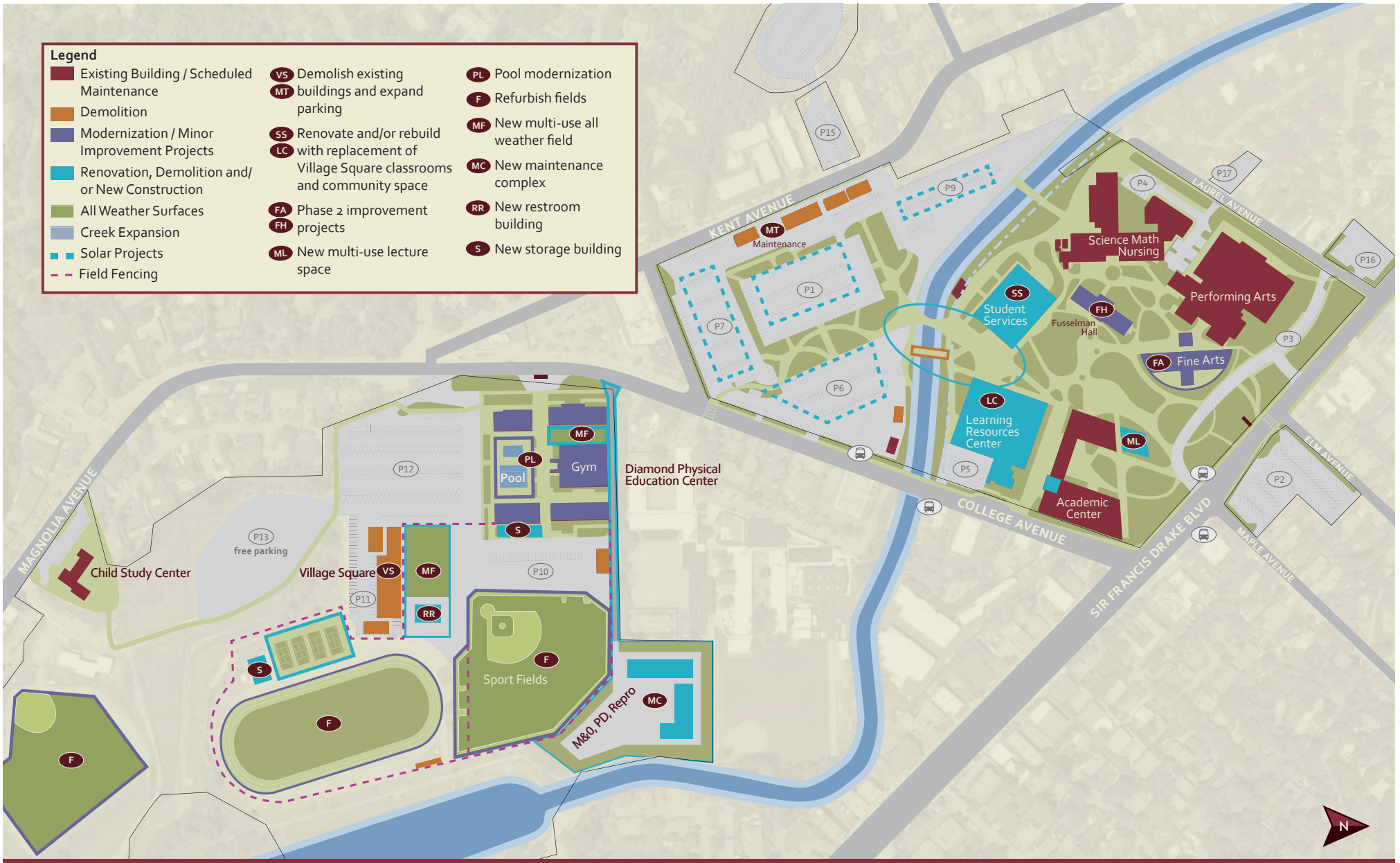
On the north side of campus, there were three adjustments.

Ever since the demolition of Olney Hall, the campus has been without a venue that accommodates seating for 200-300 people. A space with this capacity was originally designed for the Academic Center but was removed later in the project. In the Staff Draft Master Plan, the multi-use venue was included in the Student Services Center or Learning Resources Center projects. After additional consideration, a designated block has been added to the Academic Center for this function as a placeholder. The final location should be set in the process of scoping the Student Services Center and Learning Resources Center projects.

The second adjustment was adding an additional room to the Academic Center. This room was originally designed in the building but was removed as a cost reduction measure. The structure was designed to allow this addition.

The third adjustment is identifying a change in location of the main bridge into campus from Parking Lot 1, 6 and 7. This bridge will most likely be replaced as part of the creek widening. The master plan identifies the need for a new bridge to be sited in a location that will connect the Student Services Center, Learning Resources Center, and great lawn with parking and paths at the south side of campus.

Many questions and concerns were raised about these building projects and the entrance to campus. The interstitial space and the path leading to that space can be just as important to the campus as the buildings themselves. Great care should be taken to strengthen the connection from the parking lot to the great lawn while establishing a stronger node between the buildings. Initial campus input indicated the lack of outdoor event spaces for booths and activities that could attract the passer-by. This need is met poorly along the walkway in front of the Learning Resources Center. The new space between the renovated or rebuilt buildings will be a great opportunity to accommodate events and provide a more active and welcoming zone.

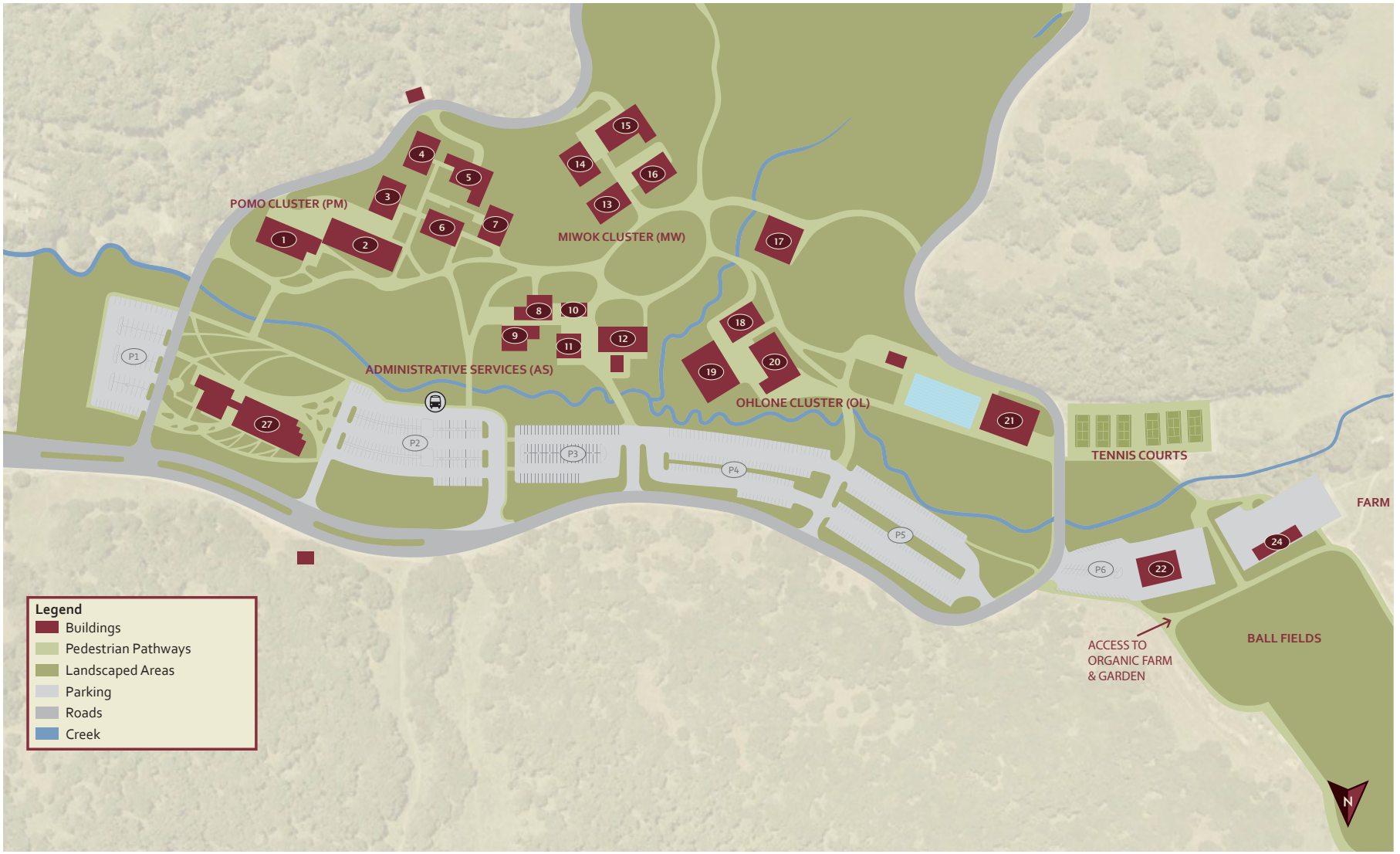


COLLEGE OF MARIN

Kentfield Campus - Final Facilities Master Plan 2016-2021

INDIAN VALLEY – EXISTING SITE PLAN

The Indian Valley Campus is less restrictive than the Kentfield Campus when it comes to liquefaction and floodplains. However, the campus is over 300 acres, of which many of the acres are on too much of an incline to build on.



INDIAN VALLEY – STAFF DRAFT MASTER PLAN

The Staff Draft Master Plan was developed in response to input from the first rounds of community, staff, and faculty engagement; including meetings and surveys. The plan addresses many of the concerns and strengthens positive improvements.

Pomo and Administrative Clusters – These clusters have received varying degrees of improvements; however, additional projects must be completed before these buildings can be considered fully modernized. The siding needs replacement in some areas before the buildings can be painted. Electrical, fire alarm, and mechanical systems need upgrades. Currently, each individual building has many air-conditioning units, all at or beyond their life cycle. To improve efficacy and lessen future maintenance requirements, a new type of air-conditioning system should be considered. To improve the indoor temperature control and efficiency of the buildings the original windows need replacement and insulation should be added to the envelope.

Miwok Cluster – This cluster is situated in a prime location on campus and a well-defined use still needs to be determined. The buildings are used minimally by existing programs and classes currently scheduled in this cluster can be accommodated in other buildings. When considering renovation versus new construction the efficiency of one purpose-built facility may outweigh renovating the less efficient four building complex.

Building 17 – This building was originally designed for a library and some upgrades have been completed to the facility. The structure of the building is strong due to the infrastructure that was built to support the static weight of library books. The roof has been replaced. With system upgrades for a new use the building has great potential, which is still to be determined.

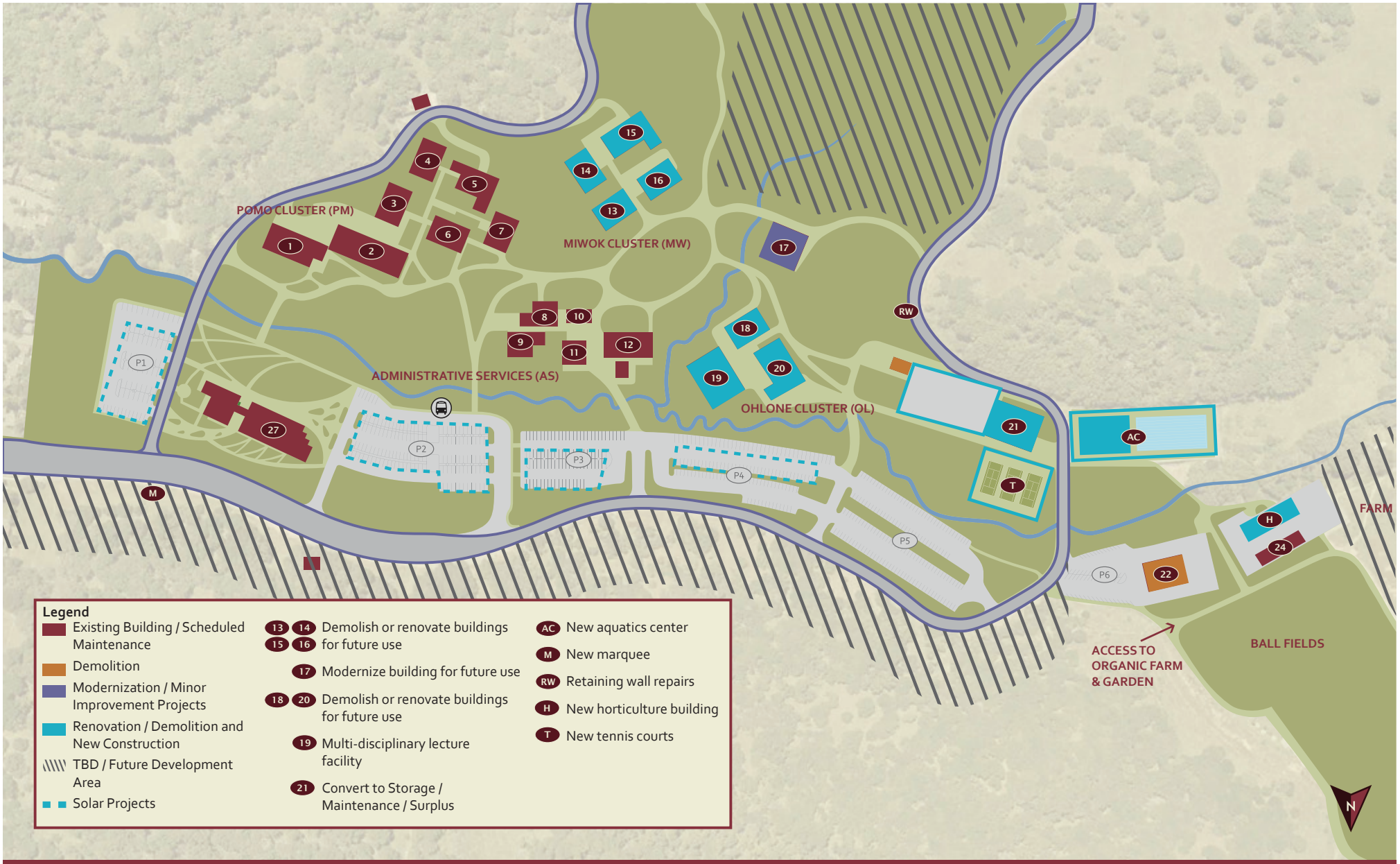
Ohlone Cluster – Building 19 has been selected to become a multi-disciplinary lecture facility. This building currently has a second floor which can be removed to create a one story building with a high ceiling. The large open floor plan can support a kitchen and stage as well as table seating for 275 or seating for 350 people if arranged lecture style. Many groups expressed a need for a large event space to accommodate College and community functions. This building could house lecture series, all-staff meetings, and numerous other events. The remaining buildings in this cluster still need definition regarding their future use. One or more may be removed to provide parking for the event space.

Pool Complex – The existing pool has many maintenance issues. The nearly one million gallons of water require chemical treatment, filtration, and constant movement through pumps. While temporary repairs have kept the facility going, a major overhaul is required for long-term functionality. The amount of work needed could result in costs similar to a complete replacement.

Creating a new pool on the existing tennis courts is a good alternative. The use and impact the pool has in the community were very evident during the input process. Closing the pool for renovations for two years would have a major negative impact. Building a new complex allows the existing pool to remain operational during construction. The tennis courts are minimally used and can be rebuilt in a smaller form. The existing pool complex can be converted to a maintenance facility, allowing the old maintenance building to be demolished and creating additional parking for the fields and pool area.

Farm and Garden Complex – The farm does not have any existing support facilities. A new building will allow for accessibility measures, support classrooms, and kitchen and restroom facilities.

Parking Lot Solar – Parking lot solar projects will improve the suitability of the campus by providing on-site energy generation and allow for electric car charging stations. The panels also can provide focused and brighter nighttime lighting while minimizing night light pollution.



COLLEGE OF MARIN

Indian Valley Campus - Staff Draft Master Plan

The Staff Draft Master Plan was presented at nine community forums and to each participatory governance committee. While input was given and used to adjust the plan, the majority of the meetings turned into a conversation and informative process where many questions could be asked and answered with the Staff Draft Master Plan. There were detailed project questions, but it was explained that specific projects would be further defined as they move into a more detailed process is closer to construction. There were also many comments that could not be directly addressed by a facilities master plan, these comments were routed to the correct people for consideration.

During community forums and participatory governance meetings, the participants were asked about advantages and disadvantages of the current campus, their long and short term goals for the campus, any improvements that could be made to communication/reporting, and any wish list items they would like to add to the planning process. A summary of these comments for the Indian Valley Campus includes the following:

Advantages

- Farmland—students from the Marin Master Gardeners do a lot with the organic farm
- As programs develop the space at the Indian Valley Campus has a lot of potential use
- A lot of open space
- Community oriented
- The beauty of this campus: low structures and park-like environment
- Easy to get to even though it's off the main road
- Unique, gorgeous campus
- Quiet
- Parking is easy
- Investing in this campus might be better in the long run
- Infrastructure exists for the expansion of campus
- Senior friendly—having a pool for low-impact exercise is a great help to seniors
- Moving Child Development Center to Ohlone Cluster (Building 18)

Disadvantages

- It is separated from everything
- Lacking food service
- Basic Aid District: We have this really great innovative program that attracts lots of students, but we're not getting head count dollars to bring all those people in.
- Buildings built with high-cost materials (e.g., redwoods)
- Fire danger and the amount of money spent mitigating the surrounding hillsides
- A lot of open space
- There are not enough offerings of academic classes and community education (e.g., art classes)
- No bookstore
- New library doesn't have enough seating
- Concern about traffic issues with the proposed community center
- Signage and finding buildings
- No one knows about the library being open
- Need more performances / more activity
- Underutilized

Goals

- Continue to evaluate the programs and space at the Indian Valley Campus
- Similar to the Kentfield Campus, make sure that flexibility is inherent in the design of the buildings as the programs change, we'll be able to stand up a program as necessary and take it down as necessary without impacting the building as much as possible
- Build more efficient buildings, from a facilities standpoint
- Be able to handle added classes due to potential recession
- Increase community activities
- Need promotion—this place is beautiful and administration is doing good work (e.g., COMPASS)
- Need a reception or information desk
- Seniors may take more classes if there were different offerings
- Career and technical education
- Increase community education courses
- Bookstore
- Food service / cafeteria
- Electrical transformers, etc. are high voltage and need to be replaced
- Student housing

Communication and Reporting

- Communication in the Novato area has increased tremendously—the Friends of Indian Valley Campus help keep people abreast of what's happening at the College relative to the community
- Cross promote Indian Valley Campus programs, including community education, with other community groups to help increase enrollment
- Communication about events and available programs
- Mailer about events

Wish List

- Target 70-year life buildings because of the physical environment
- Signage improvements
- Bring recycled water to the campus
- Offer more classes in performing and fine arts
- Teacher housing
- Building 17–student study space / student center
- Pool facility more accessible to the community
- ADA parking by the pool

Many of the comments were used to adjust the master plan before its presentation to the Board of Trustees. The Trustees asked additional questions and had supplemental input before the final plan was assembled.

The master plan has shown major changes from the original Staff Draft Master Plan. Some of these changes further clarify the original intent of the Staff Draft Master Plan while others were true changes in scope based on input at community forums and meetings with internal campus groups.

The Pomo Cluster and Administrative Services Cluster were both adjusted from small capital repairs to modernization / minor improvement projects to clarify the level of work planned for these buildings. While the improvements may be considered small capital projects the sheer scale and extensiveness of the improvements justified changing the labeling of these buildings. Major exterior repairs and replacement are planned for the building siding and windows before painting, including the addition of insulation. Systems, electrical, fire and mechanical, replacement / augmentation are also required at many of these buildings. This work far exceeds day-to-day maintenance and is now identified in the master plan as such.

Community comments from before– and especially after–the Staff Draft Master Plan highlight the need for student space on the campus. Study space, food service, and social space were all major concerns. Sometimes this was discussed even in terms of additional library space. For an opportunity to address all these needs, Building 12 has been identified as a Student Services Center. This building has many advantages for this function including:

- Visibility to and from the main quad and parking
- Delivery access
- Proximity to the main classroom buildings
- Adjacency to staff areas
- Access to shade and patio areas
- Utilities / access for a kitchen
- Large open space which was originally designed for a bookstore

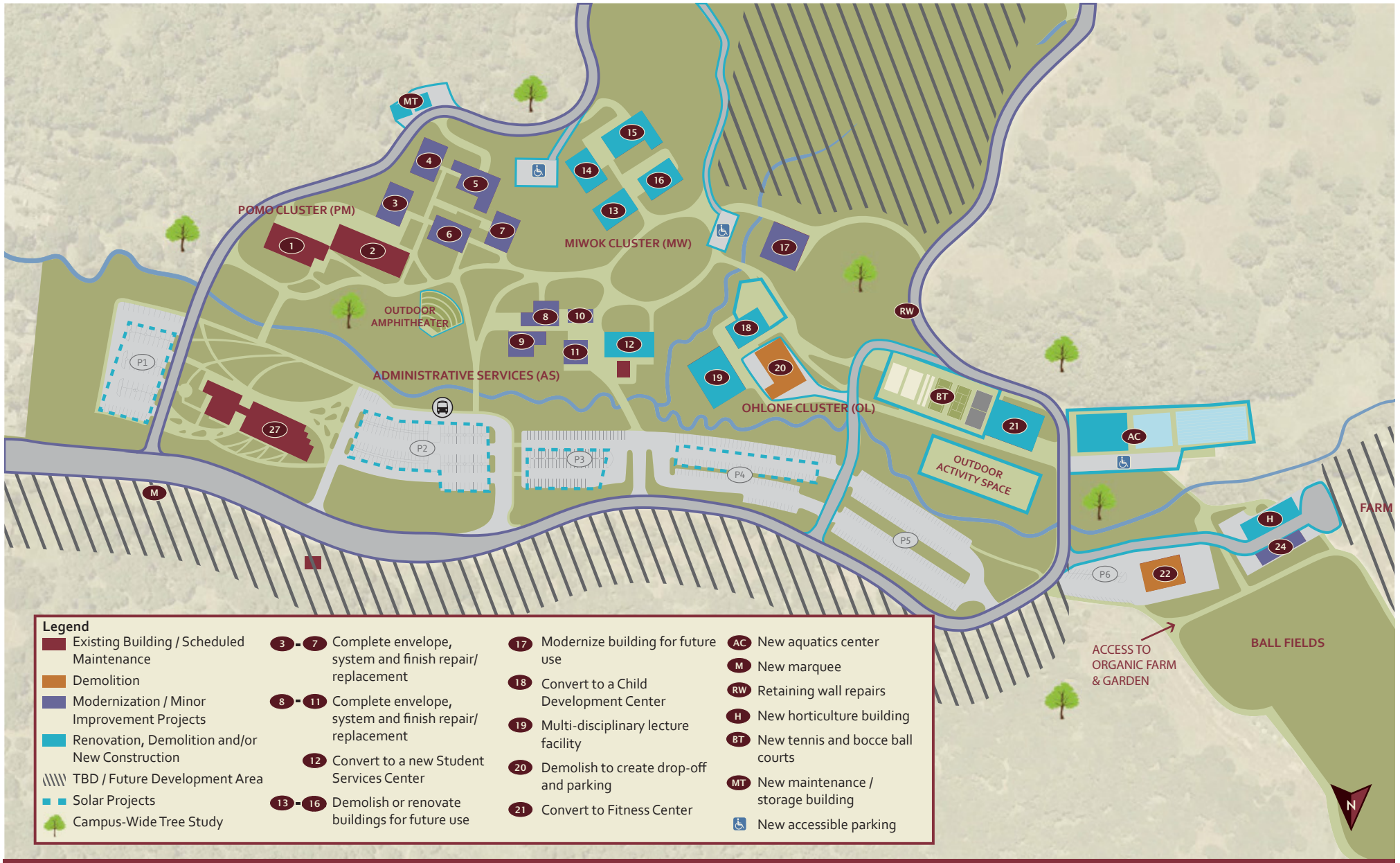
The Child Development program does not fully utilize the interior space in building 12 and would like more access to exterior space. Also, there is no drop-off area near the building for parents. This program can be well served by utilizing another building on campus.

The Ohlone Cluster was defined more clearly by this process. Building 19 is still identified as a multi-disciplinary lecture facility. Access to parking and deliveries supported the need to demolish Building 20 to accommodate this requirement. Building 18 was an unidentified opportunity in the Staff Draft Master Plan. In the *Facilities Master Plan 2016-2021*, it has been identified as the new Child Development Center. The removal of Building 20 will provide a drop-off area for parents along with parking. The exterior space will require some grading; however, additional space can be created to fit the program's needs.

The existing pool area was reimaged in the *Facilities Master Plan 2016-2021*. The maintenance / storage buildings which were going to occupy this location were determined to be unsuitable for such a public site, and have since been moved to an existing concrete pad above Building 4. General kinesiology classes are currently only offered on the Kentfield Campus due to the lack of facilities. The existing locker building has received a new roof and other improvements; therefore, it has great potential for becoming a fitness center. Various outdoor courts are also planned for the current pool area. The new pool is being shown with a warm-up pool, which will provide the opportunity for two classes to be conducted at once.

Accessibility was a major concern for the community. Building access is difficult since parking is only located north of the creek and most of the buildings and facilities are situated south of the creek. Additional accessible parking areas have been added to several areas of campus to shorten the walking distance for those who need it most. Parking has been added between the Pomo and Miwok Clusters and between the Miwok Cluster and Building 17. Finally, parking was added adjacent to the new pool site. Additional roadways are also being shown to connect the new parking areas to the farm and to provide fire access to the new horticulture building.

Finally, a new amphitheater has been added between the Pomo and Administrative Services Clusters. This location is near parking and surrounded by buildings that have been developed. With the Miwok Cluster's final configuration undetermined at this time, placing the amphitheater near this cluster could restrict options for development. This location would also allow students and staff to use the seating for lunch or breaks, as an informal meeting place, or convenient area for classes to use. With ample shade and natural slope to the creek, the development of this area will be well suited for the use.



COLLEGE OF MARIN

Indian Valley Campus - Final Facilities Master Plan 2016-2021

COLLEGE OF MARIN

Bolinas Site-Final Facilities Master Plan 2016-2021

STATISTICAL SUPPORT

Enrollment Data and Capacity

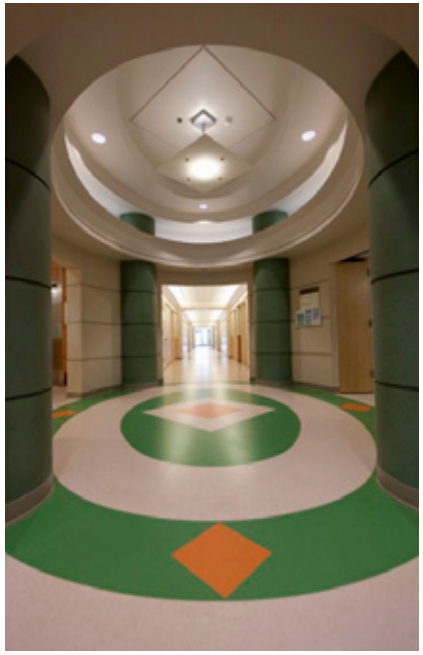
ANALYZING CAPACITY AND UTILIZATION

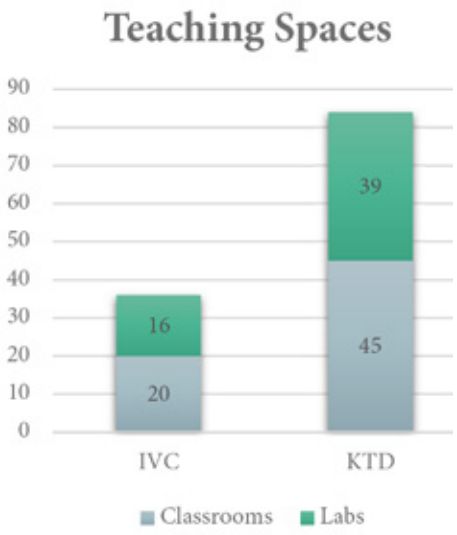
This information is based on a fall 2015 and spring 2016 scheduling report generated by the College's Office of Instructional Management. Classroom and laboratory counts are based on those rooms used in the scheduling report during either semester. Utilization is based on Monday through Friday use from 8 a.m. to 9 p.m. and Saturday 9 a.m. to 1 p.m. Utilization calculations are based on average use per week throughout the semester. This means if a class is only scheduled for half the semester in one room for one hour a week, then that room is only credited with 30 minutes of time as the average room use.

Utilization is calculated by the number of class sections being offered and the total number of rooms/hours available to schedule all the class sections. To have a class section, a certain level of student enrollment is required. Overall enrollment has fluctuated at both campuses. In fall 2010, the credit enrollment on the Kentfield Campus was 6,891, while the Indian Valley Campus had 1,674 credit students. As of spring 2015, the Kentfield Campus had a credit enrollment of 4,952 and Indian Valley Campus had 1,156 credit students. The decline in enrollment has affected the utilization of space on both campuses and is evident in the utilization data.

Recent capital improvements have also changed the type and quantity of learning spaces on both campuses. Remaining temporary facilities and space inefficiencies at buildings yet to be improved or replaced affect utilization. Several facilities on the Kentfield Campus have been modernized, renovated, or constructed in recent years. These projects include the Science, Math, Nursing Building, the modernized and expanded Performing Arts Building, the Fine Arts Building, the PE Center modernization, Child Study Center, and the recently completed Academic Center.

The campus also has 10 temporary facilities, six of which are classrooms and one is a lab. At the Indian Valley Campus, Building 27 and the expansion and modernization of the Transportation Technology Complex have been completed. Currently, the Pomo Cluster is being renovated, while several of the other clusters on the campus have been closed due to poor conditions.





SUMMARY OF UTILIZATION FINDINGS

Generally, space at both the Kentfield and Indian Valley Campuses is not being used to its full potential, even during peak times. Kentfield has an overall higher utilization with more pressure on classrooms than lab spaces. Additional moderate growth from current enrollment is possible within current facilities, although significant growth would require more class offerings in the afternoon and/or on Fridays and Saturdays. The Indian Valley Campus has sufficient capacity for existing programs even with the closed clusters, and additional capacity beyond today's enrollment, especially during the morning and afternoon.

	FALL	SPRING	NUMBER OF TOTAL HOURS IN A WEEK	AVERAGE PERCENT OF UTILIZATION
Kentfield Campus	2,177	2,185	5,796	38%
Indian Valley Campus	530	435	2,484	19%

KENTFIELD CAMPUS

Learning Spaces and Campus Summary

The Kentfield Campus has 84 classrooms and labs that have been scheduled for classes in at least one semester for college courses or community education. This count includes Village Square classrooms. Of these 84 rooms, 45 are classrooms or lecture rooms and 39 are lab spaces, which range from art studios to science labs to physical education weight rooms.

Using the above qualifications, the Kentfield Campus has an overall utilization of 38 percent. While this overall utilization may seem low, there are a number of elements that typically affect community college space utilization. These include student time / availability, subject matter offerings, faculty loading, and the right size space relative to the subject matter. Some level of underutilization is expected and is explored in the breakdown of classroom / lecture and lab use.

An additional approach is to consider the number of hours a room is used over the week. Generally, 20-30 hours a week is satisfactory utilization, while over 30 hours a week is well utilized. Any room used over 45 hours a week would be considered impacted. The following chart shows the Kentfield Campus space utilization averaged over the fall 2015 and spring 2016 semesters:

ROOM TYPE	UNDER 20 HOURS	20 – 30 HOURS	30 – 45 HOURS	OVER 45 HOURS
Class/Lecture	16%	27%	53%	4%
Labs	47%	27%	22%	4%

INDIAN VALLEY CAMPUS

Learning Spaces and Campus Summary

The Indian Valley Campus has 36 classrooms and labs that have been scheduled for classes for college courses or community education. Of these 36 rooms, 20 are classrooms or lecture rooms and 16 are lab spaces, which can range from art studios to science labs to auto shops.

Using the above qualifications, the Indian Valley Campus has an overall utilization of 19 percent. The majority of the rooms at this campus are underutilized. With very limited exception, the Indian Valley Campus has many rooms available throughout the day and evening.

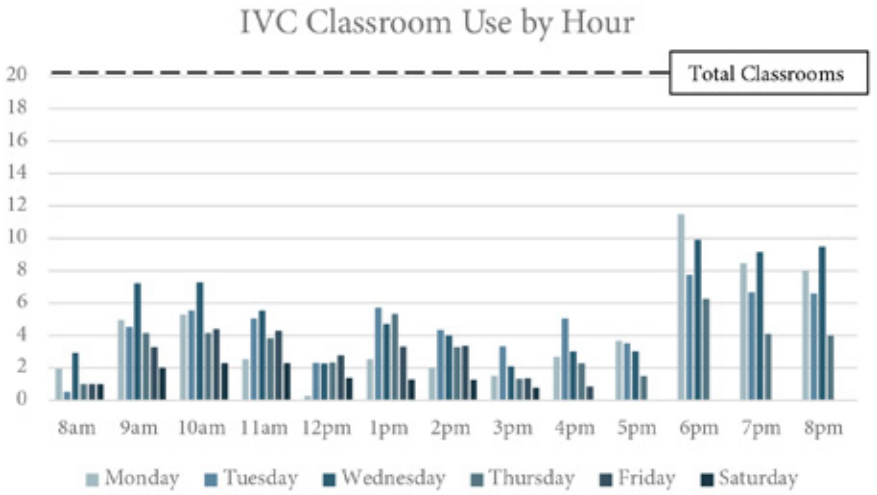
An additional approach is to consider the number of hours a room is used over the week. Generally, 20-30 hours a week is satisfactory utilization, while over 30 hours a week is well utilized. Any room used over 45 hours a week, would be considered impacted. Any room used over 45 hours a week would be considered impacted. The following chart shows Indian Valley Campus space utilization averaged over the fall 2015 and spring 2016 semesters:

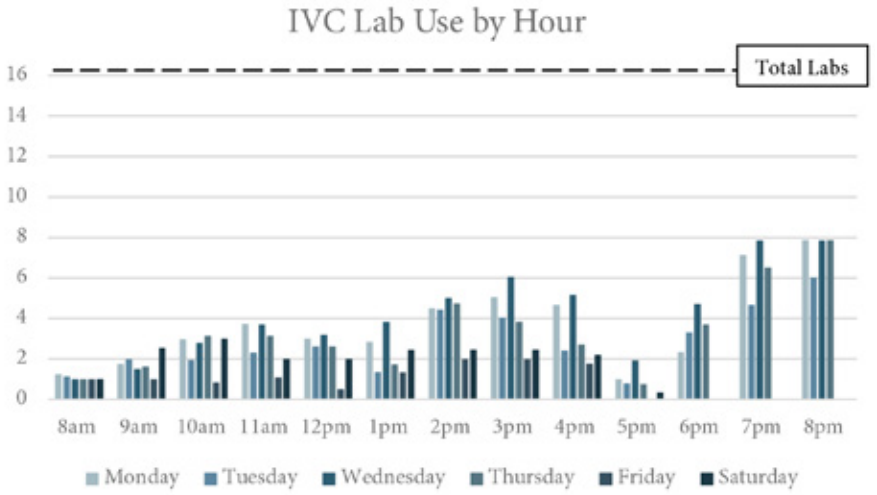
ROOM TYPE	UNDER 20 HOURS	20 – 30 HOURS	30 – 45 HOURS	OVER 45 HOURS
Class/Lecture	80%	8%	10%	0%
Labs	72%	28%	0%	0%

CLASSROOM AND LAB UTILIZATION

The average utilization of both the classrooms and labs is 19 percent. The most popular times and days of the week have fluctuated between the fall and spring semesters so the average use by hour diagrams show a more even usage with a slight peak in the evening. Even during the highest use times, a significant number of rooms are still available.

The utilization rate can be affected by a number of factors. Strong career technical education programs at the campus require specialized spaces which have minimal flexibility for use by others. Some buildings on the campus also require significant upgrades to meet 21st-century learning requirements. Finally, the student population would need to grow dramatically to fully utilize the campus. Current demographic projections do not support a large growth rate of students, so alternative joint use opportunities could be supported by the facilities especially after upgrades are completed.



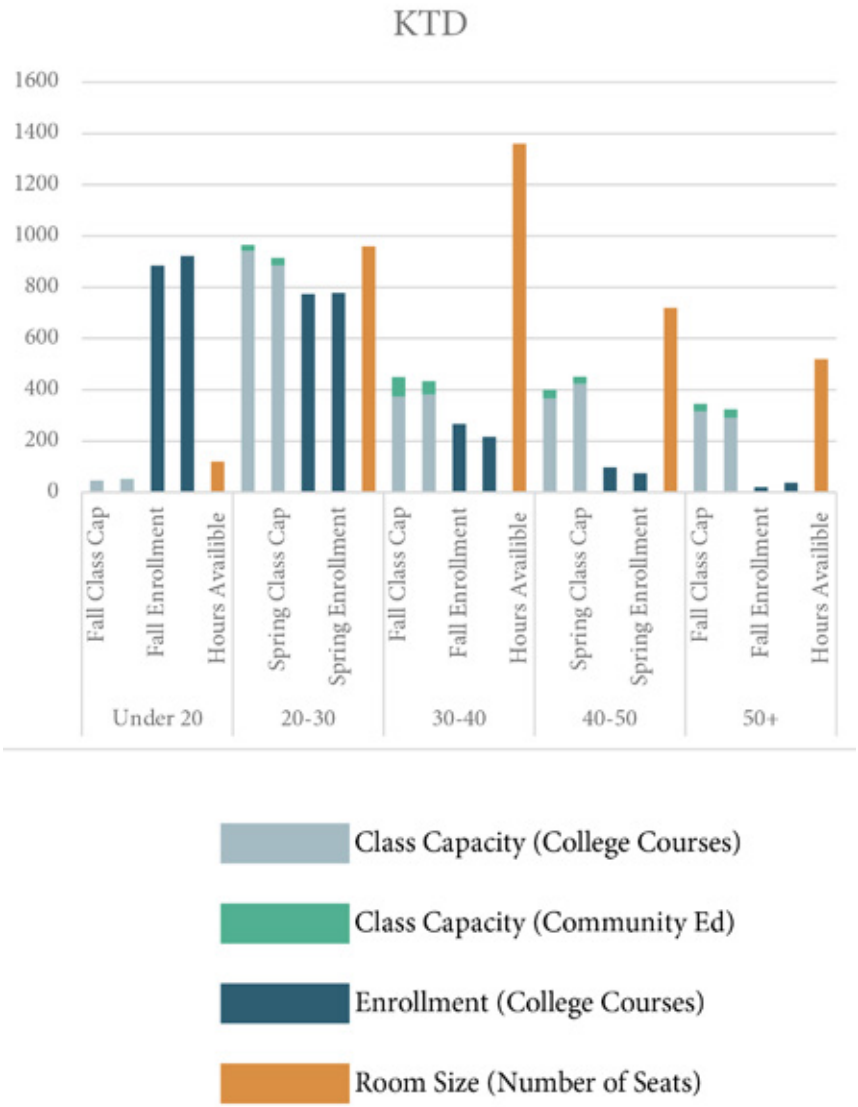


ROOM SIZE AND ENROLLMENT

Beyond the number of hours a room is being used, utilization should also consider the size of spaces being used for the enrollment in each class. Three factors are considered for this analysis: the number of students enrolled in the class, the number of seats in the classroom, and the enrollment cap placed on each class. When the class schedule is being set, each section is assigned an enrollment cap (the number of students allowed to enroll in the class). This cap helps the scheduling process to pick which room the class should be held. Preferably the room will have near the same number of seats as the enrollment cap. Finally, student enrollment in the class ultimately sets utilization of the seats within the room being used for that class period. The final enrollment is not tracked for community education classes so enrollment information is not available for those classes. The following charts layer these three factors together for each campus.

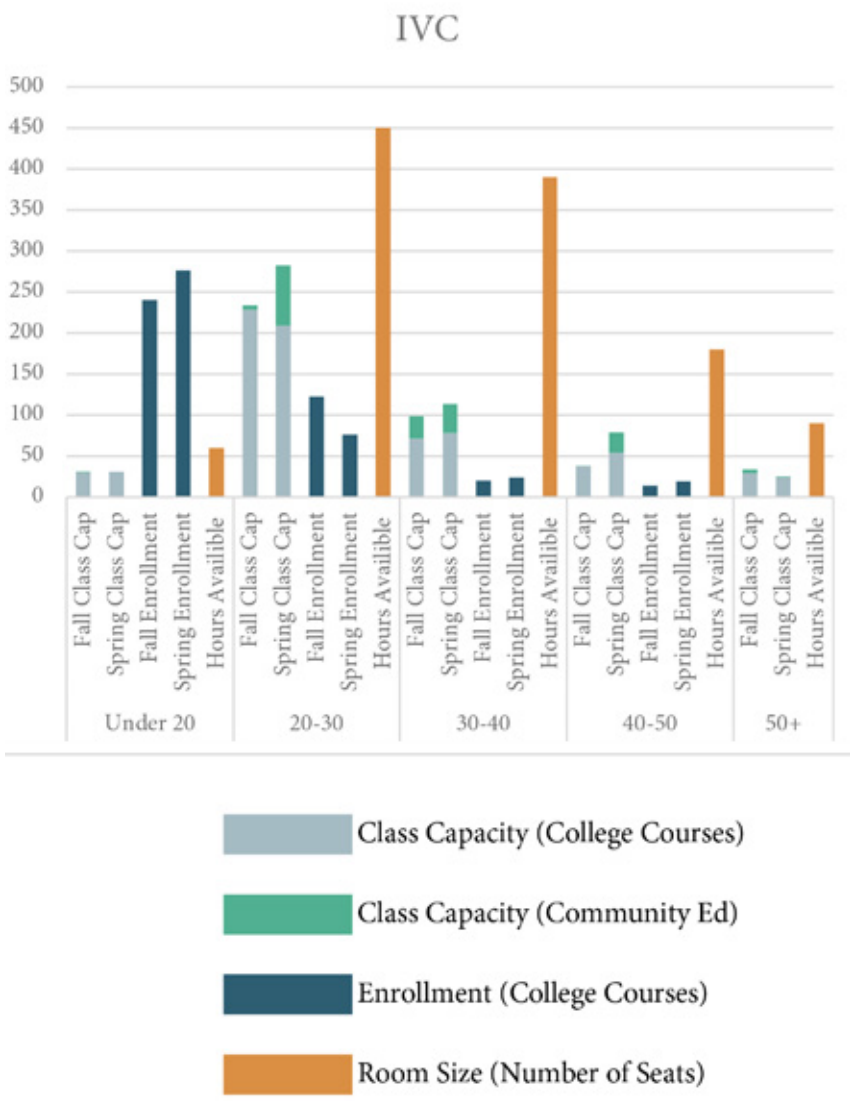
KENTFIELD CAMPUS

This analysis reveals additional opportunities for growth on the Kentfield Campus. The largest number of rooms have a capacity between 30 and 40 students. The most common enrollment cap is between 20 and 30 students while the most common enrollment is below 20. This data can be interpreted by understanding that the enrollment can grow to the enrollment caps without any change in class size policy. Beyond this level of growth, if enrollment caps were raised the rooms available on campus can hold, on average, more students. Considering the campus will be fully built out by the end of this master plan, this analysis shows that over the lifespan of campus buildings there are additional approaches to accommodate a variety of student populations.



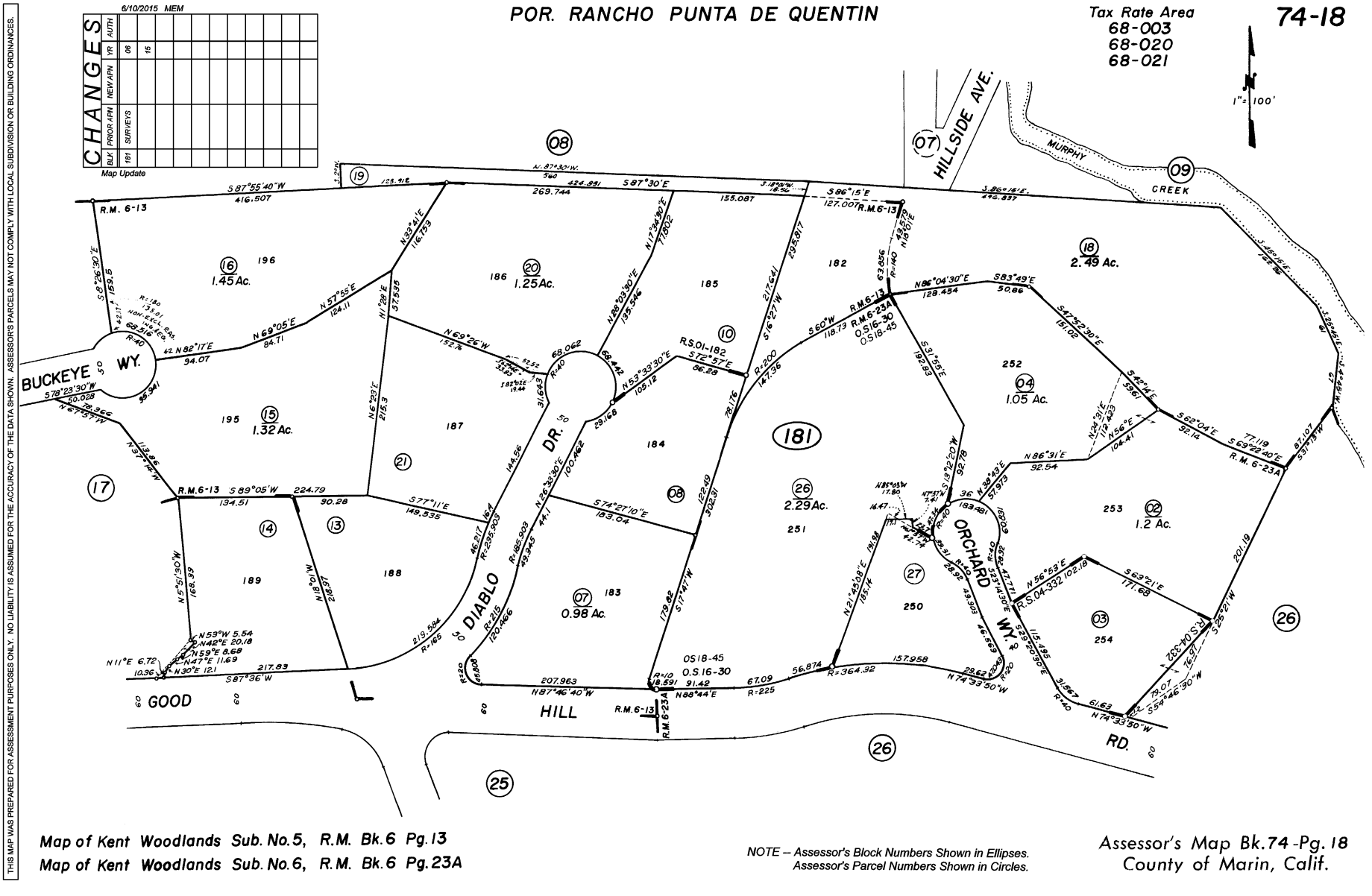
INDIAN VALLEY CAMPUS

The Indian Valley Campus reveals a similar pattern, where the most common class enrollment size is lower than the class capacity, and the most common class capacity is lower than the size of the rooms. Due to future development capabilities of this campus, this cushion is less important. This analysis, in conjunction with an understanding of which spaces are being used the most, can help focus which buildings should be scheduled early on the timeline for improvements and which buildings may be better suited for joint-use opportunities.



MARIN COUNTY ASSESSOR PARCEL MAPS

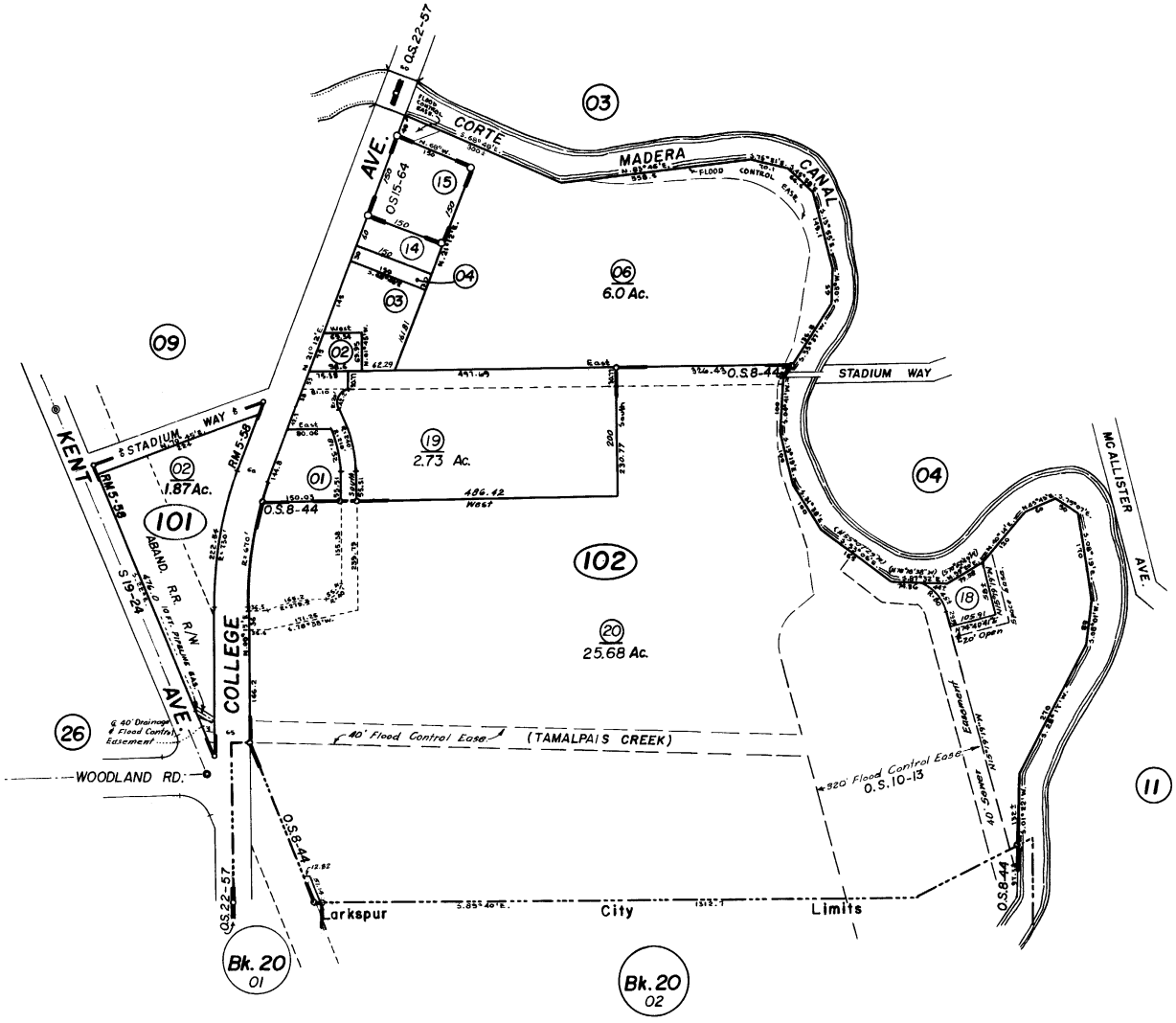
KENTFIELD



POR. RANCHO PUNTA DE QUENTIN

Tax Rate Area 68-002

74 - 10



1" = 200'

6/09/2015 MEM

CHANGES

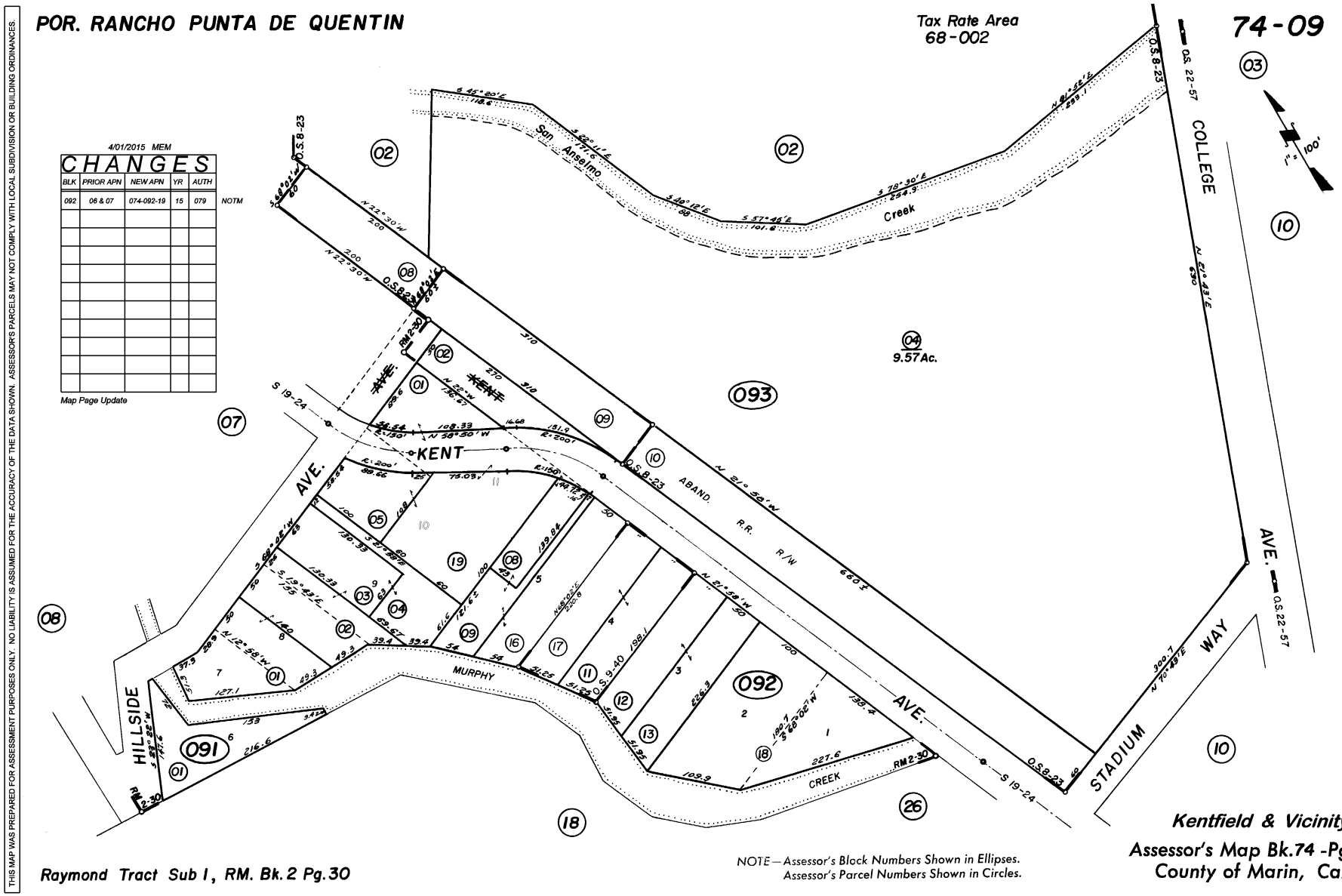
BLK	PRIOR APN	NEW APN	YR	AUTH
			15	

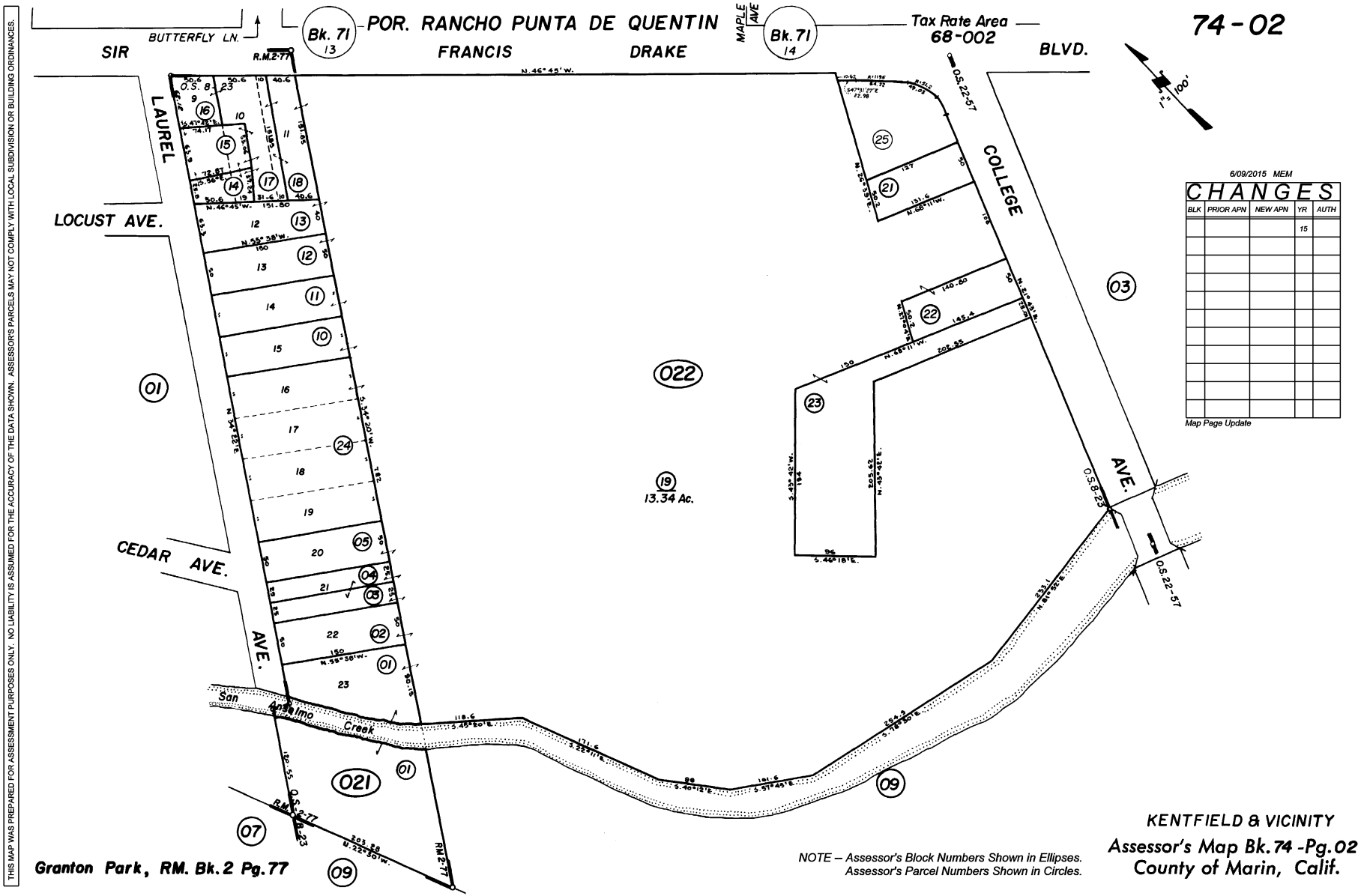
Map Page Update

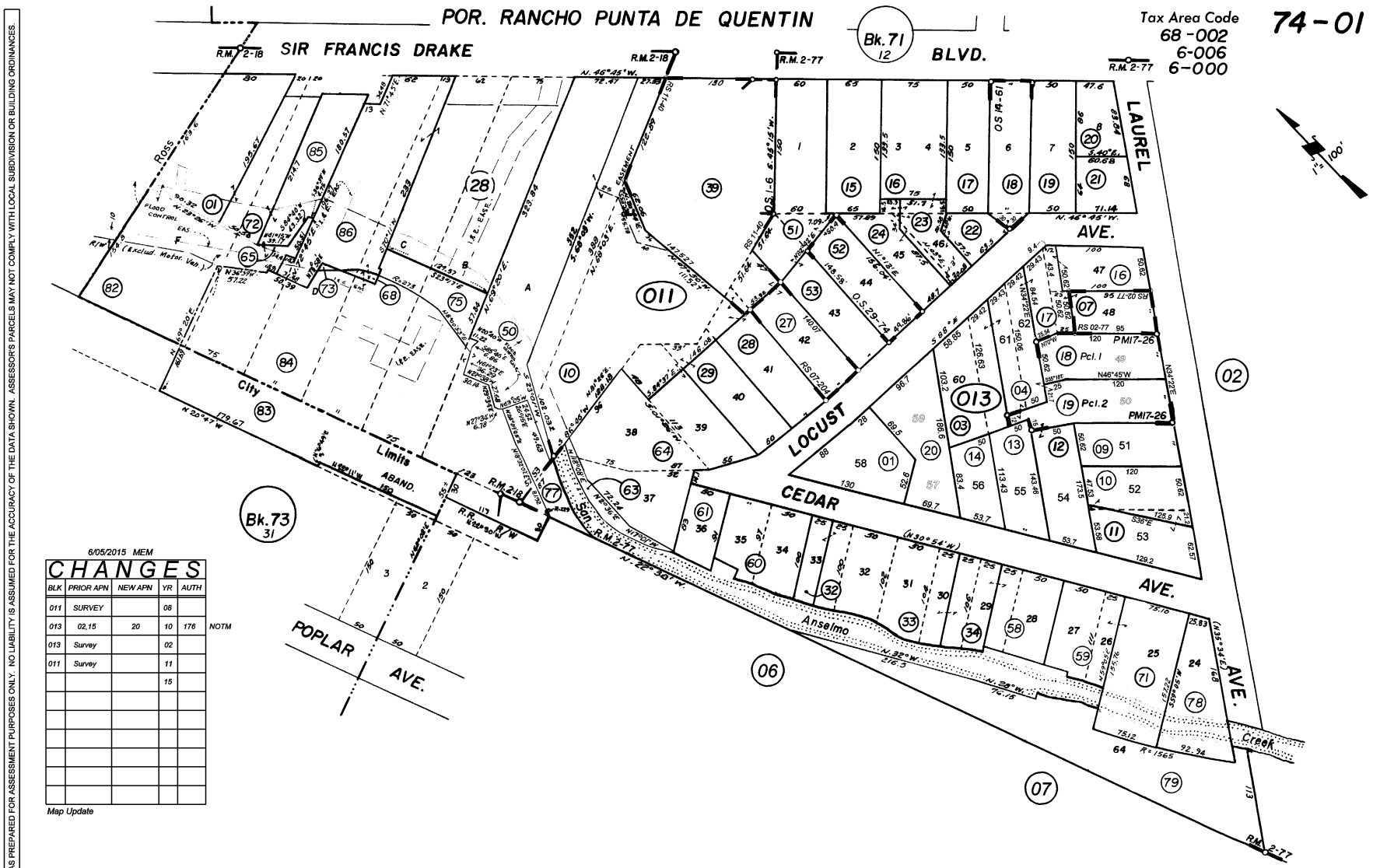
Kentfield Station & Vicinity, RM. Bk.5 Pg. 58

NOTE—Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.

Assessor's Map Bk. 74 -Pg. 10
County of Marin, Calif.


POR. RANCHO PUNTA DE QUENTIN
Tax Rate Area
68-002
74-09
4/01/2015 MEM
CHANGES
BLK PRIOR APN NEW APN YR AUTH
092 06 & 07 074-092-19 15 079 NOTM
Map Page Update
THIS MAP WAS PREPARED FOR ASSESSMENT PURPOSES ONLY. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE DATA SHOWN. ASSESSOR'S PARCELS MAY NOT COMPLY WITH LOCAL SUBDIVISION OR BUILDING ORDINANCES.
COLLEGE
AVE.
KENT
HILLSIDE
MURPHY
ABAND. R.R. R/W
STADIUM
WAY
CREEK
San Anselmo Creek
093
092
091
9.57Ac.
Raymond Tract Sub 1, RM. Bk. 2 Pg. 30
NOTE—Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.
Kentfield & Vicinity
Assessor's Map Bk.74 -Pg.09
County of Marin, Calif.


THIS MAP WAS PREPARED FOR ASSESSMENT PURPOSES ONLY. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE DATA SHOWN. ASSESSOR'S PARCELS MAY NOT COMPLY WITH LOCAL SUBDIVISION OR BUILDING ORDINANCES.
BUTTERFLY LN.
Bk. 71 13
POR. RANCHO PUNTA DE QUENTIN
SIR FRANCIS DRAKE BLVD.
MAPLE AVE
Bk. 71 14
Tax Rate Area 68-002
74-02
R.M.2-77
LAUREL AVE.
LOCUST AVE.
CEDAR AVE.
COLLEGE AVE.
O.S. 22-57
O.S. 8 23
O.S. 9-77
RM 2-77
022
021
01
02
03
04
05
07
09
13.34 Ac.
6/09/2015 MEM
CHANGES
BLK | PRIOR APN | NEW APN | YR | AUTH
15
Map Page Update
San Anselmo Creek
Granton Park, RM. Bk. 2 Pg. 77
NOTE – Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.
KENTFIELD & VICINITY
Assessor's Map Bk. 74 -Pg. 02
County of Marin, Calif.

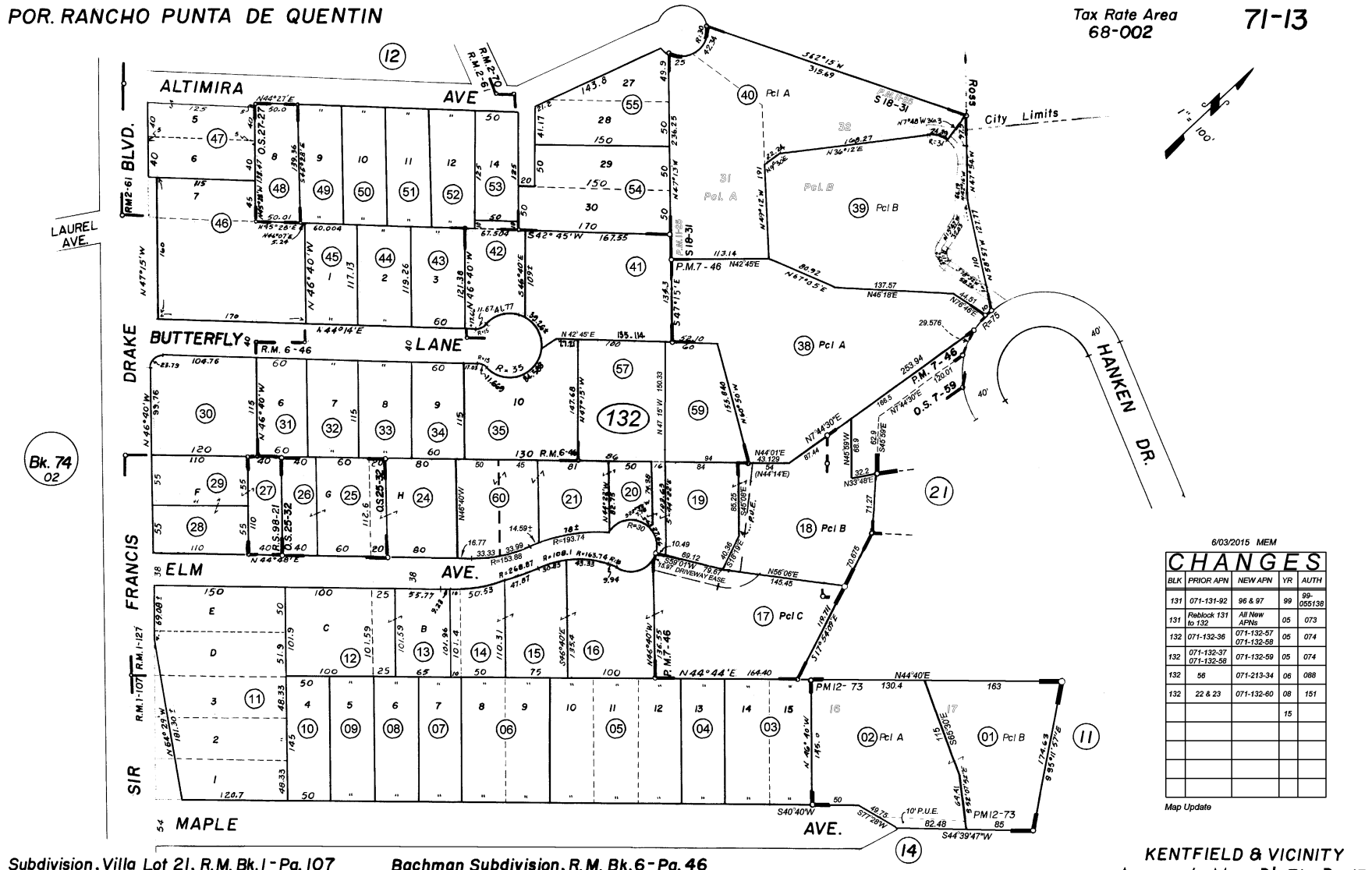


THIS MAP WAS PREPARED FOR ASSESSMENT PURPOSES ONLY. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE DATA SHOWN. ASSESSOR'S PARCELS MAY NOT COMPLY WITH LOCAL SUBDIVISION OR BUILDING ORDINANCES.

Bosqui Tract, Amended Map of, RM. Bk. 2 Pg. 18
Granton Park, RM. Bk. 2 Pg. 77

NOTE – Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.

Assessor's Map Bk. 74 -Pg. 01
County of Marin, Calif.



6/03/2015 MEM

CHANGES

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131	071-131-92	96 & 97	99	99-055138
131	Reblock 131 to 132	All New APNs	05	073
132	071-132-36	071-132-57 071-132-58	05	074
132	071-132-37 071-132-58	071-132-59	05	074
132	56	071-213-34	06	088
132	22 & 23	071-132-60	08	151
			15	

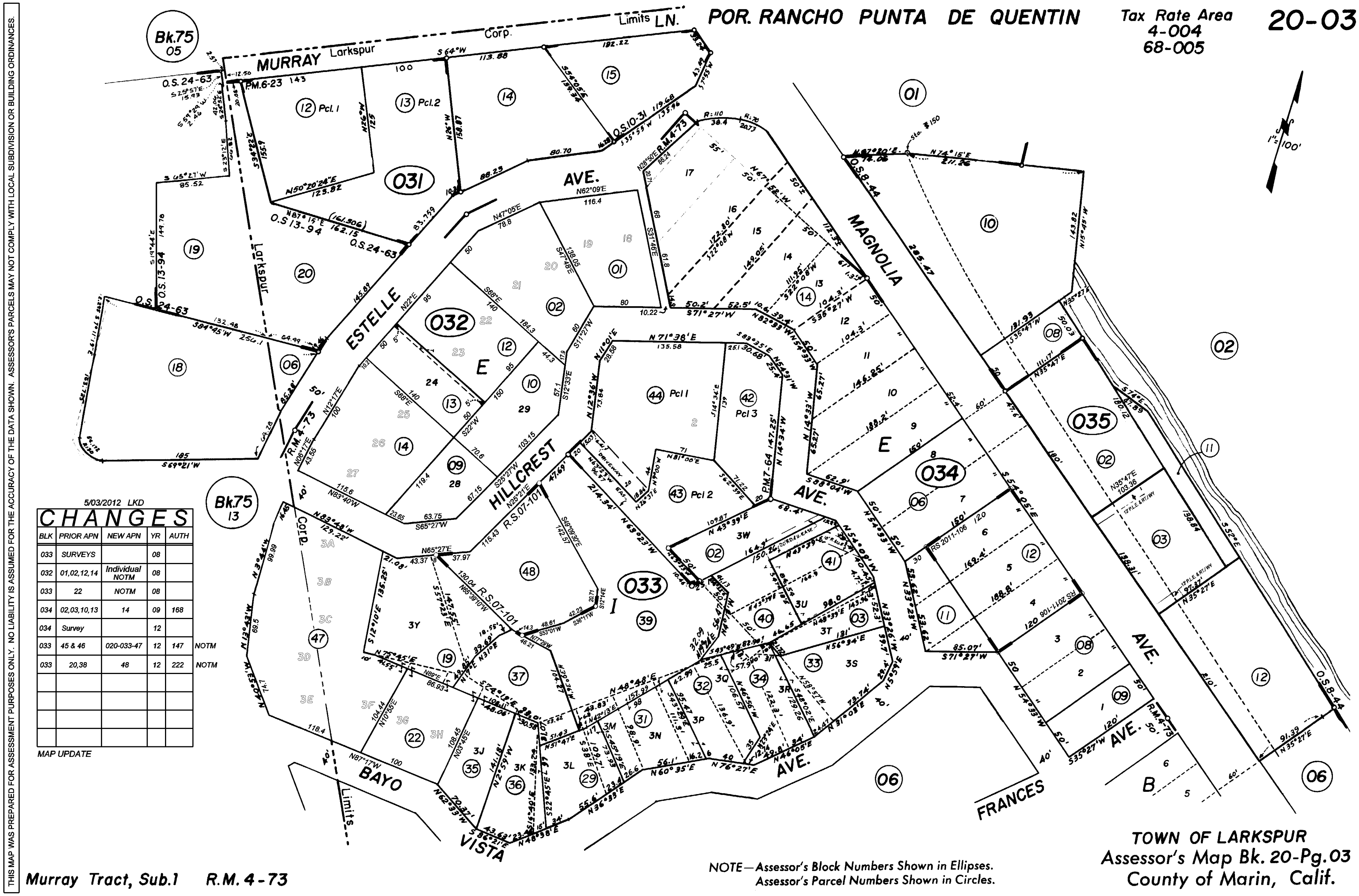
Map Update

Subdivision, Villa Lot 21, R.M. Bk.1 - Pg. 107
Altamira Park, Subdivision 1, R.M. Bk.2 - Pg. 61
Altamira Park, Subdivision 2, R.M. Bk.2 - Pg.70

Bachman Subdivision, R.M. Bk.6 - Pg. 46
Subdivision, Hellman Lot, R.M. Bk.1 - Pg. 127

NOTE—Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.

KENTFIELD & VICINITY
Assessor's Map Bk.71 -Pg.13
County of Marin, Calif



5/03/2012 LKD

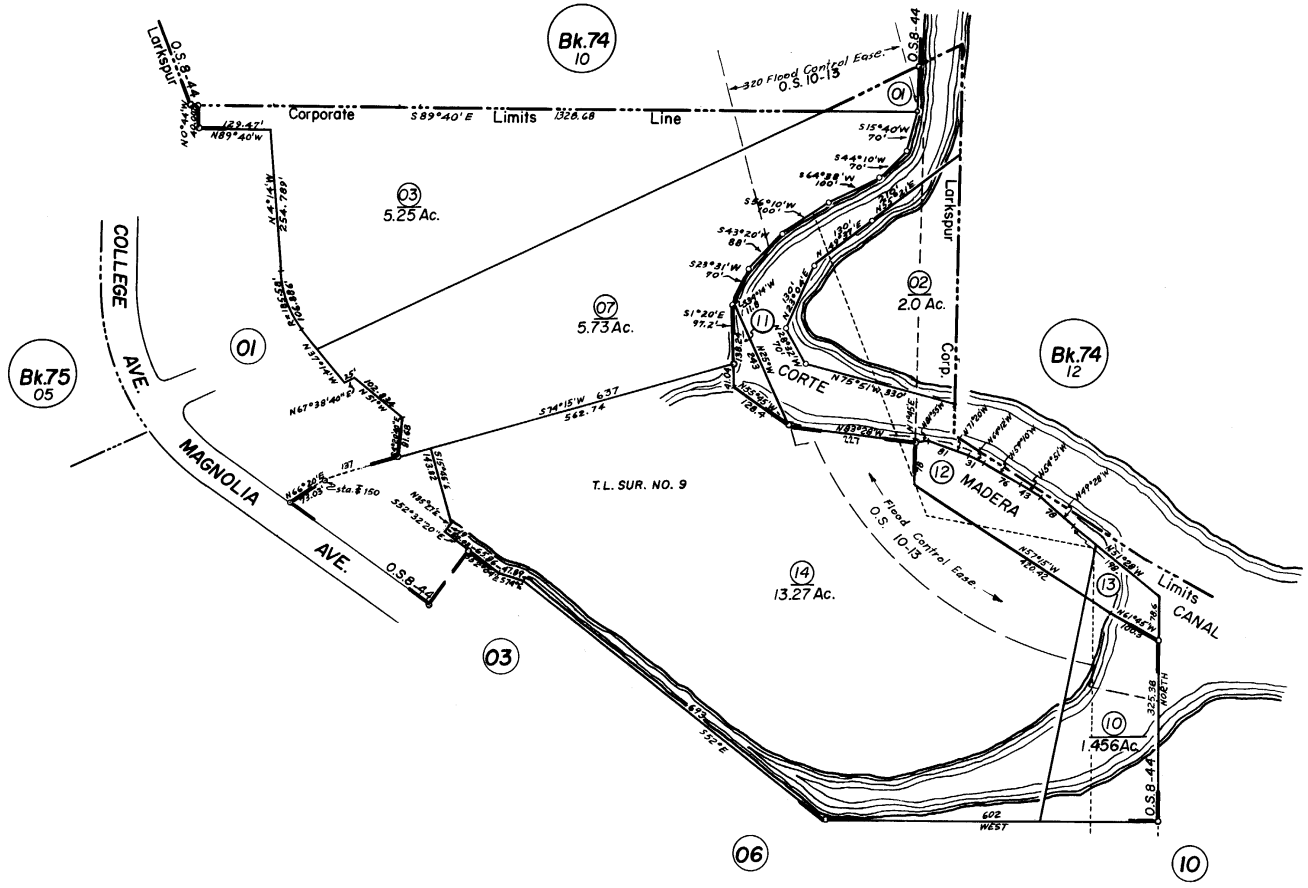
CHANGES					
BLK	PRIOR APN	NEW APN	YR	AUTH	
033	SURVEYS		08		
032	01,02,12,14	Individual NOTM	08		
033	22	NOTM	08		
034	02,03,10,13	14	09	168	
034	Survey		12		
033	45 & 46	020-033-47	12	147	NOTM
033	20,38	48	12	222	NOTM

MAP UPDATE

POR. SEC. 8, T1N, R6W, M.D.B.&M.

Tax Rate Area
4-022
4-004
4-006

20-02



7/31/2013 MEM

CHANGES

BLK	PRIOR APN	NEW APN	YR	AUTH
			14	

Map Page Update

Salt Marsh and Tide Lands Map No. 2

NOTE—Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.

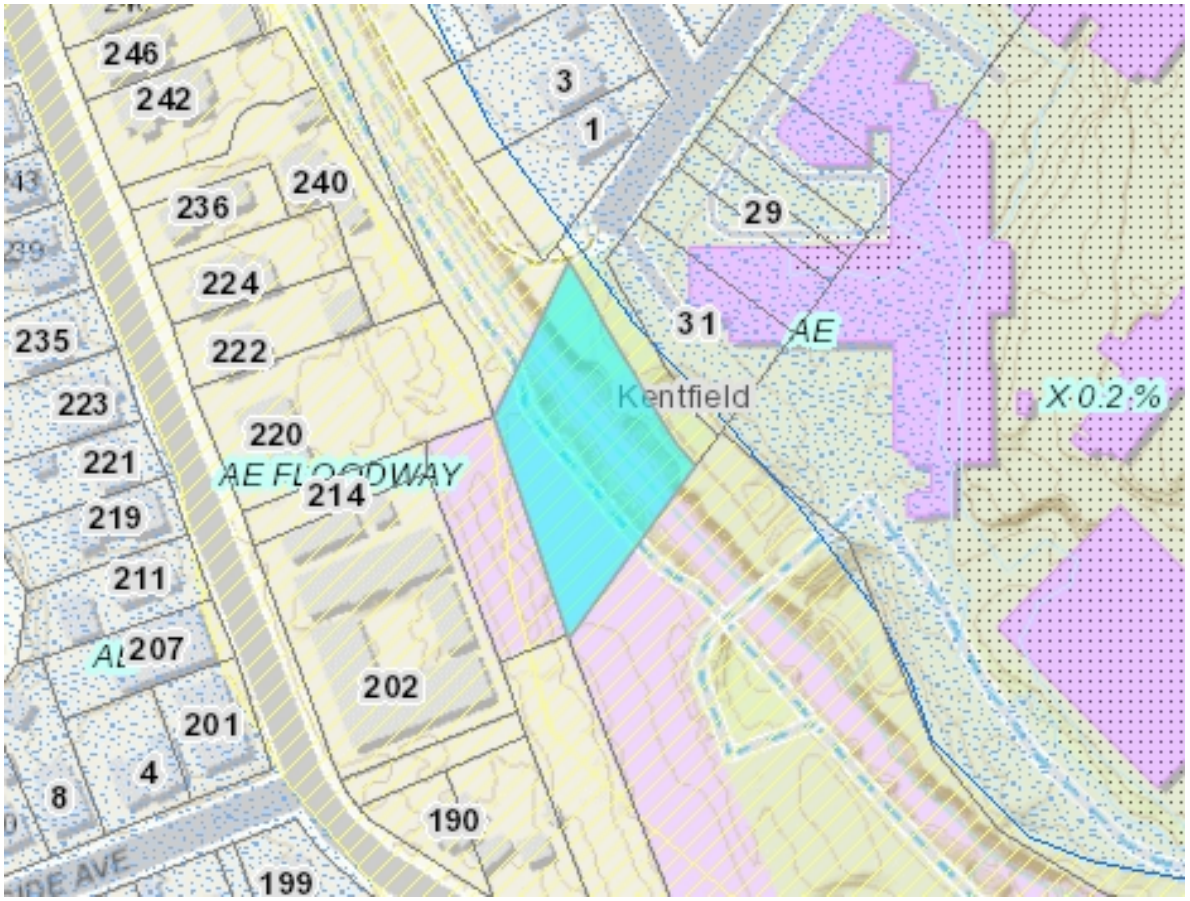
TOWN OF LARKSPUR
Assessor's Map Bk. 20-Pg.02
County of Marin, Calif.

MarinMap Site Parcel Report

Property ID: 074-021-01

Report generated 10/10/2016 1:44:46 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID:	074-021-01
Address:	
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	068-002
Average Slope:	13.65544313

MarinMap Site Parcel Report

Property ID: 074-011-21

Report generated 10/10/2016 1:41:11 PM

Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID:	074-011-21
Address:	2 LAUREL AVE KENTFIELD
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	068-002
Average Slope:	4.82023633

MarinMap Site Parcel Report

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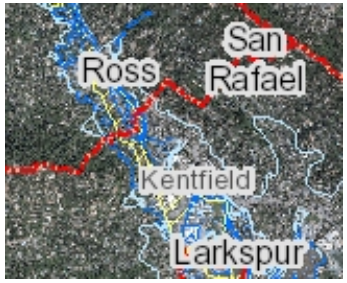


Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID:	074-011-20
Address:	1041 SIR FRANCIS DRAKE BLVD
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	068-002
Average Slope:	6.40800571

MarinMap Site Parcel Report

Property ID: 071-132-12

Report generated 10/10/2016 1:40:18 PM

Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID: 071-132-12

Address:

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 068-002

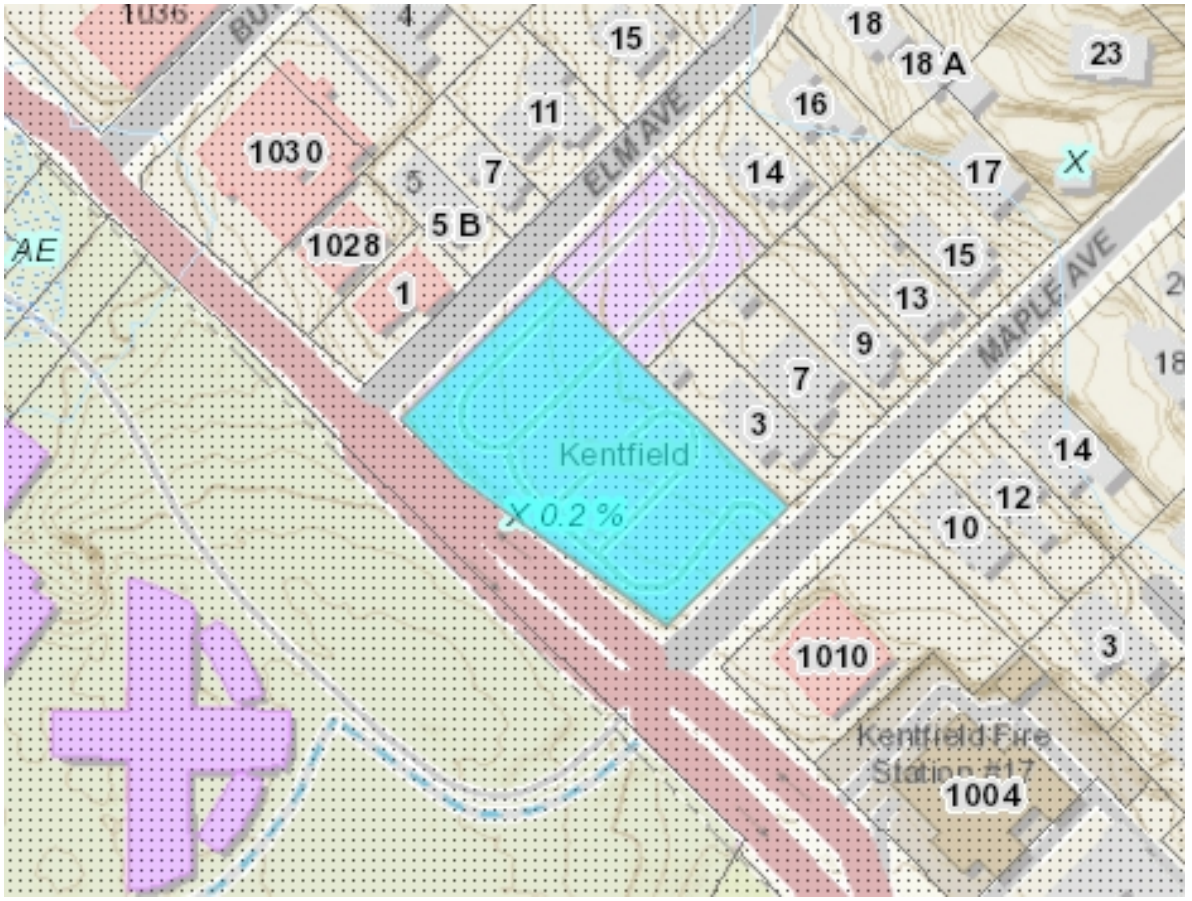
Average Slope: 6.10593456

MarinMap Site Parcel Report

Property ID: 071-132-11

Report generated 10/10/2016 1:39:27 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 071-132-11

Address:

Land Use: Tax Exempt

Units: 0

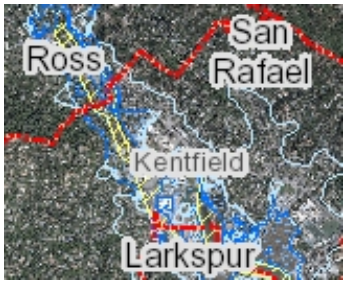
Tax Rate Area: 068-002

Average Slope: 6.35027846

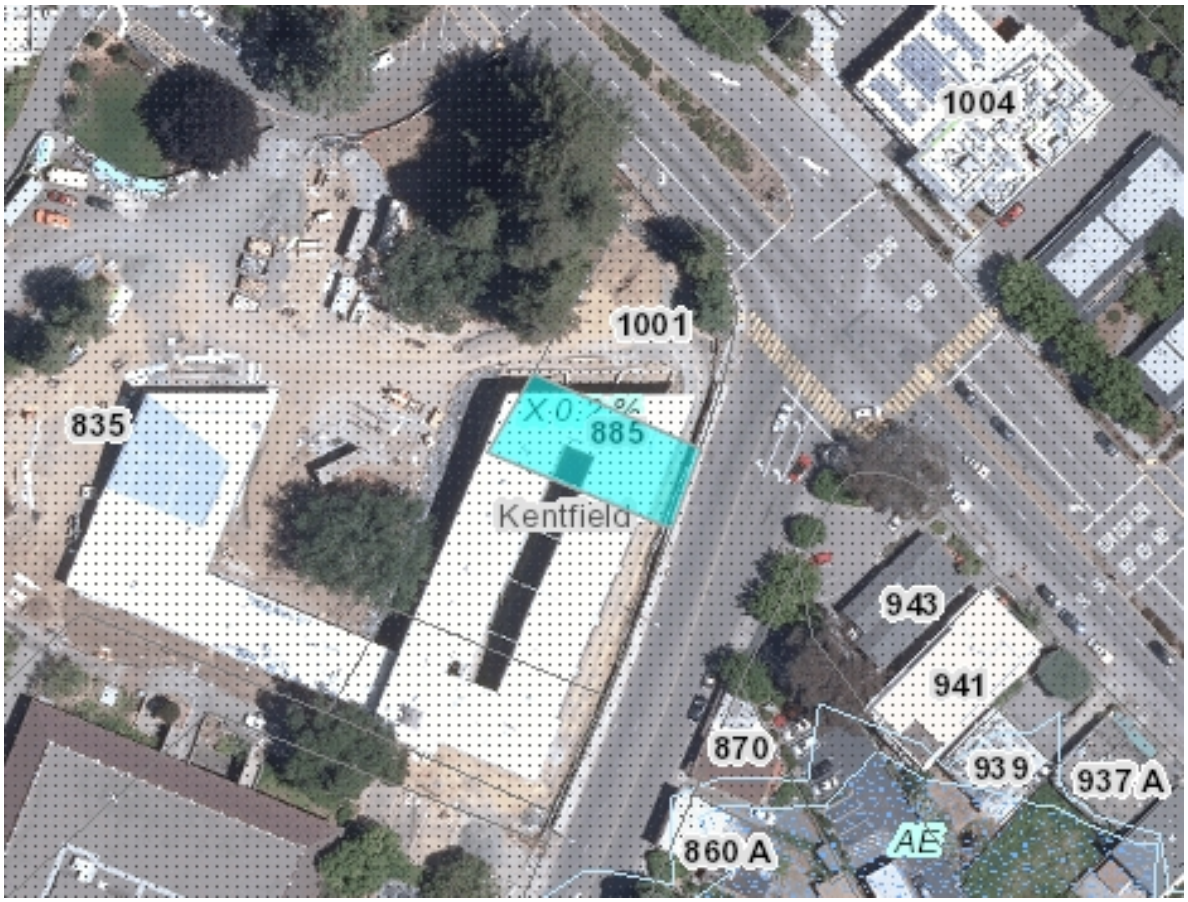
MarinMap Site Parcel Report

Property ID: 074-022-21

Report generated 10/10/2016 1:38:46 PM



Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 074-022-21

Address: 885 COLLEGE AVE KENTFIELD

Land Use: Tax Exempt

Units: 0

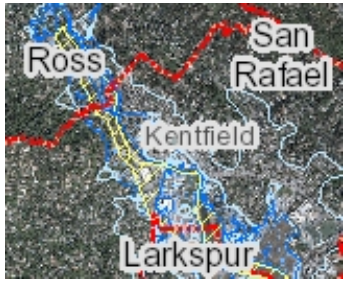
Tax Rate Area: 068-002

Average Slope: 10.85844875

MarinMap Site Parcel Report

Property ID: 074-022-25

Report generated 10/10/2016 1:38:20 PM



Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID: 074-022-25

Address: 1001 SIR FRANCIS DRAKE BLVD

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 068-002

Average Slope: 4.28201276

MarinMap Site Parcel Report

Property ID: 074-022-23

Report generated 10/10/2016 1:37:46 PM

Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID: 074-022-23

Address:

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 068-002

Average Slope: 7.89697864

MarinMap Site Parcel Report

Property ID: 074-022-19

Report generated 10/10/2016 1:37:07 PM

Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

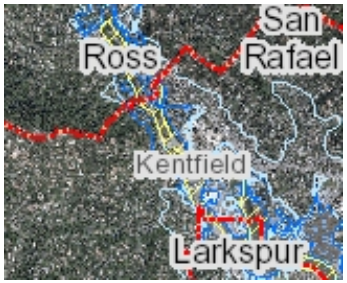
Parcel Information

Property ID:	074-022-19
Address:	835 COLLEGE AVE KENTFIELD
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	068-002
Average Slope:	6.60409428

MarinMap Site Parcel Report

Property ID: 074-093-08

Report generated 10/10/2016 1:36:22 PM



Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID: 074-093-08

Address:

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 068-002

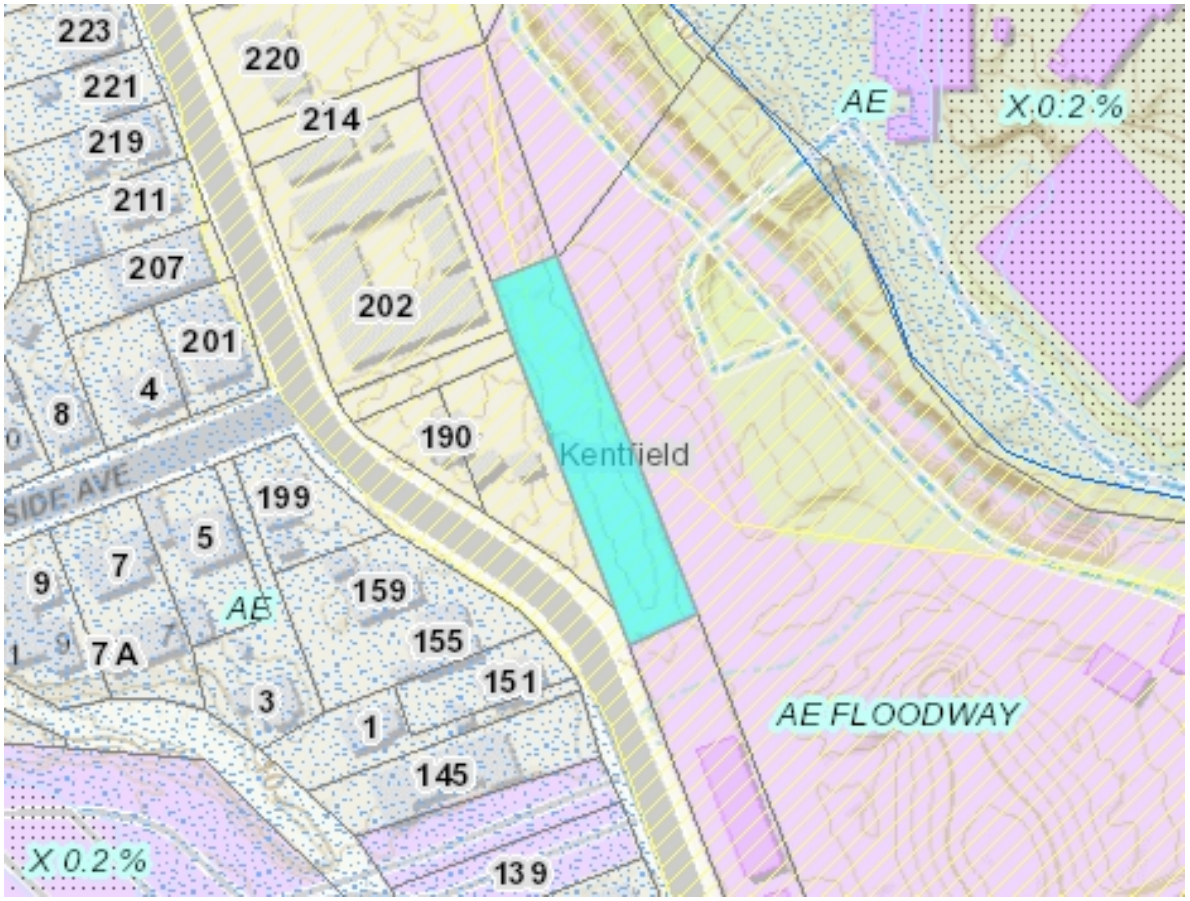
Average Slope: 5.1828719

MarinMap Site Parcel Report

Property ID: 074-093-09

Report generated 10/10/2016 1:35:29 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 074-093-09

Address:

Land Use: Single-Resid. - Unimproved

Units: 0

Tax Rate Area: 068-002

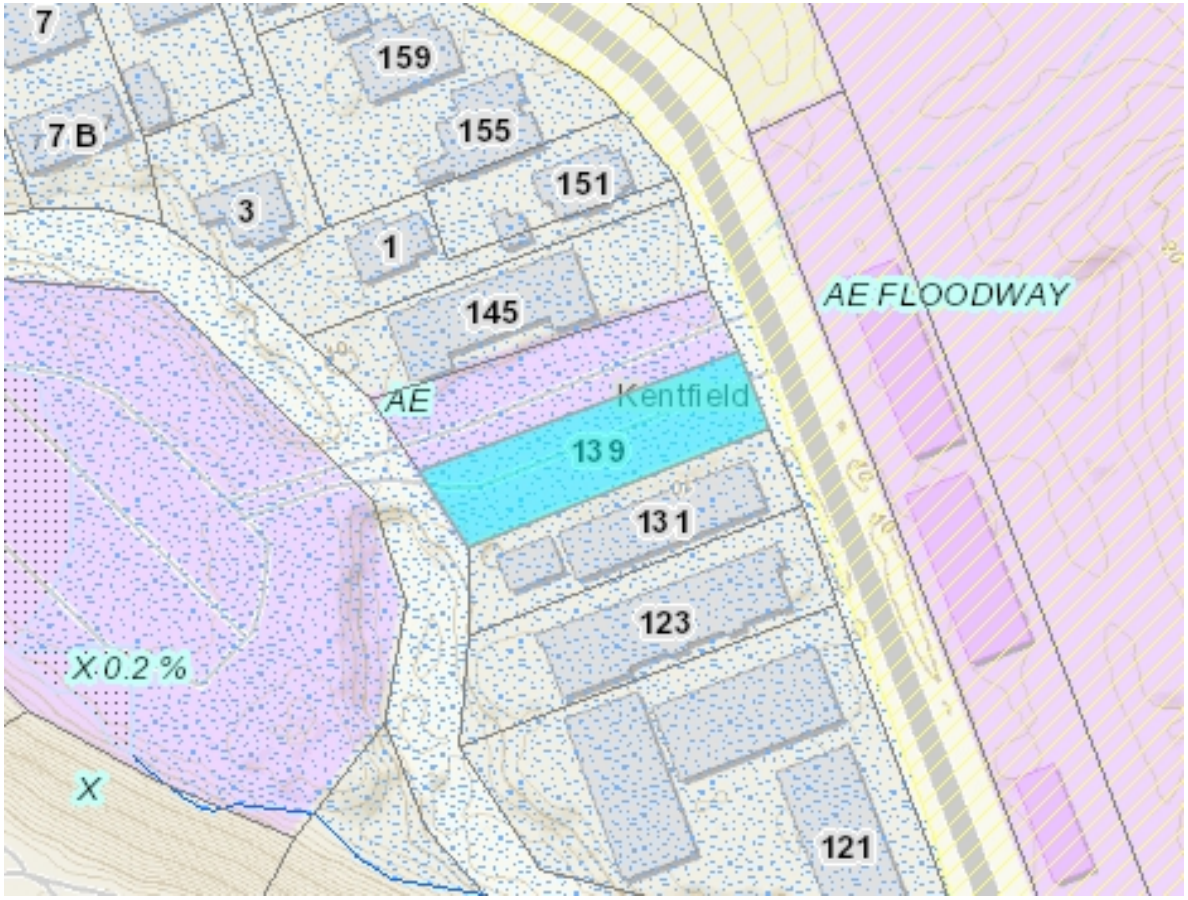
Average Slope: 6.35203253

MarinMap Site Parcel Report

Property ID: 074-092-11

Report generated 10/10/2016 1:35:01 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

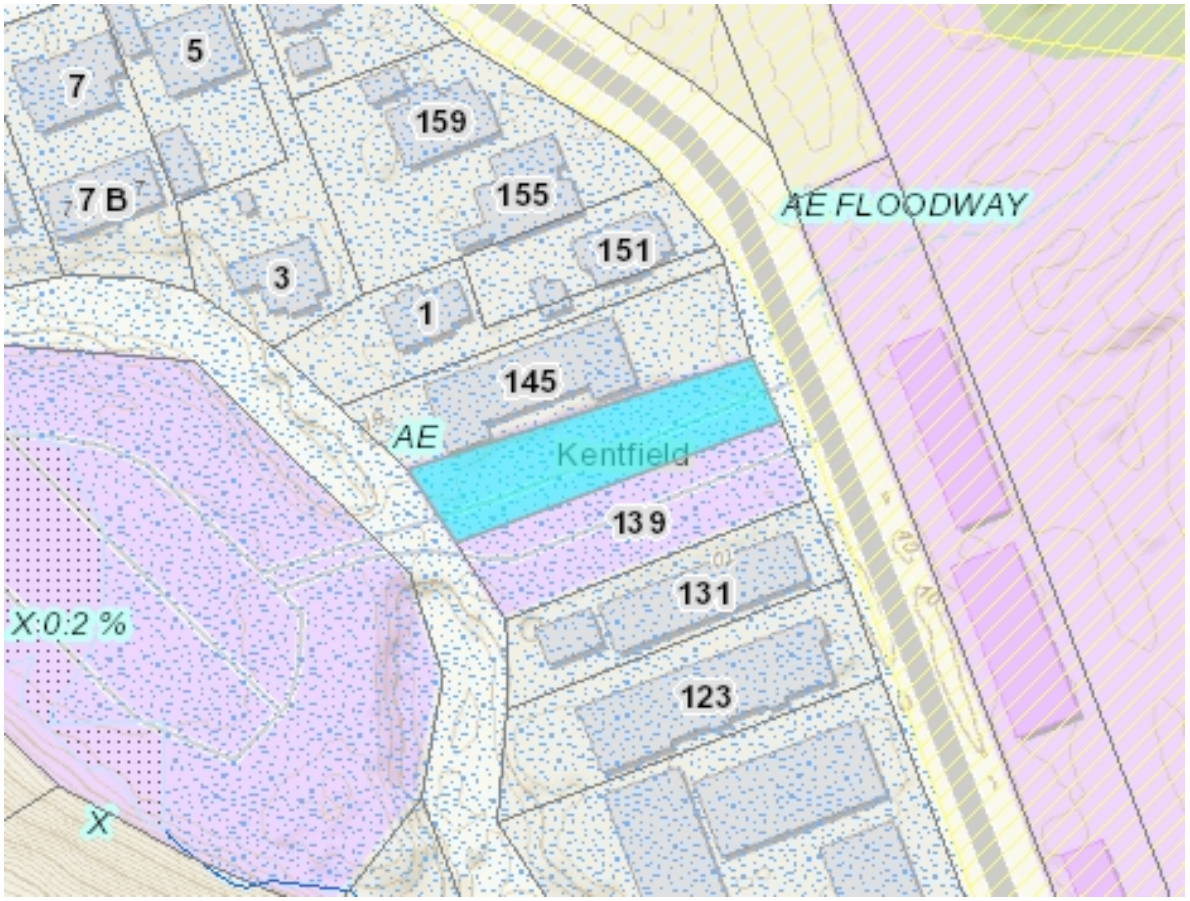
Property ID:	074-092-11
Address:	139 KENT AVE KENTFIELD
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	068-002
Average Slope:	3.51930698

MarinMap Site Parcel Report

Property ID: 074-092-17

Report generated 10/10/2016 1:34:36 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 074-092-17

Address:

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 068-002

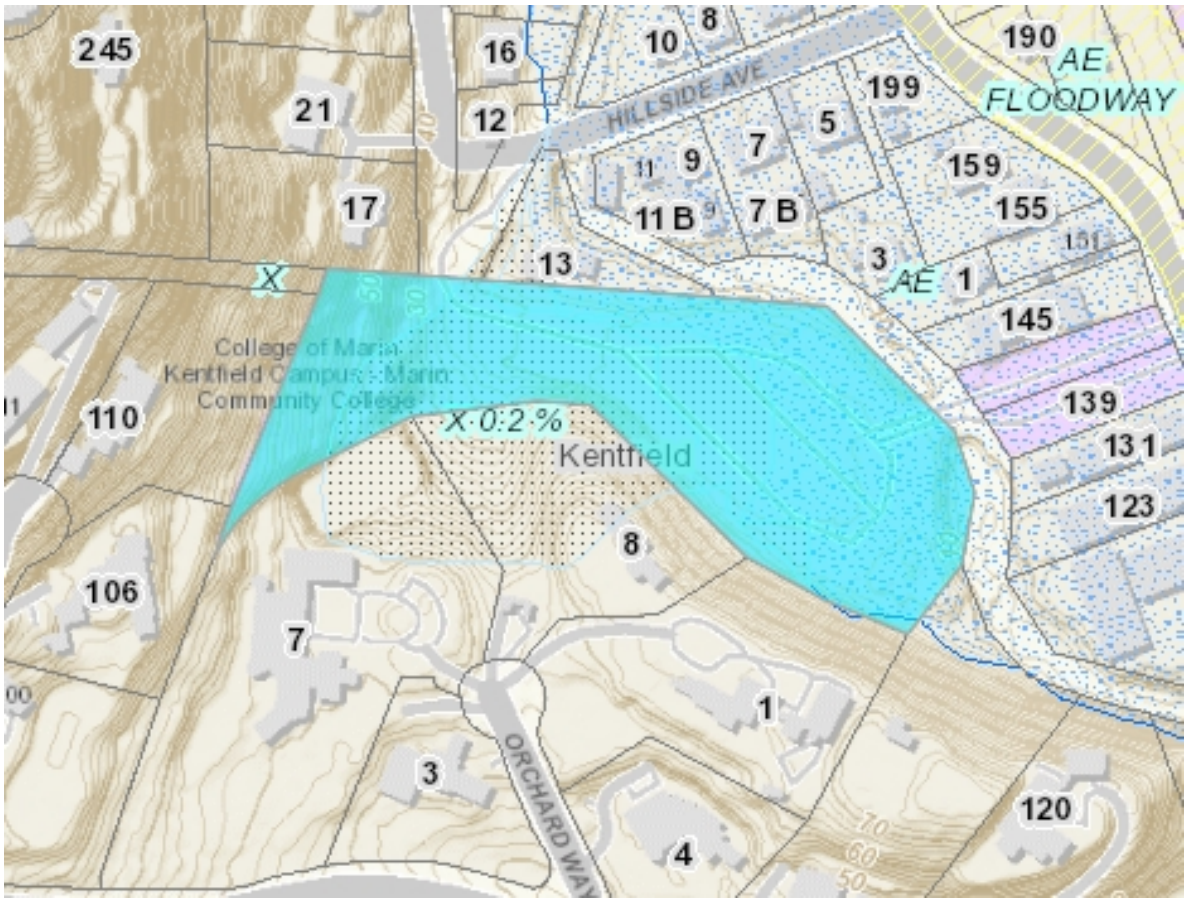
Average Slope: 2.73246928

MarinMap Site Parcel Report

Property ID: 074-181-18

Report generated 10/10/2016 1:33:52 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 074-181-18

Address:

Land Use: Tax Exempt

Units: 0

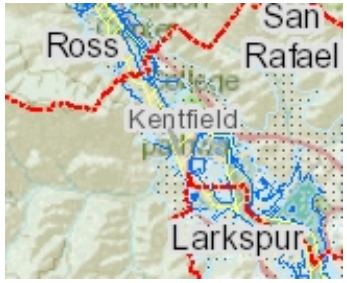
Tax Rate Area: 068-003

Average Slope: 14.22918077

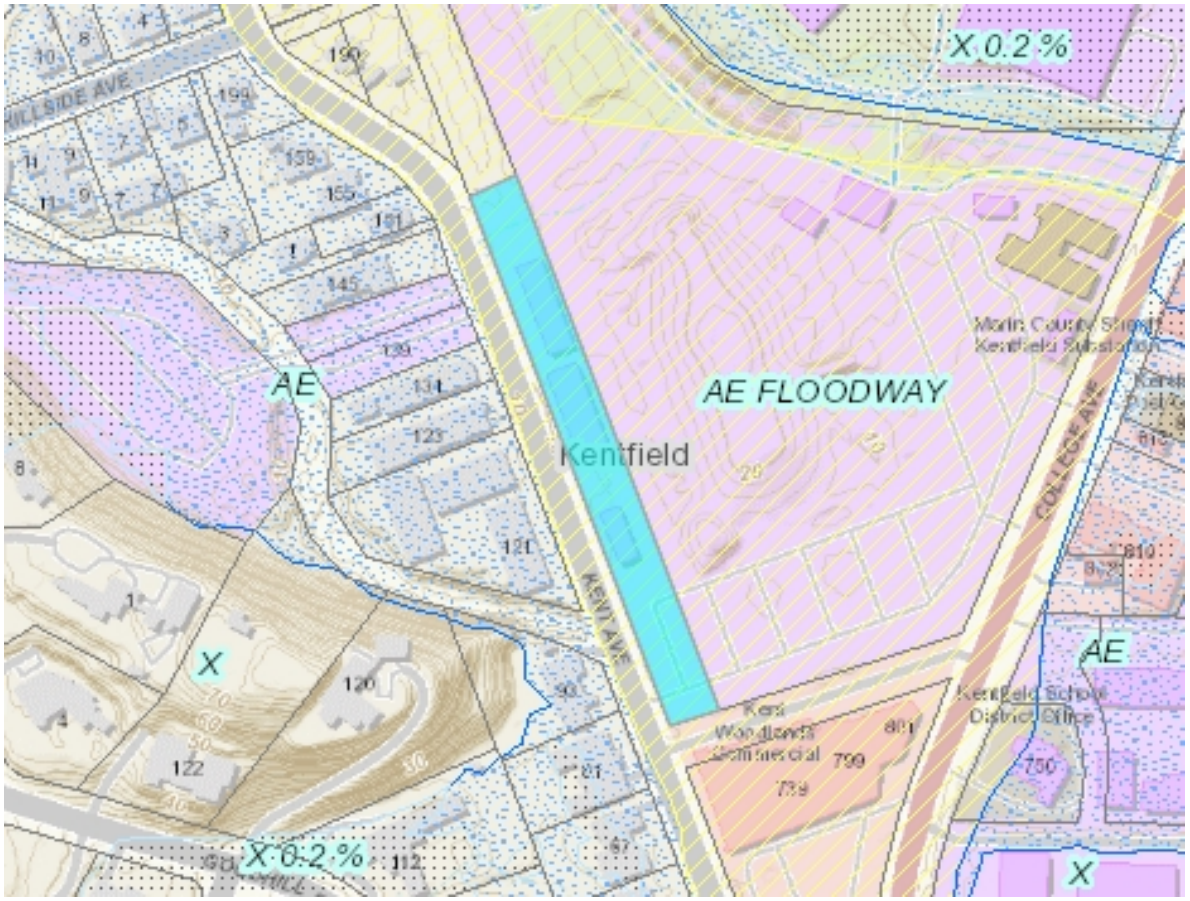
MarinMap Site Parcel Report

Property ID: 074-093-10

Report generated 10/10/2016 1:33:17 PM



Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 074-093-10

Address:

Land Use: Tax Exempt

Units: 0

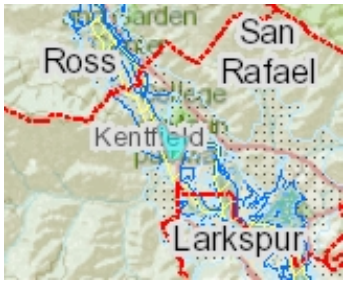
Tax Rate Area: 068-002

Average Slope: 5.5118553

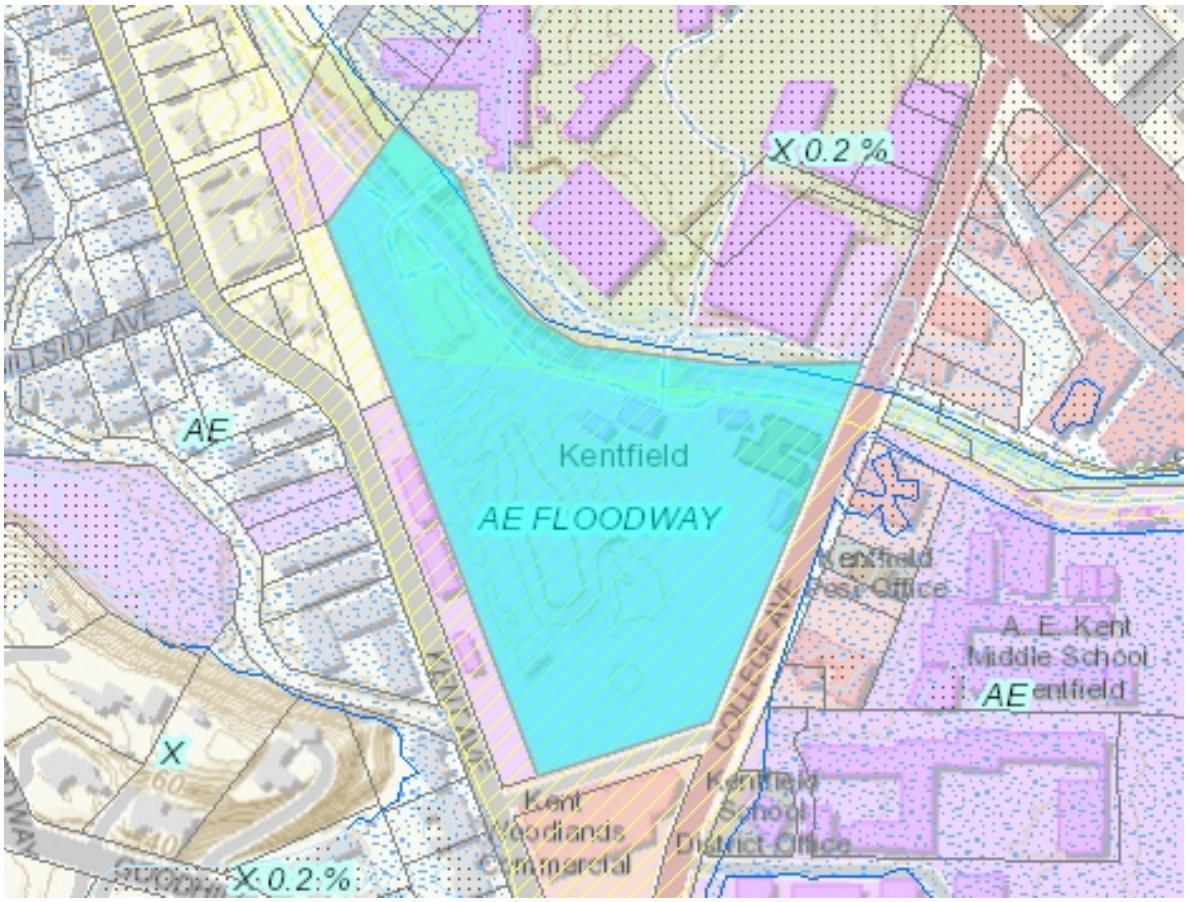
MarinMap Site Parcel Report

Property ID: 074-093-04

Report generated 10/10/2016 1:32:41 PM



Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 074-093-04

Address:

Land Use: Tax Exempt

Units: 0

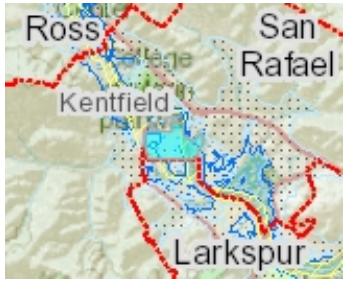
Tax Rate Area: 068-002

Average Slope: 4.22513858

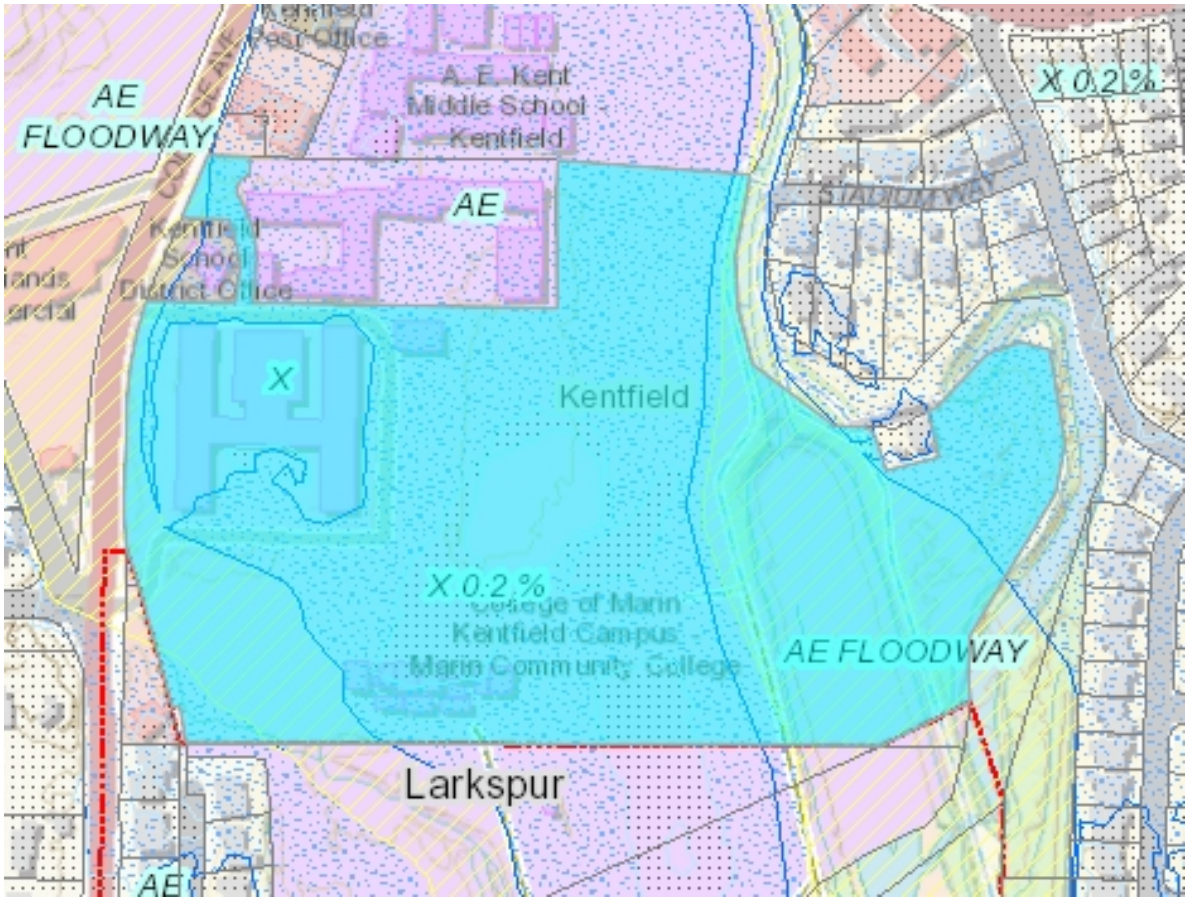
MarinMap Site Parcel Report

Property ID: 074-102-20

Report generated 10/10/2016 1:31:43 PM



Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

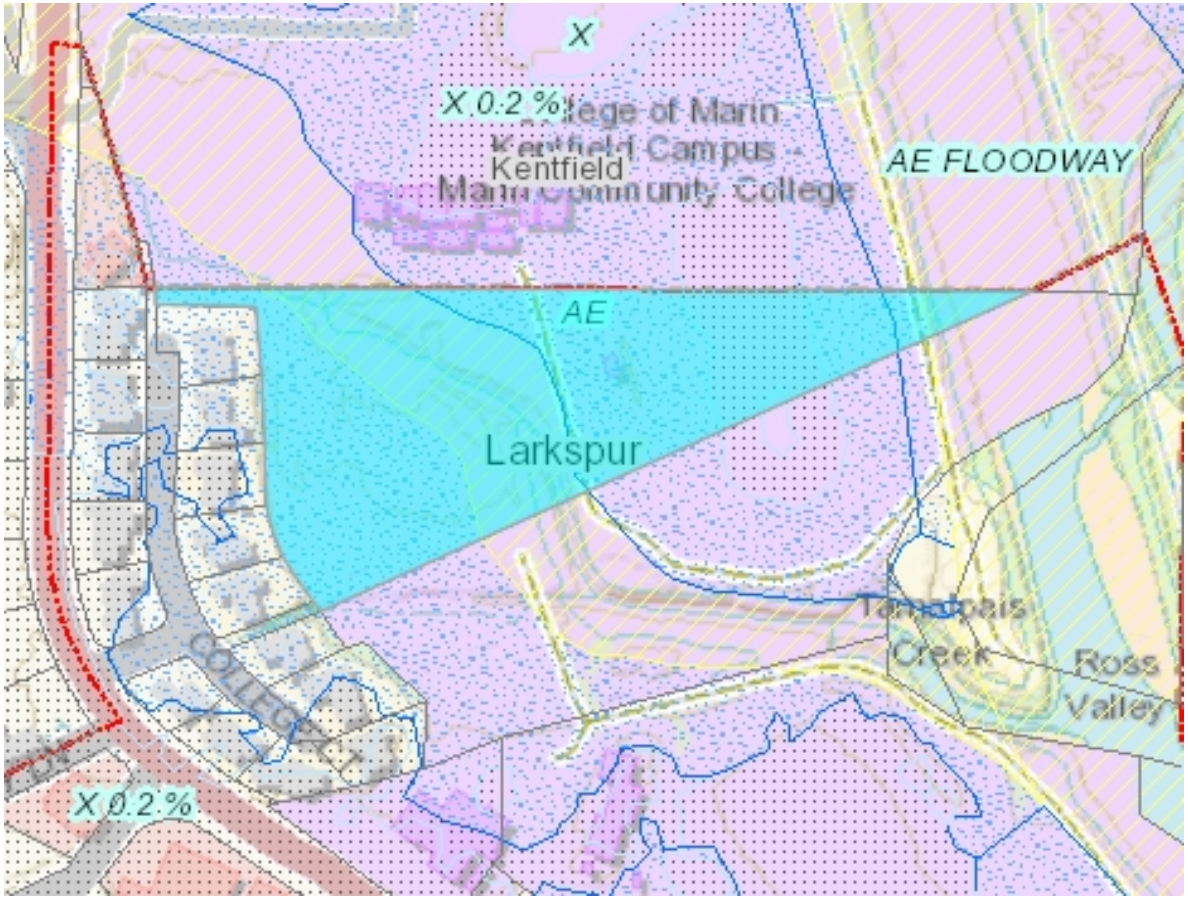
Property ID:	074-102-20
Address:	
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	068-002
Average Slope:	2.3276573

MarinMap Site Parcel Report

Property ID: 020-020-03

Report generated 10/10/2016 1:30:54 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

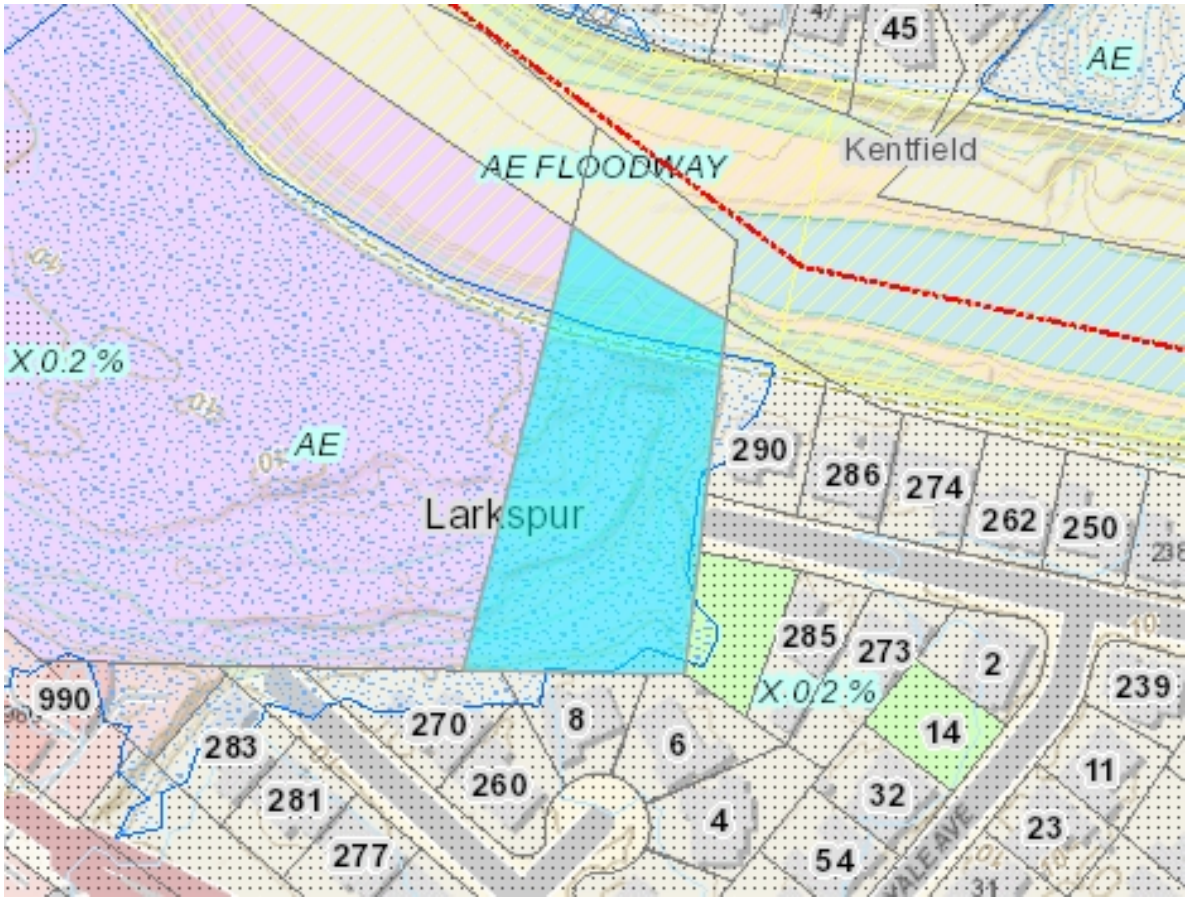
Property ID:	020-020-03
Address:	
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	004-006
Average Slope:	2.47436562

MarinMap Site Parcel Report

Property ID: 020-020-10

Report generated 10/10/2016 1:29:45 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 020-020-10

Address:

Land Use: Tax Exempt

Units: 0

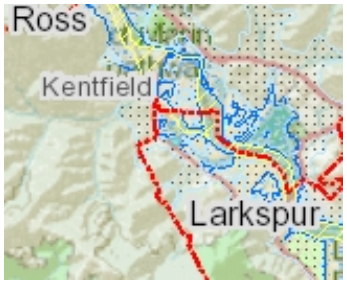
Tax Rate Area: 004-022

Average Slope: 11.22440327

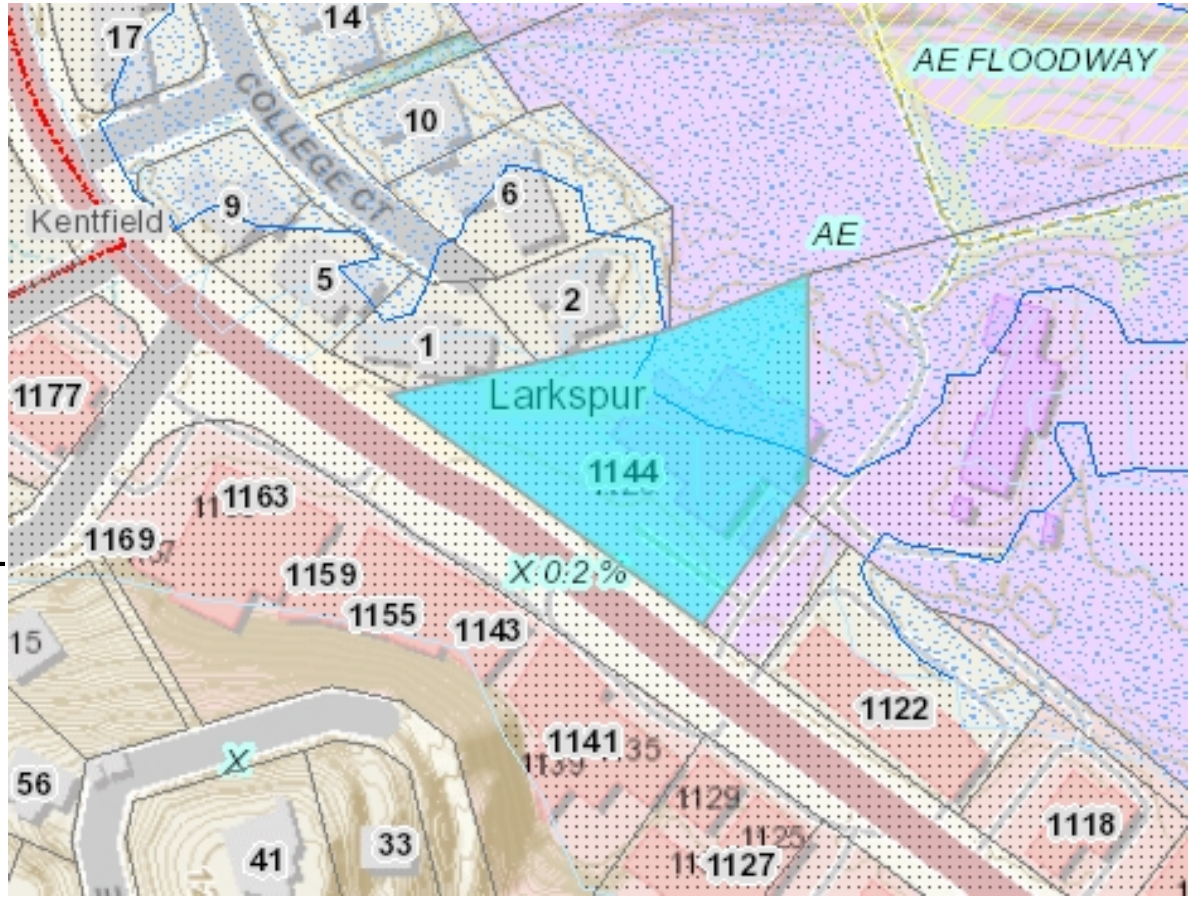
MarinMap Site Parcel Report

Property ID: 020-035-10

Report generated 10/10/2016 1:29:06 PM



Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 020-035-10

Address: 1144 MAGNOLIA AVE LARKSPUR

Land Use: Tax Exempt

Units: 0

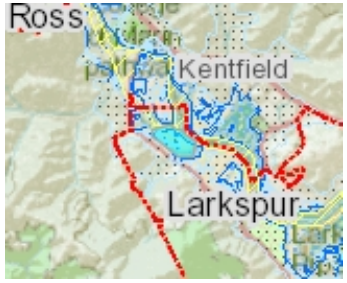
Tax Rate Area: 004-004

Average Slope: 3.02796362

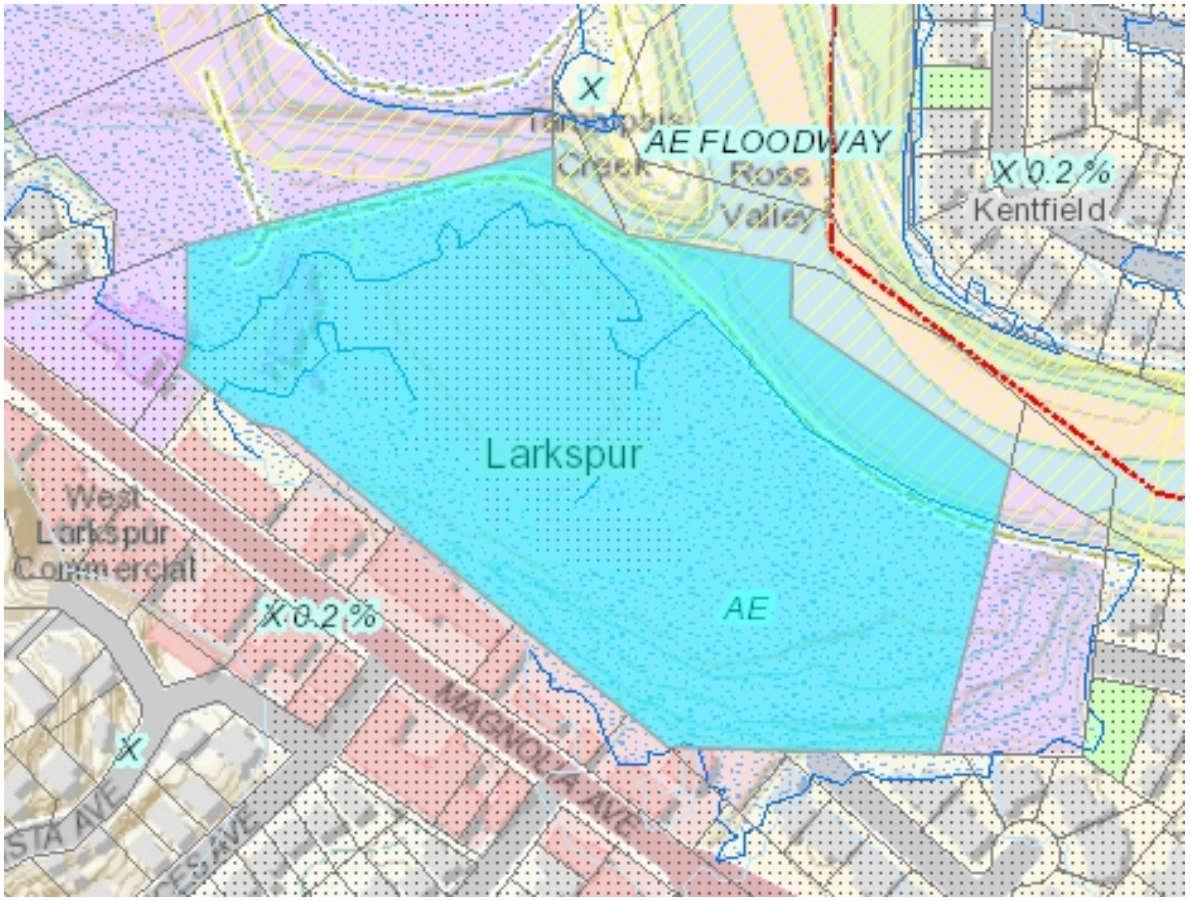
MarinMap Site Parcel Report

Property ID: 020-020-14

Report generated 10/10/2016 1:28:38 PM



Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 020-020-14

Address:

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 004-004

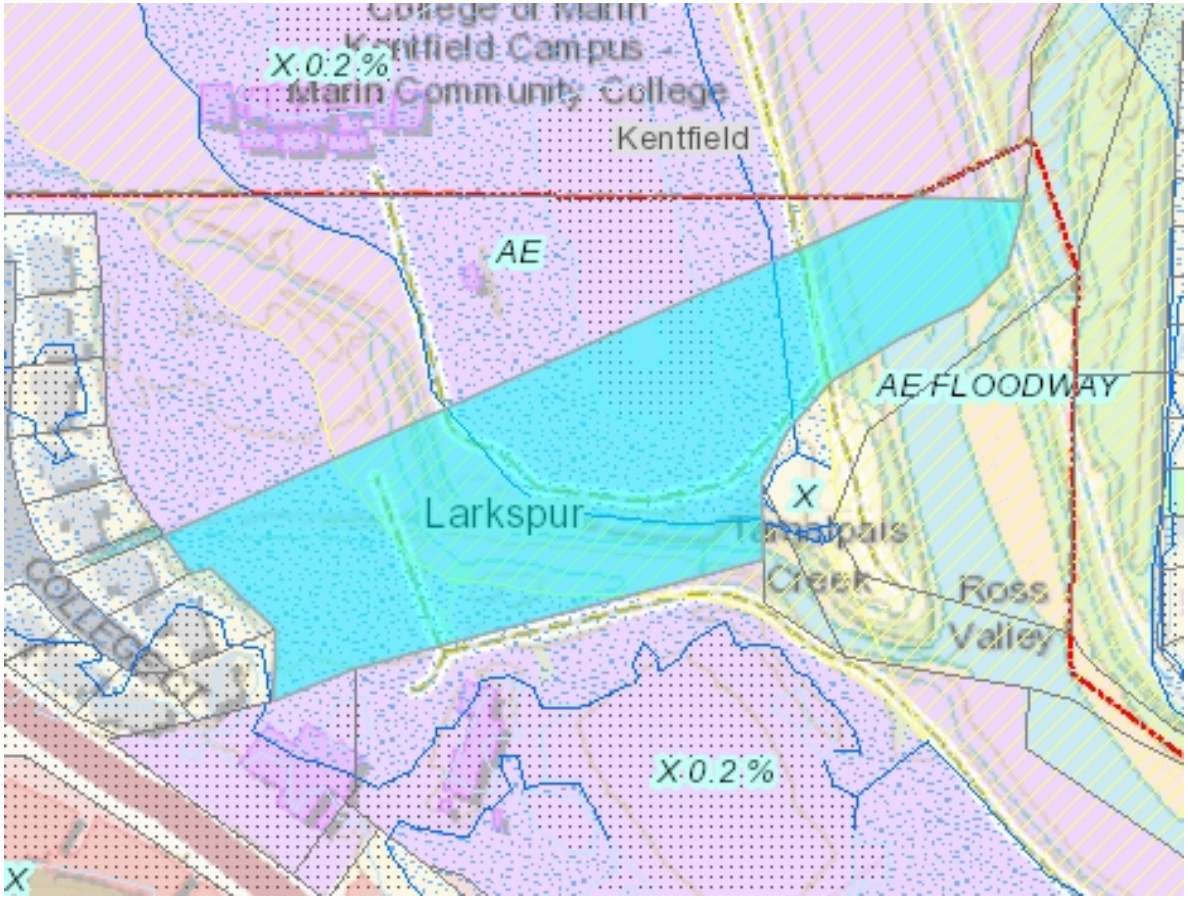
Average Slope: 3.87647933

MarinMap Site Parcel Report

Property ID: 020-020-07

Report generated 10/10/2016 1:27:46 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 020-020-07

Address:

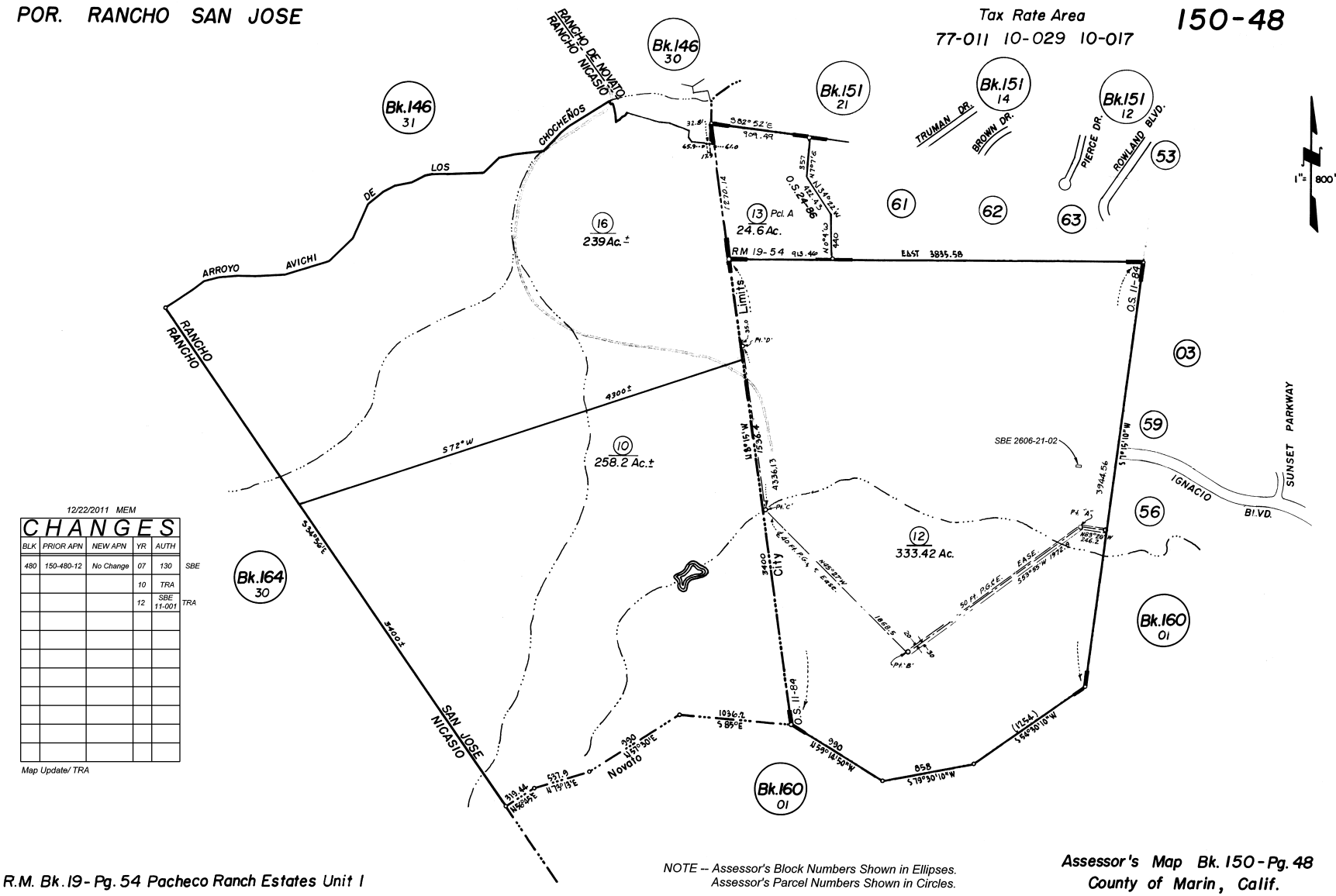
Land Use: Tax Exempt

Units: 0

Tax Rate Area: 004-004

Average Slope: 4.20483372

INDIAN VALLEY



12/22/2011 MEM

CHANGES

BLK	PRIOR APN	NEW APN	YR	AUTH	
480	150-480-12	No Change	07	130	SBE
			10	TRA	
			12	SBE 11-001	TRA

Map Update/ TRA

R.M. Bk. 19- Pg. 54 Pacheco Ranch Estates Unit 1

NOTE -- Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.

Assessor's Map Bk. 150- Pg. 48
County of Marin, Calif.

MarinMap Site Parcel Report

Property ID: 150-480-12

Report generated 10/10/2016 1:17:32 PM

Parcel location within Marin County located in the center of image above

Parcel highlighted in blue

Parcel Information

Property ID: 150-480-12

Address: 1800 IGNACIO BLVD NOVATO

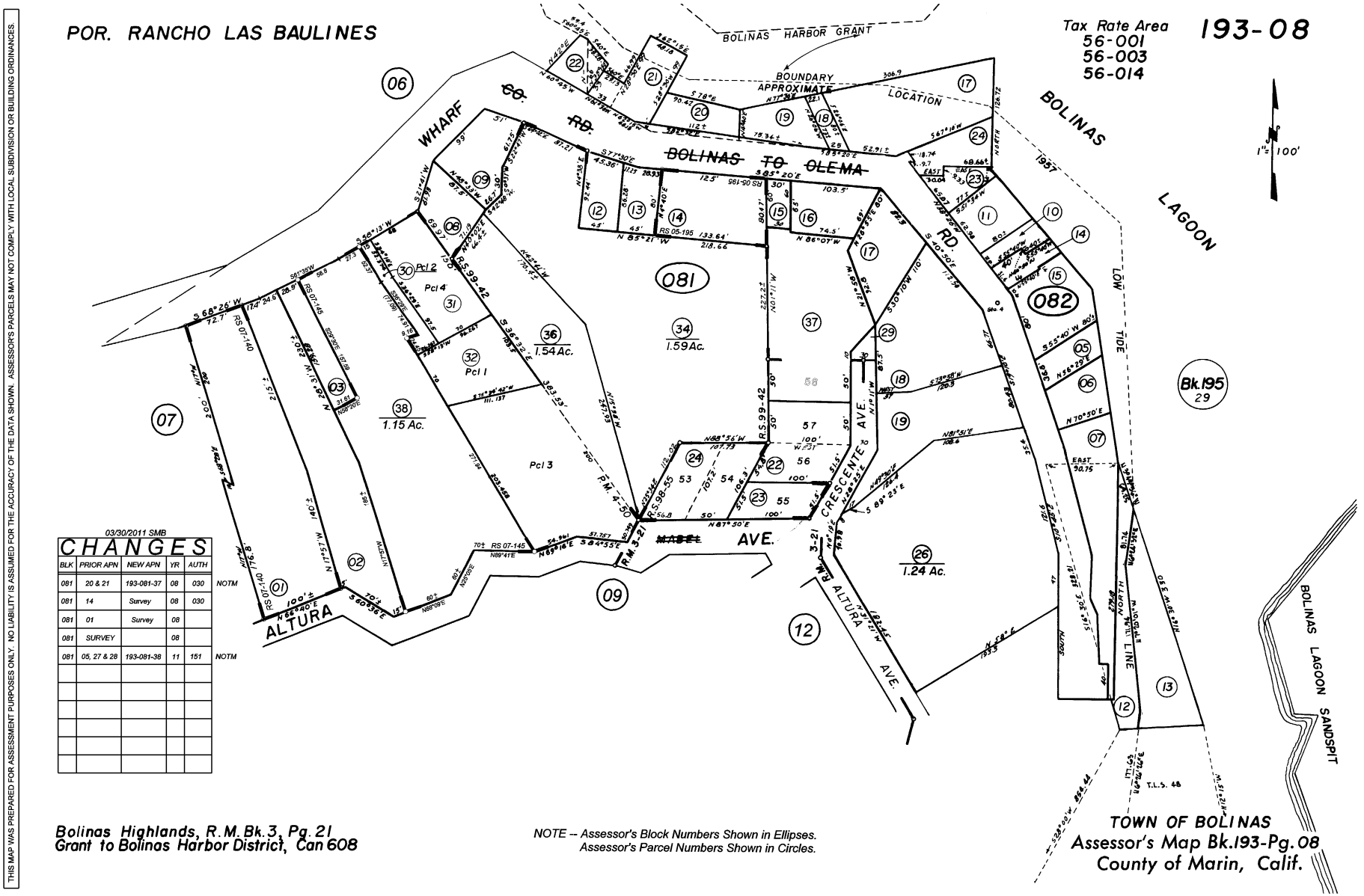
Land Use: Tax Exempt

Units: 0

Tax Rate Area: 010-017

Average Slope: 28.15602248

BOLINAS

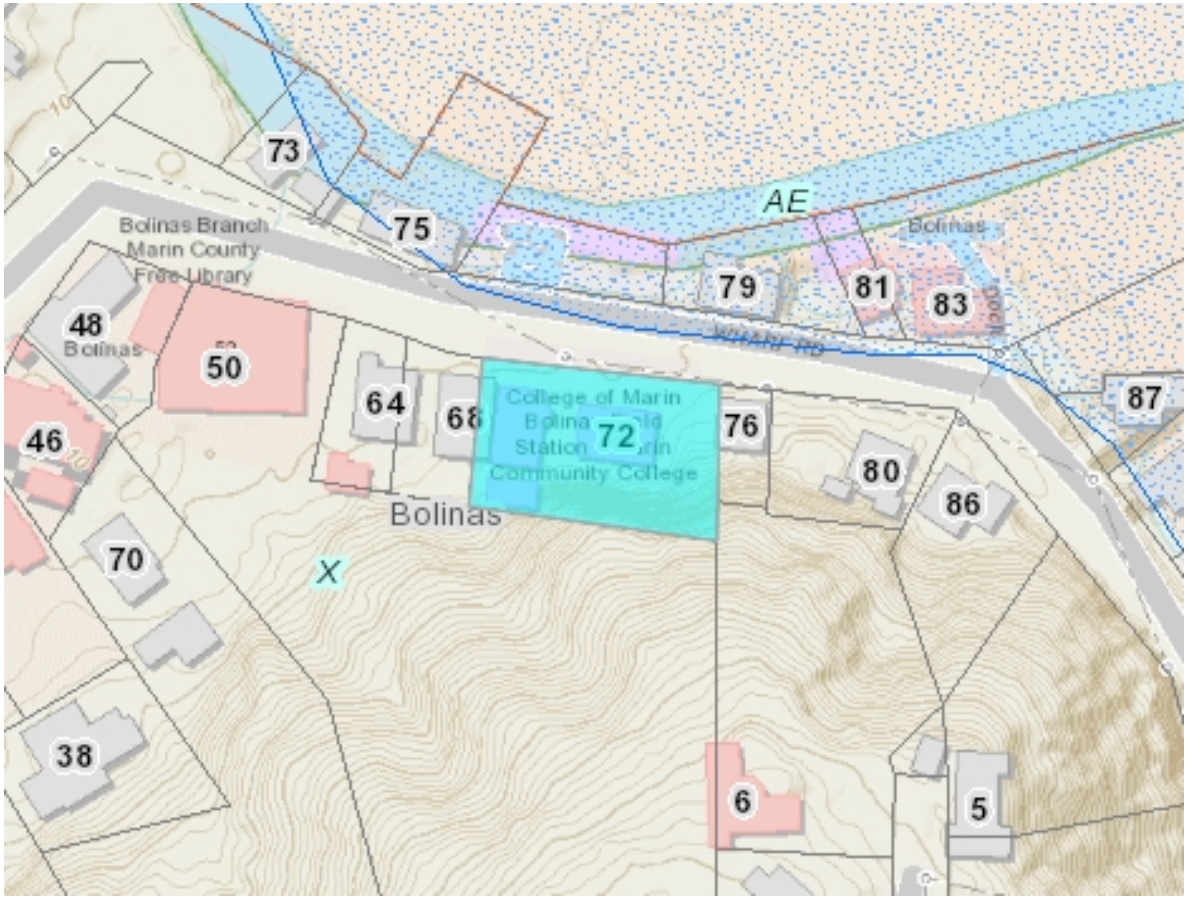

POR. RANCHO LAS BAULINES
BOLINAS HARBOR GRANT
BOUNDARY APPROXIMATE LOCATION
Tax Rate Area
56-001
56-003
56-014
193-08
1" = 100'
BOLINAS TO OLEMA RD.
WHARF RD.
BOLINAS LAGOON
081
082
34
1.59Ac.
36
1.54Ac.
38
1.15 Ac.
26
1.24 Ac.
Pcl 2
Pcl 4
Pcl 1
Pcl 3
CRESCENTE AVE.
MABEL AVE.
ALTURA AVE.
LOW TIDE LINE
Bk.195
29
BOLINAS LAGOON SANDSPIT
THIS MAP WAS PREPARED FOR ASSESSMENT PURPOSES ONLY. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE DATA SHOWN. ASSESSOR'S PARCELS MAY NOT COMPLY WITH LOCAL SUBDIVISION OR BUILDING ORDINANCES.
03/30/2011 SMB
CHANGES
BLK | PRIOR APN | NEW APN | YR | AUTH
081 | 20 & 21 | 193-081-37 | 08 | 030 | NOTM
081 | 14 | Survey | 08 | 030
081 | 01 | Survey | 08
081 | SURVEY | | 08
081 | 05, 27 & 28 | 193-081-38 | 11 | 151 | NOTM
Bolinas Highlands, R.M. Bk. 3, Pg. 21
Grant to Bolinas Harbor District, Can 608
NOTE -- Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.
TOWN OF BOLINAS
Assessor's Map Bk.193-Pg.08
County of Marin, Calif.

MarinMap Site Parcel Report

Property ID: 193-081-14

Report generated 10/10/2016 1:22:26 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

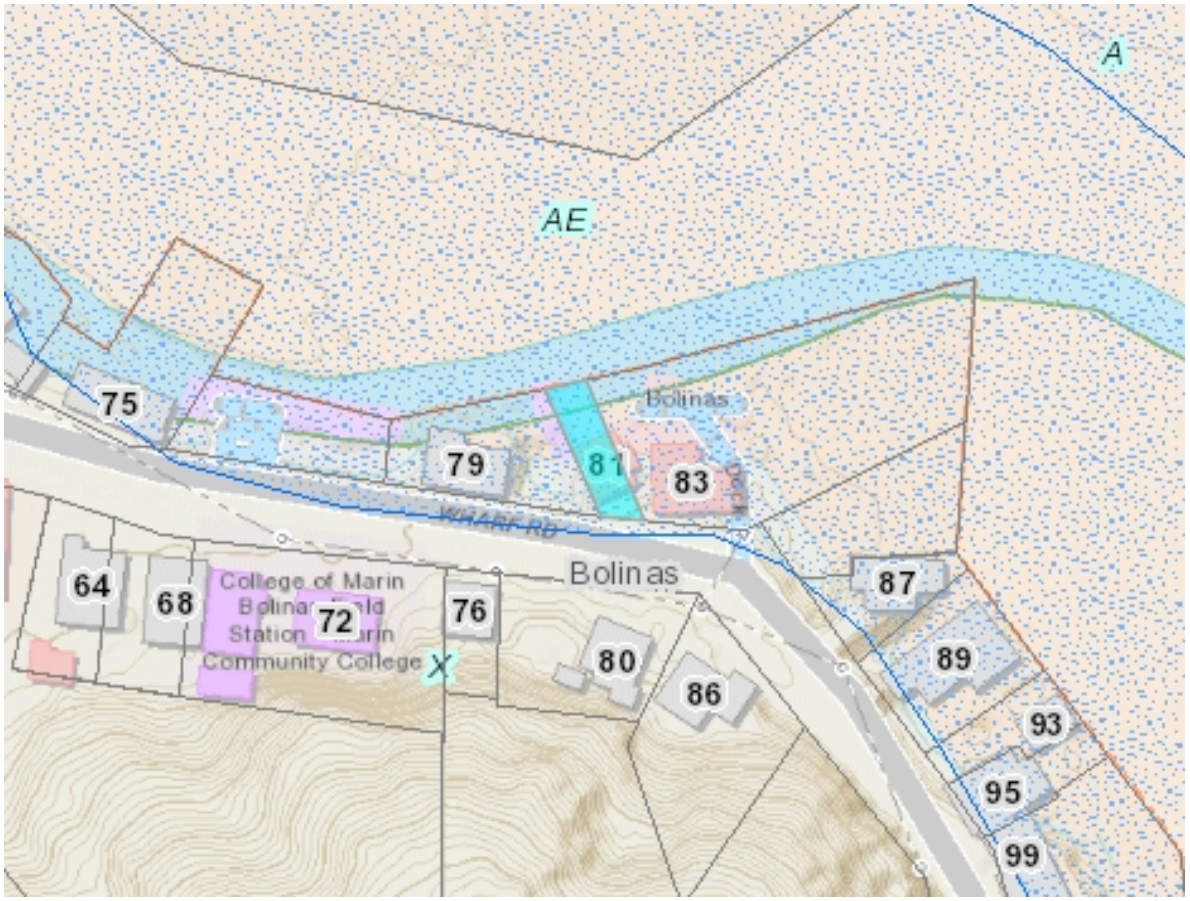
Property ID:	193-081-14
Address:	72 WHARF RD BOLINAS
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	056-003
Average Slope:	28.13466533

MarinMap Site Parcel Report

Property ID: 193-082-18

Report generated 10/10/2016 1:25:37 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

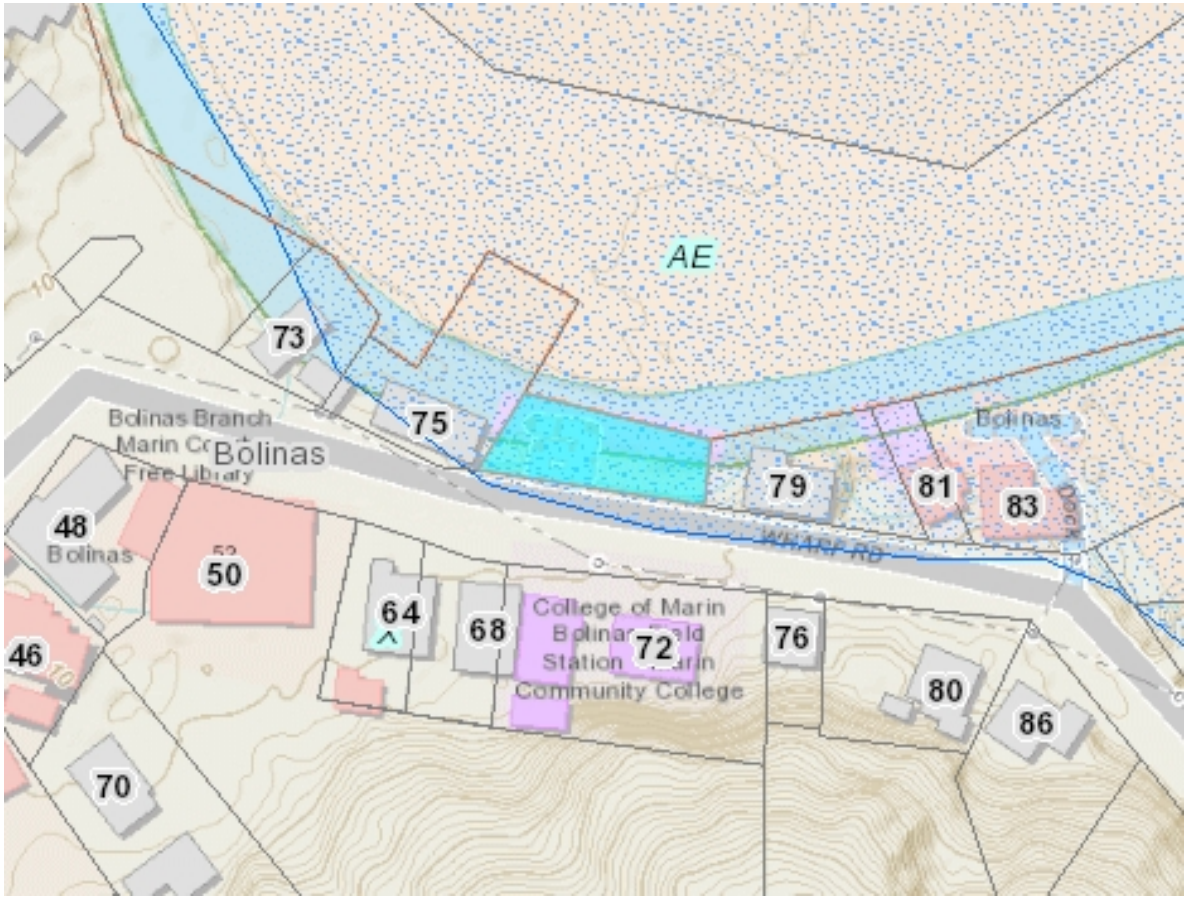
Property ID:	193-082-18
Address:	81 WHARF RD BOLINAS
Land Use:	Tax Exempt
Units:	0
Tax Rate Area:	056-003
Average Slope:	10.22881446

MarinMap Site Parcel Report

Property ID: 193-082-20

Report generated 10/10/2016 1:24:41 PM

Parcel location within Marin County located in the center of image above



Parcel highlighted in blue

Parcel Information

Property ID: 193-082-20

Address:

Land Use: Tax Exempt

Units: 0

Tax Rate Area: 056-003

Average Slope: 13.95769689

About the College

College of Marin is accredited by the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, 10 Commercial Blvd., Suite 204, Novato, CA 94949, (415) 506-0234, an institutional accrediting body recognized by the Council for Higher Education Accreditation and the U.S. Department of Education. Additional information about accreditation, including the filing of complaints against member institutions, can be found at: www.accjc.org

College of Marin is one of 113 public community colleges in California and approximately 13,000 credit, noncredit, and community education students enroll annually.

Equal Opportunity Statement

The Marin Community College District is committed by policy not to discriminate on the basis of, or the perception of, race, ethnic group identification, ancestry, color, religion, age, gender, national origin, sexual orientation, disability (mental or physical), marital status, medical condition (cancer, genetic characteristics, or pregnancy), and status as a veteran, in any of its educational and employment programs and activities, its policies, practices, and procedures.

College of Marin students seeking instruction related disability accommodations should contact the Student Accessibility Services (SAS) Office, (415) 485-9406. Individuals seeking special assistance to accommodate a disability may call the Student Activities & Advocacy Office, (415) 485-9376.

Kentfield Campus
835 College Avenue
Kentfield, CA 94904

Indian Valley Campus
1800 Ignacio Blvd.
Novato, CA 94949

www.marin.edu
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