STANDARD III.B
Physical Resources
STANDARD III.B:  Physical Resources

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

III.B.1. The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.

III.B.1.a. The institution plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.

DESCRIPTIVE SUMMARY

Norco Campus opened in 1991 as an educational center and satellite campus of the Riverside Community College District. The district’s original plans for the campus called for facilities to be constructed in five phases. Phase I of the building plan was completed in 1991, not long after the campus opened. Phase II of the initial build-out plan has been completed. Phase III, which includes revisions due to increased cost of materials, was approved by the state of California in 2006 (III.B.1-1, III.B.1-2). The planning of Phase I, Phase II, and Phase III proceeded in conjunction with input from the Site committee, comprised of faculty and staff with guidance from the district’s Facility Planning, Design, and Construction Department.1

The most recent state-funded building project, Phase III, has been designed to alleviate some of the critical need for space by providing (with the aid of Measure C funding) a Student Success Center building, an Industrial Technology building (in response to the needs of the growing manufacturing program), a Chemical Storage building, and a Network Operations Center (III.B.1-3).3 The Student Success Center will contain office space and administrative and instructional support areas; the Industrial Technology building will include lecture halls, labs, and faculty offices. The NOC will house the campus’s standalone server as well as technical support workrooms and offices.4 (III.B.1-4).

In addition, in February 2007 the Norco Strategic Planning Committee approved six new portables plus one restroom facility for installation by the beginning of the fall 2007 semester.5 These will include:

was accepted and approved by the District Board of Trustees in 2001.

1 This committee has now evolved into the Norco Strategic Planning Committee (NSPC).

2 Originally, the campus was to be constructed in five phases; this evolved into an eight-phase build-out plan designed to give the campus more opportunities to obtain state funding. The current Facilities Master Plan, to be revised once again within a year with the adoption of the Long-Range Educational Master Plan,

3 The current 2001 Facilities Master Plan included only the Industrial Tech building in Phase III; funding for the Student Success Center and the NOC comes from Measure C, while the chemical storage building is provided for by earmarked state funds.

4 The architects for Phase III are tBP/Architecture; project managers for the tech building are Pro-West.

5 The project was given final budgetary approval by the Board of Trustees in March 2007.
• Two large lecture rooms (capacity 75-100)
• A second Activity Center with fitness equipment
• Office space for faculty
• A restroom facility
• Space for a Construction Programs demonstration project.

Implementation of this project will extricate the campus from existing costly and inefficient leasing arrangements and will accommodate anticipated campus enrollment growth until the planned 2009 opening of the Phase III Industrial Technology building.

The Norco Academic Master Plan (NAMP), updated annually, has been the main document through which departments and programs:

• Evaluate, modify and prioritize their physical resources needs
• Request facilities and physical equipment, including physical plant changes, additions, and modifications (III.B.1-5).

Recently, the campus selected consultants to assist in the development of Long-Range Educational and Campus Master Plans (III.B.1-6). This EMP includes a revised Facilities (Campus) Master Plan, which will take into account needed revisions related to the Phase III build-out at the Norco Campus due to secondary effects, including increased costs of building materials and the availability of Measure C building funds. This new Facilities (Campus) Master Plan is expected to be dynamic and adaptable, to be revised as financial and physical circumstances change. Until the new EMP is adopted, additional requests for space will follow the district and Norco strategic planning processes. The NAMP will remain the document through which classroom, facilities, and equipment requests are handled.

As part of the ongoing process of facilities planning, each campus academic and non-instructional department identifies its resource needs by means of comprehensive program reviews conducted on a systematic four-year cycle as well as annual program updates. Department chairs communicate resource requests to the Norco Academic Planning Council (NAPC). Utilizing information from the NAMP, NSPC, comprehensive program reviews, annual program review updates, and other sources, and guided by Norco’s institutional goals, the Norco Strategic Planning Committee (NSPC) identifies and prioritizes facility needs, then forwards its recommendations to the campus president. These needs are also summarized within the Norco Academic Master Plan.

The president and her Cabinet then communicate physical resource needs to the appropriate committees at the district level, particularly to the District Strategic Planning Committee. Through this strategic planning process, all constituencies have input into capital planning, design and construction for new and updated facilities which support Norco Campus programs and services.

The new strategic facilities planning process will be implemented for the planned Student Success Center building approved by the Board of Trustees in the fall of 2006 (funded by Measure C) (III.B.1-7). A Student Success Center design team composed of faculty, staff, administrators and students will work with the architectural team to design a center that will meet current and future needs (III.B.1-8). The Student Success Center building will include a large and comprehensive dining room, areas for student study and social interaction, and will...
accommodate student service programs (including Associated Students) and other service programs that promote student retention (III.B.1-2). The center will also contain multi-purpose meeting rooms, including at least one large meeting area for all-faculty meetings and Board of Trustees meetings, which have often been held in the administrative building foyer because no other space was available.

Regarding the Phase III Industrial Technology building, the architects and projects managers are working on the construction documents, cost estimates; and furniture, fixture and equipment schedules. As of spring 2007, the work was 90 percent completed. Faculty members were involved in the original building planning years ago, and campus departments have participated from the start in updating equipment and planning the technical specifications.

At this time, classrooms on the Norco Campus are well utilized in the morning, afternoon, and evening hours, Monday through Thursday; in the mornings on Friday; and during daytime hours on Saturday and Sunday (III.B.1-9). With the steady increase in student population and additional classroom space provided by the opening of the JFK Middle College High School adjacent to Norco Campus, more classes are being scheduled in the afternoons and evenings Monday through Thursday.

In addition to the six new portables planned for installation in fall 2007, three portable buildings currently provide one classroom (one portable) and office space (two portables) for Norco faculty members. Demand for courses is being met by offering sections at off-site locations (III.B.1-10). As mentioned above, a partial solution to the shortage of classroom space has been a partnership with JFK Middle College High School, which was built adjacent to the Norco Campus and opened in fall of 2006.

Since 2001, Norco Campus has:

- Added a number of portable buildings which are used for classrooms, faculty offices, and administrative space (III.B.1-12).
- Added sections of courses at a variety of off-campus locations (III.B.1-10).
- Added over 22 classes in afternoons and evenings through the partnership with JFK High School (III.B.1-11).
- Constructed and later upgraded facilities by remodeling the Early Childhood Education Center using funds from Measure C, a local bond measure, and other funds. Remodeling included:
  - features that support study of childhood education and socialization
  - installation of tile flooring in restrooms;
  - a surveillance system for safety purposes;
  - an acoustical and sound system in the classrooms;
  - installation of concrete pathways around the playground (III.B.1-13).
- Installed a “floating floor” in the Multi-purpose/Activities building to support student safety and quality of instruction.
- Resurfaced the existing parking lots and completed a new parking lot adjacent to the JFK Middle College High School in the summer of 2006.

The district Office of Facilities Planning has initiated the NORESCO EMC Project, a plan to make Norco Campus lighting and energy systems more efficient and environmentally friendly. The project includes a variety of activities, from changing to more energy-efficient light bulbs in classrooms and offices, to upgrading existing air conditioning equipment.
and heating systems. The internal light fixture (occupancy sensors) and external light pole replacement program is completed. The second phase of the project, dealing with management of the energy conservation system, began in March 2007 (III.B.1-15).

The Norco Campus now has 11 permanent buildings, including the child development center and the physical plant, with three additional permanent buildings planned for Phase III. Also, there are 3 portable buildings, a soccer field, and parking for approximately 1618 vehicles.

SELF-EVALUATION

The standard is met. Planning processes are in place to assure effective utilization and continuing quality of facilities at Norco Campus in order to support its programs and services. The addition of new portables, new off-site locations, and the construction of the JFK Middle College High School, providing additional classroom space in late afternoons and evenings, have enabled Norco Campus to meet some of the needs of its ever-growing student population and evolving programs and services. Although it is a struggle to find sufficient space, Norco Campus has been successful to date in providing appropriately equipped facilities.

Phase III of the Norco Campus build-out plan received funding from the state of California, and the planned new buildings will alleviate much of the campus’s classroom and office space needs. In addition, as discussed in the Descriptive Summary, the campus has enlisted an educational master planner (STRATUS) and an architectural firm (MDA Johnson Favaro Architects) specializing in campus master plans to assist in the development of a Long Range Educational and Campus Master Plan; this plan will allow Norco to better anticipate future needs as the institution continues to grow. The contract was approved at the February 20, 2007 board meeting (III.B.1-16).

As evidenced by room utilization data, the number of portable buildings planned and purchased recently, and the use of the administration building foyer as a meeting room for Board meetings and other all-campus functions, Norco has been and continues to be in rapid growth mode.

In general terms, the planning processes in place will assure effective utilization of facilities at Norco Campus. Although in spring 2006 the Board of Trustees approved a capital planning process that clearly indicates the role of the campuses, the exact relationship between the district planning process and the role of campus facilities planning groups is still evolving. The strategic planning process is fairly new, and campus decision-making groups have been working hard to determine the nature and extent of their duties and responsibilities.

The architectural firm hired to assist Norco in developing its Long-Range Educational and Campus Master Plan will engage in dialogue and coordinate with the locally driven strategic planning groups charged with input into facilities planning. All members of the NAPC will be working with the consultants on the Long-Range EMP in order to assure effective integration of all facilities planning components with district and local strategic planning processes.

PLANNING AGENDA

- Implement and evaluate processes and procedures for successful campus-based planning that is integrated with strategic planning.
- Collaborate with educational master planner (STRATUS) and architectural
firm (MDA Johnson Favaro Architects) to develop Long Range Educational and Facilities Master Plan for Norco Campus.

- Using current and future facilities plans, continue to build out the campus to meet student and staff requirements as enrollments and program offerings increase.

III.B.1.b. The institution assures that the physical resources at all locations where it offers courses, programs, and services are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.

**DESCRIPTIVE SUMMARY**

Norco Campus facilities personnel meet regularly to address issues of proper access and safety at all locations where programs, services, and courses are offered. Facilities personnel also ensure that security issues are addressed and coordinated with College Safety and Police. In terms of strategic planning, the Physical Resources subcommittee of the Norco SPC also meets on a regular basis to develop a physical resources tactical plan aligning emerging academic and service needs and requirements with emerging facilities.

In summary, their responsibility is to present solutions that lead to a more healthful learning and working environment (III.B.1-17, III.B.1-18).

Through a process of dialogue with her cabinet and appropriate campus constituencies, including the NSPC and its Physical Resources sub-committee, the Norco Campus president reviews the existing facilities both on- and off-campus to identify room use and effective utilization of all buildings and grounds. This information is summarized and sent to the district, where it is compiled into a district facilities utilization report, which is forwarded to the state Chancellor’s office (III.B.1-19, III.B.1-20).

By means of shared operations at the district and campus levels (see also standard III.B.2.b.), Norco Campus assures safety, security, and access to its facilities, specifically utilizing the following means:

- All blueprints and designs for new buildings (credit course facilities) are submitted to the Division of the State Architect (DSA), which provides oversight for the design and construction for all California K-12 schools and community colleges (III.B.1-21). New buildings and major remodeling of on-campus buildings are designed to meet all applicable state and local codes.

- A work order system (called Footprints) for all routine maintenance requests exists to support any campus employee who requests repairs or replacements. This information is logged electronically (III.B.1-22).

- The Director of Plant Operations and Maintenance has a scheduled maintenance list developed in conjunction with the district. The list assures that roofs, heating and cooling systems, fire suppression systems, and similar safety equipment are replaced or upgraded in a timely manner (III.B.1-23).

- Facilities undergo regular inspection through on-campus bi-monthly safety/quality control walks performed by the Norco Campus Director of Plant Operations and Maintenance.7 (III.B.1-24).

---

7 The District Facilities Planning Office used to be in charge of this process, and generated a list of safety, infrastructure, environmental, and grounds concerns that were prioritized and acted upon (III.B.1-24). The list included repairs and/or replacement items. This
• Any problems found during quality walks are logged electronically using *Footprints* (suspended since 2005) (III.B.1-24).

• Safety hazards problems receive the highest priority in terms of finances and response time.

• The Disabled Student Programs and Services program (DSP&S) assists faculty and staff in ensuring that each classroom has the appropriate physical and technical equipment (e.g., tape recorders, Braille readers/writers), furniture, and personnel (e.g., sign translator for the deaf) to support participation and learning for all students needing assistance in the varied educational environments existing on campus (III.B.1-25).

• An on-campus audit for accessibility was conducted by the state Chancellor’s office in early February 2007.

• College credit classes held at off-campus sites must meet the standards of the Field Act.

• Emergency information is posted in public locations throughout the campus buildings and bulletin boards and at all off-site locations so that staff and students know what to do in the event of an emergency such as earthquake or fire.

• Blue light safety/emergency systems are installed throughout the campus so that staff and/or students may alert police of any potential problems on campus.

• At the Norco Campus, remodeling of the Early Childhood Education Center included improvement of safety features (surveillance system). In addition, a “floating floor” was installed in the Multipurpose Activities Building to support student safety and quality of instruction, where activities classes had been previously conducted on a concrete floor (III.B.1-26).

The buildings from Phase I of Norco’s build-out have just passed their 15th birthday, and are now covered under the Deferred/Scheduled Maintenance Plan with the State of California. The institution’s Scheduled Maintenance Plan includes upgrades to building features such as roofs, automatic doors, carpet, interior and exterior paint, and restrooms (III.B.1-23).

District security officers assigned to the campus provide professional services and safety assistance to students, faculty, and staff. Though campus assignments and schedules of police officers are decided at the district level, the Norco Campus has a College Safety and Police office and participates in the district-wide, 24-hour, central dispatch system. Off-site locations are served by the nearest police department via the 911 emergency systems.

Credit classes are also housed off-campus in public and privately owned buildings that meet most of the same stringent local and state codes as the on-campus site. However, owners of off-site locations are responsible for their maintenance and security. Suitability of off-site locations is evaluated by the Dean of Instruction and/or the Vice President of Educational Services, who also implements and oversees off-site contracts. Currently, the dean or vice president asks department chairs to provide instructor feedback regarding the sufficiency and adequacy of off-site locations. When specific

---

responsibility was decentralized to the campuses in 2007.

8 In the spring of 2007, using Measure C funds, the District anticipates beginning a second comprehensive review of all facilities for compliance with ADA regulations, in accordance with state mandates. Phase one of this program began in 2002 and is nearing completion. Phase two is currently in the planning stages.
facilities improvements are recommended by faculty or students, corrections are made as feasible.

**SELF-EVALUATION**

The standard is met. District and campus procedures and policies are in place to assure access, safety, security, and a healthful learning and working environment.

The Director of Plant Operations and Maintenance at the Norco Campus has established and maintained effective procedures to ensure that the selection, maintenance, inventory, and replacement of faulty and/or needed facilities equipment are accomplished in a regular manner that supports the programs and services of Norco’s students and staff.

The current maintenance and custodial staff work diligently to ensure that the buildings are kept safe and clean and that all extracurricular activities are provided with the facilities and equipment needed on the Norco Campus. Campus roads and parking lots are well lit and maintained and provide secure passage for all drivers and pedestrians. In addition, a city bus comes onto the campus during the day for students needing public transportation.

Norco’s Director of Plant Operations and Maintenance conducts local walks every two weeks. Procedures for reporting results have yet to be standardized. Specifically, Norco Campus needs a locally developed and managed comprehensive checklist of items to assess for quality and safety, schedules for assessment and repair, record keeping, training needs, and identification of qualified personnel. The checklist for safety/quality control walks should also include ADA and access issues criteria.

**PLANNING AGENDA**

- Establish a campus safety committee.
- Develop local protocols for safety/quality walks.

**List of References**

- III.B.1-1 Phase II Facilities Master Plan, Norco
- III.B.1-2 Phase III Facilities Master Plan, Norco
- III.B.1-3 Five-Year Construction Plan, RCCD: RCCD Fact Book
- III.B.1-4 Minutes, Technology Subcommittee meeting: Spring 2005
- III.B.1-5 Norco Academic Master Plan
- III.B.1-6 Board minutes: consultant contract for “Long Range Educational Program, Growth, and Capital Plans”
- III.B.1-7 Board of Trustees minutes: approval of Measure C funding for Student Support Building at Norco
- III.B.1-8 Student Support Services Center task force: sample agenda
- III.B.1-9 Schedule of classes, spring 2007, Norco Campus section
- III.B.1-10 Off-site Locations 2006-2007
- III.B.1-11 Copy, JFK partnership agreement
- III.B.1-12 District modular projects and budget approvals, Board report VI-C-2, March 20, 2007
- III.B.1-13 (a) Early Childhood Education Centers upgrades and retrofit, Moreno Valley and Norco Campuses, Board report VI-B-2, November 21, 2006;
III.B.2. To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

III.B.2.a. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

DESCRIPTIVE SUMMARY

In June 2007, the RCCD Board of Trustees approved a Five-Year Capital Construction Plan 2008-2014 (III.B.2-1). This document indirectly links district physical plant development with Norco Campus’s educational goals and its local capital planning process. The local capital planning process is driven in turn by the NAMP (see discussion in standard III.B.1.a above) and the district/campus Facilities Master Plan. Based on the NAMP, which contains facilities, equipment and staffing requests provided by instructional, student services and administrative units, the Facilities Master Plan provides a direct link between facilities and the campus’s educational goals.

Capital projects needed to support specific program/discipline goals are initiated at the discipline level through annual and comprehensive program review, evaluated by the appropriate department, and forwarded to the Physical Resources subcommittee and/or the NSPC for final recommendation to the campus president and her cabinet, who convey the Norco project requests to the District Strategic Planning Council (DSPC). Upon approval by the DSPC, the item is forwarded to the chancellor for consideration and presentation for action by the Board of Trustees (III.B.2-2).
Certain projects that preceded the establishment of local approval processes followed a different process. Recent capital projects falling into this category include the John F. Kennedy Middle College High School; the Network Operating Center (NOC); and the chemical storage building (III.B.2-4, 5-7). These projects were either required in order to comply with state and/or federal regulations, assure reliable delivery of district operations, or represent a district-based initiative.

As part of its capital development process, the district must complete an initial project proposal and final project proposal for state funded projects, which are delivered to the state community college Chancellor’s office for review and approval (III.B.2-8). All proposals must include operating costs, including utility cost estimates and classified staff requirements.

The district formula for determining “total cost of ownership” includes such items as:

- Capital investment
- Operating costs
- Short/long term requirements of facility or equipment
- Debt service, if any
- Ownership of equipment or facility vs. renting or leasing
- Useful life and salvage value
- Scheduled or deferred maintenance.

In spring 2007, the district created a Maintenance and Operations Task Force. This group is expected to provide recommendations in the following areas:

- Building maintenance standards
- Maintenance and operations staffing level benchmarks based on variable factors such as assignable and gross square footage; FTES; student and employee headcount; and space utilization ratios
- Training and development of maintenance and operations staff.

**SELF-EVALUATION**

The standard is met. Norco’s long-range capital plans support campus improvement goals and reflect district projections of the total cost of ownership of new facilities and equipment.

While the district has procedures in place to work with the campus to assure that the institutional goals are supported (using the NAMP and NSPC), the procedures are new and their effectiveness is only beginning to be evaluated. The institution will soon improve strategic facilities planning by developing a mid-range financial model that will earmark operational resources using the base budget and the new budget allocation model currently under consideration (see standard III.D.2.a.). Such a model is needed to assure maintenance of district assets, achievement of safety benchmarks, and appropriate support for instructional or student services whenever new capital facilities are constructed.

**PLANNING AGENDA**

- Continue to evaluate the effectiveness of the strategic planning process for informing facilities planning at the local level.
- Proceed with the development of a mid-range financial plan which includes cost estimates for required staffing, equipment, and services to support program development and/or maintenance of new capital facilities.
III.B.2.b. Physical resource planning is integrated with institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.

**Descriptive Summary**

The district’s Facilities Planning, Design, and Construction Office has primary responsibility for oversight and coordination of the planning of all major capital outlay projects. At the campus level, the Norco Strategic Planning Committee (NSPC), particularly the Physical Resources subcommittee, engages in dialogue to assure that all constituencies’ needs are taken into consideration. Strategic planning is informed by the Norco Academic Master Plan (NAMP), which is developed by department chairs and administrators, using discipline and student services program reviews. The NAMP document ties physical resources needs directly to student learning. In this way, planning, building, maintenance, replacement, and upgrades support programs and services at Norco Campus.

Initially, each campus academic or non-instructional unit identifies its resource needs by means of comprehensive discipline, student services, or administrative unit program reviews conducted on a systematic four-year cycle, supplemented by annual program updates. The process of facilities planning is as follows:

- Department chairs communicate academic resource requests to the Norco Academic Planning Council (NAPC).
- The NAPC will prioritize facilities needs for each department and make recommendations to the Norco Strategic Planning Committee (NSPC).
- For non-instructional programs and units, requests are sent to the NSPC through the newly created Administrative Planning Council. A similar planning council has been established to prioritize student services program needs.
- The NSPC forwards its recommendations to the campus president.
- The president and her cabinet then communicate physical resource requests to the appropriate committees at the district level, particularly to the District Strategic Planning Committee.

An example of the effectiveness of the strategic planning process is the Student Success Center building project. All campus constituents voted unanimously for this building, and it is the first major project to be developed through the district and local strategic planning processes. This building is now part of the Five-Year Capital Construction Plan and currently in the design stage.

In order to integrate physical resource planning with institutional planning more fully, and to prepare for the transition from campus to college, the district has funded the hiring of an educational master planner and an architectural firm to assist Norco Campus in the creation of a Long Range Educational and Campus (Facilities) Master Plan. [Please see the discussion in the descriptive summary for standard III.B.1.a above (III.B.2-9)]. This master plan will utilize information from the NAMP, NSPC, comprehensive instructional and non-instructional program reviews, annual pro-
gram review updates, and other sources, and will be guided by Norco’s institutional goals.

The district conducts assessment of the effective use of physical resources in several ways. The Facilities Planning, Design, and Construction Office conducts an annual review and assessment of the effective use of each campus’s facilities (III.B.2-10). This review process:

- is based on state-mandated compliances in areas such as AQMD regulations, elevator permits and usage, compressors, and back flow devices;
- includes assessment of work orders; classroom effectiveness; utility usage including gas, electric, water, and waste disposal; and district vehicle maintenance, repair and gasoline consumption;
- provides a means by which to evaluate and monitor existing space;
- uses its results to project future allocated funds to be used for operations, supplies, and utilities.

The campus receives facilities and equipment funding, and scheduled maintenance, through state block grants, measure C, state construction and general unrestricted funds (III.B.2-11).

At the campus level, the director of Plant Operations and Maintenance conducts facilities assessment by preparing room utilization reports (III.B.2-12). Faculty members also perform informal facilities and physical equipment assessment through observation and report back to their department chairs. Department chairs assess and prioritize campus-wide facilities requests made via discipline program reviews and annual program review updates, and then communicate these facilities requests to the Physical Resources subcommittee of the Norco SPC.

Evaluation of facilities is thus integrated into the planning process and the Norco Academic Master Plan through program review (as discussed above), department requests, and independent facilities assessments by the director of Plant Operations and Maintenance, and reports from the Norco SPC and Physical Resources subcommittee. In future, these evaluative processes will inform the new Norco Facilities Master Plan.

**Self-Evaluation**

The standard is met. The current system of identifying and communicating physical resource needs through comprehensive disciplinary and non-instructional program reviews and annual campus-based program review updates, with collaboration by the Physical Resources subcommittee, and of integrating these processes into the Norco AMP, is a strong model for physical resource decision-making driven by program needs.

The strategic planning processes appear to be working to integrate planning and institutional goals more effectively as evidenced by the development of Student Success Center. The Physical Resources subcommittee of the Norco SPC actively investigated the need for a Student Success Center, and all campus constituencies have engaged in discussion and dialogue about its concept and design. It is evident that effective dialogue throughout the strategic planning process has resulted in clearer communication among all appropriate constituencies, leading to more effective resource integration and elimination of redundancy.

---

10 As of spring 2007, Norco Campus had a classroom utilization ratio of **77 percent** for on-campus classrooms (III.B.2-13).
**PLANNING AGENDA**

- Work with the educational master planner (STRATUS) and architectural firm (MDA Johnson Favaro Architects) to develop Long Range Educational and Campus (Facilities) Master Plan for Norco Campus, ensuring that it is driven by, and integrated with, the NAMP.

**List of References**

III.B.2-1 RCCD Five-Year Capital Construction Plan (Norco Campus), *Fact Book*, pp. 410-438

III.B.2-2 *Strategic Planning Process, 2001-2006*


III.B.2-4 District/Norco project proposals for JFK Middle College High School (refs #3-6 in *Fact Book*, pp. 381 ff.)

III.B.2-5 District project proposal for NORESCO EMC – see #4

III.B.2-6 District/Norco project proposal for Network Operations Center – see #4

III.B.2-7 District/Norco project proposal for chemical storage building – see #4

III.B.2-8 Sample District Initial Project Proposal and final Project Proposals

III.B.2-9 Board minutes, copy of consultant contract for Long-Range Educational and Campus Master Plan

III.B.2-10 Sample Facilities program review

III.B.2-11 Sample RCCD block grant

III.B.2-12 Data report sample Norco room utilization